

## OVERVIEW AND SCRUTINY BOARD

**Subject Heading:**

Proposed Corporate Performance Indicators and Targets for 2015/16

**CMT Lead:**

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**Policy context:**

Performance indicators are a key part of the corporate business planning and performance frameworks, helping the Council to monitor its performance against the Corporate Plan and Service Plans.

### SUMMARY

This report sets out the proposed Corporate Performance Indicators and the associated targets for 2015/16 for review by the Overview and Scrutiny Board prior to the finalisation of the Corporate Plan and individual Service Plans.

### RECOMMENDATIONS

Members of the Overview and Scrutiny Board are asked to:

1. Review and comment on the appropriateness and robustness of the proposed Corporate Performance Indicators and the associated targets in light of previous performance and benchmarking of performance against other authorities (where available), and
2. Review and comment on the proposed tolerances for RAG rating performance.

**REPORT DETAIL**

Performance indicators are a key part of the corporate business planning and performance frameworks, helping the Council to monitor its performance against the Corporate Plan and individual Service Plans. As part of the annual service planning process, the Council's Corporate Leadership Team (CLT), in liaison with Lead Members, identifies a suite of Corporate Performance Indicators that are used to monitor progress in delivering the key activities and projects set out in the Corporate Plan and individual Service Plans. Performance against this indicator set is reported on a quarterly basis to the Corporate Management Team (CMT) and Cabinet. The relevant sections of the Cabinet report are also considered by the respective Overview and Scrutiny Committees, and now also the Overview and Scrutiny Board. Further indicators are agreed as part of the annual service planning process for regular reporting to Lead Members, key partnership boards (such as the Havering Community Safety Partnership), directorate management teams (DMTs) or service management teams (SMTs).

This is the first time that Members other than Lead Members have been invited to participate in the process of formulating the proposed Corporate Performance Indicators and targets. In addition to this, the Council is trialling for the first time in 2015/16 a more sophisticated approach to performance thresholds and RAG (red / amber / green) ratings. The Council currently employs a fairly rudimentary approach to RAG rating performance. Across all but two indicators and targets<sup>1</sup>, no matter how large or small the target, performance is RAG rated Good (Green) if it is on or within 10% of the target; Acceptable (Amber) if it is more than 10% off target but performance has been maintained or improved compared with the same time last year, and Unacceptable (Red) if it is more than 10% off target and performance has worsened since the same time last year. Benchmarking carried out against other London Boroughs has confirmed that Havering's is one of the more lenient systems for RAG rating performance currently in use across the capital. Going forward, it is intended that a more sophisticated approach be developed, with tolerances being set for each individual indicator as part of the service planning process.

**Appendix A** sets out the proposed Corporate Performance Indicators and associated targets for 2015/16. The proposed performance indicators are split into four sections, relating to staffing, service users, business processes and finance. Each indicator has proposed targets for 2015/16 and 2016/17, along with a proposed tolerance for RAG rating performance (e.g. +/-5% or +/-10%). It should be noted that these remain in draft form at this stage and will continue to be refined as officers continue to work through the service planning process between now and early April. Please note that the performance outturns for 2014/15 will not be available until the end of the financial year.

Members of the Overview and Scrutiny Board are asked to contribute to the service planning process by reviewing and commenting on the proposed Corporate Performance Indicators and the associated targets in light of previous performance and the benchmarking data attached at **Appendix B**. Members of the Overview and

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<sup>1</sup> The only exceptions to this approach are the "Percentage of NNDR collected" and "Percentage of Council Tax collected", for which the tolerance is +/- 5%.

Scrutiny Board are also invited to reviewing and comment on the proposed tolerances for RAG rating performance going forward.

Members' comments will be fed into the wider service planning process and will inform the finalisation of the Corporate Plan and individual Service Plans.

## IMPLICATIONS AND RISKS

### **Financial implications and risks:**

There are no direct financial implications or risks from this report. Adverse performance for some indicators may have financial implications for the Council. Whilst it is expected that targets will be delivered within existing resources, officers regularly review the level and prioritisation of resources required to achieve the targets agreed by Cabinet at the start of the year.

### **Legal implications and risks:**

There are no direct legal implications or risks 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 regularly review the Council's progress against the Corporate Plan and Service Plans.

### **Human Resources implications and risks:**

There are no direct HR implications or risks 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 & Redundancy Policy and associated guidance.

### **Equalities implications and risks:**

The Equality Act 2010 requires public authorities to have due regard to the three aims of the Public Sector Equality Duty when exercising public functions (e.g. planning, delivering and re-designing services). The three aims of the Public Sector Equality Duty are to:

- Eliminate unlawful discrimination, harassment and victimisation;
- Advance equality of opportunity, and
- Foster good community relations between people who share any protected characteristics and those who do not.

Overview and Scrutiny Board, 4<sup>th</sup> March 2015

The Council has a duty to act and is committed to all of the above in the provision, procurement and commissioning of its services, and the employment of its workforce.

Currently there are nine protected characteristics (previously known as “equality groups” or “equality strands”) covered under the Equality Act 2010. These are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

Detailed equality implications of individual proposals and activities will be assessed as necessary as part of the corporate service planning process. Equality impact assessments 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.

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, with details on the steps that will be taken to address these.

<b>BACKGROUND PAPERS</b>
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None.