



Performance Monitoring Report

for

Social Services & Housing Department

4th Quarter 2007/8

14th May, 2008

Portfolio holder:
Councillor Dale Birch



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time

Section One: Executive Summary

1. Performance Management

Indicators for the 4th Quarter indicate that we have completed the year largely on target and as before we have continued to pay close attention to specific PI's to ensure that performance is maintained or improved right up to the end of the year. Performance has been carefully monitored through the Department Management Team.

At this stage, we expect to improve a band on 4 of the 6 PIs we have targeted.

The notes from our Commission for Social Care Inspection meeting on 4th March prepared by the Commission stated of Bracknell Forest's Adult Social care indicators snapshot: 'Very good picture. High investment in time at several levels such as DMT meeting regularly to discuss the whole PI set. If any PI needs to be looked at this is addressed monthly. Meetings take place with all care group teams.'

2. Supporting People

Progress on implementing the action plan is on track. A new action plan for 2008/09 is being prepared.

The government has announced the Supporting People grant figures for the next three years. The award for Bracknell Forest has been reduced which will have implications for services when current contracts come to an end over the next two to three years.

3. Departmental Restructuring

Work on disaggregating the Resources Division between the two new departments has been completed. A new structure for Adult Social Care has been consulted on and is ready for implementation.

Therefore, a smooth transition to the new 3 department structure will be effected from the 1st April.

4. Budget Controls and Strategic Changes

The revenue monitoring report shows that the department expects to achieve a balanced budget position at the end of the year. See Details in Section 3 page 5.

5. Partnerships

Community Care

During this quarter, work has begun to develop an approach to commissioning substance misuse services across East Berkshire, with the establishment of a commissioning group, chaired by the Chief Officer – Adult Social Care. A workshop is planned in early April.

The 4th Quarter established interim host arrangements in relation to the Council's new responsibility to establish a Local Involvement Network (LINK). The host is Envolve (formerly Oxford & Area Consortium for Patient & Public Involvement in Health).

Tendering processes are underway to secure a permanent host by 30 September 2008.

Proposals for pooled funding with the PCT for the Community Response Service went to CMT and PCT Board at the end of the quarter.

Sustainable Communities

The last meeting of the Strategic Housing Partnership provided an opportunity for further consultation on the housing strategy. Members were also given an update on the Strategic Housing Land Availability Assessment (SHLAA) and the associated viability study. The SHLAA is a key document in the Local Development Framework planning process.

The Benefits Service has successfully completed the year end process which was more complicated this year because of the housing transfer. All benefit recipients should receive their correct benefit award in April following the rent and council tax changes.

During February and March consultation took place with stakeholders including private sector landlords concerning the Local Housing Allowance that will be introduced from the 7th April. This new form of benefit will be paid to Private Sector tenants who make a new claim following the commencement date.

Business Unit

Discussions with the Department of Work and Pensions (DWP) about moving forward with joint working had been put on hold by the DWP whilst they underwent a restructure. This is now complete, and we have met with them again, and look to take this forward in the 1st Quarter of 2008/09.

6. Commissioning Strategies

The timetable for approving commissioning strategies has been met with the Executive approving Mental Health and Learning Disabilities strategies in February and a strategy for people with Long Term Conditions in March.

7. Review of Fairer Charging Policy

Following approval by the Executive Member, proposals for changes to the Fairer Charging Policy are in the process of being consulted on. The consultation will be complete by the end of April with a report back to the Executive on the outcome, and a view to implementation from 1st July onwards.

Finally my Action Plan which was for November 2007 to March 2008 which was reported on to the last meeting of the Overview and Scrutiny Panel has now been completed in respect of all identified actions.

Ian Davey

Director of Social Services and Housing, Bracknell Forest Borough Council

Section Two: Progress against Service Plan

The Social Services & Housing Service Plan contains 44 detailed actions to be completed in support of the 12 Corporate Themes for 2007/08. Annex A provides information on progress against each of these detailed actions; overall 40 actions are anticipated to be achieved or already have been achieved (🟢), and 10 are not in line with expected target dates or were achieved later than anticipated (🔴).

For all past completion dates, activities have been completed on schedule for all green activities.

Section Three: Resources

Staffing

This quarter is an unusual one as nearly 200 employees transferred to Bracknell Forest Homes on 11th February 2008, approximately half way through the quarter.

Vacancy

When compared to the same quarter last year the vacancy rate shows a decrease of 0.12%. When compared with last quarter there is a decrease of 5.33% which could represent the loss of the housing staff.

Turnover

When compared to the same quarter last year the turnover rate has increased by 1.53%. For the complete year with a turnover rate of 12.28% we are below the authority as a whole and other authorities in the South East.

Sickness

The projected annual average per employee is higher than the same quarter last year. The number of days sickness, being higher than last quarter, includes 2 long term sickness absences cases.

Budget

See Annex C for more detailed information.

Revenue

The department is currently forecasting an underspend of £590k, as compared to the last quarter where it reported a balanced budget. The movement in outturn can be mainly attributed to the assumed receipt of income from the PCT in regard to the disputed costs of several service users. However it may be prudent at year end to make a contingency for this until the dispute has been settled. Other major changes have been a reduction in the level of Home Care service in the last quarter and the identification of £100k housing benefit recovery.

Capital

The department is currently projecting an overspend on Health & Safety/Fire Precautions (YH130) - however investigating possible miscodings within this cost centre may reduce the overspend.

Complaints

There were nine Stage One complaints in Quarter 4. Short term services received two complaints about Bridgewell, concerning a rehabilitation programme/goals & use of correct dressings.

In long term services, a complainant was very pleased that the Team Manager resolved her problem within a few days.

The CMHT complaint concerned a review plan and the complainant was satisfied with the response.

In Sustainable Communities, the issues were about the waiting list, an alleged breach of confidentiality and a poorly repaired leaking lavatory in the flat above. The lavatory was properly repaired and the damage made good; enquiries found no breach of confidentiality had taken place and the person requesting re-housing has accepted the explanations but was not happy about the length of the waiting list.

