

Enhancing the Quality of Life

Annual Operating Plan
2006 – 2007

incorporating
Best Value Performance
Plan

Tunbridge Wells
Borough Council

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Foreword

Every local authority has a statutory requirement to produce a Best Value Performance Plan each year.

At Tunbridge Wells Borough Council we have integrated our Best Value Performance Plan (BVPP) into a more thorough and yet concise document that sets out clearly our corporate objectives for the whole Council.

This document is called "Enhancing the Quality of Life" and is one of the ways we can demonstrate what we've been doing and how well we're performing. This document helps Officers and Members to make sure Tunbridge Wells Borough Council is going forward and that we are meeting the needs of our customers and stakeholders and to make our vision a reality.

It places on record:

- progress against last year's commitments
- our aims and commitments for 2006/07
- our past and present performance against targets
- our expected performance for 2007/08 and beyond

We have a lot to be proud of, but there are always opportunities for further improvement. The Council, and our partners in local government, are working together to meet the needs and rising aspirations of people who use public services.

Although there isn't room for complacency, what is clear is that solid evidence that recovery is underway is evident in our commitment to change and to working with and delivering improved performance and services to our community. This is due in the main to the hard work of all our staff in supporting wholeheartedly the change agenda.

We have in place a strong performance management culture and are determined to tackle low performing areas and improve service levels. The past year has been difficult for many and significant challenges lie ahead, but we are confident that with the continued support of our very talented workforce we can realise our aspirations for our community for the future.'

Melvyn Howell,
Leader & Portfolio Holder
Procurement, Partnerships and Communications

Sheila Wheeler
Chief Executive

Our Strategic Vision and Priorities

Local Area Agreement

The Kent Local Area Agreement represents a new way of doing business. Tunbridge Wells Borough Council is a signatory to the agreement in the belief that this will improve the delivery of public services for people and communities within the county.

Community Plan

In this Annual Operating Plan the Council remains committed to the vision contained within the Tunbridge Wells Community Plan 2004-2011 – Stepping in the Right Direction.

Business Planning

Over the last few months the Cabinet and Corporate Management Team have been working to address the "lack of shared vision and priorities" identified in the Comprehensive Performance Assessment of the Council. Work has been done with specialist consultants Shared Intelligence who acted as facilitators in this process and have also involved the wider Conservative Group, the opposition party groups and the Chairman of Overview Committee.

Work has also been done on creating a framework to enable the Vision and Priorities to influence in as powerful a way as possible our budget setting for 2005/6 and beyond.

Aims and Objectives

The Council's Aims and Objectives are shown below and were adopted by Council on 15th February 2006. They are being and will be used to influence the choices that need to be made as the budget process proceeds. They have been communicated through the Council's web-site, media coverage, Borough News, Council Tax leaflet and the statutory consultation element of the budget setting process.

We believe that they are relevant because:

- They are genuinely bottom up and have involved very extensive Conservative Group discussion and thus have wide ownership. It is emphatically not a document drafted by officers, the Leader or the Cabinet and then rubber stamped by the Group.
- They have been heavily influenced by the large body of research information that we hold about public and stakeholder views.
- They signal a fundamental cultural shift in that Members are beginning to initiate policy and shape it effectively.
- They have strong similarity to the themes of the adopted Community Plan, while not slavishly following it. This indicates that the Group's thinking is very much in tune with that of the partnership that produced the Community Plan.

Our Aims and Objectives

Medium Term Aims

Objectives

The Council will work in partnership to improve the quality of life for all who live, work and enjoy leisure time in the Borough

A1 Promoting and maintaining a thriving and diverse local economy

- CO1 Encouraging a widening of the economic base, balancing the continued growth of the retail sector by the development of new activities, predominantly of the services and financial sector in the urban areas, with wider diversification in the rural areas
- CO2 Working with partners to improve the efficiency of the transport system including parking, traffic management systems, congestion, pedestrian access and including lobbying for improvements to the A21 and A228
- CO3 Reach a strategic view on parking issues including the merits of Park and Ride
- CO4 Further development of the borough as an attractive tourist destination actively promoting the borough to visitors and to a wider range of service providers and businesses

A2 Caring for our environment

- CO5 Introduction of a clean neighbourhoods initiative and continue to take rapid action to remove fly tipping
- CO6 Establish a pilot scheme for the collection of plastics for recycling and extend the brown bin scheme to include the collection of kitchen food waste for composting
- CO7 Develop proposals to improve air quality in the Southborough and Tunbridge Wells Air Quality Management Area
- CO8 (Enhance conservation areas, listed buildings and the countryside) We need to ensure that our buildings are well maintained to encourage a thriving tourist industry
- CO9 Achieving a sustainable balance between conservation and essential development

A3 Having housing suitable for local people

- CO10 Increase the provision of affordable housing and smaller homes in our towns and villages by developing and implementing a Supplementary Planning Document on Affordable Housing. This will assist in delivering new affordable homes (including social rented homes, low cost home ownership and housing for key workers) through the Planning System.
- CO11 Develop a range of options to prevent homelessness and support independence for vulnerable people, including to increase funding for Disabled Facilities Grants.
- CO12 Implement an HMO Licensing Scheme under the Housing Act 2004 and a Private Sector Landlords Accreditation Scheme and consider the introduction of Empty Homes Grants, to improve the condition of homes in the Borough.

A4 Developing safer and stronger communities

- CO13 Reducing crime, disorder and anti-social behaviour, through the management and delivery of Community Safety Partnership activity in accordance with the Community Safety Strategy and Action Plan 2005-2008
- CO14 Through partnership and collaboration, instigating and managing projects and initiatives to address inequalities in health, education, and employment-engaging with the statutory voluntary and community organisations
- CO15 Building community participation and capacity by providing financial and other support for voluntary and community organisations and by promoting and developing volunteering as a means of delivering services and improving individual skills
- CO16 We would like to encourage participation by children and young people in youth cultural and community activities (LAA Outcome 7)

Our Aims and Objectives

(Continued)

Medium Term Aims

Objectives

This will be achieved through:-

A5 Delivering high quality services to our customers



CO17 Achieve top quartile performance nationally in 50% of our services by December 2007
CO18 Use complaints as opportunities for learning and respond positively and quickly
CO19 Improve public access to our services

A6 Improving customer service and satisfaction



CO20 Involve the public and our partners in consultation exercises on major plans and policies
CO21 Ensure that local councillors are in touch with the communities that they represent
CO22 Engage in market research to assess satisfaction
CO23 Improve how we communicate with our public

A7 Ensuring that we are well managed, proactive and deliver value for money services



CO24 Recognise that council tax should be kept as low as possible. We will seek to achieve this by managing all our resources, people, property and money wisely.

