

# Overview & Scrutiny Management Board

28 April 2014



## Development of Corporate Performance Indicators and Targets for 2014/15

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**Report of Corporate Management Team**  
**Lorraine O'Donnell, Assistant Chief Executive**  
**Simon Henig, Leader**

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### Purpose of the Report

1. To provide a summary of the issues raised by Overview and Scrutiny Management Board on developing the corporate indicators and targets for 2014/15 and outline the outcomes and actions taken to address these (Appendix 2).

### Background

2. At their special meeting held on 17 January 2014, Overview and Scrutiny Management Board were provided with the opportunity to influence the indicators and targets we use as a Council ahead of developing the corporate set for 2014/15 to monitor our performance and our progress in achieving our objectives.
3. The meeting consisted of six breakout groups, one for each of our Altogether Better priority themes, with members from each thematic Overview and Scrutiny Committee playing into the relevant theme. For each member there was an opportunity to comment on up to two of the themes on the day.
4. This report provides members with an outline of the outcomes and actions taken to address the issues raised (Appendix 2).

### Current Position

5. A draft corporate indicator set and three year targets have been developed to monitor progress towards achievement of the council's priorities as set out in the 2014/17 Council Plan.
6. A series of checks are being undertaken to establish appropriateness of the proposed corporate indicator set for 2014/15, specifically to ensure that key Council Plan priorities and areas of concern have been included for future monitoring. In relation to targets, checks are also being undertaken as to the rationale for target setting by evaluating improvement trends against current performance and benchmarking data. Members views have been incorporated into the development of the proposed indicator set.
7. The 2014/15 corporate indicators and three year targets will be presented for agreement to Cabinet in June 2014.

## **Recommendations and Reasons**

8. Overview and Scrutiny Management Board is recommended to consider the key outcomes from the meeting as listed in Appendix 2.

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## **Appendix 1: Implications**

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### **Finance**

Indicators in the corporate basket are being used to inform corporate, service and financial planning.

### **Staffing**

Performance against a number of relevant corporate health PIs is used to monitor staffing.

### **Risk**

Reporting of significant risks and their interaction with performance is integrated into the quarterly monitoring report.

### **Equality and Diversity**

Key actions relating to equality and diversity issues are monitored as part of the performance monitoring process.

### **Accommodation**

Not applicable

### **Crime and Disorder**

A number of PIs and key actions relating to crime and disorder are continually monitored in the corporate basket in partnership with Durham Constabulary.

### **Human Rights**

Not applicable

### **Consultation**

Feedback on the corporate basket and targets will be fed into the approval process for the corporate basket of indicators.

### **Procurement**

Not applicable

### **Disability**

The proportion of employees with a disability is monitored as part of the performance monitoring process.

