

Title: **Performance monitoring 2007-08  
Quarter three Oct - Dec 2007**

Portfolio Holder: **Cllr Andrew Davis**

Reporting officer: **Helena Carney, Policy Officer**

Service Manager: **Paul Mountford**

Key Decision: **No**

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### **Purpose**

This report summarises the Council's performance in the third quarter of 2007-08. It is divided into two sections:

- (1) Overall summary
- (2) The full picture

### **Background**

The Council monitors a range of national and local performance indicators. There is a hierarchy of performance monitoring at a corporate level, service plan level, and more detailed contract management level. This report provides a corporate high level overview of 29 key performance indicators which provide an indication of progress in each of the six Corporate Plan spotlight areas.

The information is collected quarterly, on a single day called 'Big Wednesday', which is usually around 10-15 days after the end of each quarter. A report is produced and this is considered by Corporate Team at the next available meeting. Corporate Team members will follow up on any issues raised with the relevant service managers. It is then distributed to Portfolio Holders (on an informal basis for information) and the Scrutiny Performance Group. The latter look in detail at specific issues and report back to the Scrutiny Committee. Finally, report is formally considered by Cabinet, along with any comments and recommendations from Corporate Team and/or the Scrutiny Committee.

At year end all national performance indicators are included in an annual performance plan and this is reviewed by the Audit Commission which focuses particularly on data quality. The information is then used to inform 'direction of travel' and other assessments.

The timetable for reporting is as follows:

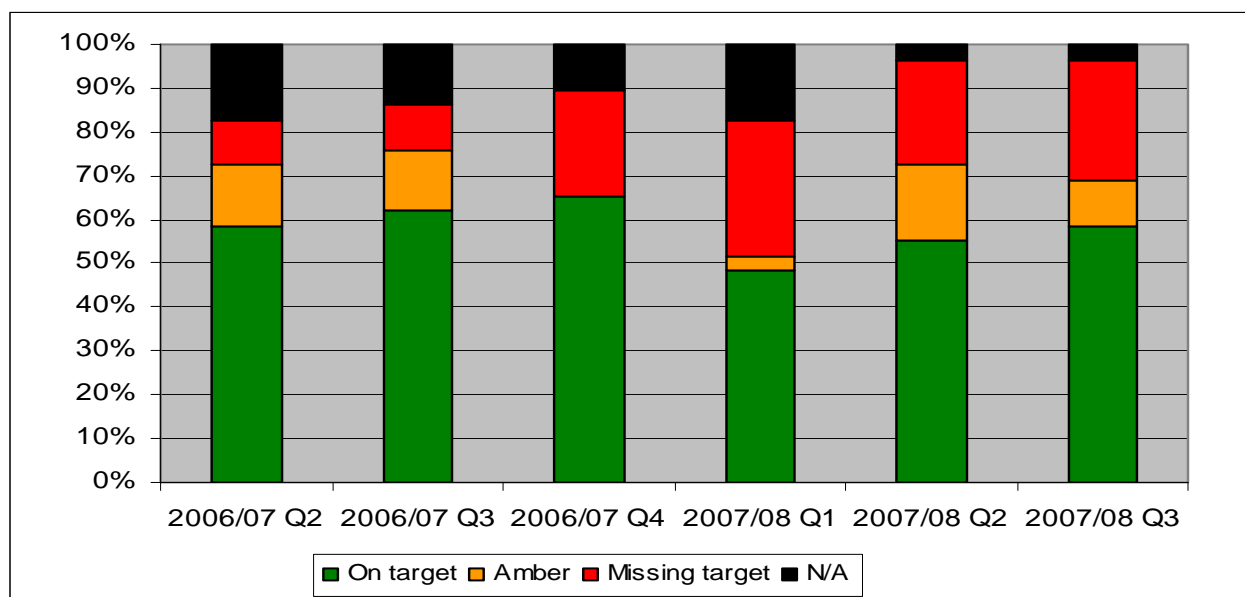
	Quarter 1 (Apr-Jun)	Quarter 2 (Jul-Sept)	Quarter 3 (Oct-Dec)	Year end (Jan-Mar)
'Big Wed' meeting	11 July	10 Oct 07	9 Jan 08	16 Apr 08
Report to CMT	1 Aug 07	24 Oct 07	30 Jan 08	7 May 08
Report to Portfolio Holders and Scrutiny Performance Group	3 Sept 07	7 Nov 07	4 Feb 08	12 May 08
Report to Scrutiny Committee	19 Sept 07	22 Nov 07	13 Feb 08	May 08
Report to Cabinet	3 Oct 07	5 Dec 07	5 Mar 08	June 08
Report to Council	-	-	-	June 08

## Key issues

An overall summary is provided below along with graphs showing trends where appropriate. The full picture is provided in Appendix 1. Further more detailed information is available from the relevant service managers or from the Policy and Communications service.

## Overall summary

The Council's performance in quarter three has remained fairly static and concern remains in Development Control and Housing. In addition, some service areas are performing poorly in responding to letters within the Council's service standards.