District Auditor's Report

Council Performance

In its Annual Audit and Inspection Letter the Audit Commission concluded that Tunbridge Wells Borough Council 'is tackling key weaknesses'.

Earlier assessments had found that the Council had identified its key improvement priorities. It had embarked on a programme of organisational restructuring to sharpen its focus on delivering those improvement priorities.

Councils' performance is measured nationally through Best Value Performance Indicators (BVPIs). The letter points out that Tunbridge Wells Borough Council has 46% of its BVPIs in the top quarter of performance nationally and says this 'is a commendable level of achievement'. Since the letter was received, Planning Services has reached the top 25% in the country for their BVPIs for the time taken to determine major, minor and other planning applications.

The letter also states that 'the pace of change has now quickened and the Council has put in place a comprehensive programme of improvement on which it now needs to deliver.'

District Auditor, Nick Ward, closes the letter with: 'The Council has taken a positive and constructive approach to our audit and inspection work. I should like to take this opportunity to express my appreciation for the Council's assistance and co-operation.'

Performance Management

The Audit Letter commented that performance management was not strong but that improvements were being made. A Performance Management Group had been put in place aiming for achievement in the top 25% of councils in the future.

It was noted that the Council had used performance management to manage and improve services. However although reporting to Members had been improved, they needed to engage further with the challenge process.

Best Value Performance Plan

The Annual Audit reviewed the Best value Performance Plan for 2005/06 and commented that:-

- the system for publishing performance indicators was generally sound; and
- the Best Value Performance Plan for 2005/06 complied with statutory guidance

The Audit was able to issue an unqualified report on the Best Value Performance Plan in line with statutory requirements.

Summary of the Annual Audit Letter 2004/05

A copy of the District Audit letter can be found on our website (www.tunbridgewells.gov.uk) or can be obtained from Policy Development Officer on 01892 554203 or e-mail info@tunbridgewells.gov.uk

Performance Review

This information is from two recently published reports from the Audit Commission (CPA Progress Re-Assessment and the Best Value Performance Plan Audit) in relation to our performance in the last 12 months.

During 2004/05, 64% of our key performance indicators improved from the previous year, an improvement of 18%

Notable improvements during 2004/05 were:

- Waste recycling has improved from 25% to 32%, with the cost of waste collection and public satisfaction remaining in the best quartile nationally
- Dealing with homeless people has improved as we have reduced the length of stays in temporary accommodation to 7 weeks compared to the national average of 12 weeks
- We are determining 76% of our major planning applications within 13 weeks and are now performing in the best quartile nationally
- Staff absence continues to perform in the best quartile nationally with 8.35 days compared to the national average of 9.71 days per employee

Following our 2004/05 Best Value Performance Plan audit, the Audit Commission commended our significant improvements in the accuracy of data recording from previous years.

Our performance for 2004/05 shows:

Quartiles	Percentage of Key Performance Indicators Performing in Quartile
Top Quartile	34%
2nd Quartile	20%
3rd Quartile	14%
Bottom Quartile	20%
Unknown	12%

If you would like any further information on our performance, please contact:

e-mail: info@tunbridgewells.gov.uk
dial: 01892 562121

Comprehensive Performance Assessment (CPA) Findings

In March 2006 the Audit Commission published a Progress Assessment Report for Tunbridge Wells Borough Council. This presented an analysis of the Council's progress based on the Council's implementation of its Improvement and Recovery Plan and comparison with the baseline position of the original Comprehensive Performance Assessment in July 2004.

The report found that there was limited progress in tackling the weaknesses found in the original CPA report, but the recent drive to improve by the leadership was encouraging. The Council was driving a demanding agenda to deal with increasing capacity and improving service standards. However, intentions continue to outweigh achievements and much activity represented work in progress; the Council still has some way to go and a major reorganisation of staffing is increasing the risk that managerial oversight of services will become distracted.

Strategic capacity was found to be improving, bolstered by a new chief executive and an established Leader giving clarity and drive. Key weaknesses at a structural level were being resolved through an organisational change programme, with fewer posts, sharper lines of responsibility and new strategic posts being created. There was recognition of some signs of changes in culture and a more inclusive approach by key partners.

The Council was showing a strong commitment to engaging the community and work was underway on a new medium-term financial plan, aligned to the corporate priorities with clearer understanding of what are and are not priorities. The Council is working with an external company on improving the approach to risk management.

However the picture of progress was not consistent and the required cultural change was not fully embedded. The strategic approach of some members remained underdeveloped and procurement practice remained underdeveloped. Performance management was not fully embedded despite much work on improving systems and training.

Services had improved overall since 2002/03. In 2004/05, 64 per cent of key performance indicators improved, up by 18 per cent from the previous year. But some services, like planning, remained in the worst quartile. Also, the Council's workforce did not fully represent its community as, for example, the percentage of women and people from black and minority ethnic populations who are in the top 5 per cent of earners is in the worst quartile.

“Ambitions and priorities continue to be undermined by the absence of a longer term vision and the lack of clear articulation of relative need for the area”

“Without a longer term vision, the Council does not have an agenda for longer-term improvement”

National Quartile Position of the Council's 2004/05 BVPI Performance

The Audit Commission recently published data on the national Best Value Performance Indicator (BVPI) performance across England. This data is used by the Audit Commission as part of our annual audit and also informs the Comprehensive Performance Assessment process. Using this data and classified into service areas, the following is a summary of our performance compared to national standards:

Table 1

Service Area	National Quartile Position									
	Top		Second		Third		Bottom		Unknown	
	%	No.	%	No.	%	No.	%	No.	%	No.
Benefits & Revenues	63%	5	0%		25%	2	12%	1	0%	
Community Legal	0%		0%		0%		100%	1	0%	
Community Safety	0%		0%		0%		13%	1	87%	7
Corporate Health	30%	6	15%	3	10%	2	10%	2	35%	7
Cultural Services	33%	1	67%	2	0%		0%		0%	
Environmental	72%	5	14%	1	14%	1	0%		0%	
Housing	29%	2	14%	1	14%	1	0%		43%	3
Planning	50%	5	0%		20%	2	10%	1	20%	2
Total		24		7		8		6		19

Table 2

All Services	Top two performing quartiles nationally		Two lowest performing quartiles nationally		Unknown	
	%	No.	%	No.	%	No.
Overall	48%	31	22%	14	30%	19
Using only comparable data	69%	31	31%	14		

Based on the figures in Table 1:

- (i) 48% of our BVPIs in 2003/04 are in the top two quartiles nationally
- (ii) 22% of our BVPIs in 2003/04 are in the two lowest performing quartiles nationally
- (iii) 30% cannot be specified at this time due to the fact that range data has not been provided to allow Council's to undertake performance comparisons.

