



Performance Management Guide 2010 to 2015

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1. The Performance Management Guide

1.1 Introduction

Welcome to the Council's Performance Management Framework. This Framework aims to act as a tool to strengthen the performance-driven culture of the authority, and this guide has been produced to provide all staff, Councillors, external partners and inspection teams with an understanding of how the Council's performance management operates. The guide will also assist in the delivery of the Single Data List indicators introduced in 2011 by central government. The performance management guide has been developed to:

- To clearly set out the principles behind performance management
- To establish a clear approach to performance management that will apply at all levels of the Council
- To clarify what this approach will mean at a number of key levels of the Council
- Set out a series of SMART targets/objectives that need to be achieved to support performance improvement throughout the Council

1.2 The purpose of the guide

The guide sets out our future vision for performance and describes the framework that has been put in place to support the Council in achieving this vision. It sets out what arrangements are currently in place and identifies development areas. Effective performance management requires not only good management processes and systems, but also an organisational culture that supports these systems. It should integrate them into the day-to-day workload of front-line staff and managers to encourage and enable everyone to deliver real service improvements. Instilling this culture throughout the organisation and identifying roles and responsibilities of individuals and groups is a key element of this guide.

In recent years there has been significant improvement in the way the Council manages its performance framework. The importance of performance management has also been raised nationally and the Council had to put measures in place to ensure its performance is of high quality, accurate and reliable. As a result significant progress has been made through:

- The development of a comprehensive up to date Corporate Plan, which provides an overarching strategic framework for co-ordinating service planning and resource allocation
- The implementation of a streamlined way of reporting both key service priorities and local indicators
- The continuous improvement of our reports and processes for performance management, including arrangements for reporting progress against our corporate priorities
- The integration of regular checks as part of the performance management framework to ensure data quality is secure.

1.3 What is performance management?

Performance management is basically, 'taking action in response to actual performance to make outcomes for users and the public better than they would otherwise be' (IDeA, 2004). Improving public services is at the top of the government agenda. The demand for improvement and the pace of improvement have increased dramatically over the past few years. Local authorities today are faced with an immense and complex range of challenges, in particular, with the introduction of a new set of Single Data list Indicators in April 2011. These challenges include their community leadership role, Local Area Agreements (LAA) and Local Strategic Partnerships (LSPs).

These initiatives all rely on effective performance management and measurement for their success. Other changes include the removal of the statutory requirements for Best Value reviews, the set of BVPIs and Best Value Performance Plans, the Comprehensive Performance Assessment (CPA) as well as the Comprehensive Area Assessment – we are now moving into the Single Data List which intends to reduce the burden of performance returns by local authorities.

1.4 Characteristics of the Performance Management Guide

Action may be at individual, team, service, corporate or community level. Improvement to outcomes should benefit service users but does not always mean increased service levels – sometimes better outcomes can mean delivering better value for money. Reducing levels of service in one area may free up resources to be used more effectively elsewhere.

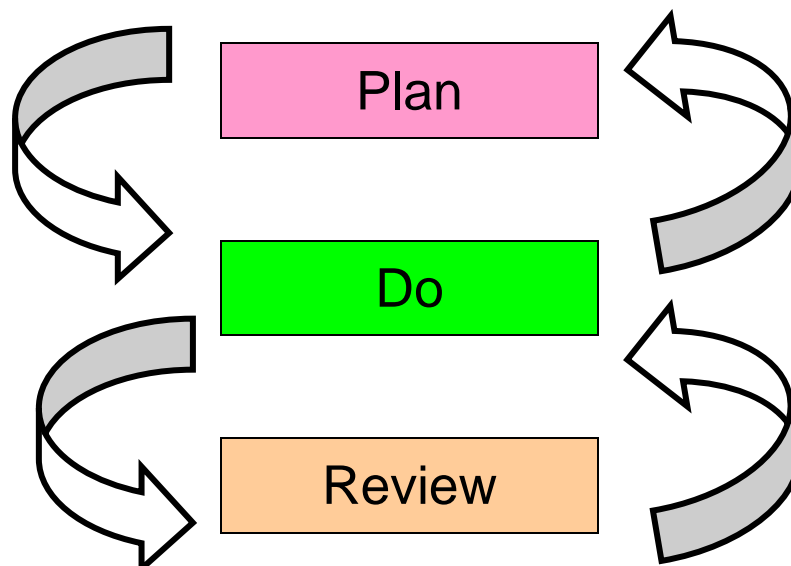
Common characteristics of performance management are:

- Real-time, regular and robust performance information (including customer/resident satisfaction data not just performance indicators)
- Can-do culture inspired by strong leadership
- Agreed lines of individual accountability
- Clear performance management review, combining challenge and support.

Effective performance management requires:

- Deciding and communicating what needs to be done (aims, objectives, priorities and targets)
- A plan for ensuring that it happens (improvement, action or service plans)
- Monitoring if this has been achieved (performance measures)
- Reporting the information to the right people at the right time (Monthly, Quarterly, Half yearly and Annual reports) so decisions are made and actions taken.