## Good performance highlighted

The indicators that are currently meeting their target and are likely to remain so at the year end are as follows:

Spotlight area	Performance indicators hitting target	Q2 to Q3 trend
2 Improving development control	○ Local - % of officer recommendations which are overturned by committee	↑
	○ Local – no of affordable housing units secured annually through the planning process (excluding PFI)	↑
3 Recycling more waste	○ BV82a/b - % of household waste sent by the authority for recycling/composting	↓
	○ BV91b - % of residents served by kerbside recycling (2 recyclables)	↔
	○ BV84a – amount of household waste collected per head of population	↓
	○ BV82d(i) - % of household waste arisings which have been landfilled	↓
4 Meeting housing need	○ BV183b – average length of stay in hostels (weeks)	↑
	○ Local – no of dwellings empty for six months or more	↑
5 Better access to recreation	○ Local – no of people involved in sports development	↑
6 Improving our market towns	○ BV199a - % of land and highways assessed as having deposits of litter and detritus that fall below an acceptable level	↑
	○ BV199b - % of land and highways from which unacceptable levels of graffiti are visible	↔
	○ BV199c - % of land and highways from which unacceptable levels of fly-posting are visible	↑
	○ BV218b - % of abandoned vehicles removed within 24 hours	↔
Getting the job done principles	○ BV9 - % of council tax collected	↓
	○ BV10 - % of non-domestic rates collected (NDR)	↓
	○ BV78a – average time for processing a new benefits claim	↑
	○ BV78b – average time for processing notifications of change of circumstance (days)	↑

## Poor performance highlighted

The indicators that are currently missing their target are as follows:

Spotlight area	Performance indicators missing target	Q2 to Q3 trend
1 Putting customers first	○ Local - % of letters requiring a response answered within the Council's service standards	↓
	○ Local - number of complaints upheld by the Local Government Ombudsman	↓
2 Improving development control	○ BV109a - % of major applications processed within 13 weeks	↓
	○ BV109b - % of minor applications processed within 8 weeks	↓
4 Meeting housing need	○ Local – no of new affordable rented houses started on site	↑
	○ Local – no of individuals in some form of temporary accommodation	↑
	○ Local - number of disabled households receiving assistance with housing needs from the Council and its partners	↓
	○ BV64 – no of private sector dwellings returned to occupation or demolished as a result of direct action by the Council	↔

A commentary by service managers explaining the situation is given against each of these indicators in Appendix 1. The Corporate Team, Scrutiny Performance Group and Scrutiny Committee have reviewed these indicators and are following up a range of issues with the relevant service managers. Their findings are added to the commentary and trends below. In addition, trends are graphically shown in appropriate cases.

### Commentary and trends

#### Putting customers first

- Local – percentage of letters requiring a response answered within the Council's service standards

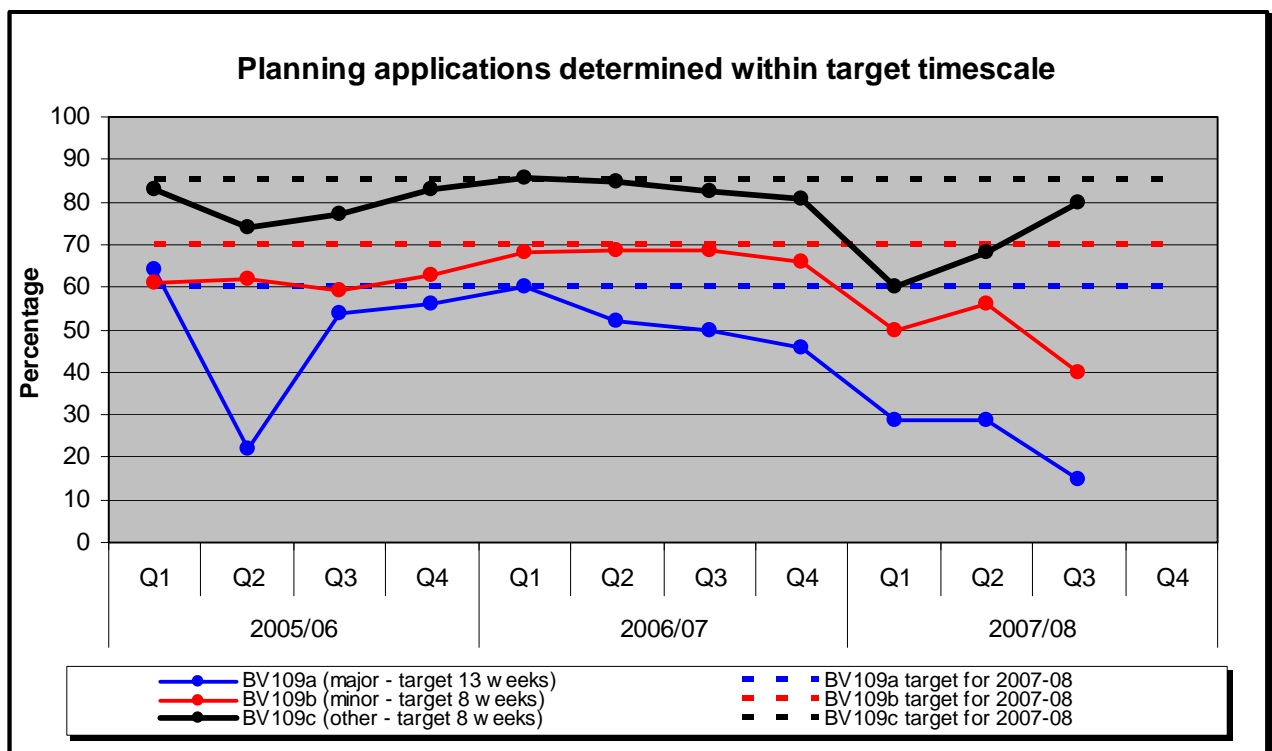
All service areas reported their letter monitoring figures for quarter three, which has seen a reduced number responded to within the Council's service standards, compared to quarter two. The individual service areas not performing well are Development Control, Planning Policy and Sustainable Communities. Concern remains on the quality of data supplied by some service areas. The Scrutiny Performance Group were disappointed that this target had been missed and felt that the service areas not performing well should be investigated further. The group also felt that acknowledgement letters should be sent as soon as letters requiring a response are received. The Portfolio Holder was present at the Scrutiny Committee and will address the concerns raised by the Scrutiny Performance Group.

