



**Scrutiny Committee  
09 May 2024**

## **REPORT OF THE TASK AND FINISH GROUP – Strategic Key Performance Indicators**

**Report Author:** Cllr Deborah Sacks – Chair of the Task and Finish Group

**Portfolio:** Governance, Technology and Innovation (Deputy Leader)

**Wards Affected:** All

### **Purpose of the Report:**

The report sets out the findings and recommendations of the Task and Finish Group – Strategic Key Performance Indicators.

### **Recommendations:**

That the Scrutiny Committee recommend that Council agree the recommendations, as set out in section 6 of this report.

## **1. Summary**

1.1 The report sets out the findings and recommendations of the Task and Finish Group – Strategic Key Performance Indicators.

## **2. Background**

2.1 At the meeting of the Scrutiny Committee held on 12 December 2023, it was agreed that a Task and Finish Group be convened to review the Council's agreed set of Strategic Key Performance Indicators (KPIs) to ensure they accurately measure the Council's strategic outcomes detailed in the Strategic Plan and where appropriate, suggest new or amended indicators. The detailed Terms of Reference are attached at Appendix 1 of this report.

2.2 The Task and Finish Group agreed that each session would cover two strategic priorities and the related KPIs directly lifted from the Strategic Plan and Delivery Plan agreed by Council.

2.3 The Group met on four occasions, covering:

- Session One – Introduction to performance reporting. Providing an overview of our Performance Reporting Framework and the purpose of performance reporting.
- Session Two – Focused on two strategic priorities; Moving with the Times and Growing a Prosperous Economy.
- Session Three – Focused on two strategic priorities; Enhancing our Environment and Enriching our Communities.
- Session Four – to receive and review the final recommendations report.

2.4 Each session was led by the relevant Assistant Director and supported by the Performance Lead.

## **3. Current positions/findings**

3.1 Strategic KPIs measure the Council's progress towards achieving its strategic outcomes. These KPIs are reviewed and agreed at Council at the beginning of each four-year term, alongside the Strategic Plan. They are reviewed and monitored by CLT and reported to Cabinet on a quarterly basis alongside strategic risk reporting.

3.2 The Group recognised the important relationship between operational indicators and how they influence strategic indicator performance. The operational indicators provide additional context that is outlined in the narrative of quarterly reports. It was noted that keeping the balance between strategic and operational indicators is important particularly where reporting processes are heavily manual. It was

noted that several of our Strategic KPIs are statutory indicators and should remain unamended by the task and finish group sessions.

#### **4. Moving with the Times and Growing a Prosperous Economy – Session two**

- 4.1 The group suggested that a single measure for the Capital Programme is inadequate and instead a breakdown of each project showing progress towards delivery would be more informative. It was recognised that this is partially addressed by the existing Capital Monitoring Report. However, the monitoring of this could be further improved by a report highlighting the progress of individual projects and their contribution to closing the Medium-Term financial plan. This could be achieved as a section in the Strategic Performance Report every quarter.
- 4.2 It was clear that the need to understand how we are meeting the Medium-Term Financial Plan and progress towards achieving this through transformation activity is a key strategic outcome. The Group suggested that transformation is as much about bringing in income as it is about creating efficiencies. Therefore, any measure against this strategic outcome should consider both savings and income collectively.
- 4.3 Customer Experience is a key transformation programme that members have agreed to invest in. Customer Satisfaction is a key measure that should improve as the delivery of this programme advances. Although Customer Satisfaction is a crude measure and use of it alone does not indicate efficiency it is the best measure that we have currently. The Group suggested that as the Customer Experience programme progresses, a review of indicators that could be used to indicate service quality, efficiency and customer satisfaction should be undertaken. The Group were keen to see this measure align to industry standard when it is possible to do so.
- 4.4 The Group were advised that the economic indicators measuring progress on the strategic priority *“Growing a Prosperous Economy”* had recently been reviewed. As a result, several indicators for 2024/25 had been updated from the previous year to enable us to understand and demonstrate specific Council performance as a contributor to wider economic performance. Although some of the longer-term economic indicators that are reported annually and directly taken from NOMIS are still applicable.

#### **5. Enhancing our Environment and Enriching our Communities – Session three**

- 5.1 The third session focused on the final two priorities; Enhancing our Environment and Enriching our Communities. During this session, the Group felt that some of the strategic KPIs were not reflecting the strategic objectives they were intending to measure for example, percentage of food businesses with food hygiene ratings of rated as 4 (Good) and 5 (Very Good) and its relevance to the strategic objective *“Work with our residents and businesses to encourage them to act and live in a*

*more sustainable way.*” It was noted that the Net Zero measure may be a more appropriate measure for this strategic objective.

