



Best Value Performance Plan 2006/2007

What is the Best Value Performance Plan

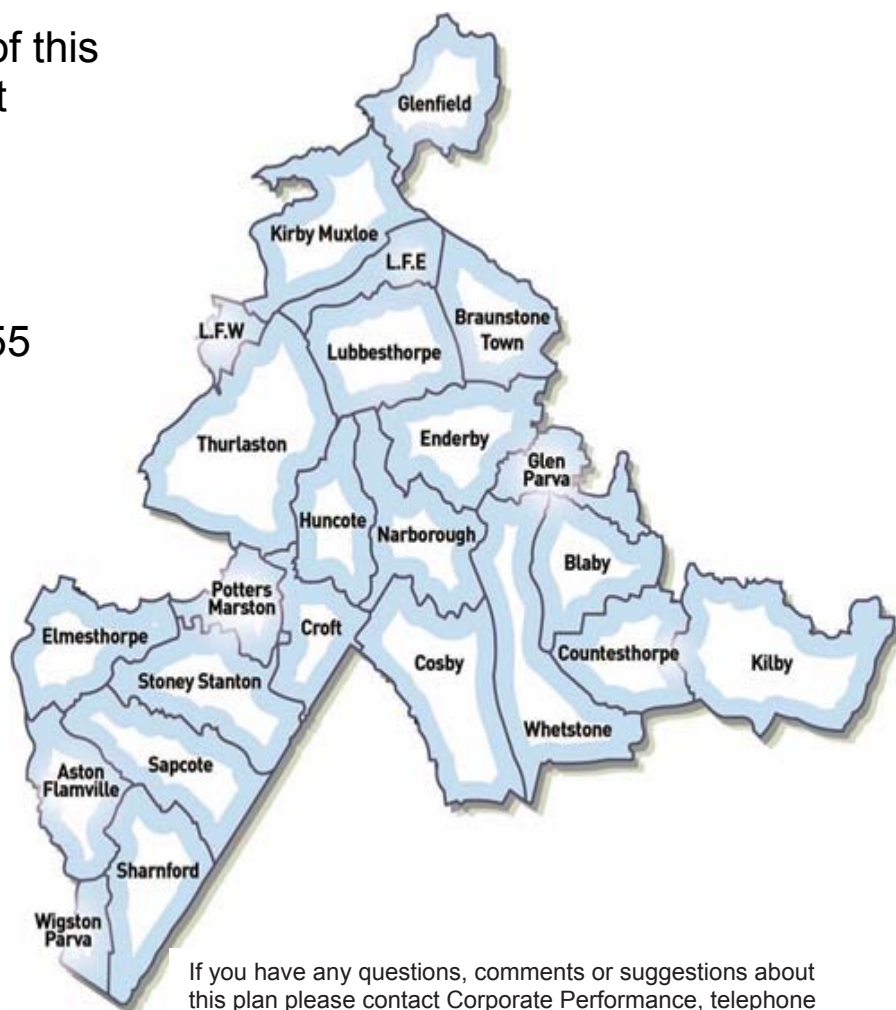
Every year all councils are required by law to produce a Best Value Performance Plan. Blaby views this as an opportunity to tell you about the Council. The Plan will tell you about:

- What we do
- How well we do it
- Our successes and achievements
- How we plan to improve

A summary of the Plan has also been published and delivered to each household. The full Plan and Summary are also available on our website www.blaby.gov.uk

The Plan can also be made available on request in other formats for example large print and Braille.

If you would like a copy of this document please contact
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If you have any questions, comments or suggestions about this plan please contact Corporate Performance, telephone 0116 272 7732 or email us at bvpplan@blaby.gov.uk

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FOREWORD

Welcome to our seventh Annual Best Value Performance Plan.

Whilst all Councils are required by law to produce such a document, Blaby District Council sees the Best Value Performance Plan as an important way to keep all of our residents, members of the business community and our partner organisations, fully informed on what their Council is achieving.

The last year proved to be another year of further progress and change for the Council and some of the main themes, including our more notable achievements, are set out below.

- Continuing our Improvement Journey

The CPA inspection in 2004 rated the Council at the top point of “Fair” and described the Council as being “well managed and having achieved significant improvements in a number of services in recent years.” It highlighted that we are “clear on future direction and priorities and have well resourced plans and capacity to deliver”.

We have carried out self assessments under the 2005 CPA “Use of Resources” and “Direction of Travel” requirements as well as challenging our approach to corporate governance and risk management by using self assessments. Once again these exercises have confirmed our self awareness and focus on what we need to do to continually improve.

We have introduced an Annual Corporate Improvement Plan as a tool to drive continuous process and systems improvements and support the delivery of the Council’s priorities.

Progress has been made in these areas as demonstrated by the delivery of milestones in the Council’s Procurement Strategy, the development of the new performance management system and determining our approach to the transfer of the housing stock in order to increase the resources to deliver decent homes for current and future tenants.

The Council is in the process of responding to the final consultation on the revised CPA process. Our experience and future plans give us confidence in our ability to meet the ongoing challenges it will present.

- Delivering the Council’s Priorities

The past year was the third year of the current Corporate Plan. It is pleasing to report that the Council achieved virtually all of the things it set out to do in the plan during the year.

We have worked with Cabinet, Scrutiny and partners to refresh our Corporate Plan in the light of the findings of the recent Residents Survey. This exercise has allowed us to refocus our priorities so they are of continuing relevance to local people.

The refreshed Corporate Plan is even more challenging and will require us to further develop our influencing and community leadership roles if we are to meet the objectives we have set ourselves. This approach reflects the growing realisation that local authorities have a role in “place shaping” that goes far beyond their direct responsibilities for service provision

- Improving Services for Local People

It is pleasing to confirm significant improvements in some of our key services during 2005/6. These include dealing with all categories of planning applications more quickly, delivering a higher percentage of the housing capital programme and achieving increased recycling performance.

Our approach to service delivery is increasingly driven by “putting customers first.” This is demonstrated in the formation of our new Customer Focus Group of local residents who are working with us to further improve our services.

New services introduced include Liquor Licensing, Freedom of Information and the creation of Customer First Teams.

We have successfully devoted much attention to engaging young people in the district. Our achievements here include securing external money to build a BMX track at Huncote and a youth shelter on Narborough Park, re-establishing the Mobile Skate Park project and organising a successful football tournament and Youth Games.

We have further developed our use of electronic government as a tool to improve customers’ access to joined up services. By way of example we have now introduced payments on line, and Council reports and minutes are also available electronically.

- Managing Resources

Through the budget process we redirected over £350,000 of resources to deliver the Council’s priorities during 2006/07. We have also secured external grants and funds totalling some £483,000 to enhance capacity and service delivery across the Council.

Whilst the Council continues to exercise creativity, prudence and efficiency, the relatively low level of external funding received through the revenue grant remains a cause for concern and 2006/7 promises to bring new challenges in terms of finance.

The Gershon agenda and the need to get “more bangs for our bucks”, also presents a difficult challenge to the Council, given its already low cost base. One of the main ways we are responding is through the development of “shared services” with neighbouring districts, although “lead times” are involved in realising the efficiency gains. We already have such arrangements in place for procurement, arts development and external grant funding. We are also mindful of the need to invest in new technology to support the business process and have committed £750,000 to the acquisition of Customer Services Systems.

- Celebrating the District’s Achievements.

The District of Blaby is made up of many talented communities and individuals and the Council has a role in celebrating this.

During 2005/6 we held our second annual awards for Outstanding Achievement by individuals and organisations in the District, sponsored by local business and culminating in a gala dinner.

During 2006/07 we will be introducing another Achievement Award for our own staff to reflect the importance of what they do both in the front line and behind the scenes for local people.

- Partnership Working

The past year has seen the Council's partnership working continue to develop so that more and better outcomes are achieved for local people.

A notable aspect of this work is the establishment of a Local Area Agreement, (LAA), for Leicestershire. This involves the public, private and voluntary sectors pooling resources and working together to deliver jointly agreed quality of life priorities for local communities. The LAA is likely to become an increasingly important framework for the Council, linking up with and supporting the work of the Blaby Local Strategic Partnership in delivering the aims of the District of Blaby Community Plan.

The Council exists to deliver services to local people, either directly, in partnership or through our community leadership roles. This Plan sets out how our services have fared during 2005/06 and our plans and priorities for improvement over the next four years.

We are very interested to hear what you think of this Plan and any of the information contained within it. Please give us your comments by post, telephone or email. Contact details are inside the front cover.

Sandra Whiles and Councillor Ernie White
Chief Executive Leader of the Council

INTRODUCTION

Context

The district of Blaby covers a geographical area of about 129 square kilometres and is diverse in the nature and size of its settlements, with a mix of urban and rural areas. The recent growth in resident population indicates its popularity with people as a place to live. Figures for the 2001 Census show an increase of 9.13% in population since 1991 making it one of the fastest growing districts in Leicestershire.

Blaby District Council plays a major role in the provision of a significant number of services to its residents and recognises the need to respond effectively to meet the demands of the changing district.

In recent years the Council has enjoyed success in a number of areas that demonstrates it has embraced both the philosophy and practice of 'continuous improvement'.

Recent Achievements

The Council is committed to continuously improving its services and can point to a wide range of improvements achieved during the last year. There are many areas where the Council is achieving more and more and giving real evidence of the speed of improvement and the quality of service to residents.

A full list of the Council's achievements in 2005/06 can be found in the final section of the 'Performance' Chapter.

Comprehensive Performance Assessment

The Council's Comprehensive Performance Assessment (CPA) inspection in May 2004 rated the Council at the top point of the CPA "Fair" category and described it as being 'well managed and having achieved significant improvements in a number of services in recent years'. It highlighted that the Council is 'clear on future direction and priorities, with well resourced plans and the capacity to deliver these'.

The Council has used the CPA inspection and subsequent report as a tool for further learning in its continuous search for improvement. This has included identifying areas both where new plans are required and where joint learning and improvement with local authority partners can be carried out.

The Council drew up an initial two year Improvement Plan in November 2004 geared to addressing the areas identified as requiring further work by the CPA report. The Plan identified three main improvement themes:

- Managing assets and investment
- Managing performance
- Improving accessibility

This has now been reviewed and rolled forward as a new Improvement Plan for 2006/07. Further details of this Plan and improvements already achieved are given in the 'Planning for Improvement' and 'Performance' chapters respectively.

In Autumn 2005 further assessments of the Council's performance were carried out by the Audit Commission to partially update the original 2004 CPA inspection. Comprising 'Use of Resources' and 'Direction of Travel', these are both new

elements of CPA, the outcomes of which are included in the Council's Annual Audit and Inspection Letter (see separate section) and whose main findings are summarised below. In both cases the findings were informed largely by the Council's own work to assess itself in these areas, similar exercises also being carried out for corporate governance and risk management. This work has strengthened the Council's self-awareness and focused attention on the actions and priorities required to achieve continuous improvement.

Consultation on the revised CPA framework for Districts has recently started. CPA will continue to look in greater depth at value for money and partnerships as well as performance in the service blocks such as housing, culture and the environment.

Both the Council's current activities as well as its future plans make it well placed to meet the ongoing challenges of performance assessment.

Use of Resources

Whilst this assessment focuses on a council's financial management it also looks at how this is integrated with its strategy and corporate management, and how it supports priorities and delivers value for money.

Overall the Council has been assessed as being 'at minimum requirements' with a score of 2 out of a maximum of 4.

On 'value for money' it was found that the Council is working hard to achieve good value for money through low levels of Council tax and maintaining net spending on all services per head at the lowest of all English districts. It was noted that whilst good performance is being achieved in some areas, such as waste and recycling, the Council clearly recognises that some services i.e. planning, benefits and housing, require some improvement.

Other areas for improvement include:

- Routine review of costs against performance for all service areas.
- Benchmarking, which is not used routinely to compare performance corporately
- Procurement, being addressed through a strategy and appointment of a procurement officer
- Consultation, which, although carried out, is not done routinely for all decisions involving services to the public.

Direction of Travel

This comprises an assessment of the progress a council is making in planning for and actually achieving improvements in service performance.

The conclusion was that whilst the Council has made progress in some areas, for example, recycling, overall performance is mixed. Whilst 59% of performance indicators are now above the national median (in 2004/05) only 46% have improved since 2002/03. The report notes that the Council is actively seeking to strengthen its internal capacity and its partnership working to deliver its improvement priorities.

Looking at the findings in more detail, key points include:

- Mixed progress on managing assets, which mainly relates to the Council's rented housing stock
- Whilst the Council has experienced significant staff turnover in key positions, it is investing in improving capacity

- Improvement in the performance management framework and in service performance in benefits, processing of planning applications, and recycling and composting
- Partnership working has led to successful outcomes such as the new BMX track at Huncote
- Improving access to services through initiatives such as the Braunstone Connect Shop and development of the Customer First programme

Annual Audit and Inspection Letter

Every year each council receives an 'Annual Audit and Inspection Letter' based on the work of external auditors who examine the way its resources are managed, focusing on the financial accounts and performance management arrangements. The Letter summarises their key messages for the authority, identifying areas of good practice and making recommendations where improvement is needed. This year the work remit has been effectively expanded to include the 'Use of Resources' and 'Direction of Travel' CPA assessments, referred to in the previous section.

This year's Letter, published by the Audit Commission in March 2006, gives unqualified audit opinions both on the Council's accounts for 2004/05 and on the Best Value Performance Plan published in June 2005. Also, no reservations were placed on any BVPI's.