- Local - number of complaints upheld by the Local Government Ombudsman

Two complaints have been upheld so far this year, one in the first quarter and one in the third quarter. The target for the year is one. The complaint upheld in the first quarter relates to the granting of planning permission for housing at the former gas works site in Bradford on Avon. The complaint upheld in the third quarter relates to the issuing of a County Court Summons regarding Council tax for the year 2006-07.

### Improving development control

- BV109a - percentage of major applications processed within 13 weeks
- BV109b - percentage of minor applications processed within 8 weeks



A phased introduction to the new way of working was intended, however due to six members of staff leaving during the quarter, it was decided to introduce it throughout the service at the same time. This resulted in the majority of staff having to familiarise themselves with a new way of working, which has had a negative impact on the processing times of all applications.

Currently there are two vacant posts within the service and other recent vacant posts have been filled using agency staff or through internal appointments.

We have prioritised the importance of clearing as many old applications as possible during quarter three, to clear the way forward. Since 1 July 2007, 208 more applications were determined than received, which demonstrates that concerted effort has been made to reduce the backlog. There are currently 376 planning

applications in the system, of which 101 are prior to the introduction of the Vanguard process and 275 are after the introduction.

The performance of processing minor applications declined in quarter three due to the clearing of this backlog. Also, Cabinet decided in September 2007 to change the affordable housing policy, which resulted in 15 applications that were held pending S.106 agreements, being determined in October.

The performance of processing major applications also declined in quarter three. Again concerted effort has been made to determine old applications by working with Legal services to complete S.106 agreements. With support from Vanguard, Legal services are looking at new, streamlined ways of working which it is hoped will improve the S.106 process.

Although the performance of processing minor and major applications has declined in quarter three and the expected improvements have not been realised, this reflects extensive work carried out to determine old applications. The benefits of the Vanguard process will not be evident until the detrimental impact of determining old applications has come to an end.

The average length of time to process planning applications with the new way of working is averaging 38.7 days (this average is taken over the period 18 October 2007 to 16 January 2008) which compares to an average of 54 days prior to the introduction of the Vanguard process.

The Scrutiny Committee were concerned that performance has not improved in quarter three but hopes to see the benefits of the Vanguard process coming through by year end.

### **Meeting housing need**

- Local - number of new affordable houses started on site (local) – this is a cumulative target.

This is a cumulative year end figure, which currently stands at 91. The year end target of 200 assumed 100 coming from the PFI project. From the balance, it should be noted that several schemes were completed ahead of schedule which resulted in the target for 2006-07 to be exceeded by 41.

- Local - number of individuals who are in some form of temporary accommodation at any one time

There is a lack of 'move on' accommodation for people to move out of temporary accommodation. This is a reflection of the current housing situation in Wiltshire. The Council's Housing PFI scheme to deliver at least 400 new affordable rented homes, will help to improve this situation in the longer term.

- Local - number of disabled households receiving assistance with housing needs from the Council and its partners

A new Housing Renewals manager took up post in October 2007 and as a result of ensuring that correct procedures were being followed prior to approval, the flow of approvals has temporarily reduced for this quarter. In order to ensure that expenditure remains within budget, it is unlikely that the target number of grants for the year will be approved.

- BV64 – number of private sector dwellings returned to occupation or demolished as a result of direct action by the Council

This is due to a reprioritisation of staffing and capital resources. High demand for Disabled Facilities Grants has resulted in capital funding being redirected to DFG's. CMT have asked Graham Hogg to provide a report on issues within housing renewal to include staffing, performance and budget allocation against prioritisation. This report will set the framework for the service moving forward up to April 09. However it should also be noted that due to the overwhelming demand on resources from Disabled Facilities Grants, it has not been possible to direct capital funding in to other areas of private sector renewal. Consequently work has been suspended in grant funded activity that would support BV64.

### **Effect on strategies and codes**

Performance monitoring is used to assess progress against the objectives set out in the Corporate Plan. A total of 69 performance indicators are monitored and these are grouped under the spotlight areas and getting the job done principles.

### **Risk management implications**

There are a number of risks associated with performance monitoring. They include:

- Ineffective performance monitoring leading to inadequate management information about the performance of council services. Work is continuing to strengthen the performance monitoring processes in the Council.
- Audit Commission qualification or reservation of national performance indicators. In practice this means they are not included in Audit Commission data tables and are counted as 'bottom quartile'. Work has been undertaken on data quality and improving procedures to ensure that no indicators are reserved.

### **Finance and performance implications**

There are no direct financial implications. The performance implications have been highlighted throughout the report.

### **Legal and human rights implications**

There are no legal implications arising from this report.

## **Next steps**

The year end performance will be considered by Cabinet in June 2008.  
Action is being taken to address any areas of under performance.

## **Recommendations**

### **Cabinet is asked to:**

- **Review this summary performance report and raise any issues for follow up or further action.**
- **Review the specific comments of the Scrutiny Committee.**



## The full picture

This appendix provides detailed information on each of the indicators monitored.

Performance indicators can be nationally set denoted by a 'BV' number or locally set denoted by 'local'.

Performance last year in 2006-07. This provides context and allows comparison. For example, it shows how performance in a current quarter compares to the same quarter in the previous year.

Performance this year in 2007-08. This provides the latest information for each quarterly period. Occasionally some information may not be available for a variety of reasons and an explanation will normally be provided.