Complaints across Quarter 4 can be summarised as follows:

Stage	Number of complaints in the quarter	Specific commentary on complaints
1	9	These were as follows: 4 - Short Term Services 1 - Long Term Services 1 – CMHT 3 – Sustainable Communities
2	0	
3	0	
Ombudsman	0	

Compliments

Nineteen cards and letters of thanks were received. Of these, nine people specifically thanked Bridgewell for their kindness and care and five thanked Short Term Services for their input. The remaining five compliments went to long term services and this included letters of appreciation for the installation of a shower and for their support in placing someone in a nursing home. Another thanked the staff for their assistance in managing a difficult situation with regard to caring for her mother and there appreciation for the very efficient administration of a disabled person's car badge.

Learning from Complaints:

During this period, work was completed on the Stage Two and Stage Three investigations (one of each) that were reported in the last quarter. All of the recommendations from the Stage Three have been implemented to ensure better communications between different parts of the service. The Stage Two, which was around the care and support provided to a carer and his mother, has only recently been completed and the recommendations have yet to be implemented.

However, the key lessons are that it is important to recognise and address dissatisfaction as early as possible as this may prevent problems turning into formal complaints. Also, care managers need to ensure that carer's assessments are offered and provided in a timely manner; staff must keep up to date with changes to policies and procedures and that, even when it is difficult, there should be face to face communication with agreements and changes put in writing.

This feedback has passed on to the operational teams concerned.

Internal audit assurances

(Where internal audit carried out with limited or no assurance)

There were no Internal Audits carried out in Quarter 4 that had a limited or no assurance level of assurance.

Section Four: Forward Look

Budget

In the first quarter of the year 2008/09, the budget for Social Services & Housing will be moved to the successor departments as appropriate, and the finance team will be working on the details of that. We are confident that the budgets that the successor departments will be picking up are robust and sustainable, although there are some risk areas that will need to be monitored and managed.

Commission for Social Care Inspection (CSCI)

The meeting with CSCI and the department of Health Support Recovery Team took place as set out in last quarter's report. Overall, the meeting was very positive as we were able to demonstrate progress on all of the Commissioning Plans in accordance with the timetable that we set ourselves and agreed with both Department of Health and CSCI and the conclusion drawn by the Department of Health as in the notes of the meeting were as follows, "The Council has demonstrated its ability to accelerate improvement and maintain that momentum, being in a strong position to continue the trend during the forthcoming structural changes which will see Adults and Children's Services reunited under one Manager. Congratulations on your considerable efforts."

The first quarter of the new year is when the Self Assessment Survey (SAS) report has to be completed and back with CSCI by 30th May 2008. This is a detailed document analysing all of the department's performance and improvements during the proceeding 12 months. This will form the basis for discussion at the Annual Review Meeting which will take place in September.

The Performance Management team are also due to deliver their annual returns by 30 May.

We are on track to deliver the SAS and Annual Returns on time.

Sustainable Communities

Housing Benefit

The local Housing allowance is being introduced on April 7th which will be a major change for new benefit applicants in the private rented sector. Based on the liaison work carried out as part of this project, officers will continue to look for ways to encourage private sector landlords to let properties to people in receipt of benefits.

The benefits section will also work with colleagues to increase the take up of benefits particularly amongst elderly and vulnerable claimants.

Housing Strategy

A draft housing strategy will be prepared for approval by the council. The strategy will be sent out for consultation in the summer of 2008 and should be adopted by the Council in the autumn.

Choice Based Lettings

An officer and member steering group has been set up to discuss the policy framework for Choice Based Lettings which has to be introduced by 2010. Proposals for the new scheme will be passed to the executive to consider. The project will also involve obtaining new ITC systems for the Housing Options team to run the housing register and assist people in housing need.

Resources Division

The desegregation of the resources division into the successor departments took place on the 1st April. This was preceded by extensive communication between the new Chief Officers for Resources in the new departments and the staff moving to those departments, with several workshops welcoming incoming staff. The first quarter will see these new structures bed in.




Service Modernisation

Workers continued on the changes in the Home Support Team and people are in the process of being appointed to their new roles and arrangements are being made for all those who remain in the Residual Service to secure further employment. The development of a Social Firm to assist with employment opportunities has further developed and those involved are actively looking for contracts so that the firm can be established.

Transforming Social Care

Local Authority Circular entitled 'Transforming Social Care' has been sent out by the Department of Health with ambitious plans for personalisation and modernisation during the coming 3 years. This is accompanied by ringfenced budgets and detailed plans are being developed and we will be presented to the Corporate Management Team.

Annex A: Progress against detailed actions from Service Plan








Corporate Theme 1: Promote the sustainable development of Bracknell Forest Sustainable Community Strategy Priority 5 A town fit for the 21st Century		
Detailed delivery plan		By When
	Work with Strategic Housing Partnership to develop prioritised affordable housing projects based on Housing Market Assessment and revised Housing Strategy. Timetable for this work has been revised to allow for further consultation. Consultation draft now due July 2008.	March 2008
	In consultation with Housing Strategic Partnership and Bracknell Forest Homes develop a 5 year programme to deliver affordable housing through use of 75% of housing transfer capital receipt. This work will follow on from the completion of the Housing Strategy. Autumn 2008	May 2008
Corporate Theme 2: Promote sustainable communities through innovative housing strategies and effective maintenance policies Sustainable Community Plan Priority 4 Providing decent and affordable housing		
Detailed delivery plan		By When
	2.1.1 Bracknell Forest Homes (BFH) to be established and transfer of housing stock to be completed by 31 st March 2008. Completed on schedule.	31 st March 2008



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	2.1.2 Disaggregate the HRA budgets from the general fund budgets. Completed on schedule.	Transfer date – 11 February, 2008
	2.1.3 Support managers to identify and plan any TUPE transfer of staff to the new housing association. Completed on schedule.	Transfer date – 11 February, 2008
	2.1.4 Support the AD Sustainable Communities to prepare the IT systems for transfer to the new Housing Association. Completed on schedule. The AD of Sustainable Communities has set up a project team which includes representatives of Corporate IT and Bracknell Forest Homes and a Service Level Agreement has been agreed by these two parties.	Transfer date – 11 February, 2008
	2.1.5 Separate the staff and resources in the Resources Division ready for transfer to the new Housing Association. Action achieved. Staff transferring to the Housing Association have received TUPE letters which were sent in June 2007. Completed on schedule.	Transfer date – 11 February, 2008
	2.2 Develop a CBL scheme for consultation with BFH and other partners by March 2008. Work on the CBL scheme is underway. CBL Manager is in place. New outline policy to executive April 08. Progress continues. An officer/member steering group has been established. Timetable currently being revised.	31 st March 2008
	2.3 Implement the approved housing capital programme to increase the percentage of Council Homes that meet the standard during 2007/08. As we are now transferring the stock on 11th February this year and are bringing all of our stock up to the Bracknell Forest Homes Standard (which is an enhanced standard in excess of the Decent Homes Standard) we have been given an extension to the original 2010 deadline. We are now required to bring all of the stock up the Bracknell Forest Standard (which will include the Decent Homes Standard) by the end of 2012. The business plan for Bracknell Forest Homes gives us sufficient funds to achieve this target.	End of 2012
	2.4.1 Work with Strategic Housing Partnership to develop prioritised affordable housing projects based on Housing Market Assessment and revised Housing Strategy. Timetable for this work has been revised. Now July 2008.	March 2008