Overall, the Council's corporate governance arrangements were considered to be satisfactory and its financial position sound.

Corporate Governance

In July 2002 the Council formally adopted its own Code of Corporate Governance based on best practice guidance provided by The Chartered Institute of Public Finance and Accountancy and the Society of Local Authority Chief Executives (CIPFA/SOLACE). The Code is structured around five critical dimensions of the Council's business, which are:

1. Community Focus
2. Service Delivery Arrangements
3. Structure and Processes
4. Risk Management and Internal Control
5. Standards of Conduct

A compliance checklist is produced to identify any areas where further work is required. This checklist is reviewed at regular intervals during each financial year. The Annual Statement of Assurance in relation to the Code covering the period April 2005 to March 2006 is attached at Appendix 1

Vision, Mission, Aims and Objectives

The Council's vision, mission, corporate aims and objectives together make up the framework of the Council's Corporate Plan, originally approved in May 2003 and refreshed in 2005. The Plan underpins all of the Council's activities as well as its performance management system. As such it is heavily influenced by community concerns and aspirations as well as the shared priorities agreed by the government and Local Government Association.

Vision: "Leading the communities of the district of Blaby towards an improving quality of life"

Mission: "To create, in partnership with others, a district in which people want to live and work and to provide services that respond to the needs and aspirations of all our communities"

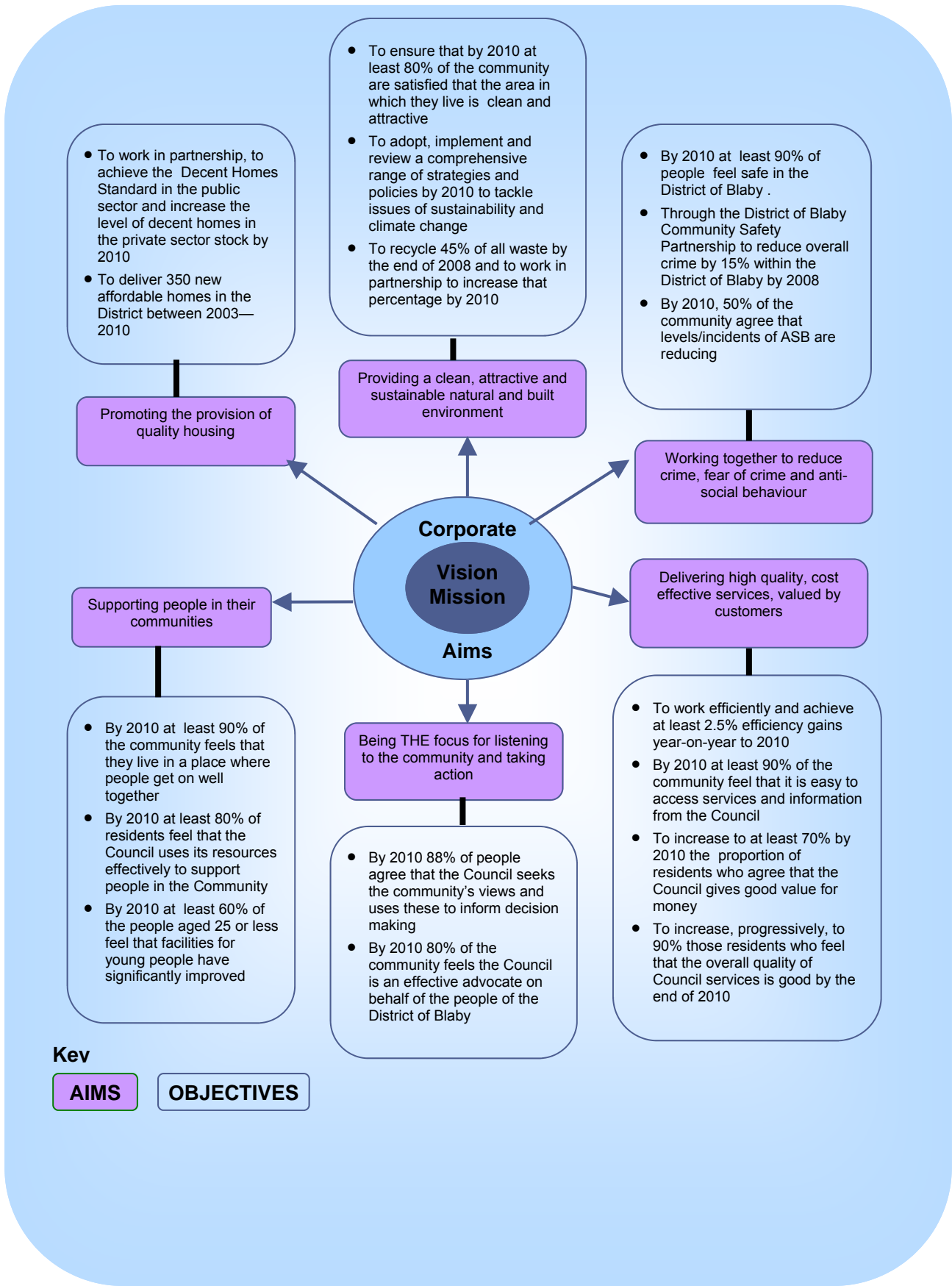
These in turn drive six corporate aims, which are then further translated into more specific objectives, originally twenty but since revised to seventeen in 2005. The links between each of the elements of the Council's current Corporate Plan are shown in the diagram opposite.

Delivery of all of the above is underpinned by the Council's corporate values, which commit it :

- to be fair, open, honest and accountable
- willing and keen to work in partnership with others
- open to new and better ways of doing things
- to fully play our part in protecting the environment
- to be consistent in the promotion of equality throughout
- ensuring Council activities are open and accessible
- to give evidence to all that we work as one team
- to maintaining a commitment to high ethical standards

Further details of the Corporate Plan and the Council's overall approach to improvement planning are set out in the 'Planning For Improvement' Chapter.

Corporate Aims and Objectives



Key

AIMS

OBJECTIVES

FINANCE

Managing Finance

The Cabinet Executive recommends to Council its annual budget each financial year. The Council has in place a Medium Term Financial Strategy and three year financial forecast which sets out the framework for the achievement of the Council's corporate objectives and priorities. The budget process is closely aligned to the service planning process to ensure that the required financial resources are allocated according to these priorities. Draft budgets are also forwarded to the Scrutiny Commission for examination and challenge. Cabinet Executive then presents proposals to full Council to be agreed.

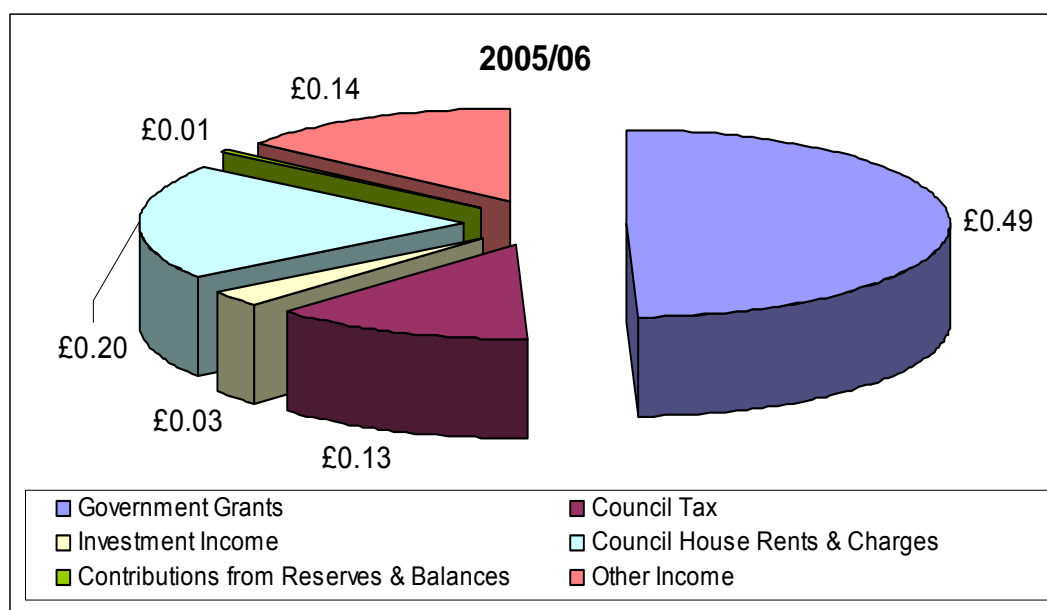
The members of the Cabinet Executive are also responsible for monitoring budgets within the policy framework and individually within their own areas of responsibility.

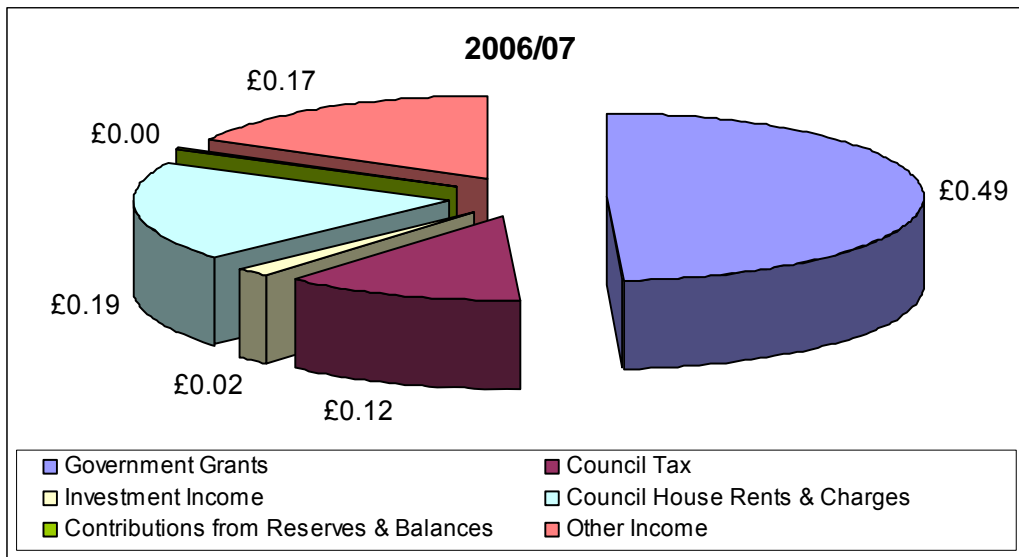
The Council's overall budget strategy is aimed at meeting the changing needs and aspirations of people living and working in Blaby District.

Who Pays for Services?

The Council's 'income' which is the money that the Council has available to spend on services comes from a number of sources. These include government grants, council tax, investment income, fees and charges, Council house rent, contribution from balances and reserves and other income. The Council has conducted a successful campaign over recent years to increase the amount of funding it receives from central government and has seen its level of grant from this source increase by around 10% per annum since the 2002/03 financial year.

The two charts below show the sources of each pound of the Council's income:





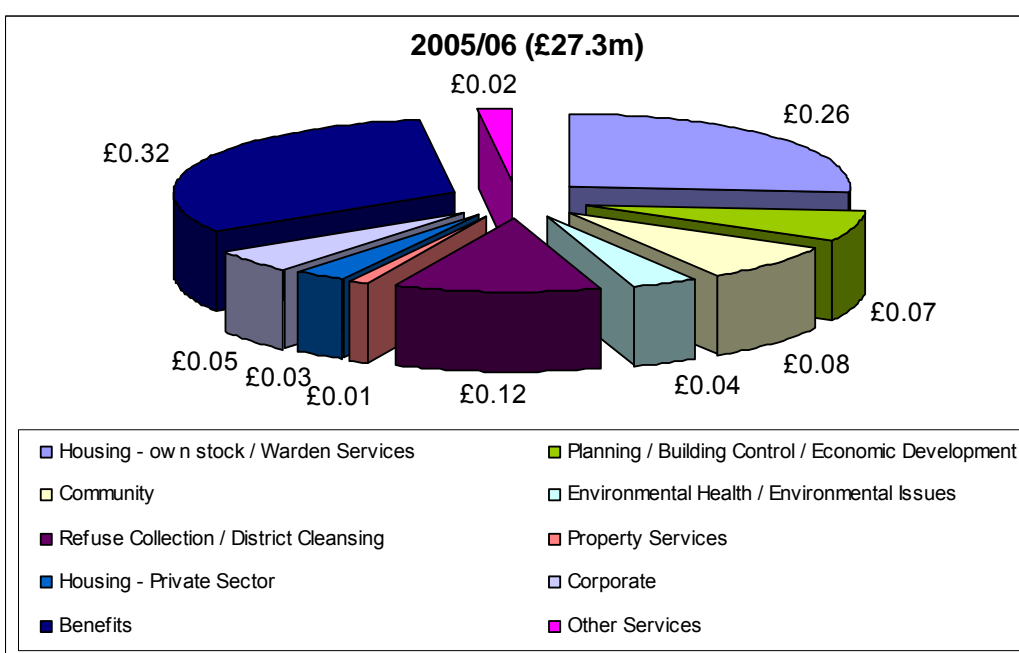
“Other Income” consists primarily of income from the sale of goods and services to the public such as property searches, determining planning applications and using the Council’s sports and leisure facilities.

