

TITLE OF REPORT: Review of the Corporate Performance Management Framework

REPORT OF: Jane Robinson, Chief Executive

Purpose of the Report

1. The purpose of this report is to seek Cabinet approval for the revision of the corporate strategic indicator set and a change to the identification of tracker and target indicators to replace the current rolling five-year performance targets with a single fixed 2020 target.

Background

2. The Council Plan 2015-2020 was approved by Cabinet in July 2015, with Gateshead's Sustainable Community Strategy - Vision 2030 - also refreshed and agreed by Cabinet on the 3rd November 2015. Both documents endorse shared desired outcomes for Gateshead, which are:
 - *Prosperous Gateshead* – a thriving economy for all -;
 - *Live Love Gateshead* – a sense of pride and ownership by all; and
 - *Live Well Gateshead* – a healthy, inclusive and nurturing place for all.

4. As a result of the development of a Council Plan for 2015-2020, further evaluation has taken place which identified the need to amend further the Corporate Performance Management Framework to support decision making and ensure the Council continues to be effective, fit for purpose and sustainable. In addition performance management is also being considered as part of the Ways of Working strand of the corporate Change Programme.
5. This report outlines work undertaken thus far in revising the current performance management framework.

Findings

6. The aim of the review of the current approach to performance management is to ensure the framework turns theory into practice and delivers the outcomes detailed above. To deliver this the Council needs to ensure that it:-
 - targets resources where they are most needed;
 - tackles underperformance swiftly and proportionately; and
 - continues to be a best value council with everyone taking personal responsibility and being held to account for effectiveness and efficiency.

Proposal

7. A revised list of strategic performance indicators has been identified to support the monitoring of progress in delivering the outcomes of the Council Plan and Vision 2030. This has involved both the identification of new indicators and the removal of others. To ensure strategic indicators match the outcomes it is proposed to:
 - Continue to report to both Overview and Scrutiny Committees and Cabinet every 6 months on progress (with appropriate additional performance data included).

- Replace the gathering and reporting of five year rolling targets and instead categorise strategic indicators as either a "Tracker" or a "Target" indicator. Key performance indicator progress will be reported against these two indicator types. Target and tracker indicators are defined as:
 - *Target* indicators - targets are realistically able to be set for these indicators where improvements can be measured regularly and can be actively influenced by the Council and its partners. An example would be the percentage of business rates collected. A fixed 2020 target will be set and progress towards this target will be reported; and
 - *Tracker* indicators – where performance will be tracked, benchmarked and reported but where a 2020 target will not necessarily be set but rather the longer term trend will be monitored, as the Council and partners are able only to partially influence the outcome. An example of the would be the child poverty rate.

Recommendations

8. It is recommended that Cabinet:

- (i) Endorses the revision of the proposed strategic indicator set and the identification of a both tracker and target indicators to replace the current rolling five-year performance targets (Appendix 2).
- (ii) Notes a report will be taken to each Overview and Scrutiny Committee to finalise the strategic indicator set with 2020 targets, with any significant changes being reported back to Cabinet.

For the following reason:

To ensure the Council's approach to performance is continuously improving and is contributing to the successful delivery of Vision 2030 and the Council Plan 2015-2020.

CONTACT: Marisa Jobling extension: 2099

Policy Context

1. This report forms revises the Council's performance management framework and sets out the Strategic Indicator targets to 2020 in line with the Council Plan 2015-2020.

Background

2. Performance management is a positive tool that enables improvement, where possible, and safeguards service sustainability where necessary. Among its benefits are:
 - ensuring corporate objectives are prioritised and that resources are allocated effectively;
 - improving services and outcomes for local people;
 - motivating and engaging staff by ensuring that individuals are aware of their own targets and goals and how these contribute to achieving the Council's vision;
 - ensuring that significant risks to the achievement of objectives are identified and managed and integrated with performance and
 - providing early warning and rectification of poor performance.

Consultation

4. The Deputy Leader of the Council and the Chairs of the Overview & Scrutiny Committees have been consulted on this report.

Alternative Options

5. There are no alternative options with regard to the report as the recommendation supports the Council's general duty to secure continuous improvement in the way functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

Implications of Recommended Option

6. Resources

- a) **Financial Implications** - The Strategic Director, Corporate Resources confirms that there are no financial implications arising directly from this report.
- b) **Human Resource Implications** - There are no human resource implications arising directly from this report.
- c) **Property Implications** - There are no property implications arising directly from this report.

