

Report to: Neighbourhoods Select Committee

Date of meeting: 21 March 2017

Portfolio: Environment (Cllr Will Breare-Hall)

Subject: Key Performance Indicators:

- 2016/17 - Quarter 3 performance
- 2017/18 – Review and targets

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Recommendations/Decisions Required:

- (1) That the select committee reviews Q3 performance in relation to the key performance indicators within its areas of responsibility;**
- (2) That the select committee reviews the proposed key performance indicator set for 2017/18 for those areas which fall within its' areas of responsibility, and provide comment for the Finance and Performance Management Cabinet Committee as appropriate.**

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 identify performance measures, set targets, monitor and review KPI performance, and 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 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.
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 Neighbourhoods Select Committee
3. A headline end of Q3 performance summary in respect of the KPIs falling within the Neighbourhoods Select Committee's areas of responsibility for 2016/17, together with a detailed performance report for each of these indicators, is attached at Appendix 1 to this report. Attached at Appendix 2 is the Improvement plan NEI010 (Increase in homes) (no.); the Improvement Plans for NEI001 (Non-recycled waste) (kg), NEI003 (Litter) (%), NEI012 (Commercial premises let) (%), and NEI013 (Waste recycled) (%) being unavailable.

Key Performance Indicators 2016/17 – Q3 Performance

4. The overall position for **all** thirty-seven (37) KPIs at the end of the Quarter 3, was as follows:
 - (a) 26 (70%) indicators achieved third quarter target;
 - (b) 11 (30%) indicators did not achieve third quarter target, although 4 (11%) of KPIs performed within the agreed tolerance for the indicator; and,
 - (c) 31 (84%) indicators are currently anticipated to achieve the cumulative year-end target, and a further 3 (8%) are uncertain whether they will achieve the cumulative year-end target.
5. **Neighbourhoods Select Committee indicators** – Thirteen (13) of the Key Performance Indicators fall within the Neighbourhoods Select Committee's areas of responsibility. The overall position with regard to the achievement of target performance at Q3 for these 13 indicators, was as follows:
 - (a) 8 (62%) indicators achieved target;
 - (b) 5 (38%) indicators did not achieve target, although 4 (31%) of these KPI's performed within the agreed tolerance for the indicator;
 - (c) 11 (85%) of indicators are currently anticipated to achieve year-end target, whilst 0 indicators are uncertain whether they will achieve year-end target.
6. 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 2016.

KPI annual review

7. The KPI set is reviewed annually by Management Board to ensure the indicators and their targets are appropriate to provide challenge in the Council's key areas and to meet its objectives.

8. Whilst the recent annual review considered that the current indicator set was appropriate to provide challenge and improvement during 2017/18, a number of changes to targets have been identified for the coming year.

9. The provisional target for each indicator has been identified by service directors and relevant portfolio holder(s), based on third-quarter performance (and the estimated outturn position) for the current year. Management Board will review the provisional targets against outturn data for 2016/17 when this becomes available, and any revisions to next year's targets will be reported to the appropriate select committee in along with first quarter 2017/18 data.

10. The review of the KPIs which fall within the areas of responsibility of the Neighbourhoods Select Committee has resulted in 5 proposed changes to targets, the details of which are set out below and more fully in Appendix 3:

- (a) NEI006 – Fly-tip Investigations – target decreased
- (b) NEI010 – Increase in homes – target increased
- (c) NEI011 – Commercial rent arrears – target increased
- (d) NEI013 – Waste recycled – target decreased
- (e) NEI014 – Waste composted – target increased

11. Improvement plans will be developed for each KPI for 2017/18, identifying actions to achieve target performance, if they fail to reach target at any quarter. The plans will be considered and agreed by Management Board, and submitted to the select committee along with the quarters' performance submission.

12. The Select Committee is requested to review Q3 performance for the KPIs, and consider the proposed KPIs and targets for 2017/18, within its areas of responsibility. This information was also considered by Management Board on 25 January 2017 and will be considered by the Finance and Performance Management Cabinet Committee on 30 March 2017.

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 held by the Performance Improvement Unit.

Impact Assessments:

Risk Management: none for this report

Equality: none for this report.