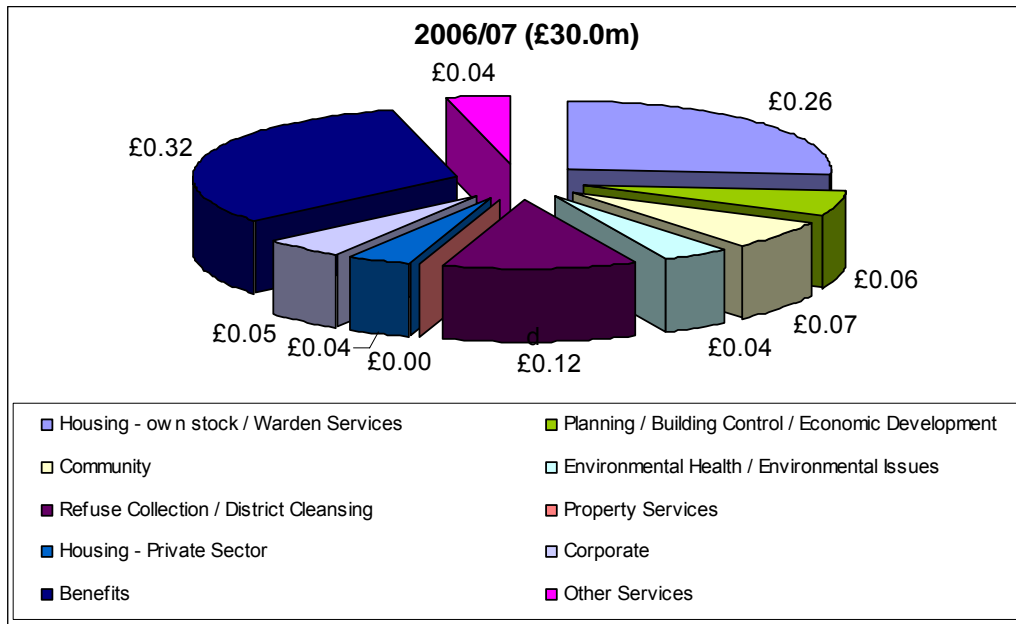
How the Money is Spent

Council spending can be categorised broadly into two types, ‘revenue’ which relates to the current running costs of the service and ‘capital’ which is about buying assets like property or anything that provides long term benefits to the Council.

Revenue Spending

The Council’s budgeted revenue spending totals £29,983,442 in 2006/07, up from £27,267,474 in 2005/06. The two charts below show where each pound of this budget is spent:





Capital Spending 2006/07

The Council has agreed a programme of capital investment for the current financial year the details of which are listed below.

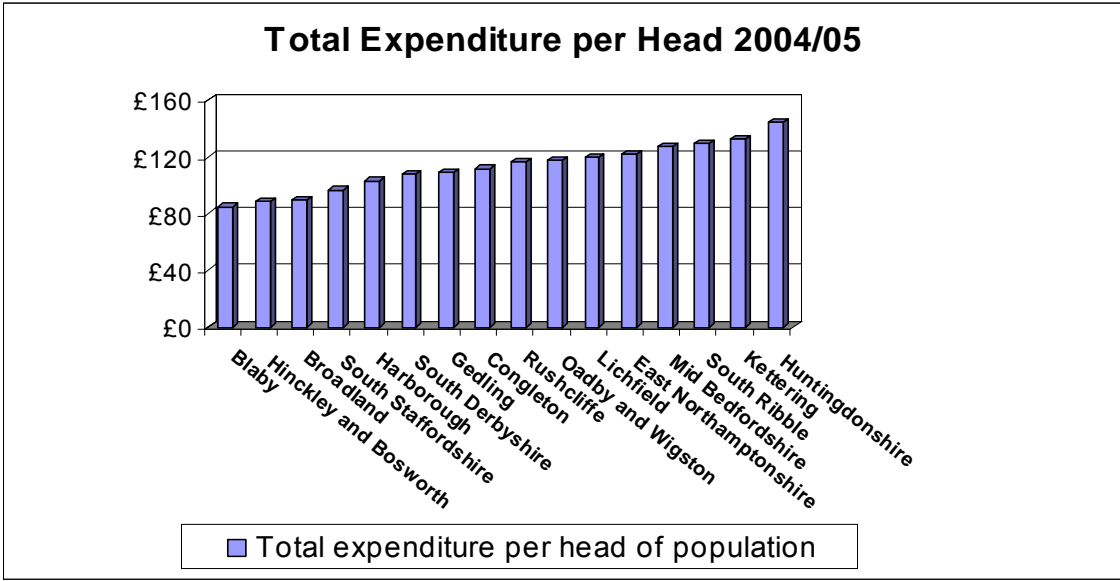
The Council's total capital investment fund for 2006/07 is £2.56 million and the majority of this sum has been specifically allocated for housing work and an increase in community projects.

HOUSING REVENUE ACCOUNT	£000's
Improvement Projects	978
Disabled Adaptations	200
Sub Total	£1,178
GENERAL FUND	
Private Sector Housing Projects	617
Community Projects	300
Corporate Equipment	350
Other Council Assets	118
Sub Total	1,385
TOTAL	£2,563

Further details of the capital programme are available from the Council Offices on request.

Comparisons with Other Councils

The chart below is based on a comparison of the Council’s budgeted total expenditure (excluding all Housing expenditure), with other councils with similar socio-economic characteristics to Blaby. The chart measures the relative efficiency of how councils providing broadly similar ranges of services spend their money, a lower score being more efficient than a higher score. Thus Blaby can be seen to be the most efficient in its group, delivering services which surveys show are increasingly valued by its customers – see ‘Survey Information’ section of ‘Performance’ Chapter.



Gershon Efficiency Review

In July 2004 Sir Peter Gershon published proposals for wide ranging efficiency gains in the public sector over the three year period to 2007/08, with a specific target for local government of £6.45 billion. This translates into a target for the Council to achieve £250,000 of efficiency gains for 2006/07.

Efficiency gains can be classified as follows:

- a) reduced inputs for the same outputs
- b) reduced prices for the same outputs
- c) greater outputs or improved quality for the same inputs
- d) greater outputs or improved quality in return for an increase in resources that is proportionately less than the increase in output or quality

The Council has submitted its “forward looking” Annual Efficiency Statement for 2006/07 with a target of £348,000 of efficiency gains, of which £294,000 are cashable. Arrangements have been put in place to monitor progress in achieving the identified gains and to capture any additional activities which lead to further gains during the year.

A “backward looking” Statement is being prepared in respect of efficiency gains achieved during the 2005/06 financial year.

PERFORMANCE

Measuring Performance

The Council measures its performance using two main types of indicators: Best Value Performance Indicators (BVPI's) and local performance indicators. The government introduced BVPIs on 1 April 2000 and every local authority is required to collect and report on these indicators so that 'like with like' comparisons can be made between councils. Using these indicators the government publishes 'averages' and 'quartile' information for different types of council which provides the overall 'performance picture'. The quartile comparison ranks councils based on the BVPI information. The best performing 25% of authorities are placed in the 'Top' quartile, the worst 25% in the 'Bottom' quartile and the rest in the 'Middle' i.e. the second and third quartiles. Most BVPI's can be compared in this way except for a small number of 'contextual' indicators whose values need to be considered in relation to other information.

In this chapter both the 'average' and 'quartile' information are used to compare the Council's performance against that of all English councils for the years 2001/02 up to 2004/05, this being the comparator group used by the Audit Commission for CPA purposes. This comparative information is not yet available for 2005/06 because the government is only able to publish it some nine months after the year end. Hence, for 2005/06, comparisons have been made of actual performance against that year's targets and against performance for the previous year.

Full details of each indicator's performance are shown in Appendix 2.

Residents' Satisfaction Levels

Service performance can also be measured subjectively from the perspective of the service user, through questionnaire surveys. Such information is valuable, alongside more objective performance measures, in helping council's plan and improve services and a small number of the national BVPI set are survey based for this reason.

Consequently the Council carries out regular surveys of residents and service users, both as part of the national BVPI set and through independently commissioned surveys. The information provided includes satisfaction levels and views on a wide range of local issues and services. Although not all of the responses are directly comparable between years, due to differences in survey methods, key trends can nevertheless be identified.

Recent surveys have shown relatively high and increasing levels of satisfaction with the Council and its services. The latest survey in 2004 found 78.7% of residents satisfied with the way the Council runs things compared to 63.6% in 2000.

The BVPI user satisfaction surveys are carried out every three years, the last year being 2003/04. There are four surveys in all : a General Survey covering council services generally and quality of life, a Tenants, Planning and Housing survey. The results of the latter are shown (shaded yellow) in the BVPI table at Appendix 2 as councils are required to publish their latest housing survey results annually.

The next surveys are due in 2006/07, the responses from which will be fully reported in next year's Performance Plan.

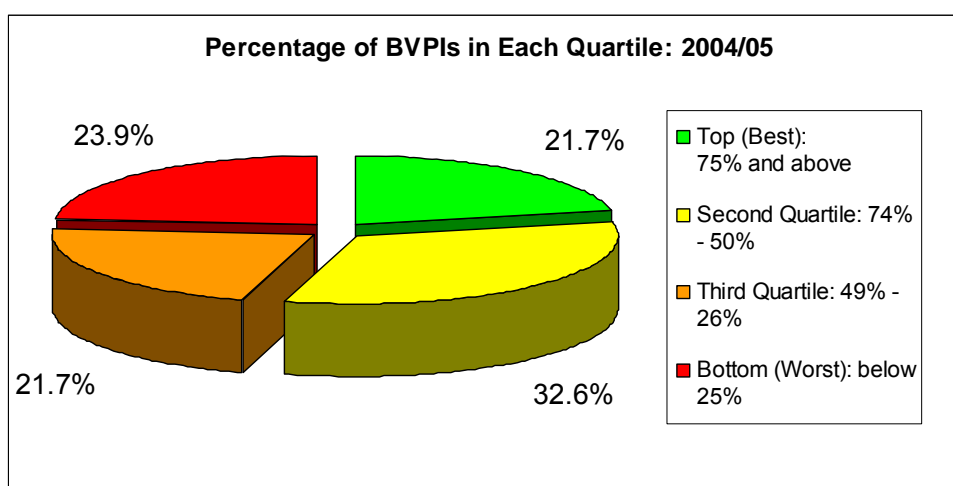
Performance Trends

How We Did in 2004/05

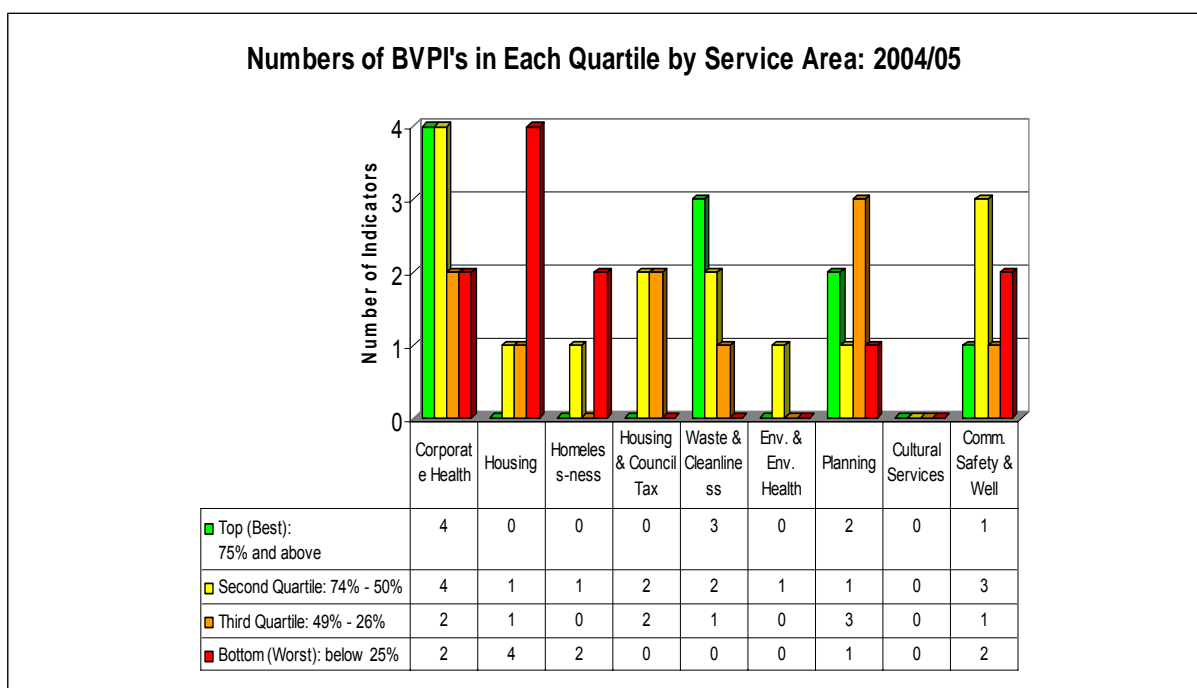
In this section detailed information on both quartiles and averages for all English councils has been used to compile a comparative picture of the Council's performance for individual service areas.

Comparison with Other Councils - Quartiles

Out of 46 BVPIs where quartile performance can be measured more than half (54.3%) were in the top two quartiles.