This is often described as a cycle of:



1.5 Why is it important

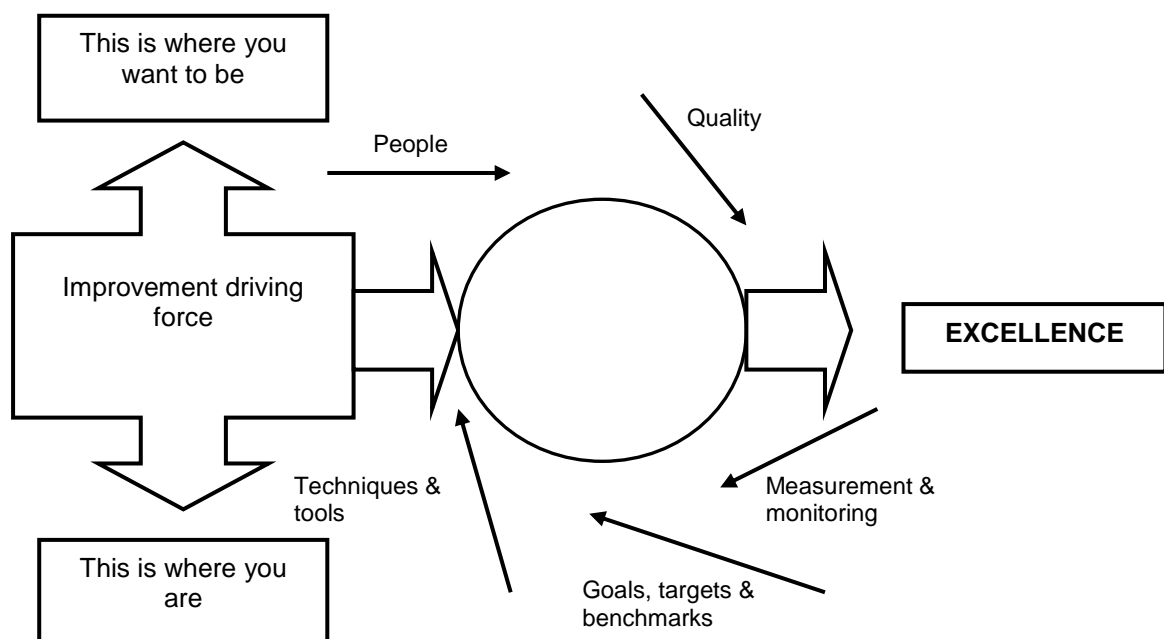
'Organisations that work at performance management are much more likely to provide good services to local people. They concentrate on the services that matter most and are quick to identify problems, find solutions and take actions to improve performance' (Audit Commission).

Performance management is one element of the Council's overall arrangements that help us to plan, monitor and manage the delivery of our services. If used effectively performance management can help us to:

- Review our plans and policies to ensure they are focused on achieving the right outcomes
- Improve delivery of outcomes for service users
- Track our progress in delivering our priorities and enable us to take any necessary action
- Make informed decisions eg is there a need to shift resources or change the way we deliver services to achieve the agreed outcomes
- Communicate to staff what is expected from them and how they fit into the overall framework for managing service delivery
- Provide evidence to inspectors and residents that we are achieving outcomes in line with local needs and expectations
- Demonstrate whether our services are delivering value for money.

