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**Report to Scrutiny Committee**

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**Date of Meeting: 24 June 2010**

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**Subject: Clacks Improvement Model: Proposed Key Performance Indicators**

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**Report by: Head of Strategy & Customer Services**

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**1.0 Purpose**

- 1.1. Analysis of the output of our programme of Clacks Improvement Model (CIM) self assessments provides an indication of where we could improve the scope and quality of our Key Performance Indicators (KPIs).
- 1.2. This report provides information on the development of a comprehensive set of KPIs that will enable the Council to drive performance through understanding better whether customer and wider stakeholder needs and expectations are being consistently met.

**2.0 Recommendations**

- 2.1. Scrutiny Committee is asked to note improvements to Key Performance Indicators resulting from the programme of CIM self assessments.

**3.0 Considerations**

- 3.1. The Council has relatively mature performance management arrangements, which are subject to review and improvement on an ongoing basis.
- 3.2. The CIM self assessment approach requires a rigorous and robust evaluation of performance information in four key areas: Customer Results, People (staff) Results, Community Results and Key Performance Results (that is, performance against stated outcomes).
- 3.3. The self assessment considers a number of attributes when evaluating results. These are:
  - TRENDS - are trends positive or is good performance sustained over at least 3 years?
  - TARGETS - are targets achieved and are they appropriate?

- COMPARISONS - do results compare well with others? How well do they compare with acknowledged 'World Class' performance?
  - CAUSES - are positive results visibly caused by stated approaches?
  - SCOPE - do available results address all relevant areas and activities?
- 3.4. It is worth bearing in mind that CIM self assessments are stringent and rigorous evaluations, conducted against a framework of excellence. Our expectation is not that services are necessarily 'excellent' first time around, however, there is an expectation that they continue Growing in Excellence over time. To assist them in achieving this, each receives a detailed feedback report and improvement action plan on completion of the self assessment.
- 3.5. There are a number of areas, however, where developing corporate support interventions is a more efficient approach, and KPI development is one of these.
- 3.6. Taking an overview of the CIM self assessments the following issues emerged:
- SCOPE/TRENDS/TARGETS/CAUSES:
    - Most services would benefit from extending the scope of their results. People (staff) and Customer perception results, and efficiency and service costs results emerged as particular areas where we could achieve a better balance beyond traditional Statutory Performance Indicators (SPIs).
    - Analysis of CIM output also showed that some services have been experimenting with various indicators over recent years as they have developed and refined their performance management arrangements. Whilst experimentation is to be encouraged, inconsistency in indicators used over time can make improvement trends difficult to track. Unclear trends can also make it more difficult to assess the appropriateness of targets.
    - To enable the Council to drive performance improvement and to ensure that all services have consistent performance results sufficient in scope to demonstrate that they are Growing in Excellence, a comprehensive set of KPIs has been developed following extensive research and consultation. To ensure clarity of 'cause and effect', the KPIs are aligned with corporate management strategies and SOA outcomes as appropriate.
    - The KPIs are being deployed during 2010/11.
  - COMPARISONS:
    - In February 2009, Audit Scotland published 'A New Direction' for SPIs, the main thrust of which was to reduce the number of specified SPIs to 25, leaving councils more freedom to develop KPIs that better reflect local contexts.

- SPIs have long been regarded as too narrow in scope, and whilst a welcome development, their reduction has highlighted a national overreliance on them for benchmarking purposes. As councils incrementally move away from the well-established and embedded SPIs, a gap in terms of reliable, readily available comparative data has begun to emerge. There are a number of alternative sources, and we are using these where they meet our needs, however, they by no means address all the areas we require.
- To address gaps in comparative data (it is not the intention to duplicate what is already available), Clackmannanshire Council, through the national Public Service Improvement Framework (PSIF) Partnership, has proposed the establishment of a national PSIF Benchmarking Network. The inaugural meeting took place on 1 June 2010, with a working group given the task of establishing arrangements to provide a broader range of cost-effective, reliable, and current benchmarking data for participants by the end of 2010/11.
- There are no direct financial implications arising from this report.

#### **4.0 Sustainability Implications**

- 4.1. Sustainability is an inherent component of the CIM. A number of KPIs have been introduced to improve our sustainability capability.

#### **5.0 Resource Implications**

##### *5.1. Financial Details*

- 5.2. The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. Yes
- 5.3. Finance have been consulted and have agreed the financial implications as set out in the report. Yes
- 5.4. *Staffing* - there are no direct staff implications arising from this report.

#### **6.0 Exempt Reports**

- 6.1. Is this report exempt?    Yes  (please detail the reasons for exemption below)    No

#### **7.0 Declarations**

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

- (1) **Our Priorities 2008 - 2011** (Please double click on the check box )

- The area has a positive image and attracts people and businesses
- Our communities are more cohesive and inclusive
- People are better skilled, trained and ready for learning and employment
- Our communities are safer
- Vulnerable people and families are supported
- Substance misuse and its effects are reduced
- Health is improving and health inequalities are reducing
- The environment is protected and enhanced for all
- The Council is effective, efficient and recognised for excellence

**(2) Council Policies** (Please detail)

**8.0 Equalities Impact**

8.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?  
 Yes  No

**9.0 Legality**

9.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes

**10.0 Appendices**

10.1 Please list any appendices attached to this report. If there are no appendices, please state "none".

None

**11.0 Background Papers**

11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)  
 Yes  (please list the documents below) No

**Author(s)**

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Approved by

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