A more detailed picture of comparative performance for each BVPI service area is shown below, based on numbers of BVPI's in each quartile:

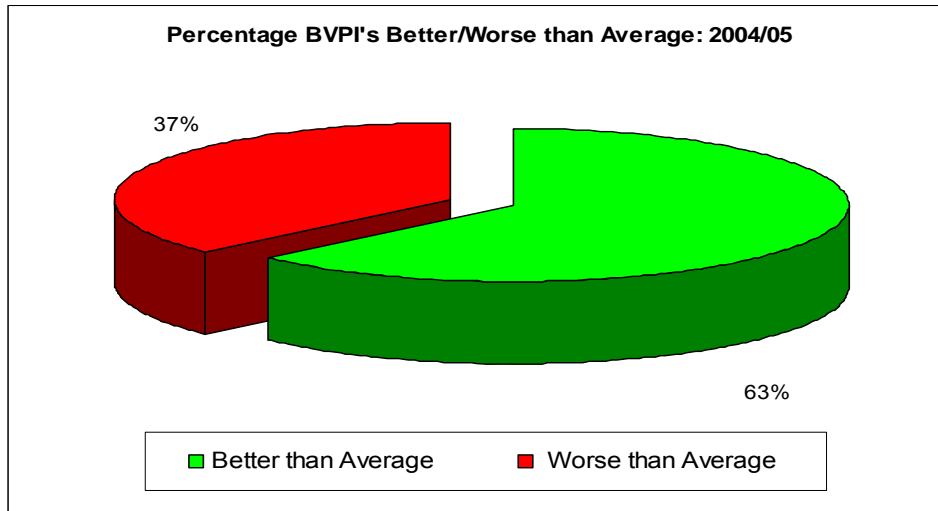


Areas which generally performed well comprised: Corporate Health, Waste and Cleanliness, and Planning.

Priority areas needing improvement comprised: Housing and Homelessness.

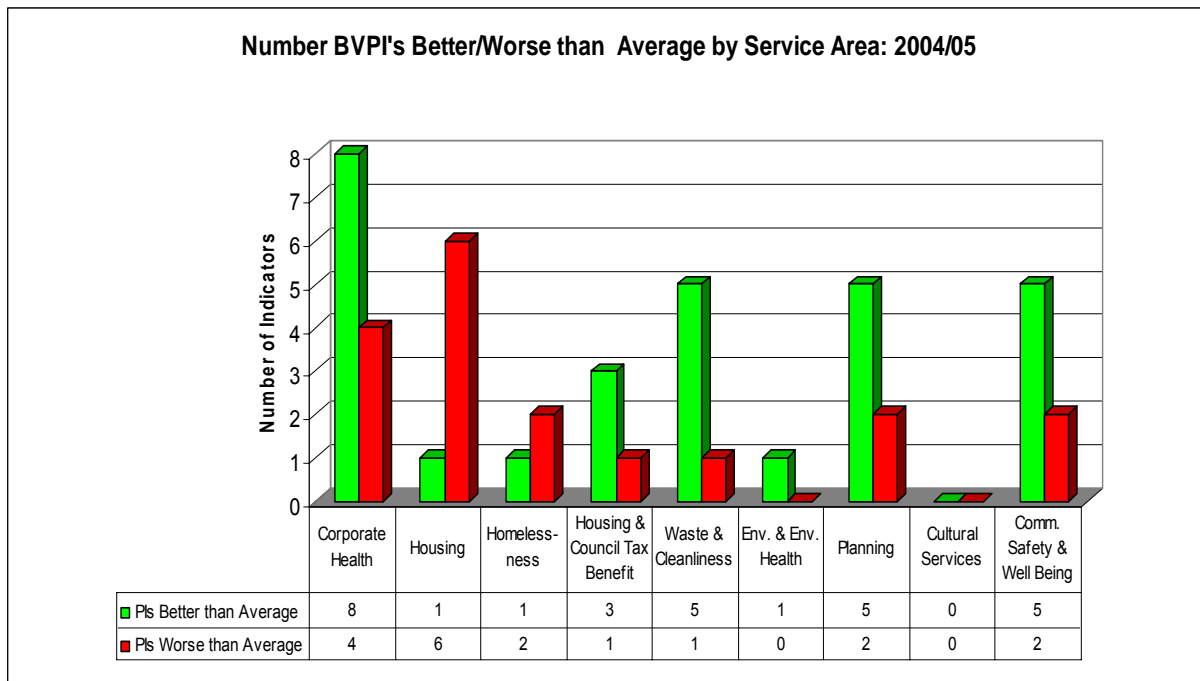
This year, as in previous years, improvement targets have been set for all BVPIs for this (2006/07) and the following two years,

Comparison with Other Councils - Averages



When compared with all English council averages, 63% (29) of the Council's BVPIs were better than average. This proportion compares favourably with the corresponding figure for 2001/02 of 56%.

In terms of BVPI service areas, it can be clearly seen from the chart below that the majority show net performances above average, with the two exceptions of Housing and Homelessness.

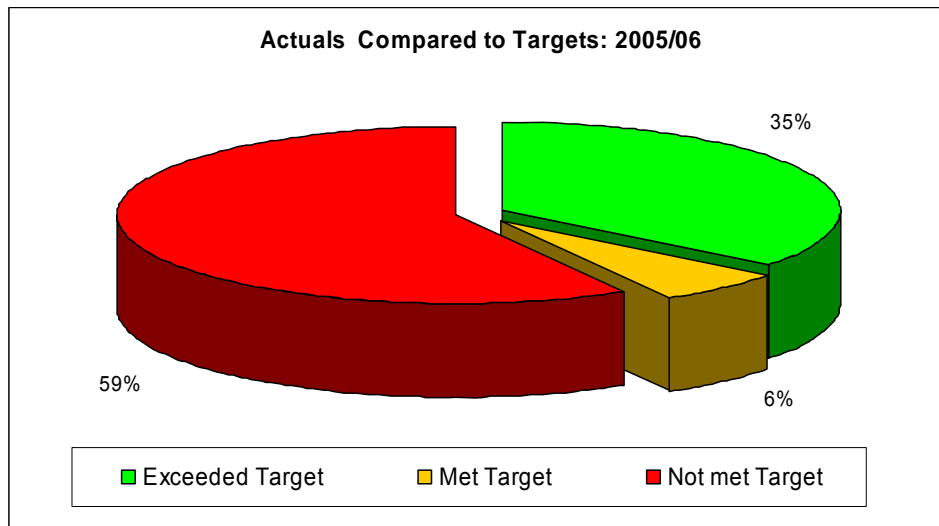


How We Did in 2005/06

As mentioned previously comparative information on 'quartiles' or 'averages' is not available for the year just ended, therefore (actual) performance for 2005/06 has been compared (where comparisons can be made) to:

- targets in 2005/06
- actuals in 2004/05

Performance Compared to Targets in 2005/06



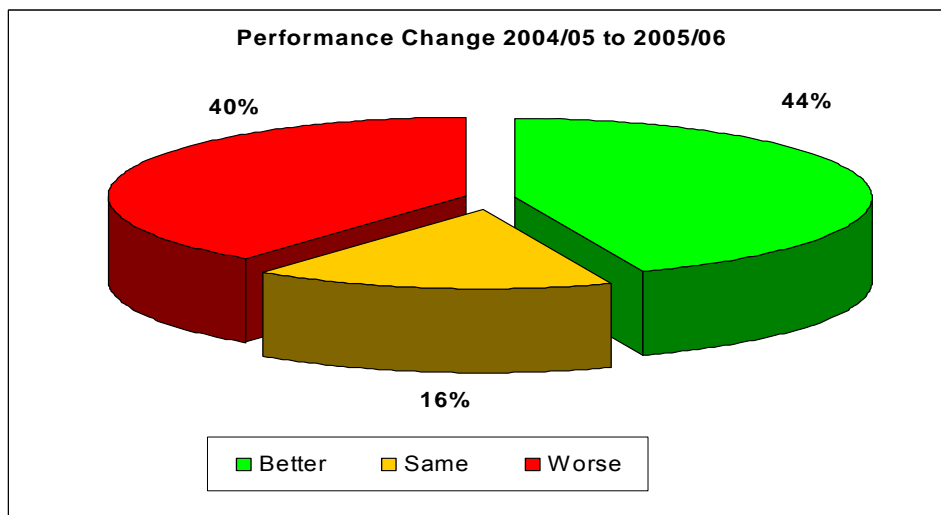
Overall, out of 48 BVPIs across all service areas in 2005/06 where performance against targets could be measured:

- 41% (20) were either exceeded or met
- 59% (28) were not met.

In terms of individual BVPI service areas the clear top performers were Planning and Community Safety & Well Being, which exceeded 100% (7/7 indicators) and 67% (2/3 indicators) of their targets respectively.

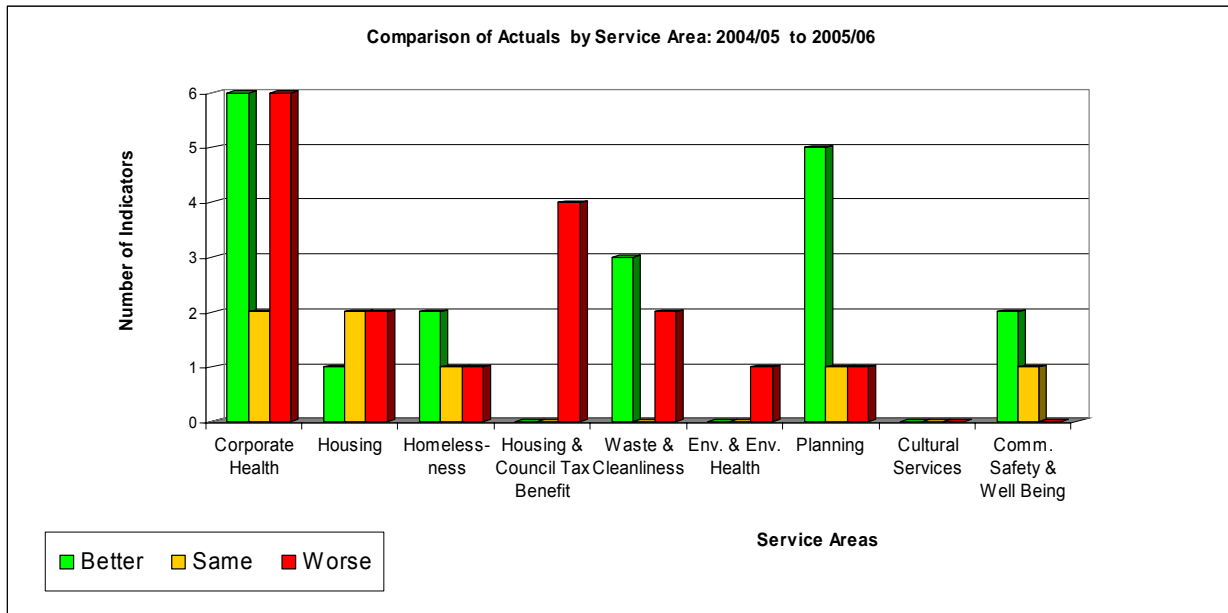
Performance Compared to BVPI Actuals in 2004/05

The chart below shows the change in BVPI actual values in 2005/06, compared to 2004/05, where comparisons can be made.



During 2005/06, 60% of indicators (where 2005/06 actuals could be directly compared to those in 2004/05) either improved or stayed the same, slightly lower than the previous year (62%).

At BVPI service area level Planning shows the largest proportionate improvement in actuals, with 71% of indicators having improved since 2004/05, followed by Community Safety & Well Being with 67% improved.



Scrutiny Performance

Scrutiny has the role of Council 'watchdog' in that it examines Cabinet Executive decisions and monitors service performance. Scrutiny at Blaby challenges and supports the work of the Cabinet through a Scrutiny Commission of 18 elected Member's from all political parties to ensure political balance.

The Commission provides checks and balances by examining major policies, plans, services and financial issues. It is responsible for monitoring, reviewing, selecting and scrutinising decisions made by and on behalf of the Council. The scrutiny process also allows the community to have a greater say in council matters and issues of local concern.

Regular articles in the Blaby Chronicle and a dedicated email address scrutiny@blaby.gov.uk invite comments, suggestions and input from the public at any time.

The table below summarises Scrutiny review activity for the last two financial years:

Activity	2004/05	2005/06
Number of Call-Ins	2	2
Reviews in progress	18	15
Reviews completed	11	9
Reviews involving stakeholders/ witnesses	11	9
Reviews involving Public Consultation	0	0

Scrutiny values the involvement of stakeholders, witnesses and the public in its reviews and has been pleased with input into work carried out including:

- Air Quality and Noise Pollution in the District
- Leicestershire Waste Management Partnership
- Community Safety issues
- The Council's Housing Stock Options Appraisal process
- The Blaby District Active Lifestyle Scheme
- The Blaby District Arts Festival.
- Street cleanliness

Two Cabinet decisions were 'called-in' by the Scrutiny Commission. The first was in relation to the Council's Car Park Strategy and proposed introduction of car parking charges and the other concerned the membership of the new Thorpe Astley Community Centre Advisory Group. On meeting with relevant Cabinet Executive Portfolio Holders the Commission accepted the Cabinet decisions.

Consultation exercises in which the Scrutiny Commission has been involved in include:

- Police Authority
- Health Service
- Local Development Framework

Key Achievements in 2005/06

The Council is committed to continuously improving the quality of life for all its residents, an aspiration reflected in the ambitious nature of the Council's six longer term corporate Aims.