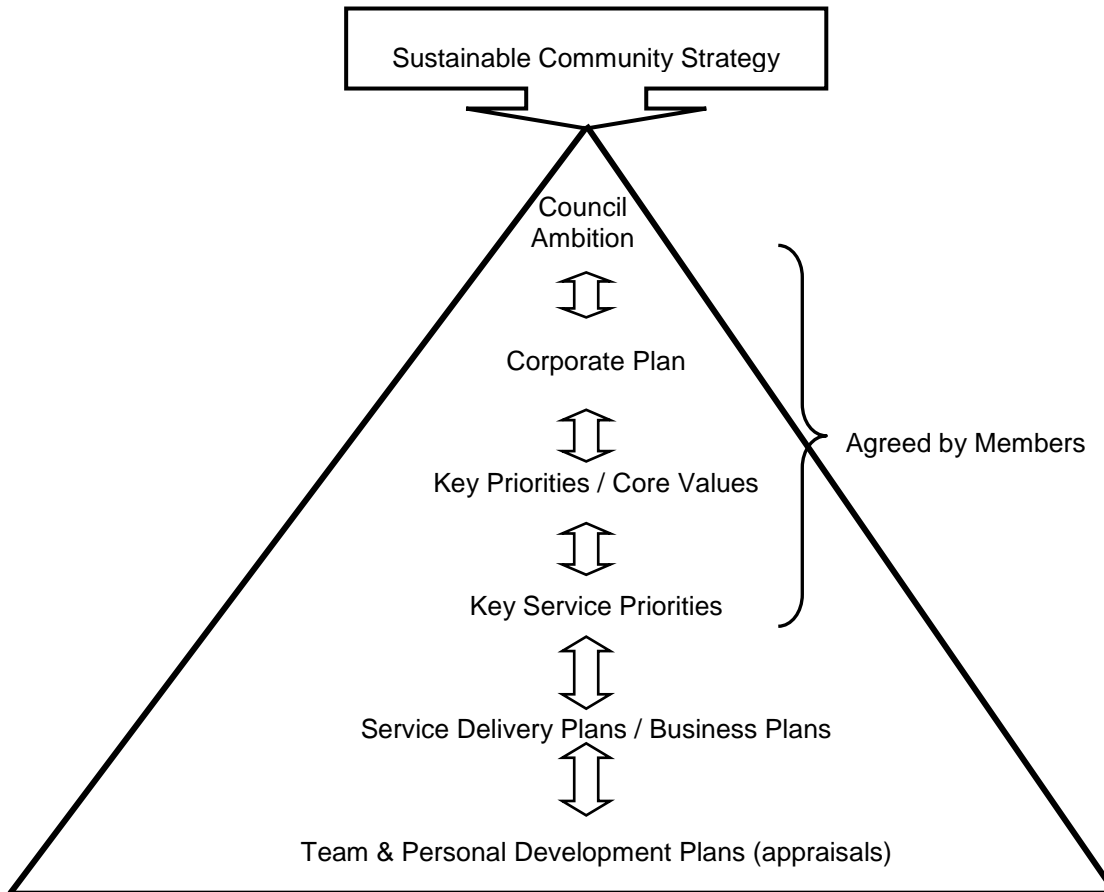
Successful organisations measure their performance in order to know how well they are performing and take action to improve:

- if you do not measure results, you cannot tell success from failure
- if you cannot see success, you cannot reward it
- if you cannot reward success, you are probably rewarding failure
- if you cannot see success, you cannot learn from it
- if you cannot recognise failure, you cannot correct it
- if you can demonstrate results, you can win public support
- **what gets measured, gets done.**



1.6 EEBC's Performance Management Framework

The performance management framework of the Council links priorities, objectives and resources – the so called 'golden thread'. It links national and local priorities to strategies and plans which are being implemented to deliver them. It demonstrates our ambitions, our plans for delivery as well as arrangements in place to monitor how we are doing. A clear framework enables the Council to plan and deliver outcomes based on the needs and requirements of our community.



Sustainable Community Strategy sets the long-term vision for the area and includes goals for the Council and its partners to deliver. The Local Area Agreement acts as the delivery mechanism for part of the Sustainable Community Strategy and sets stretching targets for improvement. Success is measured through achieving goals set in the strategy and in Multi Area Agreements & Local Area Agreements.

The Council's Corporate Plan describes how we will support the Sustainable Community Strategy and focus resources on key priorities, core values and key service priorities actions for improvement. It is measured through strategic outcomes being delivered and performance indicator targets being met.

Service Plans demonstrate how each service within the Council will deliver improvements in line with priorities and statutory needs. The service planning process is the opportunity to make rational and coordinated decisions about levels and types of provision and how and where to use resources: finance, people, skills and assets. It is also a key process for assessing risks to achievement and how to manage those risks. Requirements to identify both actual monetary savings and efficiency savings are part of the national efficiency agenda. The service planning process is the right place to identify areas where performance can be reduced, must be improved or where efficiencies can be achieved for the same level of service. Targets can help to set out what needs to be achieved and when.

Project & Team Plans provide an understanding to staff of how they should be contributing towards the Council's priorities and contain detail on planned activities (including statutory service activities).

2. How will we do it?

2.1 Epsom & Ewell's performance vision

Our vision is to create an outcome driven environment by setting challenging and smart targets that will continuously improve the quality of the services we provide and where staff are empowered, understand the important of performance management and feel motivated to contribute towards the Council's achievements

For this vision to be realised, information must be:

- **Outcome driven** – Any process consists of three elements – inputs, outputs and outcomes. It is essential to measure all three, however it is the outcome that is all important for end-users. Too often performance management focuses on inputs and outputs rather than outcomes. Our framework is based on a balanced set of measures at all levels – whether it be out Corporate Plan, Local Performance Indicators, Business Plan or Achievements & Development plans
- **Evidenced based** - Decision makers must have confidence that the information produced is based on good quality data
- **Transparent** - Performance information must be readily accessible to users - the right information in the right place at the right time. Our performance system plays a vital role in making information available to Members, Corporate Board, Service Heads, Service Managers & Staff
- **Focused** – Performance management must be based on sound prioritisation in line with delivering the Council's priorities. Performance measures must be continually reviewed to ensure relevancy to reduce monitoring for monitoring sake
- **Owned** – Responsibility for managing performance must also be owned. Everyone must accept their role in managing performance and take action to ensure improvement. Staff must understand their contribution to delivering key priorities and feel supported and motivated to manage their own performance effectively. Effective performance management relies on systems and people working together to make sure the right things happen. The hard systems, processes and data, are inseparable from the soft aspects such as culture, leadership and learning; one does not work without the other.

