

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

**Report Reference: FPM-011-2014/15
Date of Meeting: 13 November 2014**



**Epping Forest
District Council**

Portfolio: Governance and Development Management

Subject: Key Performance Indicators 2014/15 - Quarter 2 Performance

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Recommendations/Decisions Required:

That the Committee review second quarter performance in relation to the key performance indicators for 2014/15.

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 2014/15

6. A range of thirty-six Key Performance Indicators (KPI) for 2014/15 was adopted by the Committee in March 2014. 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. 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. In order to enhance the value of the on-going review of KPI performance, no indicators are subject to scrutiny or performance reporting at year-end only.
8. 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.
9. As part of the overview and scrutiny review undertaken in 2013/14, changes have been made to arrangements for the quarterly review of KPI performance. With effect from the current municipal year, the existing scrutiny panels (Finance and Performance Management, Housing, Planning Services, Safer, Greener, Cleaner) are now each responsible for the review of quarterly performance against specific KPIs within their areas of responsibility, rather than all indicators being considered by the Finance and Performance Management Scrutiny Panel as previously.
10. The overall position with regard to the achievement of target performance for all of the KPIs at the end of the second quarter (to 30 September 2014) of the year, was as follows:
 - (a) 25 (69%) indicators achieved the cumulative second quarter target;
 - (b) 11 (30%) indicators did not achieve the cumulative second-quarter target, although 2 (5%) of these performed within the agreed tolerance for the indicator; and
 - (c) 30 (83%) indicators are currently anticipated to achieve the cumulative year-end target.
11. A headline second quarter KPI performance report for 2014/15 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 individual scrutiny panels during the current cycle of meetings.
12. 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 2014, or were subsequently confirmed with the appropriate service directors.
13. The Committee is requested to note second quarter performance in relation to the KPIs for 2014/15. Any matters raised by the Committee in respect of specific current KPI performance, will be reported to the appropriate scrutiny panel.

Resource Implications:

Resource requirements for actions to achieve specific KPI performance for 2014/15 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 2014/15 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 2014/15 will have been identified by the responsible service director/chief officer.

Consultation Undertaken:

The performance information and targets set out in this report have been submitted by each appropriate service director and have been reviewed by Management Board. The individual KPI improvement plans for 2014/15 will be agreed by the Board.

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***

There are no risk management issues arising from the recommendations of this report. Relevant issues arising from actions to achieve specific KPI performance for 2014/15 will have been identified by the responsible service director/chief officer.

Due Regard Record

This page 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.

Date/Officer	Summary of equality analysis
31 October 2014 B. Copson	<p>An overriding aim of the KPIs is to improve performance and services, and outcomes for customers.</p> <p>There are no equality implications arising from the specific recommendations of this report.</p> <p>Equality implications arising from actions to achieve specific KPI performance will have been identified and considered by the responsible service director or chief officer.</p>