



## **CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE**

**Public**

**Date of Meeting:** 3 April 2008

**Title:** PERFORMANCE MONITORING TASK & FINISH GROUP

**Report of:** HEAD OF POLICY & PERFORMANCE SERVICES

**Report reference:** PPP 39/08

**Summary:**

The report details progress on the implementation of the recommendations of the Performance Monitoring Task and Finish Group.

**Questions for / input required from Scrutiny:**

- Members are asked for comments on the amendments required to the Performance Indicator lists in the light of the introduction of the new National Indicator Set.
- Members are asked to reconsider the recommendation to produce an old style report alongside the new one.

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Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers: None

## **1. INTRODUCTION**

A task and finish group met on three occasions, September – November last year to consider current performance indicators used by the City Council and the ways in which they were monitored and reported.

The members of the group were Councillors Styth, Boaden, Clarke, Allison, Luckley and Rutherford, supported by the Policy and Performance Team.

## **1. TERMS OF REFERENCE**

Terms of Reference for the group were:

- i) Performance reporting - to consider a new performance reporting system, based on 2 options: one devised in-house by the Policy and Performance Team, and another purchased, off-the-shelf external product, in order to help inform the business case.
- ii) Performance Indicators - to consider a proposed list of key performance indicators to be monitored on a quarterly basis and agree whether or not they reflect the Councils' priorities as set out in the Corporate Improvement Plan, 2007-2010. This would help the Council to ensure it achieved its priorities. Other indicators would no longer be reported on a quarterly basis as they were either irrelevant, changed little quarter by quarter or simply provided useful information management.
- iii) Tolerances – to consider each of the new list of performance indicators and agree tolerances

## **2. RECOMMENDATIONS AND PROGRESS**

The Task and Finish Group made a number of recommendations. Progress against each is noted:

### **1. That the Covalent Performance Management System be procured as the Council's performance management software.**

The Business Case for Covalent was subsequently supported by the Capital Projects Board and agreed by the Executive at its meeting of 19 November 2007. The system has been purchased and is currently being implemented. Current and historic performance information, the corporate risk register, service plans and a number of action plans including the Corporate Equality Plan have been uploaded onto the system. Data checking, to ensure integrity of the information is currently underway. Training of administrators is complete; other users, including Members, will be trained, April onwards.

The requirement to publish an annual Best Value Performance Plan has been repealed by the Local Government and Public Involvement in Health Act, 2007. However, the Audit Commission has requested that local authorities produce the Best Value Performance Indicator out turn for 2007/08, as published in the Corporate Improvement Plan, by June 2008. This will be the first report that the City Council produces in the new system.

**2. That the new range of key performance indicators identified by the group be the subject of quarterly reporting.**

The list identified will be subject to quarterly reporting, 2008/9. A number of indicators identified by the group are included within the new National Indicator set so the indicators have been amended slightly where this is appropriate; please see attached. Others will be retained as local indicators (appendix 1).



"PI List of KPIs  
200707 v3.0.xls"

**3. That a further reduced range of performance indicators identified by the group be reported on an annual basis.**

A list was identified by the group, however, in light of the subsequent publication of the National Indicator Set of 198 measures, 35 of which to be included in the Local Area Agreement for Cumbria, this list will be reviewed. The policy and performance team will amend this list, taking into consideration the new national indicators. The revised list will be reported to Corporate Resources with the first quarter report (appendix 2).



"All PIs Future Status  
agreed by T&FG.xls"

**4. That the "Dashboard" style of presentation be adopted for quarterly performance reports subject to:**

- (a) clarity on thresholds for individual indicators being adjudged to be performing well being reached by Officers;
- (b) clarity on the methodology for summarising performance within a priority being reached by Officers;
- (c) that the approach adopted in (a) and (b) be included in all performance reports;
- (d) that Officers ensure that where indicators are not reported quarterly there is a process to flag up within the reports where they go into exception.

The Policy and Performance team is currently working with Covalent to develop a performance report that best meets the above criteria. This report will be used for the first quarter performance monitoring report, 2008/09.

- 5. That all Overview and Scrutiny Committees receive introductory training on the new approach and its presentation, and that meanwhile the current performance reports are circulated alongside the new style.**

Training for Members is part of the implementation plan for Covalent and is crucial to ensuring ownership and understanding, and therefore, the success of the new system. Training for Members will be underway by June 2008. Our resources should be directed to ensuring success of the Council's capital investment and that the envisaged benefits of that investment are realised.