Understanding this Performance Plan

Performance Tables

Performance indicators are a fundamental part of this Performance Plan. The indicators presented in the plan have been set by the Government as part of a drive to achieve Best Value. The Corporate Health indicators provide a snapshot of how well the Council is performing overall, whereas the Service Delivery indicators reflect the national assessment of the delivery of local services.

Improved performance is encouraged by setting challenging, realistic targets and then doing our best to achieve them. Tables of performance indicators below show:

- how we performed against our targets in 2004/05 and 2005/06
- our targets for 2006/07 and subsequent years 2007/08 and 2008/09
- comparison of performance with other district councils

An advantage of the Government's indicators is that we can compare our performance with other councils and aim to be amongst the best. For performance indicators set by the Government, we compare our 2004/05 and 2005/06 performance with the district quartile positions based on the 2004/05 audited data published by the Audit Commission.

By comparing the quartile positioning in 2004/05 with 2005/06, it is possible to establish our direction of travel and identify areas that have improved or those that have not. Each indicator must be read in the context that it is written. In some cases, a high result shows good performance, whereas other indicators showing a high result indicates bad performance.



Where no comparison is possible due to the indicator being a new indicator or the definition having changed, no shading is given. By way of quick reference, the symbols below indicate whether the indicator has improved its quartile positioning.

	2005/06 performance is in upper quartile range
	Improved quartile range position
	Quartile range position unchanged
	Reduced quartile position

Best Value Performance Indicators – 2005/06

Corporate Priority

A1: Promoting and Maintaining a Thriving and Diverse Local Economy

Quartile		No.	Short Description	2004/05		2005/06		2006/07	2007/08	2008/09
Upper Range?	Change			Target	Audited Outturn	Target	Un-audited Outturn	Target	Target	Target
	↕	2a	The level (if any) of Equality Standards for local government to which the Authority conforms	Level 2	Level 1	Level 1	Level 1	Level 2	Level 2	Level 2
	↗	2b	Duty to promote race equality	50%	37%	50%	37%	50%	50%	50%
	↗	8	Percentage of invoices paid by the authority within thirty days of being received	96%	93.22%	96%	95.61%	96.2%	96.4%	96.6%
	↗	9	Percentage of Council Tax collected	98.5%	98.2%	98.5%	98.3%	98.7%	98.8%	98.9%
	↗	10	Percentage of Non-Domestic Rates collected	98.5%	98.1%	98.5%	98.5%	98.7%	98.8%	98.9%
	↗	11a	Top 5% of earners: women	20.8%	16.7%	20.8%	28%	21%	21%	23%
	↕	11b	Top 5% of earners: minority ethnic communities	2.75%	0%	2.75%	0%	3%	3%	6%
New indicator		11c	Top 5% of earners: with a disability	New indicator for 2005/06		Not set for year 1	4.17%	3%	3%	3%
	↘	16a	Percentage of authority employees declaring that they meet DDA definition compared with percentage economically active in authority area	3.4%	2.55%	3.4%	2.03%	3.5%	3.5%	4%
	↗	16b	Percentage of economically active disabled community in population	10.1%	10.1%	10.1%	10.8%	10.1%	10.1%	10.1%
	↘	17a	Percentage of authority employees from BME communities compared with percentage economically active in authority area	2%	1.7%	2%	1.22%	2%	2.25%	2.5%
	↘	17b	Percentage of economically active minority ethnic community in population	Not required to set	3.4%	2.4%	3.1%	2.4%	2.4%	2.4%
	↗	156	Buildings accessible to people with a disability	84%	84%	89%	87%	90%	92%	94%

Best Value Performance Indicators – 2005/06

Corporate Priority

A2: Caring for Our Environment

Quartile		No.	Short Description	2004/05		2005/06		2006/07	2007/08	2008/09
Upper Range?	Change			Target	Audited Outturn	Target	Un-audited Outturn	Target	Target	Target
		82a i	% Total tonnage of household waste arisings which have been recycled	20%	20.1%	20%	21.29%	22%	23%	23%
New indicator		82a ii	Tonnage of household waste (recycled)	New indicator for 2005/06		Not set	9727 tons	10,245 tons	10,870 tons	10,870 tons
		82b i	Percentage of household waste (composted)	10%	11.98%	20%	17.83%	20%	21%	21%
New indicator		82b ii	Tonnage of household waste (composted)	New indicator for 2005/06		Not set	8147 tons	9320 tons	9925 tons	9925 tons
		84a	Household waste collection (kilograms per head)	410kg	423kg	420kg	433kgs	441kg	447.6kg	447.6kg
New indicator		84b	Household waste collection (% change)	New indicator for 2005/06		Not set	2.36%	+2%	+1.5%	+1.5%
		86	Household waste collection (cost)	£27.67	£25.61	£28.90	£25.81	£31.57	£31.57	£31.57
		91a	Kerbside collection of recyclables (one recyclable)	100%	100%	100%	100%	100%	100%	100%
New indicator		91b	Kerbside collection of recyclables (two recyclables)	New indicator for 2005/06		Not set	100%	100%	100%	100%
		106	New homes on previously developed land	85%	97.13%	90%	97.85%	92%	94%	
		109a	Planning applications: major applications determined within thirteen weeks	50% (National Target 60%)	76%	65% (National Target 60%)	76%	70%	75%	75%
		109b	Planning applications: minor applications determined within eight weeks	60% (National Target 65%)	59%	65% (National Target 65%)	68%	65%	70%	75%
		109c	Planning applications: other applications determined within eight weeks	75% (National Target 80%)	78%	80% (National Target 80%)	80%	80%	85%	90%

Notes #1 to #6: There is no intention to reduce the level of service provided in these areas. However, it is not possible to provide meaningful targets for 2007/08 and 2008/09 due to variations in the total quantity of household waste collected, the number of households and the population. Therefore these targets will be reviewed annually in the light of a review of 2006/07 performance.

