

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

**Report Reference: FPM-001-2017/18
Date of Meeting: 22 June 2017**



**Epping Forest
District Council**

Portfolio: Governance and Development Management

Subject: Key Performance Indicators - 2016/17 Quarter 4 (Outturn) Performance

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Recommendations/Decisions Required:

- (1) That the Committee reviews Quarter 4 performance for the Key Performance Indicators adopted for 2016/17;
- (2) That the Committee identify any Key Performance Indicators for 2016/17, that require in-depth scrutiny or further report on progress achieved.

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 range of thirty-seven Key Performance Indicators (KPI) was adopted for 2016/17 in March 2016. 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.

2. 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.

3. 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.

Key Performance Indicators 2016/17 – Quarter 4 Performance

4. The position with regard to the achievement of target performance for the KPIs at the end of the year (31 March 2017), was as follows:

- (a) 28 (75%) indicators achieved the cumulative end of year target; and
- (b) 9 (25%) indicators did not achieve the cumulative end of year target, although
- (c) 3 (8%) of these KPIs performed within the agreed tolerance for the indicator.

5. Outturn performance against the indicator set for this year is same as last year when 27 (75%) of the 36 indicators achieved target.

6. A headline Q4 KPI performance report for 2016/17 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 being considered by the individual select committees.

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 (+/-).

8. The Committee is requested to review outturn performance for the 2016/17 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 during May 2017, and individual Select Committees during June and July 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.