



## Overview and Scrutiny Board

### Subject Heading:

Proposed Corporate Performance Indicators and Targets for 2017/18

### SLT Lead:

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### Policy context:

Performance indicators are a key part of the corporate business planning and performance management frameworks, helping the Council to monitor its performance against the Corporate Plan and individual service plans. This report sets out for review and comment by the Overview and Scrutiny Board the proposed Corporate Performance Indicators (CPIs) that will be reported in the Quarterly and Annual Corporate Performance Reports and the proposed targets for 2017/18.

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

Communities making Havering	[X]
Places making Havering	[X]
Opportunities making Havering	[X]
Connections making 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 February.

In line with this new Vision, a new set of Corporate Performance Indicators (PIs) has been developed which sets out how the Council will measure progress in delivering the strategic outcomes and delivery statements. These indicators were approved in principle by Cabinet on 12 April, subject to consideration of feedback from the

Overview and Scrutiny Board. The final set of corporate PIs for 2017/18 is due to be agreed by the Cabinet at its June meeting.

This report sets out (at **Appendix 1**) the draft new set of Corporate Performance Indicators and the proposed targets for 2017/18 for review by the Overview and Scrutiny Board prior to the finalisation of the individual Service Plans, which will go live in July 2017.

## RECOMMENDATIONS

Members of the Overview and Scrutiny Board are invited to review and comment on the proposed Corporate Performance Indicators and targets for 2017/18, prior to the Cabinet agreeing the final set of corporate PIs in June and individual Cabinet Members signing off the associated service plans before they go live in July 2017.

## 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. Following the approval of the Council's new Vision, the Council's Senior Leadership Team (SLT), in liaison with Lead Members, developed a proposed new set of Corporate Performance Indicators and targets that will be used to monitor progress in delivering the key activities and projects set out in the Corporate Plan. 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).

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 proposed new set of Corporate Performance Indicators has been designed to measure our success in implementing these delivery statements and the wider strategic outcomes.

The draft 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 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. However, where this is the case and where possible, quarterly corporate performance reports will include commentary and narrative on the actions being taken in pursuit of these objectives and targets.

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 together (a ‘Partnership PI’).

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, Cabinet has agreed that authority is delegated to the responsible Cabinet Member to sign off the final performance indicators for these areas. Feedback from the Overview and Scrutiny Board will be shared with those Cabinet Members as part of this process.

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.

Many of the proposed corporate performance indicators for 2017/18 are already included in Corporate Performance Reports. Where this is the case, the Council has strong trend data on which to base its target setting. However, it should also be noted that, as many of the proposed Corporate Performance Indicators for 2017/18 are new to the organisation, the 2017/18 financial year will be a baselining year for many areas. As such, though best endeavours have been made by services to set suitable targets, some of these may need to be revisited as we progress through the year and the position becomes clearer.

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. Various Boards and Committees will also continue to receive detailed reports regarding the performance of services in the areas within their remits. For example, the Corporate Parenting Panel

will continue to receive reports detailing the Council's performance in respect of children looked after by the local authority and its care leavers.

#### 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 new corporate PIs would not fit neatly into the remit of one of the Overview and Scrutiny Sub-Committees. In light of this, it has been agreed in principle 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.

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. 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.

#### Tolerances

In keeping with the Council's renewed focus on transparency, it is proposed that target tolerances will be removed from the corporate performance reports for 2017/18. This also automatically removes the RAG rating system. Performance against each of the agreed corporate indicators will be reported simply as either on target (or better) or outside of target. Robust target setting is therefore even more critical for the new 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 draft targets attached at **Appendix 1**.

**Financial implications and risks:**

There are no direct financial implications arising from this report. However, 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.

Robust ongoing monitoring is undertaken as part the established financial and service management processes. Any issues that arise will be addressed and reported as appropriate.

**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.

**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 & Redundancy Policy and associated guidance.

Where indicators have been changed or added and targets stretched, support for staff will need to be considered in terms of training and possible policy changes.

**Equalities implications and risks:**

There are no direct equality implications arising from the report. The indicators stated in the document will help deliver better outcomes for communities across Havering.

**BACKGROUND PAPERS**

None