Best Value Performance Indicators – 2005/06

Corporate Priority A2: Caring for our Environment (Continued)										
Quartile		No.	Short Description	2004/05		2005/06		2006/07	2007/08	2008/09
Upper Range?	Change			Target	Audited Outturn	Target	Un-audited Outturn	Target	Target	Target
	↑	166a	Environmental Health checklist of best practice	<i>Not required</i>	83.8%	95%	93.8%	100%	100%	100%
😊	↑	199a	Local street and environmental cleanliness (litter)	17%	11.66%	10%	10.38%	10%	10%	10%
New indicators		199b	Local street and environmental cleanliness (graffiti)	New indicators for 2005/06	Not set for year 1		11.66%	10%	10%	10%
		199c	Local street and environmental cleanliness (fly-posting)				2.33%	2%	2%	2%
		199d	Local street and environmental cleanliness (fly-tipping)				1	1	1	1
😊	↔	200a	Plan making – development plan unexpired and under five years old	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	↔	200b	Plan making – proposals on deposit for alteration replacement within three years	N/a	No	Yes	No	Yes	Yes	Yes
New indicator		200c	Plan making – monitoring report	New indicator for 2005/06		Not set	Yes	Yes	Yes	Yes
	↑	204	% of appeals allowed against the authority's decision to refuse on planning applications	35%	36%	35%	28%	35%	35%	35%
	↑	205	Quality of planning services checklist	12 points	55%	100%	72%	85%	90%	90%
New indicators		216a	Identifying contaminated land	New indicators for 2005/06	Not set for year 1		1089	1073	1054	1033
		216b	Information on contaminated land				1.17%	1.5%	1.75%	2%
		217	Pollution control improvements				95%	90%	95%	95%
		218a	Abandoned Vehicles - % investigated within 24 hours				73%	90%	90%	90%
		218b	Abandoned Vehicles - % removed within 24 hours of required time				74%	80%	80%	80%
		219a	Conservation Areas: Number				25	25	25	25
		219b	Conservation Areas: Character Appraisals				56%	56%	56%	56%
		219c	Conservation Areas: Management Plans				0%	0%	0%	0%

(See note#1)

Notes #1: Will be reviewed in the light of performance achieved in 2006/07.

Best Value Performance Indicators – 2005/06

Corporate Priority

A3: Having Housing Suitable for Local People

Quartile		No.	Short Description	2004/05		2005/06		2006/07	2007/08	2008/09
Upper Range?	Change			Target	Audited Outturn	Target	Un-audited Outturn	Target	Target	Target
		64	Number of private sector vacant dwellings that are returned into occupation or demolished as a direct result of action by the local authority	2 units	37 units	20 units	15 units	20 units	22 units	25 units
		183a	Average length of stay in bed and breakfast accommodation	5 weeks	0 weeks	4 weeks	0 weeks	3 weeks	2 weeks	2 weeks
		183b	Average length of stay in hostel accommodation	17 weeks	7 weeks	7 weeks	15 weeks	15 weeks	0 weeks	0 weeks
		202	Number of people sleeping rough on a single night within the area of the authority	No target set for year 1	5	5	5	5	5	5
		203	% change in the average number of families placed in temp accommodation under homelessness legislation compared with the average from the previous year	No target set for year 1	-9.09%	-5%	+31.78%	-75%	-25%	-15%
New indicator		213	Housing advice service: Preventing homelessness	New indicators for 2005/06		<i>Not set for year 1</i>	24	<i>No target set</i>		
New indicator		214	Housing advice service: Repeat homelessness				0.71%	<i>No target set</i>		

Table 4

Best Value Performance Indicators – 2005/06

Corporate Priority A4: Developing Safer and Stronger Communities										
Quartile		No.	Short Description	2004/05		2005/06		2006/07	2007/08	2008/09
Upper Range?	Change			Target	Audited Outturn	Target	Un-audited Outturn	Target	Target	Target
		126	Domestic burglaries per 1,000 household	6.9	8.93	8.76	3.94	8.5	8.25	8.25
		127a	Violent crime per year per 1,000 population in the local authority area	1.66	1.93	10.24	12.09	10.04	9.84	9.84
		127b	Robberies per year, per 1,000 population in the local authority area	Wording & definition amended for indicator in 2005/06		Not set for year 1	1.40	1.40	1.40	1.40
		128	Vehicle crimes per 1,000 population	7.3	8.98	8.72	9.45	8.46	8.21	8.21
		170a	Visits to/usage of museums per 1,000 population	710	756	695	778	700	700	700
		170b	Visits to museums in person per 1,000 population	545	540	516	550	495	495	495
		170c	Visits to museums & galleries by pupils in organised groups	2,087	5,276	3,285	5,844	5,260	5,260	5,260
		174	Racial incidents per 100,000 population	10.42	1 (See note 2)	12.5	0	0	0	0
		175	% racial incidents resulting in further action	20% increase	0 (actual number rather %)	31.7%	0	0% (See note 3)	0% (See note 3)	0% (See note 3)
		225	Actions against domestic violence	New indicator for 2005/06		Not set for year 1	45%	45%	55%	55%

(1) Revised accounting method recommended by Audit Commission

(2) Actual number rather than per 100,00 population

(3) However, if any reports received, then target to be 100%. 0% set in light of BV174

Best Value Performance Indicators – 2005/06

<i>Corporate Priority</i>										
A5: Delivering High Quality Services to Our Customers										
Quartile		No.	Short Description	2004/05		2005/06		2006/07	2007/08	2008/09
Upper Range?	Change			Target	Audited Outturn	Target	Un-audited Outturn	Target	Target	Target
New		226a	Advice and guidance services: total expenditure	New indicator for 2005/06		No Target Set				
		226b	Advice and guidance services: CLS quality mark							
		226c	Advice and guidance services direct provision							

<i>Corporate Priority</i>										
A6: Improving Customer Services and Satisfaction										
Quartile		No.	Short Description	2004/05		2005/06		2006/07	2007/08	2008/09
Upper Range?	Change			Target	Audited Outturn	Target	Un-audited Outturn	Target	Target	Target
	↘	12	Working days lost due to sickness absence	8.3 days	8.35	8.3 days	10.07 days	8.4 days	8 days	7.6 days
	↘	14	Percentage of employees retiring early as a percentage of the total workforce	0.2%	0.48%	0.48%	0.75%	1.5%	0.25%	0.25%
	↘	15	Percentage of employees retiring early on grounds of ill health as a percentage of the total workforce	0.35%	0%	0.17%	0.25%	0.25%	0.25%	0.25%