We are giving much consideration to ensuring the new style reports are user friendly and continue to improve on what we have produced in the past. The focus for the Policy and Performance Team is to implement Covalent successfully and produce a clear and understandable report. Members are asked to reconsider the recommendation to produce an old style report alongside the new one. To produce an old style report will be time consuming and could impact on implementation of Covalent and quality of the new style reporting.

- 6. That the Corporate Resources Overview and Scrutiny Committee should ask Directors to provide effective performance indicators for all those measures in the Corporate Improvement Plan where they had not yet been identified.**

The Corporate Improvement Plan has been uploaded onto the Covalent system so all actions may be assigned to service areas in a similar way to other actions, e.g. service plans and Corporate Equality action plan. A number of indicators in the National Indicator Set are also relevant to the Corporate Plan.

- 7. That web usage Performance Indicators be developed around both the 1,000 Campaign and user satisfaction.**

The '1,000 Campaign' is a set of targets derived from the Web Development Plan. It sets a series of targets in three areas:

- 1) Web Visitors per day - (unique visits from non-Carlisle City Council visitors)
- 2) Number of Electronic Forms submitted through the web per month
- 3) Overall number of e-citizens subscribers

The target for each of these is 1000 - hence the name of the Campaign.

Although the Campaign has not yet been officially launched, discussions have started with the Communications team about the best way to publicise the initiative. Despite no active marketing of the Campaign, there is a noticeable, upward trend in these indicators which reflects the way communities are turning more and more to web services as their first point of contact. These figures will be reported more fully through the updates on ICT Strategy which Corporate Resources Overview and Scrutiny Committee receive.

- 8. That the Corporate Resources Overview and Scrutiny Committee be recommended to seek a regular report on web development and performance for**

**a period of twelve months and to undertake “mystery shopping” activity on the new web site to identify areas of good practice and where there may be gaps or improvement required.**

Performance the Council's web site is reported annually through the Society of IT Managers (SOCITM) annual report which ranks all Council web sites in the country. The report for 2007 has just been issued and shows the City Council's web site has improved significantly on the previous year. A copy of the SOCITM report has been sent to all Group Leaders and will be reported more fully in the ICT Strategy update.

It is not yet clear how or who will run the mystery shopping exercise for the web site. Whilst these details are being worked out, it should be remembered that hundreds of visitors do their own mystery shopping every day on the Council's web site. Where they leave feedback, this is taken on board and incorporated into the design, and more importantly, the content available. During the next release of the web site a simple device will be incorporated on each web page which will make it easier for customers to leave feedback on whether what they found on the web site was useful. This facility will enable accurate tracking and reporting of user satisfaction in the future.