The achievements set out below, although not intended to be comprehensive, represent those considered to be the most notable in helping to realising these Aims during 2005/06. To a large extent they arise from and are driven by the Council's strategic planning and improvement framework, further details of which can be found in the 'Planning For Improvement' chapter.



The achievements are listed under each of the six corporate Aims.

AIM 1: PROMOTING THE PROVISION OF QUALITY HOUSING

- We have significantly reduced the time taken to re-let Council dwellings from 128 days to 62 days, therefore re-housing tenants faster whilst maximising income to the Council

- The Council's decision to transfer housing stock was taken in June 2005, thus securing additional future investment to improve homes to meet tenants' expectations



- The management of empty properties has been improved by developing a 'void standard' with tenants and introducing tenant inspections of sample empty properties
- We have established a preventative approach to homelessness and reduced numbers of people in hostels and temporary accommodation through options advice, a Mediation Officer and a Private Sector Officer
- The Council has reviewed the Capital Programme of procurement to look at working in partnership and bulk procurement contracts, this includes a partnering agreement for £838,000 of new windows and doors

- New windows and doors have been fitted in 166 houses, 41 central heating systems and 63 electrical systems have been upgraded to the Decent Homes Standard
- Tenant involvement has been further developed through the signing of the Tenants Compact to improve decision making, embracing Safe as Houses initiative, new windows & doors, and empty properties



- The Council has supported the development of 75 new affordable housing units in the District through the securing of £2.784m from the Housing Corporation in conjunction with local RSL's in 2004/05 and 2005/06

- We have completed the Blaby District Housing Needs and Markets Study providing information required to respond to needs and plan future service delivery
- The Housing Repairs and Maintenance service has been fundamentally reviewed in conjunction with tenants, and an improvement plan developed

AIM 2: PROVIDING A CLEAN, ATTRACTIVE AND SUSTAINABLE NATURAL AND BUILT ENVIRONMENT

- The Council has expanded the kerbside recycling scheme across the District to include glass, plastic, paper and cans, and extended the composting scheme District wide to cover 37,500 households
- In partnership with the MIND charity organisation, we have introduced a quarterly kerbside used clothing collection service



- We have Recycled almost 12,500 tonnes of household and garden waste, representing a recycling rate of 37% of household waste, exceeding the Council's statutory target of 30%
- A new Graffiti & Fly Posting Policy has been developed and introduced to speed up removal and standardise requests by having a more consistent and proactive approach

- We have removed 94% of all abandoned vehicles within 24 hours of our legal right to do so.



- We have commissioned two new Air Quality Monitoring Stations to monitor vehicle emissions.

- We have achieved a high percentage of high risk food hygiene and health and safety inspections during a period of staff shortages
- The Council has consulted widely with residents so that the Local Development Framework takes into account local priorities and needs
- Supported by the Health Protection Agency the 'Hand Washing Campaign' has been delivered to 1000 primary school children across the District
- The Council has completed the programme of summer patrols of designated areas for dog fouling enforcement.
- 79% of the total new homes are now built on previously developed land

AIM 3: WORKING TOGETHER TO REDUCE CRIME, FEAR OF CRIME AND ANTI-SOCIAL BEHAVIOUR

- The Council has achieved its performance targets for reducing Domestic Burglary, Violent Crime and Vehicle Crime in 2005/06
- We have increased the number of successfully resolved anti-social behaviour incidents reported
- Four Community Safety Partnership theme groups have been successfully established (Crime Reduction, Violent Crime, Anti-Social Behaviour, Drugs & Alcohol), with good local representation and strong action plans to meet crime reduction targets



- The Blaby District Crime & Disorder Reduction Strategy 2005-8 has been produced
- A Community Safety Partnership Youth Worker has been appointed to target areas with high youth crime and/or anti-social behaviour
- We have worked with the Local Offender Management Panel to devise action plans to tackle Prolific and Priority Offenders within Blaby District



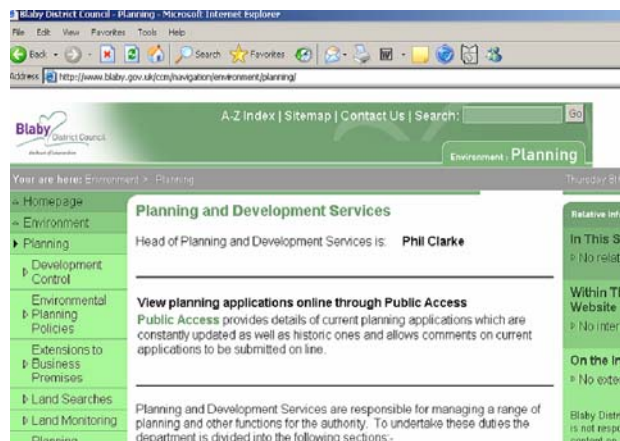
- Further to the introduction of the new liquor licensing regime we have processed 710 applications for licenses within the required timescale
- In order to reduce neighbourhood nuisance, the Council has Introduced a ban on consumption of alcohol in identified areas of Leicester Forest East

- In order to provide more funds to support additional Community Support Officers the Council has changed the policy on Council Tax discount for second homes

AIM 4: DELIVER HIGH QUALITY COST EFFECTIVE SERVICES VALUED BY CUSTOMERS

- We have further improved performance in the processing of planning applications, with all three national targets exceeded.

- A 'Planning-Online' system has been implemented which enables electronic submission and viewing of current planning applications



- The Council has secured £313,000 in Planning Delivery Grant because of development control improvements, meeting planning policy and e-planning targets

- We are now able to deliver electronically 98% of Council interactions which are legally allowed
- We have supported the development of individual Parish plans and given grant support to Parish Councils in developing capital projects.



- A new 'Customer First' Team has been introduced to provide a focus on Customer services.

- We have held a 'Customer Views' week and subsequently established a Customer Focus Group and free phone facility to encourage and collect customers' comments on service delivery.



- 64 Freedom of Information Act enquiries have been dealt with within the statutory timescales

AIM 5: BEING THE FOCUS FOR LISTENING TO THE COMMUNITY AND TAKING ACTION

- Three well attended and successful Farmers Markets have been held in Blaby Town Centre and we have continued to challenge Leicester City Council to allow a regular local market in the District



- £27,625 of leveraged money has been obtained for community projects in the District through SITA programme and the establishment of Local Sports Partnership
- The Council has an approved Procurement Strategy which is being implemented by new Procurement Manager, and joint procurement working is being encouraged with other local authorities and other bodies.
- The Council has entered into a 10 year partnership with a private sector provider to refurbish and improve Enderby Leisure Centre and Golf course

- We have entered into a partnership with Braunstone Town Council so that they deliver customer access and cashiers services on behalf of Blaby District Council and Leicestershire County Council



- An effective partnership has been developed with Braunstone Town Council to support sports development
- We have held the second annual Parish Council Seminar in September 2005, attended by over 50 Parish, Town and District Council representatives, aimed at strengthening partnership-based service delivery.



- A 24/7 digital payment telephone service and payments for goods and services online via the Council's website has been introduced
- We have made an investment of £750,000 and agreed a strategic partner to deliver service and technology to implement the 'Customer First' programme. This has been supported by a successful bid for £100,000 from central government

AIM 6: SUPPORTING PEOPLE IN THEIR COMMUNITIES

- A Disability Summer Sports Activity Scheme was held in August 2005 utilising the 3 community colleges within the District - deemed a model of good practice for neighbouring authorities
- We have organised and held a summer football tournament and successful Youth Games as part of a more responsive programme of activities for young people
- The Council has successfully established the Citizens Advice Bureau as a community resource
- Funding was secured for a BMX Track at Huncote Leisure Centre and we consulted with young people on its use at a Fun Day event
- We have re-established the Mobile Skate Park project, creating a Business Plan to support funding applications

- Partnership working with the DWP and PCT on benefit advice and income maximisation has been introduced.

- We have worked closely with the Parish Council in order to transfer ownership of Elmesthorpe Village Hall back into the community



- The Council has delivered 20 capital community grants totalling £71,000, helping to attract in £473,000 of additional investment to community groups in the District
- The performance of Benefits Section has continued to improve
- The Leisure Directory has been expanded to promote community activity
- We have introduced a new concessionary travel scheme in partnership with other Leicestershire councils



- We have established 'Place to Grow' community garden at Enderby specifically for the use of local groups with special needs

- The Council, through the Local Resilience Forum, has met the requirements of the new Civil Contingencies Act in relation to Emergency Planning.
- A pilot Probationary service Volunteers programme has been established to be rolled out and expanded over future years
- We have worked in partnership with other Leicestershire councils to establish a Local Area Agreement for improving the community's quality of life
- A steering group has been set up to guide the design of the new community facility at Thorpe Astley, which has been secured from the developers through a section 106 agreement

PLANNING FOR IMPROVEMENT

Introduction

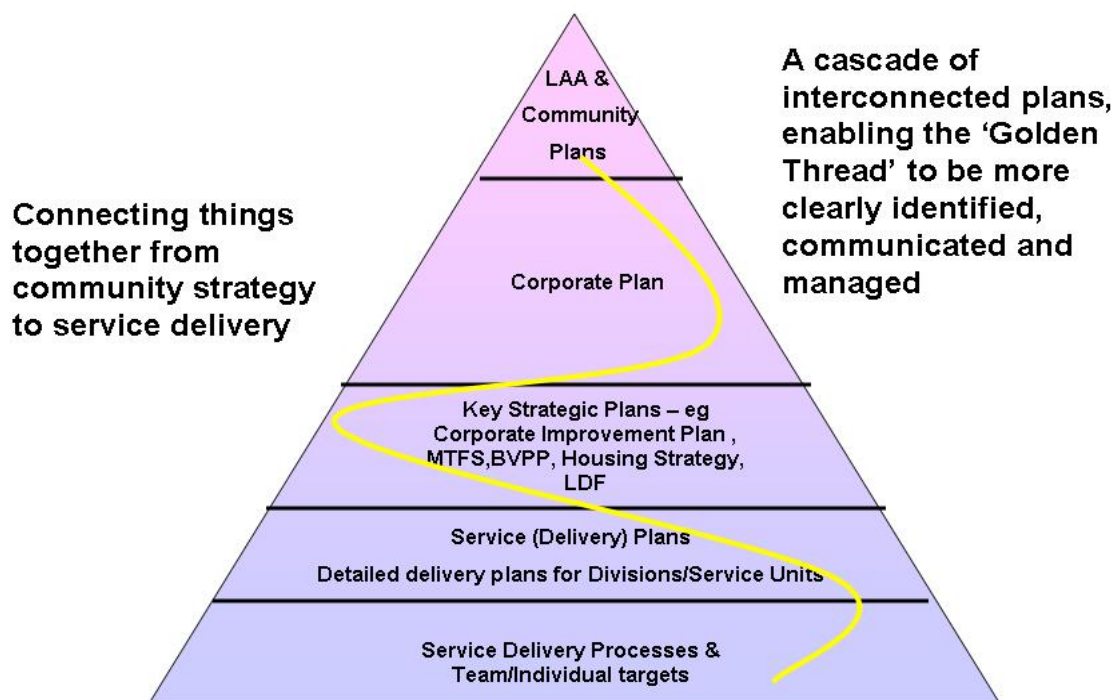
The Council has a sound strategic planning framework in place to improve the delivery of its services, covering the period up to 2010, based on the twin pillars of the Corporate Improvement Plan and the Corporate Plan.

The shorter term corporate Improvement Plan, originally developed in response to the issues identified in the 2004 CPA inspection, links directly to and supports many of the longer term improvement objectives of the Corporate Plan. Revised versions of both Plans take effect from April 2006, ensuring their continued relevance to the District of Blaby.

Within this context, specific improvements are delivered annually through the budget setting and service planning processes, (see also 'Managing Finance' section of 'Performance' Chapter).

The Council's hierarchy of plans is shown diagrammatically below, with the various levels linked together by the so-called 'Golden Thread'.

The 'Golden Thread' at Blaby



Short Term Plans

Portfolio Improvement Priorities 2006/07

The Council's 'decision making' system is based on the Cabinet Executive and the Scrutiny Commission. The Cabinet Executive comprises seven members each of which is responsible for specific areas of policy/service or 'portfolios'. These seven portfolios are similar to but distinct from the six corporate aims. Two portfolios are corporate in nature and support the achievement of all of the Council's aims.

Part of the Council's short term improvement planning is achieved through the preparation of annual portfolio statements which identify priorities for each portfolio for the following year. These priorities, which support the achievement of the Council's longer term corporate improvement priorities, are then translated into action through the annual planning and delivery of services.

Corporate Improvement Plan 2006/07

The Council has a statutory duty to undertake improvement planning following a CPA inspection, as previously referred to in the Introduction Chapter.

A three year CPA Improvement Plan was approved by the Council in November 2004, which was developed by identifying the Council's top improvement priorities in the light of the CPA inspection and report. These priorities formed the framework of the Plan which is structured into the three main improvement themes of:

- Managing assets and investment
- Managing performance
- Improving accessibility

The Council has made good progress in implementing the Plan, achieving many of the milestone targets; it was therefore decided to review the Plan after its first year of implementation to ensure its continued relevance and to secure ongoing improvements. The review was able to take into account issues identified as areas for improvement by the 2005/06 CPA Use of Resources and Direction of Travel self-assessments (see 'Introduction' chapter), as well as the annual self-assessments of corporate governance and internal control exercises.