Key performance indicators	Q1	Q2	Q3	2006-07	Q1	Q2	Q3	2007-08	2007-08	Rating	Service manager comments on performance
	Apr-Jun 2006	Jul-Sep 2006	Oct-Dec 2006	year end	Apr-Jun 2007	Jul-Sep 2007	Oct-Dec 2007	year end	Target		
Local - No. of new affordable rented houses started on site	32	2	58	141	23	2			200	 RED	
BV183b Average length of stay in hostels (weeks)	23.31 weeks	12.26 weeks	15.9 weeks	16.83 weeks	15.1 weeks	21.1 weeks			19 weeks	 RED	There is a lack of 'move on' accommodation for people to move out of hostels. This is a reflection of the overall housing situation in Wiltshire
Local - No. of individuals who are in some form of temporary accommodation at any one time	n/a	n/a	n/a	75 people	83 people	91 people			72 people	 RED	There is a shortage of affordable housing in Wiltshire, which is contributing to the number of people who are in some form of temporary accommodation.
Local - No. of dwellings empty for six months or more	523	542	477	442	449	433			500	 GREEN	This includes all types of dwelling in the area, not just social housing, and is taken from the council tax record.
Local - No. of disabled h'holds receiving assistance with housing needs from the Council and its partners	64	98	92	-	40	47			181	 AMBER	Cumulative. This target should be met by year end.
BV64 No. of private sector dwellings returned to occupation or demolished as a result of direct action by the Council	7	24	30	48	0	0			25	 RED	This is due to a reprioritisation of staffing and capital resources. High demand for Disabled Facilities Grants has resulted in capital funding being redirected to DFGs.

The rating is illustrated by traffic lights. Red means the performance indicator is currently not hitting the target; Amber means the performance indicator is currently missing the target but may hit the target by year end or where uncertainty currently exists; Green means the performance indicator is currently hitting the target and is expected to remain on track at year end.

At the Big Wednesday meeting service managers are asked to comment on performance where relevant.

## Data quality check

The Council is committed to ensuring its performance information is based on good quality data. As such, each quarter a check will be performed to ensure that standards are being complied with.

Although each service is recording complaints and the response times to correspondence, more work needs to be undertaken to ensure that the procedure used is applied consistently across the Council. There have also been issues arising from the staff responsible for co-ordinating complaints and/or monitoring letters leaving or being on long-term sick leave, leading to continuity problems.

## **More information**



The Council monitors a wide range of other national and local indicators. If you are interested in a particular indicator and it is not listed in this Appendix please contact Policy and Performance for more information. Further information is also available in the annual performance plan and performance trends document.

## The full picture

### 1 Putting customers first

Portfolio holder: Cllr Andrew Davis







Service Manager: Wayne Smith

Key performance indicators	Q1 Apr-Jun 2006	Q2 Jul-Sep 2006	Q3 Oct-Dec 2006	2006- 07 year end		Q1 Apr-Jun 2007	Q2 Jul-Sep 2007	Q3 Oct-Dec 2007	2007-08 year end	2007-08 Target	Rating	Service manager comments on performance
Local - % of letters requiring a response answered within the Council's service standards	n/a	n/a	n/a	n/a		n/a	82.7%	64.9%		80%	 RED	The individual service areas not performing well are Development Control, Planning Policy and Sustainable Communities.
Local - No. of complaints received (stage 2)	6	9	3	6		3	3	4		n/a	n/a	No target has been set for this indicator
Local - No. of complaints upheld by the Local Government Ombudsman	0	0	0	0		1	0	1		1	 RED	The complaint in Q1 relates to the granting of planning permission for housing at the former gas works site in Bradford on Avon and in Q2 to the issuing of a County Court Summons regarding Council tax for the year 2006-07.

## 2 Improving development control

Portfolio holder: Cllr Tony Phillips





Service Manager: Dave Hubbard

Key performance indicators	Q1 Apr-Jun 2006	Q2 Jul-Sep 2006	Q3 Oct-Dec 2006	2006- 07 year end		Q1 Apr-Jun 2007	Q2 Jul-Sep 2007	Q3 Oct-Dec 2007	2007-08 year end	2007-08 Target	Rating	Service manager comments on performance
BV109a % of major applications processed within 13 weeks	60.0%	52.2%	50.0%	45.8%		28.6%	28.6%	15%		60%	 RED	Clearing the backlog of old applications continues to affect the figure as does time taken to finalise Section 106 agreements.
BV109b % of minor applications processed within 8 weeks	68.0%	68.4%	68.4%	66%		50%	55.9%	40%		70%	 RED	Clearing the backlog of old applications affects the overall number. The change in affordable housing policy resulted in a large number of older applications which had been pending Section 106 agreements, going through the system.
BV109c % of all other applications processed within 8 weeks	85.6%	84.9%	82.5%	80.6%		60%	68.0%	80%		85%	 AMBER	The impact of the Vanguard way of working has been felt, however the benefits have been offset by the clearing of the backlog.
BV204 % of appeals allowed against the council's decision to refuse planning applications	33%	31.5%	34.3%	33%		15%	7.7%	61%		33%	 AMBER	Of the 8 allowed, 5 were Committee decisions, 2 were delegated decisions and 1 was a split decision. 1 Committee decision was dismissed however. It is predicted that the year end figure will be on target given the good performance in quarters 1 and 2.
Local - % of officer recommendations which are overturned by committee	17%	13.5%	12.3%	12.6%		16.7%	23.0%	18.8%		22%	 GREEN	
Local - No. of affordable housing units secured annually through the planning process (excluding PFI)	n/a	n/a	n/a	381.5		517	556	649.5		537	 GREEN	Cumulative. The figure for quarter 3 is 93.5

