

Achieving Excellence – Progress Report

Policy and Strategy Committee

22 February 2011

1 Purpose of report

- 1.1 The purpose of this report is to provide an update on progress towards delivery of phase II of the Achieving Excellence programme.

2 Main report

- 2.1 Phase II of the Achieving Excellence programme was approved by the Policy and Strategy Committee on 3 August 2010 and is structured around the three Council values:

- Putting customers first;
- Looking after Edinburgh; and
- Becoming a top performing Council.

- 2.2 This review was requested following the above Committee report but it is proposed that future reporting be carried out on a bi-annual basis in May/June and October/November to align with publication of major results (such as survey findings and performance indicators). Reports will be considered by the Achieving Excellence Project Team, Council Management Team and the Policy and Strategy Committee.

- 2.3 The phase II performance framework identified a set of performance measures that would be used to gauge progress against the following 12 Achieving Excellence objectives:

Putting customers first

- i. High levels of satisfaction with the city
- ii. High levels of satisfaction with neighbourhoods
- iii. High levels of customer satisfaction with Council services
- iv. External accreditation

Looking after Edinburgh

- v. Good Quality Infrastructure & Environment
- vi. Good Quality Natural Environment
- vii. Positive Image and reputation

Becoming a top performing Council

- viii. Excellent reputation for financial management
- ix. Excellent inspection results
- x. Excellent SPI results
- xi. Excellent educational attainment results
- xii. Excellent Workforce

- 2.4 Targets for March 2012 were set and key supporting actions/ initiatives were identified as appropriate.
- 2.5 The majority of performance indicator data is available on an annual basis. Progress reports are therefore only able to draw on available performance updates and progress made against key improvement projects.
- 2.6 Progress to date is outlined in detail at Appendix 1. A high level analysis of progress is provided in the following paragraphs.

Putting Customers First

- 2.7 Customer satisfaction with the way the Council manages the city has fallen, from 56% in 2007 to 35% in 2009, and this is in stark contrast to high and rising satisfaction with most Council services. There is strong evidence that both the Tram Project and public perception on the Council's ability to deliver 'value for money' remain significant challenges. Regardless of the cause of the reduced level of customer satisfaction, there is a need to address the matter primarily through the adoption of an enhanced communications strategy. The Director of Corporate Services has been leading on this work. It is anticipated that a report on reputation management will be considered by Council Management Team in early 2011.
- 2.8 The recent budget consultation exercise is also of critical importance in this context and a comprehensive programme was delivered during September and October 2010. The public were asked to look at local expenditure issues and the wider implications of reduced budgets for the city. More than 2,000 people or organisations, representing a broad cross section of the city, have offered views on the financial pressures facing the Council or the city.
- 2.9 The effective management of customer contact with and within the Council is also important. This begins with good information about Council services and managing customer expectations, through to customer care standards, staff training, an effective complaints system and an effective performance management system for contact. This work is again being led by the Director of Corporate Services. Progress to date includes the development and ongoing rollout of an in house solution to log and manage customer contact, the recent deployment of the *Solidus* telephony system providing customers better access to information and services, the extension of services provided by

the Contact Centre and the introduction a new, simplified, two stage complaints process. Further detail is provided in Appendix 1.

- 2.10 The Council also launched its new website on 15 September 2010 on a more reliable platform and with a more usable and accessible interface. The site was designed to deliver much more customer-focussed content and a considerably improved customer experience. The new website will allow customers to find information and do business with the Council online more easily through the use of online forms, a new payments interface and location-based content such as the 'In Your Area' search for services by postcode. Further improvements are planned to increase the transactional capabilities of the website and encourage channel shift to the web where appropriate.
- 2.11 A wide range of customer satisfaction results are provided in Appendix 1. The results highlight:
- satisfaction with the city as a place to live has improved from 86% in 2007 to 92% in 2009;
 - satisfaction with the way the Council manages neighbourhoods and with neighbourhoods as a place to live has improved;
 - satisfaction with nursery, primary and secondary schools is good and improving;
 - satisfaction with Care at Home and Home Care services is high and improving; and
 - satisfaction with "Clean, Green & Safe" services is improving across all indicators.
- 2.12 The above data is drawn from the Edinburgh People's Survey. Results from the most recent survey will be available in spring 2011.
- 2.13 The Council is committed to achieving Customer Service Excellence (CSE) accreditation for 60% of Council services by the end of December 2012. The Departments of Services for Communities and Finance have undertaken to achieve CSE fully. City Development, Children and Families, and Corporate Services have initially opted for partial accreditation.
- 2.14 Excellent progress is being made towards CSE accreditation. Approximately 40% of Council services are currently accredited (against the target of 60% by March 2012). This includes the full accreditation of the departments of Services for Communities (October 2010) and Finance (December 2010) and the Contact Centre within Corporate Services (November 2010).
- 2.15 The Departments of Children and Families and City Development are currently scoping out CSE activities and will begin their programmes in 2011. If this work is prioritised and progressed as planned, the Council will meet the December 2012 target.
- 2.16 The Council Management Team is considering how the CSE programme will be led and supported across the departments yet to achieve accreditation. Staff in areas already accredited have built up expertise on the CSE standard as well

as effective relationships with the assessors which could usefully be shared across all services.

Looking After Edinburgh

2.17 In 'Looking after Edinburgh', the Council plays several roles. It acts as an advocate seeking to lever additional benefit for Edinburgh through partnerships; it acts as custodian, seeking to protect and enhance Edinburgh's heritage and environment, and it develops and maintains the city's physical, economic and social infrastructure. It also acts as a conduit through which development proposals pass from concept to reality. A range of performance indicators have been drawn together to reflect these roles and to gauge the Council's progress in achieving excellence in this regard.

2.18 Having a 'good quality infrastructure & environment' involves a value chain of actions by the Council. Overall performance is strong, with targets being achieved for most of the indicators:

- the % of non householder planning applications dealt with on time has improved from 50.1% in 2007/08 to 57.6% in 2009/10 and 60.1% for the first half of 2010/11;
- the % of householder planning applications dealt with on time is also improving – 88.4% were dealt with within 2 months in 2009/10 and this has improved to 92.85% in September 2010;
- the consistency of planning policy; as tested through appeals, is improving;
- as expected, processing times for building warrant reports has deteriorated from 92% in 2009/10 to 83.5% by the end of October 2010 owing to an increasing number of applications recently and fewer staff;
- the Council has generated £369.4m of inward investment and physical development to date and is on track to achieve the £600m target by March 2012;
- the most recent asset condition survey highlights how well the Council is maintaining its own building assets - 97.7% of our buildings are now in "satisfactory or good condition" compared to 95% in the last survey;
- the % of Council houses meeting SHQS has improved from 28.4% in 2008/09 to 53% in 2009/10; and
- the % of roads which have to be considered for maintenance has improved from 49% in 2006/07 to 33% in 2009/10.

