

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



**Epping Forest
District Council**

Report Reference: FPM-001-2014/15
Date of Meeting: 26 June 2014

Portfolio: Finance and Technology (Councillor S. Stavrou)

Subject: Key Performance Indicators 2013/14 - Outturn

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Recommendations/Decisions Required:

That the Committee review outturn performance in relation to the key performance indicators for 2013/14.

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 its approach to the continuous improvement duty, a range of Key Performance Indicators (KPI) relevant to the authority's services and key objectives are adopted each year. Performance against the KPIs is reviewed on a quarterly basis, and has previously been an inspection theme in external judgements of the Council's overall progress.

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 services and outcomes delivered..
4. A number of KPIs are used as performance measures for the authority's key objectives. It is important that relevant performance management processes are in place to review and monitor performance against key objectives and indicators, to ensure their continued achievability and relevance, and to identify and implement 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 review and monitor KPI performance and to identify corrective action where necessary could have negative implications for judgements made about the Council's progress, and might mean that

opportunities for improvement were lost. The Council has previously agreed arrangements for reviewing performance against the KPIs.

Report:

Key Performance Indicators 2013/14

6. A range of Key Performance Indicators (KPI) for 2013/14 was adopted in March 2013. 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.
7. 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.
8. 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 were agreed by Management Board and were subject to ongoing review between the relevant service director and portfolio holder over the course of the year.
9. The provisional outturn position with regard to the achievement of target performance for the KPIs for 2013/14 was as follows:
 - (a) 28 (80%) indicators achieved the cumulative performance target for the year; and
 - (b) 7 (20%) indicators did not achieve performance target for the year, although 2 of these KPI performed within the agreed tolerance for the indicator.
10. A summary KPI outturn report for 2013/14 is attached for the consideration of the Committee as Appendix 1 to this agenda. Detailed performance reports in respect of each of the KPIs will be considered by the Finance and Performance Management Scrutiny Panel at its meeting on 16 July 2014.
11. The 'amber' performance status used in the KPI report identifies those indicators that missed the agreed target for the year, but where outturn 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 2013, or were subsequently confirmed with the appropriate service directors.
12. The Committee is requested to note outturn performance in relation to the KPIs for 2013/14. Any matters raised by the Committee in respect of KPI performance for the year, will be reported to the Scrutiny Panel.

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:

The performance information set out in this report has been submitted by each appropriate service director. Individual outturn KPI performance for 2013/14 has been reviewed by Management Board (11 June 2014) and will be considered by the Finance and Performance Management Scrutiny Panel on 16 July 2014. .

Background Papers:

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