

Communities, Social Mobility and Inclusion Committee Performance Monitoring Report

To: Communities, Social Mobility and Partnerships Committee

Meeting Date: 21 July 2022

From: Paul Fox, Interim Director of Communities and Partnerships.

Electoral division(s): All

Key decision: No

Outcome: Members are being asked to approve a new set of Key Performance Indicators as recommended by service leads in the performance management workshop.

Recommendation: The Committee is recommended to:

- a) Approve the recommended suite of key performance indicators to be reported to Committee; and
- b) Note the transfer of elements of the Joint Agreement Action Plan from Strategy & Resources Committee to this Committee.

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1. Background

- 1.1 As a result of the revised [corporate strategy](#) and a new performance framework, all committees have reviewed their suite of key performance indicators (KPIs) to ensure they are relevant and accurately measure the performance of their respective services. To deliver this, the Business Improvement and Development directorate has started a workstream called 'Performance Measurement and Management'.
- 1.2 To support this, Business Intelligence has run a series of workshops in conjunction with services to propose and discuss a new suite of KPIs for business-as-usual reporting to service committees.
- 1.3 On 14 April 2022, a presentation was delivered to Communities, Social Mobility and Inclusion Committee by BID and service leads on the proposed suit of KPIs. Members were invited to comment and pose questions on the proposed KPIs.
- 1.4 Members supported the proposed suite of KPIs and it was recommended to bring the proposed service committee KPIs to The Communities Social Mobility and Inclusion Committee for formal approval.
- 1.5 At its March 2002 meeting, Strategy and Resources Committee decided to transfer open actions in the Joint Agreement Action Plan Tracker to oversight by the relevant committees, with monitoring and reporting through appropriate committee governance. The open actions that are relevant to the Communities, Social Mobility and Inclusion Committee are set out in Section 2.4 of this report.

2. Main Issues

- 2.1 The previous suite of KPI's reported to The Communities Social Mobility and Inclusion Committee is shown below. The table sets out which KPIs are to be retained, replaced or removed entirely:

Previous KPIs	Service Area	Retain / Replace / Remove
Indicator 37: Number of visitors to libraries/community hubs - year-to-date	Libraries	Retain
Indicator 38: Number of item loans (including eBook loans) – quarterly	Libraries	Replace
Indicator 197 - Cambridgeshire Libraries Events and Events Attendance	Libraries	Replace
Indicator 136: Number of Learner Registrations as a Proportion of the Contractual Target	Adult Skills	Replace
Indicator 137: Percentage of Learners Retained as a Proportion of Learner Registration	Adult Skills	Replace
Indicator 200: Percentage of Learners Achieving the Agreed Outcome as a Proportion of Learners Retained	Adult Skills	Replace

Indicator 174: Priority 4a - Tackling Hate Crime - Hate Crime Rates Per 100,000 Population (Breakdown by District)	Inclusion	Remove
Indicator 175: Priority 4b - Hate Crimes - Online Reporting via True Vision	Inclusion	Remove
Indicator 176: Priority 7a - Wisbech 2020 Project - Wisbech School Attainment Levels	Education	Remove
Indicator 177: Priority 7b - Wisbech 2020 - LAC from Wisbech	Education	Remove
Indicator 178: Priority 7c - Cambridgeshire FSM6 Educational Attainment	Education	Remove
Indicator 179: Priority 7d - Cambridgeshire Employment Rates by District	Economy	Remove
Indicator 198: The Rate of Repeat Victims to the Independent Domestic Violence Advocacy (IDVA) Service	Community Safety	Replace
Indicator 199: The Number of Referrals and the Number of Repeat Referrals to the Domestic Violence Perpetrator Panel	Community Safety	Remove