2.19 The importance of having a 'good quality natural environment' is also recognised by the Achieving Excellence programme. Council carbon emissions are reducing, recycling rates are increasing, and the proportion of parks and green spaces meeting minimum standards is increasing but further significant effort will be required to meet the targets set for 2012 across all indicators.

2.20 The Achieving Excellence Project Team identified that there was limited monitoring of the Council's image and reputation and the effectiveness of communications. The following indicators were developed and highlight that:

- with the exception of the recent period of severe weather, Outlook distribution has improved and 84% of residents surveyed feel they are better informed from reading it;
- the number of people participating in the Council's budget consultation programme has increased from 837 in 2009/10 to more than 2000 in the most recent round;
- the number of unique visitors to the Council's website has increased from 2.2 million in 2007/08 to nearly 3 million in 2009/10; and
- the number of Council followers on Twitter has increased from 1691 in 2009/10 to 4088 in December 2010.

2.21 A wide range of additional measures are monitored, on a six monthly basis, through the Edinburgh Partnership Single Outcome Agreement, that can also be used to gauge progress against the 'Looking After Edinburgh' theme. For example, these additional measures range from the cleanliness of the city to the prevention of homelessness.

Becoming a Top Performing Council

2.22 Many of the Council's services already perform well, but for Edinburgh to be recognised as a 'top performing Council' five key objectives were identified where excellent performance is necessary. These are:

- Excellent reputation for financial management;
- Excellent inspection results;
- Excellent Statutory Performance Indicator (SPI) results;
- Excellent educational attainment results; and
- Excellent workforce results.

2.23 The Council continues to build upon the improvements in financial management, apparent in recent years.

2.24 The 2009/10 revenue budget showed an overall underspend of £3.9 million, with all departments within budget for the first time since the Council's formation. This position was achieved at the same time as an on-going phased replenishment of reserves to levels consistent with the degree of risk faced. The Council's progress in these and other related areas such as treasury management and procurement furthermore led to its winning the 2010 Government Business Award for Financial Performance. Looking forward, however, it is estimated that a further £90 million of savings will require to be delivered over the next three years and the revenue budget agreed by the Council will deliver on the first two full years of these savings. This is a significant challenge given that the Council has already achieved savings of £90m over the past 4 years.

- 2.25 The Council is subject to a wide range of ongoing external audits and inspections. These inspections provide an objective and impartial assessment of the Council's performance in key service and policy areas. It is important to corporately track the Council's improvement through these inspections and ensure that results are reported and improvement plans are delivered in relevant areas on a timely basis. The Council is developing arrangements to corporately track the results of the wide range of inspections of establishments. The results will be available for the next progress report in May/June 2011.
- 2.26 Achieving Excellence also corporately tracks the Council's progress through thematic inspections. It was previously reported that the Child Protection re-inspection took place in October 2009 and the Council achieved "satisfactory" ratings in all categories. The SWIA follow up report on Social Work Services, published in December 2009, recognised there had been improvement against all 17 recommendations in the first report, with substantial improvement evident in three areas.
- 2.27 In addition, the Scottish Housing Regulator (SHR) inspected the Council's Housing Service between December 2009 and June 2010. The results were "A" (Excellent) for Housing Management and "B" (Good) for Asset Management and Repairs. When combined with the "A" grade for Homelessness which the Council had already achieved, this amounts to "AAB" and this is the best Council housing inspection result in Scotland.
- 2.28 In September 2010 SWIA published the results of an inspection of social work services in HMP Edinburgh. SWIA identified a number of strengths in the prison-based social work service. SWIA identified six areas for improvement.
- 2.29 The reports from HMIE on Educational Psychology and Audit Scotland's risk assessment report on Housing/Council Tax Benefits were both disappointing. However, the Improvement Plan covering the Housing and Council Tax Benefits service, reported to the Council Audit Committee in November, indicates that a number of the recommended improvements are now in place. Furthermore, the autumn 2010 re-inspection of Education Psychology highlighted that the service had improved significantly since the initial inspection.
- 2.30 Comparative SPI data for 2009/10 for *all* councils will not be available until later in 2011. However, as reported to Committee in September 2010, performance continues to compare favourably with other *peer group* councils. Further improvement is required across a range of indicators for Edinburgh to become a top performing council.
- 2.31 Educational attainment results for 2009/10 have recently become available and highlight that the four National Priority indicators measuring attainment by the end of S6 have shown continual improvement over the three year period. Two were in line with the national average with one above and one below. Objective *xi* in Appendix 1 provides further analysis.
- 2.32 The value of an excellent workforce is recognised in the Achieving Excellence programme. A selection of indicators are used which broadly demonstrate that the Council is a good employer and can attract and retain good staff.

- 2.33 The Council is already accredited with the liP Standard and is working towards liP 'Silver' status in 2011. It was also awarded 'Silver' Healthy Working Lives status in March 2010 and will begin preparations for 'Gold' status accreditation in due course for the assessment in April 2013. The Council also plans to submit an application to the Sunday Times Best Public Sector Employer ranking in 2011. The Council recently received a commendation for Workforce Training from the 2010 Government Business Awards in recognition of the quality of the Council's management development programmes.
- 2.34 The benefits of external recognition through awards success is recognised as an important component of Achieving Excellence, especially in relation to reputation and staff morale. A report outlining corporate arrangements to strengthen the current process and success rate for external awards is being prepared.

Programme Communications

- 2.35 It is important that senior managers understand and support phase II of Achieving Excellence and its continued relevance to the Council.
- 2.36 To achieve this buy-in, a programme of bi-monthly briefings is being developed which will track progress on key indicators and update managers on key projects at specific points. This will be supported by information available on the Orb.
- 2.37 In broader communications with staff, specific programmes such as liP will be set within the context of Achieving Excellence to build general awareness of the programme, and in particular the Council's core values, among the wider audience.

