

THE EXECUTIVE

18 MAY 2004

REPORT OF THE DIRECTOR OF CORPORATE STRATEGY

PERFORMANCE MONITORING	FOR INFORMATION	
<p><i>To update the Executive on end of year actual performance of:</i></p> <ul style="list-style-type: none">• <i>Best Value Performance Indicators in CPA Basket</i>• <i>High Risk Performance Indicators that are considered in CPA</i>• <i>Council Scorecard Performance Indicators</i>• <i>PSA targets</i> <p><i>Please note Social Services has been excluded from the presentation as end of year actuals are still not available. However, we will now be presenting end of year actuals to the Assembly on 9 June 2004 and Social Services information will be available at that time.</i></p> <p><u>Summary</u></p> <p>This report:</p> <ul style="list-style-type: none">• Provides background information on the monitoring of the Statutory and Council Scorecard Performance Indicators detailed in Barking and Dagenham's annual Best Value Performance Plan.• Presents a series of graphs reporting performance on a number of Performance Indicators highlighted by TMT for your consideration. <p><u>Recommendation</u></p> <p>The Executive is asked to discuss performance as highlighted by the Performance Indicators presented.</p>		
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1. Background

- 1.1 In June 2003, Barking and Dagenham Council published its fourth Best Value Performance Plan setting out how the Authority aims to improve its services over the next 12 months. The document has been published in line with the new corporate branding for the Council.
- 1.2 The Statutory Performance Indicators are National Indicators which have been determined by ODPM (Office of the Deputy Prime Minister [*formerly DTLR*] – the Government department overseeing Best Value) and the Audit Commission.

- 1.3 The Council is required by law to collect and publish this information. In the process of developing the scorecards, services have identified key indicators for measuring improvement. This year's plan lists the Council Scorecard Performance Indicators for 2003/04 (Chapter 2 – Managing the Council). Internal Audit has carried out an audit of all the Council Scorecard Indicators to ensure they are robust and collectable.
- 1.4 A central system has been established to monitor each Performance Indicator, which is updated by departments on a quarterly basis. TMT have again selected a number for your consideration for end of year actuals for 2003/2004.
- 1.5 From April 2002, Key Performance Indicators for the quarterly monitoring process have consisted of the Council Scorecard PIs together with a selection of other PIs from each of the departments (these can consist of BVPIs; service scorecard PIs or local PIs). With statutory BVPIs - the emphasis will be on those PIs that are currently in the bottom quartile or have shown deterioration since the previous quarter.
- 1.6 From the 3rd quarter 2003/04 we have focused on those performance indicators that are considered in CPA together with the Council Scorecard performance indicators and for the first time – progress on our PSA targets.
- 1.7 For presentational purposes, each Performance Indicator is being reported in a graphical format, which allows performance to be shown over time and compared with other Local Authorities. PI headings are traffic light colour-coded and "smiley faces" have been added to clearly express how we are performing.
- 1.8 For the national indicators, figures have been included for neighbouring Boroughs together with lines showing the top 25% of performing Councils both nationally and across London. *(Please note it is only possible to compare our performance with the previous year's top quartile targets as these are only released in the December of each year following the outturns for that year).* This will not be possible for the majority of Council Scorecard or local PIs, as they are unique to Barking and Dagenham.
- 1.9 For Social Services performance information, comparison is no longer made with top quartile data. Comparison is now made with Performance Assessment Framework (PAF) performance targets for England and Outer London. The "smiley faces" will not be shown on Social Services graphs. Instead we have used the "blobs" to indicate whether performance is good or bad. i.e. = poor performing = high performing. The Social Services graphs also show a darker grey band to highlight what is good performance.
- 1.10 The note section underneath the graph has been revised to enable Chief Officers to be consistent in the way they report the PI's performance. *(See new headings below).*

Headings

Improvement / Deterioration

Action taken / update since last quarter

Further Action

Corporate Impact

Additional Information

- 1.11 For the majority of Council Scorecard PIs this is the second year of reporting. Targets have been set for the next three years for the majority of these and are presented on the graphs.
- 1.12 The annual deadline for the publication of the Best Value Performance Plan is 30 June. It is still a requirement that a summary of performance information should be published by 31 March. Our summary of performance information for 2003/04 appeared in the March 2004 Citizen.
- 1.13 The Government have specified 98 best value national (statutory) PIs for 2003/04 compared to 97 in 2002/03 and 123 specified for 2001/02. The ODPM Consultation paper issued in July 2002 required comments from authorities on the proposals to change the number of performance indicators and the rationalisation of statutory plans.

2. Quarterly Monitoring

- 2.1 Each Performance Indicator contained in the Performance Plan is being monitored on a quarterly basis where possible. Some indicators can only be calculated on an annual basis and this is shown on the individual graphs. As the majority of the Council Scorecard PIs are strategic, they will only be reported annually unless otherwise stated at the front of the Council Scorecard section in the presentation. The 2002/03 Council Scorecard PIs have been reviewed for 2003/04. Please see chapter 2 of our BVPP for more information.
- 2.2 Quarterly monitoring allows the Council to identify problem areas at an early stage and take remedial action to improve performance. It also identifies areas of good practice within the Council and to share this throughout the organisation. The graphs are a useful visual aid to enable Members of the Executive to challenge Chief Officers on poor performance. The changes to the notes section should further assist Members in performing this role.
- 2.3 This quarterly process is now being used to monitor our Public Service Agreement (PSA) targets which were agreed with Government in 2003. From April 2003 the following council scorecard indicator, **CS29: Percentage of PSA targets met on an annual basis** will be used to monitor its progress.

3. Comparing Performance

- 3.1 Guidance from the ODPM advises each Authority to compare performance with other Local Authorities. The monitoring system established allows the comparison of performance across a number of levels. National indicators provide the greatest opportunity for comparing performance as each Local Authority is collecting and reporting identical information.
- 3.2 *Neighbouring Boroughs.* Research undertaken by the Audit Commission has identified that people are particularly interested in comparing the performance of their Local Authority with neighbouring areas. In the Barking and Dagenham Performance Plan, the neighbouring boroughs of Redbridge, Havering and Newham have been selected for this purpose.

- 3.3 *Top 25% of performing Councils – both Nationally and London.* It is a requirement under Best Value that each Council must aim to perform within the top 25% of Councils within 5 years. For indicators relating to the quality of services, comparison should be made with the top 25% of Councils across the country. For indicators relating to the cost of the service, comparison should be made with the top 25% in London. The ODPM have determined that in most cases, a low service cost is preferable.
- 3.4 *Local targets – For the majority of Council Scorecard, Service Scorecard and local Performance Indicators* comparisons can be made both over time and against the target set. These are identified on the relevant graphs.

4. Conclusion

- 4.1 This is the latest report on the monitoring of the Best Value Performance Plan. Subsequent reports to both TMT and the Executive will follow after each quarter and at year-end.

Background papers used in the preparation of the report

- ODPM Consultation document July 2002
- Best Value Performance Indicators 2003/2004 (burgundy book)
- Futures 2003/2004 – Barking and Dagenham Performance Plan