2.2 Embedding a performance management culture

A good performance management culture is one in which people seek out, adopt and deliver good practice. It is a culture in which every person in the organisation understands the vision and priorities and their own role in helping to achieve these.

Whilst it is everyone's job to manage performance, a performance culture must be driven by Council leaders. Performance management not only requires appropriate information but a strong and visible commitment at a senior level so that it is clear to all staff that performance is 'everybody's business'.

Strong leaders and managers must be clear about what kind of performance they expect and communicate the importance of everyone's contribution towards meeting corporate and community ambitions.

In order for a performance culture to be fully embedded there must be a willingness to assess performance robustly, acknowledging success and supporting further improvement if needed. The culture must encourage a positive approach to performance management so that under performance is reported in an open and honest way to ensure that appropriate action can be taken.

Performance needs to be considered in the context of delivering outcomes and achieving customer satisfaction, monitoring indicators is only one measure of how we are doing and should be

considered alongside other factors such as inspection findings, Value for Money results and customer satisfaction surveys to ensure that the whole picture is considered.

Key objectives

- Performance is regularly reviewed and challenged at Corporate Management Board, committees ie Scrutiny, Environment, Strategy & Resources, Leisure and Social Committees. Regular meetings held and necessary action taken
- Across the Council, managers set clear expectations about performance and communicate this to their staff
- A named officer to be nominated in each service to work with the Consultation & Communication team to develop a performance culture throughout the organisation. Each officer to have a clear understanding of their role and be in a position to influence change.

3. Who are our stakeholders?

Set out below are various key stakeholders for this guide.

The Stakeholders	Key Messages / Responsibilities
All stakeholders	
<p>Members:</p> <p>Scrutiny Committee:</p> <p>Financial Policy Panel:</p>	<p>Provide a clear vision and set priorities in the Corporate Plan Accountable for delivering the Council's priorities Allocate resources to enable delivery of priorities Perform an active role in performance managing by monitoring quarterly reports and SDLIs. Ensure effective performance management within existing system Review and challenge performance information Key stakeholder in production of service plans Ensure value for money is delivered</p> <p>Scrutinise performance Ensure relevant actions in place to address under performance Challenge targets Ensure improvements made</p> <p>Scrutinise all targets relating to our key priorities and core values</p>
Senior Managers	
<p>Corporate Management Board:</p> <p>Service Heads:</p>	<p>Strategic responsibility for delivering cross cutting Council priorities Provide a visible commitment to performance – exemplars of good performance management practice in the way they manage performance Set strategic direction for service units Review performance regularly with Service Heads & provide peer challenge as required Approve objectives and targets in service plans ensuring overall strategic direction is reflected across the Council in Unit Service Plans Active role in ensuring delivery of projects and addressing of risks Regularly review performance Challenge under performance and drive improvement Active role in performance managing the LAA via attendance at Strategic Delivery Partnerships Monitor delivery of performance management Data quality and performance management champions</p> <p>Strategic responsibility for delivering services in relation to Council priorities as agreed with Corporate Management Board and relevant committees through</p>

the service planning process
 Production of annual service plan including setting objectives and realistic targets
 Ensure resources are targeted appropriately
 Recognise the impact performance management has on improving service delivery and communicate the importance of everyone's contribution
 Review performance with managers via management team meetings & 1:1's
 Accountable for performance and taking action if needed
 Ensure performance is kept high on the agenda within service
 Accountable for signing off performance data

Performance specialists

Consultation & Communication Team

Provide performance support and guidance to officers and Members
 Performance Lead on performance reviews, inspections, manage the Managing Performance aspect of Single Data List
 Manage the corporate performance framework and promote consistency
 Take a proactive approach to managing performance
 Facilitate the introduction of new statutory PIs
 Monitor progress against council set outcomes & targets
 Seek and provide comparative performance information
 Produce performance reports and management information

Directors /Service Heads/ Managers:

Own, understand, explain and take action on what the information is saying (particularly in relation to under performance) and are responsible for setting targets
 Double-check work before submitting performance information to the Consultation & Communication team.

Data Originators:

Accountable for the data quality of an indicator
 Will ensure that information is collected and provided in line with agreed definitions.
 Enter information onto specific reports and sign off data as fit for purpose
 (In some instances this information will be supplied by external partners, and it is the responsibility of the data originators to ensure the appropriate quality checks are in place)
 Discuss final figures where possible with the director of their area, service head or manager particularly for year end submission of SDLs.

