Cabinet

Report for:	Cabinet
Title of report:	Update on new Performance Management Framework and Proposed Revisions to Key Performance Indicators (KPIs)
Date:	14 February 2023
Report on behalf of:	Cllr. Margaret Griffiths, Portfolio Holder for Housing, Cllr. Graeme Elliott, Portfolio Holder for Corporate Services, Cllr. Julie Banks, Portfolio Holder for Communities, Cllr. Alan Anderson, Portfolio Holder for Place, Cllr. Graham Barrett, Portfolio Holder for Neighbourhood Services
Part:	I
If Part II, reason:	N/A
Appendices:	Appendix 1 – Summary of changes to Housing and Communities Overview and Scrutiny Committee (OSC) KPIs Appendix 2 – Summary of changes to Finance & Resources OSC KPIs Appendix 3 – Summary of changes to Strategic Planning & Environment OSC Appendix 4 – Proposed Full List of Future KPIs
Background papers:	None
Glossary of acronyms and any other abbreviations used in this report:	OSC – Overview and Scrutiny Committee KPIs – Key Performance Indicators SLT – Strategic Leadership Team

Report Author / Responsible Officer

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Corporate Priorities	A clean, safe and enjoyable environment
	Building strong and vibrant communities
	Ensuring economic growth and prosperity
	Providing good quality affordable homes, in particular for those most in need
	Ensuring efficient, effective and modern service delivery
	Climate and ecological emergency
Wards affected	All
Purpose of the report:	1. To update Cabinet on the new Performance Management Framework, and to; 2. Outline the proposed future suite of KPIs, which are proposed to replace the existing KPIs reported to each of the relevant Overview & Scrutiny Committees
Recommendation (s) to the decision maker (s):	That Cabinet notes the new Performance Management Framework and approves the KPIs, as set out in Appendix 4, for Overview and Scrutiny Committee reporting. That Cabinet delegates authority to SLT to finalise the suite of KPIs for implementation in 23/24 following further consultation through the Overview and Scrutiny process.
Period for post policy/project review:	KPIs will be reviewed on an annual basis as part of the Council's service planning process.

1   Introduction/Background:

The Council's new Transformation Service has undertaken a review of how Dacorum Borough Council measures, monitors and reports on its performance, with the aim of ensuring that the Council is an evidence-based/driven local authority with a clear and robust Performance Management Framework.

The current performance management approach has focused on providing a contemporaneous statement of where performance is with supporting narrative. The approach within the proposed new Performance Management Framework prioritises understanding why performance is where it is, and what work is being undertaken to return performance to the defined standard or target.

To support the implementation of the new performance management framework, the Transformation Service will be:

1. Introducing a central resource, which challenges and supports teams in relation to performance management

2. Supporting services to focus their efforts on areas of poor performance – in terms of reporting and required actions to improve performance

3. Increasing functionality of, (and access to), InPhase, our Performance Management System

4. Enabling greater scrutiny and accountability at all levels

5. Introducing comprehensive staff training.

The effective implementation of the Performance Management Framework will deliver enhanced:

Reporting – reports will be clearer with focused narrative for red indicators, around the 'why' and 'what next', trend analysis and the ability to drill down into areas of concern.

Accountability – named owners for each KPI, who are responsible for their performance, narrative and subsequent action, and held to account by our Strategic Leadership Team

Scrutiny – performance measures will have been through both directorate and SLT review, with additional performance insight provided by the performance function within the Transformation Service. There will be re-focussed Overview and Scrutiny Reports, with clear analysis and performance owners on hand to discuss. Further detail will be provided by the service in the narrative report, which will continue to accompany the Quarterly Dashboard.

This new performance management framework represents one of our key 'transformation foundations' along with the creation of a Project Management Office (PMO) function and the recently agreed Digital, People and Communications strategies.

Amendments to Key Performance Indicators

Central to the new performance regime is a robust and focussed suite of key performance indicators. These will change over time as the Council's priorities and activities evolve. This assessment and development will form part of the annual service planning cycle.

The proposed list of KPIs attached to this report has been developed and tested through the service planning process in 2022. The KPIs have then been further refined through engagement with SLT and across our services.

