

Citizens First - Corporate Plan Performance Indicators 2007/08

This report sets out the final outturn position for the Council's Corporate Plan performance indicators for the financial year April 2007 to March 2008.

Key to Tables

The tables on the following pages are organised by Corporate Priority. They identify:

- Outturn performance 2007/08 (traffic lighted Red, Amber, Green against the target for the year)
- Direction of travel from 2006/07 to 2007/08 - whether performance improved, deteriorated or stayed the same

Actual 2007/08: Outturn performance, traffic lighted as follows:
Green = Target achieved or exceeded
Amber = Target not met, but result was within acceptable variance from target
Red = Target not met

Direction of Travel:
 ↗ Performance improved between 2006/07 and 2007/08
 = Performance stayed the same between 2006/07 and 2007/08
 ↘ Performance deteriorated between 2006/07 and 2007/08

PI Code (Frequency)	Performance Indicator Description	Actual 2006/07	Quartile Position	All Eng Top Quartile	Target 2007/08	Actual 2007/08	Direction of travel	Target 2008/09	Target 2009/10	LINKS
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Quartile Position:
 This column gives the position of this indicator at outturn relative to the 2006/07 all England quartile positions where applicable. This only applies to the statutory Best Value Performance Indicators

Targets 2008/09 and 2009/10:
 The targets shown are interim only, to be reviewed / revised as part of corporate plan development, business planning and the new performance framework

Links Column:
 This column is for reference purposes only. It shows the linkage between certain Corporate Plan PIs and other plans or indicator sets, including the Local Area Agreement (LAA)

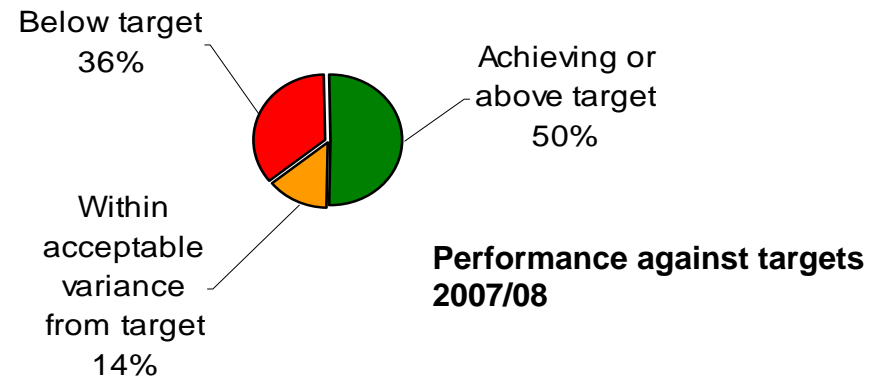
Table 1 – Corporate Plan Performance Indicators 2007-08

Summary of Results

Performance against targets

At the year end, of the 110 performance indicators in the Corporate Plan with targets set, the number that were achieving or above target, within acceptable variance, or below target, was as follows:

Status	Total
Green: achieving or above target	55
Amber: within acceptable variance	15
Red: below target	40
Sub total	110



Direction of travel

For the 110 performance indicators with results for the previous year, the direction of travel between 2006/07 and 2007/08 was as follows:

Symbol	Direction of travel	Total
↗	Performance improved between 2006/07 and 2007/08	66
=	Performance stayed the same between 2006/07 and 2007/08	6
↘	Performance deteriorated between 2006/07 and 2007/08	38
	Sub total	110

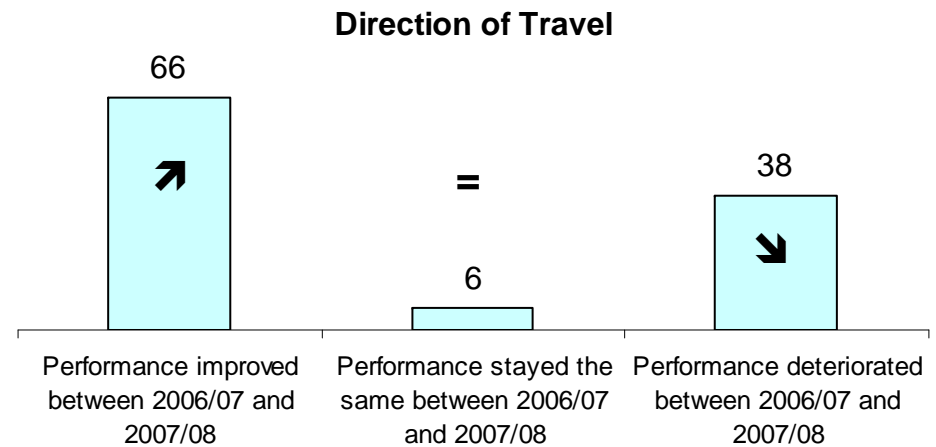


Table 1 – Corporate Plan Performance Indicators 2007-08

1. Educating and supporting children





PI Code (Frequency)	Performance Indicator Description	Actual 2006/07	Quartile Position	All Eng Top Quartile	Target 2007/08	Actual 2007/08	Direction of travel	Target 2008/09	Target 2009/10	LINKS
Educational attainment										
BV40 (LAA TARGETS) (Annually)	% pupils in schools maintained by the local education authority achieving Level 4 or above in the Key Stage 2 Mathematics test (LAA targets)	68.00%	N/A	N/A	77.00%	73.00% RED		N/A	N/A	LAA 0508 NI 100 (LAA)
Comments:	<p>Current position: In 2007 the Bradford figure for Key Stage 2 Level 4+ mathematics was 73%. This represents an increase of 5 percentage points compared with 2006 when the figure was 68%. However, the 2007 figure places Bradford in the bottom quartile when compared with all Local Authorities. The 2007 Bradford figure of 73% is also below the Statistical Neighbour figure of 76% by 3 percentage points and is well below the National figure of 77% by 4 percentage points.</p> <p>Improvement over time: The Trend Analysis for 2004-06 indicates that Bradford was below Statistical Neighbours but in line with National outcomes. The Progress Rankings for 2006-07 indicate that Bradford is in the top quartile for improvement being ranked 6 out of 150 Local Authorities. When the Progress Rankings for 2004-06 are compared with the Progress Rankings for 2005-07 Bradford has moved from the third quartile for progress to the top quartile improving from rank 58 to 7. In the light of this Trend Analysis and Progress Ranking data the direction of travel in 2007 suggests that Bradford has fallen slightly behind Statistical Neighbours but has made excellent progress in relation to changes in National performance.</p>									
BV41 (LAA TARGETS) (Annually)	% pupils in schools maintained by the local education authority achieving Level 4 or above in the Key Stage 2 English test (LAA targets)	73.00%	N/A	N/A	76.00%	75.00% RED		N/A	N/A	LAA 0508 NI 099 (LAA)
Comments:	<p>Current position: In 2007 the Bradford figure for Key Stage 2 Level 4+ English was 75%. This represents an increase of 2 percentage points compared with 2006 when the figure was 73%. The 2007 figure places Bradford in the bottom quartile when compared with all Local Authorities. The 2007 Bradford figure of 75% is well below the Statistical Neighbour figure of 79% by 4 percentage points and is well below the National figure of 80% by 5 percentage points.</p> <p>Improvement over time: The Trend Analysis for 2004-06 indicates that Bradford was in line with Statistical Neighbours and above National outcomes. The Progress Rankings for 2006-07 indicate that Bradford is in the second quartile for improvement being ranked 20 out of 150 Local Authorities. When the Progress Rankings for 2004-06 are compared with the Progress Rankings for 2005-07 Bradford has moved from the bottom quartile for progress to the second quartile improving from rank 93 to 32. In the light of this Trend Analysis and Progress Ranking data the direction of travel in 2007 suggests that Bradford has fallen slightly behind Statistical Neighbours but has maintained good progress in relation to changes in National performance.</p>									
2LAA1.3.17 (Annually)	Percentage of 16 year olds achieving the equivalent of 5 A*-C GCSEs including Maths and English	34.00%	N/A	N/A	35.40%	36.30% GREEN		38.00%	38.00%	LAA 0508 LAA RET-2 NI 075 (LAA)
2LAA1.3.22a (Annually)	Percentage of Looked After Children with 5 GCSEs graded A*-G.	37.68%	N/A	N/A	58.00%	53.85% AMBER		62.00%	N/A	LAA 0508 LAA RET-5.4 NI 101 (LAA)

