

Performance Management Change - Consultation Paper

01/03/2011

This paper shows the consultation responses received from Managers and Officers for the Performance Management Position Paper.

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Consultation with Managers and Staff

The Future of Performance Management Consultation

In September 2010 the Policy & Performance Team began engaging with managers in the consultation on 'The Future of Performance Management' asking the following 3 questions:-

1. What performance indicators you would want to see removed?
2. What performance indicators you think add value and would like to retain?
3. Any other suggestions on what would/could add value to performance management in the future?

Consultation Responses Summary

1. A number of Planning related Indicators remain requirements for submission to Central Government.
2. After the removal of NI's, performance management should focus on the targets set out in the Business Plans (any other indicators should ideally match against remaining national indicators and those targets set out in the Core Strategy).

The general aim should be to minimize additional data collection by aligning as much as possible with what we already have to collect unless it can be shown that this is essential to operational efficiency. The frequency of filling in Performance Management returns should be reduced to the minimum possible, e.g. yearly, particularly where the data relating to the target only changes on an infrequent basis.

3. Electoral Commission performance indicators are statutory so they can't be changed.
4. Focus on the business planning process and manager's utilisation of performance management. This is an opportunity for managers to review the performance indicators in their teams in terms of the value of continuity of reviewing them. Also if there is any information they currently collect or would like to capture on Covalent then this should be identified during the business planning process.

When considering which, if any, of the former NI's to retain the cost (officer time & financial) associated with it and actual availability of data sources needs to be understood and clarified, likewise with any new local indicators. There may be lots of data that teams monitor themselves within their own teams that could be captured on Covalent.

The key to Strong Performance Management in the Future is Directly Linked to a Robust Business Planning Process.

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If performance management was considered more comprehensively in the Business Planning process by managers, perhaps the reporting process could be adapted to their individual team needs. For example, instead of producing the quarterly report including all of the Councils data, which may not necessarily impact on their team and therefore is not perused by managers, Team reports could be developed instead and scrutinised at Team Meetings (similarly like policy & performance have set up for managers and chief executive 1-2-1's). The reports would then be Team specific and a greater interest will be paid to the content, which in turn will also generate a greater interest and 'buy-in' into maintaining the current Performance Management System (Covalent). Covalent is a great tool for Performance Management for the Council and if managers and team members were to utilise it more, then the Council would benefit more from the Performance Management function in future Council business and ultimately in striving to become an excellent Council.

LAA Coordinator Group Consultation

In October 2010 RBC's LAA Coordinator Group met to review the Rossendale Partnership and consider what LAA National Indicators should be kept once the NI's were abolished at the end of the year.

Please find the table of LAA National Indicators and the LAA Coordinators Group's initial recommendations as to whether the indicator should be kept or abolished below.

Table of LAA National Indicators and the LAA Coordinator Group Suggestions

LAA National Indicator	Keep/Abolish	Comments
NI 1 – % of people who believe that people from different backgrounds get on well together in their local area	Abolish	This indicator as it stands should be abolished although a different version of it could be created in line with the proposed Local Survey expected to replace the Place Survey.
NI 4 - % of people who feel they can influence decisions in their locality	Abolish	As above this indicator is taken from the Place Survey and the information can no longer be gathered but could be considered in future Local Survey's.
NI 6 - Participation in regular volunteering	Abolish	As above.
NI 7 - Environment for a thriving third sector CO DSO	Abolish	As above.
NI 16 - Serious acquisitive crime rate PSA 23	Keep	Possibly keep if data is still available from source.
NI 20 - Assault with injury crime rate	Keep	Possibly keep if data is still available from source.
NI 30 - Re-offending rate of prolific and priority offenders	Abolish	Abolish but replace with something similar as this is an important issue.

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NI 39 - Alcohol-harm related hospital admission rates	Abolish	Abolish as no data has been made available for this indicator yet.
NI 40 - Drug users in effective treatment	Abolish	Abolish but replace with something similar as this is an important issue.
NI 47 - People killed or seriously injured in road traffic accidents	Abolish	Information collected at County level only
NI 50 - Emotional health of children	Abolish	Difficult to collect the data although something similar could be collected in the future if data becomes available.
NI 55 - Obesity among primary school age children in Reception Year	Abolish	As above.
NI 110 - Young people's participation in positive activities	Abolish	As above.
NI 112 - Under 18 conception rate	Abolish	As above.
NI 117 - 16 to 18 year olds who are not in education, training or employment (NEET)	Keep	Possibly keep if data is still available from source.
NI 119 - Self-reported measure of people's overall health and wellbeing	Abolish	This indicator is taken from the Place Survey and the information can no longer be gathered but could be considered in future Local Survey's.
NI 120 All-age all cause mortality rate	Abolish	No data has previously been available for this but something will need to be developed for the Health & Wellbeing Group next year.
NI 123 – 16+ current smoking rate prevalence	Abolish	No data available.
NI 137 - Healthy life expectancy at age 65	Abolish	As above.
NI 139 - The extent to which older people receive the support they need to live independently at home	Abolish	No Data available and it is a County target.
NI 142 - Number of vulnerable people who are supported to maintain independent living	Abolish	As above.
NI 153 - Working age people claiming out of work benefits in the worst performing neighbourhoods	Abolish	As above.
NI 155 - Number of affordable homes delivered (gross)	Keep	Keep as a local Indicator.
NI 156 - Number of households living in temporary accommodation	Keep	As above.
NI 163 - Working age population qualified to at least Level 2 or higher	Abolish	County target.
NI 165 - Working age population	Abolish	County target.