The drivers for changing the current Key Performance Indicators include:

• Technical refinements to the indicators / how they are measured,
• Removing* a small number of KPIs which are duplicates of other similar measures, or provide little value as a picture of a service's actual performance,

- Amalgamating repetitive KPIs into overarching headline KPIs, allowing an 'at a glance' view of how we are performing as a council,
- Adding new KPIs which reflect Dacorum Borough Council's Transformation Programme, including the Customer Strategy, Digital Strategy and People Strategy,
- Re-organising the indicators along new organisational lines with new KPIs for new or developing areas of the organisation e.g. Commercial Development.

The ambition is to provide scrutiny with a succinct and meaningful suite of indicators. If performance is of concern or interest, Officers can then provide additional data to help inform a more detailed discussion.

* "Removed KPIs" are currently retained as Service Performance Indicators (SPIs). This means we will still use them operationally and can bring them to members as and when appropriate.

3 Options and alternatives considered

Alternatively, Dacorum Borough Council could continue to collate, monitor and report on its existing KPIs, which would provide continuity of records and performance data allowing for extended trend analysis of long-held existing KPIs.

However, as outlined above, some current KPIs are no longer a relevant, meaningful or accurate measurement of Council performance. Instead, the proposed KPIs provide a succinct and meaningful suite of indicators, which provide members with a clear picture of current Council performance across both existing services and new and developing services. Embedding these KPIs into the performance management cycle will allow the services to gather their data, and will allow for trend analysis and benchmarking to develop as more data is provided. For these reasons, the 'do nothing' option has been discounted.

4 Consultation

The proposed list of KPIs attached to this report have been developed with our service leads, and then refined through engagement with SLT. The proposed changes have also been to the Joint Overview and Scrutiny Committee and Budget meeting on 1 February 2023. It is proposed, in this report, that delegated authority is provided to SLT to further work with Portfolio Holders to refine the final version of the KPIs based on feedback provided from the relevant Overview and Scrutiny Committees. Suitable targets or standards will also be developed, so that Members and Officers can gauge performance and the effectiveness and appropriateness of associated actions.

5 Financial and value for money implications:

An effective Performance Management framework for the Council will help to ensure that all services are delivering value for money, and that our performance is monitored, reported and scrutinised through the appropriate mechanisms including internal scrutiny through our internal management structure and through member scrutiny at Overview and Scrutiny Committee.

There are proposed changes to a number of financial KPIs, these are technical refinements to the way we measure and report on our financial performance, and the changes proposed are outlined in Appendix 1.

6 Legal Implications

There are no direct legal implications arising from this report.

7 Risk implications:

Failure to have an effective performance management framework and clearly defined KPIs in place could impact the delivery of key Council services or objectives.

8 Equalities, Community Impact and Human Rights:

There are no direct Equalities or Community Impacts arising from this report, but any impacts will be assessed by the services as part of their operational service delivery.

There are no human rights implications arising from this report.

9 Sustainability implications (including climate change, health and wellbeing, community safety)

There are revisions to a number of staff health and wellbeing measures, which are outlined in the below appendices. The Community Safety service has proposed a number of KPIs which are publicly available for the first time (previous measures have been internally collated, monitored and reported on).

10 Council infrastructure (including Health and Safety, HR/OD, assets and other resources)

As per above, there are revisions to a number of staff health and wellbeing measures. There are new KPIs relating to Commercial Development, as well as re-focusing house-building KPIs to focus on Affordable Housing.

11 Statutory Comments

Monitoring Officer:

An effective framework for managing performance in essential to ensure that the Council can measure and monitor performance across all its statutory and discretionary services.

S151 officer:

There is no direct budgetary impact as a result of this framework. An effective performance framework working in conjunction with financial performance reporting assists greatly in both service delivery review and good financial stewardship, resulting in good value for money.

12 Conclusions:

In conclusion, the above paper has outlined the revised performance management approach, and the work that has been done to review, refine, develop and create a new suite of KPIs which reflect the Council's new organisational structure and its corporate priorities. If approved by Cabinet, the KPIs will be implemented for 23/24 with support from the Performance Team within the Transformation Services, and will be reported in the quarterly Overview and Scrutiny performance schedule.