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 R	2.4.2 In consultation with Housing Strategic Partnership and Bracknell Forest Homes develop a 5 year programme to deliver affordable housing through use of 75% of housing transfer capital receipt. This work will follow on from the completion of the Housing Strategy which is due in July 2008.	May 2008
 R	2.5.1 Council to adopt Housing Strategy draft for consultation. The timetable for the delivery of the draft Housing Strategy has been changed to accommodate a major consultation event which took place in October. The new timetable for housing strategy is therefore April 08.	September 2007
 R	2.5.2 Council to adopt revised Housing Strategy following consultation process. A Housing Strategy consultation event took place on 18 October 2007. The Strategy will be developed as per target. Consultation draft now due July 2008.	March 2008





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**Corporate Theme 3:
Help create a safer, stronger community which is socially cohesive Sustainable Community Plan Priority 7 and 8
Promoting community safety : Improving community engagement.**

Detailed Delivery Plan		By When
	3.3. Contribute to the development of the Council's Community Cohesion Strategy particularly inputting the views of those whose voices are seldom heard. Completed on schedule.	March 2008
	3.5. We will aim to increase participation by those who are seldom heard by developing an 'Expert by Experience' project with a target of involving 5 users in the first year. Target achieved ahead of schedule involving 6 users.	July 2008

**Corporate Theme 4.
Increase participation in and enjoyment of art, culture, sport and recreation
Sustainable Community Plan Priority 3
Improving health and well-being**

Detailed Delivery Plan		By When
	4.4.1 Increase number of LD support workers working in the Leisure services to 4 to offer 7 day access within existing resources. Task completed 2 months ahead of schedule so by March 2007 instead of May 2007.	May 2007
	4.4.2 Develop new ways of organising support i.e. membership schemes for people to access leisure. . A scheme is now in place for leisure including the Leisure Centre, Downshire Golf Club and Coral Reef. Task completed 3 months ahead of schedule so by July 2007 instead of September 2007.	September 2007
	4.4.3 Increase use of Direct Payment to facilitate access to leisure facilities for mental health service users. This was completed on schedule and Direct Payments have increased.	October 2007





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Corporate Theme 5.
Protect and improve public health in the Borough Sustainable Community Plan Priority 3
Improving health and well being

Detailed delivery plan		By When
	5.1.e Contribute to work programme of Berkshire East Joint Strategic Commissioning Board and implement any joint commissioning proposals agreed by the Board. Work programme agreed by Strategic Commissioning Board and implementation of proposals on target. Completed on schedule.	March 2008
	5.1.f Revise terms of reference of Health and Social Care Partnership Board. Completed on schedule.	June 2007






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**Corporate Theme 6:
Improve outcomes for children and young people Sustainable Community Plan Priority 1
Promoting learning and training for all ages**

Detailed Delivery Plan		By When
	6.6.1 Ensure all relevant staff receive training in the transitions pathway. Activity completed 4 months ahead of schedule so by September 2007 instead of December 2007.	December 2007
	6.6.2 Review the function of the Transition Panel in preparation for 2008/09. Activity completed on schedule.	September 2007
	6.6.3 Finalise Transition Policy and Protocols. Completed on schedule.	June 2007










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**Corporate Theme 8:
Improve services for vulnerable adults and older people Sustainable Community Plan Priority 3
Improving health and well being**






Detailed Delivery Plan		By When
	8.1.1 Complete the information/training programme for staff, service users and carers. Activity completed on schedule.	June 2007
	8.1.2 Develop flexible ways of accessing Personal Budgets (e.g. e-cards, Individual Service Funds, Brokerage etc). Bracknell Forest has developed a number of routes for accessing the personal budget, and these are currently being trialled as part of the pilot of the In Control approach to self-directed support. Completed 5 months ahead of schedule so delivered in July 2007 as opposed to December 2007.	December 2007
	8.3. Develop a Purchasing Plan to underpin the OP Commissioning Strategy. Activity completed on schedule.	October 2007
	8.4.1 Develop needs analysis for all client groups to inform the commissioning strategies. Completed on schedule.	September 2007
	8.4.2 Develop draft commissioning strategies for consultation for all client groups. Completed on schedule.	September 2007
	8.4.3 Develop Purchasing Plans for all client groups. The strategies are in draft and they have to be consulted on until December and then be agreed by the Executive in Feb and March. The Purchasing Plans come after the strategies. Revised target is June 2008.	December 2007
	8.4.4 Review the Health and Social Care Partnership Board Terms of Reference giving consideration to the emerging east Berkshire Partnership structure. Completed on schedule.	June 2007



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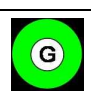


	8.6.1 Appoint an assistant care manager – assistive technology. Completed on schedule.	April 2007
	8.6.2 Reduce waiting times for OT Assessments for DFG. Completed on schedule.	March 2008
	8.7.1 Raise the profile of adult protection via specific events including the Adult Protection Forum. A Safeguarding Adults Forum has been established in February 2007, and is a conduit for information sharing. Training requirements have been reviewed and mandatory training agreed by the Community Care Management Team (October 2007). Appropriate membership on the Berkshire Safeguarding Adults forum has been established (September 2007). An action plan to ensure that Bracknell meets the national standards is under development as of October 2007. Activity completed February 2007, 13 months ahead of schedule in February 2007 instead of March 2008.	March 2008
	<p>8.7.2 Revise the training programme for adult protection to reflect safeguarding adults’ policy. Proposals were presented for how the training programme needed to be revised to the Community Care Management Team on 27th September 2007, these were approved and programme is now being amended – this will be completed within October.</p> <p>The training programme has been updated to reflect current good practice. The Safeguarding Adults Policy is being updated as an East Berkshire wide initiative, which is taking longer than originally anticipated. The policy itself has been completed - Helen Smith in this team has been working with Alex Bayliss to make sure that any changes proposed are incorporated quickly into the training material and workshops.</p> <p>Therefore, as much of this activity as is possible to be completed has been done so.</p>	September 2007
	8.9.1 Extend the options for e-cards. Completed on schedule. Ecards now used in the Leisure Centre, Downshire Golf Club and Coral Reef.. Applications can be made at Times Square and Easthampstead House which weren’t available before. Multi function to be use in leisure, libraries, buses etc.. Completed on schedule.	July 2007



