



## **CABINET**

**12 APRIL 2017**

**Subject Heading:**

Corporate Performance Indicators 2017/18

**Cabinet Member:**

Councillor Barrett

**SLT Lead:**

Sarah Homer, Interim Chief Operating Officer

**Report Author and contact details:**

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**Policy context:**

This report sets out the proposed Corporate Performance Indicators 2017/18 that have been aligned to the Council's new vision and Strategic Priorities.

**Financial summary:**

There are no direct financial implications arising from this report. It is expected that the delivery and monitoring of the proposed indicators will be achieved within existing resources.

**Is this a Key Decision?**

Yes

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**When should this matter be reviewed?**

The Corporate Performance Indicator list will be reviewed at the end of each financial year.

**Reviewing OSC:**

Lead Members will sign off the performance targets associated with each indicator through the annual service planning process. The Overview & Scrutiny Board will provide input into the target setting process at its meeting on 3 May and will receive quarterly reports throughout the year on the Council's progress in meeting these targets.

**The subject matter of this report deals with the following Council Objectives**

Havering will be clean and its environment will be cared for	[X]
People will be safe, in their homes and in the community	[X]
Residents will be proud to live in Havering	[X]

**SUMMARY**

The Council's new Vision for the borough, four strategic priorities and the supporting outcomes and delivery statements were approved as part of the Council's Budget 2017/18 at the Cabinet meeting on 8<sup>th</sup> February.

In line with this new Vision, a new set of Corporate Performance Indicators has been developed which sets out how the Council will measure progress in delivering the strategic outcomes and delivery statements. These Corporate Performance Indicators will be reported on a quarterly basis and through an annual performance report at the end of the financial year.

**RECOMMENDATIONS**

- 1) That the Cabinet approves in principal the new list of Corporate Performance Indicators for 2017/18, subject to the consideration of comments made by the Overview and Scrutiny Board at its meeting on 3 May.

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- 2) That authority be delegated to the Lead Member for Adult Services and Health to sign off the final Corporate Performance Indicators relating to:
  - reablement / rehabilitation;
  - reported outcomes for residents delivered by commissioned voluntary and community sector services, and
  - residents reporting good outcomes from their community (home care) service.
- 3) That authority be delegated to the Lead Member for Environment to sign off the survey/engagement PIs for Environment Services.
- 4) That, going forward, corporate performance reports be presented on a quarterly basis only to the Overview and Scrutiny Board and Cabinet, and be made available simultaneously to Members of the Overview and Scrutiny Sub-Committees.

### **REPORT DETAIL**

The Council's new Vision for the borough 'Havering – Making a Greater London' has four cross cutting strategic priorities:

- Communities making Havering
- Places making Havering
- Opportunities making Havering
- Connections making Havering

Underpinning each priority is a set of strategic outcomes and delivery statements that explain how each outcome will be achieved. The new set of Corporate Performance Indicators has been designed to measure our success in implementing these delivery statements and the wider strategic outcomes. The diagram below sets out the framework.



The proposed Corporate Performance Indicators for 2017/18 offer a more outcomes-focused set of indicators that measure the Council’s progress in delivering its key transformation plans and strategies. The proposed indicators include a mixture of both qualitative and quantitative measures as well as key milestones for major transformation programmes. Members will also note the proposed inclusion of a number of engagement / perception measures, which will provide Members with direct feedback from residents and service users regarding their overall wellbeing; how they feel about living in their local area; how satisfied they are with Council services, and the outcomes that these services have helped them to achieve. As a result, there are more indicators that can only be measured annually than has been the case in previous years.

Rather than focusing on outputs that simply report information about levels of service take-up, activities and actions undertaken by the Council, many of the new indicators provide information on what the impact of this activity has been on local residents and communities. The outcomes-focused nature of the new strategic outcomes, priorities and delivery statements and the increasingly co-dependent nature of public services means that many of the proposed performance indicators cannot be achieved by the Council acting alone. As many of the outcomes we wish to achieve for our residents require a “whole system” approach, the Council’s role going forward will increasingly be one of facilitator, enabler, influencer and effective partner rather than direct service provider. The schedule of performance indicators attached at **Appendix 1** therefore makes clear whether each indicator is within the direct control of the Council (a ‘Council PI’) or is a measure of the effectiveness of a variety of partners/organisations working

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together (a 'Partnership PI') and, if so, which agencies successful delivery is reliant upon.