Appendix 1:

Amendments to Housing & Communities OSC KPIs

NEW

Measure Code	Measure Name
CS01	Number of incidents of Dacorum High Risk Domestic Abuse cases heard at the Multi-Agency Risk Assessment Conference (MARAC)
CS02	Number of community trigger requests meeting the threshold in which DBC are the primary service
CS03	Number of current open ASB cases
CS04	Number of ASB cases closed in the month
CS05	Safeguarding enquiries responded to within DBC
CS06	External Safeguarding requests responded to
CS07	Number of incidents of crime
HSPS01	Percentage of all repairs completed within target
HSPS02	Percentage of annual stock condition surveys undertaken (as % of total stock)
HSPS03	Average time to re-let an HRA property
HSPS04	Percentage of Fire Risk Assessments (FRA) in place
HSPS05	Percentage of outstanding High risk FRA actions (% of total remedial actions)
HSPS06	Percentage of valid Landlord Gas Safety Records in place (annual check)
HSPS07	Percentage of communal areas with a current Electrical Installation Condition Report (EICR)
HSPS08	Percentage of Water Hygiene inspections completed
HSPS09	Percentage of communal area Asbestos re-inspections completed
HSPS10	Percentage of lift inspections completed
TL01	Current rent arrears as a percentage of the monthly debit
HM03	Number of evictions due to arrears in period
HM04	Number of estate inspections completed
Measure Code	**Measure Name**
SH01	Number of homeless applications
SH52	Total number of placements in temporary accommodation
SH02	Average time spent in temporary accommodation (for those leaving TA in the period)
SH03	Number of households in Bed & Breakfast

SH04	Average time spent in Bed & Breakfast (for those leaving B&B in the period)
SH05	Cost of Bed & Breakfast in Period

AMENDED

Measure Code	Measure Name	Amendment
Housing Property Services		
PP13b	Percentage of responsive repairs completed right first time	Moving target amended to blanket 86% target

Appendix 1: (ctd)

Amendments to Housing & Communities OSC KPIs

REMOVED

Measure Code	Measure Name
Housing Management	
TL13a	Percentage of Community Alarm calls answered within 1 min
TL15	Satisfaction with the outcome of the Tenancy Enforcement investigation
TL55	% of tenants paying for their house or garage rent by direct debit
Housing Property Services	
PP01	Percentage of dwellings with a valid Gas Safety Certificate
PP04	Percentage of properties passing QA checks, repairs and voids
PP05	Percentage of properties passing QA checks (planned works)
PP12	Percentage of non-urgent repairs completed within target
PP13a	Percentage of responsive repairs completed within target
PP15	Percentage of tenants satisfied with the service planned and responsive works
SH03a	Average time to re-let general needs properties
SH03b	Average time to re-let adapted properties
SH03c	Average time to re-let sheltered properties
SH04a	% of general needs properties re-let in target
SH04b	% of adapted properties re-let in target
SH04c	% of sheltered properties re-let in target
Strategic Housing	
SH07a	Number of new housing advice cases received
SH20e	Total household on Housing Register broken down by 1,2,3 and 3+ bedrooms
SH33	Overall spend on engagement activity per property
SH35	HMO licence applications received
SH36	Number of illegal applications prevented
SH37	Number of rough sleeper cases relieved
SH38	Number of main duty applications
SH39	Total number of successful prevention
SH40	Total number of successful relief

Appendix 2:

Amendments to Finance & Resource OSC KPIs

NEW

Measure Code	Measure Name
FIN03	General fund budget variance against forecast
FIN04	HRA budget variance against forecast
FIN06	Capital variance against forecast
FIN07	Percentage of invoices paid within 30 days
LG03	Percentage of audit recommendations completed within agreed timescales
FOI01	Percentage of FOI requests satisfied within 20 days
RBF01	Average time taken to respond to a benefit-related contact from a resident
CD02	Percentage of commercial income achieved against forecast
CP03	Number of new commercial property lets
CP01a (N)	Number of vacant commercial properties
CP01a	Percentage of vacant units
CP05	Percentage of commercial property debtors in payment plans
CP06	Percentage of commercial property income received against forecast
HR06	Percentage of temporary workers as a % of total staff (FTE) *
HR07	Average time to employ staff following a vacancy *
WEB02	No. of registered MyDacorum users

AMENDED

Measure Code	Measure Name	Amendment
Commercial Development		
FIN12	Garages income YTD budget against YTD actual	Name to 'Percentage of garage income received against forecast'
FIN13	Car parking income YTD budget against YTD actual	Name to 'Percentage of parking income received against forecast'
Revenues, Benefit and Fraud		
RBF04	NNDR (Business Rates) in-year collection rate	Targeted against previous year's data vs. estimated forecast
RBF05	Council Tax collection rate	Targeted against previous year's data vs. estimated forecast
Transformation		
CS02a	Percentage of Stage 1 complaints resolved in 15 days for the Council	Percentage of Stage 1 Complaints resolved in 10 working days
CS02b	Percentage of Stage 2 complaints resolved in 20 days	Percentage of Stage 1 complaints resolved in 20 working days