### **Legal Implications**

Not applicable

## Appendix 2: OSMB Workshop held on 17 January 2014

Ref	Member comment/query	Action to be taken/feedback for members
<b>Economy &amp; Enterprise Overview &amp; Scrutiny Committee (Altogether Wealthier)</b>		
1	Request additional indicators be considered for inclusion in the 2014/15 corporate set that measure: <ul style="list-style-type: none"> <li>- Average household wage</li> <li>- Net household income</li> <li>- Breakdown of employment by sector</li> <li>- Classification of benefits claimants</li> <li>- Number of apprenticeships progressing into full time employment</li> </ul>	A set of measures is under consideration for inclusion within RED
2	More statistics requested to be included in future reports regarding welfare reform in relation to welfare rights and void properties	A suite of indicators covering both welfare reform and void properties has been developed and included within the proposed indicator set by RED
3	Members stated that it was important that cross-cutting issues and PI's are reported to the relevant committee for Members to be kept up-to-date.	Cross-cutting issues and PIs will be incorporated into future Performance Reports relevant to Overview & Scrutiny Committees.
<b>Children &amp; Young People Overview &amp; Scrutiny Committee (Altogether Better for Children &amp; Young People)</b>		
4	Suggest the addition of two indicators as follows: <ul style="list-style-type: none"> <li>- Children with a Child Protection Plan (to provide more information)</li> <li>- Young people who are admitted to hospital because of self harm</li> </ul>	The following indicators have been added: <ul style="list-style-type: none"> <li>- Rate of Children with a Child Protection Plan per 10,000 population</li> <li>- Young people aged under 18 admitted to hospital as a result of self harm (rate per 100,000 population aged 0-17 years)</li> </ul>
5	Educational attainment indicators should give geographical data to show where children and young people need additional support.	Breakdown to One Point Service level to be provided when submitting data for the 2013/14 Academic Year.
6	Suggest additional CAMHS indicator to monitor the numbers of new referrals to Child and Adolescent Mental Health Services, as the present indicator (PI Ref.65) only focuses on a small cohort of Looked After Children.	The following indicator has been added: <ul style="list-style-type: none"> <li>- Number of new referrals to Child and Adolescent Mental Health Services</li> </ul>
7	Request for information to be provided numerically where possible to sit alongside the percentage information. This will provide a level of clarity to the percentage information.	CAS provide numerators and denominators where possible when submitting performance data to the Corporate Performance Team.
<b>Adults, Wellbeing &amp; Health Overview &amp; Scrutiny Committee (Altogether Healthier)</b>		

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8	<p><b>PI Ref.70 Four week smoking quitters</b> - queried how the Council can influence achievement of the target and consider this indicator being categorised as a tracker. Need to target young and emphasise link to premature death.</p>	<p>Indicator has remained as a target for 2014/15. During the OSMB workshop it was explained that the Council can influence the achievement of the target through campaigns and publicity. Also if people have registered with the service they are ready to stop smoking. The Children &amp; Young People's Survey asks Year 6 pupils if people smoke around them. Public Health has commissioned a survey of young people in Year 9 which will cover a number of health issues, including smoking.</p>
9	<p><b>PI Ref.80-82 Drug &amp; Alcohol prevention</b> - consider links to suicide practice/policy</p>	<p>Suicide rates are included in both the Altogether Safer and Healthier baskets and supporting data will be provided to explain performance. To link suicides with a drug/alcohol issue would be difficult and would rely on analysis of individual coroner reports.</p>
10	<p>Obesity is an area where prevention/education is important. Suggest inclusion of indicator measuring adult obesity.</p>	<p>GP surgeries have a register for obesity. They can look into causes and make exercise referrals. Adult obesity data is currently sourced from a national survey so data is limited, however the service is looking into whether anything can be provided.</p>
11	<p><b>PI Ref.83 Community health checks</b> - important to retain this indicator within the set</p>	<p>A revised overall measure of health checks is being retained as this is a better future measure.</p>
12	<p>Consider inclusion of a measure of dementia.</p>	<p>The Department of Health is currently working on developing a national measure on dementia to measure the effectiveness of post-diagnosis care in sustaining independence and improving quality of life for people with Dementia. This will not be ready for inclusion in 2014/15 but when available it will be considered for inclusion in the basket</p>
13	<p><b>PI Ref.89 Adults receiving mental health services in settled accommodation</b> - query as to how long people can remain in settled accommodation with introduction of the bedroom tax. Can this be monitored and included in the set?</p>	<p>If performance dips the issue of bedroom tax can be investigated</p>
14	<p><b>PI Ref.90 Patient experience of community mental health services</b> - this indicator has been proposed for deletion. Consensus was that this area needs monitoring. Could an alternative measure be introduced which looks into CREE project, suicide, etc to see if these are working?</p>	<p>Retained but as a tracker indicator within the corporate set. At present this indicator is reported only at provider level, that is the data is representative of all patients residing in the Tees/Esk and Wear Valley authority areas. TEWV are unable to separate out Durham clients without additional cost to Durham County Council. Suicide is the high level measure. Suicide rates are included in the Altogether Safer basket and supporting data will be provided to explain performance</p>