2.2 Following the workshop described at 1.3, the following suite of indicators are proposed.

Service area	Report frequency	New Proposed KPI
Registrations	Quarterly	All births registered within 42 days of birth. % within deadline
	Quarterly	All deaths registered within 5 days
Coroners	Quarterly	Total number of cases opened
	Quarterly	Total number of cases closed
	Quarterly	Total number of Inquests opened
	Quarterly	Total number of Inquests closed
	Quarterly	Total number of Inquests closed that are over 12 months old.
Adult Skills / Learners	Quarterly	Number of learners from across Cambridgeshire that have be enrolled onto a course.
	Quarterly	Number of courses that have been recruited, which support skills development to aid progression.
	Quarterly	Number of courses that have been achieved
Think Communities	Quarterly	No of Community Youth Providers participating within our (the Youth in Communities) Network.
Domestic Abuse	Quarterly	Number of Referrals to the Independent Domestic Violence Advocacy (IDVA) Service.
	Quarterly	% of clients engaging with the IDVA Service.
	Quarterly	Number of Self Referrals to Commissioned Domestic Abuse Outreach Services.
Trading Standards	Quarterly	No. of hours business advice provided to businesses under Primary Authority.
	Quarterly	% of business brought into compliance in all priority areas following inspection/intervention.

Libraries	Quarterly	Number of Active library users
	Quarterly	Number of visits made to library sites reported quarterly
	Quarterly	Total Digital engagements reported quarterly

2.3 Methodology

The rationale for the selection of these indicators, and further detail on baseline data and targets are set out below.

2.3.1 Registrations:

- a) The Registration Service is monitored nationally on a range of KPIs. From these, KPIs which best reflect the quality of service and impact on customers have been selected for reporting to Committee.
- b) Birth registration impacts on family life, including being able to access certain benefits or obtain a passport. For deaths not reported to the coroner, the burial or cremation can only take place once documents are provided by the Registration Service. The bereaved need the certificates to be able to close out the deceased's estate and / or access benefits and all such actions are an important part of the bereaved moving forward after a death.

2.3.2 Coroners:

- a) The sooner the coroner is able to make a determination, the better it is for the bereaved family and friends. Coronial services are monitored nationally on the number of inquests that remain open after twelve months. Reporting this figure to the Committee along with the previous year's performance will indicate whether there is either a positive or negative direction of travel.
- b) Including data on both the number of inquests opened and closed in addition to cases, (these being referrals that do not lead to an inquest) will give an indication of performance in the context of service demand.
- c) The service will also monitor the average time taken to close cases and inquests. The service aims to continue to close more inquests and cases in any reporting period than are opened.

2.3.3 Trading Standards:

- a) The number of hours of business advice provided under the statutory Primary Authority Scheme indicates both the service's contribution to economic growth as well as the extent to which the service is generating revenue through this activity. The benchmark is the average of the previous three years performance.
- b) The indicator of bringing businesses that are breaching legislative requirements into compliance following an inspection or other intervention is a measure of the effectiveness of the service. The benchmark is the current performance level.

2.3.4 Adult Skills / Learners:

- a) These indicators provide data on the number of courses delivered and Cambridgeshire residents using this service.

2.3.4 Think Communities: Youth in Communities Team:

- a) The Youth in Communities service supports the development of a youth offer for Cambridgeshire. Youth and community professionals and small project teams across Cambridgeshire deliver the service. The service supports the creation of local community groups, the development of youth work practice and creating toolkits for the wider system. This wider system approach is described on the infographic provided as Appendix 1 to this report.
- b) The KPI would demonstrate a clear impact whilst reflecting the team's contribution to wider priorities such as decentralisation. By enabling communities to take control, communities pro-actively designing and delivering their own services to meet their own issues/needs and effectively demonstrate communities supporting themselves