This more outcomes-focused approach represents a significant change in emphasis for the Council and as such remains a work in progress for some areas. Members will note the inclusion on the attached schedule of a number of "placeholder" indicators whose development is linked to ongoing commissioning processes, to be completed over the next couple of months. Where this is the case, it is recommended that authority is delegated to the responsible Cabinet Member to sign off the final performance indicators for these areas of work.

The ongoing work in this area means that 2017/18 will be something of a transitional year. It is the Council's intention that the Corporate Performance Indicator set will become even more outcome focused for 2018/19 and beyond, with the ground work being undertaken over the next financial year to put processes in place to collect more of this type of data and intelligence going forward. For example, whilst for the coming year it is proposed to track the number of volunteers supporting Council services, it is intended that, in future years, systems and processes will be in place to allow officers to track volunteer attrition rates, the number of hours' work contributed by volunteers etc.

Whilst the Corporate Performance Indicator set will look quite different going forward, Members are assured that many of the indicators included in the current corporate performance indicator set will still be monitored at service level.

The list of Corporate Performance Indicators for 2017/18 is attached as **Appendix 1**.

### **Quarterly performance reporting**

Given that the proposed new Corporate Performance Indicators are closely aligned to transformation plans and strategies, they are less service specific and more cross-cutting across a number of service areas than the current set. As such, many of the proposed new corporate PIs would not fit neatly into the remit of one of the Overview and Scrutiny Sub-Committees. In light of this, it is proposed that, from 2017/18, Corporate Performance Reports are only reported to the Overview and Scrutiny Board on a quarterly basis, followed by Cabinet, with the reports being made available simultaneously to all Members of the Overview and Scrutiny Sub-Committees. The planned reporting schedule is attached at **Appendix 2**. The Chairs of the Overview and Scrutiny Sub-Committees would still be able to request reports on performance against particular indicators as required and would still be able to commission more detailed analysis / investigation of areas within their remits that they consider warrant further consideration.

Cabinet Members will be aware that the service planning timetable has slipped by approximately three months this year, in order to allow the work on the new corporate vision, priorities and outcomes to be concluded first. Subject to approval of the new Corporate Performance Indicator set, it is intended that individual service plans (including the performance targets associated with each of the new Corporate Performance Indicators) will be fully signed off by Lead Members and the Senior Leadership Team (SLT) by mid-June 2017, in order that the new reporting framework can go live as of Quarter 2 of 2017/18.

**REASONS AND OPTIONS**

**Reasons for the decision:** To sign off a new set of Corporate Performance Indicators for 2017/18 this is fully aligned with the Council's new vision, strategic outcomes and priorities.

**Other options considered:** The existing set of Corporate Performance Indicators could be retained, however the corporate performance indicators would then not be fully aligned with the Council's overarching vision, strategic outcomes and priorities. For this reason, this option is not recommended.

**IMPLICATIONS AND RISKS**

**Financial implications and risks:**

There are no direct financial implications or risks arising from approving performance indicators. Whilst it is expected that targets will be delivered within existing resources of relevant departments, officers regularly review the level and prioritisation of resources required to achieve the targets agreed by Cabinet at the start of the year. Adverse performance for some indicators may have financial implications for the Council. Should this require action which cannot be contained within existing resources these will be raised through the appropriate channels as the needs arise.

**Human Resources implications and risks:**

There are no direct HR implications or risks arising from this report. Any HR issues which occur as part of any change processes will be managed in accordance with both statutory requirements and the Council's Managing Organisational Change and Redundancy Policy and associated guidance.

**Legal implications and risks:**

There are no direct legal implications or risks arising from this report.

The corporate service planning process will need to take account of new and existing statutory duties and responsibilities that are imposed on the Council by the Government even if there are inadequate or no commensurate increases in Government funding to finance them. Failure to do so will put the Council at risk of legal challenge by affected residents or businesses.

Whilst reporting on performance is not a statutory requirement, it is considered best practice to review the Council's progress against the Corporate Plan and Service Plans on a regular basis.

**Equalities implications and risks:**

Equality Impact Assessments (EIAs) are systematically carried out for any services, projects or other schemes that have the potential to impact on communities and / or staff on the grounds of particular protected characteristics or socio-economic disadvantage.

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Over the course of the year, performance against some indicators might potentially have equality and social inclusion implications, if performance is not at an acceptable level. These will be highlighted as necessary in the quarterly Corporate Performance Reports, along with details of the steps that will be taken to address these.

**BACKGROUND PAPERS**

None