**Quarterly PI List as recommended by the Performance Monitoring Task and Finish Group**

<b>NI PI Number</b>	<b>Description of NI</b>	<b>Previous PI no</b>	<b>PI User</b>	<b>PI Custodian</b>	<b>Priority</b>	<b>Grouping</b>
BV 218b	% of abandoned vehicles removed in 24 hours		Selena Nicholson	Les Tickner	Cleaner, Greener, Safer	Abandoned Vehicles
NI 185	CO <sub>2</sub> reduction from Local Authority operations	LP 180	Toby Harling	Gordon Nicholson	Cleaner, Greener, Safer	Council CO <sub>2</sub> Emissions
NI 15	Serious violent crime rate	BV 127a	Steven O'Keeffe	Steven O'Keeffe	Cleaner, Greener, Safer	Crime and Disorder
LP 132	Total Number of CDRP (PSA 1) Targeted Crimes.		Steven O'Keeffe	Steven O'Keeffe	Cleaner, Greener, Safer	Crime and Disorder
NI 16	Serious acquisitive crime rate	LP 133	Steven O'Keeffe	Steven O'Keeffe	Cleaner, Greener, Safer	Crime and Disorder
NI 17	Perceptions of anti-social behaviour	LP 134	Steven O'Keeffe	Steven O'Keeffe	Cleaner, Greener, Safer	Crime and Disorder
LP 135	Number of incidents of Criminal Damage per 1000 population		Steven O'Keeffe	Steven O'Keeffe	Cleaner, Greener, Safer	Crime and Disorder
NI 195	Improved Street and Cleanliness (levels of graffiti, litter, detritus and fly posting)	BV 199a-c	Willie McCreadie	Les Tickner	Cleaner, Greener, Safer	Street Cleaning
NI 196	Improved Street and Cleanliness - fly tipping	BV 199d	Willie McCreadie	Les Tickner	Cleaner, Greener, Safer	Fly Tipping
NI 184	Food establishments in the area which are broadly compliant with food hygiene law	LP 114a-b	Ruth Harland	Les Tickner	Cleaner, Greener, Safer	Food Hygiene
NI 156	Number of households living in temporary accommodation	BV 183b	Ellen Gouch	Alan Eales	Cleaner, Greener, Safer	Homelessness
NI 159	Supply of ready to develop housing sites	BV 106	Fiona Kenmare	Alan Eales	Cleaner, Greener, Safer	Planning and Housing
NI 170	previously developed land that has been vacant or derelict for more than 5 years	BV 106	Fiona Kenmare	Alan Eales	Cleaner, Greener, Safer	Planning and Housing
NI 157	Processing of planning applications as measured against targets for 'major', 'minor' and 'other' application types	BV 109a-c	Barbara Percival	Alan Eales	Cleaner, Greener, Safer	Planning and Housing
LP 5	% of street lights restored within seven days		Kevin Murray	Les Tickner	Cleaner, Greener, Safer	Street Lighting
NI 192	Household waste recycled and composted Defra	BV 82a(i) & BV 82b(i)	Victoria Ward	Les Tickner	Cleaner, Greener, Safer	Waste Services
NI 191	Residual household waste per head	BV 84a	Victoria Ward	Les Tickner	Cleaner, Greener, Safer	Waste Services
LP 57	Maximise the occupancy of Council's commercially let business units		Raymond Simmons	Raymond Simmons	Corporate Health	Asset Management
BV 174	Racial incidents recorded by the authority per 100,000 population		Martin Daley	Steven O'Keeffe	Corporate Health	Equality and Diversity
BV 175	% of those racial incidents resulting in further action		Martin Daley	Steven O'Keeffe	Corporate Health	Equality and Diversity
BV 8	% undisputed invoices paid on time		Joanne Coultard	Shelagh McGregor	Corporate Health	Finance
LP 306	% of PI data submitted on time to Policy & Performance		Martin Daley	Steven O'Keeffe	Corporate Health	Performance Info Timeliness
NI 181	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	BV 78a	June Boyd	Elaine Turner	Corporate Health	Revenues and Benefits
NI 180	Changes in Housing Benefit/ Council Tax Benefit entitlements within the year	BV 78b	June Boyd	Elaine Turner	Corporate Health	Revenues and Benefits
BV 79a	% of cases where benefit was accurately calculated		June Boyd	Elaine Turner	Corporate Health	Revenues and Benefits
BV 79b(i)	Amount of Housing Benefit overpayments recovered as % of recoverable overpayments		June Boyd	Elaine Turner	Corporate Health	Revenues and Benefits
BV 12	Days sick per member of staff		Carolyn Hamilton	David Williams	Corporate Health	Sickness
BV 170a	The number of visits to museums per 1,000 population (including website visits)		Mary Robinson	Mark Beveridge	Learning City	Museums
BV 170b	Number of those visits to museums in person per 1,000 population		Mary Robinson	Mark Beveridge	Learning City	Museums
BV 170c	Number of pupils visiting museums and galleries in school groups		Mary Robinson	Mark Beveridge	Learning City	Museums
LP 71	Number of people participating in museums (off-site) community outreach activities		Mary Robinson	Mark Beveridge	Learning City	Museums
LP 72	Number of people taking part in learning activities delivered by the Museum and Arts Service		Mary Robinson	Mark Beveridge	Learning City	Museums
LP 70a	Number of attendance's of young people using the multi use games areas (formal courses) Melbourne Park		Richard Lewis	Mark Beveridge	Learning City	Sports and Recreation
LP 70b	Number of attendance's of young people using the multi use games areas (formal courses) Dale End Road		Richard Lewis	Mark Beveridge	Learning City	Sports and Recreation
LP 70c	Number of attendance's of young people using the multi use games areas (formal courses) Hammonds Pond		Richard Lewis	Mark Beveridge	Learning City	Sports and Recreation

