

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

**Report reference: FPM-008-2017/18
Date of Meeting: 16 November 2017**



**Epping Forest
District Council**

Portfolio: Governance and Development Management

Subject: Key Performance Indicators - 2017/18 Quarter 2 Performance

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Recommendations/Decisions Required:

- (1) that the Committee reviews Quarter 2 performance for the Key Performance Indicators adopted for 2017/18;
- (2) that the Committee identifies any Key Performance Indicators for 2017/18, that require in-depth scrutiny or further report on performance.

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 set of thirty-two (32) Key Performance Indicators (KPI) was adopted for 2017/18 in March 2017.

2. 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.
3. 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.
4. Improvement plans are produced for KPIs, 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 2017/18 – Quarter 2 Performance

5. The position with regard to the achievement of target performance for the KPIs at the end of quarter 2 (30 September 2017), was as follows:
 - (a) 25 (78%) indicators achieved target;
 - (b) 3 (9%) indicators did not achieve target,
 - (c) 4 (13%) indicators performed within the agreed tolerance for the indicator, and
 - (d) 26 (82%) of indicators are currently anticipated to achieve year-end target, 3 (9%) are uncertain whether they will achieve year-end target and a further 3 (9%) are anticipated not to achieve year-end target.
6. A headline Q2 KPI performance report for 2017/18 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 considered by the select committees with responsibility for those service areas.
7. 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 March 2017.
8. The Committee is requested to review Q2 performance for the 2017/18 set of KPIs. Any matters raised by the Committee in respect of KPI performance, will be reported to the appropriate select committee.

Resource Implications: None for this report

Legal and Governance Implications: None for this report; however performance management of key or new high level initiatives is important to the achievement of value for money.

Safer, Cleaner, Greener Implications: None for this report

Consultation Undertaken: The indicators have been considered by Management Board (8 November 2017) and will be considered by the relevant Select Committees during November and December 2017.

Background Papers: KPI submissions are held by the Performance Improvement Unit. Detailed KPI calculations and supporting documentation held by service directorates.

Impact Assessments:

Risk Management: None for this report

Equality: none for this report