7. **Risk Management Implications** - There are no risk management implications arising directly from this report.

8. **Equality and Diversity Implications** - There are no direct implications arising directly from this report. However, Services will continue to ensure the impact of policy decisions do not disproportionately affect certain communities or individuals through Equality Impact Assessments. There are a number of strategic indicators in Appendix 2 that support the Council's equality objectives, in accordance with the Public Sector Equality Duty reported previously to Cabinet on 15 March 2016.

9. **Crime and Disorder Implications** - There are no crime and disorder implications arising directly from this report.

10. **Health Implications** - There are no health implications arising directly as a result of this report.

11. **Sustainability Implications** - There are no sustainability implications arising directly as a result of this report.
12. **Human Rights Implications** - There are no human rights implications arising directly as a result of this report.
13. **Area and Ward implications** - There are no area and ward implications arising directly as a result of this report.

Background Information

- Five-Year Target Setting 2014/15 – 2018/19, report to Cabinet, 15 July 2014.
- Council Plan 2015-2020 report to Cabinet 14 July 2015.
- Gateshead's Sustainable Community Strategy - Vision 2030 - agreed at Cabinet, 3 November 2015.
- Refresh of Equality Objectives report to Cabinet on 15 March 2016.

**PERFORMANCE MANAGEMENT STRATEGIC INDICATORS
TO MONITOR DELIVERY OF THE COUNCIL PLAN 2015-2020**

<i>Prosperous Gateshead</i>		Indicator: Existing/New /Equality	Desired Direction	Freq	Responsible Partners	Accountable Officer	OSC Cttee
<i>An increase in the working age population:</i>							
PG1	Working age population – number of residents aged 16-64	Existing (Tracker)	Higher is better	Annual	<ul style="list-style-type: none"> ▪ Gateshead Council ▪ HCA ▪ LEP 	Andrew Marshall	Corporate Resources
PG2	Increase overall housing supply	New (Tracker)	Higher is better	Annual	<ul style="list-style-type: none"> ▪ Gateshead Council ▪ HCA ▪ LEP 	Andrew Marshall	Communities & Place
PG3	Proportion of long term empty homes	New (Tracker)	Lower is better	Annual	<ul style="list-style-type: none"> ▪ Gateshead Council ▪ HCA ▪ LEP 	Andrew Marshall	Communities & Place
<i>More private, public and social investment:</i>							
PG4	No of new social enterprises supported	New (Tracker)	Higher is better	Monthly	<ul style="list-style-type: none"> ▪ Gateshead Council ▪ VCS 	Lindsay Murray	Communities & Place
PG5	Number of enterprises in Gateshead	New (Tracker)	Higher is better	Annual	<ul style="list-style-type: none"> ▪ Gateshead Council ▪ LEP 	Andrew Marshall	Communities & Place
<i>More and better paid jobs with more people in work:</i>							
PG6	Employment rate – people economically active in work or training aged 16-64	New (Tracker)	Higher is better	Monthly	<ul style="list-style-type: none"> ▪ Gateshead Council ▪ JobCentre Plus 	Andrew Marshall	Communities & Place
PG7	Economic activity rate - % of all people aged 16-64	Existing (Tracker)	Higher is better	Annual	<ul style="list-style-type: none"> ▪ Gateshead Council ▪ Jobcentre Plus 	Andrew Marshall	Communities & Place
PG8	Proportion of residents receiving main	New	Lower is	Monthly	<ul style="list-style-type: none"> ▪ Gateshead 	Andrew	Communities