Appendix 2: (ctd)

Amendments to Finance & Resources OSC KPIs

REMOVED

Measure Code	Measure Name
Financial Services	
FIN03	General Fund expenditure – outturn forecast against budget
FIN04	HRA expenditure outturn forecast against budget
FIN06	General Fund Capital Expenditure – outturn forecast against budget
Revenues, Benefit and Fraud	
RBF01 (N)	Total days taken to decide new benefit-related contact in period
Transformation	
CSU06	Percentage of customers satisfied with service received from the CSU
CSU11	Call handling: Abandoned call rate
CSU12	Face to face: average wait time
Digital	
ICT02	Availability of primary systems (office hours)
ICT06	Total number of incidents and service requests reported
WEB03	No. of website users

Appendix 3:

Amendments to Strategic Planning and Communities OSC KPIs

NEW

Measure Code	Measure Name
CPE01	Retail properties – vacancy rate
CPE02	Number of businesses supported by the PCE
DMP01	Percentage of all planning applications determined within target
PE04	Percentage of all Planning Enforcement priority site visits completed within target
TBC	Number of Affordable Housing started on site in period
TBC	Number of Affordable Housing completions in period
CSG05	Graffiti Removal – Percentage removed from Dacorum Structures within 7 days
RS01	Number of Public Space Protection Order enforcement penalty charge notices issued

AMENDED

Measure Code	Measure Name	Amendment
Environmental Services		
WR04	Average residential waste (KG) per household	KG per household of residual waste

REMOVED

Measure Code	Measure Name
Development Management & Planning	
DMP02	Number of planning applications received
DMP03	Percentage of planning applications refusals appealed against
DMP04	Percentages of major applications determined within 13 weeks (YTD)
DMP05	Percentage of minor applications determined within 8 weeks
DMP06	Percentage of other applications determined within 8 weeks
DMP07	Percentage of planning applications refused
DMP08	Percentage of planning applications validated within 4 working days
DMP30	Appeals dismissed
DMP30 (D)	Total number of appeals in period
FIN16	Planning fees YTD actual against profiled budget
FIN17	Search fees YTD actual against profiled budget
LC04	Average time taken to process an official Local Land Charges search
PE01	Priority 1 site visits
PE02	Priority 2 site visits
PE03	Priority 3 site visits
Housing Development	
SPR05	Number of new homes completed
SPR20	Level of CIL receipts
Environmental Services	
CSG01	Percentage of dog fouling reports actioned within the set timescales of 7 days
CSG01a	Number of dog fouling reports actioned within the set timescales of 7 days
CSG02a	Number of fly tips collected within the set timescale of 7 days
CSG04a	Percentage of litter cleared in 7 days
WR01a	Justified Missed collections (excluding assisted collections)
WR03	Number of justified missed assisted collections
WR05	Dry recycling collected

Appendix 3: (ctd)

Amendments to Strategic Planning and Communities OSC KPIs

REMOVED

Measure Code	Measure Name
Environmental Services (ctd.)	
WR06	Total tonnage of garden waste collected
WR07	Tonnage of food waste
WR08	% change in commercial waste customers in the quarter.

Proposed KPIs by directorate

Corporate and Commercial Services

Commercial Development			Reported to			
Measure Code	**Measure Name**	**Frequency**	**SLT**	**H&C OSC**	**F&R OSC**	**SPAE OSC**
CD01	Number visits to leisure facilities	Quarterly	✓			
CD02	Percentage of Commercial income achieved against forecast	Quarterly	✓		✓	
FIN12 (a)	Percentage of Garages income received against forecast	Monthly	✓		✓	
FIN13 (a)	Percentage of parking income received against forecast	Monthly	✓		✓	

Financial Services			Reported to			
Measure Code	**Measure Name**	**Frequency**	**SLT**	**H&C OSC**	**F&R OSC**	**SPAE OSC**
FIN03	General Fund Budget Variance against forecast	Monthly	✓		✓	
FIN04	Housing Revenue Account Budget Variance against forecast	Monthly	✓		✓	
FIN06	Capital variance against forecast	Monthly	✓		✓	
FIN07	Percentage of Invoices paid within 30 days	Monthly	✓		✓	
FIN01	Percentage of creditor trade invoices paid within 30 days	Monthly	✓		✓	

