

<b>COMMITTEE:</b>	<b>CABINET</b>
<b>DATE:</b>	<b>5 SEPTEMBER 2002</b>
<b>SUBJECT:</b>	<b>PERFORMANCE MONITORING</b>
<b>REPORT OF:</b>	<b>CHIEF EXECUTIVE</b>
<b>Ward(s):</b>	All
<b>Purpose:</b>	To further develop corporate capacity to plan, deliver and continuously improve the performance of local services.
<b>Contact:</b>	Martin Ray, Chief Executive, Telephone 01323 415002 or internally on extension 5002.
<b>Recommendations:</b>	That Members: <ol style="list-style-type: none"> <li>1. Confirm that the indicators selected for regular reporting to Cabinet reflect corporate priorities for service delivery;</li> <li>2. Consider the current and targeted level of performance; and</li> <li>3. Assess the effectiveness of actions designed to improve the performance of services.</li> </ol>

<b>1.0</b>	<b><u>Background</u></b>
1.1	The Local Government Act 1999 placed upon all Local Authorities the statutory obligation to achieve continuous improvement in the exercise of their functions.

1.2	At the same time, the Government introduced Best Value Performance Indicators (BVPIs). The intention was that all authorities should reach by 2004 the level of the top performing 25% of authorities in 2000. This was originally a statutory obligation however the subsequent White Paper “Strong Local Leadership – Quality Public Services” redefined the level of the top 25% as “aspirational.”
1.3	The Government has also encouraged Councils to adopt Local Performance Indicators to assess performance and improvement in areas not covered by the BVPIs that are of local importance (e.g. in Eastbourne, Theatres and Tourism Development.)
1.4	There is an obligation to report annually on the performance of the Council and the targets for improvement – as measured by the BVPIs – in the Best Value Performance Plan. Similarly government guidance states that monitoring and scrutiny involving both officers and members is essential.
2.0	<b><u>The proposal</u></b>
2.1	<p>Performance against up to a total of 100 local and national performance indicators is reported to the Council’s Scrutiny Committee on a quarterly basis. This information is presented in context and with a commentary. However:</p> <ul style="list-style-type: none"> <li>• The blanket reporting of indicators does not encourage intense scrutiny due to the volume of information presented (100 page report);</li> <li>• A significant proportion of BVPIs have complex, changing definitions where technical knowledge is necessary to comprehend the significance of reported performance; and</li> <li>• The frequency of reporting does not encourage a pro-active role for Scrutiny Committees – monitoring is retrospective.</li> </ul>

2.2	<p>It is proposed that Cabinet receive on a regular basis details of performance on selected areas of service delivery. This would allow Members:</p> <ul style="list-style-type: none"> <li>• To be fully aware of the performance of key areas and the issues affecting performance;</li> <li>• assess the success of actions designed to improve performance; and</li> <li>• consider the resource implications of improving performance</li> </ul>
2.3	<p>The Audit Commission has identified four key factors in delivering improvement:</p> <ol style="list-style-type: none"> <li>1. Ownership of problems and willingness to change</li> <li>2. A sustained focus on what matters</li> <li>3. The capacity and systems to deliver performance and improvement</li> <li>4. Integration of Best Value into day to day management.</li> </ol> <p>It is believed that regular, detailed monitoring of key areas of performance would significantly increase corporate capacity to improve.</p>
2.4	<p>The indicators proposed for in depth monitoring are designed to cover key areas of Council service delivery, achieving a balance between national and local priorities. Similarly, each indicator is strongly indicative of success in the Council's Corporate Aims and Objectives. It is not proposed to include indicators that measure income and expenditure as these are reported on a monthly basis to all members through the members' newsletter. The proposed indicators are detailed in appendix 1. Where new indicators are proposed there will be a delay in reporting performance while data collection and co-ordination are carried out. Contained within appendix 2 is summary performance information on the selected Pis and a commentary written by the relevant Head of Service</p>

<b>3.0</b>	<b><u>Consultations</u></b>
3.1	The indicators have been selected in consultation with the Corporate Management Team and Heads of Service. The targets set have been subject to consultation with Members and stakeholders through the service planning process.
<b>4.0</b>	<b><u>Implications</u></b>
4.1	It is through performance monitoring that the Council can be aware of its success and failures in delivering its priorities.
<b>5.0</b>	<b><u>Summary</u></b>
5.1	Central to the governments modernising agenda including best value and Comprehensive Performance Assessment is the rigorous implementation of performance management. This report proposes regular reporting to allow for members to both be aware of performance issues and to take a pro active role in service delivery and delivering continuous improvement.
(Nick Ritson)  (Strategic Development Officer)	
<b>Background Papers:</b>  The Background Papers used in compiling this report were as follows:  DETR Circular 10/99  “The Best Value Performance Indicators 2002-3” – Audit Commission  “Delivering Comprehensive Performance Assessment” Audit Commission Draft consultation document  Eastbourne Borough Council’s Best Value Performance Plan 2002-3  To inspect or obtain copies of background papers please refer to the contact officer listed above.	
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