

<b>Subject:</b>	<b>Corporate Key Performance Indicator target setting 2017/18</b>		
<b>Date of Meeting:</b>	<b>13 July 2017</b>		
<b>Report of:</b>	<b>Chief Executive</b>		
<b>Contact Officer:</b>	<b>Name:</b>	<b>Rima Desai</b>	<b>Tel: 29-1268</b>
	<b>Email:</b>	<b>Rima.desai@brighton-hove.gov.uk</b>	
<b>Ward(s) affected:</b>	<b>All</b>		

**FOR GENERAL RELEASE**

**1. PURPOSE OF REPORT AND POLICY CONTEXT**

- 1.1 To present draft targets with rationales for the reporting year 2017-18 with a view to PR&G Committee Members providing challenge. These targets have been developed by Directorate Management Teams (DMT) and reviewed by the Executive Leadership Team (ELT) and Lead Members during May/June 2017.
- 1.2 To consider suggestions for changes (additions and deletions) to the Corporate Key Performance Indicators (KPI) set with a view to optimising the number of indicators to be monitored during 2017/18.

**2. RECOMMENDATIONS:**

- 2.1 To review and approve the Corporate KPI set and associated targets proposed by Leadership Board as set out in Appendix 2
- 2.2 To note that target figures may change during the year if new benchmarking figures become available. PR&G approval will be sought if there is a proposal from Directorates to change the rationale for particular targets.

**3. CONTEXT/ BACKGROUND INFORMATION**

- 3.1 In 2015/16 ELT agreed a uniform way of target setting which helped develop a systematic approach to performance monitoring across the organisation and ensured that RAG (Red Amber Green) ratings are comparable internally and, where available, externally.
- 3.2 Specific guidance (see Appendix 1) has been developed to support the process of setting targets and requiring a considered rationale for all Green and the Amber values. The Green value is the annual target for the KPI, while the Amber value sets a range from the target where performance is still considered to be within an acceptable range, performance levels beyond this point would be off target.
- 3.3 The RAG rating for each performance indicator compares actual performance to the targets as follows:
- Green when the result is on or better than target
  - Amber when the result is between the target and the amber threshold

- Red when the result is off target and outside of the amber threshold
- 3.4 The Performance Management Framework uses agreed targets and objectives to enable managers to measure and review performance, giving a clear indication as to whether the activities undertaken by individuals are contributing to the achievement of organisational goals. Effective performance management ensures the right actions are taken at the right time so that the council can achieve its purpose through delivering the principles and priorities as outlined in the Corporate Plan.
- 3.5 Appendix 2 shows the following for each KPI:
- the frequency that data is available
  - polarity which shows whether a high or low result is good or if the result is to be monitored
  - if the KPI measures council performance or wider outcomes across the city
  - the lead Members and accountable officers, plus those who provide the data and commentary when reporting performance
  - previous year's results where available
  - amber and green values plus the rationales for setting those values
  - comparator information where it is available
- 3.6 Leadership Board reviewed the Corporate KPI set to ensure all indicators provide the right balance of information to manage the council's services against officer's time to provide performance updates. As a result the overall set is proposed to be reduced to 76 Corporate KPIs in 2017/18, down from 84 in 2016/17 and 103 in 2015/16.
- 3.7 In 2017/18 15 Corporate KPIs are targeted for a better level of performance than our comparators, to maintain or improve on previous performance. Maintaining performance in the context of diminishing resources is challenging. The KPIs are as follows:
- Missed refuse collections
  - % of bus services running on time
  - % of people in the city who are employed
  - % growth in the number of Jobs
  - % growth in private sector jobs
  - % of eligible two year olds taking up early education places
  - Young people aged 16 – 18 who are Not in Education, Employment or Training
  - Number of first time entrants to the youth justice system
  - % of people with a learning disability in employment
  - % of all invoices for commercial goods and services that were paid for within 30 days
  - Permanent admissions of older adults (65+) to residential and nursing care homes
  - % of people using social care receiving Direct Payments
  - % of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services
  - % of residents feeling safe in the daytime in local areas
  - The number of households where homelessness was prevented due to casework by the council and partner agencies

- 3.8 Progress towards the Corporate KPIs will be reported to PR&G Committee 6-monthly during 2017/18 (quarter 2 and year-end updates).
- 3.9 Appendix 3 shows the local authority comparator groups and the councils in each group that have informed our 2017/18 target setting.

