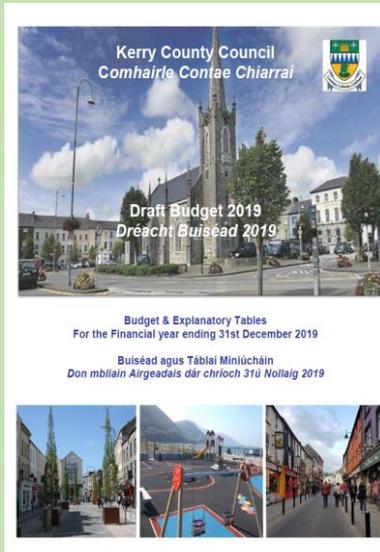


Linking Budget and Performance Indicators

Presented by:
Angela McAllen
Head of Finance and Killarney Municipal Manager

Kathleen Moriarty
SEO - Efficiency Management and Finance



Kerry County Council

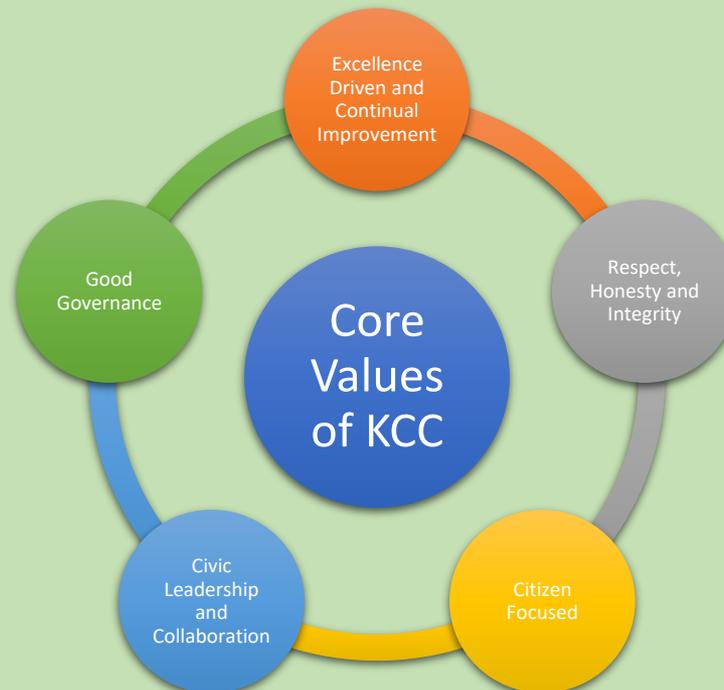
“The overall intention of performance measurement is to improve the service from Local Authorities, by using the results, decision makers at local level can focus attention and resources on areas where improvement could be effected to the benefit of customers”

National Oversight and Audit Commission.



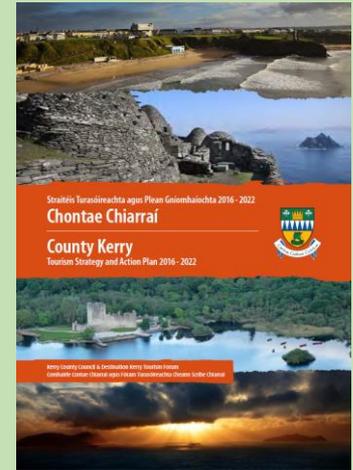
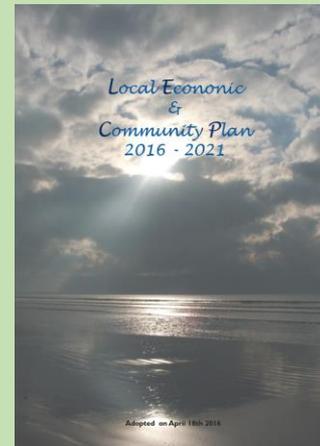
Strategic Corporate Priority

- Led by Senior Management Team
- Prioritise performance measurement, management and its improvement across the organisation
- **Aim:**
Embed culture of continual improvement of performance
- NOAC Recommendations



Corporate Plan Review

- Incorporate Broader Strategic Priorities
 - Social, Economic and Community Development
 - LECP
 - Tourism Strategy
 - Action Plan for Jobs
 - National Planning Framework
 - Climate Change
 - Working in Partnership
- Structural Change
 - Municipal Districts
 - LCDCs
 - PPN
 - Shared Services
- Focus on Accountability, Performance Outcomes, Good Governance and Oversight



