

POLICY AND RESOURCES COMMITTEE

24 APRIL 2019

Key Performance Indicators 2019-20

Final Decision-Maker	Policy and Resources Committee
Lead Head of Service/Lead Director	Angela Woodhouse Head of Policy, Communications and Governance
Lead Officer and Report Author	Anna Collier, Policy and Information Manager
Classification	Public
Wards affected	All

Executive Summary

The Council has recently approved a new Strategic Plan for 2019-45. The Committee are asked to consider new key performance indicators that measure achievement of the Council's priorities for 2019-20.

This report makes the following recommendation to Policy and Resources Committee:

1. That subject to consideration of feedback from the Service Committees the Key Performance Indicators for 2019-20, attached as Appendix 1, be approved

Timetable

Meeting	Date
Corporate Leadership Team	19/03/2019
Heritage Culture and Leisure Committee	02/04/2019
Communities Housing and Environment Committee	16/04/2019
Policy and Resources Committee	24/04/2019

Key Performance Indicators 2019-20

1. INTRODUCTION AND BACKGROUND

1.1 The Council has approved a new Strategic Plan for 2019-45 and agreed four new priorities:

- Embracing Growth and Enabling Infrastructure
- Safe Clean and Green
- Homes and Communities
- A Thriving Place

1.2 Indicators are reviewed at the start of each year and following the creation of the new Strategic Plan and priorities, changes will be required.

1.3 The Draft set of new Key Performance Indicators have been reviewed with Heads of Service and Corporate Leadership Team and can be reviewed at Appendix 1, set out by priority.

1.4 As part of the review of this year's indicators, feedback has been given by officers and Members. Drop in sessions were arranged at the town hall for Members to come and review the new indicators. Eight Members in total attended.

Reports

1.5 Members are understandably increasingly concerned about the cost of providing services and ensuring that resources are well invested. Whilst both the Finance and Policy and Information team have worked hard to bring both reports together to Committee as early as possible following the end of each quarter, it is not providing Members with the clarity they need. Therefore the quarterly budget and performance reports will be merged; and presented as one single report firstly to Corporate Leadership Team and then the relevant budgets and indicators to each Committee.

1.6 Providing a single report, as is done by authorities elsewhere, will provide greater transparency on whether performance reflects the investment or whether further investment needs to be made.

1.7 Over the last few years the Policy and Information Team has included 'information only' indicators to provide Members with the wider context of the Council's impact and the environment in which the Council is operating.

1.8 These do not always work best with the performance report as they are not targetable indicators. This does not mean that the information is not important but perhaps not best included in a performance report.

1.9 What will be produced instead is an annual strategic update to each committee on each of the four new priorities. This report would contain a

range of performance data and contextual data as well as progress on the outcomes identified in the Strategic Plan, and key projects.

2. AVAILABLE OPTIONS

Stop performance monitoring

- 2.1 Though it is considered best practice, some authorities have chosen to drop performance management or produce performance data which they publish on their website.
- 2.2 This is not recommended as monitoring performance ensures oversight and challenge to the delivery of the Council's priority action areas and mitigates risk of the Council not delivering its priorities and key services.

Keep the current set of indicators

- 2.3 A set of indicators is currently in place and is being reported to Committees. Whilst these indicators could be realigned to the new priorities they do not fully reflect the changes that have been made in the new Strategic Plan.
- 2.4 This is not recommended as the new set has been produced in consultation with Heads of Service following feedback from Members and therefore represents the best set of indicators to meet our current planned outcomes.

Agree the draft set of indicators

- 2.5 Appendix 1 shows the list of proposed Key Performance indicators for 2019-20 set out by the new priorities in the Strategic Plan 2019-45. The indicators were developed with Heads of Service and have been commented on by some Members.
- 2.6 The draft set of indicators have been presented to HCL and CHE committees and recommendations made at section 5.3 of this report.
- 2.7 Members could also choose to increase, reduce or change any targets or amend suggest new indicators.

3. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 3.1 The Committee is asked to approve the indicators for 2019/20 taking into account feedback from the service committees.
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4. RISK

- 4.1 The risks associated with this proposal, including the risks if the Council does not act as recommended, have been considered in line with the Council's Risk Management Framework. The production of robust performance reports ensures that the view of the Council's approach to the management of risk and use of resources is not undermined and allows early action to be taken in order to mitigate the risk of not achieving targets

and outcomes. We are satisfied that the risks associated are within the Council's risk appetite and will be managed as per the Policy.

5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 5.1 Performance is reported to each committee each quarter. Members often request future changes or express points of view on either the indicators or performance management generally. Notes have been taken of these for application in the current set and proposed approach.
- 5.2 A drop-in session was held for all Members on the 5th and 6th of March. Eight members attended and the results can be seen at Appendix 2
- 5.3 HCL committee reviewed the draft set of indicators on the 2 April 2019 and The Committee made the following recommendations to Policy and Resources Committee:
- That the footfall at the Museum indicator be targeted to reflect seasonality.
 - The indicator relating to 'Number of green flag parks' should reflect that the Council wanted to retain the 5 green flags it held, not increase them.
 - The indicator 'Number of people using parks and open spaces' should be deleted.
 - An additional indicator be included 'Actual Spend of Section 106 money'
 - An additional indicator should be included 'Maintenance per Acre or Hectare Spent on Parks and Open Spaces'.
 - An additional indicator should be included 'Attendance at Events in the Museum' to showcase the diversity of the events at the Museum.
 - An additional indicator should be included on the use of the Visit Maidstone site.
- 5.4 The Communities Housing and the Environment Committee are considering the draft set of indicators on the 16 April 2019 and any recommendations will be presented at Policy and Resources Committee on 24 April 2019.

6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 6.1 Once the indicators are agreed Heads of Service and Managers will be informed and the reports set up in time for first reporting.
- 6.2 The Performance and Budget report will be added to each Committees work programme for 2019-20.
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7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	Having a set of key performance indicators linked to financial management will support the Council's overall achievement of its aims. The performance management process monitors delivery of the Council's Strategic Plan 2019-25 and plays an important role in the achievement of corporate objectives. They also cover a wide range of services and priority areas, for example waste and recycling.	Anna Collier Policy and Information Manager
Risk Management	The production of robust performance reports ensures that the view of the Council's approach to the management of risk and use of resources is not undermined and allows early action to be taken in order to mitigate the risk of not achieving targets and outcomes.	Anna Collier Policy and Information Manager
Financial	The proposals set out in the recommendation are all within already approved budgetary headings and so need no new funding for implementation.	Section 151 Officer & Finance Team
Staffing	We will deliver the recommendations with our current staffing	Anna Collier Policy and Information Manager
Legal	Acting on the recommendations is within the Council's Powers. There is no statutory duty to report regularly on the Council's performance. However, under Section 3 of the Local Government Act 1999 (as amended) a best value authority has a statutory duty to secure continuous improvement in the way in which its functions are exercised having regard to a combination of economy,	Anna Collier Policy and Information Manager

	efficiency and effectiveness. One of the purposes of the Key Performance Indicators is to facilitate the improvement of the economy, efficiency and effectiveness of Council Services. Regular reports on the Council's performance assist in demonstrating best value and compliance with the statutory duty.	
Privacy and Data Protection	The recommendations do not propose a change in service therefore will not require a data protection impact assessment	Anna Collier Policy and Information Manager
Equalities	The recommendations do not propose a change in service therefore will not require an equalities impact assessment	Anna Collier Policy and Information Manager
Public Health	We recognise that the recommendations will not negatively impact on population health or that of individuals.	Anna Collier Policy and Information Manager
Crime and Disorder	No impact	Anna Collier Policy and Information Manager
Procurement	No Impact	Anna Collier Policy and Information Manager

8. REPORT APPENDICES

- Appendix 1: Key Performance Indicators by Committee
- Appendix 2: Member Feedback

9. BACKGROUND PAPERS

None