#### **4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS**

- 4.1 Through consultation with the Leadership Board the Performance Management Framework currently in operation is deemed to be the most suitable model.

#### **5. COMMUNITY ENGAGEMENT & CONSULTATION**

- 5.1 This is an internal performance reporting mechanism and as such no engagement or consultation has been undertaken in this regard.

#### **6. CONCLUSION**

- 6.1 The council must ensure that it uses a robust Performance Management Framework to meet the challenges of delivering services in the financial context that local authorities are now working in.

#### **7. FINANCIAL & OTHER IMPLICATIONS:**

##### Financial Implications:

- 7.1 There are no direct financial implications arising from this report

*Finance Officer Consulted: Peter Francis*

*Date: 12/06/17*

##### Legal Implications:

- 7.2 There are no legal implications arising from the report

*Lawyer Consulted: Victoria Simpson*

*Date: 19/06/17*

##### Equalities Implications:

- 7.3 The Corporate KPI set is developed to evidence the achievement of the Corporate Plan. One of the principles of the Corporate Plan is Reducing Inequality.

### **SUPPORTING DOCUMENTATION**

#### **Appendices:**

1. Target setting for 2017/18 – Guidance
2. Target setting for 2017/18 – detail
3. Target setting for 2017/18 – comparator list

#### **Documents in Members' Rooms**

1. None

### **Background Documents**

1. None

## Appendix 1: Target setting for 2017/18 - Guidance

### Principles:

1. "Continuous improvement" is the basic requirement of the performance management approach at Brighton and Hove City Council as outlined in the Performance Management Framework (available on the Wave).
2. The Council operates a learning culture, not a blame culture, accountability is clear and performance is not just measured, it is understood and acted upon. Under-performance is discussed openly and honestly to drive continuous improvement.

### Guidance for setting the target values:

1. Performance targets are success measures of the outcomes we are trying to achieve. To measure progress against achievement of target, a RAG (Red, Amber, Green) rating is used.
  - If the set target is achieved or exceeded, the RAG status would be Green.
  - If performance is approaching the target i.e. within an acceptable range, the RAG status would be Amber.
  - If performance is off track and outside of the acceptable range, the RAG status would be Red.
  - Monitoring or trend indicators are defaulted to Grey and do not require Green or Amber values in the target setting template.
2. Performance Target Value (Green):
  - To set the target, use the latest available benchmarking data (e.g. statistical neighbour data, national data or any other comparable data) or any statutory/contractual target, whichever is more challenging. It is important to explain why a particular set of benchmarking have been selected.
  - Where no benchmarking or statutory/contractual data is available, a sound rationale needs to be explained for a target figure e.g. improvement from the current performance.
  - Where performance is already better than benchmarking/comparable data, set an improvement target in the interest of continuous improvement.
  - Consider the financial impact of delivering the outcome of the KPI when setting the target.
  - In exceptional circumstances, where resources are reducing or being reallocated, or there are significant external factors which will impact on performance, a maintenance or reduction target can be set. This will need to be clearly evidenced and agreed by PR&G.
3. Performance Threshold Value (Amber): Amber status value is set based on professional judgement e.g. taking into account national and local context for the particular indicator. This value shows the point at which performance is still considered to be within an acceptable range, performance levels beyond this point would generate a Red RAG status.
4. If/when new benchmarking or other data becomes available after the targets have been approved by PR&G, Corporate Performance Team to agree revised target value as long as the rationale remains the same and to report a revised target figure to PR&G for information. If the rationale gets changed during the year, approval will be sought from PR&G before changing the target values.