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School Attendance										
BV45 (02-03) (LAA TARGETS) (Annually)	Percentage of half days missed due to total absence in secondary schools maintained by the local education authority (LAA targets)	8.70%	N/A	N/A	7.90%	8.70% RED	=	N/A	N/A	LAA 0508
Comments:	Performance has remained at the same rate for the past 3 years. Reducing absence rates is key to improving attainment rates and reducing NEET figures.									
PAFC24 (Annually)	Children looked after absent from school - % of looked after children missing at least 25 days of schooling	16.40%	N/A	N/A	13.49%	19.43% RED	↘	11%	11%	LAA 0508 LAA RET-5.6
Comments:	Performance deteriorated between the 2005/06 academic year (16.4%) and 2006/07 academic year (19.4%). Bradford's performance of 19.4% compares unfavourably with its Statistical Neighbours at 13.0% and the England average of 13.3%. There has been renewed focus on this issue over the last academic year – with a range of approaches taken to addressing LAC absence.									
Young people remaining in employment, education or training post-16										
2LAA1.3.13 (Annually)	Percentage of post 16 young people remaining in education and training	84.40%	N/A	N/A	82.50%	86.90% GREEN	↗	83.00%	83.00%	LAA 0508 NI 091
2LAA1.4.3 (Annually)	Percentage of year 11 leavers who have Learning Difficulties and Disabilities (LDD) in NEET, in the November Activity Survey	13.50%	N/A	N/A	12.00%	10.60% GREEN	↗	11.20%	11.20%	LAA 0508 LAA RET-9.2
LSYOT001 (Quarterly)	Percentage of young offenders supervised by the Youth Offending Team in suitable full time education, training or employment	57.80%	N/A	N/A	61.00%	63.00% GREEN	↗	66.00%	66.00%	LAA 0508 NI 045
2LAA1.4.4a (ii) (Monthly)	Percentage of Care Leavers aged 16-18 years old who are not in education, employment or training	38.06%	N/A	N/A	39.50%	41.91% AMBER	↘	34.00%	N/A	LAA 0508 LAA RET-9.3
Comments:	NEET levels dropped between the base year 0506 (45%) and 0607 (38.46%) There is a reasonable indication that the overall rates on reducing care leavers NEET is on track to achieve LAA target.									
Staying safe										
BV49 (04-05) (Monthly)	Stability of placements of children in care - % of children with 3 or more placements in a year (PAFA1)	10.23%	N/A	N/A	10.07%	10.60% AMBER	↘	10%	10%	NI 062

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PI Code (Frequency)	Performance Indicator Description	Actual 2006/07	Quartile Position	All Eng Top Quartile	Target 2007/08	Actual 2007/08	Direction of travel	Target 2008/09	Target 2009/10	LINKS
Comments:	Bradford's performance on this indicator has been consistently good for the last few years. The national average for 2006/07 was 12% and the comparator group average was 13%. Effective use of family and friends and in house foster care placements has contributed to the positive rates. Placement moves are highest amongst teenagers looked after – and particularly those leaving care. Further progress on placement stability is anticipated as capacity in delivering appropriate placements increases.									
BV162 (03-04) (Mthly) (PAF C20)	Reviews of child protection cases: The percentage of child protection cases which should have been reviewed during the year that were reviewed	100.00 %	Top	100	100.00 %	100.00 % GREEN	=	100.00 %	100.00 %	NI 067
BV163 (03-04) (Mthly)	Adoptions of children looked after: (PAFC23)	6.45%	Bottom	10.91	7.02%	5.31% RED	↘	7%	7%	
Comments:	In 07-08 Bradford's adoption rate fell further to less than 6%: significantly lower than statistical neighbours and the England average. This represented 38 adoptions for the year (down from over 50, 2 years previously). It is considered that the impact of the Family Support Strategy led to reducing numbers of younger children being looked after. The increasing complexity of need (Health / Development / Disability) is an additional challenge for adoption. The introduction of the Permanency Policy is expected to have some positive impact. In addition, some delay in processing adoptions in previous year is likely to show an improvement in 2008/09.									
2LAA1.2.1 (Quarterly)	Number of children killed or seriously injured in road crashes	39	N/A	N/A	38	58 RED	↘	35	37	LAA 0508 LAA RET-11.1 NI 048 (LAA)
Comments:	Further detailed investigation is ongoing. The figure of 58 may be a random fluctuation of relatively small numbers as we have seen in the past rather than being indicative of a deteriorating situation against a long-term downward trend. There have been concerns throughout 2007 that fatal and serious road injuries to children were increasing after 3 years of relatively low numbers. Pedestrian injuries to children have decreased overall but fatal and serious injuries to 5-15 year olds have increased. Cyclists, car driver, and car passenger fatal and serious injuries have shown extreme random fluctuation of small numbers. Car passenger injuries have increased substantially and further investigation is needed in respect of this. Continuing and expanded numbers of initiatives and partnerships are being progressed to bring down the numbers of road injuries to children to come back on track to meet casualty reduction targets.									
Being healthy										
2LAA1.3.7 (Four Weekly)	Number of under-16 year olds involved in and completing an activity at Council sports centres and swimming pools	438264	N/A	N/A	418598	445971 GREEN	↗	435013	435013	LAA 0508 LAA RET-4.3
LFEDU010 (Annually)	% schools (excluding Special Schools) achieving Healthy Schools status	56.90%	N/A	N/A	60.00%	66.00% GREEN	↗	90.00%	90.00%	LAA 0508 LAA RET-13
BV197 (Annually)	Change in the number of conceptions to females aged under 18, resident in an area, per 1000 females aged 15-17 resident in the area; compared with the baseline year of 1998	- 10.84%	Third	- 18.73%	- 28.90%	- 22.80% RED	↗	- 36.30%	- 43.20%	LAA 0508 NI 112 (LAA)