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15	<b>PI Ref.94 Excess winter deaths</b> - this may be linked to the increase in fuel poverty and use of foodbanks. Can the use of food banks be tracked as part of Altogether Healthier or Wealthier or both?	Data on food banks will be included in performance commentary when possible. Excess winter deaths indicator to remain in Healthier basket but supporting commentary will consider wider issues.
<b>Safer &amp; Strong Overview &amp; Scrutiny Committee (Altogether Safer)</b>		
16	Consideration be given to providing a description of the new performance measures for 2014/15 in an appendix within the first quarter performance report.	Work is ongoing to complete a definition handbook. Members will be advised when this is available to access.
17	Inclusion of indicators to monitor the impact of Welfare reform on Crime have been considered by the Safe Durham Partnership Board. Identified indicators are requested to be included in the Altogether Safer Basket (Theft and Robbery).	This has been considered by the Safe Durham Partnership Board and a number of additional indicators have been identified to monitor Welfare reform. The Suicide rate is already included within the Basket.
18	Make available information to monitor increasing threat from cybercrime.	This will be discussed with Safe Durham Partnership and Police colleagues to scope out available information and assess feasibility of developing regular reporting.
19	<b>PI Ref.107-108 People killed or seriously injured in road traffic accidents</b> - should continue to be included in set but presented in a format to include a separation of 'Killed' and 'Seriously Injured' for all age categories and separated for Children.	Proposal for this indicator to be reported to the Safe Durham Partnership and the Corporate basket.
20	<b>PI Ref. 104-105 Drug completions</b> - suggest that targets set for drug completions (opiates 11% and non opiates 48%) in 2013/14 may have been too ambitious and propose that targets are reduced to the national average for all indicators relating to drug and alcohol successful completions of treatment.	It was agreed to discuss views of scrutiny with Managers from Substance Misuse Services and finalise targets for 2014/15. Targets have been proposed in line with national average.
21	Where available, Durham's performance should be compared with other areas that are most similar to Durham.	It was agreed to review the indicators set against similar authorities and identify benchmarks available.
<b>Environment &amp; Sustainable Communities Overview &amp; Scrutiny Committee (Altogether Greener)</b>		
22	<b>PI Ref.138 Renewable energy generation (MwE) installed or installed/approved</b> capacity within County Durham - this is currently a tracker indicator but there should also be a target indicator detailing work undertaken within our local communities. Consider regional benchmarking if available.	As this indicator depends upon developers coming forward and such developments cannot be predicted it is not possible for a target to be set. Further investigation will be undertaken on possibilities of benchmarking
23	Request additional indicators be considered for inclusion in the 2014/15 corporate set that measure:	

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	<ul style="list-style-type: none"> <li>- Street lighting (to show the savings resulting from LED lighting units/ numbers of LED lighting units fitted)</li> <li>- Condition of the highway</li> <li>- Number of dog fouling incidents</li> <li>- Generation of energy from waste</li> <li>- Incidents of fly-tipping - those which are picked up in addition to the indicator that is already reported (the number of fly-tipping incidents reported).</li> <li>- Number of prosecutions by DCC in response to fly-tipping (to include any prosecutions which DCC is involved in but was not the prosecuting organisation)</li> </ul>	<p>Difficult to measure as the number of lighting columns is not static. The following annual indicator is proposed as an alternative:</p> <ul style="list-style-type: none"> <li>- Average annual electricity consumption per street light (KwH)</li> </ul> <p>The following indicators have been added:</p> <ul style="list-style-type: none"> <li>- % of recorded actionable defects repaired within 24 hours (CAT 1)</li> <li>- % of recorded actionable defects repaired within 14 working days (CAT 2.1)</li> </ul> <p>The following indicator has been added:</p> <ul style="list-style-type: none"> <li>- % of relevant land and highways assessed as having deposits of dog fouling that fall below an acceptable level</li> </ul> <p>The following indicator has been added:</p> <ul style="list-style-type: none"> <li>- Megawatt hours (MWh) of energy produced from municipal waste sent to Sita's 'Energy from Waste' plant</li> </ul> <p>The following indicator has been added:</p> <ul style="list-style-type: none"> <li>- Number of fly-tipping incidents cleared</li> </ul> <p>Durham CC does not hold information if it is not the prosecuting organisation.</p>
24	Issue of whether trader sites in County to be used – suggested that this is covered in the next waste programme update to the Environment OSC.	To be covered at next waste programme update (July 2014)
25	<p><b>PI Ref.131 Percentage of conservation areas in the county</b> and <b>PI Ref.132 Number of additional heritage assets</b> - suggest targets be amended to reflect new conservation areas identified and new heritage sites with open days.</p> <p>Suggest that as part of the refresh of the work programme for the Environment OSC that a report is prepared for members looking at the criteria for conservation and heritage sites, location of sites within the County and how they are considered within the County Durham Plan.</p>	<p>131 - targets have been amended for 2014/15 and the coming years</p> <p>132 - this indicator is proposed for deletion as it is limited to capturing assets open as part of the Heritage Open Day initiative and not therefore reflective of the wider work within the conservation team.</p> <p>Report will be considered as part of the 2014/15 work programme refresh for the Environment OSC.</p>

