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<b>REPORT TO:</b>	<b>OVERVIEW and SCRUTINY COMMITTEE</b>	<b>AGENDA ITEM: 9</b>
<b>DATE OF MEETING:</b>	<b>12<sup>th</sup> FEBRUARY 2020</b>	<b>CATEGORY: RECOMMENDED</b>
<b>REPORT FROM:</b>	<b>STRATEGIC DIRECTOR (CORPORATE RESOURCES)</b>	<b>OPEN</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>KEVIN STACKHOUSE (01283 595811)</b> <a href="mailto:kevin.stackhouse@south-derbys.gov.uk">kevin.stackhouse@south-derbys.gov.uk</a>	<b>DOC:</b> u/ks/performance measures/O&S Report Feb 2020
<b>SUBJECT:</b>	<b>PERFORMANCE MEASURES AND BENCHMARKING</b>	<b>TERMS OF REFERENCE:</b>
<b>WARD(S) AFFECTED:</b>	<b>ALL</b>	

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## **1.0 Recommendations**

- 1.1 That the Committee notes the report and proposes any additional work within the scope of the review.

## **2.0 Purpose of Report**

- 2.1 To provide an overview of the Council's arrangement for measuring performance and benchmarking as part of the Committee's work programme for 2019/20.

## **3.0 Detail**

### **Performance Management at the Council**

- 3.1 The Council has an established performance management system in place which measures performance against key performance indicators in the Corporate Plan. Other performance measures are also contained within Service Plans. The Performance Management Framework is attached to this report.
- 3.2 Quarterly performance reports to the Policy Committees monitor and report performance against targets. Reports highlight successful performance but also focus on areas that are performing below target to ensure that corrective action, where possible, is put in place.

### **Performance Targets**

- 3.3 All targets should be set using the SMART methodology, i.e. targets should be:
- **Specific** – they are direct and meaningful
  - **Measurable** – they are quantifiable
  - **Attainable** – they are realistic

- **Relevant** – they align with corporate or service priorities
- **Timely** – they have a deadline

3.4 Many targets are usually driven by the following factors:

- A need to improve historical performance
- Statutory or national targets
- To maintain/achieve top quartile performance compared to other authorities
- Service Standards

### **Benchmarking**

3.5 In setting and monitoring targets, benchmarking takes place in many services. Although this is not undertaken uniformly on a corporate basis across the Council, results of benchmarking are reported on an ad-hoc basis to Committees.

3.6 In particular, these tend to come alongside new proposals for service development or where a target has been set in comparison with other authorities.

3.7 Until several years ago, the Government had a national suite of indicators covering a range of services where all councils were required to produce associated data. From the data, performance league table were produced.

3.8 Although this is no longer a statutory requirement, some of the data is still collected by representative organisations such as the Association of Public Service Excellence (APSE) and the Chartered Institute of Public Finance and Accountancy (CIPFA).

3.9 Benchmarking then tends to take place through comparisons with “near neighbours”, i.e. similar authorities in terms of size and social characteristics.

### **A 100% Success Rate**

3.10 Not all targets can be set with a 100% success rate. Although this may be desirable and an aspiration, some indicators may not lend themselves to 100% success, or external factors and insufficient resources may practically prevent this target being achieved.

3.11 For example, very few, indeed any local authority achieves a 100% collection of Council Tax in year. Similarly there are no local authorities that achieve a 100% waste recycling rate and even with significant additional investment, major changes in National Government policy and the influence of third parties, a 100% recycling rate is unlikely to ever be achievable as there will always be waste that either cannot be recycled or residents choose not to recycle.

3.12 In these cases, targets need to be realistic depending on either local circumstances or are set nationally on the basis of the best available intelligence. Some targets may be difficult to quantify until there is sufficient base data in place, especially where they are being measured for the first time. In these cases, it is usually the direction of travel which becomes the key indicator.

### **The New Corporate Plan**

3.13 It should be noted that performance measures for the new Corporate Plan are being considered by the Finance and Management Committee on 13 February 2013.

#### **4.0 Financial Implications**

4.1 None

#### **5.0 Corporate Implications**

##### **Employment Implications**

5.1 None

##### **Legal Implications**

5.2 None

##### **Corporate Plan Implications**

5.3 None directly, although the Performance Management System is the key tool which measures the success or otherwise of the achievement of Council priorities.

##### **Risk Impact**

5.4 None directly

#### **6.0 Community Impact**

##### **Consultation**

6.1 None required

##### **Equality and Diversity Impact**

6.2 None

##### **Social Value Impact**

6.3 None

##### **Environmental Sustainability**

6.4 None

#### **7.0 Background Papers**

7.1 None