Table 1 – Corporate Plan Performance Indicators 2007-08

PI Code (Frequency)	Performance Indicator Description	Actual 2006/07	Quartile Position	All Eng Top Quartile	Target 2007/08	Actual 2007/08	Direction of travel	Target 2008/09	Target 2009/10	LINKS
Comments:	The reduction in conceptions has now returned to previous trend (following sharp change in the trajectory during 05/06. However, the target within existing LAA has not been reached, and the 2010 Government target unlikely to be reached. The CYPSE have identified a teenage pregnancy champion who is leading a strategic review of the Teenage Pregnancy Board which will include an update on existing strategy to further enhance the delivery of interventions to reduce teenage pregnancy rates.									
Enjoying and achieving										
2LAA1.3.3 (Monthly)	No. of young people aged 16 years or under from the District's population who are active users at any static library in the District	11855	N/A	N/A	14381	11834 RED	↘	N/A	N/A	LAA 0508
Comments:	Keighley library usage still maintains a higher level than in previous years. The impact of the 2007 Summer Reading Challenge was not as high as anticipated – as a result a 2008 challenge to schools throughout the district is being promoted via the Literacy Co-ordinators. As part of the emphasis for the National Year of Reading which started in April 2008 two initiatives were undertaken to support increased usage under-16s: a mailshot to all lapsed borrowers (to include children under 16 who have used their ticket once, twice or three times over the last year) and the Big Invite 3 - a 'free offer' and lucky ticket initiative to encourage children to join from scratch. Take up was not as high as anticipated for Big Invite 3 and we will therefore explore with schools any processes we can put in place to improve any collaboration on further campaigns.									
2LAA1.3.4 (Annually)	Number of children attending holiday play schemes	46060	N/A	N/A	46372	46493 GREEN	↗	47340	47340	LAA 0508 LAA RET-12.3
LCSFW021 (Quarterly)	% young people under 25 leaving vocational skills and employment training programmes with a positive outcome	N/A	N/A	N/A	88.00%	88.00% GREEN	Not available	N/A	N/A	
Making a positive contribution										
BV221b (Quarterly)	% young people aged 13-19 gaining an accredited outcome compared to the percentage of young people aged 13-19 participating in youth work	18.70%	Third	30.00%	30.00%	10.50% RED	↘	N/A	N/A	LAA 0508
Comments:	This is a nationally set target of 30%: However, as far as the actual numbers of young people are concerned, the target increases in line with the number of young people participating in youth work. As the Bradford Youth Service has continually exceeded their participation targets, this makes it more difficult to meet the accredited outcome target. The service has achieved a year on year increase in the number of Young People gaining an accredited outcome.									
2LAA2.1.2a (Annually)	The percentage of pre-court young offenders who re-offend within 12 months	23.30%	N/A	N/A	23.32%	22.80% GREEN	↗	25.40%	25.40%	LAA 0508 LAA RET-3.2 NI 019

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2. Creating a more prosperous district

PI Code (Frequency)	Performance Indicator Description	Actual 2006/07	Quartile Position	All Eng Top Quartile	Target 2007/08	Actual 2007/08	Direction of travel	Target 2008/09	Target 2009/10	LINKS
Developing people										
2LAA4.1.1a (Annually)	Local Employment Rate (Source: Annual Population Survey)	69.00%	N/A	N/A	71.20%	68.60% AMBER	↘	68.85%	68.98%	LAA 0508 NI 151 (LAA)
Comments:	The employment rate has not improved sufficiently to meet the target in full. The district has experienced an increase in the number of people employed but the working age population has increased at a faster rate.									
2LAA4.1.1b (Annually)	The 'Gap' between the Local Employment Rate and the Regional Employment Rate (expressed as 'percentage points' difference)	4.80	N/A	N/A	3.10	4.60 RED	↗	N/A	N/A	LAA 0508
Comments:	Existing targets were based on achieving a reduction in the gap between the local and regional employment rate of 1.6 percentage point. This worked out at a reduction in the gap of 39%. ONS revision to 2005/6 data showed that the gap between regional and local employment rate was greater than the original published figure. The existing three year targets have however been agreed and set via the LAA Refresh process. There has been a slight improvement in the gap but this is not sufficient to meet the target.									
2LAA4.1.2 (Quarterly)	Number of people in receipt of incapacity benefit assisted into sustained employment by Jobs@.	27	N/A	N/A	53	53 GREEN	↗	80	N/A	LAA 0508 LAA RET-6.1
2LAA4.1.3 (Quarterly)	Number of young men aged 18-24 helped into sustained employment by Jobs@	226	N/A	N/A	453	460 GREEN	↗	680	N/A	LAA 0508 LAA RET-6.2
Comments:	The number of young men aged 18-24 helped into sustained employment by Jobs@ has exceeded year end target as a result of focused and targeted activity, including a new tracking procedure, in what is recognised as one of the hardest employment groups to reach. Energies directed at this group have brought targets back on track for achievement within the cumulative three year contract period and associated stretch reward monies.									
2LAA4.1.4 (Annually)	Proportion of workforce qualified to NVQ level 2	68.20%	N/A	N/A	71.60%	67.50% RED	↘	64%	66%	LAA 0508 NI163
Comments:	There was a rising trend in qualifications until 2005 but an unexpected downturn in 2006. The actual outturns are proving lower than the original LAA estimates which are set until 2008/9. It is too soon to say whether the downturn in 2006 is indicative of a longer term trend or just a 'blip'. Meanwhile resources continue to be directed into this area.									
LPRGS035 (Quarterly)	Number of people assisted into jobs (through Skills for Work, Job@, PACTS and REGEN 2000)	1570	N/A	N/A	1517	1635 GREEN	↗	1200	1275	
LPRGS040 (Annually)	Percentage of trading, training and employment opportunities linked to new construction projects going to local people	51.00%	N/A	N/A	55.00%	60.00% GREEN	↗	N/A	N/A	