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	8.9.2 Ensure current Domiciliary Care Service users can use direct payments to retain current provider if possible. Completed on schedule.	October 2007
	8.10.1 To develop new expanded Home Care Dementia Team within existing resources. Completed on schedule.	March 2008
	8.10.2 To develop a care pathway for older people mental health including a single point of contact. A decision was taken that the care pathway needed to be developed with the joint Community Mental Health Team for old age (CMHTE) manager in post and when a definitive date for relocation of the CMHTE had been established. This has now been achieved and the care pathway is being led by the new manager who was only recently appointed. Therefore the objective completion date has been revised from October 2007 and was completed by November 2007. Relocation of CMHTE has now taken place. There is now a single point of access at the new base and therefore a new care pathway with a single point of contact. Referrals are all recorded on a single database.	October 2007
	8.13 Develop an action plan following review of the Older Peoples' Mental Health Strategy. With the appointment of a new Team Manager for the CMHTE, an Action Plan has been developed which is in the process of being shared with the EMI Sub Group. Once this is achieved, the Action Plan will be shared more widely. Completed on schedule.	October 2007








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**Corporate Theme 11:
Improve efficiency, effectiveness and access to services Sustainable Community Plan Priority
None applicable**

Detailed Delivery Plan		By When
	11.10.1 Support DMT to carry out any changes, for 2007/08 and 2008/09 required by the Council-wide efficiency review. Work underway on financial and human resources implications of the proposed changes. Completed on schedule.	31 March 2008
	11.10.2 Support DMT to start to research and implement any changes in 2009/10 required by the Council-wide efficiency review. Work underway on financial and human resources implications of the proposed changes and is on target for completion by March 2009.	31 March 2008
	11.10.3 Make any structural changes required by the outcome of the Support Services review. Changes made to IT team implemented 7 months ahead of schedule on 1 September.	1 September 2007
	11.15 Produce Action Plan for the department's deliverables in the Equality Schemes. Target date revised to September 2007 and is now completed.	July 2007
	11.16. Contribute to the review of the Council's Race Equality Scheme. Task completed 6 months ahead of schedule.	September 2007






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Table 1: Sustainable Communities Performance indicators








	Reference	Definition	Department Name	Mar 2008 (Q4)	07/08 Target	Comments
	BVPI 76b	Number of fraud investigators/1000 caseload	Housing Benefits	0.35	0.18	
	BVPI 76c	Number of fraud investigations/1000 caseload where work is carried out to gather evidence on a claimant, landlord or associated party who is suspected of HB/CTB fraud	Housing Benefits	35.76	31.8	
	BVPI 76d	Number of prosecutions and sanctions/1000 caseload	Housing Benefits	8.68	7.7	



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	BVPI 78a	Speed of processing: Average time (days) for processing new claims	Housing Benefits	28.36	28	
	BVPI 78b	Speed of processing: Average time (days) for processing notifications of changes of circumstance	Housing Benefits	9.02	10	
	BVPI 79a	Accuracy of processing: Percentage of cases for which the calculation of the amount of benefit due was correct on the basis of the information available for the decision for a sample of cases checked post-decision	Housing Benefits	100	99	
	BVPI 79b(i)	The amount of Housing Benefit overpayments (HB) recovered during the period being reported on as a percentage of HB deemed recoverable over-payments during that period.	Housing Benefits	49.45	70	A large fraudulent overpayment of £110k identified during Q3.
	BVPI 79b(ii)	HB overpayments recovered during the period as a percentage of the total amount of HB overpayment debt outstanding at the start of the period plus amount of HB overpayments identified during the period	Housing Benefits	29.45%	33	Year end projection.
	BVPI 79b(iii)	Housing Benefit (HB) overpayments written off during the period as a percentage of the total amount of HB overpayment debt outstanding at the start of the period, plus amount of HB overpayments identified during the period	Housing Benefits	0	2.5	No debt has been written off as all cases are being received as part of the new debt recovery agents.
	BVPI 212	Average time taken to re-let LA housing	Housing Management	31.24	27	A number of empty properties have required extensive work which adversely affected average re-let times. These are Dec 2007 figures, which are the last available figures prior to stock transfer.



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	BVPI 66a	Rent collected by the local authority as a proportion of rents owed on HRA dwellings	Housing Management	97.3	97	Dec 2007 figures, which are the last available figures prior to stock transfer.
	BVPI 66b	The number of LA tenants with more than 7 weeks of (gross) rent arrears as a percentage of the total number of council tenants	Housing Management	5.82	6.5	Dec 2007 figures, which are the last available figures prior to stock transfer.
	BVPI 66c	Percentage of LA tenants in arrears who have had Notices Seeking Possession served	Housing Management	42.86	34	Dec 2007 figures, which are the last available figures prior to stock transfer. Performance is behind target as there have been a higher number of evictions. However, The higher number of evictions and notices served (66c) has contributed to the improved performance in rent arrears (66a).
	BVPI 66d	Percentage of LA tenants evicted as a result of rent arrears	Housing Management	0.38	0.15	This is no longer the domain of Bracknell Forest BC so no remedial action. Dec 2007 figures, which are the last available figures prior to stock transfer.
Three yearly tenants survey	BVPI 74a	Satisfaction of tenants of council housing with the overall service provided by their landlord: overall satisfaction	Housing Management	75	NA	Dec 2007 figures, which are the last available figures prior to stock transfer.
Three yearly tenants survey	BVPI 74b	Satisfaction of tenants of council housing with the overall service provided by their landlord: i) b lack and minority ethnic tenants	Housing Management	70	NA	Dec 2007 figures, which are the last available figures prior to stock transfer.
Three yearly tenants survey	BVPI 74c	Satisfaction of tenants of council housing with the overall service provided by their landlord: ii) non-black and minority ethnic tenants	Housing Management	75	NA	Dec 2007 figures, which are the last available figures prior to stock transfer.