Strategic Corporate Priority Area

- Organisational Capacity and Accountability
 - Governance
 - Use of Resources including Budget
 - Performance Review and Management Systems
 - Continuous Improvements in Performance
 - Financial Stability
 - Efficiency, Value for Money(VFM)
- Supporting Strategies in the Corporate Plan-Implementation
- Strategic Local Indicators included in revised Corporate Plan including NOAC Indicators



Initial Step: Performance Measurement Framework

- Set out KCC Ambition in relation to Performance Monitoring
- Performance Targets for National Performance Indicators
- Local Indicators/Measures of Performance - Targets
- Quarterly Review of Outcomes at Local Level
- Management Review and Monitoring
- Comparative Analysis trends over time and with similar local authorities
- Corrective Action, Business Process Analysis, Continual Improvements

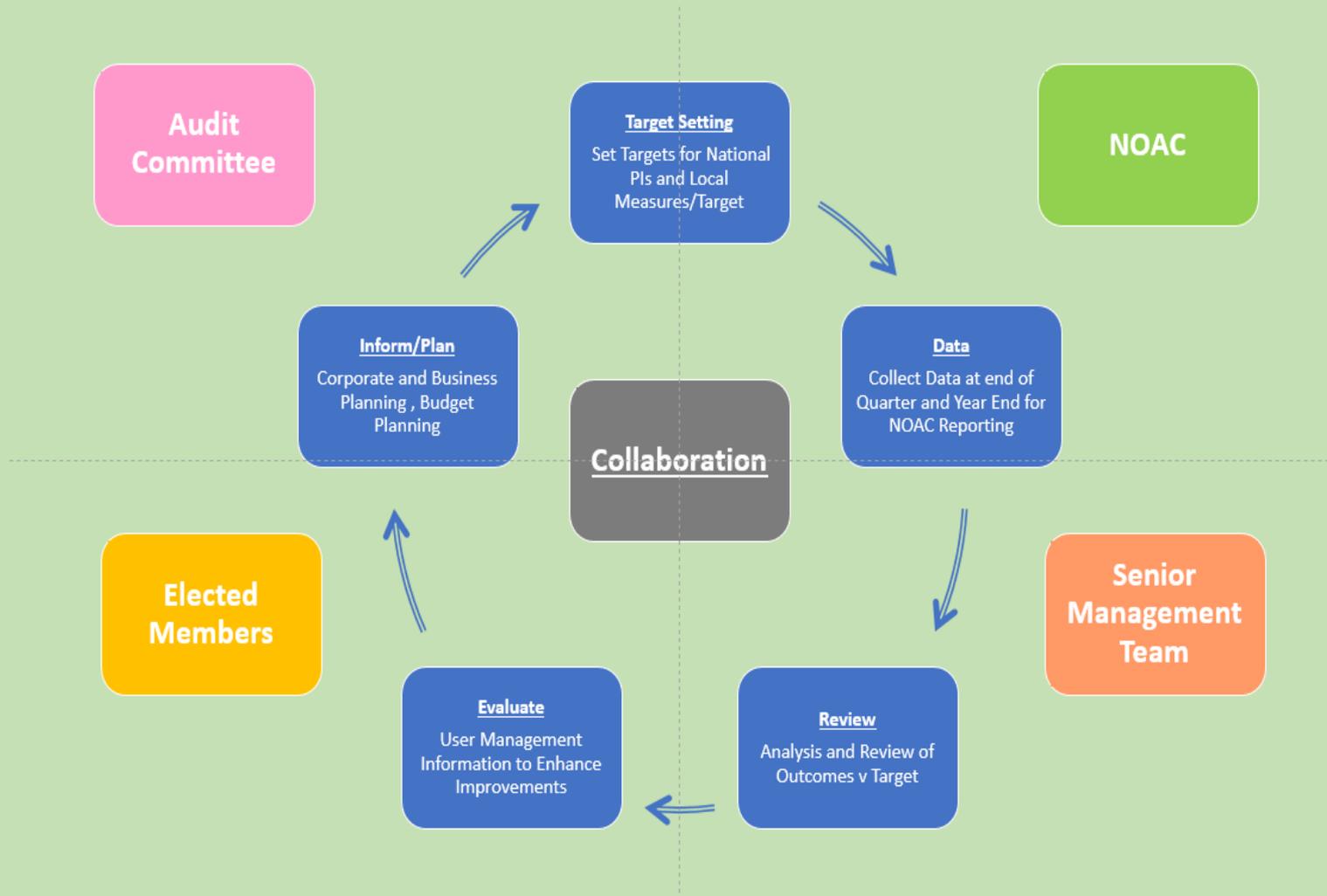


Usage of Performance Indicators

- Culture of Active Analysis, Comparisons, Review and Effecting Improvements
- Led by Senior Management, Systems in place to support this
- Governance Structures in place
- Link to Resource Allocations for Budgets



