

**REPORT TO:** Policy and Performance Review Committee

**MEETING DATE:** 30 April 2013

**BY:** Executive Director (Support Services)

**SUBJECT:** Review of Key Performance Indicators

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## **1 PURPOSE**

- 1.1 To provide Members of the Policy and Performance Review Committee (PPRC) with the opportunity to review the appropriateness of the Council's Key Performance Indicators.

## **2 RECOMMENDATIONS**

- 2.1 Members are requested to review the draft Key Performance Indicators for 2013/14 outlined in Appendix A.

## **3 BACKGROUND**

- 3.1 Members of the Committee received a report at the meeting of the 29 January 2013 regarding the Council's Key Performance Indicators (KPIs). The report arranged the KPIs for 2012/12 in accordance with the relevant priority from the Council Plan and outcome from the Single Outcome Agreement. The report also included other indicators that are used by Council services to enable the Committee to review whether any of the indicators would make suitable KPIs.
- 3.2 Feedback from members of the Committee present on the 29 January, along with recent guidance provided by Audit Scotland, has been taken into account in defining the draft KPIs for 2013/14 (see Appendix A). The draft KPIs for 2013/14 also reflect the draft Single Outcome Agreement, which is currently being prepared by the Community Planning Partnership. Further revisions to the list of KPIs are likely to be made to reflect the final Single Outcome Agreement. Further work also needs to be carried out to identify an appropriate target for each KPI.

- 3.3 Audit Scotland published the 'Statutory Performance Indicators: Direction and Guide 2012' in March 2013. The Direction outlines a framework that provides a degree of consistency to performance reporting by councils across Scotland. Until this year the Direction defined a number of specific indicators that councils should report upon (known as specified SPIs). The Statutory Performance Indicator Direction for 2012 marks a significant change in approach as it no longer outlines specific indicators, choosing instead to use the indicators from the Local Government Benchmarking Framework.
- 3.4 The Statutory Performance Indicator Direction 2012 also outlines a range of broad service areas against which councils need to define and report their own performance indicators. The intention of the guidance is to allow a degree of local distinctiveness and prioritisation by councils. In practice many indicators are common to all councils as they are drawn from other frameworks, for example the Social Housing Charter.
- 3.5 Defining a set of KPIs that address the various requirements of regulators and also reflect local priorities is a complex task. Audit Scotland note that the information should reflect:
- the Local Government Benchmarking Framework benchmarking performance indicators
  - the [broad service areas outlined in the Direction] recognising the need to balance efficiency & effectiveness information with cost and economy information
  - achievement against their single outcome agreements with the Scottish Government
  - the performance reporting requirements of any other legislation
  - indicators/measures in relevant suites or frameworks of performance information determined by government, regulatory agencies, professional associations or others
  - national standards and targets for service delivery
  - local service priorities and objectives
  - service user views.
- 3.6 Indicators must also facilitate the comparison of performance between organisations and over time.
- 3.7 Appendix A outlines the proposed KPIs for 2013/14 onwards. The indicators are arranged in relation to the relevant Council Plan priority, Single Outcome Agreement outcome, and (where applicable) category from the Statutory Performance Indicator Direction. The source of each indicator is identified in regard to the framework that the indicator is part of e.g. the Single Outcome Agreement.

- 3.8 Members of the Committee should note that there is a large amount of overlap between the requirements of the Council Plan, Single Outcome Agreement and Statutory Performance Indicator Direction. However, there are also areas of difference, for example the Statutory Performance Indicator Direction does not include a category for economic development, which is a Council priority. Such differences arise because the requirements have evolved for different purposes, as outlined below:

