

Report to: Finance and Performance Management Scrutiny Panel

Date of Meeting: 20 September 2011



Portfolio: Finance and Economic Development (Councillor G. Mohindra)

Subject: Key Performance Indicators 2011/12 - Quarter 1 Performance Monitoring

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Recommendations/Decisions Required:

That the Scrutiny Panel consider the Council's performance for the first quarter of 2011/12, in relation to the Key Performance Indicators adopted for the year.

Executive Summary:

1. (Acting Chief Executive) Pursuant to the Local Government Act 1999, the Council is required to 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.
2. As part of the duty to secure continuous improvement, a range of Key Performance Indicators (KPI) relevant to the Council's activities and key objectives are adopted each year. Performance against the KPIs is monitored on a quarterly basis by Management Board and the Finance and Performance Management Scrutiny Panel, and has previously been an inspection theme in external judgements of the overall performance of the authority.

Reasons for Proposed Decision:

3. The annual identification of KPIs provides an opportunity for the Council to focus specific attention on how areas for improvement will be addressed, opportunities exploited and better outcomes delivered for local people.
4. A number of the KPIs are used as performance measures for the Council's annual Key Objectives. It is important that relevant performance management processes are in place to review and monitor performance against the Key Objectives, to ensure their continued achievability and relevance, and to identify proposals for appropriate corrective action in areas of under performance.

Other Options for Action:

5. No other options are appropriate in this respect. Failure to monitor and review performance against Key Objectives and to take corrective action where necessary, could have negative implications for judgements made about the Council in corporate assessment processes, and might mean that opportunities for improvement were lost.

Report:

6. As the Scrutiny Panel will be aware, a range of thirty-eight Key Performance Indicators (KPIs) have been adopted for 2011/12. Summary details of the KPIs for the year are attached as Appendix 1 to this report.
7. The KPIs are important to the Council's services and its Key Objectives, and comprise former (until 31 March 2011) statutory National Indicators and locally determined performance indicators. The aim of the KPIs is to focus improvement on services and Key Objectives and to maintain or improve current levels of performance. Progress in achieving target performance in respect of the majority of KPIs is reported to the Scrutiny Panel and the relevant Portfolio Holder at the conclusion of each quarter. In adopting the KPIs for 2011/12, a target has been set for at least 70% to achieve target performance by the end of the year.
8. At the last meeting, the Scrutiny Panel received a demonstration of the Council's new interactive Corporate Strategy Guide, and commented on the importance of ensuring that KPI performance reports were written in a way that would be easily understood by visitors to the Council's website. Since the last meeting, the opportunity has therefore been taken to review the description and associated definition for each KPI, in order to present this information in a more simple and transparent way. For ease of reference, Appendix 1 therefore summarises the KPIs for the year with both the original and revised terminology.
9. Improvement plans are produced for each of the KPIs each year, setting out actions to be implemented in order to achieve or maintain target performance, and to reflect year on year changes in service delivery. In view of the corporate importance attached to the KPIs, the improvement plans for 2011/12 have recently been considered and agreed by Management Board, and are subject to ongoing review between the relevant Service Director and Portfolio Holder over the course of the year.
10. A number of the KPIs are designed to be reported annually at year-end only and, in addition, members have previously agreed that performance in relation to some of the KPIs also be subject to detailed scrutiny at year-end only, as little change is likely over each quarterly period. These indicators are identified in Appendix 1.