Ongoing Development of the Programme

- 2.38 The Achieving Excellence programme has evolved considerably since its introduction in 2008. It will continue to be updated on an ongoing basis to reflect identified improvement areas, activities and performance measures.
- 2.39 It is expected that significant improvement activities identified by regular corporate evaluation will be added to the Achieving Excellence Improvement Programme. The corporate self evaluation is currently being refreshed and is likely to be reported to Council Management Team in March 2011.
- 2.40 Audit Scotland is about to refresh the shared risk assessment (SRA) of the Council undertaken earlier this year in order to roll forward the three year scrutiny plan (Assurance and Improvement Plan - AIP) for Edinburgh. The findings could also be used to inform future Achieving Excellence improvement action.
- 2.41 An Achieving Excellence Annual Progress Report, highlighting progress made during 2010/11, will be reported in May/June 2011 and will highlight any additions to the programme.

Wards affected	All
Single Outcome Agreement	All
Background Papers	<p>‘Achieving Excellence Progress Report’, Policy and Strategy Committee, 3 August 2010.</p> <p>‘Achieving Excellence – Implementation Arrangements’, Policy and Strategy Committee, September 2008.</p> <p>‘Strategic Direction of the Council 2011/12: Achieving Excellence’, Policy and Strategy Committee, June 2008.</p>

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1. Putting customers first

i. High levels of satisfaction with the city

Customer satisfaction with the way the Council manages the city is falling (from 56% in 2007 to 40% in 2008 and 35% in 2009) and this is in stark contrast to high and rising satisfaction with most Council services (as shown under objective iii below). There is strong evidence that both the Tram Project and public perception on the Council's ability to deliver 'value for money' remain significant challenges. However, regardless of the cause, this needed to be addressed. The need for an effective communications strategy was identified. The Director of Corporate Services has been leading on this work. It is anticipated that a report on reputation management will be considered by Council Management Team in early 2011.

The recent budget consultation exercise is also of critical importance in this context and an ambitious programme was delivered during September and October 2010. The public were asked to look at local expenditure issues and the wider implications of reduced budgets for the city. More than 2,000 people or organisations, representing a broad cross section of the city, have offered views on the financial pressures facing the Council or the city. For further information on the consultation visit -

http://www.edinburgh.gov.uk/downloads/download/1065/budget_engagement_report

The effective management of customer contact with and within the Council is also important. This begins with good information about Council services and managing customer expectations, through to customer care standards, staff training, an effective complaints system and an effective performance management system for contact.

Satisfaction with the service provided by the Contact Centre is currently running at 90%. The majority of customer demand for services comes via SfC, the Contact Centre and Revenues and Benefits and all of these service areas have been successful in achieving CSE accreditation.

An in house solution to log and manage customer contact has been developed. It is used across the entire Contact Centre operation, it supports FOI and complaint officers across the Council and is now being rolled out across SfC enabling a single view of the customer. It should be noted that this is an interim solution and consideration needs to be given to investment in CRM to realise meaningful channel shift and true self service.

The recent deployment of the *Solidus* telephony system has provided customers better access to information and services, and allowed the Contact Centre to respond to situations of increased demand or severe weather by providing customers with information on messages or through the use of menu choices.

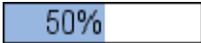
The further development of the Contact Centre, starting with the introduction of more Health and Social Care services in an expansion of the successful Social Care Direct model, but also including a number of other telephone based and helpdesk functions was approved by CMT in a report entitled '5 Ps Programme - Business Process Reviews' on the 14th October.

Customer Services has, in conjunction with the SPSO and the Corporate Complaints Action Group, also been leading on the introduction a new simplified two stage complaints process.

The Council also launched its new website on 15 September 2010 on a more reliable platform and with a more usable and accessible interface. The site was designed to deliver more customer-focussed content and an improved customer experience. The new website will

allow customers to find information and do business with the Council online more easily through the use of online forms, a new payments interface and location-based content such as the 'In Your Area' search for services by postcode. Further improvements are planned to increase the transactional capabilities of the website and encourage channel shift to the web where appropriate.

Performance Indicator	2007/08	2008/09	2009/10	Current Target	Status	Long Term Trend	Longer Term Target	Note
	Value	Value	Value					
SFCCR01ae Satisfaction with the way the Council manages the city	56%	40%	35%		?	↓	50% by March 2012	Survey is currently being conducted and full results will be reported in spring 2011.
SFCCR10ae Satisfaction with the city as a place to live	86%	86%	92%		?	↑	94% by March 2012	Survey is currently being conducted and full results will be reported in spring 2011.

Supporting Initiative	Progress Bar	Due Date	Status Icon	Managed By	Assigned To	Progress note
Develop communications strategy		31 Dec 2010		Jim Inch; Mark Turley	David Jack; Isabell Reid	The Council is in the process of updating a Communications Strategy. The new strategy, 'Moving Forward', and its associated action plan is currently being developed. A report on reputation management should be considered by the CMT in early 2011.
Develop contact strategy		TBC		Jim Inch		See update above.

ii. High levels of satisfaction with neighbourhoods

Edinburgh residents are more satisfied with their neighbourhoods (92% in 2009, compared to 86% in 2007) and more satisfied with the way the Council is managing their neighbourhood (81% in 2009, up from 63% in 2007). These improvements in satisfaction are also reflected in relation to individual services, for example levels of satisfaction with street cleaning have increased from 67% in 2007 to 84% in 2009 and with how the Council deals with neighbourhood disputes from 59% (2007) to 92% (2009). The average % of residents stating that they can influence decisions that affect their neighbourhood nationally is around 33%. The results in Edinburgh indicate a higher than average perception of being able to influence decisions (average 43% city wide), however there are also a number of activities underway which will help to further enhance this. As part of a process of continuous development, Neighbourhood Partnerships have been implementing measures designed to improve their effectiveness in providing a focus for involving local people, and planning and delivering activities at a local level. These actions have been wide ranging, with each Neighbourhood Partnership adopting an approach tailored to their local priorities and circumstances. Examples include the introduction of thematic meetings and improvements to structures to encourage greater community participation and relevance to local outcomes, improved performance management measures and activities designed to encourage a shared ownership of local priorities and joint solutions.

Performance Indicator	2007/08	2008/09	2009/10	Current Target	Status	Long Term Trend	Longer Term Target	Note
	Value	Value	Value					
SFCCR02ae Satisfaction with the local neighbourhood as a place to live.	86%	86%	92%	94%			94% by March 2012. 95% by 2015	Survey is currently being conducted and full results will be reported in spring 2011.
SFCCR03ae Satisfaction with the way the Council manages neighbourhoods	63%	67%	81%				85% by March 2012	Survey is currently being conducted and full results will be reported in spring 2011.