<b>Requirement</b>	<b>Purpose</b>	<b>Example</b>
Single Outcome Agreement	Determines shared outcomes and outcome indicators for the Community Planning Partnership.  Indicators: outcome indicators	% of 65+ year olds admitted as emergency inpatient 2+ times in one year
Council Plan	Establishes the Council's priorities between 2012 and 2017. Includes a range of actions that contribute to the priorities. The Council Plan links to the Single Outcome Agreement, although it also focuses on the internal capacity of the Council.  Indicators: outcome and output indicators	Number / % of people aged 65+ receiving 10 or more hours of home care per week
Statutory Performance Indicator Direction	Outlines a common set of criteria to enable comparisons to be made between councils. Focuses on the cost and quality of services that are provided.  Indicators: input (i.e. cost) and service performance (outcomes and outputs)	Older Persons (65+) Home Care costs per hour

- 3.9 Feedback from this meeting will be taken into account before the KPIs for 2013/14 are published via the Council performance website. Once the KPIs are finalised a new version of the Performance Data Quality Policy will also be prepared. The Policy outlines the roles and responsibilities of Council officers in ensuring that the performance data is accurate.

#### **4 POLICY IMPLICATIONS**

- 4.1 The KPIs will be published on the Council's website and will, therefore, help the Council to address its Best Value obligations in regard to public performance reporting. The indicators will also form the basis of the

scrutiny of performance by the Policy and Performance Review Committee, which is another essential element of Best Value.

## **5 EQUALITIES IMPACT ASSESSMENT**

- 5.1 This report is not applicable to the well being of equalities groups and an Equalities Impact Assessment is not required.

## **6 RESOURCE IMPLICATIONS**

- 6.1 Financial – none  
6.2 Personnel - none  
6.3 Other – none

## **7 BACKGROUND PAPERS**

- 7.1 ‘Key Performance Indicators’, report to the PPRC, 29<sup>th</sup> January 2013  
[http://www.eastlothian.gov.uk/download/meetings/id/14230/1\\_key\\_performance\\_indicators](http://www.eastlothian.gov.uk/download/meetings/id/14230/1_key_performance_indicators)
- 7.2 ‘Statutory Performance Indicators: Direction and Guide 2012’, Audit Scotland:  
[http://www.audit-scotland.gov.uk/performance/docs/2012/SPI\\_1314\\_guide.pdf](http://www.audit-scotland.gov.uk/performance/docs/2012/SPI_1314_guide.pdf)
- 7.3 East Lothian Council Improvement Framework

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<b>DATE</b>	9 April 2013

## Appendix A: Draft Key Performance Indicators 2013/14

Key:

Term	Description
Council Plan Objective	The Council Plan 2012-17 includes four objectives for the Council to focus on over the next five years: <ul style="list-style-type: none"> <li>• Growing our people</li> <li>• Growing our communities</li> <li>• Growing our economy</li> <li>• Growing the capacity of the Council</li> </ul>
SOA outcome	The draft Single Outcome Agreement includes 9 outcomes for our communities that the East Lothian Community Planning Partnership aims to achieve.
SPI category	The most relevant category from the Statutory Performance Indicator Direction that the indicators relate to (please note that each SPI category might only cover a small proportion of the indicators in each section).
Overarching principle	The Council Plan objective of 'Growing the capacity of the Council' is split into four overarching principles: <ul style="list-style-type: none"> <li>• Services built around people and communities</li> <li>• Effective, efficient and excellent services</li> <li>• Working together to achieve agreed outcomes</li> <li>• Prioritising prevention and promoting equality</li> </ul>
SLAED	Indicators drawn from the Scottish Local Authorities Economic Development Group
PPF	Indicators drawn from the Planning Performance Framework
SHC	Indicators drawn from the Scottish Social Housing Charter
SOLACE	Indicators drawn from the Society of Local Authority Chief Executives Local Government Benchmarking Framework
ELC	Indicators defined by East Lothian Council