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qualified to at least Level 4 or higher		
NI 166 - Average earnings of employees in the area	Abolish	County target.
NI 171 - New business registration rate	Keep	Keep as a local Indicator if data is available.
NI 186 - Per capita reduction in CO2 emissions in the LA area	Keep	Possibly keep as a local Indicator if data is available.
NI 187 - Tackling fuel poverty – % of people receiving income based benefits living in homes with a low energy efficiency rating	Abolish	Cost of calculating this Indicator is estimated at £5,000-£10,000.
NI 188 - Planning to Adapt to Climate Change	Abolish	Once level 3 is achieved this Indicator can be abolished.
NI 192 - Percentage of household waste sent for reuse, recycling and composting	Keep	Not as an NI but captured in current local indicators.
NI 195 - Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting)	Keep	Not as an NI but captured under a new local indicator.
NI 197 - Improved Local Biodiversity – proportion of Local Sites where positive conservation management has been or is being implemented	Abolish	No information is available on this at the moment but could be kept as a local Indicator if the data is made available.

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Non-LAA National Indicators

Most of the Non-LAA National Indicators should be abolished at the end of the year because the data for them isn't available; however there are some that should be considered to be kept and they are listed in the table below.

Table of Non-LAA National Indicators that should be considered to be kept

LAA National Indicator	Comments
NI 181 - Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	This is a useful Indicator and the data is currently collected and used by the SAT Team. It is an Indicator which affects local people.
NI 185 - CO2 reduction from local authority operations	This information is currently collected and available on an annual basis and is linked to a number of Corporate Priorities. The continuation of this Indicator will depend on the cost of collecting the data. The cost of data collection will need to be calculated before any final decision is made.
NI 191 - Residual household waste per household	This information is currently collected and available on a quarterly basis and is linked to a number of Corporate Priorities. The continuation of this Indicator will depend on the cost of collecting the data.

Full Performance Indicator List

Following consultation with managers and Covalent data collection officers a revised list of proposed performance indicators going forward can be seen in Figure 1, which shows which indicators are no longer required and any new local indicators being developed along with officer comments and reasons.

Covalent Users List

As part of the review of the contract and cost reduction initiatives consultation was carried out with colleagues and the number of Covalent users will be reduced from 90 to 53, the results of this consultation can be seen in Figure 2.

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Figure 1 Full List of Performance Indicators and Responses from Data Collection Officers

PI Code & Short Name	Assigned To	Keep or Delete?	Reason
SAT			
CS2 Customer waiting times in the one stop shop	Anita Hall	TO BE AMENDED	Anita to provide new title and definition/methodology as appropriate to P&P
CS3 RBC switchboard telephone calls answered within 20 seconds (2006/7-10 seconds)	Anita Hall	KEEP	
CS4 % of abandoned switchboard calls	Anita Hall	KEEP	
CS5 % of telephone calls answered by Coventry call centre within 20 seconds	Anita Hall	KEEP	
CS6 % of abandoned calls - Coventry Call Centre	Anita Hall	KEEP	
LI 9 % of Council Tax collected	Leanne Gildert; Andrew Ormerod Lesley Howson	KEEP	
LI 10 Percentage of Non-domestic Rates Collected	Leanne Gildert; Andrew Ormerod Lesley Howson	KEEP	
LI 76b Housing Benefits Security number of fraud investigators	Leanne Gildert; Andrew Ormerod Lesley Howson	DELETE	
LI 76b YTD Housing Benefits Security number of fraud investigators	Leanne Gildert; Andrew Ormerod Lesley Howson	DELETE	
LI 76c Housing Benefits Security number of fraud investigations	Leanne Gildert; Andrew Ormerod Lesley Howson	KEEP	Move to TB