### 3 Recycling more waste

Portfolio holder: Cllr Linda Conley







Service Manager: John Follows

Key performance indicators	Q1 Apr-Jun 2006	Q2 Jul-Sep 2006	Q3 Oct-Dec 2006	2006- 07 year end		Q1 Apr-Jun 2007	Q2 Jul-Sep 2007	Q3 Oct-Dec 2007	2007-08 year end	2007-08 Target	Rating	Service manager comments on performance
BV82a/b % of household waste sent by the authority for recycling / composting	42.11 %	40.18 %	40.54 %	40.01 %		44.24 %	45.42 %	37.06 %		37%	 GREEN	This is the first year where cardboard and food waste is excluded from the green bin. Very little garden waste was presented for collection in December, which has had a negative effect on the composting rate.
BV91b % of residents served by kerbside recycling (2 recyclables)	n/a	n/a	95%	98.7%		98.7%	98.7%	98%		98%	 GREEN	Assumes all properties have the option of a green bin and black box with the exception of a number of urban properties with access/space difficulties.
BV84a amount of household waste collected per head of population (kg)	114.5 kg	215kg	316kg	409.52 kg		105.71 kg	209.62 kg	300.58 kg		437 kg	 GREEN	
BV82d(i) % household waste arisings which have been landfilled	57.89 %	59.82 %	59.46 %	60%		55.76 %	54.58 %	62.94 %		63%	 GREEN	Low composting rate has affected this percentage. Side waste collections during round changes have also led to an increased proportion of residual waste.

#### 4 Meeting housing need

Portfolio holder: Cllr Virginia Fortescue



Service Manager: Graham Hogg

Key performance indicators	Q1 Apr-Jun 2006	Q2 Jul-Sep 2006	Q3 Oct-Dec 2006	2006- 07 year end		Q1 Apr-Jun 2007	Q2 Jul-Sep 2007	Q3 Oct-Dec 2007	2007-08 year end	2007-08 Target	Rating	Service manager comments on performance
Local - No. of new affordable rented houses started on site	32	2	58	141		23	2	66		200	 RED	This is a cumulative year end figure, which currently stands at 91. The target assumed 100 coming from the PFI project. From the balance, it should be noted that several schemes were completed ahead of schedule which resulted in the target for 2006-07 to be exceeded by 41.
BV183b Average length of stay in hostels (weeks)	23.31 weeks	12.26 weeks	15.9 weeks	16.83 weeks		15.1 weeks	21.1 weeks	16.9 weeks		19 weeks	 GREEN	
Local - No. of individuals who are in some form of temporary accommodation at any one time	n/a	n/a	n/a	75 people		83 people	91 people	86 people		72 people	 RED	There is a lack of 'move on' accommodation for people to move out of temporary accommodation. This is a reflection of the overall housing situation in Wiltshire.
Local - No. of dwellings empty for six months or more	523	542	477	442		449	433	395		500	 GREEN	This includes all types of dwelling in the area, not just social housing and is taken from the council tax record.
Local - No. of disabled h'holds receiving assistance with housing needs from the Council and its partners	64	98	92	-		40	47	10		181	 RED	A new Housing Renewals manager took up post in October 2007 and as a result of ensuring that correct procedures were being followed prior to approval, the flow of approvals has temporarily reduced for this quarter. In order to ensure that expenditure remains within budget, it is unlikely that the target number of grants for the year will be approved.
BV64 No. of private sector dwellings returned to occupation or demolished as a result of direct action by the Council	7	24	30	48		0	0	0		25	 RED	This is due to a reprioritisation of staffing and capital resources. High demand for Disabled Facilities Grants has resulted in capital funding being redirected to DFG's.

**5 Better access to recreation**





**Portfolio holder: Cllr Richard Wiltshire**

**Service Manager: Richard Rogers**

Key performance indicators	Q1 Apr-Jun 2006	Q2 Jul-Sep 2006	Q3 Oct-Dec 2006	2006- 07 year end		Q1 Apr-Jun 2007	Q2 Jul-Sep 2007	Q3 Oct-Dec 2007	2007-08 year end	2007-08 Target	Rating	Service manager comments on performance
Local - No. of people involved in sports development	3,331	2,656	936	8,736		2,292	3,836	5,771		6,004	 GREEN	Cumulative. Figure for Q3 is 1,935.
Local - No. of swims and other visits at the Council's eight leisure facilities (per 1,000 pop.)	2,470	2665	2532	10,462		2,720	5,287	7,875		10,700	 AMBER	Figure for Q3 is 2,588. The cumulative figure at Q3 appears to be 150 less than expected which can be explained through various temporary facility closures in 2007-08. The gym at Castle Place was closed for refurbishment in August, which saw the reported figure for August approx 50% less than expected. In September, Bradford pool was closed for 10 days and Westbury pool for 7 days and the sports hall at Leighton recreation centre was closed in December for 14 days. Each of the closures are due to essential maintenance work and all have had a negative effect on the attendance figures. Broadly the attendance in 2007-08 has been good and if closures had not taken place then it would appear attendance would be over target, however in light of the closures it is expected that the year figure to be very close to target.

**6 Improving our market towns**

**Portfolio holder: Cllr Michael Mounde Service Managers: Adam Nardell / Richard Rogers / John Follows**





Key performance indicators	Q1 Apr-Jun 2006	Q2 Jul-Sep 2006	Q3 Oct-Dec 2006	2006- 07 year end		Q1 Apr-Jun 2007	Q2 Jul-Sep 2007	Q3 Oct-Dec 2007	2007-08 year end	2007-08 Target	Rating	Service manager comments on performance
BV199a % of land and highways assessed as having deposits of litter and detritus that fall below an acceptable level	n/a	20%	18%	16.6%		n/a	16%	15%		17.5%	 GREEN	
BV199b % of land and highways from which unacceptable levels of graffiti are visible	n/a	1%	1%	0.78%		n/a	1%	1%		1.3%	 GREEN	
BV199c % of land and highways from which unacceptable levels of fly-posting are visible	n/a	0%	0%	0.33%		n/a	1%	0%		1.5%	 GREEN	
BV218b % of abandoned vehicles removed within 24 hours	100%	100%	81.8%	93.8%		100%	100%	100%		98%	 GREEN	