2.3.5 Domestic Abuse:

- a) The Independent Domestic Violence Adviser (IDVA) Service works with victims of domestic abuse and those at high risk of domestic abuse. They also employ specialist client-based IDVAs who take specific referrals at all risk levels. The team has expanded significantly during 2021/22 and referrals are expected to increase in 2022/23. The number of referrals to the service will be the first KPI, with a baseline of 430 per quarter.
- b) The IDVA Service require the consent of a victim to work with them and a victim needs to be willing to engage and accept support. The percentage of victims engaging in support is the second KPI that will be monitored with a baseline target of 65%. In some cases, the service is not able to contact clients (four attempts are made) and in some cases the offer of support is declined.
- c) The Domestic Abuse and Sexual Violence Partnership also commission domestic abuse services across Cambridgeshire. Outreach Services are currently delivered by Cambridge Women's Aid and Refuge and will be recommissioned during 2022/23. The outreach services accept self-referrals from victims at any risk level requiring support. The number of self-referrals will be the third KPI with a baseline of 70 per quarter. Outreach services are able to promote themselves within the community to encourage referrals to service.

2.3.7 Libraries:

The library KPIs which represent how well the service is reaching and engaging with the community.

- a) The service will report on physical visits to our buildings which will count those accessing any number of our services from simply needing a quiet place to work through seeking advice, event attendance or borrowing items.

- b) The active users KPI will count the number of unique people making a more active engagement with the service. It tracks individuals who have used their cards to borrow items, use a computer or log into online services in the last twelve months.
- c) The pandemic and related restrictions have inevitably seen these markers shrink and we are aiming to achieve the levels of service use seen in 2019.
- d) However, the pandemic greatly improved our engagement with the community online. The final KPI seeks to capture this good work as we seek to increase the reach of our messages including our e-newsletter and through various social media platforms. There is no fixed target for this as a full year's baseline data is not yet available. The aim will be to maintain and grow upon the success of the pandemic response.

2.3.8 The KPI suite as part of the new performance framework is subject to review and amendments can be made where appropriate. Members are encouraged to scrutinize not only the performance but the KPIs too in the coming financial year and to utilise the new performance framework where necessary or possible.

2.4 Joint Agreement Action Plan Progress

Ref	Action	Milestone	Lead Officer(s)	Success criteria	Baseline position May 2021	Achieved	Update/Comments by lead officer June 2022
H.9	Identify and provide more support for both informal Carers and Young Carers	Nov 2021	Paul Fox	Number of carers supported increases	2,900 carers supported during 2020-21, reported in adults statutory returns. 400 young carers (as noted in either social care assessment or child and family assessment) receiving support at the end of March 2021	Complete – indicator transferred to CYP committee KPI set	<p>YOUNG CARERS</p> <p>A co-chaired Young Carers County Wide Steering Group, Youth Advisory Board and a range of training established and delivered. Two young carers represented Cambridgeshire County Council young people for the Chief Executive recruitment.</p> <p>Partnership with LECA Littleport Academy young carers group to celebrate outstanding contributions during the pandemic. Created a support and well-being resource with delivery of 55, to date, "Well-being boxes".</p> <p>Partnership with Centre 33 to deliver Young Carer awareness training with over 20 participants.</p>

							<p><u>INFORMAL CARERS</u> Identification of informal carers and connecting to existing support continues. A support toolkit will launch in December.</p> <p>Breaks for carers pilot recruited several volunteers last month; extending project by two months within the current funding. Carers reporting how much they value the break, and that the new social contact for their loved one is appreciated.</p> <p>Working towards gaining the Carers accreditation.</p>
	C.2 , Place Leads Partnership to take the lead in identifying and addressing community inequalities; aligning closely with the two Integrated Partnerships which are the key community delivery arms for the Integrated Care System (ICS).	Oct 2021 Delivery date revised to align with revised national implementation date for ICSs. July 2022	Paul Fox	Ongoing updates of work of Place Leads Partnership	Significant health inequalities between different parts of county and within communities, particularly where there is income deprivation.	In progress ICS now expected in July	The work via the Place Leads group has been paused to allow the broader priority-setting work at Public Service Board level, with CEO's and Leaders, to develop and conclude. This work will ensure a shared focus on agreed priorities where collectively partners can make the most difference.
C.7	Full review of the library service to ensure it is meeting the needs of our residents.	Nov 2022	Paul Fox	Review reported to Communities Social Mobility and Inclusion Committee	N/a as new review	In progress	A formal cross party review group has been established to review all aspects of library services as agreed at Communities, Social Mobility and Inclusion Committee. Group has to date considered: Mobile Provision; BIPC focus and future funding; Equalities, Diversity and Inclusion; Digital; Service