- 5.2 The Group felt that the following strategic objective *“to protect and enhance the natural environment, landscape character, water environment and biodiversity by investing into the green economy”* is inadequately reflected in the strategic KPI set for 2024/25. The measure of percentage of household waste recycled reflects only part of this strategic objective; a measure relating to water quality and litter and detritus would further improve the measurement of progress against this objective. Defra and the Joint Nature Conservative Committee are currently reviewing the Biodiversity KPIs. When appropriate, the relevant KPIs resulting from this review should be considered for inclusion in the strategic KPI set for the Council.
- 5.3 After an initial review into the feasibility of introducing a litter and detritus strategic KPI, the Assistant Director of Community Services has advised that this is not possible without further investment in additional resource and has therefore, not been proposed as a recommendation in this report.
- 5.4 It was noted that the Early Help Hub service is complex in nature and a single performance measure should not be viewed as a reflection of the service's performance. The strategic KPI of numbers of residents accessing support via the help hub could benefit from additional context to demonstrate where our referrals are coming from and the services they are accessing to better understand the demand and our early intervention efforts. An alternative measure was proposed *“Number of referrals received by Help Hub services from statutory partners, supported through a non-statutory support provision”*.
- 5.5 The Strategic Plan sets out a commitment to *“Further invest into sports and leisure facilities across the district”*. The level of investment would not be an appropriate outcome-based measure for the Council alone, but consideration should be given to a Strategic KPI that measures participation levels across the wider district, not just in our leisure centres. This would provide additional context in line with the Greater Norwich Physical Sports Strategy.

## **6. Proposed action**

6.1 Following consideration of all of the Council's strategic KPIs, Members of the Group make the following recommendations for Council's agreement:

- Recommendation One: To remove the following strategic KPIs from the Strategic Quarterly Performance reports from April 2024:
  - Percentage of the overall annual capital budget spend to date measure in favour of an improved Capital Monitoring Report that is already received by Cabinet on a quarterly basis.
  - Percentage of the workforce who are apprentices and graduates.

- Percentage of food businesses with food hygiene ratings of rated as 4 (Good) and 5 (Very Good).
- Recommendation Two: to amend the following existing Strategic KPIs:
  - Savings delivered via the Council's transformation programme to a new measure of savings and income delivered via the Council's transformation programme.
  - Amend the measure description from "Reduction of residual waste collected per household" to "Residual waste collected per household"
  - Support the delivery of more affordable homes within the district should take into context the total number of housing completions.
- Recommendation Three: that the following Strategic KPI is introduced for Quarter One Strategic Performance Report:
  - Percentage of adult population 16+ undertaking 150 minutes or more of exercise per week.
- Recommendation Four: The delivery of projects that contribute towards closing the MTFP are reported on at a project-by-project basis as part of the quarterly performance reports.
- Recommendation Five: As the Customer Experience Programme progresses, a review of the KPIs available is undertaken as part of the already agreed Scrutiny review to inform a more meaningful measure of customer experience.
- Recommendation Six: To monitor the Defra and JNCC review of the Biodiversity indicators with a view to implementing the most appropriate measures from this review.

## 7. Issues and risks

- 7.1 **Resource Implications** – the recommendations to amend the strategic KPIs can be met within existing resources. However, due to timing completeness in reporting for Quarter One may not be achievable.
- 7.2 **Legal Implications** – None
- 7.3 **Equality Implications** – N/A
- 7.4 **Environmental Impact** – N/A
- 7.5 **Crime and Disorder** – N/A
- 7.6 **Risks** – If the proposed Strategic KPIs are removed then it may not continue to be collected and this information will no longer be provided to Cabinet. Where new

measures are introduced, this is unlikely to show historic performance and may require a year, or more, of baselining before a realistic target can be set.

## **8. Conclusion**

8.1 The Group were pleased to receive the detailed information from the Assistant Directors but highlighted some suggested areas for improvement:

- Performance data should be presented across at least a 24-month period to allow for identification of peaks and troughs.
- Greater use of benchmarking where available. However, it is to be noted that not all measures are available for benchmarking.
- Performance deviations should be explained in the narrative and informed by operational indicators.