Key Performance Indicators 2011/12 – Quarter 1 Performance

11. Performance reports for each of the twenty-eight quarterly monitored KPIs for the period from 1 April to 30 June 2011 are attached as Appendix 2 to this report. These reports also reflect the review of the descriptions and associated definitions for the KPIs. The three-month position with regard to the achievement of target performance for the KPIs for 2011/12 is as follows:
 - (a) 15 (53.57%) have achieved the first quarter performance target for 2011/12;
 - (b) 12 (42.86%) have not achieved the first quarter performance target for 2011/12; and
 - (c) 1 (3.57%) cannot be reported for the first quarter of 2011/12, as housing repairs satisfaction data is not currently available for the first quarter of the year (KPI 45). This outstanding information will therefore be reported to the next meeting of the Scrutiny Panel.
12. In accordance with usual practice at the end of the first quarter each year, the KPI improvement plans for each of the KPIs that have not achieved the first quarter performance target for 2011/12, are attached for the information of the Scrutiny Panel as Appendix 3. It should be noted that the completion of the improvement plan for KPI 02 (How many times was our council website visited?) is subject to investigation of the

divergence between the targeted number of website visits and the number of visits recorded by Google Analytics. This outstanding improvement plan will therefore be brought to the next meeting of the Scrutiny Panel.

13. The Scrutiny Panel is requested to consider the Council's performance for the first quarter of 2011/12, in relation to the quarterly monitored KPIs for the year. Service Directors will be in attendance at the meeting to respond to any issues in respect of current performance against specific indicators.

Corporate Strategy Guide

14. The Corporate Strategy Guide went live on the Council's website following the last meeting of the Scrutiny Panel. In publishing the guide, a number of suggestions made by members have been taken on board, and options have been investigated for the monitoring of the level of on-line use of the tool.
15. Since its launch, attempts have been made to understand how many website visitors have been making use of the guide. As the guide itself is a pdf file accessed via a web page rather than a web page itself, it has not proved possible to identify usage figures for the file. However, it has been possible to substitute visitor figures to the page from which the file is accessed as a proxy indicator of usage levels. Analysis of the period from 5 July to 5 September 2011 allows interrogation of visitor numbers to the 'Our Performance' page where the guide is sited. Within that two month period, the page received 43 views from 36 unique visitors. Given that when using the guide the visitor's internet browser should remain on the 'Our Performance' page, it could be reasonable to use the average length of time on this page as a proxy for the length of time that the guide was being used. The average length of time was over 50 minutes. Comparative analysis will be carried out over coming months to see if there is any change in these visitor patterns.
16. The Corporate Strategy Guide has recently been updated with the first quarter KPI performance reports for 2011/12.

Resource Implications:

The respective Service Director will identify the resource requirements for any proposals for corrective action in respect of areas of current KPI under-performance set out in this report.

Legal and Governance Implications:

There are no legal implications or Human Rights Act issues arising from the recommendations in this report, which ensure that the Council monitors progress against its aim of achieving target performance and improvement against 70% of its KPI for 2011/12, and that proposals for corrective action are considered in respect of areas of current under-performance.

Safer, Cleaner and Greener Implications:

The respective Service Director will have identified any implications arising from proposals for corrective action in respect of areas of current KPI under-performance set out in this report, in respect of the Council's commitment to the Nottingham Declaration for climate change, the corporate Safer, Cleaner and Greener initiative, or any Crime and Disorder issues within the district.

Consultation Undertaken:

The targets and performance information set out in this report have been submitted by each appropriate Service Director, and have been reviewed and considered by Management Board. The individual KPI improvement plans for 2011/12 have also been considered and agreed by Management Board.

Background Papers:

First quarter KPI submissions held by the Performance Improvement Unit. KPI calculations and supporting documentation held by respective service directorates

Impact Assessments:

Risk Management

The respective Service Director will have identified any risk management issues arising from proposals for corrective action in respect of KPI areas of current KPI under-performance set out in this report

Equality and Diversity:

Did the initial assessment of the proposals contained in this report for relevance to the Council's general equality duties, reveal any potentially adverse equality implications?

No. However, the respective Service Director will have identified any equality issues arising from proposals for corrective action in respect of areas of current KPI under-performance set out in this report

Where equality implications were identified through the initial assessment process, has a formal Equality Impact Assessment been undertaken? N/A

What equality implications were identified through the Equality Impact Assessment process?
N/A

How have the equality implications identified through the Equality Impact Assessment been addressed in this report in order to avoid discrimination against any particular group? N/A