Supporting Initiative	Progress Bar	Due Date	Status Icon	Managed By	Assigned To	Progress note
Develop Action Plans to improve public satisfaction in lowest scoring neighbourhoods		31 Jan 2011		Mark Turley	Mike Avery; Susan Bruce; Natalie Hoy; Jim Hunter; Mike Penny; Peter Strong	Improvements are being addressed through Neighbourhood Partnerships and their subgroups. For instance, the North Neighbourhood conducted workshops involving partners, local residents and other interested parties to discuss customer satisfaction findings and areas for improvement with a report to P+S Committee 3rd August 2010 outlining actions being taken to improve performance across Leith, Inverleith + Forth NPs. Further improvements include the neighbourhood office now opened in Leith + responsibility transferred to City Centre to equalise spread of responsibility across 6 neighbourhoods + allow more time for managers to concentrate on these NP areas. Pentlands NP have identified key areas for improvement and have developed an action plan to address these issues. A number of further actions are in place across all NPs to improve customer satisfaction, included community engagement plans, an NP development programme and developing improved communications strategies.

iii. High levels of customer satisfaction with Council services

A wide range of customer satisfaction measures with Council services are monitored. The results highlight:

- o satisfaction with "Clean, Green & Safe" services is improving across all indicators;
- o satisfaction (of people expressing an opinion) with nursery, primary and secondary schools is good and improving; and

o satisfaction with Care at Home and Home Care services is high and improving. The data is drawn from the Edinburgh People's Survey which is currently being carried out. Results from the most recent survey will be available in spring 2011.

With regard to satisfaction with schools and nurseries, some challenging targets have been set to be reached in 2012 which relate to data from the 2011 survey. A number of activities are ongoing in order to increase awareness and satisfaction - the Children and Families Department is working alongside schools and nurseries to improve in areas such as attainment and achievement, ethos, partnership working with neighbourhoods, engagement with the community including work to improve community access to schools.

Performance Indicator	2007/08	2008/09	2009/10	Current Target	Status	Long Term Trend	Longer Term Target	Note
	Value	Value	Value					
Satisfaction with 'Clean, Green & Safe' services								
SfCCR17ae Protective Services - % of satisfaction with how antisocial behaviour issues are dealt with in neighbourhoods	53%	60%	75%	61%				As part of the SFC Customer Service Excellence programme, robust customer satisfaction targets are being developed for 2011/12 and these will be finalised shortly. Survey is currently being conducted and full results will be reported in spring 2011.
SfCCR18ae Road & Lighting - % of customers satisfied with roads and pavements works	51%	55.5%	64.5%	56%				As above.
SfCCR19ae Road & Lighting - % of satisfaction with the quality of street lighting in local neighbourhoods	84%	84%	87%	85%				As above.
SfCCR20ae Waste Management - % satisfaction with street cleaning	67%	70%	84%	71%				As above.
SfCCR21ae Waste Management - % satisfaction with the quality of the refuse collection service	83%	83%	87%	84%				As above.
SFCCPCMR502 Satisfaction in neighbourhoods in dealing with vandalism and graffiti	56%	65%	83%	58%			61% by March 2012	As above.
SFCCR07ae Satisfaction with recycling	64%	74%	80%				March 2012 target = 80%	As above.
SFCCR08ae Overall citywide satisfaction with parks and green spaces	71%	70%	78%				March 2012 target = 80%	As above.
Satisfaction with contact with the Council								
SFCCR11ae Satisfaction with contact with the Council - staff are polite (ERS)			58%				March 2012 target = 63%	Survey is currently being conducted and full results will be reported in spring 2011.

Performance Indicator	2007/08	2008/09	2009/10	Current Target	Status	Long Term Trend	Longer Term Target	Note
	Value	Value	Value					
SFCCR12ae Satisfaction with contact with the Council - staff are friendly (ERS)			58%				March 2012 target = 63%	Survey is currently being conducted and full results will be reported in spring 2011.
SFCCR13ae Satisfaction that the Council puts its customers first (ERS)		28%	25%	30%			March 2012 target = 30%	Survey is currently being conducted and full results will be reported in spring 2011.
SFCCR14ae Satisfaction with contact with the Council - staff are polite (ANS)		94%	98%				March 2012 target = 92%	Survey is currently being conducted and full results will be reported in spring 2011.
SFCCR15ae Satisfaction with contact with the Council - staff are friendly (ANS)		94%	98%				March 2012 target = 92%	Survey is currently being conducted and full results will be reported in spring 2011.
SFCCR16ae Satisfaction with information about how to make a complaint (ANS)			74%				March 2012 target = 80%	Survey is currently being conducted and full results will be reported in spring 2011.
WEB NO15LO33PI02 % of residents felt that they were well treated during their most recent contact with the Council	81%	84%	84%	80%			Direction of travel target - increase	The latest figure relates to the Spring 2010 survey and shows a slight increase from the Autumn 2009 survey where 83% of respondents stated that they have been well treated. This figure is still above target.
WEB NO15LO33PI03 % of residents felt that their issue was resolved during their most recent contact with the Council	63%	61%	71%	66%			Direction of travel target - increase.	The latest figures relate to the Spring 2010 survey. This figure shows a considerable increase in the number of people who 'felt that their issue was resolved' in comparison to the Spring 2009 survey (61%). It is also an improvement from the Autumn 2009 survey where 68% of respondents felt their issue was resolved.
Satisfaction with schools' services								
% of respondents who are satisfied or very satisfied with nurseries	62%	82%	88%				93% by March 2012	Performance has shown continual improvement from 62% in the 2007 survey to 88% in the 2009 survey. An interim target of 91% has been set to be reached for the survey being carried out in 2010.
% of respondents who are satisfied or very satisfied with Primary schools	73%	85%	90%				95% by March 2012	Performance has shown continual improvement from 73% in the 2007 survey to 90% in the 2009 survey. An interim target of 93% has been set to be reached for the survey being carried out in 2010.
% of respondents who are satisfied or very satisfied with Secondary schools	65%	80%	87%				92% by March 2012	Performance has shown continual improvement from 65% in the 2007 survey to 87% in the 2009 survey. An interim target of

Performance Indicator	2007/08	2008/09	2009/10	Current Target	Status	Long Term Trend	Longer Term Target	Note
	Value	Value	Value					
								90% has been set to be reached for the survey being carried out in 2010.
Satisfaction with Health & Social Care services								
HSCCR01ae Domiciliary care - Council services		93.1%	94.4%	93%			95% by March 2012.	Over this period, the views of 399 services users were sought and the response rate was 40%. Some caution is needed in interpreting the changes in expressed satisfaction: the error level with this response rate is 7%, which means that the level of satisfaction among all services users is likely to lie 7% either side of the survey value.
HSCCR02ae Domiciliary care - purchased services		88.4%	95.3%	93%			95% by March 2012.	Over this period, the views of 400 services users were sought and the response rate was 42%. Staff in the Contracts Team work closely with service providers to discuss the results of surveys and to identify specific improvement actions. More recent survey results suggest an increase in satisfaction levels, but some caution is needed in interpreting the changes: the error level with this response rate is 7%, which means that the level of satisfaction among all services users is likely to lie 7% either side of the survey value.