Consequently a revised Corporate Improvement Plan has been produced based on the original three improvement themes, for the 2006/07 financial year only, and approved by Council in February 2006.

Full details of this Plan are shown overleaf identifying Milestones, Outputs and Outcomes for each Key Improvement Area, with target dates. Formal monitoring arrangements are in place to report to the Cabinet Executive and Scrutiny Commission on the progress in implementing the Plan on a half yearly basis.

CORPORATE IMPROVEMENT PLAN 2006 - 2007

Improvement Area and Key Task	Target	Milestone Ref	Milestone	Output	Performance measure	Resource	Outcome
MANAGING ASSETS & INVESTMENT							
1) Delivering modern procurement through partnership and collaboration	March 07	1.1	Deliver Procurement Strategy and milestones	To achieve the National Procurement Strategy (NPS) Milestones	Achieve individual milestones of the NPS achieved	Staff time	Consistent approach to Project Management and Procurement across the authority.
	March 07	1.2	Establish and introduce a standardised project management approach	Approach agreed	Heads of Service and Service Managers Trained	Staff time and training	
	March 07	1.3	Agree collaborative partnerships for procurement in priority areas (incl use of consortia)	Shared services and collaborative contracts leading to Gershon Efficiencies	Partnership approach for procurement agreed	Staff time.	
2) Developing future leaders	March 07	2.1	Introduce induction for new managers	New managers inducted	New manager induction process introduced and implemented. Record kept of inductions completed	Staff time	Consistent approach to induction and Management/Member development across the authority and across Leicestershire.
	March 07	2.2	Deliver management and member development programmes	Management and Member training	Record of training delivered	Staff time and LRIP programme	
3) Managing assets	March 07	3.1	Review and update Asset Management Plan including disposal and partnership options	Progress reported to AMG meetings	Review of Asset Management Plan completed	Staff time.	
	March 07	3.2	Review and update Capital Strategy	Capital Strategy reviewed and revised	Revised Capital Strategy produced	Staff time	
	March 07	3.3	Develop use and maintenance of five year rolling capital programme	Five year rolling capital programme developed	Revised five year rolling Capital Programme produced	Staff time	

Improvement Area and Key Task	Target	Milestone Ref	Milestone	Output	Performance measure	Resource	Outcome
4) Managing risks	March 07	4.1	Implement business continuity arrangements for key IT systems	Fully resourced and regularly tested BC plans to support the reintroduction of prioritized ICT service to internal services and customers.	Regularly tested and reported BC/DR test incidents.	Revenue and technical resources. Possible capital investment required.	Ability of the organisation to minimize down time due to Business Continuity or Disaster recover incident affecting ICT services.
	March 07	4.2	Review staff recruitment and retention risks and determine future strategy	New strategy	Strategy document approved	Staff time	Consistent and appropriate approach to recruitment and retention.
MANAGING PERFORMANCE							
5) Improving services	March 07	5.1	Introduce System approach to service reviews/improvements	Achieve services improvement by using a systems approach to service review	2 service reviews completed in 2006/07	Staff time. Consultant time	Improvements in quality and standards of service
	March 07	5.2	Collect data on value and waste across services	Data used as part of the service review/improvement	Management Data available	Staff time	
	March 07	5.3	Introduce local performance management framework through phased approach to use of PB Views	Performance improvement aided by the development and use of local PM framework by services	3 services areas with a performance management framework developed on pbviews.(ongoing, rolling programme.)	Staff time.	
	March 07	5.4	Improve Performance Indicators (PIs) in Benefits and Housing	BV and local PI's improved	Targets met	Staff	

Improvement Area and Key Task	Target	Milestone Ref	Milestone	Output	Performance measure	Resource	Outcome
	March 07	5.5	Complete Best Value Review (BVR) of Repairs & Maintenance	Results of review and improvement plan approved by Cabinet	Improvement plan approved and implemented To be determined post BVR	Staff to complete review – other to be identified by review.	Improved service delivery and cost effectiveness within the repairs service.
	March 07	5.6	Define longer term measurable outcomes and quality of life indicators in Service Plans and strategies	Relevant indicators incorporated into Service Plans and strategies.	Indicators reported and monitored in all Service Plans and identified in all new strategies	Staff time	
	March 07	5.7	Achieve FFP Housing Strategy and HRA Business Plan	Endorsement of government office.	FFP assessment by GOEM achieved	Staff time.	Clear strategic direction for the district endorsement by stakeholder involvement.
	March 07	5.8	Deliver outcome of Stock Option Appraisal – Transfer	Housing stock transfer to Housing Association.	Task completed. (ongoing)	PWC and PCA reports identify set up General Fund resources issues	Increased resources to provide housing that meets decent homes standard.
	March 07	5.9	Deliver council house stock improvement programmes	Programme to deliver against decent homes target	Improvement of BVPIs. BVPI 84A proportion of homes which were non decent at the beginning of the financial year. BVPI 84B % change in the proportion of non decent homes.	Capital programme budget 2006/07 £1.2m	

Improvement Area and Key Task	Target	Milestone Ref	Milestone	Output	Performance measure	Resource	Outcome
	March 07	5.10	Meet government targets for reducing vulnerable households in non-decent homes (private sector)	Private Sector Stock Survey Affordable warmth Strategy Programme to deliver against decent homes target.	Reduce % of vulnerable households in the district living in decent homes	Grant from regional housing board and prudential borrowing.	
6) Empowering and enabling staff	August 06	6.1	Develop improvement plan for HR services	Improvement Programme	Production of Improvement Programme with targets by August 2006.	HOPOD time	HR improvement targets programmed.
	March 07	6.2	Implement Action Plan from 2005/6 staff survey	Staff views taken into account to improve work environment	Action plan monitored and delivered	Staff time	
7) Delivering through Partnerships	Sept 2006	7.1	Develop performance management framework for partnerships	Performance framework in place and monitored by LSP Board	Updated Community Strategy approved Self Assessment Framework agreed and endorsed by LSP Board	Staff time Consultation with LSP Partnerships	Self assessment framework endorsed by LSP Board – 8 March 2006
	March 07	7.2	Review resources and commitment to partnerships on an annual basis	Assessment of the value of partnerships	Annual Partnerships assessment introduced	Staff time. Consultation with Partnerships	
	Sept 06	7.3	Develop local Blaby delivery plan for LAA with appropriate performance management framework	Delivery Plan in place and monitored by LSP Board	Updated Community Strategy approved. Action Plans for key outcomes agreed and reported to LSP Board	Staff time Consultation with Leicestershire Together and LSP Partnerships	

Improvement Area and Key Task	Target	Milestone Ref	Milestone	Output	Performance measure	Resource	Outcome
IMPROVING ACCESSIBILITY							
8) Improving access to services	March 07	8.1	Introduce and refine service standards	Consultation and feedback from customers, services and the customer focus group.	Documented Service Standards for all Services	Staff and Customer Focus Group time	Improvements to both quality and efficiencies in dealing with customer contact.
	March 07	8.2	Establish a Customer First team with clearly defined scope and role across services	Clearly defined scope and role of team	Customer First Team established with clear scope and role agreed and published	Staff time	
	March 07	8.3	Implement IT systems (CRM, DIP and WF)	Implementation of CRM, DIP and WF software.	Regular (6-9 months) reviews of project progress In place. Delivery of work packages as agreed by CMB/external supplier.	IEG Capital funding	
	March 07	8.4	Improve Council website	Improved website for the Council	Customer Feedback facility on the web made available. Collection and monitoring of website traffic statistics in place. Customer Focus Group asked to feedback on improvement.	Staff time	

Improvement Area and Key Task	Target	Milestone Ref	Milestone	Output	Performance measure	Resource	Outcome
9) Consulting with the wider community	March 07	9.1	Increase knowledge and understanding of customer requirements , including young people	Improved understanding across all services and across partners and the local community	Consultation exercise complete and publicity in place	Staff time and publicity materials.	
	March 07	9.2	Determine customer service delivery model , including hours of contact, use of kiosks and methods of communication	Clear guidance to customers regarding access to services	Agreed Customer Service Framework and Standards	Staff time	
	Sept 06	9.3	Work within the LAA/LSP framework to co-ordinate community engagement	<p>Representative Youth Forum for appropriate youth engagement/ consultation</p> <p>Residents survey (to include fear/ perception of crime) Social Capital survey through Stronger Communities (LAA) LSP Theme</p> <p>Joint Action Groups (JAGS) in conjunction with Police and Partners</p>	<p>Increase No. of young people on Forum and represent make up of young people in District Issues consulted on</p> <p>Action plan from survey in place Action plan following from LAA delivery plan/Local Development Groups</p> <p>Attendance at JAGS, actions identified from JAGS</p>	Staff time Consultation with partners (see 7.3)	
	March 07	9.4	Develop approach to actively addressing diversity and equality issues	Approach agreed and statutory duties complied with	<p>Equalities Policy adopted Equalities Scheme in place</p> <p>Improved % satisfaction with council services</p>	Staff time	

Medium Term Plans

The Corporate Plan

The Council prides itself on being a performance focused, open, transparent and accountable organisation. The Corporate Plan is the key plank of the Council's performance management system. It sets the framework for annual Cabinet portfolio statements, annual service plans, workforce development targets, performance monitoring systems and budget preparation. It is therefore critical that the Corporate Plan reflects the community's needs and priorities and that it is regularly monitored and reviewed.

Refreshing the Corporate Plan

The Council's original Corporate Plan, 2003 – 2010, was based on the findings of the 2002 survey of Blaby residents. The Plan has been recognised as best practice and its success demonstrated by the Council's use of it to target resources through the Medium Term Financial Strategy in order to deliver its objectives.

The Council carried out a further survey of residents in 2004 and whilst this survey did not show major changes in local people's priorities the responses have been used to set out a new programme of actions within a refreshed Corporate Plan commencing in 2006/7.

This work, carried out in Autumn 2005, included:

- A workshop for Cabinet to review the aims and objectives in the light of the findings from the 2004 survey.
- Referral of the updated aims and objectives to the Scrutiny Commission with a request for comments and feedback to Cabinet
- Presentation to the District of Blaby Local Strategic Partnership on the updated aims and objectives
- Development of the next set of critical activities through a range of workshops
- Costing the delivery of the Corporate Plan and updating the Medium Term Financial Strategy

The introduction of three year financial settlements for councils last Autumn will enable the Council to plan the delivery of the Corporate Plan with greater certainty.

Corporate Priorities/Aims 2006 – 2010

The Council's medium term corporate priority actions for improvement comprise the seventeen objectives in the refreshed Corporate Plan to be achieved by 2010, as set out in the Diagram on page 10.

For each objective a set of 'Critical Activities' have been identified which comprise the more specific actions required by the Council to achieve each objective, and totaling fifty seven across all seventeen objectives. Work will commence shortly on scheduling these Critical Activities across each year of the Plan period.

Mechanisms For Improvement

The Council has a number of mechanisms in place to help it translate its ambitious plans into tangible benefits for its customers and drive improvements in service delivery which are both continuous and measurable.

Some of the most important of these are outlined in the next section.

Best Value Reviews

An important way the Council secures service improvement is through Best Value. The government introduced the duty of Best Value in April 2000, requiring all councils to secure continuous improvement in delivering high quality local services. Setting performance targets, publishing Performance Plans and carrying out reviews are an important means of achieving such improvements.

The aim of reviewing services under Best Value is to ensure that services are customer focused and are being provided in the most effective, efficient and economic way.

The outcome of a review is an Improvement Plan developed through answering the four basic questions (the so-called '4 C's' of Best Value) listed below:

- **Challenge** - why and how is the service provided?

Here the fundamental question 'Is this service needed?' must be asked.

- **Compare** - how does its performance compare with other councils?

This is done using national Best Value Performance Indicators and any other that may be available.

- **Consult** - is it meeting customers' expectations?

Is the service what people want and are users satisfied with the service.

- **Compete** – could the service be provided more competitively by others?

All Best Value reviews are required to explore alternative means of service delivery.

Since April 2000 the Council has been carrying out reviews of some of its key services based on the above principles, and implementing the ensuing Improvement Plans. The principle of continuous improvement has also been built into day-to-day delivery of services, through requiring the Council's managers to explicitly address each of the '4 C's' as part of the annual service planning process.

Best Value Review of Housing Repairs & Maintenance

During 2005/06 the Council completed a review of its Housing Repairs, Maintenance and Improvement functions.

This is a high spending front line service area which contributes to the delivery of the national and local target on Decent Homes and therefore a high risk if not managed and delivered appropriately. The need for the review was reinforced by the 2004 CPA findings which confirmed the housing service as an area requiring improvement, with a specific external inspection of the repairs and maintenance service now scheduled for June 2006. The anticipated transfer of the Council's housing stock in 2008 was another major factor driving the review.

The review focused on the following areas:

- Delivery of day-to-day responsive repairs (Housing Works Unit).
- Gas and Electrical servicing and maintenance
- Housing Capital Programme
- Housing Adaptations and alterations to meet disability needs

The final review recommendations and Improvement Plan were approved by Cabinet on 26 May 2006, and focus on the improvement of the Housing Works Unit as an in-house service over the next two years. The aim is to make the necessary changes to enable it to realize its true potential as a sustainable and improving service asset at the point of transfer.