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PI Code (Frequency)	Performance Indicator Description	Actual 2006/07	Quartile Position	All Eng Top Quartile	Target 2007/08	Actual 2007/08	Direction of travel	Target 2008/09	Target 2009/10	LINKS
Developing business										
2LAA4.2.1a (Annually)	Number of VAT registered businesses, per 10,000 head of population, aged 16+ (with LEGI)	291	N/A	N/A	310	303 AMBER	↗	N/A	N/A	LAA 0508
Comments:	The target and actual result is a little misleading due to the time lag on data collection. It is not possible to get a confirmed result against the 310 target until November 2008 as there is an 11 month time lag in receiving information from HMRC. The 303 actual relates to the original baseline figure of 291, so progression is more positive than appears.									
2LAA4.2.1b (Quarterly)	Number of people assisted to set up in business, or become self employed, surviving more than 12 months (with LEGI)	104	N/A	N/A	404	405 GREEN	↗	750	N/A	LAA 0508 LAA RET-7
Comments:	The progress of Bradford `Kickstart` (the LEGI programme) continues to gain momentum and the number of people assisted to set up in business or become self employed, surviving more that 12 months has made good progress in 2007/8 towards the achievement of the final cumulative targets and stretch reward monies.									
2LAA4.3.2 (Quarterly)	Number of sustained jobs created through conversion of investment enquiries into employment related development by Invest in Bradford	0	N/A	N/A	120	99 RED	↗	285	550	LAA 0508 LAA RET-8
Comments:	This is a cumulative three year target of 550 which relates to 2007/8 Corporate Plan action 2.2.1d and Reward Element Target 8. This PI relates to jobs sustained for a year (that is they cannot be counted until one year has passed from the first logged date of each job and then only counted if the job is still there. The first entrant to the scheme was 9/10/06 and the first sustained employees have been available from Q3. The final outturn of 99 is below target but progress on this indicator is `back loaded` and achievement over the 3 year period is still anticipated. Significant outturn is predicted in 2008/9.									
LPRGS052 (Quarterly)	Number of jobs created from firms moving into or expanding in the Bradford District	356	N/A	N/A	306	359 GREEN	↗	377	396	
Comments:	The restructuring and re-launching of the Invest in Bradford Team (IIB) has begun to impact on service improvement. The expanded team has facilitated good progress in the number of jobs created from firms moving into or expanding in the Bradford District.									
LPRGS033 (Quarterly)	Number of relocations, reinvestments and expansions	33	N/A	N/A	21	22 GREEN	↘	N/A	N/A	
Comments:	Over-performance in 2006/7 was unusual due to the influx of Government Office relocations which raised figures, hence the “downward” arrow in 2007/08									
Developing places										
BV109a (Quarterly)	Percentage of planning applications determined in line with the Government’s new development control targets to determine: 60% of Major Applications in 13 weeks	61.72%	Bottom	80.65%	62.00%	62.30% GREEN	↗	66.00%	70.00%	CPA E2 NI 157a

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BV106 (Annually)	Percentage of new homes built on previously developed land	82.54%	Third	96.92%	65.00%	82.53% GREEN	↘	N/A	N/A	CPA E23
BV64 (02-03) (Quarterly)	The number of private sector vacant dwellings that are returned into occupation or demolished during the current year, as a direct result of action by the local authority	243	Top	95	241	242 GREEN	↘	N/A	N/A	CPA H23
LUTOU001 (Monthly)	Number of visitors to Tourist Information Centres	244633	N/A	N/A	252000	249605 AMBER	↗	257000	262000	
LUTOU002 (Monthly)	Number of visitors to www.visitbradford.com	273010	N/A	N/A	280000	450317 GREEN	↗	600000	700000	
LUTOU003 (Quarterly)	Percentage conversion of conference enquiries to bookings	16.50%	N/A	N/A	16.50%	5.51% RED	↘	N/A	N/A	
Comments:	The transfer to the Conference Leeds desk during 2007/08 has impacted negatively on performance, which needs to be examined. Quarterly performance: June - 17.65%; September - 50.00%; December - 2.33%; March - 3.08%									

Table 1 – Corporate Plan Performance Indicators 2007-08

3. Safer and stronger communities

PI Code (Frequency)	Performance Indicator Description	Actual 2006/07	Quartile Position	All Eng Top Quartile	Target 2007/08	Actual 2007/08	Direction of travel	Target 2008/09	Target 2009/10	LINKS
Tackling crime										
2LAA2.1.1a (Monthly)	Overall Crime Levels (PSA1 BCS Comparator)	36756	N/A	N/A	31796	32613 RED	↗	N/A	N/A	LAA 0508
Comments:	Despite an impressive 11% reduction in 2007/08, the outturn for this PI did not achieve the target. This target is the PSA target from SR2004 it is important to note that there has been a 28.5% reduction in overall crime levels from the 2003/04 baseline. The outturn is 1.8% below the 30.3% target reduction but it we have achieved the “more than 15% in high crime areas” as specified in the NRF Floor target. This is a notable achievement since the target was set using 2004 baseline, at this time there were massive reductions in crime across the district which have since proven to be unsustainable.									
2LAA2.1.1b (Monthly)	Number of recorded incidents of criminal damage	13622	N/A	N/A	10808	11555 RED	↗	9101	N/A	LAA 0508 LAA RET-3.1
Comments:	Despite an impressive reduction of 15% in Criminal damage offences between 2006/07 and 2007/08, the 2007/08 target has not been achieved. Work is ongoing with the Multi-agency working group to ensure that further reductions are made in 2008/09 towards achievement of the LAA reward target.									
2LAA2.1.1c (Monthly)	Violent Crime per year, per 1,000 population in the Local Authority area (ABH & GBH ONLY)	10.63	N/A	N/A	9.85	8.32 GREEN	↗	N/A	N/A	LAA 0508 NI 015
2LAA2.1.4a (Quarterly)	Total number of problem drug users participating in treatment programmes	3534	N/A	N/A	3958	3684 RED	↗	N/A	N/A	LAA 0508
Comments:	Data is Currently only available on the NDTMS system up to and including February 2008. The outturn will be updated once the March data is available									
2LAA2.1.4b (Quarterly)	% Class A drug misusers discharged from treatment who have been retained in treatment for more than 12 weeks	80.42%	N/A	N/A	85.00%	84.00% AMBER	↗	N/A	N/A	LAA 0508 NI 038
Comments:	Data is Currently only available on the NDTMS system up to and including February 2008. The outturn will be updated once the March data is available									
2LAA2.1.5a (Monthly)	Number of Domestic abuse incidents reported.	8663	N/A	N/A	10032	8040 RED	↘	N/A	N/A	LAA 0508
Comments:	The reduction in reporting of domestic abuse incidents follows a national trend. However the first time reporting rate has increased and the repeat victimisation rate has decreased, which means that more individual victims are contacting the police and few victims are contacting the police more than once. Violent crime (of which domestic abuse is approximately 20%) has decreased, therefore reflecting a decrease in domestic abuse. A Domestic Violence Directory of Services was published during 2007/08, which means that victims are able to access services more easily and may therefore be going directly to service providers rather than calling the police.									
2LAA2.1.5b	The number of hate crime incidents reported in the year (homophobic and racially motivated crime)	874	N/A	N/A	889	783 RED	↘	N/A	N/A	LAA 0508