Staff groups

All Staff:	<ul style="list-style-type: none"> Understand and contribute to the priorities of the Council as agreed through the Service Plan, Team Plans and Personal Development Plans Aware of team and stakeholder objectives Deliver on personal targets and implement improvement action plans Take a proactive approach to performance
Internal Audit:	<ul style="list-style-type: none"> Assess overall arrangements for producing performance information Audit high risk indicators

Partners

Surrey Policy Officers Group (SPOG)	<ul style="list-style-type: none"> Propose new ways of achieving outcomes and improving performance Promote consistent application of the performance framework (including data quality and governance arrangements) Support the partnership vision
Southern Performance Information Network (SPIN)	<ul style="list-style-type: none"> Provide benchmarking opportunities across Surrey, Hampshire, Sussex Share best practice

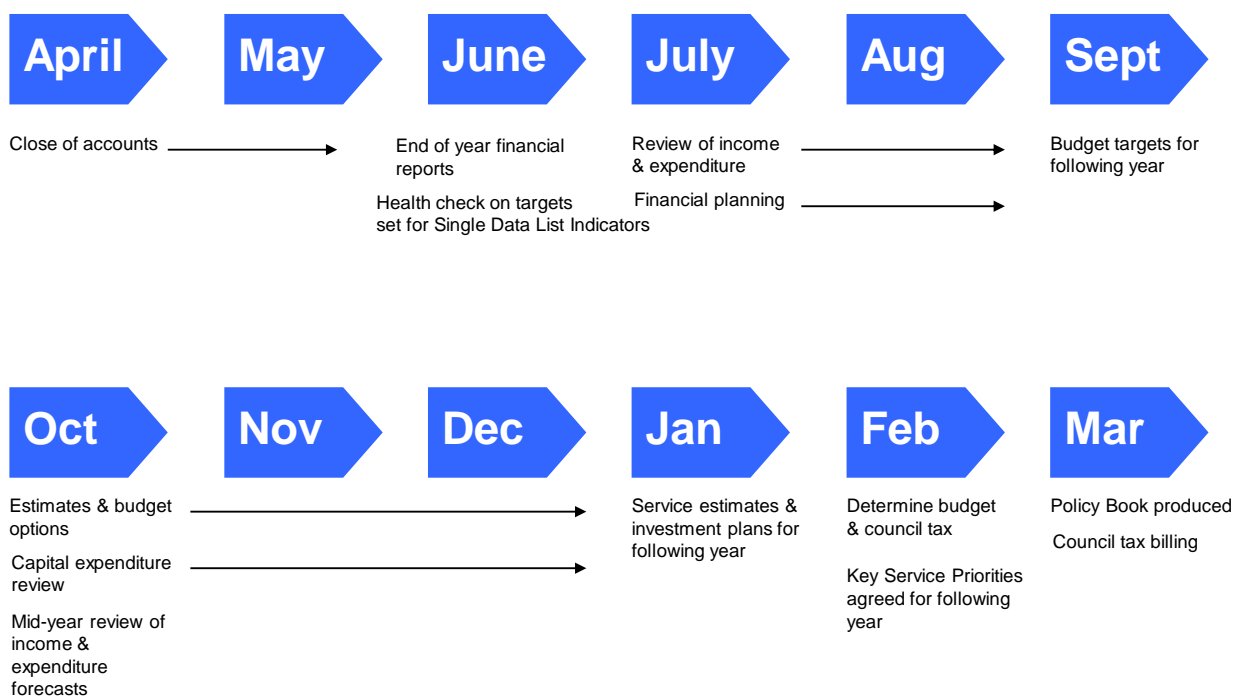
4. The Performance Management Cycle

Corporate performance management not only cascades – it is also cyclical. The model below assists in looking at the two levels of performance management: the corporate level and the operational level.

- **Corporate Level**

Guiding all that we do at the corporate level is the corporate and financial planning cycle, incorporating the setting of KSPs, the production of the Policy Book as well as the financial planning process (from budget setting to mid-year reviews to council tax billing and close of accounts).