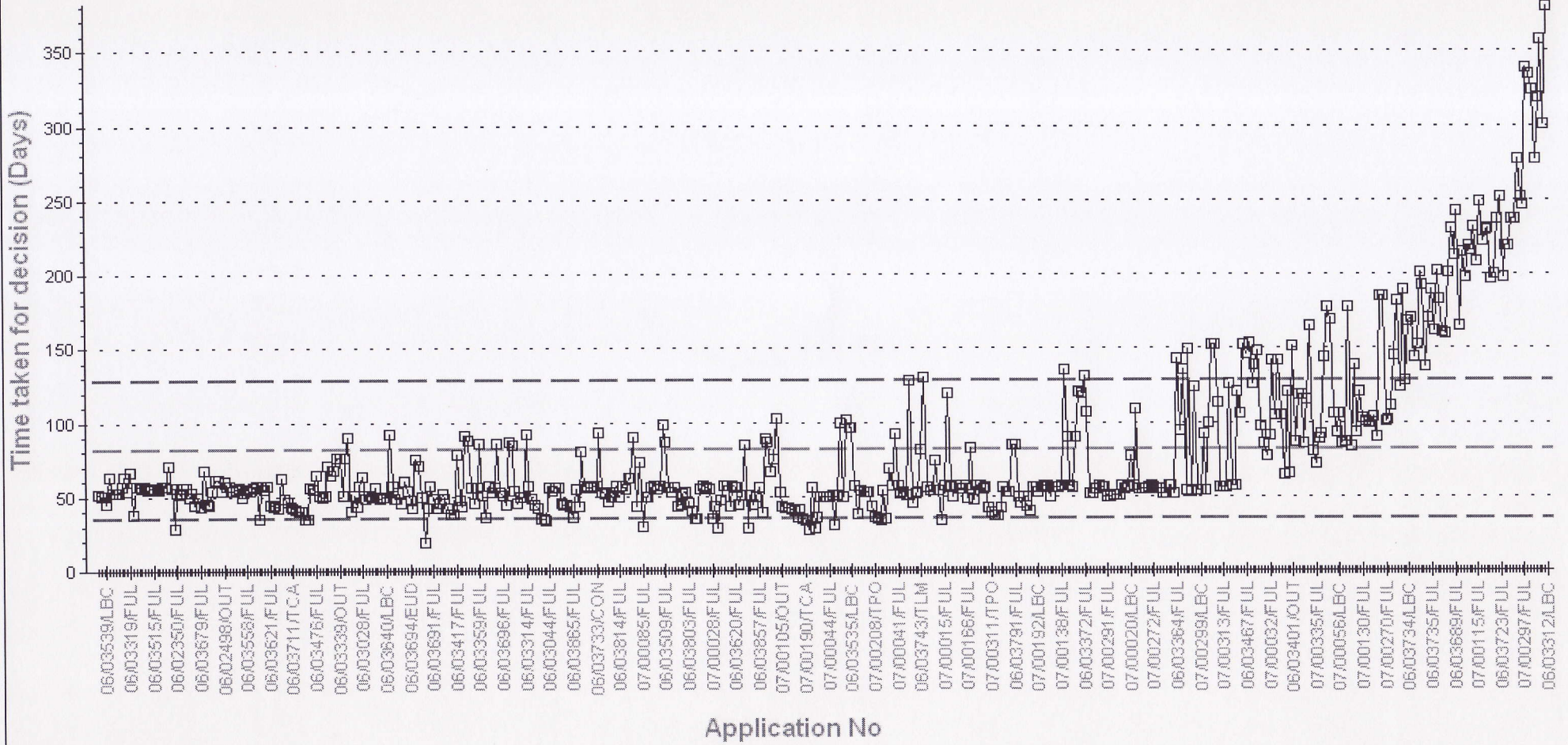
**Getting the job done principles**

**Portfolio holder: Cllr Graham Payne and Cllr Roy White**

**Service Manager: Ian Jamieson / Shirley Sanchez / Sharon Larkin**

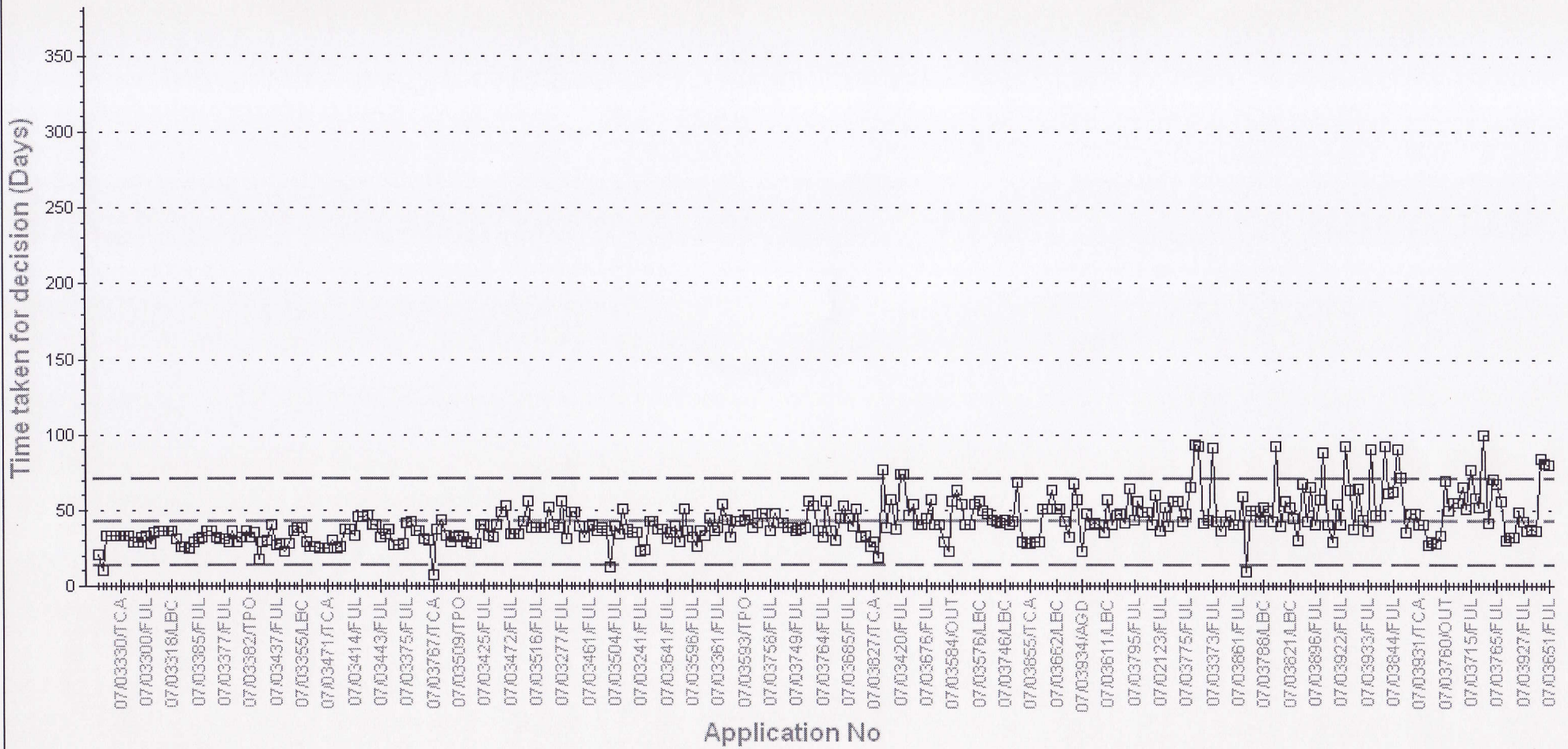
Key performance indicators	Q1 Apr-Jun 2006	Q2 Jul-Sep 2006	Q3 Oct-Dec 2006	2006-07 year end		Q1 Apr-Jun 2007	Q2 Jul-Sep 2007	Q3 Oct-Dec 2007	2007-08 year end	2007-08 Target	Rating	Service manager comments on performance
BV9% of council tax collected	31.4%	59.1%	86.9%	97.6%		30.2%	59.6%	87.1%		97.8%	 GREEN	Cumulative. Christmas and new year has had a negative effect on payments received.