### List of all current Performance Indicators and their suggested future status

PI No	Brief Description of Indicator	Current Reporting Frequency	T & F - Ageed Status
BV 106	% of new homes built on brown field sites	Quarterly	Monthly/Quarterly
BV 109a	% of major planning applications determined in 13 weeks	Quarterly	Monthly/Quarterly
BV 109b	% of minor planning applications determined in eight weeks	Quarterly	Monthly/Quarterly
BV 109c	% of other planning applications determined in eight weeks	Monthly	Monthly/Quarterly
BV 12	Days sick per member of staff	Monthly	Monthly/Quarterly
BV 127a	Violent crime per year per 1,000 population	Quarterly	Monthly/Quarterly
BV 170a	The number of visits to museums per 1,000 population (including website visits)	Quarterly	Monthly/Quarterly
BV 170b	Number of those visits to museums in person per 1,000 population	Quarterly	Monthly/Quarterly
BV 170c	Number of pupils visiting museums and galleries in school groups	Quarterly	Monthly/Quarterly
BV 174	Racial incidents recorded by the authority per 100,000 population	Monthly	Monthly/Quarterly
BV 175	% of those racial incidents resulting in further action	Quarterly	Monthly/Quarterly
BV 183b	Average length of stay in hostels (weeks) families and pregnant women	Quarterly	Monthly/Quarterly
BV 199d	Fly tipping - reduction in incidents and increase in enforcement actions	Monthly	Monthly/Quarterly
BV 218b	% of abandoned vehicles removed in 24 hours	Monthly	Monthly/Quarterly
BV 78a	Average time (days) for processing new claims	Monthly	Monthly/Quarterly
BV 78b	Average time (days) for processing changes in circumstance	Monthly	Monthly/Quarterly
BV 79a	% of cases where benefit was accurately calculated	Quarterly	Monthly/Quarterly
BV 79b(i)	Amount of Housing Benefit overpayments recovered as % of recoverable overpayments	Quarterly	Monthly/Quarterly
BV 8	% undisputed invoices paid on time	Monthly	Monthly/Quarterly
BV 82a(i)	% of household waste recycled	Monthly	Monthly/Quarterly
BV 82b(i)	% of tonnage household waste sent by the authority for composting.	Monthly	Monthly/Quarterly
BV 84a	Kg household waste collected per head.	Monthly	Monthly/Quarterly
LP 133	Number of acquisitive crimes per 1,000 population	Monthly	Monthly/Quarterly
LP 132	Total Number of CDRP (PSA 1) Targeted Crimes.	Monthly	Monthly/Quarterly
LP 134	Number of public disorder incidents per 1,000 population	Quarterly	Monthly/Quarterly
LP 135	Number of incidents of Criminal Damage per 1000 population	Monthly	Monthly/Quarterly
LP 180	Monitoring CO2 emissions of our buildings (gas and electricity consumption at Civic Centre, Bousteads Grassing; Crematorium)	Yearly	Monthly/Quarterly
LP 306	% of PI data submitted on time to Policy & Performance	Monthly	Monthly/Quarterly
LP 5	% of street lights restored within seven days	Yearly	Monthly/Quarterly
LP 57	Maximise the occupancy of Council's commercially let business units	Quarterly	Monthly/Quarterly
LP 70a	Number of attendance's of young people using the multi use games areas (formal courses) Melbourne Park	Monthly	Monthly/Quarterly
LP 70b	Number of attendance's of young people using the multi use games areas (formal courses) Dale End Road	Monthly	Monthly/Quarterly
LP 70c	Number of attendance's of young people using the multi use games areas (formal courses) Hammonds Pond	Monthly	Monthly/Quarterly
LP 71	Number of people participating in museums (off-site) community outreach activities	Monthly	Monthly/Quarterly
LP 72	Number of people taking part in learning activities delivered by the Museum and Arts Service	Monthly	Monthly/Quarterly
LP 114a	% of food premises inspections carried out (High Risk)	Monthly	New National Indicators - NI 184
LP 114b	% of food premises inspections carried out (Other Risk)	Monthly	New National Indicators - NI 184
BV 10	National Non-Domestic Rates (NNDR) collected	Monthly	Annual
BV 11a	% of top 5% of earners that are women	Yearly	Annual
BV 11b	% of top 5% of earners from ethnic communities	Yearly	Annual

