

**Report to: Finance and Performance  
Management Cabinet Committee**

**Reference: FPM-029-2015/16  
Date of Meeting: 17 March 2016**



**Portfolio:** Governance and Development Management

**Subject:** Key Performance Indicators - 2015/16 Quarter 3 Performance, and 2016/17 targets

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**Recommendations/Decisions Required:**

- (1) that the Committee reviews Quarter 3 performance for the Key Performance Indicators adopted for 2015/16;**
- (2) That, subject to the views of the select committees, the proposed Key Performance Indicators and targets for 2016/17 be agreed.**

**Executive Summary:**

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.

As part of the duty to secure continuous improvement, a range of Key Performance Indicators (KPI) relevant to the Council's service priorities and key objectives, is adopted each year. Performance against all of the KPIs is reviewed on a quarterly basis

**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 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:**

No other options are appropriate in this respect. Failure to review and monitor performance could mean that opportunities for improvement are lost and might have negative implications for judgements made about the progress of the Council.

**Report:**

1. A range of thirty-six Key Performance Indicators (KPI) was adopted for 2015/16 in March 2015. The KPIs are important to the improvement of the Council's services and comprise a combination of 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 all of the KPIs is reviewed by Management Board and overview and scrutiny at the conclusion of each quarter, and service directors review KPI performance with the relevant portfolio holder(s) on an on-going basis throughout the year. Select Committees are each responsible for the review of quarterly performance against specific KPIs within their areas of responsibility.
3. 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.

### **Key Performance Indicators 2015/16 – Quarter 3 Performance**

4. The position with regard to the achievement of target performance for the KPIs at the end of the third quarter (31 December 2015), was as follows:
  - (a) 28 (78%) indicators achieved third quarter target performance;
  - (b) 8 (22%) indicators did not achieve third quarter target performance,
  - (c) 0 (%) of these KPIs performed within the agreed tolerance for the indicator;
  - (d) 28 (78%) indicators are currently anticipated to achieve the cumulative year-end target;
  - (e) 6 (17%) are currently not anticipated to achieve the cumulative year-end target, whilst a further 2 (6%) are uncertain as to whether they will achieve the cumulative year-end target.
5. A headline Q3 KPI performance report for 2015/16 is attached for the consideration of the Committee as Appendix 1 to this agenda. Detailed performance reports in respect of each of the KPIs are being considered by the individual select committees.
6. The 'amber' performance status used in the KPI report identifies those indicators that missed the agreed target for the year, but where performance was within an agreed tolerance or range (+/-). The KPI tolerances were agreed by Management Board when targets for the KPIs were set in February 2015.
7. The Committee is requested to review Q3 performance for the 2015/16 set of KPIs. Any matters raised by the Committee in respect of KPI performance, will be reported to the appropriate select committee.

### **Key Performance Indicators 2016/17 – Targets**

8. The adoption of challenging but achievable KPIs each year is a key element of the Council's Performance Management Framework. The continued relevance of the existing KPI set for 2016/17 has recently been considered by Management Board. The current suite of measures is considered appropriate for the ongoing evaluation of relevant performance factors, with some changes. It is proposed that:

**NEI002** Waste Recycling is deleted and separated out into 2 new indicators which will provide greater clarity around performance, as follows:

**NEI013** What percentage of all household waste was sent to be recycled or reuse?

**NEI014** What percentage of all household waste was sent to be composted or anaerobic digestion?

Service directors have identified provisional targets for each indicator with the relevant portfolio holder(s), based on third-quarter performance (and the estimated outturn position) for the current year, resulting in some targets being either increased or decreased for 2016/17. Details of the proposed KPIs and targets for 2016/17 are set out at Appendix 2 to this report.

9. The KPIs will comprise the totality of the Council's corporate performance indicator measures for 2016/17. Improvement plans will be developed for each KPI, identifying actions to achieve target performance, which will be considered and agreed by Management Board. As part of this process, the Board will also review the provisional targets for 2016/17 for each KPI, with reference to outturn data for 2015/16 when this is available. Any revisions to targets on the basis of the outturn position will be reported to the Committee and the appropriate select committees in June 2016.
10. The Committee is requested to agree the proposed KPIs and targets for 2016/17. These will also be considered by the individual select committees during the current cycle of meetings and the views of the select committees in this respect will be reported to the Committee.

#### **Resource Implications:**

Resource requirements for actions to achieve specific KPI performance for 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 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 will have been identified by the responsible service director.

#### **Consultation Undertaken:**

The indicators and targets have been considered by Management Board during January 2016.

#### **Background Papers:**

KPI submissions are held by the Performance Improvement Unit.

#### **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 will have been identified by the responsible service director.

### **Due Regard Record**

This section shows which groups of people are affected by the subject of this report. It sets out how they are affected and how any unlawful discrimination they experience can be eliminated. It also includes information about how access to the service(s) subject to this report can be improved for the different groups of people; and how they can be assisted to understand each other better as a result of the subject of this report.

S149 Equality Act 2010 requires that due regard must be paid to this information when considering the subject of this report.

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