	out of work benefits	(Tracker)	better		Council ▪ Jobcentre Plus	Marshall	s & Place
PG9	Gross average weekly pay of residents (not self-employed)	New (Tracker)	Higher is better	Annual	▪ Gateshead Council ▪ Jobcentre Plus	Andrew Marshall	Communities & Place
PG10	Residents employed in occupations requiring higher skills levels	New (Tracker)	Higher is better	Annual	▪ Gateshead Council ▪ Jobcentre Plus	Andrew Marshall	Communities & Place
PG11	Proportion of children in relative low income households	New (Tracker)	Lower is better	Annual	▪ Gateshead Council ▪ LEP	Andrew Marshall	Communities & Place
PG12	Number of jobs in Gateshead	New (Tracker)	Higher is better	Annual	▪ Gateshead Council ▪ LEP	Andrew Marshall	Communities & Place
Prosperous Gateshead		Indicator: Existing/New/Equality	Desired Direction	Freq	Responsible Partners	Accountable Officer	OSC Cttee
PG13	Number of residents self employed	New (Tracker)	?	Annual	▪ Gateshead Council ▪ LEP ▪ JobcentrePlus	Andrew Marshall	Communities & Place
PG14	Gross weekly pay of jobs in Gateshead	New (Tracker)	Higher is better	Annual	▪ Gateshead Council ▪ LEP	Andrew Marshall	Communities & Place
PG15	Proportion of jobs in Gateshead paying less than the Living Wage	New (Tracker)	Lower is better	Annual	▪ Gateshead Council ▪ LEP	Andrew Marshall	Communities & Place
Fewer people with low level skills and more people with higher level skills-Improved educational attainment /Increased learning and development:							
PG16	Proportion of residents with no qualifications	New (Tracker)	Lower is better	Annual	▪ Gateshead Council ▪ Schools ▪ FE/HE institutions	Andrew Marshall	Communities & Place
PG17	Proportion of residents qualified to NVQ3	New	Higher is	Annual	▪ Gateshead	Andrew	Communitie

	or above	(Tracker)	better		Council ▪ Schools ▪ FE/HE institutions	Marshall	s & Place
PG18	Reduce NEET rate	Existing (Tracker)	Lower is better	Annual	▪ Gateshead Council ▪ FE/HE institutions ▪ Jobcentre Plus	Val Hall	Families
PG19	Increase the % of Gateshead schools rated Outstanding	New (Tracker)	Higher is better	Annual	▪ Gateshead Council ▪ Schools	Steve Horne	Families
PG20	Maximise the % children offered a place at their preferred school	New (Target)	Higher is better	Annual	▪ Gateshead Council ▪ Schools	Steve Horne	Families
PG21	Reduce the % of children in poverty	Existing (Tracker)	Lower is better	Annual	▪ Gateshead Council	Val Hall	Families
Educational attainment:							
PG22	Increase the % of children achieving a good level of development at age 5 (<u>Only statutory for one more year</u>)	Existing (Target)	Higher is better	Annual	▪ Gateshead Council ▪ Schools	Val Hall	Families
PG23	Increase the % of children attaining the expected standard at the end of KS1 (<u>New measure used from a baseline of summer 2016</u>)	New (Target)	Higher is better	Annual	▪ Gateshead Council ▪ Schools	Steve Horne	Families
PG24	Increase the % of children attaining the expected standard at the end of KS2 (<u>New measure used from baseline of summer 2016</u>)	New (Tracker)	Higher is better	Annual	▪ Gateshead Council ▪ Schools	Steve Horne	Families
Prosperous Gateshead		Indicator: Existing/ New /Equality	Desired Direction	Freq	Responsible Partners	Accountable Officer	OSC Cttee
PG25	Increase the % of children achieving 5 or more A*-C GCSE including Maths & English (<u>final year 2016 and replace with</u>	Existing (Tracker)	Higher is better	Annual	▪ Gateshead Council ▪ Schools	Steve Horne	Families

	<u>PG26 & PG27</u>						
PG26	Raise Attainment 8 - scores of pupils at the end of KS4 (<u>NB: New measure used from baseline of summer 2017</u>)	New (Tracker)	Higher is better	Annual	<ul style="list-style-type: none"> ▪ Gateshead Council ▪ Schools 	Steve Horne	Families
PG27	Raise Progress 8 – scores of pupils at the end of KS4 (<u>NB: New measure used from baseline of summer 2017</u>)	New (Tracker)	Higher is better	Annual	<ul style="list-style-type: none"> ▪ Gateshead Council ▪ Schools 	Steve Horne	Families
Equality Objective: Increase levels of ambition and aspiration of vulnerable groups across Gateshead							
PG28	Reduce the gap between Attainment 8 scores and Progress 8 scores of disadvantaged pupils and their non-disadvantaged peers at the end of KS4 (<u>from a baseline set at 2017</u>)	New (Tracker)	Lower is better	Annual	<ul style="list-style-type: none"> ▪ Gateshead Council ▪ Schools 	Steve Horne	Families
PG29a	Increase the % of vulnerable children achieving 5 or more A*- C at GCSE including Maths & English: (<u>NB: To end at 2016 and replaced with PG28</u>)						
	Looked After Children (LAC)	Existing (Tracker)	Higher is better	Annual	<ul style="list-style-type: none"> ▪ Gateshead Council ▪ Schools 	Steve Horne	Families
PG29b	Free School Meals (FSM)	Existing (Tracker)	Higher is better	Annual	<ul style="list-style-type: none"> ▪ Gateshead Council ▪ Schools 	Steve Horne	Families
PG29c	Special Educational Needs (SEN)	Existing (Tracker)	Higher is better	Annual	<ul style="list-style-type: none"> ▪ Gateshead Council ▪ Schools 	Steve Horne	Families