PI Code & Short Name	Assigned To	Keep or Delete?	Reason
LI 76d Housing Benefits Security number of prosecutions & sanctions	Leanne Gildert; Andrew Ormerod Lesley Howson	KEEP	Move to TB
LI 79a Accuracy of processing - HB/CTB claims	Leanne Gildert; Anita Hall; Andrew Ormerod Lesley Howson	KEEP	
LI 79bi Percentage of Recoverable Overpayments Recovered (HB) that are recovered during period (LI 10)	Leanne Gildert; Anita Hall; Andrew Ormerod Lesley Howson	KEEP	
LI 79bi YTD Percentage of Recoverable Overpayments Recovered (HB) that are recovered during period	Leanne Gildert; Anita Hall; Andrew Ormerod Lesley Howson	DELETE	Covered in LI 79bi
LI 79bii HB overpayments recovered as % of the total amount of HB overpayment debt outstanding (LI 11)	Leanne Gildert; Anita Hall; Andrew Ormerod Lesley Howson	KEEP	
LI 79bii YTD HB overpayments recovered as % of the total amount of HB overpayment debt outstanding	Leanne Gildert; Anita Hall; Andrew Ormerod Lesley Howson	DELETE	Covered in LI 79bii
NI 181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	Anita Hall; Andrew Ormerod Lesley Howson	KEEP	
NI 181(a) Time taken to process Housing Benefit/Council Tax Benefit new claims	Anita Hall; Andrew Ormerod Lesley Howson	KEEP	
NI 181(b) Time taken to process Housing Benefit/Council Tax Benefit change events	Anita Hall; Andrew Ormerod Lesley Howson	KEEP	
PM2 % of new claims outstanding over 50 days	Anita Hall; Andrew Ormerod	KEEP	

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PI Code & Short Name	Assigned To	Keep or Delete?	Reason
PM3 % of new claims decided within 14 days of receiving all Information	Anita Hall; Andrew Ormerod	KEEP	
PM4 % of rent allowance claims paid on time or within 7 days of decision being made	Anita Hall; Andrew Ormerod	KEEP	
PM17 % of applications for reconsideration/revision actioned & notified within 6 weeks	Anita Hall; Andrew Ormerod	KEEP	
PM18 % of appeals submitted to the tribunals Service in 4 weeks	Anita Hall; Andrew Ormerod	KEEP	
Stan 1 Number of people accessing STAN - Target per quarter 360 Annual 1440	Anita Hall	New Local Indicator	(It should be noted that all three Authorities contribute to the performance targets for the STAN project)
Stan 2 % of customers satisfied with the service received from STAN – Target >70%	Anita Hall	New Local Indicator	The quarterly and annual targets are the same.
Regeneration			
LAAH19 Number of Homes being adapted for life changes	Rebecca Lawlor; Cathy Lord	Keep	Budget driven, no target.
LI 64 (LAAH20) No of private sector vacant dwellings that are returned into occupation or demolished	Ruth Fairbrother; Steve Jackson; Rebecca Lawlor; Cathy Lord; Ann McCue	Keep	
LI 183b Length of stay in temporary accommodation -Hostel (weeks)	Rebecca Lawlor; Cathy Lord	Keep	No direct control of target

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LI 183b YTD Length of stay in temporary accommodation - Hostel (weeks)	Rebecca Lawlor; Cathy Lord	Delete	Doesn't have a meaningful outcome. Doesn't reflect service as can depend on suitable accommodation being available e.g. for a large family.
LI 202 Number of people sleeping rough	Rebecca Lawlor; Cathy Lord	Delete	Criteria & method of assessment doesn't allow for proper identification.
LI 213 (LAAH16) Housing Advice Service:preventing homelessness	Rebecca Lawlor; Cathy Lord	Delete	Old LAA. Will review when homelessness back in house.
NI 138 P Satisfaction of people over 65 with both home and neighbourhood	Steve Jackson; Ann McCue	Delete	Place Survey – data source for collection no longer available.
NI 139 LAA P The extent to which older people receive the support they need to live independently at home	Steve Jackson; Ann McCue	Delete	Place Survey – data source for collection no longer available.
NI 142 LAA Number of vulnerable people who are supported to maintain independent living	Steve Jackson; Ann McCue	Delete	Data source for collection no longer available.
NI 153 LAA Working age people claiming out of work benefits in the worst performing neighbourhoods	Ann McCue; Bill Mercer; David Presto	Delete	Data source for collection no longer available.
NI 155 LAA Number of affordable homes delivered (gross)	Vincent Hindley; Mary Hirst; Rebecca Lawlor; Cathy Lord; Stephen Stray	Keep	Regeneration record this PI but Forward Planning use the information for monitoring purposes.
NI 156 LAA Number of households living in temporary accommodation	Steve Jackson; Rebecca Lawlor; Cathy Lord; Ann McCue	Delete	No accurate indication and isn't very meaningful.