New Ways of Working

Blaby District Council is adopting new ways of working to deliver services. We are working with the Vanguard Consultancy to introduce a "systems thinking" approach, developing lean services designed around customers needs. This builds on the good work already done and is complementary to our drive for continual improvement.

This approach looks at services as a whole systems rather than as separate functions - and critically examines how the system delivers the required outcomes. Any elements that do not add value for the customer (ie waste) is removed and the workflow process is redesigned. This creates 'lean' processes which are as efficient and timely as possible. Reducing waste from the process can greatly improve the service, reduce costs and increase motivation.

Vanguard has been chosen because of their commitment to developing a systems thinking capability and culture within our organisation - rather than simply a conducting consultancy led review exercise.

Work starts in Council Tax in July and the aim is that all staff will eventually be familiar with this way of thinking about work and improving services by the use of appropriate measurements.

Performance Management

Performance Management is what an organisation does to improve service delivery. It is not only about monitoring performance against targets and previous years performance, but identifying and realising opportunities for improvement and change. For Blaby it is about taking action in response to actual performance to improve the services the Council provides to local people.

The Council has had a performance management framework in place for some time, with a number of interconnecting plans, from the Community Plan and Corporate Plan to individual Service Plans. This is demonstrated by the 'Golden Thread' diagram on page 28. However work is in progress to develop this framework further, making clear connections between the performance of the Council as a whole and individual service provision such as housing or benefits.

A number of initiatives are being taken in the coming year to take Performance Management forward at Blaby including:

- Continuing the implementation of a specialised software system across the Council to enable managers to effectively pin-point poor or declining performance at an early stage and take appropriate remedial action.

- The software system will also allow both officers and Members to make the connection between individual performance indicators, and the Council's corporate aims and priorities.
- Work is being undertaken with individual services not only to monitor BVPI's which give a 'flavour' of service performance but also to develop Blaby specific local performance indicators.

Scrutiny

Scrutiny complements and supports the Council's performance management framework through its important role in monitoring service performance and the delivery of targets. By doing this Scrutiny adds value by publicly holding the Cabinet Executive to account.

Scrutiny Commission Members were involved in a recent workshop to improve awareness of Members' role in performance management and how the new software system is now being used to enable the Council to both effectively monitor and manage performance.

As part of its scrutiny of the 2005/06 Best Value Performance Plan the Scrutiny Commission identified those BVPI's that had performed significantly below their targets. Two of these were then looked at in greater detail - one in relation to the percentage of land and highways with unacceptable levels of litter, the other in relation to the proportion of the Council's buildings accessible to disabled people. Members were satisfied with explanatory information presented to them by the relevant Cabinet Portfolio Holder and officers and will continue to closely monitor these performance indicators

APPENDIX 1

BLABY DISTRICT COUNCIL - LOCAL CODE OF CORPORATE GOVERNANCE STATEMENT OF ASSURANCE 2005/2006 FINANCIAL YEAR

The Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively. In discharging this accountability, members and senior officers are responsible for putting in place proper arrangements for the governance of the Council's affairs and the stewardship of the resources at its disposal. To this end, the Council has approved and adopted a Code of Corporate Governance, which is consistent with the principles and reflects the requirements of the CIPFA/SOLACE Framework - "*Corporate Governance in Local Government: A Keystone for Community Governance*".

The Council has put in place appropriate management and reporting arrangements to enable it to satisfy that its approach to corporate governance is both adequate and effective in practice. The Chief Executive has responsibility for:

- overseeing the implementation and monitoring the operation of the Code
- reviewing the operation of the Code in practice
- reporting annually to the Cabinet Executive on compliance with the Code and any changes that may be necessary to maintain it and ensure its effectiveness in practice.

Statement of the Leader and Chief Executive

On the basis of the report of the Deputy Chief Executive arising from the annual review of the Council's corporate governance arrangements, we are satisfied that, except for the matter listed below, they are adequate and are operating effectively.

The area which has been identified for further development is:

Community Focus:

- To foster effective relationships with other public sector agencies in the private and voluntary sector by examining opportunities for joint commissioning, funding and accountability.


We propose over the coming year to take steps to address the above matter to continue to enhance our corporate governance arrangements.

As part of our monitoring we are satisfied that these steps will address the need for improvements that we have identified and will review their implementation and operation as part of our next annual review.



Signed _____
Leader of the Council

Dated: 26 May 2006



Signed _____
Chief Executive

Dated: 26 May 2006

KEY TO PERFORMANCE INDICATOR TABLES

Performance Indicator	BVPI ref.	2004/05				2005/06		Performance (target & actual)			Comments					
		Actual	Comparison			Target	Actual	Target								
			All English councils					Comparison English	2006/07	2007/08		2008/09				
			Q1 (Top) ☺	Q2 (Mid) ☹	Q3 (Mid) ☹	Q4 (Bottom) ☹	Averages			Exceeded ☺	Met ☹	Not met ☹				

Brief description of indicator

Reference number

How we performed in that year

How we compare against English councils quartile information.

KEY

- Q1 (Top) ☺ Top quartile (above 75%)
Best performing authorities
- Q2 (Mid) ☹ Middle quartile (50% - 74%)
Performance between best and worst authorities
- Q3 (Mid) ☹ Middle quartile (26% - 49%)
Performance between best and worst authorities
- Q4 (Bottom) ☹ Bottom quartile (below 25%)
Worst performing authorities

How we compare against English council averages

- ☺ Better than average
- ☹ Worse than average

What we aimed to achieve in that year

How we performed in that year

What we aim to achieve in these years

Did we meet our targets?

Comments on 2005/06 performance and indicator definition changes are made where appropriate

Performance Indicator	BVPI ref.	2004/05						2005/06		Performance (target & actual)			Target			Comments
		Actual	Comparison				Comparison	Target	Actual	Exceeded	Met	Not met	2006/07	2007/08	2008/09	
			All English councils				English council									
			Q1 (Top)	Q2 (Mid)	Q3 (Mid)	Q4 (Bottom)	Averages									
CORPORATE HEALTH																
Level (if any) of the Equality Standard for Local Government to which the authority conforms H	BV2a	Level 1						Level 2	Level1			☹	Level1	Level 2	Level 3	More realistic targets in place following review of equalities agenda requirements and resources
Duty to promote race equality - checklist score H	BV2b	47%			☹		55%	☹	85%	47%		☹	61%	78%	94%	More realistic targets in place following review of equalities agenda requirements and resources
% of undisputed invoices paid in 30 days H	BV8	95.49%		☺			90.89%	☺	100.0%	96.61%		☹	100%	100%	100%	National target .Problems remain in some services, mainly due to restructuring/staff changes
% of Council Tax collected H	BV9	98.57%	☺				97.01%	☺	99.20%	98.76%		☹	99.30%	99.40%	99.50%	Second highest rate in the County.
% of Non-Domestic Rates collected H	BV10	99.14%	☺				98.47%	☺	99.60%	99.71%	☺		99.70%	99.80%	99.90%	Second highest collection rate in the County.
% of top 5% earners that are women H	BV11a	37.50%		☺			29.48%	☺	43.00%	25.00%		☹	31.00%	31.00%	31.00%	Staff turnover (2 persons)
% of top 5% earners from an ethnic minority H	BV11b	6.25%	☺				2.87%	☺	6.25%	0.00%		☹	3.00%	3.00%	3.00%	Staff turnover (1 person)
% of top 5% earners with a disability H	BV11c							New	9.09%				9.09%	9.09%	9.09%	
Number of working days lost due to sickness absence L	BV12	9.57			☹		9.71	☺	7.50	11.92		☹	9.00	8.50	8.00	Greater number of long term absences than anticipated, taking long time to resolve
Early retirements as a % of the total workforce L	BV14	0.32%		☺			0.65%	☺	0.32%	0.94%		☹	0.94%	0.94%	0.94%	Target for 06/07 based partly on staff already identified as potential retirees.
Ill-health retirements as a % of the total workforce L	BV15	0.95%				☹	0.32%	☹	0.33%	0.00%	☺		0.60%	0.30%	0.00%	
% of staff with a disability H	BV16a	3.79%	☺				2.91%	☺	4.40%	2.54%		☹	2.54%	2.54%	2.54%	Staff turnover
% of economically active population in local authority area with a disability	BV16b	10.90%								10.94%						
% of staff from ethnic minority communities H	BV17a	4.37%		☺			4.7%	☹	5.25%	3.95%		☹	4.50%	4.50%	4.50%	Staff turnover
% of economically active population in local authority area from ethnic minority communities	BV17b	5.68%								5.79%						
% of authority buildings open to public which are suitable for and accessible to disabled people H	BV156	50%							83%	66.66%		☹	100%	100%	100%	1st floor Enderby Leisure Centre not compliant for wheelchair users
Interactions enabled for electronic delivery as % of interactions legally permissible for electronic delivery H	BV157	57.46%				☹	75.52%	☹	76.61%	98.00%	☺					
Corporate Health			4	4	2	2					3	0	11			

Performance Indicator	BVPI ref.	2004/05				2005/06		Performance (target & actual)			Target			Comments			
		Actual	Comparison			Comparison		Target	Actual	Exceeded	Met	Not met	2006/07		2007/08	2008/09	
			All English councils			English council											Averages
			Q1 (Top)	Q2 (Mid)	Q3 (Mid)	Q4 (Bottom)											
☺	☹	☹	☹	☹	☺	☹	☹										
HOUSING																	
Housing																	
Proportion of unfit private sector dwellings made fit or demolished as a result of LA action H	BV62	0.89%				☹	3.69%	☹	Deleted								
Energy efficiency - average SAP rating of LA owned dwellings H	BV63	59.93				☹	64	☹	Amended						Definition changed for 2005/06 to use of 2001 SAP methodology and 120 point scale		
Energy efficiency - average SAP rating of LA owned dwellings H	BV63								59.95	58.00			☹	59	59	59	Capital works are focused on Decent Homes which may not affect SAP rating
Private sector vacant dwellings returned into occupation or demolished during 2004/05 as a result of LA action H	BV64	0				☹	61.04	☹	0	0		☹	0	0	0		
Rent collection and arrears recovery : % of rent collected H	BV66a	97.08%				☹	97.17%	☹	97.37%	96.99%			☹	97.50%	97.75%	98.00%	Not a significant variance
Rent collection and arrears recovery : % 7 weeks arrears L	BV66b								New	3.19%				3.00%	2.80%	2.60%	
Rent collection and arrears recovery : % NSP's served L	BV66c								New	9.25%				8.25%	7.25%	6.25%	
Rent collection and arrears recovery : % evicted L	BV66d								New	0.32%				0.32%	0.32%	0.32%	
Does the authority follow the CRE code of practice in rented housing and follow Good Practice Standards?	BV164	No					48% yes		Yes	No			☹	Yes	Yes	Yes	Steps in place to comply over next 18 months
Proportion of LA homes which were non-decent at start of year L	BV184a	23.50%				☺	35%	☺	20.50%	24.00%			☹	22%	20%	18%	Insufficient capital funds available
% change in proportion of non-decent LA homes during the year H	BV184b	-67.86%							12.80%	5.64%			☹	10%	10%	10%	Insufficient capital funds available
% of responsive (non-emergency) repairs for which the authority both made and kept an appointment H	BV185	0%				☹	61.1%	☹	Deleted								
Average time to re-let LA housing, days L	BV212								New	62				128	35	28	
Housing			0	1	1	4							0	1	5		
Housing - Survey (03/04)																	
Satisfaction of council house tenants with overall service provided by their landlord H	BV74a	78.60%				☺	76.79%	☺						80%			Actuals relate to 2003/04 only, next survey due 2006/07
Satisfaction of council house tenants with opportunities for participation in management & decision making in housing services provided by their landlord H	BV75a	48.20%				☹	63.19%	☹						50%			Actuals relate to 2003/04 only, next survey due 2006/07
Housing Survey (03/04)			0	1	0	1							0	0	0		

Performance Indicator	BVPI ref.	2004/05							2005/06		Performance (target & actual)			Target			Comments	
		Actual	Comparison				Comparison		Target	Actual	Exceeded	Met	Not met	2006/07	2007/08	2008/09		
			All English councils				English council											Averages
			Q1 (Top)	Q2 (Mid)	Q3 (Mid)	Q4 (Bottom)												
Homelessness																		
Average length of stay in temporary accommodation, B & B, weeks L	BV183a	2.69		☹			4	☺	1.00	2.90			☹	3	3	2	Actual within national target of 6 weeks	
Average length of stay in temporary accommodation, hostel, weeks L	BV183b	34.7				☹	12	☹	32.00	30.86	☺			23	20	18		
Number of people sleeping rough on a single night within the area of the LA L	BV202	0 - 10							0 - 10	0 - 10		☹		0 - 10	0 - 10	0 - 10		
% change in average number of families placed in temporary accommodation L	BV203	106%				☹	20.63%	☹	-5%	-26.05%	☺			-7%	-5%	-5%		
Number of homeless households for whom housing advice intervention resolved their situation, per 1000 households H	BV213								New	1				2	2	2		
% of households repeat homeless within last two years L	BV214								New	0				0	0	0		
Homelessness			0	1	0	2						2	1	1				
Housing Benefit/Council Tax Benefit																		
Number of claimants visited per 1000 case load	BV76a	297							300	252.53			☹	310	320	330	Targets dependent on average caseload which has increased by 10% or more in last 2 years	
Number of fraud investigators per 1000 case load	BV76b	0.26							0.26	0.25			☹	0.20	0.20	0.20	Targets dependent on average caseload which has increased by 10% or more in last 2 years	
Number of fraud investigations per 1000 case load	BV76c	62.70							64.00	60.00			☹	60	61	62	Targets dependent on average caseload which has increased by 10% or more in last 2 years	
Number of prosecutions/ sanctions per 1000 case load	BV76d	4.20							4.40	3.71			☹	4.60	4.80	5.00	Targets dependent on average caseload which has increased by 10% or more in last 2 years	
Speed of processing: average time for processing new claims, in days L	BV78a	34.81		☹			39.02	☺	33.00	38.90			☹	33	32	31	Underperformance in first 6 months only	
Speed of processing: average time for processing changes of circumstance, in days L	BV78b	7.83		☹			12.3	☺	10.50	9.80	☺			10	9.50	9		
Accuracy of processing: % of cases calculated correctly H	BV79a	97.55%			☹		97.14%	☺	98.30%	92.60%			☹	97%	98%	99%	Turnover of experienced staff	
Accuracy of recovering overpayments: % of total overpayments recovered H	BV79b(i)								New	61.74%				63%	65%	67%		
Accuracy of recovering overpayments: % of total overpayments (debt plus amounts arising) recovered H	BV79b(ii)	35.89%			☹		42.66%	☹	50%	32.67%			☹	34%	36%	39%		
Accuracy of recovering overpayments: % of total overpayments (debt plus amounts arising) written off L	BV79b(iii)								New	8.14%				7%	6%	5%		
Housing Benefit/Council Tax Benefit			0	2	2	0						1	0	7				
Housing			0	4	3	6						3	2	13				