Council Plan  
objective

**Growing our Economy**

SOA Outcome

**East Lothian has a dynamic and flourishing economy**

SPI category

**N/A**

Relevant KPIs

<b>Indicator</b>	<b>Source</b>	<b>Frequency</b>
No of businesses per 10,000 adults (business density)	SOA	Annual
No of jobs per 10,000 adults (employment density)	SOA	Annual
New business start ups supported as a percentage of total stock of businesses	SLAED	Annual / Quarterly
Number of jobs created in small and medium sized enterprises per annum with support from local authority	SLAED	Annual / Quarterly
Vacant town centre retail floorspace as a percentage of total floorspace	SLAED	Annual
Pedestrian flow counts	ELC	Annual
Direct jobs only that have been created/safeguarded as a percentage of the economically active population	SLAED	Annual / Quarterly
Percentage of unemployed participating in back to work programmes who have progressed into work	SLAED	Annual
Percentage of individuals participating in programmes as a percentage of all those without work	SLAED	Annual
Tourist numbers and days	ELC	Annual
Effective employment land supply	PPF	Annual
Employment land take-up	PPF	Annual
Effective commercial floor space supply	PPF	Annual
Commercial floor space delivered	PPF	Annual
% procurement spend with local businesses	ELC	Annual
% of business and industry developments determined within 2 months	PPF	Annual

Council Plan objective

**Growing our People**

SOA Outcome

**All of East Lothian's young people are successful learners, confident individuals, effective contributors and responsible citizens**

SPI category

**The education of children**

**Child protection & children's social work**

Relevant KPIs

Indicator	Source	Frequency
% of young people in positive post-school destinations	SOA / SOLACE	Annual
% of pupils gaining 5+ Awards at Level 5	SOLACE	Annual
% of pupils gaining 5+ Awards at Level 6	SOLACE	Annual
% of pupils from deprived areas gaining 5+ Awards at Level 5	SOLACE	Annual
% of pupils from deprived areas gaining 5+ Awards at Level 6	SOLACE	Annual
% of adults satisfied with local schools	SOLACE	Annual
% of pupils agreeing 'I am able to contribute to decisions made in our school'	SOA	Annual
No of 12-25yr-olds registered as volunteers	SOA	Annual
Average Tariff S4 Score	SOA	Annual
% of pupils agreeing that they know what they are good at and what they need to work on	ELC	Annual
% of pupils agreeing that teachers tell them how they can improve their learning	ELC	Annual
% of pupils agreeing that they have opportunities to contribute to the life of the school	ELC	Annual
Exclusions, rate / 1,000 pupils	ELC	Annual

Indicator	Source	Frequency
% of Looked After Children in positive post-school destinations	SOA	Annual
Average Tariff S4 Score for Looked After Children	SOA	Annual
Number of young people with disabilities accessing East Lothian's Summer Activity Programme	SOA	Annual
% of children who reappear on the Child Protection Register within 12 months	SOA	Annual
% uptake for Mental Health screening of Looked After Children	SOA	Annual
% of looked-after and accommodated children with three or more placement moves	ELC	Monthly
Rate per 1,000 (0-15) children on the Child Protection Register	ELC	Quarterly
Number of children with a disability on waiting list for respite care	ELC	Quarterly
% of sibling groups subject to IRD that have been subject to one or more IRDs in the past 15 months	ELC	Annual
% of Looked After Children feeling safe	ELC	Annual

Council Plan objective

**Growing our People**

SOA Outcome

**East Lothian's children have the best start in life and are ready to succeed**

**Fewer people in East Lothian experience poverty**

SPI category

**N/A**

**N/A**

Relevant KPIs

<b>Indicator</b>	<b>Source</b>	<b>Frequency</b>
Rate of stillbirths	SOA	Annual
Rate of infant mortality	SOA	Annual
Rate of pregnancies in under 18yr old	SOA	Annual
% of children that have reached all of the expected developmental milestones at the time of the child's 27-30 month child health review	SOA	Annual
% of children that have reached all of the expected developmental milestones at the time the child starts primary school	SOA	Annual
% of children vulnerable for early learning (Early Development Instrument)	ELC	Biennial

<b>Indicator</b>	<b>Source</b>	<b>Frequency</b>
* To be defined as part of the forthcoming Tackling Poverty Action Plan		