Live Love Gateshead		Indicator: Existing/New/Equality	Desired Direction	Freq	Responsible Partners	Accountable Officer	OSC Cttee
Confident and more aspirational population acting as Gateshead's strongest advocates							
Residents survey responses							
LL1	Satisfaction - Gateshead as a place to live	Existing (Tracker)	Higher is better	Annual	<ul style="list-style-type: none"> ▪ Gateshead Council ▪ Northumbria Police ▪ CCG ▪ VCS ▪ QE Hospital 	Marisa Jobling	Corporate Resources
LL2	Consulted/engaged population (e.g. taking decisions with the public/ not for them etc.)	Existing (Target)	Higher is better	Annual		Lindsay Murray	Corporate Resources
LL3	Communities get on well together (integrated happy neighbourhoods)	Existing (Tracker)	Higher is better	Annual		Lindsay Murray	Corporate Resources
LL4	Decrease the percentage of people who are dissatisfied with life	Existing (Target)	Lower is better	Annual	▪ Gateshead Council	Alice Wiseman	Care Health & Wellbeing
A community who take pride in Gateshead the place and enjoy and engage in world class culture and heritage that contributes to a sense of belonging and wellbeing:							
Volunteering							
LL5	Increase formal volunteering	Existing (Target)	Higher is better	Annual	<ul style="list-style-type: none"> ▪ Gateshead Council ▪ VCS 	Lindsay Murray	Corporate Resources
LL6	No. of visitors increased by 50%	New (Tracker)	Higher is better	Annual	▪ Gateshead Council	Lindsay Murray	Corporate Resources
LL7	No. of visits to libraries	New (Target)	Higher is better	Monthly	<ul style="list-style-type: none"> ▪ Gateshead Council ▪ VCS 	Lindsay Murray	Communities & Place
Gateshead people who care about their local area and share responsibility for making and keeping our environment the best it can be:							
LL8	Improve the recycling rate	Existing (Target)	Higher is better	Monthly	<ul style="list-style-type: none"> ▪ Gateshead Council ▪ Waste Partnership 	Colin Huntington	Communities & Place
LL9	Increasing homes in the highest energy	Existing	Higher is	Bi-	▪ Gateshead	Peter	Communities

	efficiency bands	<i>(Target)</i>	better	annual	Council ▪ TGHC	Udall	s & Place
LL10 a	Reducing Council carbon emissions - actual	Existing <i>(Target)</i>	Lower is better	Annual	▪ Gateshead Council	Peter Udall	Communitie s & Place
LL10 b	Reducing Council carbon emissions – weather corrected	Existing <i>(Target)</i>	Lower is better	Annual	▪ Gateshead Council	Peter Udall	Communitie s & Place
LL11	% of renewable / low carbon / energy generated locally	Existing <i>(Target)</i>	Higher is better	Annual	▪ Gateshead Council	Peter Udall	Communitie s & Place