Table 6

Best Value Performance Indicators – 2005/06

Corporate Priority										
A7: Ensuring That We Are Well Managed, Proactive And Deliver Value For Money Services										
Quartile		No.	Short Description	2004/05		2005/06		2006/07	2007/08	2008/09
Upper Range?	Change			Target	Audited Outturn	Target	Un-audited Outturn	Target	Target	Target
	↑	76a	Housing Benefit security – number of claimants visited per 1,000 caseload	196	184	300	239.35	190	200	210
	↓	76b	Housing Benefit security – number of investigators per 1,000 caseload	0.4	0.3	0.31	0.28	0.23	0.23	0.23
	↑	76c	Housing Benefit security – number of investigations per 1,000 caseload	96	76.9	93	94.61	73	80	85
	↑	76d	Housing Benefit security – number of prosecutions and sanctions per 1,000 caseload	6	6.25	7.8	10.93	4.5	5.0	5.5
😊	↓	78a	Speed of processing new claims for HB/CTB	28 days (DWP target is 36 days)	21 days	23 days	24.65 days	23 days	22.75 days	22.5 days
😊	↓	78b	Speed of processing changes of circumstances to Housing/ Council Tax Benefit	7 days (DWP target is 9 days)	6 days	5 days	6.16 days	6 days	5.75 days	5.50 days
😊	↑	79a	Accuracy of Housing/ Council Tax Benefit claims	98%	99.8%	99%	99.6%	99%	99%	99%
	↑	79b i	Accuracy of recovering overpayments (recoverable)	55%	32%		66.51%	68%	70%	72%
		79b ii	Accuracy of recovering overpayments (non-recoverable)	New indicator for 2005/06		No Target Set	33.48%	(see note #1)		
		79b iii	Accuracy of recovering overpayments (write offs)				10.94%	10%	9%	8%
😊	↑	157	e-government: Number of types of transactions delivered electronically	86%	84%	100%	98%	Deleted from 2006/07		
😊	↑	179	% of standard searches carried out within ten working days	70%	76.7%	97%	100%	Deleted from 2006/07		

Note #1: The targets for this indicator will be profiled at the end of Q3 2006/07 (December 2006) to enable challenging but realistic figures.

1

Corporate Priority: Promoting and maintaining a thriving and diverse local economy

Corporate Objectives:

- CO1 Encouraging a widening of the economic base, balancing the continued growth of the retail sector by the development of new activities, predominantly of the services and financial sector in the urban areas, with wider diversification in the rural areas
- CO2 Working with partners to improve the efficiency of the transport system including parking, traffic management systems, congestion, pedestrian access and including lobbying for improvements to the A21 and A228
- CO3 Reach a strategic view on parking issues including the merits of Park and Ride
- CO4 Further development of the borough as an attractive tourist destination actively promoting the borough to visitors and to a wider range of service providers and businesses

Objectives	Desired Outcome(s)	Year 1 2006 /07	Year 2 2007 /08	Monitoring Arrangements
■ Develop partnerships and stakeholder groups working on issues such as labour supply, town centres and rural areas				
	Develop new ways of working with local businesses and clusters (eg Tunbridge Wells town centre and Longfield Road)	✓		Performance report
	Maintain town centre/shopping website.	✓		Website visitor numbers & hits
	Support groups formed under the West Kent Local Strategic Partnership	✓		Performance report
■ Developing Economic Growth				
	Develop better intelligence/ monitoring relating to demand for floor-space to provide a basis to promote development and/or retention of valuable employment land and floor-space.	✓		
	Produce a property and enquiry database with partners	✓		
	Introduce a system to match those searching for employment premises with available premises and to identify owners and potential developers of key sites	✓		
■ Strategic Promotion and Marketing of Tunbridge Wells as a place to relocate and invest in particularly for businesses that are high growth, sustainable and are of high quality.				
	Develop and implement an Inward Investment Strategy to attract key targeted businesses across all sectors to the borough.	✓		
■ Developing entrepreneurial activity across the Borough and a continued development of a wide range of enterprises in the borough				
	Better opportunities for businesses to start-up and to help people in Tunbridge wells to develop and create their own businesses particularly to young people, women and those living in deprived areas.	✓		

2

Corporate Priority: Caring for Our Environment

Corporate Objectives:

- CO5 Introduction of a clean neighbourhoods initiative and continue to take rapid action to remove fly tipping
- CO6 Establish a pilot scheme for the collection of plastics for recycling and extend the brown bin scheme to include the collection of kitchen food waste for composting
- CO7 Develop proposals to improve air quality in the Southborough and Tunbridge Wells Air Quality Management Area
- CO8 (Enhance conservation areas, listed buildings and the countryside) We need to ensure that our buildings are well maintained to encourage a thriving tourist industry
- CO9 Achieving a sustainable balance between conservation and essential development

Objective	Actions	Year 1 2006 /07	Year 2 2007 /08	Monitoring Arrangements
■ Carefully control the amount, location and design of development through the planning process				
	Reintroduce a comprehensive pre-application advice service, in line with Best Value Improvement Plan, giving priority to identified difficult sites.	✓		
	Review and implement procedural/ short term recommendations of Planning Review Report	✓		
	Review and implement structural/ long term recommendations of Planning Review Report	✓		
	Increase the proportion of transactions with customers/ partners taken electronically	✓		
	To adopt and implement the Local Plan, prepare the Local Development Framework and influence the Kent Structure Plan	✓		Monitor brownfield sites, planning permissions & completions
	Concentrate new housing development on previously developed sites, close to town centres, through Local Plan and Structure Plan policies	✓		
	Increase in number of developments complying with planning conditions	✓		Measure compliance rates
■ Prepare planning briefs, carry out conservation area appraisals and enhancement schemes and assist stewardship of listed buildings through grant aid and, if necessary, legal measures.				
	Develop Planning Briefs and Supplementary Planning Guidance for key sites	✓		
	Increase the number of Conservation Area Appraisals carried out within the borough	✓		

