

Committee(s)	Dated:
Markets Board	18.01.2023
Subject: Markets Key Performance Indicators – Interim Update	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	Support a thriving economy. Shape outstanding environments.
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Ben Milligan, Markets Director	For Decision
Report author: Don Perry, Markets Department	

Summary

This report provides Members with an update on the work that has been carried out to develop a comprehensive set of Key Performance Indicators (KPIs) for the Markets that will support performance management and the delivery of our business plan objectives.

Officers from the Markets teams have worked with the Corporate Strategy and Performance Team (CPST) to review the availability and quality of performance data that is collected as well as the best way that this can support a set of KPIs that will illustrate our performance against our objectives and service priorities. The KPIs proposed herein for regular performance reporting to the Markets Board will be used to enable officers to make informed decisions on resource and performance issues, and this report seeks Members’ approval of these. It also provides a proposed roadmap for the development of KPIs for the dashboards in phases based upon the state of readiness of the data sources for each.

Recommendation

- It is recommended that Members approve the selected KPIs identified in Appendix 1 to the report, for performance reporting.

Main Report

Background

1. Following the implementation of the Target Operating Model for Markets, the Markets Director gave a commitment to review the KPIs used for performance reporting to the Markets Board. Previously these had been limited to a small set of high-level indicators that were included in regular business plan update reports to the Markets Committee.
2. The intention was to develop a comprehensive suite of indicators to communicate performance to the Board as well as support effective decision making by officers in the day-to-day management of the Markets.

Current Position

3. At present four KPIs are routinely reported to the Markets Board as part of the periodic Business Plan Update reporting. It was felt that broadening the scope of KPIs that are reported will give a more rounded picture of performance across key areas of Markets' activity.
4. A workshop was held with the CSPT and the Markets team to review the performance data that is currently collected and how this could be better used to illustrate business performance and help drive service improvements. Three key themes that align with the strategic commitments, objectives and major workstreams in our business plan emerged from the workshop and were the focus of work to develop a draft framework. These were:
 - Health, Safety, and Security
 - Operations
 - Value for Money

Further work was done to understand current data sources and capability. CSPT then began an audit of Market data to determine:

- Which elements of the draft framework were currently feasible
- Challenges/barriers to development of a performance product
- A roadmap for development of future measures

5. The outcome of this is given in Appendix 1 with Phase 1 items being well supported by data that is currently collected and is readily accessible. These items are expected to be reported upon to the Markets Board in a format that will enable visualisation of performance data, with the reporting period beginning in April 2023. Phase 2 items will require further work and are expected to be added to the performance reports later in 2023. Phase 3 items are desirable but will require significant additional work before they can be confirmed as part of the reporting suite.
6. The first stage of the further work that we will be doing with CPST will be to get the reporting and measurement of performance data up and running. We will then carry out an exercise to refresh and upgrade existing benchmarking of performance against appropriate industry standards and from that establish targets.
7. The Markets' management team have proposed the KPIs in Appendix 1 be used for performance reporting purposes, with each phase being delivered as data issues are resolved.

Conclusion

8. It is concluded that the KPIs represent a comprehensive suite of performance indicators against which progress can be monitored and challenged. Members are asked to approve the indicators selected or to suggest other indicators that they would like to see investigated for future reporting.

Appendix 1

	Phase 1	Phase 2	Phase 3
Health, Safety & Security	<ul style="list-style-type: none"> - Incidents* - Accidents* - Near Misses* - H&S Reporting compliance* - Reactive Maintenance inc. Pest Control: Jobs by type and pass/fail completion on time - Compliance with Food Hygiene Standards 	<ul style="list-style-type: none"> - Notices / Penalties - Safety/Security Activity inc. Stops and Searches - Planned v. Reactive Maintenance related to depreciating asset 	<ul style="list-style-type: none"> - Tenant compliance with training - Penalties linked to safety incidents - Safety incidents linked to depreciating asset
Operations	<ul style="list-style-type: none"> - Recycled Waste - Non-Recycled Waste - Energy Usage - Carbon Output - Complaints 	<ul style="list-style-type: none"> - Workforce Development 	<ul style="list-style-type: none"> - Tenant Survey - Tenant payments via EPOS - Complaints breakdown by theme & resolution
Value for Money	<ul style="list-style-type: none"> - Debt (% and £) by type and age - Occupancy: Market, Office, Other - Service Charge Voids 	<ul style="list-style-type: none"> - Index of unlet space - Abstractions and cost of agency staff cover - Internal SLAs 	<ul style="list-style-type: none"> - Value for Money: Planned v Reactive maintenance - Payment Plans

** These indicators were produced using Health and Safety data extracted from Reportline, which has now been decommissioned. CSPT are working with the Corporate Health and Safety Team to ensure that relevant Health and Safety data will be available in Phase 1 as planned, but this may be subject to delay as the new system comes online.*