BV10 % of non-domestic rates collected (NNDR)	31.9%	61.5%	88.3%	98.1%		32.7%	62.1%	88.7%		98.6%	 GREEN	Cumulative. Christmas and new year has had a negative effect on payments received.
BV78a Av. time for processing a new benefits claim (days)	37.4 days	37.6 days	37.0 days	37.1 days		35.5 days	23.1 days	19.2% days		30 days	 GREEN	Average processing time year to date is 26 days.
BV78b Av. time for processing notifications of changes of circumstance (days)	16.8 days	14.5 days	13.8 days	11.3 days		13.9 days	10.1 days	9.6 days		10 days	 GREEN	

# Time taken from Validation to Decision (18.10.06 - 31.01.07)



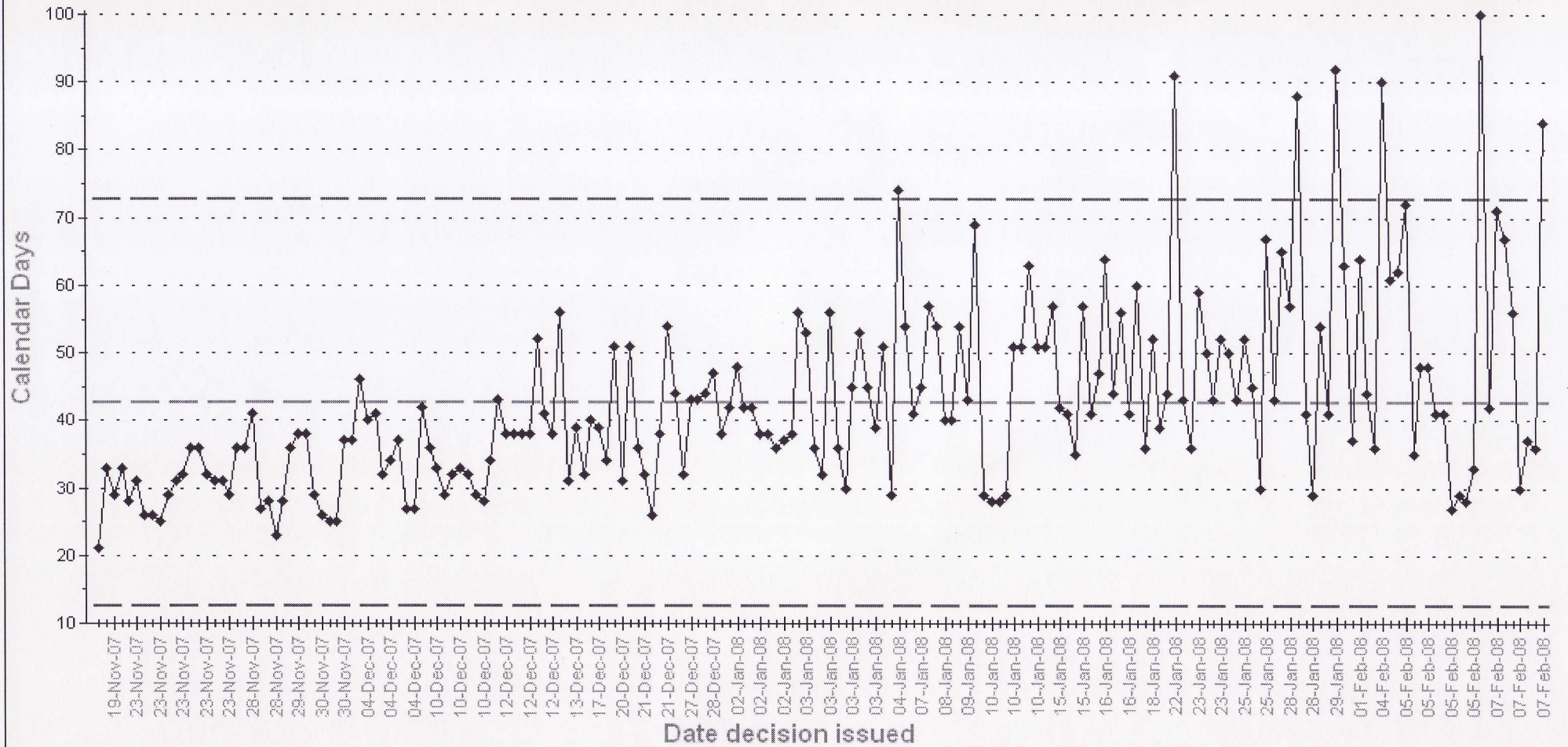
Start 06/03468/FUL  
 U.C.L. =128.5  
 Mean =81.5  
 L.C.L. =34.5