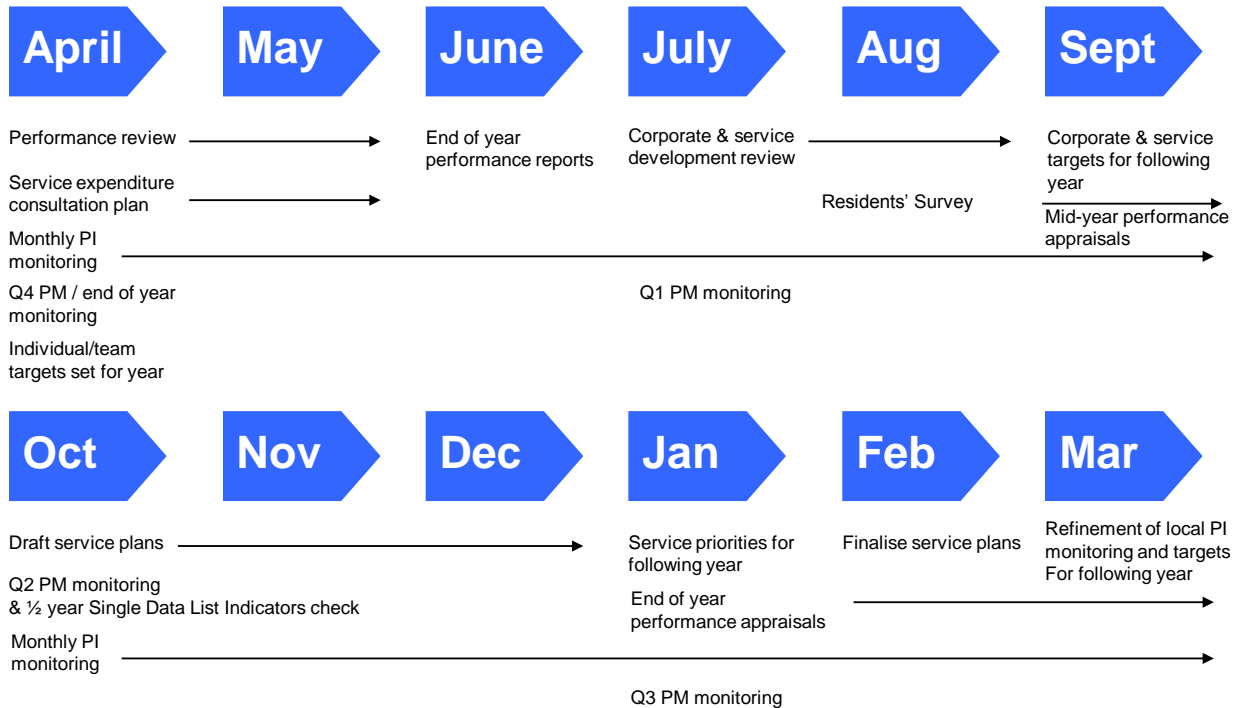
The Corporate & Financial Planning Cycle



- **Service Planning (Operational) Level**

Guiding all that we do at the operational level are the Corporate Plan and the various strategies supporting it

The Service Planning Cycle



Notes:
 PM = Performance Management
 PI = Performance Indicator

5. Performance Management & Reporting at Epsom & Ewell

Performance Monitoring

Part of performance management requires that whenever we say we will deliver any action, we must be accountable and provide evidence that we are, in fact, delivering. We do this by regularly telling Members and officers how we are doing, using reports that give monitoring information on our progress to date. These are provided for:

- Performance indicators (monthly and quarterly)
- Improvement or Action Plans
- Single Data List Indicators (SDLIs).

A standardised format has been developed to report our progress against the various actions – they each have columns for recording progress details. To make it easier for officers and Councillors to see how we are performing, progress against each action is highlighted by a visual symbol – essentially a coloured traffic light.



A green traffic light means that work is on target to achieve the objectives as specified. Once the target has been met and the action completed, the Green symbol can be replaced by 'Achieved'.



An amber traffic light is a warning that the achievement of the target in the way specified in the plan may not be possible. Although no decision is required at this stage to amend the action, an explanation is required. *An Amber symbol should be applied where changes in circumstances or other issues MAY result in a target not being met in the way specified. The Amber symbol should not be applied where a timescale has clearly not been met.*



A red traffic light means that the target is no longer achievable in the way specified and therefore requires a decision about remedial action. *This does not necessarily reflect poor performance, but does show that we need to stop and review the action and its target.*

No comment is required if the action is on target to be achieved in the way specified (green traffic light).

In the case of an amber traffic light being assigned, a comment is required that will explain the concerns or issues that might affect the outcome.

For actions with red traffic lights, the comments will explain why it is no longer possible to achieve the action in the way specified and will be accompanied by a recommendation on a way forward.

When reviewing progress, it is useful to know if the situation has changed significantly since the last report. This can be demonstrated by using arrows to show any movement – downwards from Green towards Red or upwards from Red to Amber or Green. A horizontal arrow indicates there has been no movement since the last report.

↑ Moved up one (from Red to Amber or from Amber to Green)

↓ Moved down one (from Green to Amber or Amber to Red)




↑↑ Moved up two (from Red to Green)

↓↓ Moved down two (from Green to Red)

←→ Stayed at the same level

Achieved Action completed

To summarise:

	Comment	Move- ment	Traffic Light
Action already completed in the way specified.	No comment required.	Enter symbols as appropriate	Achieved
Action on target for completion in the way specified.	No comment required.		
Certain issues may affect action with a possibility it may not be completed in the way specified.	Brief note of the issues.		
Action no longer achievable in the way specified.	Recommendations as to the way forward.		