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PI Code & Short Name	Assigned To	Keep or Delete?	Reason
NI 159 Supply of ready to develop housing sites	Gwen Marlow; Anne Storah	Keep	Reports on the progress of the Strategic Housing Land Availability Assessment (SHLAA). Required for monitoring purposes and the information is used within the Annual Monitoring Report (AMR).
NI 163 LAA Working age population qualified to at least Level 2 or higher	Ann McCue; David Presto	Delete	LCC are not continuing to monitor this NI therefore will depend on the regular availability of this data or similar at a district level.
NI 165 LAA Working age population qualified to at least Level 4 or higher	Ann McCue; David Presto	Delete	LCC are not continuing to monitor this NI therefore will depend on the regular availability of this data or similar at a district level.
NI 166 LAA Average earnings of employees in the area	Ann McCue; David Presto	Delete	LCC are not continuing to monitor this NI therefore will depend on the regular availability of this data or similar at a district level.
NI 171 LAA New business registration rate	Ann McCue; David Presto	Delete	LCC are not continuing to monitor this NI therefore will depend on the regular availability of this data or similar at a district level.
Environmental Health			
LI 216b Information on contaminated land	Dave Pierce; Lorna Robinson	Poss Keep/Amend	A reactive indicator rather than target based
LI 217 Pollution Control Improvements Completed On-time	Dave Pierce; Lorna Robinson	Poss Keep/Amend	A reactive indicator rather than target based

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NI 119 LAA P Self-reported measure of people's overall health and wellbeing	Dave Pierce; Lorna Robinson	Delete	Place Survey – data source for collection no longer available.
NI 120 LAA All-age all cause mortality rate	Rebecca Lawlor; Cathy Lord; Dave Pierce; Lorna Robinson; Liz Sandiford	Delete	Depends if there is any reporting being done at County who provide the information, clarification being sought from County.
NI 121 Mortality rate from all circulatory diseases at ages under 75	Dave Pierce; Lorna Robinson	Delete	Depends if there is any reporting being done at County who provide the information (is there any value in reporting County figures?).
NI 122 Mortality rate from all cancers at ages under 75	Dave Pierce; Lorna Robinson	Delete	Depends if there is any reporting being done at County who provide the information (is there any value in reporting County figures?).
NI 137 LAA Healthy life expectancy at age 65	Dave Pierce; Lorna Robinson	Delete	Depends if there is any reporting being done at County who provide the information (is there any value in reporting County figures?).
NI 185 CO2 reduction from local authority operations (Property & Ops?)	Rebecca Lawlor; Dave Pierce; Lorna Robinson	Keep	<i>From a Green Team perspective</i> it would be useful to keep this indicator, to measure progress internally of our emissions reduction action plan, which we are working on with the Energy Saving Trust. There is also related data identified in the single data list based on this indicator.
NI 186 LAA Per capita reduction in CO2 emissions in the LA area	James Dalglish; Gwen Marlow; Dave Pierce; Lorna Robinson; Adrian Smith	Keep	We are working with the Energy Saving Trust on an action plan designed to reduce emissions of CO ₂ across the borough, which

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PI Code & Short Name	Assigned To	Keep or Delete?	Reason
(Planning)			will be implemented and monitored through the Green Team – NI 186 gives us a way of measuring progress against this action plan.
NI 187(i) LAA Tackling fuel poverty – % of people receiving income based benefits living in homes with a low energy efficiency rating: (i) Low energy efficiency	Steve Jackson; Rebecca Lawlor; Cathy Lord; Ann McCue	Delete	Whilst tackling fuel poverty will continue to be an important part of the Green Team’s work, it is not considered that NI 187 is a cost effective or appropriate way to measure progress.
NI 187(ii) LAA Tackling fuel poverty – % of people receiving income based benefits living in homes with a low energy efficiency rating: (ii) High energy efficiency	Steve Jackson; Rebecca Lawlor; Cathy Lord; Ann McCue	Delete	Whilst tackling fuel poverty will continue to be an important part of the Green Team’s work, it is not considered that NI 187 is a cost effective or appropriate way to measure progress.
NI 188 LAA Planning to Adapt to Climate Change	James Dalglish; Gwen Marlow; Dave Pierce; Lorna Robinson; Adrian Smith	Keep	Part of the Green Team’s remit is the adaptation of the Council to climate change, NI 188 gives a very specific set of goals (levels) within a framework, which are used to shape action plans and guide the Council towards more sustainable working practices. More sustainable working procedures not only help to combat and adapt to climate change, but also have the potential to make significant financial savings for the Council, as well as demonstrating leadership within the community.
NI 189 Flood and coastal erosion risk management	Dave Pierce; Lorna Robinson Mike Riley; Lesley Cropper	Delete	NI abolished. More a corporate risk rather than a performance indicator but this type of information is captured in the Council’s Business Continuity Planning and multi agency flood plan. Planning also record any approved developments in flood risk areas against environment agency advice.
NI 194 Air quality – % reduction in NOx and primary PM10 emissions through local authority’s estate and operations	Dave Pierce; Lorna Robinson	Delete	NI no longer required by government.