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Comments:	There has been a 10% reduction in the number of racially motivated and homophobic incidents in 2007/08; the target has not been achieved. Reduction is partly due to organisational issues regarding the delivery agent.									
LSSSG001 (Six Monthly)	Number of referrals of adult protection concerns	702	N/A	N/A	725	585 RED	↘	N/A	N/A	
Comments:	Reported number lower than target for this area of concern. The department continues to investigate and has invested in new recording methodologies to improve procedures. Additional training is being provided to all partner agencies.									
2LAA2.2.1b (Annually)	Percentage of people responding to the Speak-Out Survey, who express that Anti-Social Behaviour is either "not a very big problem", or, "not a problem at all", in their neighbourhood	71.37%	N/A	N/A	84.13%	72.3% RED	↗	N/A	N/A	LAA0508
Comments:	Whilst the 2007/08 target has not been met, the result of the April 2008 survey is maintained at a similar level to last year's survey.									
Reducing fear of crime										
2LAA1.2.3 (Quarterly)	Number of people killed or seriously injured in road crashes	252	N/A	N/A	219	255 RED	↘	208	197	LAA 0508 LAA RET-11 NI 047
Comments:	There is some concern that killed and serious injury is not reducing as needed. Further detailed investigation is being undertaken and will be discussed with partner agencies.									
BV215a (Monthly)	The average number of days taken to repair a street lighting fault, which is under the control of the local authority	7.33	Bottom	3.07	5.71	3.31 GREEN	↗	3.00	2.90	
2LAA2.2.1a (Annually)	Residents who feel safe/mostly safe using the City Centre	51.10%	N/A	N/A	71.00%	48.62% RED	↘	N/A	N/A	LAA 0508
Comments:	The result of the April 2008 Speakout survey, whilst showing a slight decrease from 2007, is not statistically significant. However, the LAA target was not met.									
Promoting public involvement										
2LAA2.3.2a (Quarterly)	Number of citizens serving in citizen governance roles	713	N/A	N/A	766	717 RED	↗	766	766	LAA 0508
Comments:	There are a limited number of citizen governance roles, against which this indicator can be measured. A review of active citizenship agenda will be undertaken by the service during 2008/09 in response to the Local Government White Paper 2008.									
2LAA2.3.5 (Annually)	Percentage of people involved in community activities in the past 12 months	60.50%	N/A	N/A	67.00%	57.1% RED	↘	N/A	N/A	LAA 0508

Table 1 – Corporate Plan Performance Indicators 2007-08

PI Code (Frequency)	Performance Indicator Description	Actual 2006/07	Quartile Position	All Eng Top Quartile	Target 2007/08	Actual 2007/08	Direction of travel	Target 2008/09	Target 2009/10	LINKS
Comments:	The data for this PI was collected via the "Speak Out Survey" conducted in April 2008, when a decrease of 3.4% was recorded compared with last year. A risk assessment is being carried out into this area. The service will continue to support the voluntary sector on this priority									
2LAA2.3.3a (Annually)	Percentage of residents who feel they can influence decisions affecting their local area	18.60%	N/A	N/A	19.00%	16.42% RED	↘	N/A	N/A	LAA 0508
Comments:	The data for this PI was collected via the "Speak Out Survey" conducted in April 2008. Whilst the figure is slightly down from the 2007 survey, the decrease is not statistically significant.									
SCOMM007 (Quarterly)	Number of people attending Neighbourhood Forums	13509	N/A	N/A	12746	12904 GREEN	↘	N/A	N/A	
Building a shared future										
2LAA2.4.1 (Annually)	Percentage of residents who feel that their local area (Bradford District) is a place where people from different backgrounds can get on well with each other	44.90%	N/A	N/A	48.00%	39.24% RED	↘	N/A	N/A	LAA 0508 NI 001(LAA)
Comments:	The data for this PI was collected via the "Speak Out Survey" conducted in April 2008. The result of this annual survey can be influenced by issues in the district, regionally, nationally and internationally, and also reflects the dynamics of the local population. Analysis is undertaken by the Safer and Stronger Communities Partnership to help understand the variance in the statistical information, from which relevant intervention responses are agreed and actioned.									

Table 1 – Corporate Plan Performance Indicators 2007-08

4. Improving the environment

PI Code (Frequency)	Performance Indicator Description	Actual 2006/07	Quartile Position	All Eng Top Quartile	Target 2007/08	Actual 2007/08	Direction of travel	Target 2008/09	Target 2009/10	LINKS
A clean and attractive district										
BV199a (Termly)	The Proportion of relevant land and highways defined under EPA 1990 Part IV section 86 (expressed as a percentage) that is assessed as having combined deposits of litter and detritus across four categories of cleanliness (Clean, Light, Significant, Heavy)	12.81%	Third	7	22.00%	8.58% GREEN	↗	N/A	N/A	LAA 0508 LAA RET-10.1 CPA E4 NI 195b (LAA)
LGCLS024 (4 Weekly)	The average amount of time to remove all publicly reported fly tipping in working days	1.23	N/A	N/A	1.30	1.51 RED	↘	N/A	N/A	NI 196
Comments:	The process for removing fly tipping is currently being examined to ensure that we are able to consistently collect reported fly tips within the required timescales. Although this indicator is red, in real terms the gap from achieving target performance is the equivalent of 1 hour.									
2LAA2.2.5 (Annually)	The proportion of residents who think the Council enforces the law well on fly tipping, dumping and littering	24.60%	N/A	N/A	25.00%	34.43% GREEN	↗	N/A	N/A	LAA 0508
BV89 (Annually)	Percentage of people satisfied with cleanliness standards	62.00%	N/A	N/A	63.00%	63.00% GREEN	↗	N/A	N/A	LAA 0508 CPA E38
BV119e (Annually)	Percentage of residents by targeted group satisfied with the Local Authority's Cultural and Recreational activities - Parks/Open Spaces	69.00%	N/A	N/A	69.00%	69.00% GREEN	=	69.00%	70.00%	LAA 0508 CPA C9
2LAA2.2.3 (Annually)	Percentage of residents who think the quality of the environment/neighbourhood is good	63.00%	N/A	N/A	71.00%	61.8% RED	↘	N/A	N/A	LAA 0508
Comments:	The data for this PI was collected via the "Speak Out Survey" conducted in April 2008. Whilst the LAA target was not met, the difference in the Speakout survey result was not statistically significant from 2007.									
A less wasteful district										
BV82a(i) (Monthly)	Percentage of household waste arisings which have been sent by the Authority for recycling	12.52%	Bottom	22.88	14.00%	12.19% RED	↘	N/A	N/A	CPA E6 NI 192 (LAA)
Comments:	The 2007/2008 Outturn reported above is a 'best estimate', pending validated figures from WDF (which are expected in June 2008)									
BV82b(i) (Monthly)	Percentage of household waste sent by the Authority for composting or treatment by	12.18%	Second	15.53	10.00%	11.61% GREEN	↘	N/A	N/A	CPA E6 NI 192 (LAA)

