

## THE EXECUTIVE

15 MARCH 2005

### REPORT OF THE DIRECTOR OF CORPORATE STRATEGY

PERFORMANCE MONITORING 2004/05		FOR DISCUSSION
<p>To update the Executive on 2004/05 3<sup>rd</sup> Quarter and end of year projections (where available) for the following performance indicators:</p> <ul style="list-style-type: none"><li><input type="checkbox"/> Best Value Performance Indicators (statutory)</li><li><input type="checkbox"/> Council Scorecard Performance Indicators</li><li><input type="checkbox"/> PSA targets</li></ul> <p><b>Summary</b></p> <p>This report:</p> <ul style="list-style-type: none"><li>• Provides background information on the monitoring of the Statutory and Council Scorecard Performance Indicators detailed in Futures, Barking &amp; Dagenham's Performance Plan together with our LPSA targets.</li><li>• Presents a series of graphs reporting performance on a number of Performance Indicators highlighted by CMT for your consideration.</li></ul> <p><b>Recommendation</b></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 2004, Barking & Dagenham Council published its annual Performance Plan – Futures 2004/2005 - setting out how the Authority aims to improve its services over the next 12 months. The document was published on the Council's website on 30 June 2004 and also issued to all Members, Directors and Heads of Service in the *Managing the Council* folder.

- 1.2 The Statutory Performance Indicators are National Indicators which have been determined by ODPM (Office of the Deputy Prime Minister – 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 2004/05 (Chapter 2 – Managing the Council). Internal Audit has again 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, and in some cases monthly basis. CMT have again selected a number for your consideration for 3<sup>rd</sup> Quarter 2004/2005.
- 1.5 The basket of performance indicators that will be presented contain statutory Best Value Performance Indicators, Council Scorecard Performance Indicators and progress on our LPSA targets.
- 1.6 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.
- 1.7 Those indicators in the CPA basket and those that are considered High Risk are highlighted with a red tab at the top left hand of the graph. From 2005, a number of performance indicators in the CPA basket now have special rules applied to them. The performance weighting of these PIs is higher than the rest in the CPA basket and poor performance of these PIs will result in a lower service block score. These PIs have been designated as 'CPA Killer PIs' on the graphs.
- 1.8 For the national indicators, neighbouring Borough information is shown as vertical bars on the graphs. Top 25% National and London target lines have now been removed from the graphs. This has been replaced with horizontal bands of colour. These bands show the National top 25% (green), middle 50% (amber) and bottom 25% (red). The graphs now clearly show how far performance is into or away from the bandings. *(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 PIs, as they are unique to Barking & Dagenham.
- 1.9 For Social Services performance information, comparison is not made with top quartile data. Comparison is made with Performance Assessment Framework (PAF) performance targets for England. 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 horizontal bandings of colour. These bandings show:

● and ●● = red banding

●●● = amber banding

●●●● and ●●●●● = green banding

- 1.10 The notes section underneath the graph enables Chief Officers to be consistent in the way they report the PI's performance. (See *headings below*).

<b>Headings</b>
Improvement / Deterioration since last reported
Further action planned at last quarter
Progress of action since last quarter
Further action planned for next quarter
Additional Information
Corporate Impact

- 1.11 For the majority of Council Scorecard PIs this is the third 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 Futures, Barking and Dagenham's 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 2004/05 will be published in the March 2005 Citizen.
- 1.13 The Government have specified 96 Best Value (statutory) PIs for 2004/05 compared to 98 in 2003/04 and 97 specified for 2002/03. 94 have been specified for 2005/06.

## **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.
- 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 so that it can be shared 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 Local Public Service Agreement (LPSA) targets which were agreed with Government in 2003. From April 2003 the following council scorecard indicator, **CS17b: Percentage of LPSA 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.  
Barking and Dagenham compare their performance with the neighbouring boroughs of Redbridge, Havering and Newham.
- 3.3 *Top 25% of performing Councils* – 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 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 Futures 2004/2005 Barking and Dagenham's Performance Plan. Subsequent reports to both CMT and the Executive will follow after each quarter and at year-end.

#### **Background papers used in the preparation of the report**

- Best Value Performance Indicators 2003/2004 (burgundy book)
- Futures 2004/2005 – Barking & Dagenham's Performance Plan
- Consultation on Best Value Performance Indicators for 2005/06.