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NI 197 LAA Improved Local Biodiversity – proportion of Local Sites where positive conservation management has been or is being implemented	Planning lead, Tamzin to provide any contributions	Keep	This indicator is important to measure the performance of Policy 18 of the Core Strategy, and is included in our AMR. Possibly needs rewording.
Finance			
LI 8 % of invoices paid on time	Janice Crawford	Delete	Only need one indicator for LI 8
LI 8 YTD % of invoices paid on time	Janice Crawford	Keep	Only need one indicator for LI 8, YTD will be captured in notes for indicator above if needed.
NI 179 Value for money – total net value of ongoing cash-releasing value for money gains that have impacted since the start of the 2008-09 financial year	Janice Crawford	Delete	NI abolished, Council's have been advised to stop reporting on this.
Facilities			
LI 156 Buildings Accessible to People with a Disability	Lee Childs	Keep	
People Team			
LI 12 (CP6.3.2) Working Days Lost Due to Sickness Absence (days)	Audit Commission; Angela Yates	Keep	
LI 16a Percentage of Employees with a Disability	Clare Law; Angela Yates	Keep	
LI 17a Ethnic Minority representation in the workforce - employees	Clare Law; Angela Yates	Keep	

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NI 50 LAA Emotional health of children	Liz Sandiford	TBC	There will be some appropriate local indicators for Children & Young People being reviewed by the Rossendale Children's Trust.
NI 53 Prevalence of breast-feeding at 6-8 wks from birth	Liz Sandiford	TBC	There will be some appropriate local indicators for Children & Young People being reviewed by the Rossendale Children's Trust.
NI 54 Services for disabled children	Liz Sandiford	Delete	No longer required.
NI 55 LAA Obesity among primary school age children in Reception Year	Liz Sandiford	TBC	There will be some appropriate local indicators for Children & Young People being reviewed by the Rossendale Children's Trust.
NI 68 Percentage of referrals to children's social care going on to initial assessment	Liz Sandiford	TBC	There will be some appropriate local indicators for Children & Young People being reviewed by the Rossendale Children's Trust.
NI 72 Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy	Liz Sandiford	Delete	No longer required.
NI 88 Percentage of schools providing access to extended services	Liz Sandiford	Delete	No longer required.

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NI 92 Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest		Liz Sandiford	TBC	There will be some appropriate local indicators for Children & Young People being reviewed by the Rossendale Children's Trust.
NI 109 Delivery of Sure Start Children Centres		Liz Sandiford	Delete	No longer required.
NI 110 LAA Young people's participation in positive activities		Liz Sandiford	TBC	There will be some appropriate local indicators for Children & Young People being reviewed by the Rossendale Children's Trust.
NI 112 LAA Under 18 conception rate		Liz Sandiford	Delete	No longer required.
NI 116 Proportion of children in poverty		Liz Sandiford	TBC	There will be some appropriate local indicators for Children & Young People being reviewed by the Rossendale Children's Trust.
NI 117 LAA 16 to 18 year olds who are not in education, training or employment (NEET)		Liz Sandiford	TBC	There will be some appropriate local indicators for Children & Young People being reviewed by the Rossendale Children's Trust.
Operations				
LI 82ai % of Household Waste Recycled		Keith Jenkins; Samantha Wardley; Jean Welch	KEEP	Benchmarking indicator for service (JF)
LI 82aii Tonnes of Household Waste Recycled		Keith Jenkins; Samantha Wardley; Jean	DELETE	No need for two separate indicators, tonnes
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PI Code & Short Name	Assigned To	Keep or Delete?	Reason
	Welch		will be captured in notes for the above indicator.
LI 82bi (CP3.2.2) % of Household Waste Composted	Keith Jenkins; Samantha Wardley; Jean Welch	KEEP	Possibly keep in line with requirements.
LI 84a Household waste collected per head (kgs)	Keith Jenkins; Samantha Wardley; Jean Welch	DELETE	Although recorded/calculated, LI currently doesn't get reported anywhere and is always an estimate. Not necessarily useful. (JF)
LI 84b Household Waste Collection (% change in kilograms per head)	Keith Jenkins; Samantha Wardley; Jean Welch	DELETE	As above
LI 88a Missed Collections of bins per 100000 Have a new indicator that measures missed bins per week	Keith Jenkins; Samantha Wardley; Jean Welch	KEEP BUT AMEND	Agreed to amend to better support progress/management of the service – more relevant to cllr/public interest. Set frequency of collection at weekly. (JF). For quarterly reporting purposes the lead officer will have to provide an acceptable collective Qtly figure and update for the whole period within notes section for explanation. (EH)
NI 191 Residual household waste per household	Keith Jenkins; Samantha Wardley; Jean Welch	KEEP	Reports to Lancashire Waste Partnership also (JF)