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Three yearly tenants survey	BVPI 75a	Satisfaction of tenants of council housing with opportunities for participation in management and decision making in relation to housing BFS provided by their landlord - all tenants	Housing Management	63	NA	Dec 2007 figures, which are the last available figures prior to stock transfer.
Three yearly tenants survey	BVPI 75b	Satisfaction of tenants of council housing with opportunities for participation in management and decision making in relation to housing BFS provided by their landlord - black and minority ethnic tenants	Housing Management	67	NA	Dec 2007 figures, which are the last available figures prior to stock transfer.
Three yearly tenants survey	BVPI 75c	Satisfaction of tenants of council housing with opportunities for participation in management and decision making in relation to housing BFS provided by their landlord - non-black and minority ethnic tenants	Housing Management	63	NA	Dec 2007 figures, which are the last available figures prior to stock transfer.
	BVPI 183b	The average length of stay (weeks) in (b) hostel accommodation of households which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need	Housing Needs	0	0	
	BVPI 202	The number of people sleeping rough on a single night within the area of the authority	Housing Needs	0 - 10	0 - 10	
	BVPI 213	Number of households who considered themselves as homeless, who approached the local housing authority's housing advice service(s), and for whom housing advice casework intervention resolved their situation	Housing Needs	3.67 (171cases)	3.57 (161 cases)	This indicator exceeded target.
Amber	BVPI 64	The number of private sector vacant dwellings that are returned into occupation or demolished during the year as a direct result of action by the local authority	Housing Strategy	58	76	This is an annual figure. This indicator is in the 3 rd quartile so can be flagged as amber since though it is below target it has maintained position.





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Table 2: Adult Social Care Performance indicators*




	P.I.	Description	2006/07 outturn	2007-08 Target (from SAS)	2007/08 projected outturn (unless stated YTD)	Performance direction against previous year's banding
 Annual Indicator quoted is 06/07 outturn	A80	Drug misusers sustained in treatment.	99 (new Indicator) ●●●	N/A	99 ●●●	→
 Annual Indicator figure quoted is 06/07 outturn	B11	Intensive home care as a proportion of intensive home and residential care.	32% ●●●●●	34% ●●●●●	32% ●●●●●	→



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Shows Key actions that have not been or are not likely to be achieved on time






	P.I.	Description	2006/07 outturn	2007-08 Target (<i>from SAS</i>)	2007/08 projected outturn (unless stated YTD)	Performance direction against previous year's banding
 Annual Indicator figure quoted is 06/07 outturn	B12	Cost of intensive social care for adults and older people.	729 ●●	700 ●●	This is an annual indicator	➔
 Annual Indicator figure quoted is 06/07 outturn	B17	Unit cost of home care for adults and older people	16.10 ●●●	15.00 ●●●●	This is an annual indicator	➔
 Annual Indicator figure quoted is 06/07 outturn	C72	Older people aged 65 or over admitted on a permanent basis in the year to residential or nursing care	77 ●●●●●	75 ●●●●●	53.1 ●●●●●	➔



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time






	P.I.	Description	2006/07 outturn	2007-08 Target (from SAS)	2007/08 projected outturn (unless stated YTD)	Performance direction against previous year's banding
	C73	Adults aged 18-64 admitted on a permanent basis in the year to residential or nursing care	0.4 ●●●●●	0.4 ●●●●●	0.0 ●●●●● Year to date figure	→
 Annual Indicator figure quoted is 06/07 outturn	C28	Intensive home care (BVPI 53) (KT)	12.28 ●●●●	13 ●●●●	13.1 ●●●●	→
	C29	Adults with physical disabilities helped to live at home, per 1,000 population aged 18-64	3.42 ●●●	3.6 ●●●	3.7 ●●●	→
	C30	Adults with learning disabilities helped to live at home, per 1,000 population aged 18-64	2.7 ●●●●	3.0 ●●●●●	2.9 ●●●●	→
	C31	Adults with mental health problems helped to live at home, per 1,000 population aged 18-64	5.7 ●●●●●	5.8 ●●●●●	5.39 ●●●●●	→



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time






	P.I.	Description	2006/07 outturn	2007-08 Target (<i>from SAS</i>)	2007/08 projected outturn (unless stated YTD)	Performance direction against previous year's banding
	C32	Older people helped to live at home (BVPI 54) , per 1,000 population aged 65+	82.7 ●●●	90 ●●●●	90 ●●●●	↑
	C51	Direct payments (BVPI 201) (KT)	99.9 ●●●●	150 ●●●●●	181 ●●●●●	↑
	C62	Services for Carers	14.0 ●●●●●	15.0 ●●●●●	15.0 ●●●●●	→
	D37	Availability of single rooms	99% ●●●●●	100 ●●●●●	100% ●●●●●	→
	D39	Percentage of people receiving a statement of their needs and how they will be met.	96% ●●●●	98 ●●●●	98% ●●●●	→



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time





	D40	Clients receiving a review	72% ●●● (Highest band for this P.I in 06/07)	77 ●●●● (New banding)	New banding for this indicator 81% ●●●● (Highest band for this P.I.)	↑
	D41	Delayed transfers of care	28 ●●●●	20 ●●●●●	9.0 ●●●●●	↑
	D54	Percentage of items of equipment and adaptations delivered within 7 working days (BVPI 56) (KT)	88% ●●●●●	92% ●●●●●	88% ●●●●●	→
	D55	Acceptable waiting times for assessments (BVPI 195) (KT) (new definition)	93.8% ●●●●●	95% ●●●●●	93.1% ●●●●●	→
	D56	Acceptable waiting times for care packages (BVPI 196) (KT)	94.4% ●●●●●	96 ●●●●●	95.6 ●●●●●	→



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time

	E47	Ethnicity of older people receiving assessment (new definition)	1.54 ●●● (Highest band for this P.I.)	1.20 ●●●	1.16 ●●●	➔
	E48	Ethnicity of older people receiving services following an assessment (new definition)	1.07 ●●● (Highest band for this P.I.)	1.00 ●●●	0.95 ●●●	➔
	E82	Assessments of adults and older people leading to provision of service (new definition)	63.6% ●●●●	69% ●●●●●	64% ●●●●	➔
	D75	Practice learning (adults element) (new definition)	22.4 ●●●●●	23 ●●●●●	20.34 ●●●●●	➔

* Please note that all Adult Social Care indicator outturns are projected at this stage as we will not have validated indicator information until the end of May, 2008.



