

## Performance Management – Target setting

### Background

The Key Performance Basket of Indicators form part of the measures to demonstrate delivery of the [Corporate Plan Priorities 2016-19](#).

Where possible, performance is measured against set targets. A target is not appropriate for a small number of volumetric (i.e. data only) performance indicators which identify the number of cases/enquiries.

Revisions of performance indicators and targets are undertaken annually as part of the development of the departmental service plans, and in year where necessary.

[Service plans for 2016/17](#) were published on the website in April 2016 and a revised Key Basket of Indicators agreed with SLT and shared with Cabinet Members and this sub-committee at the last meeting.

### Process

Discussions are held with Service Managers (SMs) on an annual basis to review the delivery of the Corporate Plan, service plan, performance indicators and targets, budget, staffing and risks. SMs, in general, have knowledge of performance, through professional bodies and networks, to the national and local picture. The service plan timetable mirrors the Budget challenge process -

October/November – revisit the Corporate Plan

October/November – budget challenge meetings

November – discussions with SMs

December – SM discussions with Director and Cabinet Member

Jan/Feb 2018 – Budget agreed

March – SMs presentation of Service Plans to SLT

### Benchmarking and Insight to inform the process

The LGA's online tool using open data, **LGInform**, provides access to key performance data on spend and performance for some service areas where data is available, for example Revenue and benefits, processing of planning applications. Comparisons can be made with other councils or groups of councils for benchmarking and identifying improvement. LG Inform was conceived through the call for greater freedoms over its improvement and transparency. There can be a delay in accessing this open data.

As a way to address this the LGA has facilitated, to work alongside, a voluntary '**benchmarking club**' that LA's can access and input data to a limited number of indicators. The Council is continuing work with other local authorities and the Local Government Association (LGA) to develop a common set of indicators for benchmarking across councils, from which local authorities could select. A small set of indicators has been set up for voluntary completion and include staff sickness levels, fly tipping rates, customer complaints and results of residents surveys.

HDC has supported this development and has contributed to two indicators over the year 2015/16 covering waste and complaints and from 2016/17 is adding fly tipping data.

### Future Horsham - Commissioning Reviews

LGInform and the recently acquired, **CFO Insights** software, a tool to contextualise local government spend is being used to support the Commissioning Reviews as part of the Future Horsham project.

**The Southern Performance Improvement Network (SPIN)**, hosted and Chaired by HDC Performance Officer, provides the opportunity for **sharing good practice** on a regular basis. The group meets a number of times a year and operates as a community on the Knowledge Hub.

### Compliance

Externally, there is no statutory review process, although there can be penalties for non-compliance with FOI and processing of planning applications (Designation of Failing). HDC audit undertakes in-house performance management audits as required.

# HDC Performance Management Framework

## MONTHLY PERFORMANCE REPORTING AT SLT MEETING

Key performance information which demonstrates corporate efficiency is reviewed by HDC's Senior Leadership Team.

**Corporate Priorities Updates:**  
Qtrly reporting

**Finance & Key performance indicators:**  
Focus on what matters

**Key Projects:**  
Monthly progress reports

Generally four weeks after the month/quarter end

### Quarterly Portfolio Holders Reports

Draft copy of FPSC Reports are circulated to highlight trends, and inform.

### SLT Updates/ Council Matters

Performance headlines

## FINANCE AND PERFORMANCE SUB COMMITTEE (Quarterly) Member group

Finance and performance is monitored by this Scrutiny Sub Committee. Quarterly finance, update on corporate priorities, key performance indicators report, key projects and complaints/feedback etc are reviewed at the F&PSC meeting. Matters of concern are highlighted for discussion at Cabinet.

## Scrutiny and Overview (Quarterly)

Minutes of Finance & Performance Sub Committee meeting are circulated

## CABINET (Quarterly)

Informal pre-Cabinet meetings are held with Chief Executive, Leader and Chair of F&PSC to discuss areas of concern and how these should best be addressed.

## Audit Regulation and Improvement

HDC undertakes in-house performance management audits as required. Externally, while there is no statutory review process, LGInform provides access to benchmarking data on performance and CFO Insights software, a tool to contextualise local government spend. The Southern Performance Improvement Network, hosted by HDC, and as a KHub group, provides the opportunity for sharing good practice.