

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

**Report Reference: FPM-011-2013/14
Date of Meeting: 14 November 2013**



**Epping Forest
District Council**

Portfolio: Finance and Technology (Councillor S. Stavrou)

Subject: Key Performance Indicators 2013/14 - Quarter 2 Performance

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Recommendations/Decisions Required:

- 1. That the Committee note six-month performance for the Key Performance Indicators adopted for 2013/14.**

Executive Summary:

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.

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 all of the KPIs is reviewed by Management Board and the Finance and Performance Management Scrutiny Panel 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:

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.

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:

No other options are appropriate in this respect. Failure to review KPI performance in a timely manner 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 previously agreed arrangements for monitoring performance against the KPIs by Management Board and the Scrutiny Panel.

Report:

1. A range of Key Performance Indicators (KPI) has been adopted for 2013/14. The KPIs are important to the improvement of the Council's services and the achievement of its key objectives, 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, that are the focus of the key objectives.
2. Three-monthly progress in respect all of the KPIs is reviewed by Management Board and the Finance and Performance Management Scrutiny Panel at the conclusion of each quarter. No indicators are subject to scrutiny at year-end only, as end of year reporting is not made until each June (three months into the next year), and does not therefore allow for corrective action to be identified or implemented during the year in question.
3. Improvement plans are produced for all of the KPIs each year, setting out action to be taken to achieve target performance, and to reflect changes in service delivery. In view of the corporate importance of the KPIs, the improvement plans for 2013/14 have been agreed by Management Board, and are subject to ongoing review between the relevant service director and Portfolio Holder over the course of the year.

Key Performance Indicators 2013/14 - Quarter 2 Performance

4. The position with regard to the achievement of target performance for the KPIs at the end of the second quarter (30 June to 30 September 2013) of the year, was as follows:
 - (a) 26 (74.3%) indicators achieved the first-quarter target;
 - (b) 9 (25.7%) indicators did not achieve the first-quarter target, although 5 (55.5%) of these KPI performed within the agreed tolerance for the indicator.
5. A summary performance report for the KPIs for the first half of the year is attached as Appendix 1 to this report. The 'amber' performance status used in the KPI report identifies the 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 setting KPI targets for 2013/14 in February 2013, or have since been confirmed with the appropriate service directors.
6. Detailed performance reports for each KPI were considered by the Finance and Performance Management Scrutiny Panel at its meeting on 11 November 2013.
7. The Committee is requested to review KPI performance for the first half of the year. A specific corporate KPI performance improvement target has not been set for 2013/14, as the Council's adopted key objectives for the year seek the achievement of targets for all relevant objectives and indicators.

Resource Implications:

Resource requirements for actions to achieve specific KPI performance for 2013/14 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

2013/14 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 2013/14 will have been identified by the responsible service director/chief officer.

Consultation Undertaken:

Second-quarter KPI reports considered by the Finance and Performance Management Scrutiny Panel on 11 November 2013.

Background Papers:

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

Impact Assessments:

Risk Management

Failure to review KPI performance in a timely manner 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.

Equality:

There are no equality implications arising from the recommendations of this report. Relevant implications arising from actions to achieve specific KPI performance for 2013/14 will have been identified by the responsible service director/chief officer.