Table 1 – Corporate Plan Performance Indicators 2007-08

PI Code (Frequency)	Performance Indicator Description	Actual 2006/07	Quartile Position	All Eng Top Quartile	Target 2007/08	Actual 2007/08	Direction of travel	Target 2008/09	Target 2009/10	LINKS
	anaerobic digestion									
Comments:	The 2007/2008 Outturn reported above is a 'best estimate', pending validated figures from WDF (which are expected in June 2008)									
BV82d(i) (Monthly)	Percentage of household waste arisings which have been landfilled	77.20%	Bottom	55.63%	76.00%	76.19% AMBER	↗	N/A	N/A	
Comments:	The 2007/2008 Outturn reported above is a 'best estimate', pending validated figures from WDF (which are expected in June 2008)									
BV84a (Monthly)	Kg of household waste collected per head	467.60	Third	394.98	468	444 GREEN	↗	N/A	N/A	CPA E26
Comments:	The 2007/2008 Outturn reported above is a 'best estimate', pending validated figures from WDF (which are expected in June 2008)									
BV90a (Annually)	Percentage of people expressing satisfaction with: Waste Collection	86.00%	N/A	N/A	88.00%	86.00% RED	=	N/A	N/A	CPA E8a
Comments:	Although the target has not been achieved, satisfaction levels have been maintained during a year which has seen a number of re-organisations of both the refuse collection and recycling rounds.									
BV90b (Annually)	Percentage of people expressing satisfaction with: Recycling Facilities	66.00%	N/A	N/A	68.00%	71.00% GREEN	↗	N/A	N/A	CPA E8b
BV90c (Annually)	Percentage of people expressing satisfaction with: Waste Disposal/Civic Amenity Sites	79.00%	N/A	N/A	80.00%	84.00% GREEN	↗	N/A	N/A	CPA E8c
A sustainable district										
EMAS001 (Annually)	The percentage change in Bradford Metropolitan District Council's Carbon emissions footprint from a 2005/6 baseline	-2.41%	N/A	N/A	-4.00%	2.48% RED	↘	N/A	N/A	
Comments:	The Council is working to develop and deliver a Carbon Management Plan which will include actions to be taken to reduce carbon emissions whilst also delivering against other corporate priorities.									
BDES2a(i) (Annually)	Percentage increase in peak period traffic flow across the Bradford Monitoring Cordon above the 2003/4 baseline	1.78%	N/A	N/A	7.50%	-6.73% GREEN	↗	4.65%	4.50%	
Comments:	Potential beneficial causes are increased rail use, spreading of the peak period and lack of progress of developments in the city centre together with the promotion of environmentally friendly forms of transport and car parking controls.									

Table 1 – Corporate Plan Performance Indicators 2007-08

5. Healthier communities and choice for vulnerable adults and older people

PI Code (Frequency)	Performance Indicator Description	Actual 2006/07	Quartile Position	All Eng Top Quartile	Target 2007/08	Actual 2007/08	Direction of travel	Target 2008/09	Target 2009/10	LINKS
Improved health and well-being										
2LAA3.1.3c (Four Weekly)	Number of 50+ year olds actively participating in, and completing, a targeted session of at least 30 minutes at Council Sports Centres and Swimming Pools	43697	N/A	N/A	37800	44636 GREEN	↗	39282	39282	LAA 0508 LAA RET-4.2
2LAA3.1.3j (Four Weekly)	Number of Passport to leisure holders over 16 years old involved in and completing an activity at Council sports centres and swimming pools	130096	N/A	N/A	129743	141858 GREEN	↗	132832	132832	LAA 0508 LAA RET-4.4
2LAA3.2.3a (ii) (Quarterly)	Number of private sector homes where significant energy efficiency measures have been carried out through partnership working	1217	N/A	N/A	900	3737 GREEN	↗	N/A	N/A	LAA 0508
2LAA3.2.3b (i) (Quarterly)	Number of individuals with a chronic health condition receiving health advice from the Housing for Health team	147	N/A	N/A	105	112 GREEN	↘	N/A	N/A	LAA 0508
Comments:	Targets set 2007/08-2009/10 through LAA									
Improved quality of life										
LSSSG004 (Annually)	No. of older people, aged 65 or over, helped to live at home	6179	N/A	N/A	6180	6326 GREEN	↗	6514	6633	
LSSSG007 (Quarterly)	Number of adults aged 18-64 helped to live at home	3712	N/A	N/A	3795	3887 GREEN	↗	4066	4203	
LSS62 (Quarterly)	Number of carers receiving specific carer services	1014	N/A	N/A	1250	2139 GREEN	↗	2340	2640	
LSSSG005 (Six Monthly)	The number of persons aged 18 and over receiving community based equipment in the year ending 31 March	8020	N/A	N/A	8000	7989 AMBER	↘	8100	8200	
Comments:	The department is waiting for additional information on minor adaptations which have been undertaken by the Buildings Works Section (Asset Management). It is expected that this information will mean the target has been achieved.									
LJPSH007 (Monthly)	Actual waiting time (in days) for applicants to receive DFG funded adaptations	1104	N/A	N/A	No target	1096	↗	N/A	N/A	
Comments:	As a result of process changes, total process time has reduced by 57 days. Time spent on the waiting list has reduced by 3 months. Number of clients on waiting list reduced by 251. A new risk based approach has resulted in a 60% reduction in the number of clients identified for a DFG/month. There are currently 365 clients on waiting list and the current waiting time is 21 months. The additional £750k from the Councils capital programme to fund the cost of works in excess of the mandatory £25k maximum grant has helped.									