Excellent progress is being made towards the Customer Service Excellence (CSE) accreditation of 60% of Council services by the end of 2012. Approximately 40% of Council services are currently accredited. This includes the full accreditation of the departments of Services for Communities (October 2010) and Finance (December 2010) and the Contact Centre (October 2010). The Departments of Children and Families and City Development are currently scoping out CSE activities and will begin these programmes in 2011. If this work is prioritised and progressed as planned, the Council will meet the December 2012 target. The Council Management Team should consider how the CSE programme will be supported across the departments yet to achieve accreditation. Staff in areas already accredited have built up expertise on the CSE standard as well as effective relationships with the assessors which could usefully be shared out across all services.

iv. External accreditation

Performance Indicator	2007/08	2008/09	2009/10	Current	Status	Long Term	Longer Term	Note
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	Value	Value	Value				
CECCRae4i % of Council services accredited with Customer Services Excellence (CSE)	N/A	N/A	N/A				60% by December 2012 40% of Council services were CSE accredited at December 2010.

Supporting Initiative	Progress Bar	Due Date	Status Icon	Managed By	Assigned To	Progress note
Achieve CSE accreditation across Children and Families		31 Mar 2012		Gillian Tee	Nancy Henderson	The project is currently being scoped out within the Department with a view to reporting to Departmental Senior Management in early 22011. More detailed planning will follow with a view to roll-out being completed by the end of March 2012.
Achieve CSE accreditation across City Development		31 Dec 2011		Dave Anderson	Mary Clarke	The project is currently being scoped, with a view to undertaking a pilot in the Planning Service. More detailed planning will follow with a view to roll-out being completed during 2011.
Achieve CSE accreditation across Corporate Services		31 Dec 2012		Jim Inch	Bill O'Fee	The department has opted to achieve CSE accreditation for some services. The Contact Centre achieved CSE accreditation in October 2010.
Achieve CSE accreditation across Finance		31 Dec 2010		Donald McGougan	Clare Scott	The Finance Dept gained full CSE accreditation in December 2010.
Achieve CSE accreditation across Health & Social Care		31 Dec 2011		Peter Gabbitas	Chris Lumb	Achieving CSE for some areas of H&SC was being scoped out within the Department with a view to making recommendations late this year. However, the department is now progressing an organisational review which will potentially change how services are grouped and which will be implemented in April 2011. More detailed planning will follow the review and partial roll out will not commence before April 2011.
Achieve CSE accreditation across SFC		15 Oct 2010		Mark Turley	Sarah Mackenzie	Services for Communities gained full Customer Service Excellence accreditation in October 2010.

2. Looking after Edinburgh

v. Good quality infrastructure and environment

In looking after Edinburgh, the Council plays several roles. It acts as an advocate seeking to lever additional benefit for Edinburgh through partnerships; it acts as custodian, seeking to protect and enhance Edinburgh's heritage, or develop and maintain the city's physical, economic and social infrastructure. It also acts as a conduit through which development proposals pass from concept to reality. Ensuring good quality infrastructure & environment involves a value chain of actions by the Council. The Council has continued to support the demand side of development in the city through its support for inward investment and physical development, bringing in **£369.4M** to the city.

The Council then supports this through the continually improving performance in the expedient processing of planning applications, whilst ensuring that this happens within a robust planning policy framework, which is regularly tested through planning appeals. As development moves onto the ground the Council has continued to process building warrant reports to timescales that allow development to flow through the construction phase easily.

The Council remains a prominent property owner in the city, through its operational buildings. These have to be maintained and building condition surveys indicate that **97.7%** of the Council buildings are in "satisfactory or good condition".

The percentage of roads which have to be considered for maintenance has decreased from 49% in 2006/07 to 34% in 2008/09 and 33% in 2009/10, and was found to be the most improved Council in Scotland for roads in worst category in the National Survey. In September 2010 the Council was a winner in the Association of Public Service Excellence, APSE, awards for Best Efficiency for the "Right First Time" gully cleaning service improvement project. The Council's Local Roads programme, where the Capital budget is top-sliced to provide finance solely for Local Roads, has resulted in a further 74 local residential roads being resurfaced in 2010, with 97% customer satisfaction from post-contract feedback. Interdepartmental collaboration has ensured that Capital Roads budget has contributed to and been allocated against significant Public Realm projects like Usher Hall, Chambers St and Tram-related infrastructure improvements, to additionally enhance the built environment.

Performance Indicator	2007/08	2008/09	2009/10	Current Target	Status	Long Term Trend	Longer Term Target	Note
	Value	Value	Value					
% of Council buildings which are judged to be in satisfactory or good condition based on the asset condition survey	N/A	N/A	95%	90%			90% by March 2012	Building Condition Surveys indicate that 97.7% of our buildings are currently in "satisfactory or good condition". This figure has been calculated, as per the Audit Scotland returns, as those buildings (not establishments) that have been graded as being in "A" or "B" condition, and is expressed as a percentage based upon the Gross Internal Areas of those buildings.