Performance Indicator	BVPI ref.	2004/05						2005/06		Performance (target & actual)			Target			Comments	
		Actual	Comparison				Comparison	Target	Actual	Exceeded	Met	Not met	2006/07	2007/08	2008/09		
			All English councils				English council										
			Q1 (Top)	Q2 (Mid)	Q3 (Mid)	Q4 (Bottom)	Averages										
☺	☹	☹	☹	☹	☺	☹	☹	☹	☹	☹	☹	☹	☹				
ENVIRONMENT																	
Waste and Cleanliness																	
Household waste arisings - % of total tonnage recycled H	BV82a(i)	20.66%	☺				15.22%	☺	28.00%	26.36%			☹	26.50%	26.75%	27%	Estimated. Not a significant variance
Household waste arisings - total tonnage recycled H	BV82a(ii)								New	9,075.66				9,200	9,300	9,400	Estimated.
Household waste arisings - % of total tonnage sent for composting or for treatment by anaerobic digestion H	BV82b(i)	8.64%		☹			6.44%	☺	14%	9.81%			☹	12%	15%	18%	Estimated. Tonnage reduced due to poor growing season
Household waste arisings - total tonnage sent for composting or for treatment by anaerobic digestion H	BV82b(ii)								New	3,379.52				3,600	3,800	4,000	Estimated.
Kg of household waste collected per head L	BV84a	387.3	☺				444.9	☺	380	375.9	☺			390	405	420	Estimated.
% change from previous year in Kg of household waste collected per head L	BV84b								New	-3.02%				1%	1%	1%	Estimated.
Cost of waste collection per household L	BV86	£40.96		☹			£43.41	☺	£55.66	£55.52	☺			£54.76	£54.76	£54.76	Estimated.
% of resident population served by kerbside collection of recyclables H	BV91	100%	☺				91.20%	☺	Amended								Definition changed for 2005/06, to 'households' and split by numbers of recyclables, (a) & (b) components.
% of resident households served by kerbside collection of one recyclable H	BV91a								New	100%				100%	100%	100%	
% of resident households served by kerbside collection of at least two recyclables H	BV91b								New	100%				100%	100%	100%	
% of relevant land & highways having combined deposits of litter and detritus falling below an acceptable level L	BV199a	23%			☹		18.10%	☹	20%	26%			☹	20%	18%	17%	Increase partly due to high levels of litter in high density housing areas which are difficult to sweep due to parked cars
% of relevant land & highways from which unacceptable levels of graffiti are visible L	BV199b								New	3%				2%	1%	1%	BV199 amended for 2005/06 to BV199a and extended to include (b), © and (d) components
% of relevant land & highways from which unacceptable levels of fly-posting are visible L	BV199c								New	0%				0%	0%	0%	
Year on year reduction in number of incidents and increase in number of enforcement actions taken against 'fly tipping' L	BV199d								New	Grade 4				Grade 3	Grade 2	Grade 1	
Waste and Cleanliness			3	2	1	0					2	0	3				
Environment & Environmental Health																	
% score on checklist of enforcement best practice for environmental health H	BV166a	95%		☹			84.9%	☺	95%	70%			☹	80%	90%	100%	Variation of 25% due to interpretation of checklist guidance
Number of 'sites of potential concern' in the LA area with respect to contaminated land H?	BV216a								New	277				277	277	277	
Number of sites for which information is available to decide on remediation, as a % of 'sites of potential concern' H?	BV216b								New	0%				50%	100%	100%	
% of pollution control improvements to existing installations completed on time H	BV217								New	100%				100%	100%	100%	
% of new reports of abandoned vehicles investigated within 24hrs of notification H	BV218a								New	87.93%				88%	90%	92%	
% of abandoned vehicles removed within 24hrs from point of legal entitlement of removal H	BV218b								New	93.90%				94%	95%	96%	
Environment & Environmental Health			0	1	0	0					0	0	1				

Performance Indicator	BVPI ref.	2004/05						2005/06		Performance (target & actual)			Target			Comments	
		Actual	Comparison				Comparison	Target	Actual	Exceeded	Met	Not met	2006/07	2007/08	2008/09		
			All English councils				English council										
			Q1 (Top)	Q2 (Mid)	Q3 (Mid)	Q4 (Bottom)	Averages										
Planning																	
% of new homes built on previously developed land H	BV106	55.56%				☹	73.69%	☹	61%	78.54%	☺			57%	60%	56%	
60% of major applications determined in 13 weeks H	BV109a	63.64%		☺			57.64%	☺	60%	72.72%	☺			60%	60%	60%	National Target
65% of minor applications determined in 8 weeks H	BV109b	63.46%			☹		67.85%	☹	65%	66.49%	☺			65%	65%	65%	National Target
80% of other applications determined in 8 weeks H	BV109c	83.80%			☹		82.48%	☺	80%	84.99%	☺			80%	80%	80%	National Target
% of standard searches carried out in 10 working days H	BV179	100%	☺				95.54%	☺	99.20%	100%	☺			99.20%	99.20%	99.20%	
Did the LPA submit the LDS by 28 March 2005 and thereafter maintain a 3 year rolling programme?	BV200a								Amended	Yes				Yes	Yes	Yes	Definition changed for 2005/06 to reflect new statutory requirements and extended to include ☺ component
Has the LPA met the milestones in the current LDS?	BV200b								Amended	Yes				No	Yes	Yes	Definition changed for 2005/06 to reflect new statutory requirements and extended to include ☺ component
Did the LPA publish an annual report by 31 December each year?	BV200c								New	Yes				Yes	Yes	Yes	
% of total appeals against refusal of planning permission allowed L	BV204	13.6%	☺				31%	☺	25%	23.1%	☺			25%	25%	25%	Cautious approach to targets taking into account current conditions
% score on 'quality of planning services' checklist H	BV205	83%			☹		78.8%	☺	94%	94.4%	☺			94%	94%	94%	
Planning			2	1	3	1					7	0	0				
Environment			5	4	4	1					9	0	4				
CULTURAL & RELATED SERVICES																	
Number of conservation areas in LA area	BV219a								New	9				10	11	12	
% of conservation areas with up-to-date character appraisal H?	BV219b								New	33.33%				40%	45%	50%	
% of conservation areas with published management proposals H?	BV219c								New	0%				10%	18%	25%	
Cultural & Related Services			0	0	0	0					0	0	0				

Performance Indicator	BVPI ref.	2004/05						2005/06		Performance (target & actual)			Target			Comments	
		Actual	Comparison				Comparison	Target	Actual	Exceeded	Met	Not met	2006/07	2007/08	2008/09		
			All English councils				English council										
			Q1 (Top)	Q2 (Mid)	Q3 (Mid)	Q4 (Bottom)	Averages										
☺	☹	☹	☹	☹	☺	☹	☹	☹	☹	☹	☹	☹	☹				
COMMUNITY SAFETY & WELL-BEING																	
Domestic burglaries per 1000 households in LA area L	BV126	10.9		☹			11.54	☺	10.2	7.9	☺			9.5	8.9	8.9	
Violent offences committed by a stranger per 1000 population L	BV127a	6.1			☹		7.12	☺	Amended								
Violent offences committed in a public place per 1000 population L	BV127b	5.4	☺				10.21	☺	Amended								
Violent offences committed in connection with licensed premises per 1000 population L	BV127c	0.7		☹			1.38	☺	Deleted								
Violent crime per 1000 population in LA area L	BV127a								New	12				12.5	12	12	
Robberies per 1000 population in LA area L	BV 127b								New	0.5				0.4	0.4	0.4	
Vehicle crimes per 1000 population in LA area L	BV128	9.7		☹			11.99	☺	8.8	8.5	☺			8	7.2	7.2	
Number of recorded racial incidents per 100,000 population	BV174	6.56							6.66	4.37				3	3	3	
% of recorded racial incidents that resulted in further action H	BV175	100%							100%	100%		☹		100%	100%	100%	
Number of domestic violence refuge places per 100,000 population provided/supported by authority H	BV176	0				☹	0.58	☹	Amended								Definition substantially changed for 2005/06 to reflect authority's overall provision relating to domestic violence, renumbered BV225
% of questions from domestic violence checklist to which LA can answer 'yes' H	BV225								New	63.7%				73%	82%	91%	
% of expenditure on legal and advice services spent on services awarded Quality Mark in CLSP strategic plan H	BV177	28.7%				☹	62%	☹	Amended								Definition substantially changed for 2005/06 renumbered BV226a-c.
Total expenditure on advice and guidance services provided by external organisations	BV226a								New	£36,000				£42,000			
% expenditure on advice and guidance services provision given to organisations with CLS Quality Mark H	BV226b								New	100%				100%			
Total expenditure on advice and guidance on housing, welfare benefits and consumer matters provided directly by LA to public	BV226c								New	£128,810				£137,547			
Community Safety & Well-being			1	3	1	2						2	1	0			
GRANDTOTAL			10	15	10	11			46			17	3	28			

NB totals do not include the 2 Housing Survey BVPIs (2003/04)

GLOSSARY

Audit Commission	The Audit Commission is an independent body responsible for ensuring that public money is used economically, efficiently and effectively.
Best Value	Best Value is a challenging framework to improve local services. Under Best Value, councils are required to assess their own performance and put in place measures to ensure continual improvement in their services.
BVPI	Best Value Performance Indicators are set by the Government. The Council has to measure its performance against these individual indicators and compare it to that of other councils.
BVPP	Best Value Performance Plan. Each year a council is required to produce and make available for public inspection a plan, which sets out current performance, successes and achievements and plans for improvement.
CCTV	Closed Circuit Television
CPA	Comprehensive Performance Assessment. An inspection process carried out by the Audit Commission on behalf of the government to measure the overall performance of all councils and promote improvements in performance.
CRE	Commission for Racial Equality
CTB	Council Tax Benefit
GOEM	Government Office for the East Midlands. This brings together all central government departments in one regional office based in Nottingham
HB	Housing Benefit
IEG	Implementing Electronic Government
IT/ICT	Information Technology/Information and Communication Technology
IIP	Investors in People. A national quality standard awarded to organisations in recognition of their commitment to supporting and developing their employees.
LA	Local Authority (Council)
LAA	Local Area Agreement. A three year agreement between councils working in partnership with other public, private and voluntary bodies and the Government aimed at improving the quality of life in an area eg Leicestershire.

LGA	Local Government Association
LGO	Local Government Ombudsman. A Government official who investigates complaints by the public against councils
LSP	Local Strategic Partnership. Responsible for producing and implementing Community Strategies for council areas.
LSVT	Large Scale Voluntary Transfer. The transfer of ownership of a council's housing stock to another landlord, eg a Housing Association.
NNDR	National Non-Domestic Rates (Business Rates)
DCLG	Department of Communities and Local Government. Government Ministry responsible for Local and Regional Government issues.
PI	Performance Indicator
PSA	Public Service Agreement. A local PSA is a three year agreement between a council working in partnership with other councils/public bodies and the Government aimed at improving the quality of public services in an area.
Portfolio	An area of service responsibility of a Cabinet Member of the Council
RSL	Registered Social Landlord. A not-for-profit landlord, eg a Housing Association
SAP	Standard Assessment Procedure. Used to determine energy efficiency ratings in domestic dwellings.

STATEMENT ON CONTRACTS

The Local Government Act 1999 requires councils to state and certify that all individual contracts involving transfers of staff comply, where applicable, with the requirements in the Code of Practice on Workforce Matters in Local Authority Service Contracts.

The Council hereby certifies that the single contract awarded during the past year involving a transfer of staff complied with the requirements in the Code of Practice on Workforce Matters in Local Authority Service Contracts.

STATEMENT OF RESPONSIBILITY

The Council is responsible for the reporting of the performance information in this Plan and its accuracy. In this respect the Council is committed to the continuous improvement of all aspects of data quality and related performance information systems.