Council Plan objective

**Growing our People**

SOA Outcome

**In East Lothian we live healthier. more active and independent lives**

SPI category

**Community care**

**Cultural & community services (covering sport and leisure)**

Relevant KPIs

Indicator	Source	Frequency
Older Persons (65+) Home Care costs per hour	SOLACE	Annual
Self Directed Support spend on adults aged 18+ as a % of the total social work spend	SOLACE	Annual
% of people aged 65+ with intensive needs receiving care at home	SOLACE	Annual / Quarterly
% of adults satisfied with social care or social work services	SOLACE	Annual
Suicide rates (5yr average)	SOA	Annual
Warwick Edinburgh Mental Wellbeing Score	SOA	Annual
Rate of alcohol related hospital admissions (1,000 pop)	SOA	Annual
Rate of drug-related hospital admissions (1,000 pop)	SOA	Annual
Number of delayed discharge patients over 4 weeks	SOA	Quarterly
% of 65+yr olds admitted as emergency inpatient 2+ times in one year	SOA	Annual
Number of unintentional injuries in the home	SOA	Annual
Number of people aged 65+ receiving 10 or more hours of home care per week	ELC	Quarterly
Number of Adult Protection: <ul style="list-style-type: none"> <li>• Referrals</li> <li>• Duty to inquire</li> <li>• IRDs</li> <li>• Case Conferences</li> </ul>	ELC	Quarterly
Average waiting time (days) for assessments	ELC	Quarterly

Indicator	Source	Frequency
Proportion of adults achieving the recommended levels of physical activity	SOA	Annual
Gap in Life & Healthy Life Expectancy between the 30% most deprived areas and the average in East Lothian	SOA	Annual
Prevalence of smoking in the whole population (SHS) and among 13-15 yr olds	SOA	Annual
% of pupils agreeing that taking part in physical activities out of school is important to them	ELC	Annual
Number of people attending pools and indoor sports facilities	ELC	Quarterly
% of pupils agreeing they are encouraged to live a healthy life	ELC	Annual
% of adults satisfied with leisure facilities	SOLACE	Annual
% of adults satisfied with parks and open spaces	SOLACE	Annual

Council Plan objective

**Growing our Communities**

SOA Outcome

**East Lothian is less dependent on finite natural resources**

**East Lothian has high quality natural and built environments**

SPI category

**Sustainable development  
Waste Management Services**

**Planning  
Protective services (environmental health)**

Relevant KPIs

Indicator	Source	Frequency
Greenhouse gas (GHG) emissions	SOA	Annual
% of total waste arising that is recycled	SOA / SOLACE	Quarterly
% of public schools with at least one Eco-School Award	SOA	Annual
Gross cost of waste collection per premise	SOLACE	Annual
Gross cost of waste disposal per premise	SOLACE	Annual
% of adults satisfied with refuse collection	SOLACE	Annual
Street Cleanliness Index	SOLACE / SOA	Annual / Quarterly
% of adults satisfied with street cleaning	SOLACE	Annual
Net cost of street cleaning per 1,000 population	SOLACE	Annual
% of pupils agreeing that they can give an example of how they care for the environment	ELC	Annual
Number of people using Civic Amenity Sites	ELC	Quarterly

Indicator	Source	Frequency
% of residents agreeing their neighbourhood is a good place to live	SOA	Annual
Number of fly-tipping incidents	ELC	Quarterly
% of abandoned vehicles uplifted within 14 days	ELC	Quarterly
Number of planning enforcement breaches identified	PPF	Annual
% of developments determined within 2 months for: <ul style="list-style-type: none"> <li>• local developments (non-householder)</li> <li>• householder developments</li> <li>• housing developments</li> <li>• business and industry developments</li> </ul>	PPF	Annual / Quarterly
Number of complaints of domestic noise received during the year settled without the need for attendance on site	SOLACE	Annual
The number of domestic noise complaints requiring attendance on site, not dealt with under part V of the ASB Act	SOLACE	Annual
Average hours between time of complaint and attendance on site	SOLACE	Annual
Average time (hours) between time of complaint and attendance on site, for those dealt with under the ASB Act	SOLACE	Annual
Total dog fouling incidents reported	ELC	Quarterly