Revenues & Benefits			Reported to			
Measure Code	**Measure Name**	**Frequency**	**SLT**	**H&C OSC**	**F&R OSC**	**SPAE OSC**
RBF01	Average time taken to respond to a benefit-related contact from a resident.	Monthly	✓		✓	
RBF04	NNDR (Business Rates) in-year collection rate	Monthly	✓		✓	
RBF05	Council Tax collection rate	Monthly	✓		✓	
RBF06	Average time taken to respond to a council tax related contact from a resident	Monthly	✓		✓	

Legal & Democratic Services			Reported to			
Measure Code	Measure Name	Frequency	SLT	H&C OSC	F&R OSC	SPAE OSC
LG03	Percentage of audit recommendations completed within agreed timescales	Quarterly	✓		✓	
DPA01	Percentage of Data Protection Act requests met in 31 days	Quarterly	✓		✓	
FOI01	Percentage of FOI requests satisfied in 20 days	Quarterly	✓		✓	

People & Transformation

People			Reported to			
Measure Code	Measure Name	Frequency	SLT	H&C OSC	F&R OSC	SPAE OSC
HR03	Total days lost through sickness absence (OSC)	Monthly	✓		✓	
HR05	Average days lost due to sickness absence per Full Time Equivalent (FTE) - profiled target	Monthly	✓		✓	
HR02a	Turnover of Staff	Quarterly	✓		✓	
HR06	Percentage of temporary workers as a % of total staff (FTE)*	TBC				
HR07	Average time to employ staff following vacancy*	TBC				

*Under development – recording mechanism being developed

Transformation			Reported to			
Measure Code	Measure Name	Frequency	SLT	H&C OSC	F&R OSC	SPAE OSC
CS01a	Total stage 1 complaints received for the Council	Monthly	✓			
CS02a	Percentage stage 1 complaints resolved in 10 days for the Council *	Monthly	✓		✓	
CS01b	Total stage 2 complaints received for the Council	Monthly	✓			
CS02b	Percentage stage 2 complaints resolved in 20 days for the Council *	Monthly	✓		✓	
CSU10	Call Handling: Average wait time	Monthly	✓		✓	

Digital			Reported to			
Measure Code	Measure Name	Frequency	SLT	H&C OSC	F&R OSC	SPAE OSC
ICT01	Percentage of incidents resolved in less than 2 days	Monthly	✓		✓	
WEB02	No. of registered My Dacorum users	Quarterly	✓			

Place

Place, Communities & Enterprise			Reported to			
Measure Code	Measure Name	Frequency	SLT	H&C OSC	F&R OSC	SPAE OSC
CPE01	Retail properties – vacancy rate	Quarterly	✓			✓
CPE02	Number of businesses supported by the PCE Team	Monthly	✓			✓

Development Management & Planning			Reported to			
Measure Code	Measure Name	Frequency	SLT	H&C OSC	F&R OSC	SPAE OSC
DMP01	Percentage of all planning applications determined within target	Monthly	✓			✓
PE04	Percentage of all Planning Enforcement priority site visits completed within target	Quarterly	✓			✓

Development			Reported to			
Measure Code	Measure Name	Frequency	SLT	H&C OSC	F&R OSC	SPAE OSC
New	Number of Affordable Housing started on sites in period	Quarterly	✓			✓
New	Number of Affordable Housing completions in period	Quarterly	✓			✓

Property Services			Reported to			
Measure Code	Measure Name	Frequency	SLT	H&C OSC	F&R OSC	SPAE OSC
CP03	Number of new commercial property lets	Quarterly	✓		✓	
CP01a (N)	Number of vacant commercial properties	Monthly	✓		✓	
CP01a	Percentage of vacant units	Monthly	✓		✓	
CP05	Percentage commercial property debtors on payment plans	Monthly	✓		✓	
CP06	Percentage of commercial property income received against forecast	Monthly	✓		✓	