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26	<p><b>PI Ref.133-136 Waste management</b> - the percentage of municipal waste landfilled should be 0% and the targets provided were queried. It was agreed that this would be checked and clarified within quarter 3 performance report.</p>	<p>Although the percentage of municipal waste sent to landfill continues to decline, it has not reached zero. An update will be provided at the next scrutiny meeting. During 2013, 23.1% of municipal waste was sent to landfill.</p>
27	<p><b>PI Ref.127-128 Litter &amp; detritus</b> – clarify how levels are decided and whether target should be lower. Need to make public the cost of cleaning up litter.</p>	<p>This indicator is calculated from the LEQSPRO survey which is a snapshot in time. The survey is carried out 3 times a year and looks at a number of randomly selected areas throughout the County. The scoring criteria is strict and rigorously applied. The targets have recently been reviewed to ensure they are both realistic and challenging.</p> <p>A number of educational campaigns take place throughout the year. Members will be informed of these campaigns at Overview and Scutiny, which will also provide a forum for further discussion and allow the opportunity to feedback any comments or concerns.</p>
28	<p><b>PI Ref.125 Feed-in tariffs</b> – comment that there is a Bill in Parliament to abolish Feed In Tariffs that will affect the indicator but this needs to be clarified.</p> <p>Need clarification as to whether the figures from Ofgem include information on social landlords.</p> <p>Further clarification requested as to what is included in the definition.</p> <p>Target does not appear ambitious compared to other local authorities; suggest compare with other local authorities and look at best practice.</p>	<p>There is no government bill before parliament - a private members bill may have been proposed, but this is unlikely to gain support due to the expense/compensation that would need to be in place to unpick the legislation.</p> <p>All installations are recorded in the totals, but it is not possible from the information Ofgem share to know what a Registered Social Landlord (RSL) contribution would be.</p> <p>A further indicator has been developed to record the amount of savings generated from installations on council owned buildings</p> <p>The possibilities of benchmarking with others will be investigated</p>
29	<p>Confirm whether inspection of trees includes byways or only highways only.</p>	<p>The inspection only applies to highway trees on selected roads. The inspection programme is based on a risk based regime based on traffic volumes and/or number of mature tree populations.</p> <p>The inspection regime is at an early stage and consideration will be given as to whether to include byways following completion of minor and unclassified roads in 2015.</p>