Council Plan objective

**Growing our Communities**

SOA Outcome

**East Lothian has well connected communities where people are increasingly using sustainable forms of transport to access services and amenities**

**East Lothian is an even safer place**

SPI category

**Roads and lighting**

**Criminal justice social work  
Protective services (trading standards)**

Relevant KPIs

Indicator	Source	Frequency
% of single person car journeys relative to other modes of transport	SOA	Annual
% of children walking or cycling to school	SOA	Annual
Passenger numbers to or from East Lothian train stations	SOA	Annual
Cost of maintenance per KM of road	SOLACE	Annual
% of A class roads that should be considered for maintenance	SOLACE	Annual
% of B class roads that should be considered for maintenance	SOLACE	Annual
% of C class roads that should be considered for maintenance	SOLACE	Annual
Number of accident claims received	ELC	Quarterly
% of road resurfaced	ELC	Annual
Length of paths improved	ELC	Annual
Number of cyclists using monitored cycle paths	ELC	Annual

Indicator	Source	Frequency
Number of those involved in committing antisocial behaviour	SOA	
% young people reporting 'I feel safe to go out in my local neighbourhood during the evening'	SOA	Annual
Number of hate crimes reported	SOA	Annual
Number of incidents of violence against women reported	SOA	Annual
Number of road casualties and collisions	SOA	Annual
Number of accidental fires in the home resulting in death or injury	SOA	Annual
Number of Community Payback Orders for offenders	ELC	Quarterly
Proportion of Community Payback Orders starting placement within 7 working days	ELC	Quarterly
Reconviction rate	ELC	Annual
Number of calls to the ASB hotline	ELC	
% of trading standards consumer complaints responded to within 14 days	ELC	Quarterly
% of trading standards business advice requests responded to within 14 days	ELC	Quarterly

Council Plan objective

**Growing our Communities**

SOA Outcome

**Everyone in East Lothian has access to quality sustainable housing**

SPI category

**Housing and homelessness**

Relevant KPIs

<b>Indicator</b>	<b>Source</b>	<b>Frequency</b>
% of stock meeting the Scottish Housing Quality Standard (SHQS)	SHC / SOLACE	Annual
Average length of time taken to complete emergency repairs	SHC	Annual
Average length of time taken to complete non-emergency repairs	SHC	Annual
% of reactive repairs carried out in the last year completed right first time	SHC	Annual
% of the court actions initiated which resulted in eviction and the reasons for eviction	SHC	Annual
Average length of time in temporary emergency accommodation by type	SHC	Annual
% of households requiring temporary or emergency accommodation to whom an offer was made	SHC	Annual
Of those households homeless in the last 12 months the % satisfied with the quality of temporary emergency accommodation	SHC	Annual / Quarterly
Rent collected as % of total rent due in the reporting year	SHC	Annual
Gross rent arrears (all Council tenants) as at 31 March each year as a % of rent due for the reporting year	SHC / SOLACE	Annual
% of rent due lost through properties being empty during the last year	SHC / SOLACE	Annual
Average length of time taken to re-let properties in the last year	SHC	Annual
% of repairs completed within target times	SOLACE	Annual
% of Council dwellings that are energy efficient	SOLACE	Annual
No of new build homes completed	SOA	Annual
No of new build affordable homes completed	SOA	Annual
Carbon savings achieved across all housing stock	SOA	Annual
Number homeless presentations	SOA	Annual
Average number of days to re-housing	SOA	Annual

Council Plan objective

**Growing our Communities**

SOA Outcome

**East Lothian has stronger, more resilient, supportive, influential and inclusive communities**

SPI category

**Responsiveness to its communities  
Equality and diversity**

Relevant KPIs

<b>Indicator</b>	<b>Source</b>	<b>Frequency</b>
Number of jobs in the third and community sectors	SOA	Annual
Number of volunteers in the third and community sectors	SOA	Annual
Number of people using community centres	ELC	Annual
% of residents reporting that they agree they can influence decisions affecting their local area	SOA	Annual
% of S2 & P6 pupils agreeing that young people's views are listened to	SOA	Annual
% of residents who agree their local area is a place where people from different backgrounds get on well together	SOA	Annual
Extent to which CLD learning opportunities improve life chances for people of all ages, through learning, personal development and active citizenship	SOA	Quarterly