Performance Indicator	2007/08	2008/09	2009/10	Current Target	Status	Long Term Trend	Longer Term Target	Note
	Value	Value	Value					
% of non-householder planning applications dealt with within 2 months	50.1%	54.6%	57.6%	60%			Target to 2012 is 65%	
% of householder planning applications dealt with within 2 months	91.4%	85.2%	88.4%	90%			90% by March 2012	September was the fourth month in a row to have exceeded the 90% target. Casework performance management is working well.
Inward investment and Physical Development Support: £600M by 2012			£282,000,000.00				£600M by 2012	The Council has brought in £369.4m to the city up to the end of September 2010.
Successful appeals as a % planning determinations	0.64%	0.9%	0.7%	1%			Less than 1% by March 2012	
Successful appeals as a % of all appeals	33.3%	30.9%		35%			Less than 30% by March 2012	Of the 108 applications that went to appeal, only 33 applications were successful and received approval at appeal. This improvement in performance follows a trend which has seen the number of successful appeals drop from 38.20% in 2004/2005 to the current level.
Building warrant process - % of reports for a Building warrant application issued within 15 days			92%	80%			80% by 2012	Performance to the end of October 2010 was 83.5%. This reduction from 92% at the end of the 2009/10 financial year was anticipated. The number of staff in this area has reduced and the number of applications has increased as the Edinburgh economy emerges from the recession.
% of Council houses meeting SHQS	N/A	28.4%	53%	28.5%			86% by March 2012	The Council has an approved Housing Revenue Account Business Plan which includes the resources required to deliver the Scottish Housing Quality Standard (SHQS) by 2015/16. Homes built through our 21st Century Homes programme will be designed according to the Edinburgh Standards for Sustainable Building. Work is ongoing to raise awareness of energy efficiency measures and initiatives amongst all householders.
RL1: Overall percentage of road network that should be considered for maintenance treatment	40%	34%	33%	40%			Continual improvement	This is now a 2yr average indicator and continual improvement has been maintained.

vi. Good quality natural environment

The key to establishing a sustainable way forward in the longer term is heavily dependent upon finding an effective waste disposal solution for the city. The Zero Waste Project has been set up by City of Edinburgh and Midlothian Councils to deliver a contract with the private sector to treat this residual waste. This project will enable the City of Edinburgh to meet the targets set out in the Scottish Government's recently launched Zero Waste Plan. A site suitable for such a facility has been purchased jointly by the two authorities and a planning application will be submitted in the coming months. Preparation for the procurement of the facility is well advanced.

Thirteen parks secured **the Green Flag Award** in 2010 (eight new flags as well as retaining the five existing ones). The successful sites are: Braidburn Valley Park, Burdiehouse Burn Valley Park, Corstorphine Hill, Craigmillar Castle Park, Easter Craiglockhart Hill, Figgate Burn Park, Harrison Park, Hopetoun Crescent Gardens, Inverleith Park, London Road Gardens, Pentland Hills Regional Park, Portobello Community Garden and Station Road Park.

In addition, the Friends of Corstorphine Hill became the first group in Scotland to achieve a Green Pennant in 2009, for Corstorphine Walled Garden and this was successfully retained in 2010. This award recognises high quality sites that are managed by voluntary or community groups.

Edinburgh won the "Best City" Trophy and a Silver Gilt medal at the 2010 Beautiful Scotland awards. The judges commented that "Edinburgh meets the challenge of its enormous visitor numbers with a blend of determination and innovation. High standards of perennial horticultural display make the city an example of varied and sustainable planting. The city should pride itself on its Green Flag and Eco-schools successes, as well as its other fine eco educational programmes and initiatives".

Following the success of its first Allotment Strategy, a second Edinburgh Allotment Strategy was launched in 2010. The principal aim of this strategy is to increase the number of plots available to Edinburgh residents and seek to reduce the allotment plot waiting list, which presently stands at nearly 2500 individuals.

Performance Indicator	2007/08	2008/09	2009/10	Current Target	Status	Long Term Trend	Longer Term Target	Note
	Value	Value	Value					
Carbon emissions – tonnes of CO2	218,027	214,836		187,073			Reduce to 160,837 tonnes by 2013	The latest available data is for 2008/09 and demonstrates that the number of carbon emissions decreased from 2007/08 levels. The emission conversion factors (DEFRA) has changed over the reporting period examined above (original data for 2007/08 was 163,932 - the alteration accounts for the apparent increase in CO2 emissions). A review to re-evaluate building energy data is ongoing.
% of monitoring sites in compliance with national air quality standards for NOx and particulates				57%			100% by 2014	We continue to monitor local air quality across the city. Areas which exceed the EU objective for nitrogen dioxide continue to be found within our Air Quality Management Areas as well as some other parts of the city on main traffic routes. We intend to consult on the possibility of introducing a Low Emission Zone for the city which would

Performance Indicator	2007/08	2008/09	2009/10	Current Target	Status	Long Term Trend	Longer Term Target	Note
	Value	Value	Value					
								restrict access of certain higher emission vehicles to a defined area. A progress report will be produced in February 2011 giving further details of air quality monitoring in the city.
% Parks and Greenspaces meeting minimum parks standard - Citywide		56%	61%	70%			75% by March 2012.	
% of municipal waste collected by the authority during the year that was recycled or composted	27%	30%	31.4%	32.65%			49% by 2013/14	The Council's Waste Strategy sets the objective of recycling at least 50% of the waste by 2013. This also supports the introduction of an expansion of kerbside recycling to include plastic bottles, the introduction of a food waste pilot in spring 2011, and ongoing efforts to expand recycling opportunities to householders living in flats.

vii. Positive image and reputation

Outlook distribution and the % of residents who feel better informed from reading Outlook have improved but further effort is required to achieve 2007/08 distribution rates. The number of unique visitors to the Council's website is increasing as are the number of Council followers on Twitter.

Performance Indicator	2007/08	2008/09	2009/10	Current Target	Status	Long Term Trend	Longer Term Target	Note
	Value	Value	Value					
Prevalence of Council key messages in media	N/A	N/A	61%				65% by March 2012	
% of residents who feel better informed from reading Outlook	N/A	55%	84%	85%			70% by March 2012	Dramatic increase following local editions launch in 2009. Led to being shortlisted in top four UK Council publications Oct 2010.
% of Outlook successfully distributed	85%	60%	75%	80%			80% by March 2012	Major effort to restore pre editions distribution rate, problem caused by Royal Mail postcode sectors not matching wards and neighbourhood boundaries.
The number of people participating in the Council budget consultation programme	N/A	N/A	837					An ambitious programme was delivered during September and October 2010. The public were asked to look at local expenditure issues and the wider implications of reduced budgets for the city. More than 2,000 people