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time

Key		Number of indicators in each band
●	Investigate Urgently	0
●●	Ask questions about performance	1
●●●	Acceptable but possible room for improvement	4 (note that for 2 PIs this is the highest band)
●●●●	Good	6
●●●●●	Very Good	11

A80 Drug misusers sustained in treatment newly banded.

Bands for interface indicators (e.g. AO/A80 and AO/D41) have different meanings to the others and should therefore be interpreted differently. See PAF 2005-06 Adult PIs volume, Annex A (CSCI, November 2006)

Update on Strategic risks identified from Service Plan

Risk identified <small>[indicate whether Service Plan or new]</small>	Update

[Repeat all of above for each Corporate Theme and Key Action/ Outcome]



Shows Key actions that are anticipated to be achieved within timetable, or already have been achieved



Shows Key actions that have not been or are not likely to be achieved on time

Annex B: Staffing information

Staffing Levels

	Establishment Posts	Staffing Full Time	Staffing Part Time	Total Posts FTE	Vacant Posts	Vacancy Rate
Community Care	409	159	204	215	51	12.46
Housing	61	55	6	57.7	7	11.48
Resources	25	19	7	23.49	5	20.00
Department Totals	495	233	217	296.19	63	12.72

Staff Turnover

For the quarter ending	31 March 2008	4.38
For the year ending	31 March 2008	12.28

Total turnover for BFBC, 2006/7: 13.39% excluding schools

Total turnover for local authorities in the South East 2005/6: 17.3% excluding schools
(Source: LG Pay and Workforce Strategy Survey 2006)

Sickness Absence

	All employees, average days sickness absence per FTE
Bracknell Forest Borough Council BVPI 06/07	7.04 days
Average BVPI for Unitary Councils 05/06	9.6 days

Staff Sickness (1 January to 31 March 2007)

Section	Total staff FTE	Number of days sickness	Average per employee (FTE)	Projected annual average per employee (FTE)
Community Care	215	1304.5	6.06	19.76
Housing	57.7	320.5	5.55	11.89
Resources	23.49	95	4.04	7.56
Department Totals	296.19	1720	5.87	15.63

Annex C: Financial information

i) General Fund Social Services and Housing (Revenue Budget Monitoring)

SOCIAL SERVICES & HOUSING BUDGET MONITORING - FEBRUARY 2008										
	Original Budget 2007-2008	Virements C/Fwds Allocations	In Year Savings	Current Approved Budget	Spend To Date	Department's Projected Outturn	Variance Over/(Under) Spend	Variance This Month	Variance Last Month	
	£000	£000		£000	%	£000	£000	£000	£000	
Management and Admin Support										
Management and Admin Support costs	269	115		384	0%	384	0	0	0	
	269	115	0	384	0%	384	0	0	0	
Community Care										
Assistant Director Community Care	182	38		220	48%	200	(-20)	(-4)	(-16)	1
Mental Health	1,415	53		1,468	89%	1,421	(-47)	(-2)	(-45)	2
Learning Disabilities	6,541	102		6,643	71%	5,813	(-830)	(-432)	(-398)	3
Physical Disabilities	1,688	33		1,721	124%	1,782	61	(-64)	125	4
Intermediate Care	1,077	427		1,504	81%	1,518	14	(-31)	45	5
Older People	5,766	-585		5,181	76%	5,335	154	18	136	6
The Look In	54	0		54	85%	55	1	(-1)	2	7
Homecare (In-House)	1,181	-30		1,151	82%	1,297	146	3	143	8
Drugs Action Team	0	0		0	-	0	0	0	0	
Commissioning	350	-11		339	109%	395	56	0	56	9
	18,254	27	0	18,281	81%	17,816	(-465)	(-513)	48	

Sustainable Communities										
Housing Strategy	334	4		338	0%	307	(-31)	0	(-31)	
Housing Management Services	-33	0		-33	0%	(38)	(-5)	(-5)	0	
Homelessness	295	-3		292	0%	317	25	5	20	
Community Safety	208	-208		0	0%	0	0	0	0	
Supporting People	51	0		51	0%	51	0	0	0	
Housing Benefit Payments	138	0		138	0%	138	0	0	0	
Housing Benefits Administration	366	12		378	0%	278	(-100)	0	(-100)	
	1,359	-195	0	1,164	0%	1,053	(-111)	0	-111	
Resources										
Head of Resources	90	0		90	0%	103	13	0	13	
IT Services	317	-24		293	0%	293	0	0	0	
Finance & Business Services	748	84		832	0%	805	(-27)	(-27)	0	
Human Resources	159	18		177	0%	177	0	0	0	
Property Maintenance	154	0		154	0%	154	0	0	0	
	1,468	78	0	1,546	0%	1,532	(-14)	(-27)	13	
In Year Savings	0	0	0	0	-	0	0	0	0	
Rechargeables and Non Cash Budgets										
Rechargeables and Non Cash Budgets	2,909	24		2,933	-	2,933	0	0	0	
	2,909	24	0	2,933	-	2,933	0	0	0	

TOTAL SOCIAL SERVICES AND HOUSING	24,259	49	0	24,308	61%	23,718	(-590)	(-540)	-50
Memorandum items :-									
Devolved Staffing Budget									
Social Services	10,274	0		10,566		10,566	(-14)	(-21) ^a	7
Housing GRF	1,363	0		1,283		1,259	(-24)	(-24) ^a	0
Resources	1,152	33		1,185		1,169	0	0	0
External Homecare									
Mental Health	0	47		47		-2	(-49)	0	(-49)
Learning Disabilities	0	15		15		8	(-7)	(-1)	(-6)
Physical Disabilities	163	107		270		68	(-202)	(-61)	(-141)
Older People	1,006	-169		837		965	128	(-25)	153
	1,169	0	0	1,169	0%	1,039	(-130)	(-87)	-43