Council Plan objective

**Growing the capacity of our Council**

Overarching principle

**Effective, efficient and excellent services**

SPI category

**Revenues and service costs**

**Benefits administration**

Relevant KPIs

Indicator	Source	Frequency
Support services as a % of total gross expenditure	SOLACE	Annual
Cost of the democratic core per 1,000 population	SOLACE	Annual
The cost per dwelling of collecting Council Tax	SOLACE	Annual
Percentage of income due from Council Tax received by the end of the year	SOLACE	Annual / Monthly
Business Rates collection rate	ELC	Monthly
Cost of HR function per FTE employee	ELC	Quarterly
Cost of trading standards and environmental health per 1,000 population	SOLACE	Annual
Cost per attendance at sports facilities	SOLACE	Annual
Cost of museums per visit	SOLACE	Annual
Cost of parks and open spaces per 1,000 population	SOLACE	Annual
Cost per library visit	SOLACE	Annual
The gross cost of "Children Looked After" in residential based services per child per week	SOLACE	Annual
The gross cost of "Children Looked After" in a community setting per child per week	SOLACE	Annual
Cost per primary pupil	SOLACE	Annual
Cost per secondary pupil	SOLACE	Annual
Cost per pre-school education registration	SOLACE	Annual
Rent direct debit uptake	ELC	Quarterly

Indicator	Source	Frequency
Av days to process new claims	ELC	Quarterly
Av days to process change of circumstances	ELC	Quarterly
% of overpayments identified, recovered in same quarter	ELC	Quarterly
% of total o/s overpayment debt recovered	ELC	Quarterly
No of cases submitted for prosecution	ELC	Quarterly
No of prosecutions resulting in a guilty outcome	ELC	Quarterly
No of administrative penalties accepted	ELC	Quarterly
No of administrative cautions accepted	ELC	Quarterly

Council Plan objective

## Growing the capacity of our Council

Overarching principle

### Effective, efficient and excellent services

SPI category

#### Employees

#### Assets Procurement

Overarching principle

Indicator	Source	Frequency
Sickness absence days per employee	SOLACE	Annual
Reports of Injuries, Diseases and Dangerous Occurrences (RIDDORS) per 1000 employees	ELC	Quarterly
Average number of days to fill a vacancy	ELC	Quarterly
Employee engagement survey results	ELC	Annual

Indicator	Source	Frequency
Proportion of operational buildings that are suitable for their current use	SOLACE	Annual
Proportion of internal floor area of operational buildings in a satisfactory condition	SOLACE	Annual
% of invoices sampled that were paid within 30 days	SOLACE	Annual / Quarterly
% spend with contracted suppliers	ELC	Quarterly
Procurement Capability Assessment (PCA) Score	ELC	Annual

Council Plan objective

## Growing the capacity of our Council

Overarching principle

### Prioritising prevention and promoting equality

SPI category

### Equality and diversity

Overarching principle

Indicator	Source	Frequency
% of the highest paid 2% of employees that are women	SOLACE	Annual
% of the highest paid 5% of employees that are women	SOLACE	Annual

### Services built around people and communities

### Responsiveness to its communities

Indicator	Source	Frequency
% of people agreeing that 'My council is good at listening to local people's views before it takes decisions'	ELC	Annual
% of complaints resolved at stage 1	ELC	Quarterly
Number of complaints	ELC	Quarterly
% of stage 2 complaints upheld	ELC	Quarterly
% of complaints responded to within 20 working days	ELC	Quarterly
% of calls answered by the contact centre within 7 rings	ELC	Quarterly
SOCITM user satisfaction score	ELC	Annual
% of adults satisfied with libraries	SOLACE	Annual
% of adults satisfied with museums and galleries	SOLACE	Annual