## Time taken from Validation to Decision (18.10.07 - 31.01.08)



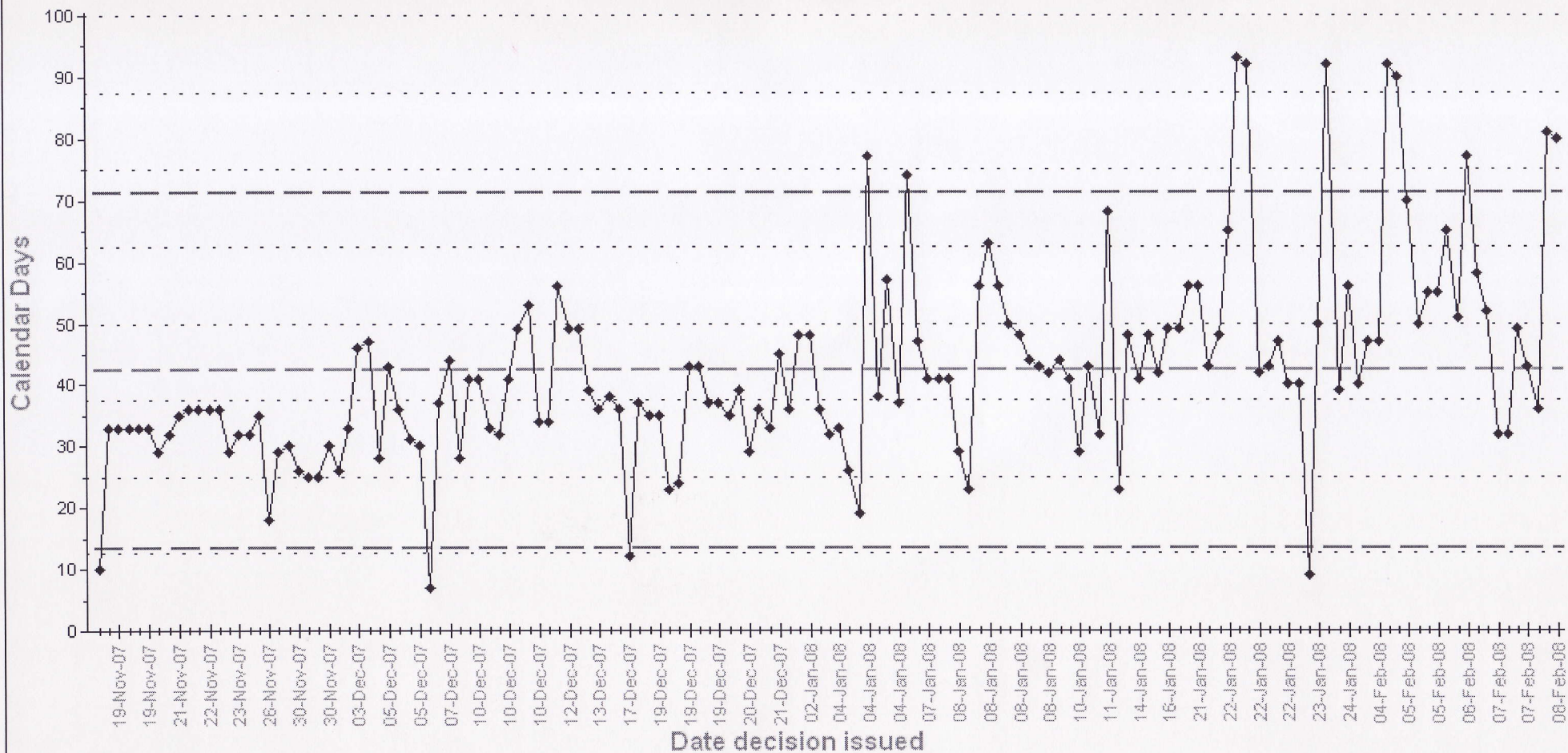
Start 07/03267/TCA  
 U.C.L. = 71.0  
 Mean = 42.5  
 L.C.L. = 13.9

# TEAM NORTH - Time Taken from Validation to Decision (18.10.07 - 31.01.08)



Start 07-Nov-07  
 U.C.L. =72.6  
 Mean =42.6  
 L.C.L. =12.6

# TEAM SOUTH - Time taken from Validation to Decision (18.10.07 - 31.01.08)



Start 08-Nov-07  
 U.C.L. =71.2  
 Mean =42.3  
 L.C.L. =13.5