Objective	Desired Outcome(s)	Year 1 2006 /07	Year 2 2007 /08	Monitoring Arrangements
■ Encourage protection and restoration of, and access to the countryside				
	Implement Kent High Weald Project Business Plan and High Weald Area of Outstanding Natural Beauty Management Plan	✓		
	Implement at least one enhancement scheme per year. Scheme delivered on budget	✓		
	Grants to Listed Buildings & Monuments	✓		Targeted re-survey of listed buildings and set new buildings at risk target
■ Implementation of the Waste Strategy				
	Achieve 42% of household waste recycled or composted.	✓		
	Establish a three year pilot scheme for the collection of plastics for recycling	✓	✓	
	Extend the brown bin compost scheme across the borough	✓	✓	
	Include the collection of kitchen food waste for composting within the brown bin scheme	✓	✓	
	For household waste, retain the green box scheme, encourage maximum use of recycling facilities and pursue plastic recycling options.	✓		Measure waste collection (including KCC data)
	For commercial waste, work with companies to minimise waste	✓		
	Minimise commercial waste.	✓		
■ Improve waste management facilities				
	Complete new depot and dispose of existing sites	✓		
■ Develop and implement an improved process for management and aftercare of public space				
	Introduction of a clean neighbourhoods initiative and continue to take rapid action to remove fly tipping and graffiti	✓		
	Reduce the number of abandoned vehicles	✓		
	Abandoned and illegal vehicles – continue to participate in Operation Cubit and investigate reports of abandoned vehicles	✓		
	Fly tipping/litter/graffiti/cleansing and refuse contract monitoring – provision of an additional one F.T.E. officer to undertake investigations and enforcement work	✓		Regular inspection regime and recording of reports from community
	Graffiti/fly posting removal – increase the resources available to improve our response time for the removal of graffiti and fly-posting on public buildings initially extending to all buildings when new powers become available under the Clean Neighbourhoods and Environment Bill	✓		
	Develop proposals to improve air quality in the Southborough and Tunbridge Wells Air Quality Management Area	✓		
■ Encourage the use of energy efficient heating systems, insulation and the use of sustainable energy.				
	Reduce domestic energy consumption by 18% by 2011	✓		Measure domestic energy use

3

Corporate Priority: Having Housing Suitable for Local People

Corporate Objectives:

- CO10** Increase the provision of affordable housing and smaller homes in our towns and villages by developing and implementing a Supplementary Planning Document on Affordable Housing. This will assist in delivering new affordable homes (including social rented homes, low cost home ownership and housing for key workers) through the Planning System.
- CO11** Develop a range of options to prevent homelessness and support independence for vulnerable people, including to increase funding for Disabled Facilities Grants.
- CO12** Implement an HMO Licensing Scheme under the Housing Act 2004 and a Private Sector Landlords Accreditation Scheme and consider the introduction of Empty Homes Grants, to improve the condition of homes in the Borough.

Objective	Desired Outcome(s)	Year 1 2006 /07	Year 2 2007 /08	Monitoring Arrangements
■	Develop a new Housing Strategy for 2006-2011			
	Have clear plan for how housing issues in the Borough will be addressed by the Council and other organisations	✓		
■	Develop and implement a Supplementary Planning Document on Affordable Housing			
	Provide more affordable homes and smaller homes in our towns and villages	✓		
■	Develop a range of options to prevent homelessness and support independence for vulnerable people			
	Prevent more people from becoming homeless and help people live in their own homes in the community	✓		
■	Implement a Houses in Multiple Occupancy Licensing Scheme under the Housing Act 2004 and a Private Landlords Accreditation Scheme			
	Improve the condition of homes in the Borough	✓		
■	Adopt an Empty Homes Strategy and consider the introduction of Empty Homes Grants:			
	Reduce the number of empty homes, improve the condition of homes in the Borough and bring empty homes back into use as affordable homes where grant is provided	✓		
■	Upgrade Housing Needs IT systems and develop choice based lettings through the Kent choice-based lettings partnership			
	Improve customer choice in offering social housing via Housing Associations	✓		

4

Corporate Priority: Developing Safer and Stronger Communities

Corporate Objectives:

- CO13 Reducing crime, disorder and anti-social behaviour, through the management and delivery of Community Safety Partnership activity in accordance with the Community Safety Strategy and Action Plan 2005-2008
- CO14 Through partnership and collaboration, instigating and managing projects and initiatives to address inequalities in health, education, and employment-engaging with the statutory voluntary and community organisations
- CO15 Building community participation and capacity by providing financial and other support for voluntary and community organisations and by promoting and developing volunteering as a means of delivering services and improving individual skills
- CO16 We would like to encourage participation by children and young people in youth cultural and community activities (LAA Outcome 7)

Objective	Desired Outcome(s)	Year 1 2006/ 07	Year 2 2007/ 08	Monitoring Arrangements
■ Implement Community Safety Plan				
	Develop partnership activity (including statutory and VCS) in priority neighbourhoods	✓		
	Develop and facilitate working groups (Youth Council, Access Group, Faith groups)	✓		
	Promote, develop and celebrate volunteering	✓		
	Deliver and support out of school activities in priority neighbourhoods and rural communities.	✓		
	Work in partnership to deliver international youth exchange	✓		
	Maintain robust response to reports of anti-social behaviour	✓	✓	
	Develop proposals for Showfields/ Ramslye improvements	✓		
■ Develop a Health and Wellbeing Strategy				
	Develop an improved cost-effective service delivering a broad range of indoor sports and health and fitness opportunities at the three Sports Centres	✓		
	Provide an improved provision of play and recreation facilities in Royal Tunbridge Wells and the parishes, as identified in the Local plan review and Playing Pitch Strategy.	✓		
	Improved management and aftercare of public space	✓		
	Maintain high quality of parks maintenance in Royal Tunbridge Wells demonstrated by recognised quality mark i.e. Green Flag	✓		
	Develop on-line enhanced booking system for sports facilities	✓		
■ Implement Cultural Strategy				
	A broad spectrum of entertainment provided at the Assembly Hall	✓		
	Improved facilities and access to Tunbridge Wells Museum and Art (TWM&AG) gallery realised	✓		
	Realise the full potential of TWM&AG within the existing premises through a series of improvements	✓		
	Museum collections managed and cared for	✓		
	Celebrate over 12 months period the 400 th anniversary of the town of Royal Tunbridge Wells	✓		

5

Corporate Priority: Delivering High Quality Services to Our Customers

Corporate Objectives:

CO17 Seek to achieve top quartile performance nationally in 50% of our services by December 2007

CO18 See complaints as opportunities for learning and respond positively and quickly

CO19 Improve public access to our services

Objective	Desired Outcome(s)	Year 1 2006/ 07	Year 2 2007/ 08	Monitoring Arrangements
■	Work with our Challenge Teams to address areas that are under-performing to achieve top quartile performance	✓		
■	Use Overview and Scrutiny to ensure that we work with partners and our public in providing regular challenge of our service provision	✓		
■	Implement one stop shop at Cranbrook in co-operation with partners and explore options elsewhere across the borough	✓		
■	Implement phase 1 of Customer Relationship Management	✓		
■	Improve reception facilities	✓		
■	Deliver ICT Strategy			
	Provide an e-billing solution in Council Tax and NNDR	✓		
	Provide customers with on-line access to their Council Tax accounts	✓		
	Provide electronic application forms for Housing benefit and Council Tax Benefit.	✓		
	Introduce processing of benefit applications in the customer's home and at remote locations.	✓		
■	Review current complaints procedure and implement changed arrangements	✓		
■	Improve publication standards	✓		

