

## London Borough of Enfield

### Cabinet

Meeting Date: Cabinet – 7<sup>th</sup> July 2021

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**Subject:** Quarter 4 Performance Report

**Cabinet Member:** Cllr. Ian Barnes

**Executive Director:** Fay Hammond, Executive Director Resources

**Key Decision:** Non-Key

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### Purpose of Report

1. This is the quarterly report on the Corporate Performance Scorecard that reflects the Council priorities as outlined in the new Council Business Plan. The report attached at Appendix 1 shows the Quarter four performance for 2020/21 (Jan-March 2021) and compares it to the Council's performance across the previous four quarters for a series of Key Performance Indicators (KPIs).
2. Appendix 2 focuses on a selection of priority measures where performance is currently off target and/or direction of travel is negative. For each measure an Action Plan has been provided to demonstrate what is being done in each service area to address underperformance.

### Proposal(s)

3. Cabinet is asked to note, for information only, the progress being made towards delivering the key priority indicators for Enfield.

### Reason for Proposal(s)

4. The report is part of the Quarterly timetable for Cabinet to review performance.

### Relevance to the Council Plan

5. The performance measures are grouped under the Council's Corporate Plan themes and our guiding principles. These are being updated to reflect the new corporate plan for future reports

### Background

6. Information is provided in line with the new Corporate Plan and priorities
7. In the continuing challenging local government financial environment, it is important that the Council continues to monitor its performance to ensure that the level and quality of service and value for money is maintained and where possible improved. It is also essential to understand and take appropriate action in areas where performance is deteriorating. This may include delivering alternative interventions to address underperformance or making a case to central government and other public bodies if the situation is beyond the control of the Council
8. The purpose of the Corporate Performance Scorecard is that it has been developed to demonstrate progress towards achieving the Council's aims and key priorities as set out in the Council Business Plan. The report is a management tool that supports Council directorates and the Executive Management Team (EMT) in scrutinising, challenging and monitoring progress towards achieving the Council's aims.
9. Performance information is reported quarterly to the Departmental Management Teams (DMT) within each directorate and then to the Executive Management Team (EMT) and Cabinet. In addition, detailed management and operational performance information is monitored more regularly
10. The Corporate Scorecard is reviewed annually with departments and EMT to consider the KPIs that should feature in the scorecard for the coming year. Targets are set based on considering the previous 3 years performance, direction of travel, local demand and by considering available resources to deliver services.
11. Targets allow us to monitor performance. We apply a standard methodology which the vast majority of KPIs are then rated against. KPIs are rated at quarterly intervals as Red, Amber or Green (RAG). We have included a key on the Scorecard to explain these definitions, these are as follows:
  - a. Red: The KPI is behind/below target and is varying by over 10% from its target.
  - b. Amber: The KPI is narrowly missing target and/or there is information that performance will be on track in future quarters;
  - c. Green: The KPI is meeting/exceeding its target.
12. Under Performing KPI Action Plans: Appendix 2 focuses on a selection of priority KPIs that are underperforming. These priority KPIs are selected following discussion at EMT where KPIs that have been behind target for a sustained period are selected. This selection is then discussed and reviewed with the Deputy Leader of the Council. Individual meetings are then held with the owners of these KPIs and the owners are asked to draw up action plans to provide context and detail how performance will be improved. Areas will continue to be subject to these Action Plans until an upturn in performance is realised and that they have been rated Green for 2 quarters.

13. The KPIS subject to additional challenge where an Action Plan has been developed are as follows
- Waste and Recycling
  - Temporary Accommodation
  - Telephony and Customer Services
  - Sickness Absence
  - Complaints, Freedom of Information Requests and Members Enquiries

### **Main Considerations for the Council**

14. There are several key trends to note within the outputs and comments within the Quarterly performance report but it should be noted that the Covid 19 pandemic has impacted on a number of the measures.

### **Safeguarding Implications**

15. A safeguarding section relating to the Councils progress towards achieving its key performance indicators is set out in this report

### **Public Health Implications**

16. The scorecard includes several health and wellbeing KPIs that aim to address the key health inequalities in Enfield.

### **Equalities Impact of the Proposal**

17. Local authorities have a responsibility to meet the Public-Sector Duty of the Equality Act 2010. The Act gives people the right not to be treated less favourably because of any of the protected characteristics. We need to consider the needs of these diverse groups when designing and changing services or budgets so that our decisions do not unduly or disproportionately affect access by some groups more than others.
18. Corporate advice has been sought regarding equalities and an agreement has been reached that an equalities impact assessment/analysis is not relevant or proportionate for the corporate performance report.

### **Environmental and Climate Change Considerations**

19. An Environmental and Climate Change Section relating to the Councils progress towards achieving its key performance indicators is set out in this report. The Climate Change indicators are being developed and initial KPIS can be found in this report

### **Risks that may arise if the proposed decision and related work is not taken**

20. This is for Cabinet to review progress in terms of Enfield achieving its corporate performance indicators

**Risks that may arise if the proposed decision is taken and actions that will be taken to manage these risks**

21. This is for Cabinet to review progress in terms of Enfield achieving its corporate performance indicators

**Financial Implications**

22. The cost of producing the quarterly reports will be met from existing resources.

23. A series of financial measures that have been reported at Cabinet are included in this report.

**Legal Implications**

24. There is no statutory duty to report regularly to Cabinet on the Council's performance, however under the Local Government Act 1999 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, efficiency and effectiveness. Regular reports on the Council's performance assist in demonstrating best value.

**Workforce Implications**

25. The scorecard includes several KPIs that report on staff sickness within Enfield

**Property Implications**

26. None

**Other Implications**

27. None

**Options Considered**

28. Not to report regularly on the Council's performance in a public report. This would make it difficult to assess progress made on achieving the Council's main priorities and to demonstrate the value for money being provided by council services.

**Conclusions**

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**Appendices**

Appendix 1: Corporate Scorecard

Appendix 2: Action Plans on under achieving KPIS

**Background Papers**

None