Table 1 – Corporate Plan Performance Indicators 2007-08

PI Code (Frequency)	Performance Indicator Description	Actual 2006/07	Quartile Position	All Eng Top Quartile	Target 2007/08	Actual 2007/08	Direction of travel	Target 2008/09	Target 2009/10	LINKS
LJSP001 (Quarterly)	Number of households supported through the Supporting People Programme	9137	N/A	N/A	9000	10300 GREEN	↗	10000	10000	
Making a positive contribution										
2LAA3.2.1b (Quarterly)	Number of attendances at events in the 'Older Peoples Consultation Event Diary' - ie - Bradford Older Peoples Alliance (BOPA) and Focus Group Events	1107	N/A	N/A	1200	1323 GREEN	↗	N/A	N/A	LAA0508
Increased choice and control										
LSSSG002 (Monthly)	Total no. of adult and older people receiving direct payments	252	N/A	N/A	327	334 GREEN	↗	400	525	
BV195 (Quarterly)	Acceptable waiting time for assessment (PAFD55)	80.40%	Third	88	85.00%	85.50% GREEN	↗	89.00%	90.00%	
BV196 (Quarterly)	Acceptable waiting time for care packages (replaces PAFD43, now PAFD56)	93.91%	Top	93	93.19%	94.14% GREEN	↗	95.00%	95.00%	
BV56 (03-04) (Quarterly)	Percentage of items of equipment delivered within 7 working days (PAF D54)	85.59%	Third	93	88.00%	88.43% GREEN	↗	91.00%	92.00%	
BV183b (Quarterly)	The average length of stay in hostel accommodation of households which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need. (In Weeks)	7	Third	0	7	5.44 GREEN	↗	N/A	N/A	CPAH15
Comments:	<p>A new performance target has been set that achieves a 50% reduction by 2010 in the time spent in TA accommodation. Delivery Plan agreed with BCHT. We are now on track to deliver the required improvements by 2010. We aim to reduce the time spent in 2009/10 but need time to embed the impact of changes during this year so as to minimise the risk of repeat homelessness.</p> <p>CLG are now satisfied that the outcome of the action plan will be a positive reduction in the time spent in hostels and has made available £300k to take this forward. Additional staff will be employed by July 08 to improve the Council's client management function.</p> <p>Other linked additional funding which will impact on the target includes £85k homelessness grant, and £100k overcrowding pathfinder grant.</p> <p>A rent guarantee scheme has also recently started as well as the MOPPS scheme in conjunction with Supporting People.</p>									

Table 1 – Corporate Plan Performance Indicators 2007-08

6. Improving customer services

PI Code (Frequency)	Performance Indicator Description	Actual 2006/07	Quartile Position	All Eng Top Quartile	Target 2007/08	Actual 2007/08	Direction of travel	Target 2008/09	Target 2009/10	LINKS
Easier access to information and services										
BV156 (Monthly)	% of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people	51.46%	N/A	N/A	51.46%	60.71% GREEN	↗	62.00%	63.25%	
Engaging with citizens and communities										
LNRAC001 (Annually)	% of residents who believe the Council acts on the results of consultations with local residents	35.50%	N/A	N/A	37.00%	38.70% GREEN	↗	N/A	N/A	
BV3 (Annually)	% of citizens satisfied with the overall service provided by their authority	52.00%	N/A	N/A	54.00%	50.00% AMBER	↘	52.00%	54.00%	MORI 2007 Survey
Comments:	Whilst this figure is marginally below target and previous year, statistically, taking into account the levels of sampling, it would indicate a static position. This then needs to put into the national context of declining overall satisfaction.									
Treating our customers well										
LECCC014 (Monthly)	The percentage of complaints responded to within 10 working days	90.43%	N/A	N/A	94.00%	89.00% AMBER	↘	94.00%	95.00%	
Comments:	This PI includes complaints made and dealt with by all appropriate methods, not just letters. 75% of complaints are made by phone, about environment /street problems, and are dealt with by delivering the service. Most of these are recorded in CRM, and while the CRM records when the case is closed, this is not always the date the service is delivered, but can be several days afterwards, when a batch close action is taken. All SLA's are well below 10 working days and spot checks have confirmed that actual delivery is within SLA in well over the target %.									
BV4 (Annually)	% of those making complaints satisfied with the handling of those complaints	36.00%	N/A	N/A	37.00%	38.00% GREEN	↗	N/A	N/A	MORI 2007 Survey
LECCC004a (Monthly)	The percentage of visitors waiting less than 7 minutes at a reception point	99.51%	N/A	N/A	86.00%	99.67% GREEN	↗	89.00%	90.00%	
LECCC006 (Monthly)	The percentage of telephone calls answered within 20 seconds	93.02%	N/A	N/A	96.00%	93.10% AMBER	↗	94.00%	95.00%	
LECCC007 (Monthly)	% of telephone calls in a call queuing system answered within 90 seconds.	81.09%	N/A	N/A	82.00%	72.76% RED	↘	75.00%	76.00%	
Comments:	This figure is over 8% down on last year's performance. This figure is indicative of a number of indicators that measure telephony performance corporately. Generally performance is down on last year and down on target.									

Table 1 – Corporate Plan Performance Indicators 2007-08




PI Code (Frequency)	Performance Indicator Description	Actual 2006/07	Quartile Position	All Eng Top Quartile	Target 2007/08	Actual 2007/08	Direction of travel	Target 2008/09	Target 2009/10	LINKS
	In the corporate contact centre the main reason for this decline is that, due to budgetary constraints there are a large number of unfilled vacancies, therefore the number of staff available to answer calls has decreased. In addition, the call volumes, across the range of Contact Centre services have increased. Work is currently ongoing to produce a short and long term performance improvement plan for the corporate contact centre.									
LECCC008 (Monthly)	The percentage of incoming telephone calls answered	71.84%	N/A	N/A	78.00%	73.09% RED		75.00%	76.00%	
Comments:	This figure is indicative of a number of indicators that measure telephony performance corporately. Performance is up on 06/07 but below target. In the corporate contact centre, the main reason for this decline is that due to budgetary constraints there are a large number of unfilled vacancies; therefore the number of staff available to answer calls has decreased. In addition, the call volumes across the range of Contact Centre services have increased. Work is currently ongoing to produce a short and long term performance improvement plan for the corporate contact centre.									
LECCC010 (Quarterly)	The percentage of letters responded to within 5 working days	92.84%	N/A	N/A	93.00%	94.21% GREEN		94.00%	95.00%	
LECON001 (Monthly)	The number of calls abandoned as a percentage of total calls	11.15%	N/A	N/A	8.00%	11.12% RED		8.00%	8.00%	
Comments:	This target relates only to one service – Tel 431000 Visible Services in the Corporate Contact Centre. The average time to answer on this line is under 30 seconds, but due to exceptional performance in the past when resource levels were higher, and the nature of the calls to this service, customers historically abandon very quickly. In order to achieve the target of less than 8% the team would have to be over resourced to the point where it would be incompatible with best value principles.									

