

**Report to: Resources Select
Committee**

Date of meeting: 9 February 2016



Portfolio: Finance (Councillor S. Stavrou)

Subject: Key Performance Indicators 2015/16 - Quarter 3 Performance

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Recommendations/decisions required:

That the Select Committee reviews performance against the Key Performance Indicators within its areas of responsibility, at the end of Quarter 3

Executive Summary:

The Local Government Act 1999 requires that the Council make arrangements to secure continuous improvement in the way in which its functions and services are exercised, having regard to a combination of economy, efficiency and effectiveness.

As part of the duty to secure continuous improvement, a range of Key Performance Indicators (KPI) relevant to the Council's services and key objectives, are adopted each year by the Finance and Performance Management Cabinet Committee. Performance against the KPIs is monitored on a quarterly basis by Management Board and overview and scrutiny to drive improvement in performance and ensure corrective action is taken where necessary.

Reasons for Proposed Decision:

The KPIs provide an opportunity for the Council to focus attention on how specific areas for improvement will be addressed, and how opportunities will be exploited and better outcomes delivered.

It is important that relevant performance management processes are in place to review and monitor performance against the key performance indicators to ensure their continued achievability and relevance, and to identify proposals for appropriate corrective action in areas of slippage or under performance.

Other Options for Action:

No other options are appropriate in this respect. Failure to monitor and review KPI performance and to consider corrective action where necessary could have negative implications for judgements made about the Council's progress, and might mean that opportunities for improvement are lost.

Report:

1. A range of thirty-six (36) Key Performance Indicators (KPIs) for 2015/16 was adopted by the Finance and Performance Management Cabinet Committee in March 2015. The KPIs are important to the improvement of the Council's services, and comprise a combination of some former statutory indicators and locally determined performance measures. The aim of the KPIs is to direct improvement effort towards services and the national priorities and local challenges arising from the social, economic and environmental context of the district.
2. Progress in respect of each of the KPIs is reviewed by the relevant Portfolio Holder, Management Board, and overview and scrutiny at the conclusion of each quarter. This report includes in detail only those indicators which fall within the areas of responsibility of the Resources Select Committee
3. A headline Quarter 3 performance summary in respect of each of the KPIs falling within the Resources Select Committee's areas of responsibility for 2015/16, is attached as Appendix 1 to this report together with details of the specific nine-month performance for each indicator.
4. Improvement plans are produced for all of the KPIs each year, setting out actions to be implemented in order to achieve target performance, and to reflect changes in service delivery. In view of the corporate importance attached to the KPIs, the improvement plans are agreed by Management Board and are also subject to ongoing review between the relevant service director and Portfolio Holder over the course of the year. The Improvement Plans for indicators which have failed to reach target performance for the quarter are attached at Appendix 2 to this report.

Key Performance Indicators 2015/16 – Quarter 3 Performance

5. The overall position with regard to the achievement of target performance for **all** of the KPIs at the end of Q3, was as follows:
 - (a) 28 (78%) indicators achieved target at the end of Q3;
 - (b) 8 (22%) indicators did not achieve the Q3 target; and
 - (c) 0 (0%) indicators performed within their tolerated amber margin.
 - (d) 28 (78%) indicators are currently anticipated to achieve their cumulative year-end target and for a further 3 (8%), it is uncertain whether they will achieve their cumulative year-end target.
6. Nine (9) of the Key Performance Indicators fall within the Resources Select Committee's areas of responsibility. The overall position with regard to the achievement of target performance at the end of Q3 for these 9 indicators, was as follows:
 - (a) 7 (78%) indicators achieved the Q3 target;
 - (b) 2 (22%) indicators did not achieve their Q3 target; and
 - (c) 0 (0%) indicators performed within their tolerated amber margin.
 - (d) 7 (78%) indicators are currently anticipated to achieve their cumulative year-end target, and for a further 1 (11%) indicator, it is uncertain whether it will achieve its cumulative year-end target.
7. The 'amber' performance status used in KPI reports identifies indicators that have missed the agreed target for the quarter, but where performance is within an agreed tolerance or range (+/-). The KPI tolerances were agreed by Management Board when targets for the KPIs were set in February 2015.

8. The Select Committee is requested to review third quarter performance in relation to the KPIs for 2015/16 within its areas of responsibility.

Resource Implications:

Resource requirements for actions to achieve specific KPI performance for 2015/16 will have been identified by the responsible service director and reflected in the budget for the year.

Legal and Governance Implications:

There are no legal or governance implications arising from the recommendations of this report. Relevant implications arising from actions to achieve specific KPI performance for 2015/16 will have been identified by the responsible service director.

Safer, Cleaner, Greener Implications:

There are no implications arising from the recommendations of this report in respect of the Council's commitment to the Climate Local Agreement, the corporate Safer, Cleaner, Greener initiative, or any crime and disorder issues within the district. Relevant implications arising from actions to achieve specific KPI performance for 2015/16 will have been identified by the responsible service director.

Consultation Undertaken:

The performance information and targets set out in this report have been submitted by each appropriate service director and have been reviewed by Management Board. The individual KPI improvement plans for 2015/16 were agreed by the Board.

Background Papers:

KPI submissions are held by the Performance Improvement Unit. Detailed performance data is held by the responsible service director.

Impact Assessments:

Risk Management

There are no risk management issues arising from the recommendations of this report. Relevant issues arising from actions to achieve specific KPI performance for 2015/16 will have been identified by the responsible service director.

Equality:

There are no equality implications arising from the recommendations of this report. Relevant implications arising from actions to achieve specific KPI performance for 2015/16 will have been identified by the responsible service director.