Appendix 1 – Corporate Key Performance Indicator (KPI) Review – 2022/23

AIM

The aim of the review is to produce and report against a suite of indicators that with narrative, collectively provides a good overview of the Council's performance. The review also aims to provide organisational alignment in ensuring that the monitoring of overall ambition and the delivery of core services is monitored.

Background

A holistic review of our Corporate Key Performance Indicators (KPIs) has been long suggested. In line with future ambitions for the financial year 2022/23, a review of our indicators has taken place. The Council's existing KPIs have been set for numerous years and have only seen minor tweaks during that time. The KPI listing does give a fair overview of Council performance but there are some omissions due to the Council's changing ambitions and the changing national position. Whilst some indicators do focus on business-as-usual service, it is important to remember that the performance of these functions is critical to allowing the Council to deliver its ambitious projects and initiatives.

The Council currently reports performance against its full list of indicators on a quarterly basis through Policy & Performance Scrutiny Panel and Cabinet. The Council's quarterly performance reporting process allows for the escalation of service performance indicators (SPIs) through the Executive Summary Reports and the review has made recommendations on SPIs direct to the relevant Executive Heads. Performance against a reduced list of indicators is reported to Cabinet monthly. The review has considered the full list of indicators and a discussion will be required with Cabinet to determine whether the reduced list of indicators needs expansion.

Methodology

Where possible, feedback received prior to the beginning of the review was compiled and incorporated into the review process. Numerous discussions were carried out with Executive Heads, Service Managers and Portfolio Holders. Commentary from the Strategic Planning team was sought as well as from other members of staff involved in the Council's performance monitoring process

Existing KPIs were reviewed, and a recommendation was made to either, keep, alter or remove the indicator. New additions to the corporate KPI listing were considered based on the Council's ambitions, feedback received and on occasion, existing statutory reporting. During discussions, recommendations for service performance indicators (SPIs) were also made, some of which will be escalated through the quarterly performance reporting (ESRs) throughout 2022/23

Strategic Alignment

The Corporate KPI listing focuses on the delivery of statutory or business as usual services, however, efforts have been made to align measures to the Council's strategic direction. With that said, the review acknowledges the existing governance arrangements through project and delivery boards. KPIs are an element of performance reporting and wider narrative through the quarterly Executive Summary Reports will expand upon the data to more holistically report on performance.

Threshold Changes

Due to the length of time passed since an overall review, many of the existing thresholds are out of date. The notion of making an amendment to a threshold does create a feeling of expectations being

altered. However, where evidence shows that the position has been changed significantly or that thresholds are unachievable, changes have been carefully considered and proposed.

Recommended Changes

Appendix A details the full listing of KPIs, and the recommendation is shown within column F with commentary in columns G, H and I. For ease of reading, the changes recommended are detailed below along with any supporting commentary

Alterations

KPI	Alteration	Reason for Alteration
Repeat missed bins within same month by household (number, and as percentage of all missed bins) *Altered to* Households where total missed collections is more than two in the last 6 months	KPI Re-worked and new thresholds	It's proposed that the existing measure is replaced with a more robust indicator showing a similar output.
NO2 concentration at monitoring site with highest level (average for year to date in ugm-3) *Altered to* NO2 concentration across the combined average of all four air quality management areas (AQMAs) (rolling 12 month)	KPI Re-worked and new thresholds	Due to a long-standing fault with equipment, it's proposed that information from diffusion tubes from across the 4 AQMAs is utilised instead. The performance of each individual AQMA will be broken down within reporting.
Participation in Arts and Culture activities (number, and % of target) *Altered to* Throughput in Arts and Culture activities (number, and % of target)	KPI Re-worked	Wording alteration for consistency across Health and Wellbeing. No change to the reporting metrics
Visitors to Itchen Valley Country Park (number, and % of variable monthly target) *Altered to* Itchen Valley Annual Throughput (number, and % of variable monthly target)	KPI Re-worked	Wording alteration for consistency across Health and Wellbeing. No change to the reporting metrics
CSC – Customer interactions resolved at first point of contact (%) *Altered to* CSC - Customer calls resolved at first point of contact (%)	KPI Re-worded	The alteration in wording reflects what this indicator measures (FPOC % for calls and not all interactions)
Throughput at HealthWorks sessions (number)	Thresholds Updated	Thresholds amended based on COVID uncertainties and staffing
Attendance at SportWorks sessions (number	Thresholds Updated	Thresholds amended based on COVID uncertainties
Visits to Places Leisure Eastleigh (number)	Thresholds Updated	Thresholds amended based on COVID uncertainties
Council Tax - Customers with outstanding account queries older than 15 days	Thresholds Updated	Thresholds updated to reflect historic performance and increased demand.

(number) *Green = less than 200 (unchanged)* *Amber = less than 500 (was less than 400)* *Red = 500 or more (was 400 or more)*		The percentage of queries outstanding versus the total bills issued will also be included this year. E.g., 600 queries = 1% of total bills issued
Customer-reported missed bins - refuse & recycling only (number, and as percentage of all bins collected) *Green = less than 350 (was less than 300)* *Amber = less than 450 (was less than 350)* *Red = 450 or more (was 350 or more)*	Thresholds Updated	With population and property growth, along with an increasing number of collections (fortnightly glass), it's recommended that the threshold for this indicator is altered to a more realistic target
Businesses supported (number per month and YTD) including Wessex House and Platform4 Business *Green = 180 or more for year (or 15 or more per month) (was Green = 1,000 or more for year)* *Amber = Between 150-180 per year (or between 12-15 per month) (Addition)* *Red = less than 150 for year (or less than 12 per month) (was less than 1,000 per year)*	Thresholds Updated	Thresholds lowered due to the stopping of government COVID grant payments
Council Tax collected (cumulative percentage)	Thresholds Updated	Thresholds updated to measure performance against 2021/22 rather than 2019/20 due to length of time passed. 2021/22 considered a new "normal"
Non-domestic Rates (NDR - business rates) collected (cumulative percentage)	Thresholds Updated	Thresholds updated to measure performance against 2021/22 rather than 2019/20 due to length of time passed. 2021/22 considered a new "normal"