Performance Measurement Cycle



Governance Structure: Organisational Efficiency Performance Committee (OEPC)

- Senior Business Group -Cross Directorate
- Chaired by Chief Executive
- Advise CE/SMT on improved performance and efficiency
- Identify areas for improvement or for further examination
- Specific focus on organisation performance and operational practices
- Working Groups
 - Planning Enforcement
 - Internal Communications
 - NOAC/Corporate Performance
 - Training & Development
 - Council Meetings
- Recommendations to Senior Management



OEPC Improvement Programme

- Internal/External Communications
- Staff Briefings
- Staff Training and Development Priorities
- Annual Business Planning
- Customer Service Engagement
- Systems for Gathering Performance Targets
- Notice of Motion Review
- Performance Indicator Review of Outcomes



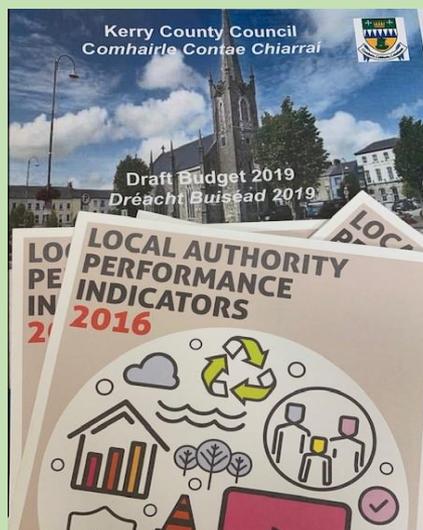
NOAC Performance Working Group

- Corporate Oversight Role
- Review NOAC Reports – Implications
- Peer Review of Performance Indicators and Outcomes with Business Unit Managers for the area under review
- Performance - Comparative, Trends, Median Values, Targets, Factors impacting on performance
- Make Recommendations for Improvement
- Wide Range of Indicator Outcomes Reviewed
- Corporate Planning, Service Delivery Plan, PMDS



Budget Planning

- Realigned to reflect Corporate Strategy Priorities
- Budget Meetings identify:
 - Resourcing Requirements
 - Improved Efficiencies
 - Improved Services
 - Risks
- Linkage to Service Indicator Outcomes/Targets



KCC Linking Targets/Outcomes to Resource Allocation

- Investment in Planning Enforcement System
 - Developed in-house
 - Enhanced Management Reporting for NOAC and Local Indicators
 - Business Process Review - Efficiency



- Review of Risk Register -Red Risk Areas



R1: Ratings in Pavement Surface Condition Index (PSCI)

- KCC Pilot County 2014 - roll-out of pavement surface condition surveys
- Since then majority of roads have been surveyed and condition rating applied
- Recognised Challenges
- Direct Link to National Road Grant Allocations and Own Resource Allocations from Budget
- Prioritise Work Programmes and Funding Allocation
- Linked to Service Delivery Plan



F2: Fire Service Mobilisation Times

- Analysis of trends/targets/outcomes quarterly and annually
- Calculation Methodology is challenging
- Highlighted data gathering issues impacting on the outcomes to NOAC during Site Visit – June 2018
- Factors impacting on performance
- Station by Station review of outcomes
- Procedures Review



Local Targets - Reporting of Outcomes to Municipal Districts

- Housing Maintenance - Response Time
- Vacant House Repair - Response Time
- Pothole Repair - Response Time
- Street Cleaning- Level of Service
- Public Lighting – Level of Service
- Number of Routine Litter/Dog Foul Patrols carried out
- Number of Derelict Site inspections
- Grass Cut targets Burial Grounds and Housing Estates
- Quarterly Reporting to Municipal Districts



Linking Budget 2019 to Performance Indicators

- Budget Process - Resource Allocation
- The CE report outlines the principal range of services being provided
- Priorities and Work Programme being delivered for 2019
- Performance standards to be met in the delivery of these services including NOAC Performance Indicators
- Consistent with Corporate Plan objectives





Thank You

