

POLICY AND RESOURCES COMMITTEE - 24 JANUARY 2022

PART I - DELEGATED

8. PERFORMANCE INDICATORS REVIEW (CED/DCES/DoF)

1 Summary

- 1.1 Following a request by Corporate Management Team, officers have conducted a review of all the Performance Indicators of Three Rivers District Council.

2 Description

- 2.1 It was agreed that a review of Performance Indicators (PIs) collected by the services of Three Rivers District Council would take place in 2021/2022.
- 2.2 The objective of the review was to ensure the set of PIs are appropriate and relevant to the services and the successful delivery of the Corporate Framework.

3 Summary of Main Points

- 3.1 In 2020/21, officers reviewed the strategic objectives in the corporate framework and developed a number of Key Performance Indicators (KPIs). These reflect the objectives of the Corporate Framework and can show the delivery of these objectives. These KPIs were made up of new and existing indicators.
- 3.2 The natural follow on from the corporate framework KPIs is to review the remaining PIs to ensure they are fit for purpose.
- 3.3 Officers have met with each Head of Service and their service managers and reviewed the PIs of every service (including both KPIs and Service PIs). Research has also been undertaken into other council's performance indicators to build and develop ideas for our own.
- 3.4 The lists below now reflects the conclusion of that exercise, see appendix A. The lists are split between (1) new PIs, (2) PIs that needed amending (and the proposed amendments); (3) PIs that have been proposed for deleting and (4) PIs to keep where amendments have happened or no change is required
- 3.5 We now have a clearer list of Performance Indicators for the council which are all related to the Corporate Framework and the themes, removing the split between Key Performance Indicators and Service PIs which were split in service plans but not in presentation of the Performance Indicators.
- 3.6 In section 2, the indicators that need to be amended; these will need to be completed once agreed, when heads of service and service managers review their procedure notes in January 2022. These will then be included in the final service plans in March 2022 and to be reported to CMT and Members during 2022/23.
- 3.7 Appendix B shows an example report template for the quarterly and annual reporting of performance to CMT and Members. This is included below for the approval of Members.
- 3.8 The report template uses a short summary section, with good news and points for noting sections immediately underneath. This is to act similarly to an executive summary in a report and give an overview for how the council is performing. The

Indicators in the report have been split by the Themes of the Corporate Framework, to reflect how the council is achieving our aims and objectives.

- 3.9 In the example included in the template, officers have populated it with the performance results from Quarter 4 of 2020/21. This is to give the reader a good understanding of what a full report will look like and uses quarterly and annual PIs, for the fullest picture of performance.
- 3.10 Appendix C lists all Performance Indicators that will be in place from 1st April 2022, subject to approval. Any amended or new indicators, will have the Procedure note developed during January 2022.
- 3.11 The next steps in the process will involve looking at a new package that could manage and report our PIs to enable us to understand further our performance as well as management of risks for example. Further research and costings will need to be looked at as to whether this is a viable option in future years.

4 Options and Reasons for Recommendations

- 4.1 Alternative options to this review of performance indicators (PIs) would be to continue with the current performance indicators.
- 4.2 Whilst the Heads of Service and their service managers make consideration of their PIs each year, during the period of reviewing their service plans, a full review has not taken place for a number of years. Therefore it was important to undertake a full review.
- 4.3 During 2020, officers and Heads of Service developed new Key Performance Indicators (KPIs) to support the delivery of the Corporate Framework. This exercise had the objective of ensuring we could clearly demonstrate the delivery of the Corporate Framework. Following this work, it was an appropriate next step to review the remaining PIs. Therefore the proposed work brings together all indicators and a clearer format for reporting and monitoring the council's performance.

5 Policy/Budget Reference and Implications

- 5.1 The recommendations in this report are within the Council's agreed policy and budgets.
- 5.2 The recommendations in this report relate to the achievement of the following performance indicators, all of which are noted in the attached appendices

Financial, Legal, Equal Opportunities, Staffing, Environmental, Community Safety, Public Health, Customer Services Centre, Communications & Website, Risk Management and Health & Safety Implications

None specific.

6 Financial Implications

- 6.1 None currently arising. To change the reporting format and presentation further would require a performance monitoring package at a cost. This is currently not proposed but a future consideration to allow for more interpretation and analysis of performance indicators.

7 Equal Opportunities Implications

7.1 Relevance Test

Has a relevance test been completed for Equality Impact?	No. A relevance test is not required.
Did the relevance test conclude a full impact assessment was required?	No

8 Risk and Health & Safety Implications

8.1 The Council has agreed its risk management strategy which can be found on the website at <http://www.threerivers.gov.uk>. In addition, the risks of the proposals in the report have also been assessed against the Council's duties under Health and Safety legislation relating to employees, visitors and persons affected by our operations. The risk management implications of this report are detailed below.

8.2 The subject of this report is covered by the Community Partnerships service plan(s). Any risks resulting from this report will be included in the risk register and, if necessary, managed within this/these plan(s).

Nature of Risk	Consequence	Suggested Control Measures	Response <i>(tolerate, treat, terminate, transfer)</i>	Risk Rating <i>(combination of likelihood and impact)</i>
Risk that the council fails to manage its performance and maintain governance.	Service failure occurs as they are not being monitored and managed.	Agree new Performance Indicators and format for reporting.	Tolerate	4

8.3 The above risks are scored using the matrix below. The Council has determined its aversion to risk and is prepared to tolerate risks where the combination of impact and likelihood scores 6 or less.

Very Likely ↓ Likelihood	Low 4	High 8	Very High 12	Very High 16
	Low 3	Medium 6	High 9	Very High 12