Live Well Gateshead		Indicator: Existing/New/Equality	Desired Direction	Freq	Responsible Partners	Accountable Officer	OSC Cttee
The destination of choice for families with a range of excellent and affordable housing options:							
LW1	Increase the number of affordable homes	New (Target)	Higher is better	Annual	▪ Gateshead Council	Andrew Marshall	Communities & Place
A place where children have the best start in life:							
LW2	% of mothers smoking at time of delivery	Existing (Tracker)	Lower is better	Annual	▪ Gateshead Council ▪ CCG	Alice Wiseman	Families
Equality Objective: Support vulnerable groups at most risk of poverty and deprivation							
LW3	The number of eligible 2 year olds accessing their free early learning place	New / Equality (Target)	Higher is better	Annual	▪ Gateshead Council	Val Hall	Families
LW4	Reduce excess weight in 4-5 and 10-11 year olds (excess weight defined as Overweight/Obese)	Existing (Tracker)	Lower is better	Annual	▪ Gateshead Council	Alice Wiseman	Care Health & Wellbeing
LW5	Number of people undertaking sport and activity recreation in those aged 14 years + (1x30mins per week)	Existing (Tracker)	Higher is better	Annual	▪ Gateshead Council ▪ CCG ▪ Schools	Lindsay Murray	Communities & Place
LW6	Number of children with a child protection plan	Existing (Target)	?	Monthly	▪ Gateshead Council ▪ Northumbria Police	Elaine Devaney	Families
Equality Objectives: Support vulnerable groups most at risk of poverty and deprivation							
LW7	Work with families as part of the National Troubled Families Programme known as Families Gateshead	New/ Equality (Target)	Higher is better	Quarterly	▪ Gateshead Council	Val Hall	Families
Equality Objectives: Gateshead the place – to improve the range of housing across Gateshead for vulnerable groups							
LW8	Ensure young people leaving care are	New/	Higher is	Annual	▪ Gateshead	Elaine	Families

	supported to have a safe place to live (sustainable and appropriate accommodation 16/17 year olds)	Equality (Target)	better		Council	Devaney	
Equality Objectives: To increase the level of ambition and aspiration of vulnerable groups across Gateshead							
LW9	Ensure young people leaving care are supported to be in education, employment apprenticeships or training.	New/ Equality (Target)	Higher is better	Annual	▪ Gateshead Council	Elaine Devaney	Families
Live Well Gateshead		Indicator: Existing/New/Equality	Desired Direction	Freq	Responsible Partners	Accountable Officer	OSC Cttee
A place where older people are independent and are able to make a valuable contribution to the community:							
LW10	Delayed transfers of care from hospital in days per 100,000	New (Target)	Lower is better	Monthly	▪ Gateshead Council ▪ CCG	Paul Grubic	Care Health & Wellbeing
LW11	Helping Older people to live at independently at home 91 days after discharge from hospital	Existing (Target)	Higher is better	Monthly	▪ Gateshead Council ▪ CCG	Paul Grubic	Care Health & Wellbeing
LW12	Repeat safeguarding adult enquiries	Existing (Target)	Lower is better	Monthly	▪ Gateshead Council ▪ Northumbria Police	Val Hall	Care Health & Wellbeing
A place where those who need help have access to appropriate joined-up services that make a difference to the quality of their life:							
LW13	Non-elective admissions to hospital per 100,000 population	New (Tracker)	Lower is better	Annual	▪ Gateshead Council ▪ CCG/QE Hospital	Alice Wiseman	Care Health & Wellbeing
LW14	Stabilise hospital admissions per 100,000 for alcohol related harm	Existing (Tracker)	Lower is better	Annual	▪ Gateshead Council ▪ CCG/QE Hospital	Alice Wiseman	Care Health & Wellbeing
Equality Objectives: Promote healthy and inclusive communities							
LW15a	Support for young carers	Equality (Target)	Higher is better	Annual	▪ Gateshead Council	Ann Day	Care Health & Wellbeing

					▪ VCS		
LW15b	Support for carers in BME communities	Equality (Target)	Higher is better	Annual	▪ Gateshead Council ▪ VCS	Paul Grubic	Care Health & Wellbeing
Equality Objectives: To increase the level of ambition and aspiration of vulnerable groups across Gateshead							
LW16	Gap in the employment rate between those with a learning disability and the overall employment rate (percentage point gap) (Persons)	Equality (Tracker)	Lower is better	Annual	▪ Gateshead Council ▪ CCG	Alice Wiseman	Care Health & Wellbeing
LW17	Promote positive emotional mental health amongst the school age population – hospital admissions for self-harm rate per 100,000.	Equality (Tracker)	Lower is better	Annual	▪	Alice Wiseman	Care, Health & Wellbeing
LW18	Gap in the employment rate for those in contact with secondary mental health services and the overall employment rate (percentage point gap) (Persons)	Equality (Tracker)	Lower is better	Annual	▪ Gateshead Council ▪ CCG	Alice Wiseman	Care Health & Wellbeing
Equality Objective: Promote healthy and inclusive communities							
LW19	Excess under 75 mortality rate in adults with serious mental illness (Indirectly standardised ratio)	Equality (Tracker)	Lower is better	Annual	▪ Gateshead Council ▪ CCG	Alice Wiseman	Care Health & Wellbeing
Live Well Gateshead		Indicator: Existing/New/Equality	Desired Direction	Freq	Responsible Partners	Accountable Officer	OSC Ctee
Place where people choose to lead healthy lifestyles with more and more people across Gateshead living longer and without life-limiting illnesses:							
LW20	Reduce mortality from causes considered to be preventable - per 100,000 population	New (Tracker)	Lower is better	Annual	▪ Gateshead Council ▪ CCG	Alice Wiseman	Care Health & Wellbeing