### List of all current Performance Indicators and their suggested future status

PI No	Brief Description of Indicator	Current Reporting Frequency	T & F - Ageed Status
BV 11c	% of top 5% of earners that are disabled	Yearly	Annual
BV 126	Domestic burglaries per 1,000 households	Quarterly	Annual
BV 127b	Robberies per year per 1,000 population	Quarterly	Annual
BV 14	Early retirements - staff	Quarterly	Annual
BV 15	Ill health retirements - staff	Quarterly	Annual
BV 156	% of authority buildings open to the public suitable for and accessible to disabled people	Yearly	Annual
BV 166a	Score against a checklist of enforcement best practice for environmental health	Yearly	Annual
BV 16a	Staff with disabilities	Quarterly	Annual
BV 16b	Percentage of Economically Active People who have a Disability	Yearly	Annual
BV 17a	Staff from ethnic minorities	Yearly	Annual
BV 199a	Proportion of relevant land - combined litter and detritus below acceptable level	Four monthly	Annual
BV 199b	Proportion of relevant land where unacceptable levels of graffiti visible	Four monthly	Annual
BV 199c	Proportion of relevant land where unacceptable levels of fly posting visible	Four monthly	Annual
BV 200a	Did Local Authority submit Local Development Scheme by 28 March 2005 thereafter maintain three year rolling programme?	Yearly	Annual
BV 200b	Has Local Planning Authority met Local Development Scheme milestones?	Yearly	Annual
BV 202	Number of people sleeping rough on a single night within Local Authority area	Quarterly	Annual
BV 204	The % of appeals allowed against the authorities decision to refuse on planning applications	Yearly	Annual
BV 205	Score against a quality of service checklist	Yearly	Annual
BV 213	Preventing homelessness through housing advice intervention	Yearly	Annual
BV 216a	Number of contaminated land sites of potential concern	Yearly	Annual
BV 216b	% of contaminated land sites requiring remedial action	Yearly	Annual
BV 217	Pollution control improvements	Yearly	Annual
BV 218a	% of reports of abandoned vehicles investigated in 24 hours	Quarterly	Annual
BV 219b	% of Conservation areas with up-to-date appraisal	Yearly	Annual
BV 225	Actions against Domestic Violence (replaced BV 176)	Yearly	Annual
BV 226a	Total spent by Local Authority on advice/guidance provided by external organisations	Yearly	Annual
BV 226b	% spent on advice/guidance services to organisations with CLS Quality Mark	Yearly	Annual
BV 226c	Total spent on housing/welfare benefits consumer advice etc, by authority	Yearly	Annual
BV 2a	Level: Equality Standard for Local Government	Yearly	Annual
BV 2b	The duty to promote race equality - check list score	Yearly	Annual
BV 64	Vacant dwellings returned to occupation or demolished	Quarterly	Annual
BV 76b	Number of fraud investigators per 1,000 caseload	Yearly	Annual
BV 76c	Number of fraud investigations per 1,000 caseload	Yearly	Annual
BV 76d	Number of prosecutions per 1,000 caseload	Yearly	Annual
BV 79b(ii)	Housing Benefit overpayments recovered as % of total amount plus debt outstanding at start of period	Quarterly	Annual
BV 79b(iii)	Housing Benefit overpayments written off as % of total plus debt at start of period plus overpayments in period	Quarterly	Annual
BV 82a(ii)	Total tonnage household waste recycled	Quarterly	Annual
BV 82b(ii)	Total tonnage household waste sent by the authority for composting.	Quarterly	Annual
BV 84b	% of change in kg of waste collected per head	Quarterly	Annual
BV 86	Cost of waste collection per household	Yearly	Annual
BV 9	% of Council Tax collected.	Monthly	Annual