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NI 192 LAA Percentage of household waste sent for reuse, recycling and composting	Keith Jenkins; Samantha Wardley; Jean Welch	DELETE	NI abolished, this information is already captured in local indicators.
NI 193 Percentage of municipal waste land filled New NI to be established – poss. linked to cleanliness of street	Keith Jenkins; Samantha Wardley; Jean Welch	DELETE - TO BE REPLACED BY NEW LI	Agreed Jason to provide exact wording of new LI required – along with any definitions, methodology for monitoring & collection/calculation, targets etc. (EH)
Planning			
LI 106 New homes built on previously developed land	Vincent Hindley; Mary Hirst; Gwen Marlow; Stephen Stray	Keep	Needed for monitoring purposes. Information used to report in the Annual Monitoring Report (AMR).
LI 109a Major applications determined in 13 weeks	Diane Dungworth; Paul Talbot	Keep	Needed for monitoring purposes. Information used to report in the Annual Monitoring Report (AMR).
LI 109b Minor applications determined in 8 weeks	Diane Dungworth; Paul Talbot	Keep	Needed for monitoring purposes. Information used to report in the Annual Monitoring Report (AMR).
LI 109c Planning Applications: 'Other' applications	Diane Dungworth; Paul Talbot	Keep	Needed for monitoring purposes. Information used to report in the Annual Monitoring Report (AMR).
LI 200a Plan-making: Local Development Scheme submitted?	Vincent Hindley; Mary Hirst; Gwen Marlow; Stephen Stray	Keep as an action rather than an indicator	Monitors the progress of the Local Development Scheme (LDS) which sets timescales for the Local Development Framework (LDF).
LI 200b Plan-making: Milestones Met?	Vincent Hindley; Mary Hirst; Gwen Marlow; Stephen Stray	Keep as an action rather than an indicator	Reports on the progress of documents such as the Statement of Community Involvement (SCI) and the Core Strategy etc.
LI 219b Preserving the Special Character of Conservation	Vincent Hindley; Mary Hirst; Gwen Marlow;	Keep as an action rather than an	Monitors the progress on Conservation Areas. keep as a business plan action i.e.

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Areas: Character Appraisals	Stephen Stray	indicator	'Conservation Areas: meet milestones in agreed council & English heritage 3 year Conservation Management Plan'
NI 154 Net additional homes provided	Gwen Marlow; Anne Storah	KEEP	Needed for monitoring purposes and the information feeds into the Annual Monitoring Report (AMR).
Communities			
LI 174 Racial Incidents Recorded per 1,000 population	Trish Ellins, Liz Sandiford	KKEEP, BUT AMMEND	<p>These are based on incidents reported directly to the Council. Any we do get are reported on to the Police and figures are received from them on numbers of incidents/crimes.(TE)</p> <p>Although collected via Police and is available if required. It is felt that it is important for members to be aware of on a regular basis.(LS)</p> <p>This could be reported via the RBC annual equalities report if appropriate? (EH)</p>
LI 175 Racial incidents resulting in further action	Trish Ellins	DELETE	Collected via Police and is available if required. No need to duplicate storing data. (TE)
LI 218a YTD Abandoned vehicles - % investigated within 24 hrs	David McChesney	DELETE	Not significantly useful for improving service and not a significant issue enough to continue reporting. System recording

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PI Code & Short Name	Assigned To	Keep or Delete?	Reason
			processes open to miss-representation.
LI 218b Abandoned Vehicles - % removed within 24 hours of required time	David McChesney	DELETE	Not significantly useful for improving service and not a significant issue enough to continue reporting. System recording processes open to miss-representation.
LI 218b YTD Abandoned Vehicles - % removed within 24 hours of required time	David McChesney	DELETE	Not significantly useful for improving service and not a significant issue enough to continue reporting. System recording processes open to miss-representation.
LI 218a Abandoned vehicles - % investigated within 24 hrs	David McChesney	DELETE	Not significantly useful for improving service and not a significant issue enough to continue reporting. System recording processes open to miss-representation.
LI 400 Criminal Damage	Trish Ellins	DELETE	Not CSP priority (TE)
NI 1 LAA P % of people who believe that people from different backgrounds get on well together in their local area.	Trish Ellins	DE-ACTIVATE FOR NOW – LIKELY DELETE – SEE NOTES	<p>NIs have now been removed, unless LA’s wish to adopt as local indicator where/if they add value. But need to consider the cost associated with monitoring/collecting this data – give its data source has now gone.</p> <p>* relook at value of this indicator/or similar as a possible question within our local satisfaction survey</p>
NI 4 LAA % of people who feel they can influence decisions in	Fiona Meechan; Mike Riley; Carolyn	DE-ACTIVATE	This target was previously