Equality Objectives: Promote healthy and inclusive communities							
LW21	Healthy life expectancy at birth - Male	Equality (Tracker)	Higher is better	Annual	<ul style="list-style-type: none"> ▪ Gateshead Council ▪ CCG/QE Hospital 	Alice Wiseman	Care Health & Wellbeing
LW22	Healthy life expectancy at birth – Female	Equality (Tracker)	Higher is better	Annual	<ul style="list-style-type: none"> ▪ Gateshead Council ▪ CCG/QE Hospital 	Alice Wiseman	Care Health & Wellbeing
LW23	Gap in life expectancy between England and Gateshead – Male	Equality (Tracker)	Lower is better	Annual	<ul style="list-style-type: none"> ▪ Gateshead Council ▪ CCG/QE Hospital 	Alice Wiseman	Care Health & Wellbeing
LW24	Gap in life expectancy between England and Gateshead – Female	Equality (Tracker)	Lower is better	Annual	<ul style="list-style-type: none"> ▪ Gateshead Council ▪ CCG/QE Hospital 	Alice Wiseman	Care Health & Wellbeing
Equality Objectives: Promote healthy and inclusive communities							
LW25	Health Inequalities reduce the inequalities in life expectancy across Gateshead (Male)'	Equality (Tracker)	Lower is better	Annual	<ul style="list-style-type: none"> ▪ Gateshead Council ▪ CCG/QE Hospital 	Alice Wiseman	Care Health & Wellbeing
LW26	Health Inequalities reduce the inequalities in life expectancy across Gateshead (Female)'	Equality (Tracker)	Lower is better	Annual	<ul style="list-style-type: none"> ▪ Gateshead Council ▪ CCG/QE Hospital 	Alice Wiseman	Care Health & Wellbeing
LW27	No. of people undertaking sport and activity recreation in those aged 16+ (3x 30 mins per week)	Existing (Tracker)	Higher is better	Annual	<ul style="list-style-type: none"> ▪ Gateshead Council ▪ CCG 	Lindsay Murray	Communities & Place
<i>A tolerant place where people feel safe:</i>							
Equality Objective: Promote healthy and inclusive communities							
LW28	Community Safety						
	Increase the number of referrals to ARCH	Equality (Target)	Higher is better	Quarterly	<ul style="list-style-type: none"> ▪ Gateshead Council ▪ Northumbria Police 	Val Hall	Community Safety Sub
LW29	Domestic Abuse - % of high-risk referrals who have engaged with Independent Domestic Violence Advisers (IDVAs)	Equality (Target)	Higher is better	Quarterly	<ul style="list-style-type: none"> ▪ Gateshead Council ▪ Northumbria Police 	Val Hall	Community Safety Sub