6

Corporate Priority: Improving Customer Service and Satisfaction

Corporate Objectives:

- CO20 We will involve the public and our partners in consultation exercises on major plans and policies
 CO21 We will ensure that local councillors are in touch with the communities that they represent
 CO22 We will engage in market research to assess satisfaction
 CO23 We will improve how we communicate with our public

Objective	Desired Outcome(s)	Year 1 2006/ 07	Year 2 2007/ 08	Monitoring Arrangements
■ Policies and Plans reflect stakeholder views				
	Consult on all major policies with residents and stakeholder groups	✓		
■ Council to be more in touch with local views and aspirations				
	Implement Neighbourhood Walk initiative	✓		
■ Medium Term Financial Strategy to reflect views of the community				
	Carry out budget consultation with public	✓		
■ Coherent public and voluntary sector response to local issues				
	Work with Community Plan partners to ensure joined up responses to issues raised by our public	✓		
■ Improve availability of information on Council affairs and decision making				
	Continue to develop website and other electronic and printed communications and media work	✓		Borough Survey
	Promote website as source of information and services	✓		Website monitoring
	Publicise availability of data and other findings on the Research Compendium on www.tunbridgewells.gov.uk	✓		Monitor website visits to compendium – quarterly report
	Conduct 'How are we doing Survey?'	✓		Reporting to managers
	Systems and processes for assessing customer satisfaction created and implemented	✓		
	Support parishes by grant funding and practical assistance	✓		Annual research progress report to Cabinet
	Provide regular communications to all our Members	✓		Borough Survey measures awareness levels,.

7

Corporate Priority: Ensuring That We Are Well Managed, Proactive And Deliver Value For Money Services

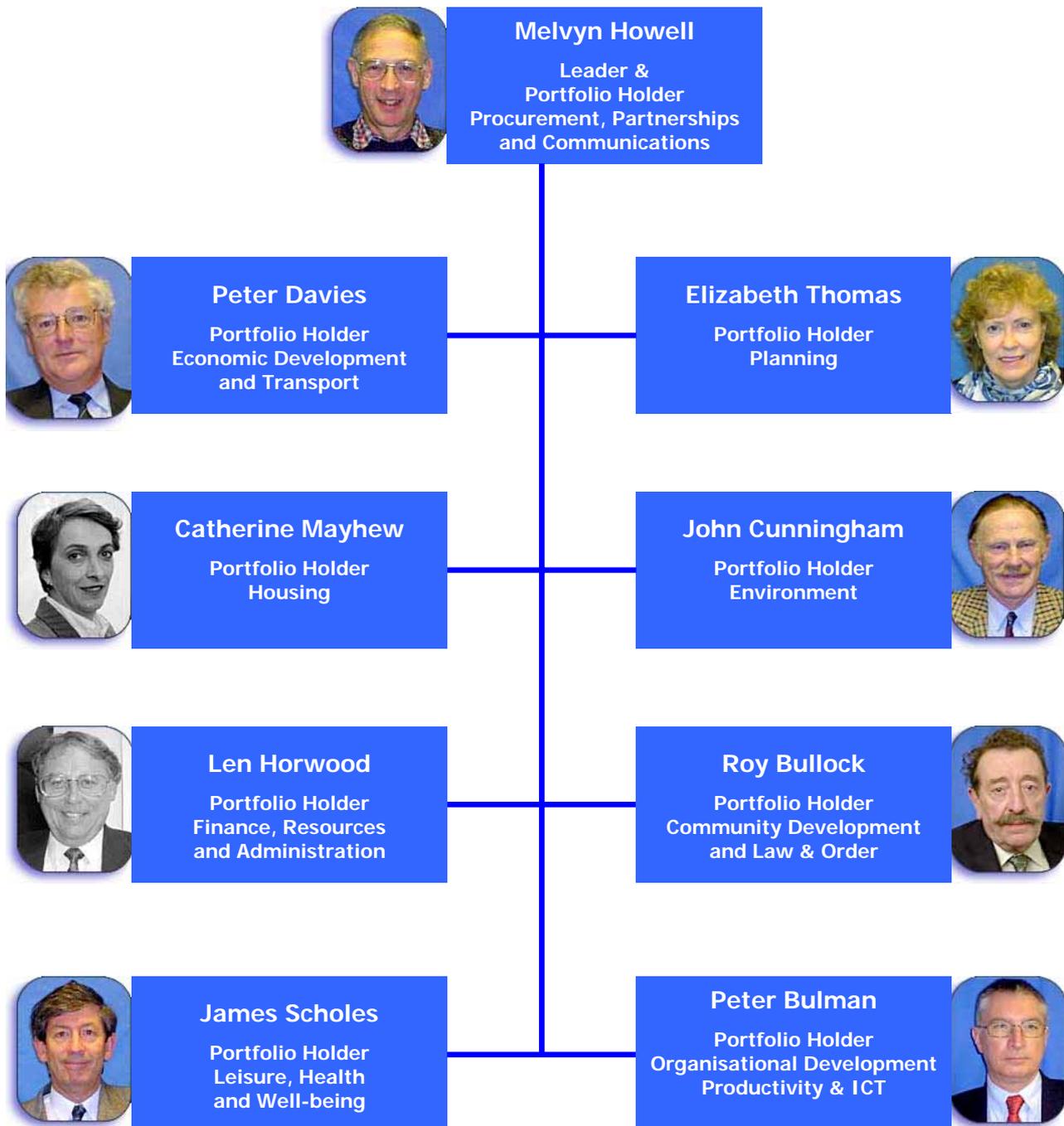
Corporate Objective:

CO24 We recognise that council tax should be kept as low as possible. We will do this by managing all our resources, people, property and money wisely.

