

Summary

1. This report sets out the council's performance management arrangements, all performance indicators and targets for 2011/12 and the 2010/11 performance for the Key Indicators.

Recommendations

2. The committee agrees that the indicators set out in Appendix 1 are to be the council's Key Indicators
3. The committee approves the indicator reporting format as set out in Appendix 1

Financial Implications

4. None. There are no costs associated with the recommendations.

Background Papers

5. The following papers were referred to by the author in the preparation of this report and are available for inspection from the author of the report.

None

Impact

- 6.

| | |
|---------------------------------|------|
| Communication/Consultation | None |
| Community Safety | None |
| Equalities | None |
| Health and Safety | None |
| Human Rights/Legal Implications | None |
| Sustainability | None |
| Ward-specific impacts | None |
| Workforce/Workplace | None |

Situation

7. Performance indicators are a key part of the council's performance management framework. They allow managers and councillors to see how service areas are performing and where potential problems lie.
8. Performance indicators are analysed by the Strategic Management Board (SMB) every quarter. In addition, Divisional Heads discuss the performance of their service areas with SMB through a regular cycle of meetings.
9. The Performance and Audit Committee has an important role to play in the performance of Uttlesford District Council through quarterly monitoring of the council's set of indicators.
10. The council's approach to performance management has been refined over successive years and a review of all indicators was carried out by SMB along with Divisional Heads and service managers over several months.
11. The result of this review is a refinement of the indicators to be used by the council in 2011/12 onwards so it is more proportionate with the size and resources of the authority. The review has also eliminated duplication so if information is already reported to members in another form, for example through budget monitoring reports, it does not appear as a performance indicator.
12. Considerable attention and scrutiny has been given to target setting to ensure that the targets set are challenging but achievable. The target setting process involved peer challenge sessions and every target was debated and finally approved by SMB.
13. The chairman of the committee has been heavily involved in establishing the approach to performance monitoring for the committee and has requested a basket of Key Indicators, which together give a picture of the corporate health of the authority, be established on which the committee can focus its discussion each quarter.
14. These Key Indicators were based on those which were previously identified and monitored by the Voluntary Improvement Board between 2007 and 2010 and indicators identified by the committee chairman and the performance team.
15. The Performance and Audit Committee will receive a performance report every quarter, with Quarter 1 (1 April to 30 June) performance for 2011/12 reported at the next meeting in August.
16. The Key Indicators will be collated in a table and show, on a rolling basis, performance for the last four quarters along with the latest target, and whether the indicator is green (on or above target), amber (up to 10 per cent below target) or red (more than 10 per cent below target).
17. The remaining performance indicators will be collated in a second table in each report, following the same format as the Key Indicators.

18. Appendix 1 contains the 2010/11 performance for the Key Indicators. Please note that the indicator measuring accidents is a new indicator requested by the committee chairman, so therefore there is no data included in the report for 2010/11.

19. Appendix 2 details all the indicators being collected in 2011/12, including the Key Indicators, and sets out their targets.

Risk Analysis

| Risk | Likelihood | Impact | Mitigating actions |
|-----------------------------------|------------------------------------|--|--|
| Performance will not meet targets | 2 – the council is performing well | 3 – missed targets usually indicate performance issues which impact on residents | Performance is discussed by SMB and Performance and Audit Committee regularly, helping identify areas of concern in a timely manner. |

1 = Little or no risk or impact

2 = Some risk or impact – action may be necessary.

3 = Significant risk or impact – action required

4 = Near certainty of risk occurring, catastrophic effect or failure of project.