Resident Services – Housing

Strategic Housing			Reported to			
Measure Code	Measure Name	Frequency	SLT	H&C OSC	F&R OSC	SPAE OSC
SH01	Number of homeless applications	Monthly	✓	✓		
SH52	Total number of placements in temporary accommodation	Monthly	✓	✓		
SH02	Average time spent in temporary accommodation (for those leaving TA in the period)	Monthly	✓	✓		
SH03	Number of households in Bed & Breakfast	Monthly	✓	✓		
SH04	Average time spent in Bed & Breakfast (for those leaving B&B in the period)	Monthly	✓	✓		
Sh05	Cost of Bed & Breakfast in Period	Monthly	✓	✓		
SH34	Total number of Houses in Multiple Occupation (HMOs) with a licence	Monthly	✓	✓		

Housing Property Services	Reported to

Measure Code	Measure Name	Frequency	SLT	H&C OSC	F&R OSC	SPAE OSC
PP10	Percentage of emergency repairs completed within 4 hours	Monthly	✓	✓		
HPS01	Percentage of all repairs completed within target	Monthly	✓	✓		
PP13b	Percentage of responsive repairs completed right first time	Monthly	✓	✓		
HPS02	Percentage of stock condition surveys undertaken (as % of total stock)	Monthly	✓	✓		
HPS03	Average time to re-let an HRA property	Monthly	✓	✓		
HPS04	Percentage of Fire Risk Assessments (FRA) in place	Monthly	✓	✓		
HPS05	Percentage of outstanding High risk FRA actions	Monthly	✓	✓		
HPS06	Percentage of valid Landlord Gas Safety Records (LGSR) in place (annual check)	Monthly	✓	✓		
HPS07	Percentage of communal areas with a current Electrical Installation Condition Report (EICR)	Monthly	✓	✓		
HPS08	Percentage of Water Hygiene inspections completed	Monthly	✓	✓		
HPS09	Percentage of annual Asbestos re-inspections completed	Monthly	✓	✓		
HPS10	Percentage of lift inspections completed	Monthly	✓	✓		

Housing Management			Reported to			
Measure Code	Measure Name	Frequency	SLT	H&C OSC	F&R OSC	SPAE OSC
TL01	Current rent arrears as a percentage of the monthly debit.	Monthly	✓	✓		
TL02	Rent collected as a percentage of rent owed (excluding current arrears brought forward)	Monthly	✓	✓		
HM03	Number of evictions due to arrears in period.	Monthly	✓	✓		
TST02	Percentage of Tenancy Sustainment cases where rent arrears were reduced	Monthly	✓	✓		
HM04	Number of estate inspections completed	Monthly	✓	✓		

Resident Services – Neighbourhood Delivery

Environmental Services			Reported to			
Measure Code	**Measure Name**	**Frequency**	**SLT**	**H&C OSC**	**F&R OSC**	**SPAE OSC**
WR02	Recycling rate	Quarterly	✓			✓
WR01	Reports of all missed bins per 100,000 collected	Monthly	✓			✓
WR03	Kg per household of residual waste collected	Quarterly	✓			✓
CSG02	Percentage of fly tips collected within the set timescale of 7 days	Quarterly	✓			✓
CSG05	Graffiti Removal - Percentage removed from Dacorum Structures within 7 days	Quarterly	✓			✓

Regulatory Services			Reported to			
Measure Code	**Measure Name**	**Frequency**	**SLT**	**H&C OSC**	**F&R OSC**	**SPAE OSC**
ECP09	Percentage of high risk (A-D) food inspections/ interventions achieved within the Quarter	Quarterly	✓			✓
RS01	Number of Public Space Protection Order enforcement penalty charge notices served	Quarterly	✓			✓

Community Safety			Reported to			
Measure Code	**Measure Name**	**Frequency**	**SLT**	**H&C OSC**	**F&R OSC**	**SPAE OSC**
CS01	Number of incidents of Dacorum High Risk Domestic Abuse cases heard at the Multi-Agency Risk Assessment Conference (MARAC)	Quarterly	✓	✓		
CS02	Number of community Trigger requests meeting the threshold in which DBC are the primary service	Quarterly	✓	✓		
CS03	Number of current open ASB cases*	Monthly	✓	✓		
CS04	Number of ASB cases closed in the month*	Monthly	✓	✓		
CS05	Safeguarding enquiries responded to within DBC*	Monthly	✓	✓		
CS06	External Safeguarding requests responded to*	Monthly	✓	✓		
CS07	Number of incidents of crime	Quarterly	✓	✓		