							Budget. These areas to be covered in next full report in Nov 2022
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3. Alignment with corporate priorities

3.1 Environment and Sustainability

There are no significant implications for this priority.

3.2 Health and Care

There are no significant implications for this priority.

3.3 Places and Communities

There are no significant implications for this priority.

3.4 Children and Young People

There are no significant implications for this priority.

3.5 Transport

There are no significant implications for this priority.

4. Significant Implications

4.1 Resource Implications

There are no significant implications within this category.

4.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications within this category.

4.3 Statutory, Legal and Risk Implications

There are no significant implications within this category.

4.4 Equality and Diversity Implications

There are no significant implications within this category.

4.5 Engagement and Communications Implications

There are no significant implications within this category.

4.6 Localism and Local Member Involvement

There are no significant implications within this category.

- 4.7 Public Health Implications
There are no significant implications within this category.
- 4.8 Environment and Climate Change Implications on Priority Areas (See further guidance in Appendix 2):
- 4.8.1 Implication 1: Energy efficient, low carbon buildings.
Status: neutral
Explanation: The adoption of these KPIs enables scrutiny of existing council functions and not a change of practice.
- 4.8.2 Implication 2: Low carbon transport.
Status: neutral
Explanation: The adoption of these KPIs enables scrutiny of existing council functions and not a change of practice.
- 4.8.3 Implication 3: Green spaces, peatland, afforestation, habitats and land management.
Status: neutral
Explanation: The adoption of these KPIs enables scrutiny of existing council functions and not a change of practice.
- 4.8.4 Implication 4: Waste Management and Tackling Plastic Pollution.
Status: neutral
Explanation: The adoption of these KPIs enables scrutiny of existing council functions and not a change of practice.
- 4.8.5 Implication 5: Water use, availability and management:
Status: neutral
Explanation: The adoption of these KPIs enables scrutiny of existing council functions and not a change of practice.
- 4.8.6 Implication 6: Air Pollution.
Status: neutral
Explanation: The adoption of these KPIs enables scrutiny of existing council functions and not a change of practice.
- 4.8.7 Implication 7: Resilience of our services and infrastructure, and supporting vulnerable people to cope with climate change.
Status: neutral
Explanation: The adoption of these KPIs enables scrutiny of existing council functions and not a change of practice.

Have the resource implications been cleared by Finance? Yes
Name of Financial Officer: Martin Wade

Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the Head of Procurement? Yes
Name of Officer: Clare Ellis

Has the impact on statutory, legal and risk implications been cleared by the Council's Monitoring Officer or LGSS Law? Yes
Name of Legal Officer: Fiona McMillan

Have the equality and diversity implications been cleared by your Service Contact? Yes
Name of Officer: Paul Fox

Have any engagement and communication implications been cleared by Communications?
Yes
Name of Officer: Amanda Rose

Have any localism and Local Member involvement issues been cleared by your Service Contact? Yes
Name of Officer: Paul Fox

Have any Public Health implications been cleared by Public Health? Yes
Name of Officer: Val Thomas

If a Key decision, have any Environment and Climate Change implications been cleared by the Climate Change Officer? Yes
Name of Officer: Emily Bolton

5. Source documents guidance

5.1 Source Documents

[Cambridgeshire County Council Strategic Framework 2022-2023](#)