(ii) – Housing Revenue Account (HRA) Budget Monitoring

HOUSING REVENUE ACCOUNT - BUDGET MONITORING - FEBRUARY 2007									
	Original Budget	Virements C/Fwds	Current Approved	Projected	Variance	Variance		Variance	
	2007/2008	Allocations	Budget	Outturn	Over/(Under) Spend	This Month		Supported by CMT	
	£000	£000	£000	£000	£000	£000		£000	
Housing Revenue Account									
INCOME									
Dwelling Rents (gross)	(21,428)	3,043	(18,385)	(18,429)	(44)	(24)	1	(20)	
Non-Dwelling Rents (gross)	(1,343)	179	(1,164)	(1,164)	0	0		0	
Tenants Charges	(1,137)	111	(1,026)	(1,038)	(12)	0	2	(12)	
Leaseholder's Charges	(411)	47	(364)	(358)	6	(28)	3	34	
Contribution Towards Expenditure	(465)	26	(439)	(538)	(99)	(16)	4	(83)	
Total Income	(24,784)	3,406	(21,378)	(21,527)	(149)	(68)		(81)	
EXPENDITURE									
Repairs and Maintenance	4,886	(994)	3,892	3,570	(322)	(148)	5	(174)	
Supervision and Management	2,826	(114)	2,712	2,641	(71)	22	6	(93)	
Special Services	3,570	(314)	3,256	3,274	18	(45)	7	63	
Rents, Rates, Taxes and Other Charges	283	(6)	277	316	39	0		39	
Subsidy Limitation Transfer to GF	10,524	(1,466)	9,058	9,058	0	0		0	
Transitional Measures Transfers to the GF	2,110	(264)	1,846	1,846	0	0		0	
Transfer of Assumed Surplus to ODPM	0	0	0	0	0	0		0	
Cost of Capital	4,145	(518)	3,627	3,627	0	0		0	
Depreciation and Impairment of Fixed Assets	0	0	0	0	0	0		0	
Total Expenditure	28,344	(3,676)	24,668	24,332	(336)	(171)		(165)	

Net Cost of Services	3,560	(270)		3,290	3,192	(485)	(239)		(246)
Asset Management Revenue Account	(58)	7		(51)	(51)	0	0		0
Interest Receivable	(1,536)	0	1	(1,536)	(1,750)	(214)	0		(214)
Net Operating Expenditure	1,966	(263)		1,703	1,391	(699)	-239		(460)
Appropriations									
Share of Contributions to/from Pension Reserve	(77)	0	1	(77)	(77)	0	0		0
Repairs Reserve	(2,110)	264		(1,846)	(1,846)	0	0		0
Bracknell Forest Services	(68)	432		364	515	151	151	8	0
Budget Reduction in Year	0	(434)	1	(434)	(434)	0	0		0
Total Net Cost-HRA	(289)	(1)		(290)	(451)	(548)	(88)		(460)
Memorandum item :-									
Devolved Staffing Budget	4,286	0		4,286	4,174	(112)	71	a	(183)

iii) – Capital Budget Monitoring

Social Services Capital Monitoring												
As at 29th February 2008												
Cost Centre Description	Carry Forward (£'000)	2007/08 budget (£'000)	Approved Budget for the year (£'000)	Cash Budget 2007/08 (£'000)	Expenditure to date (£'000)	Current Commitment (£'000)	Amount left to spend (£'000)	Estimated Total Funding Required for the year (£'000)	Cash Budget 2008/09 (£'000)	(Under)/Over Spend against approved budget (£'000)		
DFG Excess Payments	2.9	0.0	2.9	2.9	0.0	0.0	2.9	2.9	0.0	-		
Communities Against Drugs	0	0.0	0.0		0.0	0.0	0.0	0.0	0.0	-		
Health & Safety/Fire Precautions	0	81.0	81.0	81.0	113.3	38.7	0.0	152.0	0	71.0		
Community Health Service Reprovision	0.0	202.0	202.0	121.2	70.7	22.5	28.0	121.2	9.8	(71.0)		
Choice Based Lettings - Policy	45.0	45.0	90.0	17.0	8.9	0.0	8.1	17.0	73.0			
Single Assessment Process	162.9	0.0	162.9	47.3	47.3	0.0	0.0	48.9	115.6	-		
Improving the Care Home Environment	0	90.0	90.0	90.0	0.0	0.0	90.0	90.0	0.0	-		
Improving the Care Home Env. For older people	0		0.0	90.0	83.0	3.8	3.2	90.0	-90.0	-		
Social Service general	210.8	418.0	628.8	449.4	323.2	65.0	132.2	522.0	108.4	0.0		
SS&Hsg Departmental ICT Equipment Replacement	18.6	0.0	18.6	18.6	10.6	0.0	8.0	18.6	0.0	-		
Social Services IT Replacement Programme	115.0	60.0	175.0	33.0	33.0	0.0	0.0	33.0	142.0	-		

Improving Information for Social Care (Capital Gr)	46.6	70.0	116.6	48.7	48.7	0.0	0.0	48.7	67.9	-
Electronic Social Care Record	130.6	0.0	130.6	19.2	19.2	0.0	0.0	19.2	111.4	-
Choice Based Lettings - IT	60	0.0	60.0	0.0	0.0	0.0	0.0	0.0	60.0	-
New Housing Management System	86.2	0.0	86.2	0.0	0.0	0.0	0.0	0.0	86.2	-
IT	457.0	130.0	587.0	119.5	111.5	0.0	8.0	119.5	467.5	-
Communal Aerials	1.3	0.0	1.3	1.3	0.0	0.0	1.3	1.3	0.0	-
Other Schemes (General Fund)	1.3	0.0	1.3	1.3	0.0	0.0	1.3	1.3	0.0	0.0
Disabled Facilities Grant	91.6	272.0	363.6	314.7	370.2	0.0	-55.5	314.7	48.9	-
Renovation Grants	91.6	272.0	363.6	314.7	370.2	0.0	-55.5	314.7	48.9	0.0
TOTAL CAPITAL PROGRAMME	760.7	820.0	1,580.7	884.9	804.9	65.0	86.0	957.5	624.8	0.0
Percentages					91%	7%	10%	108%		0%
Housing Improvement Programme Capital Monitoring										
As at 29th February 2008										
Cost Centre Description	Forward	budget for	budget for	Budget	date (£'000)	commitment	to spend	Total	Budget	Over Spend
Window Replacement	13.8	1486.2	1500.0	1500.0	1512.7	90.0	0.0	1602.7	0	102.7
Heating Installations	134.2	1000.0	1134.2	1134.2	1492.5	0.0	0.0	1492.5	0	358.3
Cavity Wall Insulation	79.5	-9.6	69.9	69.9	37.2	0.0	0.0	37.2	0	(32.7)
Improvements to Common Boilers	10.9	50.1	61.0	61.0	65.5	44.8	0.0	110.3	0	49.3