					▪ VCS		
LW30	First Time Entrants - PNC rate per 100,000 of 10-17 population	Existing (Tracker)	Lower is better	Annual	▪ Gateshead Council ▪ Northumbria Police	Val Hall	Community Safety Sub
LW31	Custody - Use of custody rate per 1,000 of 10-17 population	New (Tracker)	Lower is better	Annual	▪ Gateshead Council	Val Hall	Community Safety Sub /
LW32a	Re-offending (through use of Live Tracker) - Re-offending rates on current cohorts	New (Tracker)	Lower is better	Annual	▪ Gateshead Council	Val Hall	Community Safety Sub
LW32b	Re-offending (From PNC) - Reoffending rates after 12 months	New (Tracker)	Lower is better		▪ Northumbria Police ▪ CPS		
LW33	Total recorded crime in Gateshead	New (Tracker)	Lower is better	Monthly	▪ Northumbria Police ▪ Gateshead Council	Val Hall	Community Safety Sub
LW34	Reported instances antisocial behaviour	Existing (Tracker)	Lower is better	Monthly	▪ Northumbria Police ▪ TWFRS ▪ Gateshead Council	Val Hall	Community Safety Sub
Live Well Gateshead		Indicator: Existing/New/Equality	Desired Direction	Freq	Responsible Partners	Accountable Officer	OSC Cttee
LW35	% of people who agree the police and council are dealing with ASB and crime issues that matter in their area	New (Tracker)	Higher is better	Quarterly	▪ Northumbria Police ▪ Gateshead Council	Val Hall	Community Safety Sub

LW36	% of people who feel <i>very</i> or <i>fairly</i> safe living in their neighbourhood	New (Tracker)	Higher is better	Quarterly	<ul style="list-style-type: none"> ▪ Northumbria Police ▪ Gateshead Council 	Val Hall	Community Safety Sub
LW37	Accessibility to public transport	Existing (Tracker)	Higher is better	Annual	<ul style="list-style-type: none"> ▪ Gateshead Council ▪ NECA 	Anneliese Hutchinson	Communities & Place
LW38a	People killed or seriously injured (KSI) in Road Traffic Collisions - % change over base year (Performance should be positive)	Existing (Tracker)	Lower is better	Annual	<ul style="list-style-type: none"> ▪ Northumbria Police ▪ Gateshead Council 	Anneliese Hutchinson	Communities & Place
LW38b	Children killed or seriously injured (KSI) in Road Traffic Collisions - % change over base year (Performance should be positive)	Existing (Tracker)	Lower is better	Annual	<ul style="list-style-type: none"> ▪ Northumbria Police ▪ Gateshead Council 	Anneliese Hutchinson	Communities & Place / Families

Corporate Performance		Indicator: Existing/New /Equality	Desired Direction	Freq	Responsible Partners	Accountable Officer	OSC Cttee
Maximising Growth:							
CP1	% of council tax collected that was due to be paid	Existing (Target)	Higher is better	Monthly	<ul style="list-style-type: none"> ▪ Gateshead Council 	John Jopling	Corporate Resources
CP2	% of business rates collected	New (Target)	Higher is better	Monthly	<ul style="list-style-type: none"> ▪ Gateshead Council 	John Jopling	Corporate Resources
CP3	% of undisputed invoices paid on time	New	Higher is	Monthly	<ul style="list-style-type: none"> ▪ Gateshead 	John Jopling	Corporate

		(Target)	better		Council		Resources
Reducing Costs:							
CP4	Speed of benefits claims (processing)	Existing (Target)	Higher is better	Monthly	▪ Gateshead Council	John Jopling	Corporate Resources
CP5	Staff sickness (excluding school staff)	Existing (Target)	Lower is better	Monthly	▪ Gateshead Council	Deborah Hill	Corporate Resources
CP6	% increase in digital based transaction/contact from established baseline	New (Target)	Higher is better	Monthly	▪ Gateshead Council	Mark Smith	Corporate Resources
CP7	Percentage increase in online transactions	New (Target)	Higher is better	Monthly	▪ Gateshead Council	Mark Smith	Corporate Resources
Increasing collective responsibility:							
CP8	Employee engagement: e.g. good place to work/ satisfaction/engagement	New (Target)	Higher is better	Annual	▪ Gateshead Council	Marisa Jobling	Corporate Resources
CP9	Improve Superfast Broadband connectivity- Increase the coverage in Gateshead to 98.9% of premises by June 2019.	New (Target)	Higher is better	Annual	▪ Gateshead Council	Roy Sheehan	Communities & Place
Equality Objective: To increase levels of ambition and aspiration of vulnerable groups across Gateshead							
CP10a	Apprenticeships (NB: dependent on detail of final Govt legislation)	Equality (Target)	Higher is better	Annual	▪ Gateshead Council	Deborah Hill	Corporate Resources
CP10b	Ensure young people leaving care are supported to have an opportunity for an apprenticeship	Equality (Target)	Higher is better	Annual	▪ Gateshead Council	Deborah Hill	Corporate Resources