Performance Indicator	2007/08	2008/09	2009/10	Current Target	Status	Long Term Trend	Longer Term Target	Note
	Value	Value	Value					
								or organisations, representing a broad cross section of the city, have offered views on the financial pressures facing the Council or the city.
The number of unique visitors to the Council's website	2,215,701	2,187,621	2,972,240		?	↑		We are currently developing a plan of future developments for the Council website with the aim of improving our online services and increasing customer uptake. A major task in this work will be the development of a communications plan to market these online services and this will be one method of increasing our web traffic. We will carry out site improvements in business and usability which will lead to an increase in traffic.
The number of followers on Twitter			1,691		?	?	10% increase by March 2012. To be reviewed.	The Council has seen a significant spike in the number of followers during late November/early December owing to the adverse weather conditions. The number of followers is currently in excess of 4000.
Residents believe that the Festivals make Edinburgh a better place to live	72%	75%	76%		?	?	78% by March 2012.	
Attendances at ticketed and non-ticketed CEC grant funded festivals throughout the year	4.3	4	4.1	4.1	✓	↓	4.5m by March 2012.	Ticketed attendances are increasing on an annual basis. There has been a reduction in non-ticketed free events due to the economic climate. In addition, certain events have had to move to a less central new location due to ongoing Tram works, which has further reduced numbers.

3. Becoming a top performing Council

ix. Excellent inspection results

The Council is subject to a wide range of ongoing external audits and inspections. These inspections provide an objective and impartial assessment of the Council's performance in key service and policy areas. It is important to corporately track the Council's improvement through these inspections and ensure that results are reported and improvement plans are delivered in relevant areas on a timely basis. A high level analysis is provided below.

Audit/ Inspection	Previous Inspection	Current Inspection	Assessment of progress
Whole service/ major inspections			
Inspection of Services to Protect Children (HMIE)	 (2008)	 (2010)	The 2010 report recognises that the City of Edinburgh has significantly improved child protection services, and highlights a number of key strengths that are making a difference to children and families across the city. The report acknowledges that staff working across services have a clear vision for children and young people, and want to improve the life chances for all children, especially those in need of protection from harm. However, Further progress is required in a number of key areas. The inspectors graded Edinburgh as 'Satisfactory' across six evaluation criteria. The full report is available on the HMIE website .
Social Work Services Performance Inspection (SWIA)	 (2008)	 (2009)	The Social Work Inspection Agency (SWIA) published its Performance Inspection Follow-up Report for the City of Edinburgh Council social work services in December 2009. The report acknowledges the efforts to progress the recommendations and actions, which were set out in SWIA's 2008 performance report, and in addition welcomed the strong commitment to service improvement. In the report, inspectors note that progress has been made against all 17 recommendations from their 2008 report, with substantial progress having been achieved in three areas: <ul style="list-style-type: none"> • adult protection • transitions • children and families performance information Further progress is required in a number of key areas. The full report SWIA can be viewed at http://www.swia.gov.uk/
Best Value (Audit Scotland)	 (2006)	-	The most recent Best Value Audit of the Council was carried out by Audit Scotland in 2006. The Council received an overwhelmingly positive review. The report highlighted many examples of good service and commended the Council's commitment to improvement. The Council is likely to be inspected again in 2011/12.
Scottish Housing Regulator	-	 (2010)	"A" (Excellent) for Homelessness (2005 Communities Scotland), "A" (Excellent) for Housing Management and "B" (Good) for Asset Management and Repairs (SHR 2010) – this is the best inspection result of all Scottish Councils.
Thematic/ part service inspections			
Educational Psychology (HMIE)	 (2009)	 (2010)	The report identified several service strengths. However, it also identified that the service should: through leadership at all levels and in partnership with key stakeholders, develop a clear direction for the service; plan for continuous improvement to allow the measurement of performance over time; develop challenge within the service to improve consistency of practice; and develop processes of self-evaluation with all staff to monitor performance and improve outcomes for children and young people. HMIE carried out a follow-through inspection visit in Sept - November 2010 and identified significant improvements.
Revenues and Council Tax – Audit Scotland		 (2010)	Risk assessment carried out by Audit Scotland. Report in May 2010 set out where improvements are required in improving quality, accuracy and security of the benefits service. An improvement plan is in place. A November 2010 report to the Audit Committee highlighted that a number of improvements have already been completed or are in hand.
Social work services in HMP Edinburgh (SWIA)			In September 2010 SWIA published the results of an inspection of social work services in HMP Edinburgh. SWIA identified that the prison-based social work service in HMP Edinburgh was delivering efficiently on the volume and timing of the tasks for which it was

		(2010)	responsible. SPS staff were positive about the service. In relation to its key processes, access to the service for prisoners and workload management within the team were satisfactory. They found effective joint working and information sharing between the team and its partners. They considered service planning to be sound. The team was well motivated and supported. There was a range of initiatives to include and consult staff. SWIA identified six areas for improvement. The full report SWIA can be viewed at http://www.swia.gov.uk/
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The Council is developing arrangements to corporately track the results of the wide range of inspections of establishments. The results will be available for the next progress report in May/June 2011.

viii. Excellent reputation for financial management

The Council continues to build upon the improvements in financial management apparent in recent years. The 2009/10 revenue budget showed an overall underspend of £3.9 million, with all Departments within budget for the first time since the Council's formation. This position was achieved at the same time as an on-going phased replenishment of reserves to levels consistent with the degree of risk faced. Furthermore, the Council's progress in these and other related areas such as treasury management and procurement led to it winning the 2010 Government Business Award for Financial Performance. Looking forward, however, it is estimated that a further £90 million of savings will require to be delivered over the next three years and work is well advanced to achieve these reductions.

Performance Indicator	2007/08	2008/09	2009/10	Current Target	Status	Long Term Trend	Longer Term Target	Note
	Value	Value	Value					
Council revenue projected outturn as a % of annual budget	100.2%	100%	99.7%	100%			100%	Revenue monitoring reports suggest that the Council is likely to achieve its budget for 2010/11.
Level of unallocated reserves as agreed by elected members	£1,800,000	£6,400,000	£9,024,428	See note			£12.8m by March 2012	The Council remains on target to increase the level of unallocated reserves to £12.8m by March 2012, or sooner if possible.
Progress towards identifying £90m savings for 2011-14	N/A	N/A	N/A				£90 million	The Council has now set its budget for 2011-14 and this includes significant progress towards the £90m in the first 2 years of that budget.

x. Excellent SPI results

Comparative SPI data for 2009/10 for all councils will not be available until later in 2011. However, we know from our own analysis that performance continues to compare favourably with other peer group councils. In 2009/10, 37% of our indicators were among the best of the peer group. Further improvement is required across a range of indicators for Edinburgh to become a top performing council.