Re-wires	55.4	244.6	300.0	300.0	37.9	12.3	0.0	50.2	0	(249.8)
Heating & Insulation	293.8	2771.3	3065.1	3065.1	3145.8	147.1	0.0	3292.9	0.0	227.8
Improvements to Communal Areas at Flats	0	20.0	20.0	20.0	20.5	0.0	0.0	20.5	0	0.5
Garage Areas	22.4	2.6	25.0	25.0	27.3	0.0	0.0	27.3	0	2.3
Lift Replacements	52.9	100.1	153.0	153.0	35.1	0.0	0.0	35.1	0	(117.9)
Unfit Properties	200	0.0	200.0	200.0	200.6	0.0	0.0	200.6	0	0.6
Decent Homes	58	292.0	350.0	350.0	320.7	54.1	0.0	374.8	0	24.8
Door Replacements	0	175.0	175.0	175.0	10.6	3.1	0.0	13.7	0	(161.3)
Improvement Programme	333.3	589.7	923.0	923.0	614.8	57.2	0.0	672.0	0.0	-251.0
Safety & Security	0.2	43.8	44.0	44.0	8.4	2.9	0.0	11.3	0	(32.7)
Security Improvements	0.2	43.8	44.0	44.0	8.4	2.9	0.0	11.3	0.0	(32.7)
Structural Work	105.7	694.3	800.0	800.0	658.0	127.9	0.0	785.9	0	(14.1)
Misc Remedial Works	6.6	91.4	98.0	98.0	80.9	3.6	0.0	84.5	0	(13.5)
Underpinning	0	260.0	260.0	260.0	222.5	0.0	0.0	222.5	0	(37.5)
Capitalised Repairs	112.3	1045.7	1158.0	1158.0	961.4	131.5	0.0	1092.9	0.0	(65.1)
Aids & Adaptations	95.4	140.0	235.4	235.4	194.9	3.0	0.0	197.9	0	(37.5)
Landlord Services	5.4	34.6	40.0	40.0	31.3	0.0	0.0	31.3	0	(8.7)
Housing ITC	0	87.5	87.5	87.5	1.5	0.0	0.0	1.5	0	(86.0)
Health & Safety (HIP)	0	100.0	100.0	100.0	74.4	0.0	0.0	74.4	0	(25.6)
Other Schemes (HIP)	100.8	362.1	462.9	462.9	302.1	3.0	0.0	305.1	0.0	-157.8
TOTAL CAPITAL PROGRAMME	840.4	4,812.6	5,653.0	5,653.0	5,032.5	341.7	0.0	5,374.2	0.0	(278.8)
Percentages		5,632.6			89%	6%	0%	95%		- 0.0

Annex D: Additional Departmental Progress information

ACTION PLAN FOR IAN DAVEY: DIRECTOR OF SOCIAL SERVICES AND HOUSING

1ST NOVEMBER 2007 – 31ST MARCH 2008

	TARGET	TIMESCALE	MEASURE	COMMENTARY
1.	<u>Performance Management</u>			
1.1	Ensure delivery of Self Assessment Survey targets and improved bands for specific PI's	March 2008	Targets in SAS Survey met and specific PI's improved.	
2.	<u>Commissioning Strategies</u>			
2.1	Ensure delivery of commissioning strategies for Learning Disabilities, Mental Health and Long-Term Conditions to timetable	March 2008	Timetable met for approval of Commissioning Strategies.	
3.	<u>Supporting People</u>			
3.1	Identify what information/research is required to facilitate the prioritisation of the needs of the most vulnerable groups.	March 2008	Outcome of review of Client Groups in greatest need agreed by the Supporting People Commissioning Body.	
3.2	To ensure an Action Plan for 2008/09 is in	March 2008	Action Plan for 2008/09 approved by the	

	place, including LAA targets and future plans for commissioning/de-commissioning including reviews. Also to detail resources required to implement.		Supporting People Commissioning Body.	
3.3	To agree how the Supporting People Service should operate under new structure and has the capacity to implement the actions planned.	March 2008	Roles/Job Descriptions/Management Arrangements of Supporting People Team revised and agreed by DMT and CMT and Supporting People Commissioning Body.	
4.	<u>Council Re-Structure – Smooth Transition to 3 Department Structure</u>			
4.1	Hold regular meetings with Director of Children’s Services and Director of Environment and Leisure	November – March 2008	Project plan re: move to new structure delivered.	
4.2	Quality assure plans for Adult Social Care management structure in new department	November – March 2008	New Adult Social Care Management structure ready for implementation from April 2008.	
5.	<u>Budget Reduction/Service Modernisation</u>			
5.1	Ensure projected overspend continues to reduce.	March 2008	Overspend at year end will have further reduced from Month 6.	
5.2	Ensure options for balancing the budget proposals and service modernisation are presented to Executive Member/Executive for decision <ul style="list-style-type: none"> • Home Care Modernisation 	March 2008 November 2007	<ul style="list-style-type: none"> • Report on Home Care Modernisation approved by Executive in November. 	

	<ul style="list-style-type: none"> Modernisation of Accommodation for Older People 	Jan/Feb 2008	<ul style="list-style-type: none"> Options to Members by January 2008. 	
6.	<u>Partnerships</u>			
6.1	Delivery of joint work programme with PCT	March 2008	Joint work programme agreed by Health and Social Care Partnership Board completed.	
7.	<u>Customer Care & Good News</u>			
7.1	Issues arising from compliments and complaints. Regularly reviewed by DMT and changes made as a result.	March 2008	Quarterly reports to DMT.	
7.2	Ensure timescales for response to enquiries (including MP's) met and that these are "customer friendly".	December 2007	Monitoring reports to DMT including sampling of replies by DMT.	
7.3	Promote good news stories for Social Services & housing.	November 2007	Positive media releases generated each month by DMT.	
8.	<u>Review Fairer Charging Policy</u>			
8.1	Review Fairer Charging Policy and present options to Members	November 2007	Review of Fairer Charging Policy completed and Options presented to Executive Member	

8.2	Consultation process if Executive Member agrees to go ahead with proposals.	January – November 2008	Consultation process completed.	
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