

**Report to: Resources Select  
Committee**

**Date of meeting: 13 July 2017**



**Portfolio:** Finance (Councillor G. Mohindra)

**Subject:** Key Performance Indicators 2016/17 - Quarter 4 (Outturn) Performance

**Officer contact for further information:** M. Chwiedz (01992 562076)

**Democratic Services Officer:** A. Hendry (01992 564246)

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**Recommendations/Decisions Required:**

**That the Select Committee reviews the performance against the Key Performance Indicators within its areas of responsibility for 2016/17.**

**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-seven (37) Key Performance Indicators (KPIs) for 2016/17 was adopted by the Finance and Performance Management Cabinet Committee in March 2016. 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 provides an overview of all KPIs and includes in detail those indicators which fall within the areas of responsibility of the Resources Select Committee
3. A headline end of Q4 (outturn) performance summary in respect of each of the KPIs falling within the Resources Select Committee's areas of responsibility for 2016/17, is attached as Appendix A to this report together with details of the specific twelve-month performance for each indicator. Attached at Appendix B is the Improvement plan for RES003 (Council tax collection) which failed to achieve its target for the year.

### **Key Performance Indicators 2016/17 – Quarter 4 Performance**

4. **All indicators** - The overall position for all 37 KPIs at the end of the year was as follows:
  - (a) 28 (75%) indicators achieved target;
  - (b) 9 (25%) indicators did not achieve target; although
  - (c) 3 (8 %) of these KPIs performed within its tolerated amber margin.
5. **Resources Select Committee indicators** – 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 the year for these indicators, was as follows:
  - (a) 8 (89%) indicators achieved target;
  - (b) 1 (11% indicators did not achieve target; and
  - (c) 0 (0%) indicators performed within its tolerated amber margin.
6. 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 2016.
7. The Select Committee is requested to review performance at the end of the year in relation to the KPIs for 2016/17 within its areas of responsibility.

**Resource Implications:** none for this report.

**Legal and Governance Implications:** none for this report; however performance management of key activities is important to the achievement of value for money.

**Safer, Cleaner, Greener Implications:** none for this report.

**Consultation Undertaken:** Relevant Select Committees and the Finance and Performance Management Cabinet Committee.

**Background Papers:** KPI submissions are held by the Performance Improvement Unit.

**Impact Assessments:**

**Risk Management** – none for this report.

**Equality:** none for this report.