Ref	Member comment/query	Action to be taken/feedback for members
<b>Corporate Issues Overview &amp; Scrutiny Committee (Altogether Better Council)</b>		
30	<p><b>PI Ref.144 Percentage of calls answered within 3 minutes</b> - some councils have now stopped applying a target against abandoned calls, as they feel it can be difficult to control given the changes and reduced resources as a result of MTFP and having less staff to deal with the increasing amount of phone calls</p>	<p>The indicators are being retained for % of calls answered within 3 minutes (target indicator) and % of abandoned calls (tracker) within 2014/15 corporate set.</p>
31	<p><b>PI Ref.145 Average waiting time at a customer access point (mins:secs)</b> - clarify in indicator description whether waiting time is from entering building or being seen at reception. Suggest it would be more meaningful to report those customers having to wait longer than 15 minutes to be seen. Consider inclusion of additional indicator which relates to surgeries which are held in some locations on an appointment basis, so information on attendance/waiting time etc. in surgeries can be recorded.</p>	<p>Waiting time is calculated from being seen at reception. New indicator introduced is: '% of customers seen within 15 minutes at a Customer Access Point (CAP)'</p> <p>Information relating to appointments met will be set up when the new surgery at Bishop Auckland is set up.</p>
32	<p>Consider inclusion of additional indicator to monitor use of various channels for contact within the council.</p>	<p>An additional indicator is monitored at a service level. The following has now been added to the corporate basket: - number of customer contacts: a) face to face, b) telephone, c) web forms, d) e-mails</p>
33	<p><b>PI Ref.146 Percentage of all ICT Service Desk incidents resolved on time</b> - clarify definition for 'what is on time'. Timescale should also be agreed.</p>	<p>There are 4 levels of priority allocated: • P1 – four (working) hour fix; • P2 – 8 hour fix; • P3 – 16 hour fix and • P4 – 40 hour fix. An overall percentage is reported.</p>
34	<p><b>PI Ref.151 Percentage of council tax recovered for all years excluding the current year</b> - a high target is set for council tax collection in light of changes made re landlords having to pay for empty properties. Agree targets must be SMART and achievable.</p>	<p>The Council makes a provision for non-payment of 1.5% in determining its Tax Base each year, but aims to recover in excess of this sum over time. This indicator is based on the Taxbase assumptions and tracks overall recovery performance in terms of the recovery of Council Tax, excluding the current year, which is monitored separately. Performance is carefully monitored and tracked against different debt types and have taken into account the Council's changes in discounts and exemptions over the last few years in these calculations. This is monitored, together with in-year recovery in terms of cash flow within the Collection Fund, to ensure that in each year cash received is equal to / greater than the precepts and demands placed on the Collection Fund.</p>

Ref	Member comment/query	Action to be taken/feedback for members
35	<b>PI Ref.158 Percentage of local authority tenants satisfied with landlord services</b> (all three providers) - no targets will be set for 2014/15 and this needs amending. The survey is only carried out every two years.	It is proposed to drop this indicator from the 2014/15 set as the survey will not be undertaken this year
36	<b>PI Ref.159-161 Current tenant arrears as a percentage of the annual rent debit</b> - consider a collective total across all three housing providers.	It has been proposed that this indicator will be reported in 2014/15 as a collective figure, with a shared target of 2.45%.
37	<b>PI Ref.165 Percentage of performance appraisals completed</b> - target should be set at 100% and wording be added to the PI definition stating 'for staff eligible for appraisals' for clarity and to give targets more meaning.	ResourceLink (HR System) provides the figures but the system is not able to make allowances for staff who are away from work due to reasons such as maternity leave and long term sickness. The SMART target has been set in accordance with Corporate Guidance.  Further investigation into the feasibility of taking staff not eligible out of the calculation has shown that this would have a significant cost.
38	Highlighted that there are no indicators relating to staff training and development - consider additional indicator if applicable.	Employee training and development requirements are identified through the Performance Appraisal process where a Personal Development Plan is completed. A manager is responsible for monitoring this plan to ensure that an employee's essential training and development is undertaken. A corporate performance indicator is in place for employees who have received an appraisal in a rolling year, at Quarter 3 14/15, 73.27% of employees had received an appraisal. As systems in relation to training and development are progressed further to ensure data quality e.g. corporate e-learning and the ResourceLink training module, the opportunity to develop indicators will be further investigated.
39	<b>PI Ref. 176 No. of RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) incidents reported to the Health and Safety Executive (HSE)</b> - consider this indicator be changed from target to tracker.	This indicator was first reported in 2011/12 with a target and was subsequently changed to a tracker in 2012/13.