Additions

KPI	Reason for Addition
The percentage of high-risk (A/B) premises inspections completed within one month when due	An indicator of performance within the commercial team of Environmental Health. A/B rating refers to premises deemed to be of highest risk and as such, need timelier inspections
The percentage of planning responses provided by Ecology within 14 days	The Ecology team have a strong guiding role, and this is a core activity which provides insight into overall team performance
Gas usage per square meterage (weather corrected)	Considering the strong Climate and Environmental Emergency focus, this indicator provides the visibility of a large EBC emission and allows for further narrative to be shared.
Electric usage per square meterage	Considering the strong Climate and Environmental Emergency focus, this indicator

	provides the visibility of a large EBC emission and allows for further narrative to be shared.
Fuel usage via the Hedge End Depot	Considering the strong Climate and Environmental Emergency focus, this indicator provides the visibility of a large EBC emission and allows for further narrative to be shared. In addition, this will highlight progress against the movement to a more sustainable fleet
Net rent collected as % of total net rent demanded for all Corporation Estate	This in year measure will provide an overall sense of recovery for the Council's corporation estate
Number of RIDDOR incidents per 100 employees (to include consultants, temps, casual staff), per annum	In line with the Council's Health and Safety responsibilities, this provides visibility of the Council's H&S performance
1s and 2s Planning Enforcement case determination within target (1s = 30 days, 2s = 90 days)	The area of Planning Enforcement is not represented and carries a large amount of public interest. This measure will provide a good overview of area performance
3s and 4s Planning Enforcement case determination within 42 days	As above, however this focuses more on the service delivered via Local Area Services on Planning's behalf
% Of Housing Enforcement service requests which received a site visit	This measure will provide a good overview as to the performance of the Housing Standards team
RAG performance against the delivery of obligations for the "O" (operators) licence	This function is critical to enable the Council to maintain services and this indicator will allow for greater awareness of any resulting action that may be required
ELAC Pay and Display Ticket Sales and Income (Number and % Comparison to 2019/20)	COVID-19 has brought the parking position into further focus and the combined ELAC pay and display ticket sales information provides a good insight into the overall performance across the Borough. It avoids potential anomalies from highs and lows such as car parking at IVCP

Removals (see recommendation 3)

KPI	Reason for Removal
CSC - Interactions handled (average number per working day) *	To be monitored alongside the KPIs as a context indicator
New benefit (Council Tax or Housing Benefit) claims received (number)	To be monitored alongside the KPIs as a context indicator
Businesses registered to pay rates (number)	To be monitored alongside the KPIs as a context indicator
Cases raised across all service areas (number)	To be monitored alongside the KPIs as a context indicator
Cases raised via the Members' Hub (number)	To be monitored alongside the KPIs as a context indicator
Attendance at The Point and Berry Theatres (% of capacity)	Replaced by "Throughput in Arts and Culture activities (number, and % of target)"

Further Recommendations

1. To ensure that the future emerging ambitions of the Council are reflected, it is recommended that an annual review of the Corporate KPI listing is undertaken, with changes proposed, approved and implemented in readiness for the start of the new financial year.
2. To provide context, there are several workload information indicators within the listing. The indicators do not demonstrate the quality of performance, but rather the volume. It's recommended that the Corporate KPI listing only features output performance indicators.
3. It's recognised that workload/context information does provide valuable insight and so the Council should expand upon the amount of supplementary information it provides. It's recommended that a list of supporting context indicators is produced and reported alongside the listing of performance indicators on a monthly and annual basis, a drafted example can be seen in Appendix 2.
4. The climate and environment emergency is a clear priority for the Council and as such it's recommended that three new additions are made to the listing. This will provide the platform for wider commentary on progress in relation to the C&EE to be made.
5. It's recognised that despite making a significant number of additions, there are services and activities not represented. The delivery of local projects is a key focus for the Council and as such an overall indicator could be considered. However, at this time, the monitoring provided by the internal governance of the Council has been deemed to be sufficient. The reporting against project delivery will also continue to feature through the quarterly ESR performance reporting process.
6. Further, there are several measures that couldn't be addressed at this time but have been captured for consideration in a future review. These include a measure focused on the Council's Fly-Tipping enforcement action, a suite of measures focused on the Housing programme and a more robust measure highlighting progress against the climate and environmental emergency.
7. Where much of the delivery of an output rests with Customer Care, performance should be reported by that service area. This reflects the responsibilities involved and would allow for more context through the narrative provided
8. Similarly, direct performance against the Corporate Action Plan is critical. There is comfort with the existing level of monitoring through the quarterly performance process and ad-hoc reporting through P&P and Cabinet, but it should be more heavily emphasised through a change to the report template.
9. The majority of the corporate KPIs are quantitative. Qualitative data is by its nature, takes more time to compile and analyse. However, the Council should look to introduce more measures focused on qualitative data that is available, including customer feedback through future annual reviews
10. In line with the Council's Case Management ambitions, the Case Management System should be used to capture feedback post case completion. The capability should be requested, and it could be trialled through internal cases and cases raised via the members hub.
11. Furthermore, the Council should utilise comparative data from other Local Authorities that is available to provide further performance context (e.g., LG Inform). With that said, it's important that comparisons are used carefully, and the data selected offers a fair like for like comparison.