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their locality	Sharples	FOR NOW – LIKELY DELETE – SEE NOTES	<p>evidenced/measured using the PLACE Survey. Government has announced that the survey will discontinue with immediate effect. If we continue with this target we will need to look for a new way to measure it. (CS)</p> <p>NIs have now been removed, unless LA's wish to adopt as local indicator where/if they add value. But need to consider the cost associated with monitoring/collecting this data – give its data source has now gone.</p> <p>* relook at value of this indicator/or similar as a possible question within our local satisfaction survey</p>
NI 5 P Overall/general satisfaction with local area		DE-ACTIVATE FOR NOW – LIKELY DELETE – SEE NOTES	<p>NIs have now been removed, unless LA's wish to adopt as local indicator where/if they add value. But need to consider the cost associated with monitoring/collecting this data – give its data source has now gone.</p> <p>* relook at value of this indicator/or similar as a possible question within our local satisfaction survey</p>
NI 6 LAA Participation in regular volunteering	Fiona Meechan; Mike Riley	DE-ACTIVATE FOR NOW –	NIs have now been removed, unless LA's wish to adopt as local indicator where/if

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		LIKELY DELETE – SEE NOTES	they add value. But need to consider the cost associated with monitoring/collecting this data – give its data source has now gone. * relook at value of this indicator/or similar as a possible question within our local satisfaction survey
NI 7 LAA Environment for a thriving third sector CO DSO	Fiona Meechan; Mike Riley	DE-ACTIVATE FOR NOW – LIKELY DELETE – SEE NOTES	NIs have now been removed, unless LA's wish to adopt as local indicator where/if they add value. But need to consider the cost associated with monitoring/collecting this data – give its data source has now gone. * relook at value of this indicator/or similar as a possible question within our local satisfaction survey
NI 16 LAA Serious acquisitive crime rate PSA 23	Trish Ellins	KEEP	CSP priority See footnote 1.
NI 17 P Perceptions of anti-social behaviour	Trish Ellins	KEEP	CSP priority See footnote 1.
NI 20 LAA Assault with injury crime rate	Trish Ellins	KEEP	CSP priority See footnote 1.
NI 21 P Dealing with local concerns about anti-social behaviour and crime issues by the local council and police	Trish Ellins	DELETE	Part of Place Survey – no longer being measured
NI 22 P Perceptions of parents taking responsibility for the	Trish Ellins	DELETE	Part of Place Survey – no longer being

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behaviour of their children in the area			measured
NI 27 P Understanding of local concerns about anti-social behaviour and crime issues by the local council and police	Trish Ellins	DELETE	Part of Place Survey – no longer being measured
NI 30 LAA Re-offending rate of prolific and priority offenders	Trish Ellins	KEEP	CSP priority – see footnote 1. NB. Consultation paper out from Home Office on new indicator (until 18 th Feb). However, this will remain a statutory measure for the CSP.
NI 39 LAA Alcohol-harm related hospital admission rates	Trish Ellins	DELETE but review once responsibilities clear in Public Health	NI abolished but NHS will continue to monitor this information. Delete as a council indicator for now as responsibility for LA's on public health still emerging.(FM) Should be a performance indicator for the pilot alcohol related RIG led by Sue Harvey/NHS.(FM)
NI 40 LAA Drug users in effective treatment	Trish Ellins	KEEP	CSP priority – see footnote 1
NI 41 P Perceptions of drunk or rowdy behaviour as a problem	Trish Ellins	DELETE	Part of Place Survey – no longer being measured
NI 42 P Perceptions of drug use or drug dealing as a problem	Trish Ellins	DELETE	Part of Place Survey – no longer being measured
NI 47 LAA People killed or seriously injured in road traffic accidents	Trish Ellins	KEEP	CSP priority – see footnote 1

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NI 195a LAA Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Litter	David McChesney; Catherine Price	KEEP BUT AMMEND - TBC	<p>NI abolished.</p> <p>Since the National Indicator Set is being wound up, local authorities will no longer be required to report on it in that form. On whether they will continue to require the data, Defra have concluded that there is no continuing need to collect and collate this data at national level. A national oversight of the state of local environmental quality is expected to continue through a sample survey through Keep Britain Tidy (which visits 54 authorities but places no burden on them). The indicator was outcome focused and local authorities may wish to continue data collection to enable them to manage their services well and to inform their electors of the effectiveness of their street cleaning.</p> <p>TBC: Communities and Ops colleagues may chose to establish a joint local indicator on something similar (condensed version?) to continue reporting to members/public, if this will be of value to both services. To let P&P know of any new indicators they wish to put in place – also if there will be any guidance/methodology in terms of collection and reporting of the new LI and any relevant targets. (EH)</p>
NI 195b LAA Improved street and environmental cleanliness	David McChesney; Catherine Price	KEEP BUT	As above

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(levels of litter, detritus, graffiti and fly posting): Detritus		AMMEND - TBC	
NI 195c LAA Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Graffiti	David McChesney; Catherine Price	KEEP BUT AMMEND - TBC	As above
NI 195d LAA Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Fly-posting	David McChesney; Catherine Price	KEEP BUT AMMEND - TBC	As above

Footnote 1:

Priorities for the CSP 11/12 – new recording measures are likely to be introduced rather than the NI definitions currently listed. Keep NI listed until further confirmation.

