

# **Report to: Finance and Performance Management Scrutiny Panel**

**Date: 9 September 2014**

**Portfolio:** All Portfolios (Cabinet)

**Subject:** Key Performance Indicators 2014/15 - Quarter 1 Performance

**Officer contact for further information:** S. Tautz (01992 564180)

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

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## **Recommendations/Decisions Required:**

**That the Scrutiny Panel review performance in relation to the key performance indicators within its areas of responsibility, for the first quarter of the year.**

## **Executive Summary:**

1. 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 services and key objectives, are adopted each year. Performance against the majority of KPIs is monitored on a quarterly basis, and has previously been a focus of inspection in external assessments and judgements of the overall progress of the authority.

## **Reasons for Proposed Decision:**

3. 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.
4. A number of KPIs are used as performance measures for the Council's key objectives for each year. 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 slippage or under performance.

## **Other Options for Action:**

5. 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. The Council has agreed new arrangements for the member review of performance against the KPIs from the 2014/15 municipal year.

## **Report:**

6. A range of thirty-six Key Performance Indicators (KPI) for 2014/15 was adopted by the Finance and Performance Management Cabinet Committee in March 2014. The KPIs are important to the improvement of the Council's services and the achievement of its key objectives, 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, that are the focus of the key objectives.
7. 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. In order to enhance the value of the on-going review of KPI performance throughout each year, no indicators are subject to scrutiny or performance reporting at year-end only.
8. 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.
9. As part of the overview and scrutiny review undertaken in 2013/14, changes have been made to arrangements for the quarterly review of KPI performance with effect from the current municipal year. From this first quarter of the year, the existing scrutiny panels (Finance and Performance Management, Housing, Planning Services, Safer, Greener, Cleaner) are now each responsible for the review of quarterly performance against specific KPIs within their areas of responsibility, rather than all indicators being considered by the Finance and Performance Management Scrutiny Panel as previously.

## **Key Performance Indicators 2014/15 - Quarter 1 Performance**

10. The overall position with regard to the achievement of target performance for all of the KPIs at the end of the first quarter (1 April to 30 June 2014) of the year, was as follows:
  - (a) 22 (60%) indicators achieved the cumulative third-quarter target; and
  - (b) 14 (39%) indicators did not achieve the cumulative third-quarter target, although 4 (11%) of these KPI performed within the agreed tolerance for the indicator.
11. A headline third-quarter performance summary in respect of each of the KPIs for 2014/15 is attached as Appendix 1 to this agenda together with details of the specific three-month performance for each indicator.
12. The 'amber' performance status used in the KPI report 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 2014, or were subsequently determined by the appropriate service directors. Of the thirty-six KPI, 80% indicators are currently anticipated to achieve the cumulative year-end target.
13. In order to avoid the generation of multiple reports, the new arrangements for the quarterly review of KPI performance are intended to be achieved through the production of a single quarterly report for consideration by each of the scrutiny panels. The designated lead officer for each panel will focus member attention on relevant indicators from the report at the respective meetings, as follows:

KPI	Description	Scrutiny Panel
GOV001	Website satisfaction	Finance & Performance Management
GOV002	Commercial premises (Rent)	Finance & Performance Management
GOV003	Commercial premises (Occupancy)	Finance & Performance Management
RES001	Sickness absence	Finance & Performance Management
RES002	Invoices paid	Finance & Performance Management
RES003	Council Tax collection	Finance & Performance Management
RES004	NNDR collection	Finance & Performance Management
RES005	New benefit claims	Finance & Performance Management
RES006	Changes of circumstance	Finance & Performance Management
RES007	Fraud (Investigations)	Finance & Performance Management
RES008	Fraud (Proven)	Finance & Performance Management
COM001	Percentage of rent paid	Housing
COM002	Re-letting of Council properties	Housing
COM003	Tenant satisfaction	Housing
COM004	Temporary accommodation	Housing
COM005	Homes in decent condition	Housing
COM006	Modern Homes Standard	Housing
COM007	Emergency repairs	Housing
COM008	Responsive repairs	Housing
COM009	Repairs appointments	Housing
COM010	Call response (Careline)	Housing
NEI010	Increase in homes	Planning Services
GOV004	Major planning applications	Planning Services
GOV005	Minor planning applications	Planning Services
GOV006	Other planning applications	Planning Services
GOV007	Planning appeals	Planning Services
GOV008	Planning appeals (Members)	Planning Services
NEI001	Non-recycled waste (kg)	Safer, Greener, Cleaner
NEI002	Non-recycled waste (%)	Safer, Greener, Cleaner
NEI003	Litter	Safer, Greener, Cleaner
NEI004	Detritus	Safer, Greener, Cleaner
NEI005	Neighbourhood complaints	Safer, Greener, Cleaner
NEI006	Fly-tipping (Investigations)	Safer, Greener, Cleaner
NEI007	Fly-tipping (Contract)	Safer, Greener, Cleaner
NEI008	Fly-tipping (Non-contract)	Safer, Greener, Cleaner
NEI009	Noise complaints	Safer, Greener, Cleaner

14. Appropriate officers will be available to address concerns or questions in respect of current performance in areas within the responsibility of the panel. The success of this arrangement will be reviewed at year-end.
15. The Scrutiny Panel is requested to review three-month performance in relation to the KPIs for 2014/15 within its areas of responsibility.

#### **Resource Implications:**

Resource requirements for actions to achieve specific KPI performance for 2014/15 will have been identified by the responsible service director/chief officer 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

2014/15 will have been identified by the responsible service director/chief officer.

**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 2014/15 will have been identified by the responsible service director/chief officer.

**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 2014/15 will be agreed by the 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***

There are no risk management issues arising from the recommendations of this report. Relevant issues arising from actions to achieve specific KPI performance for 2014/15 will have been identified by the responsible service director/chief officer.

***Equality:***

There are no equality implications arising from the recommendations of this report. Relevant implications arising from actions to achieve specific KPI performance for 2014/15 will have been identified by the responsible service director/chief officer.