Table 1 – Corporate Plan Performance Indicators 2007-08

7. An efficient and effective council

PI Code (Frequency)	Performance Indicator Description	Actual 2006/07	Quartile Position	All Eng Top Quartile	Target 2007/08	Actual 2007/08	Direction of travel	Target 2008/09	Target 2009/10	LINKS
Strong leadership and effective partnership working										
LRSIM009 (Annually)	% of PIs (identified as Key in the Corporate Plan), shown to have improved performance	70.59%	N/A	N/A	72.00%	60.91% RED	↘	N/A	N/A	
Comments:	Outturn is expected be in the range of 60.0 to 60.9%. See commentary at paragraph 3.8 and 3.12-14 of cover report.									
LRSIM010 (Monthly)	% of PIs (identified as Key in the Corporate Plan), achieving published Targets	59.00%	N/A	N/A	65.00%	50.91% RED	↘	N/A	N/A	
Comments:	Outturn is expected be in the range of 50.0 to 50.9%. See commentary at paragraph 3.7 and 3.12-14 of cover report.									
LRSIM013 (Annually)	% of BVPIs achieving at or above Median for All England Authorities	43.18%	N/A	N/A	49.00%	43.52% AMBER	↗	N/A	N/A	
Comments:	The outturn data for 11 BVPIs is still awaited. The outturn on this composite PI will be in the range of 40.48% to 49.21%, based on the median position for All England authorities in 2006/07. Given the range of the potential outturn figure, and since the Quartile positions for 2007/08 are not yet available, no direction of travel or achievement against target code is given. See commentary at paragraph 3.12-14 of cover report.									
Managing our resources effectively										
BV12 (Monthly)	The number of working days/shifts lost due to sickness absence.	13.48	Bottom	8.09	11.08	12.56 RED	↗	N/A	N/A	
Comments:	To move to second quartile for Mets based on 06/07 out-turn we would need to move to 10.95 days. We are currently working with external HR/Payroll providers within schools (currently 9) to obtain sickness absence information is included in 2008/09. This could potentially bring the overall Council figure down. Departmental figures are now available and will be produced on a monthly basis and will be provided to the Departmental Attendance Champions in the first instance.									
BV8 (Monthly)	The percentage of invoices for commercial goods and services which were paid by the authority within 30 days of being received by the authority	91.22%	Third	96.98	75.00%	81.96% GREEN	↘	85.00%	90.00%	
Comments:	We are currently above the target we set ourselves as predicted for 07/08 and expect a further improvement for the coming financial year. We believe having regular compliance meetings helped ensure services and departments followed agreed processes that raised the overall percentage this year, and further work will need to be done to target services that fail to follow proper procedures. Currently at 81.96% our estimated prediction is 85% for 08/09. The council will continue to improve its performance on a year to year basis.									
BV9 (Monthly)	The percentage of Council Tax collected.	91.77%	Bottom	98.48	94.00%	93.26% RED	↗	95.00%	96.50%	

Table 1 – Corporate Plan Performance Indicators 2007-08

PI Code (Frequency)	Performance Indicator Description	Actual 2006/07	Quartile Position	All Eng Top Quartile	Target 2007/08	Actual 2007/08	Direction of travel	Target 2008/09	Target 2009/10	LINKS
Comments:	The ODPM revised the upper quartile collection figure from that of the Metropolitan Councils to that of the All England Councils - thus increasing the upper quartile figure. In view of Bradford's high levels of deprivation and unemployment, this makes the revised upper quartile target difficult to achieve in-year. However, eventual collection for any given year is in the region of 98.3%. 31,000 more reminders (45%) and 23,000 more summonses (120%) issued during 2007/08 compared to the previous year. Performance would have been better if the Service had not been operating with staffing resources at 25% below structure because of budget pressures and the pending restructure. Despite this, the Service managed to improve on last year's performance of 91.8% and only fell short of the 94% year-end target by 0.7%. Some West Yorkshire authorities are reporting falls in collection rates which may be linked to the current economic climate. Looking forward, the position is now more positive with the new structure graded, agreed and assimilation started. Recruitment for Council Tax clerks has already commenced although not all vacant posts will be filled due to budget pressures.									
BV10 (Monthly)	The percentage of non-domestic rates due for the financial year which were received in year by the authority.	98.00%	Bottom	99.3	96.00%	98.14% GREEN	↗	98.20%	98.30%	
Comments:	Collection levels of 98% have been achieved due to intensive recovery action taken at start of the year.									
LHFIM011 (Annually)	Ensure all government grant claims are returned by the stated deadline.	90.00%	N/A	N/A	95.00%	68.42% RED	↘	N/A	N/A	
Comments:	Whilst there has been a reduction in the timeliness of grant claims the Audit Commission did report that: "There has been a steady improvement in the percentage of claims certified with no amendment or qualification. Management have prepared a draft action plan to address the timeliness of the submission of grant claims in 2008/09. Financial Services will reissue guidance on the processes to be followed."									
LMLEG021 (Annually)	The number of complaints to an Ombudsman classified as "maladministration"	1	N/A	N/A	1	1 GREEN	=	N/A	N/A	
Managing change and improvement										
BV2a (03-04) (Annually)	The level (if any) of the Equality Standard for Local Government to which the authority conforms	3	N/A	N/A	4	3 RED	=	N/A	N/A	
Comments:	The Council's self assessment indicated that it is working at Level 3 of the Standard. It has been indicated by external assessors that the Council is working at level 3 following the production of additional evidence, which is currently being obtained. It is proposed to amend the targets as follows: 2008/09 Level 3, 2009/10 Level 4, Working to achieve Level 5 by 2011.									
BV16a (Quarterly)	The percentage of local authority employees with a disability	2.51%	Third	4.43	2.56%	2.44% AMBER	↘	N/A	N/A	
Comments:	Out-turn for 07/08 2.44% which puts us in the third quartile, movement to second quartile on 06/07 out-turn is 3.03%. Performance is below target. The workforce reductions and current framework for vacancy monitoring and posts being advertised internally only in the first instance potentially has impacted on performance.									
BV17a (Quarterly)	The percentage of Local Authority employees from minority ethnic communities	18.59%	Top	5.2	18.96%	18.51% AMBER	↘	N/A	N/A	
Comments:	Currently operating in the top quartile although we are marginally below target but continue to improve set against a backcloth of workforce reductions.									