1. Reduce the impact of substance misuse
2. Protect vulnerable and exploited people
3. Reducing violent crime and associated ASB
4. Reduce serious acquisitive crime
5. Improve road safety

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Figure 2 Full List of Covalent Users and Which Users will be Taken Off the System in 2011

Full Name	Last Login	Full Name	Last Login	Full Name	Last Login	Full Name	Last Login
Admin & Audit		Public Protection Unit		Communities		Finance	
auditor 1	07 Apr 2010	Sian Roxborough	05 Oct 2010	Lesley Cropper	05 Dec 2008	Lee Childs	21 Jul 2008
Zaheer Abbas	19 Nov 2010	Clare Birtwistle	26 Jul 2010	Trish Ellins	02 Nov 2010	Michael Forster	17 Nov 2010
Admin Admin	16 Nov 2010	Planning		Julie Jackson	19 Oct 2010	People & Policy	
Lee Admin_Birkett	22 Nov 2010	Daniel Dobson	04 Feb 2010	David McChesney	15 Nov 2010	Janice Crawford	01 Nov 2010
Audit Commission	07 May 2010	Tracy Brzozowski	27 Jan 2009	Catherine Price	13 Oct 2010	Gillian Hampson	12 Jul 2010
Councillors*		PLACE		Mike Riley	22 Oct 2010	David Heyes	12 Jul 2010
Clr William Challinor	02 Jun 2006	Neil Birtles		Gemma Rooke		Lynne Ormerod	12 Nov 2008
Clr Brian Essex	06 Nov 2006	Adrian Smith		Alison Wilkins	12 Oct 2010	Phil Seddon	01 Nov 2010
Clr Janet Graham	16 Feb 2009	James Dalgleish	08 Nov 2010	Customer Services & ICT		Other	
Clr Graham Haworth	23 Feb 2007	Diane Dungworth	11 Oct 2010	Andrew Buckle	15 Nov 2010	Gill Hoyle	05 Oct 2010
Clr Jackie Oakes	28 Jun 2010	Vincent Hindley	13 Aug 2009	Leanne Gildert	21 Oct 2010	Emma Hussain	02 Nov 2010
Clr Gladys Sandiford	02 Mar 2007	Mary Hirst	11 Oct 2010	Anita Hall	25 Aug 2010	Clare Law	07 Jul 2010
Clr Darryl Smith	08 Nov 2006	Gwen Marlow	28 Sep 2010	Usman Hamid		Nick Molyneux	06 Oct 2010
Clr Peter Steen	21 Mar 2006	Caroline Ridge		Joanne Hargreaves	20 Oct 2010	Jane Reynolds	07 Jul 2010
Clr Anthony Swain		Brian Taylor		Andrew Hillel		Liz Sandiford	20 Oct 2010
New Councillor Login		Anne Storah	15 Jan 2010	Andrew Ormerod	09 Nov 2010	Angela Yates	11 Nov 2010
BUSINESS		Stephen Stray	11 Oct 2010	Catherine Tiler		Key	
Stuart Sugarman	26 Jul 2010	Paul Talbot	04 Nov 2010	Operations		Delete (37)	
Building Control		Health, Housing & Regeneration		Jason Foster	21 Oct 2010	Keep (53)	
Keith Bell	20 Oct 2010	Fiona Meechan	11 Aug 2010	Keith Jenkins	22 Oct 2010	*Please note that Councillors can access Council Performance data via the Quarterly Integrated Report on the web, by contacting the Policy & Performance Team or via the central Councillor login.	
Committee & Member Services		RESOURCES		Tamzin Percival	06 Aug 2009		
Carolyn Sharples	21 Oct 2010	Phillip Hollows		Dorian Roberts	11 Oct 2010		
Environmental Health		Facilities		Samantha Wardley	09 Nov 2010		
Dave Pierce	12 Jul 2010	Steve Jackson	21 Jul 2010	Jean Welch	25 Nov 2008		
Lorna Robinson	21 Aug 2009	Rebecca Lawlor	22 Oct 2010	Gemma White	03 Nov 2010		
Electoral Services		Cathy Lord		Chris Markham			
Joanne Smith	21 Oct 2010	Ann McCue	25 Oct 2010				
Legal		Alison McEwan	16 Nov 2010				
		Bill Mercer	10 Aug 2009				
		David Presto	12 Jul 2010				

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