Performance Indicator	2007/08	2008/09	2009/10	Current Target	Status	Long Term Trend	Longer Term Target	Note
	Value	Value	Value					

Performance Indicator	2007/08	2008/09	2009/10	Current Target	Status	Long Term Trend	Longer Term Target	Note
	Value	Value	Value					
CECKPRae12v % of SPIs in the upper quartile of all Scottish Councils	N/A	23%					50% by March 2012	2009/10 comparative data for all councils will not be available until later in 2011.

Given the wide range of indicators on attainment, it is difficult to summarise performance across the board, however, the vast majority of attainment indicators have achieved, or exceeded, the targets set for 2009/10. In the recently published Shared Risk Assessment of all of the Council's services undertaken by a group of all relevant inspectorates, attainment was summarised as follows: 'Aspects of educational attainment at Standard Grade and Intermediate are below national averages, while Higher and Advanced Higher levels attainment is above national levels'. The latest set of information shows an improvement in attainment at Standard Grade and Intermediate levels with all indicators in line with comparator authorities and only one indicator below national average. Performance in Higher and Advanced Higher remains above comparator and national averages. The four indicators reported here are National Priority indicators and are a three-year rolling average of attainment by the end of S6. All have shown continual improvement over the three year period. Two were in line with the national average with one above and one below. Three were in line with the HMIe comparator authorities' average and one was above.

xi. Excellent educational attainment results

Performance Indicator	2007/08	2008/09	2009/10	Current Target	Status	Long Term Trend	Longer Term Target	Note
	Value	Value	Value					
CF-1013-SO2-09 Increase % pupils achieving Level 3 in maths and English	91.3%	91.6%	92.4%	92%			93% by 2011/12	This data is a 3-year rolling average with the latest figure relating to the three-year average (07/08 - 09/10) of the percentage of the relevant S4 cohort achieving at least Level 3 in English and Maths by the end of S6. Performance in this indicator is in line with both the national average of 92.5% and the comparator authorities' average of 92.6%.
CF-1013-SO2-10 Increase % of pupils achieving 5+ awards at SCQF at Level 3 or above	89%	89.4%	90%	90%			91% by 2011/12	This data is a 3-year rolling average with the latest figure relating to the three-year average (07/08 - 09/10) of the percentage of the relevant S4 cohort achieving at least five awards at SCQF Level 3 or above by the end of S6. Performance in this indicator is below both the national average of 91.3% and the comparator authorities' average of 90.8%. Data for 2009/10 is pre-appeal.
CF-1013-SO2-11 Increase % of pupils achieving 5+ awards at SCQF at Level 4 or above	76.6%	77.3%	78.1%	77%			79% by 2011/12	This data is a 3-year rolling average with the latest figure relating to the three-year

Performance Indicator	2007/08	2008/09	2009/10	Current Target	Status	Long Term Trend	Longer Term Target	Note
	Value	Value	Value					
above								average (07/08 - 09/10) of the percentage of the relevant S4 cohort achieving at least five awards at SCQF Level 4 or above by the end of S6. Performance in this indicator is in line with both the national average of 78.7% and the comparator authorities' average of 77.3%. Data for 2009/10 is pre-appeal.
CF-1013-SO2-12 Increase % of pupils achieving 5+ awards at SCQF at Level 6 or above	21.8%	22.4%	23.5%	23%			23% by 2011/12	This data is a 3-year rolling average with the latest figure relating to the three-year average (07/08 - 09/10) of the percentage of the relevant S4 cohort achieving at least five awards at SCQF Level 6 or above by the end of S6. Performance in this indicator is better than both the national average of 20.7% and in line with the comparator authorities' average of 20.1%. 2009/10 data is pre-appeal.

The value of an excellent workforce is recognised in the Achieving Excellence programme. A selection of indicators are used which broadly demonstrate that the Council is a good employer that can attract and retain good staff.

The Council is already accredited with the IiP Standard and is working towards IiP 'Silver' status in 2011. In relation to IiP, the Council is currently being assessed on half the IiP Standard and half the 'Your Choice' element of the IiP framework. The Council will then be assessed against the remaining elements of the IiP Standard and 'Your Choice' framework in the autumn of 2011 and the combined results will confirm whether we meet the IiP Silver Status.

The Council was also awarded 'Silver' Healthy Working Lives status in March 2010 and will begin preparations for 'Gold' status accreditation in due course for the assessment in April 2013. The Council also plans to submit an application to the Sunday Times Best Public Sector Employer ranking in 2011.

The benefits of external recognition through awards success is recognised as an important component of Achieving Excellence, especially in relation to reputation and staff morale. A report outlining corporate arrangements to strengthen the current process and success rate for external awards is being prepared.

xii. Excellent workforce

Performance Indicator	2007/08	2008/09	2009/10	Current Target	Status	Long Term Trend	Longer Term Target	Note
	Value	Value	Value					
CECPRae12i Staff commitment and satisfaction multiplier (staff survey)		N/A	0.47				0.56 by March 2012	Data is drawn from the staff survey. The next scheduled survey is Autumn 2012. A means of driving improvement in this indicator is

Performance Indicator	2007/08	2008/09	2009/10	Current Target	Status	Long Term Trend	Longer Term Target	Note
	Value	Value	Value					
								through the delivery of People Plans which will be updated in 2011 with new actions.
CECPRae12ii Investors in People - Level of Accreditation		N/A	Standard	Standard			Silver by March 2012	
CECPRae12iii Healthy Working Lives - Level of Accreditation		Bronze	Silver	Silver			Gold during 2013	The Council achieved the Silver award on 2 March 2010. Gold assessment is likely to take place in April 2013.
CECPRae12iv Ranking in the Sunday Times 100 Best Public Sector Employers	N/A	N/A	N/A				Listed in ranking by March 2012	To date, the Council has not submitted an application to be ranked and the timetable generally starts in the summer each year. The work on IIP and People Plans will help with the application in 2011 and with the Council's potential ranking as a result.
CECPRae12v The number of national awards received by the Council		N/A	N/A				1 award by March 2012	A report was approved by CMT in January which outlines how to strengthen our current process / and success rate for external awards. A new corporate group will be formed to manage this objective and set appropriate targets.
CECPRae12vi The number of industry awards received by the Council		N/A	N/A				1 award by March 2012	As above