Objective	Desired Outcome(s)	Year 1 2006/ 07	Year 2 2007/ 08	Monitoring Arrangements
■	Develop and implement a business improvement programme that will embed a high performance employee culture, deliver efficiencies and reduce costs.	✓		
	Implement Document Imaging Project – deliver approved work schedule for phase 2	✓		
	Rationalise printer use across Council	✓		
■	Implement “fit for purpose” structure for Tunbridge Wells Borough Council in 2006/2007	✓		
■	Realise the potential of all Council owned assets through working with others, and acquiring and disposing as appropriate	✓		
■	Explore the options for alternative points of service delivery, remote, home and flexible working and implement those which improve customer access, staff retention and lower costs	✓		
■	Work in partnership with others to deliver improved and lower cost services as per the Kent County and Districts agreement.	✓		

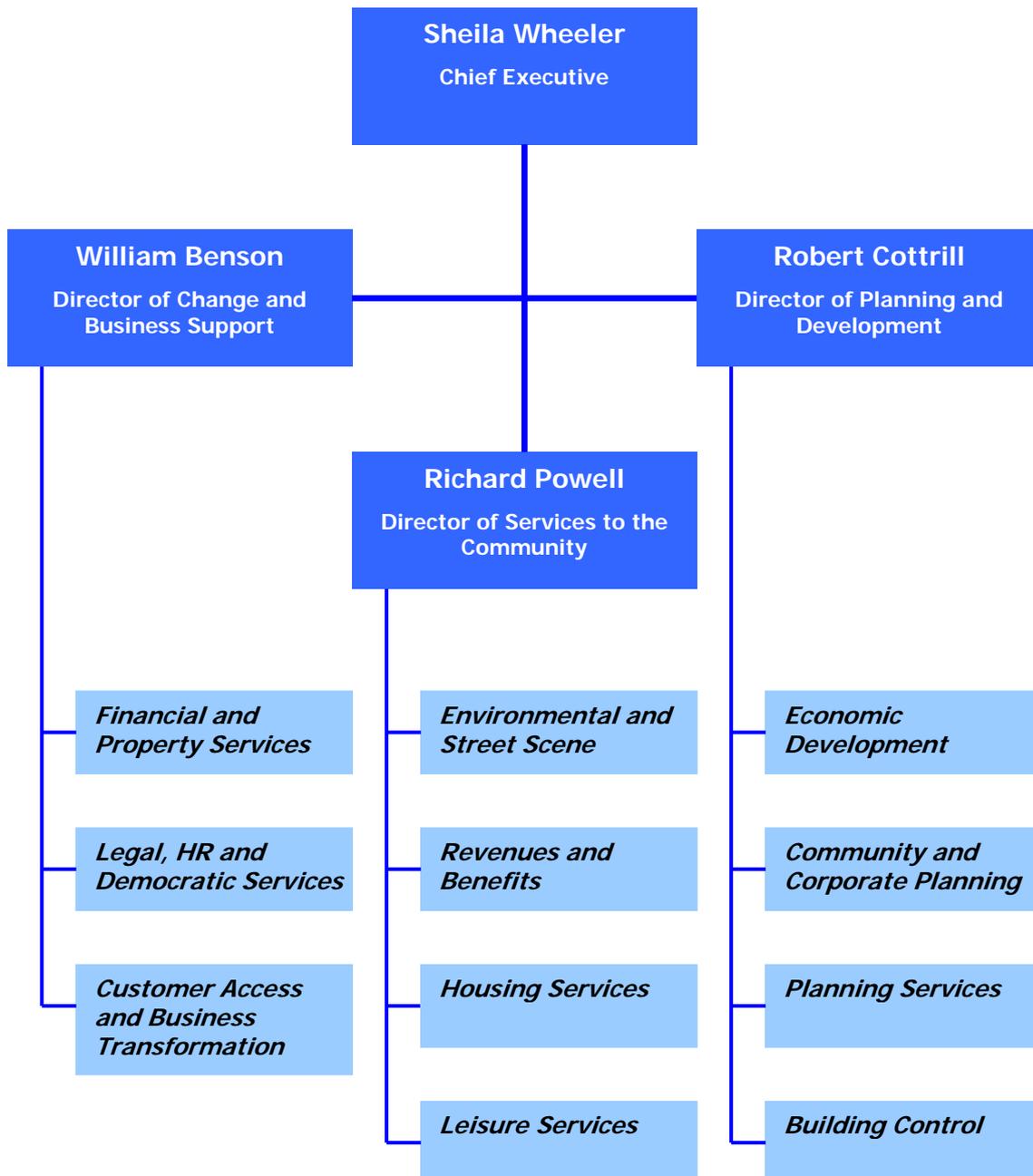
Cabinet Portfolios 2006/07

(as at 25th May 2006)



Corporate Management Team

(as at 1st June 2006)



Appendices

Statutory BVPP Content

The contents of this plan fulfil the requirements of Annex A, section (b) of the update to Circular 03/2003 published by ODPM on 17 February 2004.

Paragraph (d) requires a statement on contracts which is set out below:

The Council states and certifies that during the past year it has not let any individual contracts which involve the transfer of staff (such as to engage the requirements of the Code of Practice on Workforce Matters in local Authority Service Contracts.)

Keeping You Informed

Keeping You Informed

The Council's roles are wide-ranging and our services extensive. We believe in learning from the public about what they think of our services and how we can do better. Whilst anyone is welcome to attend and contribute at formal Council meetings, we have also developed a range of other ways in which you can make your views known:

- we conduct regular surveys about specific issues and/or services (See all results at www.tunbridgewells.gov.uk/research)
- we hold exhibitions to gauge local ideas and support for improvements and developments
- we have a web-site where ideas and comments can be posted at any time
- we develop community projects where local people participate drawing up proposals for improvements in their area
- your Ward Councillor is available to listen to your views

In addition, we are always happy to receive phone calls, letters, faxes and e-mails from you. Again the A-Z of Services provides contact names and details for your reference.

We also have a customer feedback procedure if you are unhappy with the service or decision you have received. In this instance, please contact Ingrid Weatherup, our Customer Care Manager on 01892 554077, or e-mail her at comments@tunbridgewells.gov.uk.

If you would like to know more ...

If you would like any further information please contact the Personnel, Policy and Performance Unit on 01892 554225. Ask for our free publication Tunbridge Wells Borough Community Plan ~ Stepping In The Right Direction. Look at the Best Value Performance Indicators information in the 'Monitoring the Council' section of our web-site www.tunbridgewells.gov.uk or come along to a Performance Review Cabinet – where Councillors meet to consider reports on the progress of each Best Value Improvement Plan and monitor current service performance.

Let us Know What You Think

This Best Value Performance Plan is one of the main ways of informing people about what we are doing to meet the needs of the community and how we are performing. We want to improve it year on year, both in terms of content and layout, so please let us know what you think by writing to:

Tunbridge Wells Borough Council
Town Hall
Royal Tunbridge Wells
Kent TN1 1RS

By phone: 01892 526121
By e-mail: info@tunbridgewells.gov.uk