### List of all current Performance Indicators and their suggested future status

PI No	Brief Description of Indicator	Current Reporting Frequency	T & F - Ageed Status
BV 91a	% of household residents served by kerbside collection of recyclables	Yearly	Annual
BV 91b	% of household residents served by kerbside collection of at least two recyclables	Yearly	Annual
LP 103	Position in National Institute of Burial and Cremation Admin Best Value Assessment Process	Yearly	Annual
LP 108	Number of home insulation measures installed – refer to Housing Strategy	Yearly	Annual
LP 112	Cost of street cleaning per household	Yearly	Annual
LP 142	% of staff satisfied with internal communications	Yearly	Annual
LP 15	% of adults who think the sports provision in their local neighbourhood is satisfactory	Yearly	Annual
LP 16	% of adult residents taking part in sport and physical activity for 30 minutes three times a week	Yearly	Annual
LP 4	Impact of CCTV cameras - No of redeployables CCTV cameras per conviction	Yearly	Annual
LP 58	Maximise the amount of the Council's property in sustainable condition and suitable for use	Yearly	Annual
LP 63	Number of private sector dwellings brought back into use by either enforcement action or grant provision. (excludes homeless referrals housing associations)	Yearly	Annual
LP 64	Disabled facilities grants dealt with within statutory timescale	Yearly	Annual
LP 73	Number of employees working towards a higher qualification	Yearly	Annual
LP 74	Percentage of employees (other than short term temporary and those undergoing probation) who have had an appraisal in previous 12 months	Yearly	Annual
LP 75	By 2008, all professional and managerial staff will be engaged in appropriate Continuing Professional Development	Yearly	Annual
LP 76	% of employees with no NQF level qualifications	Monthly	Annual
LP 77	% of employees whose highest qualifications is at NQF Level 1	Yearly	Annual
LP 78	% of employees whose highest qualifications is at NQF Level 2	Yearly	Annual
LP 79	% of employees whose highest qualifications is at NQF Level 3 or above	Yearly	Annual
LP 80	% of Elected Members taking part in learning and development activities	Yearly	Annual
LP 81	Visitor numbers at Tourist Information Centres	Quarterly	Annual
LP 82	% of employees taking part in training and development activities	Yearly	Annual
LP 126a	Number of web pages visited on Carlisle City Council website	Yearly	to be deleted
LP 127c	Violent offences committed in connection with licensed premises per 1,000 population	Quarterly	to be deleted
LP 127d	Violent offences committed under the influence per 1,000 population	Quarterly	to be deleted
LP 128a	Vehicle crimes per 1,000 population	Quarterly	to be deleted
LP 143	% of turnout for local elections	Yearly	to be deleted
LP 178	% of footpaths easy for public to use	Yearly	to be deleted
LP 179	% of standard searches carried out in 10 working days	Monthly	to be deleted
LP 27	Revenue generated into Carlisle Conference Group (CCG) venues through CCG office	Quarterly	to be deleted
LP 27a	Total enquiries received by CCG desk	Quarterly	to be deleted
LP 27b	Conversion rate of enquiries to bookings through CCG desk (%)	Quarterly	to be deleted
LP 28	Burial and cremation income as a % of expenditure	Yearly	to be deleted
LP 3	Number of CCTV cameras monitored by the City Council	Quarterly	to be deleted
LP 3a	% of time CCTV cameras are operational (camera days)	Quarterly	to be deleted
LP 6	Number of recorded crimes per 1,000 population	Quarterly	to be deleted
LP 65	Number of accredited student accommodation units	Yearly	to be deleted
LP 88	General fund reserve as a % of net revenue expenditure (£1m +/- stated %)	Yearly	to be deleted
LP 90	Budget outturn including slippage as % of original gross budget (as +/- stated %)	Yearly	to be deleted
LPM 10	Number of visits made as a % of target visits	Quarterly	to be deleted
LPM 11	% of data matches resolved in two months	Quarterly	to be deleted

### List of all current Performance Indicators and their suggested future status

PI No	Brief Description of Indicator	Current Reporting Frequency	T & F - Ageed Status
LPM 12	Number of claimants visited in the year	Quarterly	to be deleted
LPM 13	Number of fraud referrals per 1,000 caseload	Quarterly	to be deleted
LPM 17	% of applications for reconsideration, actioned and notified in four weeks	Quarterly	to be deleted
LPM 18	% of appeals submitted to Appeals Service in four weeks	Quarterly	to be deleted
LPM 19	% of appeals submitted to Appeals Service in three months	Quarterly	to be deleted
LPM 2	% of new claims outstanding over 50 days	Quarterly	to be deleted
LPM 3	% of new claims decided in 14 days of receiving all information	Quarterly	to be deleted
LPM 4	% of rent allowance claims paid on time or in seven days of decision	Quarterly	to be deleted
BV 17b	Working age (18-65) people from ethnic minorities in authority area	Yearly	to be deleted by DCLG
BV 183a	Average length of stay in B&B (weeks) families and pregnant women	Quarterly	to be deleted by DCLG
BV 200c	Did Local Planning Authority publish annual monitoring report by 31 December each year?	Yearly	to be deleted by DCLG
BV 203	The % change in the average number of families placed in temporary accommodation	Yearly	to be deleted by DCLG
BV 214	Preventing repeat homelessness	Yearly	to be deleted by DCLG
BV 219a	Number of Conservation areas in authority area	Yearly	to be deleted by DCLG
BV 219c	% of Conservation areas with management proposals	Yearly	to be deleted by DCLG
BV 76a	Number of Housing Benefits (HB) claimants visited per 1,000 caseload	Yearly	to be deleted by DCLG