Improvement and Action Plan Monitoring

Monitoring of Local and National Performance Indicators

The procedure for monitoring local and national performance indicators is slightly different, as we are required to report our achievements in relation to PIs in a number of ways.

Whether or not we have achieved our target is highlighted using the traffic light system as shown below:



Our results meet, or exceed the target.



Our results do not meet our target, but they are within 10% of it.



Our results do not meet our target, and they miss it by more than 10%.

In the case of amber and red traffic lights, brief notes must be added to explain the variance.

For green traffic lights, a note of explanation is only needed if the result exceeds the target by more than 10%.

Performance Reporting

Monthly Performance Indicator Reporting

Reports are produced for Corporate Management Board on a monthly basis by the Consultation & Communication team, reporting on areas such as financial performance for individual venues and some services; Planning PIs; Environmental Health PI, selected SDLIs (e.g. Council Tax collection) and other areas that Directors have indicated they would like to monitor. All reports produced are available on IRIS, the Council's Intranet.

Quarterly Performance Management Reports

Performance management reports are produced on a quarterly basis (Q1 = April to June; Q2 = July to September; Q3 = October to December; and Q4 = January to March). The format for Q4 reflects the accurate status of each milestone at year end. These are made available to both officers and Members, again on IRIS; and exceptional items (i.e. those at 'amber' and 'red') reported to the relevant Committees in the next Committee cycle. Directors discuss the content of the report with a view to making performance improvements on a quarterly basis.

Quarter Four has a different format where milestones are reported as achieved, rolled forward or signed off. This replaces the traffic light reporting system where green, amber or red is used in order to accurately monitor progress. The traffic light system can only accurately monitor progress from Quarter One to Three and not Quarter Four. The reason being, it does not show an overview of where we are at year end, by clearly stating all indicators that have been achieved and what actions to take regarding those that have not been achieved.

All quarterly reports include progress against the Key Service Priorities, progress against the Improvement Plan, as well as other corporate health indicators. It should be noted that the report for Q2 includes a half-yearly update on progress against randomly selected Single Data List Indicators.

Single Data List – Data Requirement from Local Authorities from April 2011

The single data list is a list of all data returns that central government requires from local government. Most of the returns listed are completed directly by us as a local authority, but returns are included in the list where we have some other significant involvement. It is a statutory requirement to report the outturn of the Single Data List Indicators at different stages of the financial year. The final year figures are reported to various bodies such as Department for Communities and Local Government (DCLG), Department for Environment, Food and Rural Affairs (DEFRA), Department for Transport (DfT) and Department for Works and Pension (DWP).

The list does not cover:

- Data returns which the Council complete voluntarily;
- Data which the Council may be required to provide in the course of applying for, or as a condition of receiving or participating in, a specific grant, project or programme;
- Returns not directly relating to their role as local authorities – for example because they are employers;
- Ad hoc requests for information; and
- Data that councils are required to publish locally to facilitate local accountability, but which are not required to be submitted to central government. For example data provided under the Code of recommended practice for local authorities on data transparency (such as items of expenditure over £500), data published to fulfil the Public Sector Equality Duty, and data relating to the speed camera inventory.

This list is intended to provide a catalogue of the minimum data central Government needs from local government. It will be open to regular review, scrutiny and challenge. However, the list will not be used to set targets or manage our performance as a local authority.

6. Further Information

Developing Effective Performance Indicators

The saying 'What gets measured gets done' illustrates the importance of the right things being measured and inappropriate things being left out. If an organisation does not measure what it values, it will end up valuing what can be measured. The choice of indicators will have a major impact on the operation and direction of the organisation, and knowledge of the factors driving behaviour and influencing performance then becomes crucial.

Developing Robust Performance Indicators

An effective performance management system needs robust performance indicators. We must record all SDLIs as this is a statutory requirement, but we have discretion as to what local performance indicators (PIs) we choose to record.

Indicators should be relevant to the strategic aims and objectives of the Council or to a specific service area and SMART.

Matching Performance Indicators to Key Priorities

For each Key Priority in the Corporate Plan, you need to identify a (some) performance indicator(s) if relevant to your work. This will help monitor progress towards achieving each priority. Ideally, each Key Priority will be supported by one indicator, but this may be difficult in some cases, so more than one indicator can be chosen. Remember all the Single Data List Indicators will need to be included in the Corporate Plan, so start with those first.

Local Performance Indicators

It is important to develop a balanced set of indicators that reflect all the aspects of your service. One way of achieving this is to develop a set of indicators that cover economy, efficiency and effectiveness (outcome). Do not reinvent the wheel unless you have to – look at existing management information that is collected. Our local PIs are reported in both the monthly and quarterly performance management reports.

Local Performance Indicators Reported

Consider carefully which local PIs need to be reported. For management purposes, more local PIs may be required, but not necessarily reported and published.

A Few Don'ts

Do not collect information just because it has always been collected. Once an indicator or set of indicators has been developed, they should be reviewed to reflect changes in priorities. Consider whether they are still relevant, or do they need refining?

