

Technical background and conventions

This report sets out the Council's progress against its key strategic performance measures for 2016/17. Performance is presented by priority and augmented with corporate health and contextual measures to further describe the operating environment and / or challenges.

Activities are monitored within the services. Of those reported here, there are 3 categories of KPIs:

KSMs	<p>Key Strategic Measures: Taken from individual Service Plans, which show the council's progress against the high level Strategic Priorities in the Council Strategy. These measures also cover the Core Business areas</p>
KAMs	<p>Key Accountable Measures: Small subset of the KSMs which are chosen by Members and reported through the Executive Cycle and externally</p>
CDP	<p>Council Delivery Plan Measures: Taken from individual Service Plans, which support the Strategic Priorities in the Council Strategy, and are specifically linked to one of the 'Key Things We Plan to Do'. A summary of these can be found on the last page of the refreshed Council Strategy</p> <p>They will be monitored quarterly through the CDP, and reported to Corporate Board as part of the overall quarterly performance narrative or 'so what' analysis. They may also be publicly reported at year end, as part of the Council Strategy Refresh or annual report</p>

Measures are RAG rated by projected year end performance, e.g. a prediction of whether the target or activity will be achieved by the end of the financial year (or, for projects, by the target date):

★ On target
 ◆ Behind target
 ■ Target missed
 ◎ Annual target
 ⌚ Data not available
 ≡ Baseline

(E) (P) indicates that an outturn is an estimate / provisional and will be confirmed during the year

Where a KSM or KAM is reported as 'amber' or 'red', an exception report is provided. This identifies the reasons for this assessment and shows what remedial action has been put in place to either bring the measure back on target or to mitigate the consequence of it not being achieved; and whether any Strategic action is required.

To note: where a change has been made to a target or the way in which a measure is reported, an asterisk (*) is placed next to the current target and in the adjacent explanatory comment.

Comparative outturns

Where possible our progress is compared to 152 local authorities, showing in which quartile we stand. Where a direct, national comparison is not available, this is labelled as 'local'. Because of the timescales involved in central government publication these are available 6-12 months in arrears.

Corporate Health

A summary of the progress against these measures are presented for each Directorate and monitor, for example, turnover, absence and attendance at mandatory training.

Measures of Volume / Contextual Measure

Each service reports non-targeted measures, which either illustrate the workload in a service or the state of the district, for e.g. average house prices. These are presented in a dashboard.

Scorecard

The Council Performance Scorecard is an overall summary of performance against the Council Strategy Priorities and Overarching Aim, Core Business areas and the two corporate health measures relating to revenue expenditure forecast and staff turnover.

A RAG rating is given to each Priority and the Overarching aim. This decision is not based on an exact formula, but is reached by the relevant decision bodies (e.g. Corporate Board, Executive), through their discussion of the KSM report. The RAG judgement aims to reflect the likelihood of delivering the priorities and aims over the lifetime of the Council Strategy.

Green (G) – indicates we have either achieved / exceeded or expected to achieve / exceed what we set out to do

Amber (A) – indicates we are behind where we anticipated to be, but still expect to achieve or complete the activities as planned

Red (R) indicates that we have either not achieved – or do not expect to achieve what we set out to do based on the current plans and results to date.

In a similar manner, an overall RAG rating is applied to each core business area and the Corporate Programme, but the focus is instead on the likelihood of achieving the end of year targets.

[Link to Performance framework](#)

Dashboard

The dashboard is providing a visual representation for the evolution of some Measures of Volume. The elements used to provide information are as follows:

- Arrows – upwards or downwards based on the evolution of the measure quarter versus quarter (e.g. Q2 this year vs. Q2 of the previous financial year). In some cases it is more appropriate to compare Year to Date values and this is indicated by the 'YTD' text on the arrows. A sideways pointing arrow indicates that there is not much difference between the two reporting periods.
- The number or percentages provided in bold on the arrows show the actual difference change or the percentage variance respectively between the reporting period (quarter only or year to date) and the corresponding period of previous year. The values between brackets reflect the result for the reporting quarter (except where 'YTD' text is added which indicates that the value is year to date).

To note: direction of travel is based on the difference between the two values and not as a result of a statistical test to assess if such a difference is statistically significant or not.