8.2 The final list of the proposed Strategic KPIs is set out in Appendix Two.

## **9. Recommendations**

1. That the Scrutiny Committee recommend that Council agree the recommendations, as set out in section 6 of this report.

## **Background papers**

Strategic Plan and Delivery Plan

# **Task and Finish Group – Council Key Performance Indicators**

## **Terms of Reference**

### **Group membership**

Cllrs: D Sacks (Chair) J Easter, J McCloskey, K Murphy and M Rosen

### **Purpose and Objectives of the Group**

At the meeting of the Scrutiny Committee held 12 December 2023, it was agreed that a Task and Finish Group be convened to further consider the Councils Key Performance Indicators (KPIs).

This Group will review the strategic KPIs currently detailed in the draft Strategic Plan for 2024-2028 and report its findings and suggestions for improvement to the Scrutiny Committee.

The Group will seek to establish the following:

1. To review existing strategic Key Performance Indicators on a strategic priority basis, with a view to establishing whether they enhance the Council's corporate priorities and are measurable and achievable.
2. To make suggestions as to how the existing strategic Key Performance Indicators may be amended, replaced or added to.
3. To review best practice for establishing effective performance indicators.

### **Chairman**

The Chairman will be appointed by the Group at its first meeting. Should the Chairman not be in attendance at a meeting of the Group, a substitute Chairman, for that meeting, shall be appointed by those members present.

### **Quorum**

A minimum of three members of the Group must be present at a meeting for any business to be conducted. Substitute members will be permitted.

### **Voting**

Voting shall be carried out by a show of hands. The Chairman will hold a second/casting vote in the event of a tie.

### **Timescale and Frequency of Meetings**

The Group will report back to Scrutiny Committee with their findings and recommendations by April 2024.

The Group will meet every 2-3 weeks across a period of 2 months.

**Terms of Reference**

The Terms of Reference will be agreed at the first meeting of the Group. The Terms of Reference may only be amended with the agreement of the Group.

**Press and Public**

Task and Finish Group meetings will be held without the press and public present.

**Resources**

The Group will be administered by the Committee Officer and supported by the Assistant Director Transformation/ICT and Digital and the Strategic Advisor & Deputy Monitoring Officer.



## Appendix 2

Strategic Priority	Strategic KPI	Owner
Moving with the Times	Savings and income delivered via the Council's transformation programme	Rodney Fincham
	Customer Satisfaction (until reviewed)	Corinne Lawrie
	Staff satisfaction	Emma Hodds
	Staff absence levels: working days lost to short term sickness	Emma Hodds
	Staff turnover (10%) or retention (90%)	Emma Hodds
	Collection rate of Council Tax	Rodney Fincham
	Collection rate of Business Rates	Rodney Fincham
Growing a Prosperous Economy	Employment Rate	George Denton
	Percentage of vacant retail space in market towns	George Denton
	Business Survival rates	George Denton
	Percentage of Economic Growth Capital projects funded by external sources	George Denton
	Number of new homes delivered	Ben Burgess
	% planning decisions made within Statutory timescales	Ben Burgess
	Number of businesses supported	George Denton
	Jobs created/supported by the Business Builder programme	George Denton
	External funding received to support the development and delivery of projects	George Denton
Enhancing our Environment	Percentage of household waste recycled	Simon Phelan
	Residual waste collected per household (measured in KG's)	Simon Phelan
	Number of verified missed bins for all waste per 100,000 collections.	Simon Phelan
	Number of litter picks / clean up initiatives supported	Simon Phelan
	Number of confirmed incidents of fly tipping	Nick Howard
	Percentage reduction of emissions based on scope 1, 2 and 3 as baselined in 2018-2019.	George Denton
Enriching our Communities	Number of referrals received by Help Hub services from statutory partners, supported through a non-statutory support provision	Mike Pursehouse
	Number of members across the 4 SNC leisure centre sites (Wymondham, Diss, Framingham Earl and Long Stratton)	Simon Phelan
	Financial leisure recovery plan – overall bottom-line cost to Council of providing leisure services	Simon Phelan
	Number of residents supported to live independently	Mike Pursehouse
	Delivery of housing standards enforcements	Mike Pursehouse

	Consolidated total demand on housing including Homelessness, prevention work and housing register	Mike Pursehouse
	Percentage of successful intervention to prevent homelessness for residents	Mike Pursehouse
	Number of working days taken to process new claims and Change of Circumstances for Housing Benefit/Council Tax Benefit	Mike Pursehouse
	Number of affordable homes delivered	George Denton
	Percentage of adult population 16+ undertaking 150 minutes or more of exercise per week	Simon Phelan