Do not overload yourself with performance indicators – they are intended to help you manage your service as well as give service users and Members an indication of how the service is doing. If you overload yourself with them, the task of collecting the performance information will become onerous and the service user may well feel that they are drowning in a sea of statistics and the message you are trying to get across about your service could be lost.

Don't value what you measure – measure what you value.

Common Pitfalls When Setting Up Performance Indicators

Pitfalls	And How to Avoid Them...
PIs that measure activity rather than performance will provide less useful data and information overload.	A focus on the key objectives of the organisation will keep attention on the essential goals. From these key objectives, it is important to align indicators to the more operational levels.
Focusing on short-term targets at the expense of long-term objectives is a risk, due to pressure for immediate good performance.	The balanced scorecard approach can help to ensure the inclusion of both long- and short-term objectives.
Lack of understanding of outcome-based measures might lead to this type of PI being underused.	It is worth spending time on developing good outcome measures, though this is not an easy task. The ripple effect can be a helpful method. Measures of processes associated with good outcomes may also be used if outcome measures are not available.
Too many financial measures compared with quality measures can lead to skewed performance and neglect of essential areas.	The balanced scorecard or a similar approach should be considered to ensure the right balance.
Manipulation of data to improve the measured performance is a risk, especially when performance is published, ownership of the indicators is weak, or staff reward and censure depend on the indicators.	Perverse incentives can be minimised by setting up counterbalancing PIs, verification of data and by involving staff in the construction of indicators.
Danger of specifying data because they may be interesting rather than needed.	Again a focus on the key objectives of the service or function can reduce the risk of ending up with 'nice to know' rather than 'need to know' indicators. But organisations should recognise the possible need for context indicators.
Risk of measuring job processes that are easy to measure rather than those that have the greatest potential value, for example, routine work versus research projects.	Focus on key objectives and a cascading down to more operational measures can improve the insight into the valuable processes of the organisation.
Not targeting the PIs on the relevant stakeholder groups will often lead to the information not being used.	Stakeholder analyses and clear information and communications strategies can improve the targeting of PIs to stakeholders by understanding their needs. Clarity of purpose is achieved.
Not comparing like for like can lead to feelings of unfairness and lack of trust in the performance measures.	Data quality must be high and consensus established on the principles on which comparison is based. Trust can be enhanced by using PIs intelligently, to prompt questions rather than jump to conclusions.
Not understanding user needs may lead to the wrong PIs being collected and efforts being put into the wrong areas.	Stakeholder analysis can again provide a useful tool.
Not revising the system in response to internal and external changes may lead to an outdated system not measuring the significant and possibly sending the organisation in the wrong direction.	Regular refinement of individual indicators and the set of indicators should be included in the evaluation and review system of the organisation.

Source: Audit Commission

Setting Targets

Targets should be challenging, yet achievable. If we are serious about continuous service improvement, it is pointless in setting a target that you know you can easily reach or easily exceed, just because it looks good on paper. On the other hand, there is no point in setting a target that will be clearly impossible to reach – or even just an aspiration to reach – as this will only lead to staff feeling demoralised and raise unrealistic expectations in service users.

Targets should be set considering the Council's Key Priorities for 2012-2016, as well as the Council's Core Values and ambition, the key activities identified for the year ahead, the resources available, and the Council's agreed budget. They should also take into account any available benchmarking, albeit at a national or local level, or similar information, as well as past performance.

For SDLs you should be aiming for the top quartile performance in areas that:

- Will help us achieve our ambition
- Specifically help us achieve our Key Priorities (and continued commitments)
- Directly relate to the draft Corporate Plan objectives and the year ahead.

An adequate audit trail for all targets needs to be provided, including documenting why a target has been set.

Draft targets will be set in March / April each year and will therefore need to be estimated on the previous year's best quartile figures or other benchmarking information. All targets will need to be discussed and agreed initially with the appropriate Director, and subsequently by Members.

There will be an opportunity to review the targets once the previous year's results are known.

Some PIs may realistically only be monitored against their target on an annual basis. However, the majority of NIs are monitored on a half-yearly basis (in October, for the first six months of the financial year – April to September inclusive). A few (for example, the percentage of waste that is recycled) are monitored on a monthly basis.

Examples of Good and Bad Targets

Good

- We will reduce the number of missed household collections by 10% by next year
- We will aim to collect 95% of the council tax that is due next year
- We will increase the number of tickets sold to the Playhouse by 20% before the end of 2011
- We will increase the number of 18-24 year olds on the Citizen's Panel by 10% by 31 December 2010.

Bad

- We will improve the way we handle complaints
- We will make allotments as pretty as possible
- We aim to have the best waste service in the region
- We aim to increase co-operation between the Council and police authorities
- We will answer 75% of all letters within 5 days (a poor target if the remaining 25% take three months to answer).