

# WEST DUNBARTONSHIRE COUNCIL

## Report by Chief Executive

Council: 30 June 2010

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### Subject: Key Corporate Performance Indicators

#### 1. Purpose

- 1.1 This report presents an update in relation to the Council's Key Corporate Performance Indicators for 2009/10 and the proposals for revised Key Corporate Performance Indicators for 2010/11.

#### 2. Background

- 2.1 Audit Scotland published their new 2009/10 Statutory Performance Indicator (SPI) guidance last year. This was a significant departure from the previous annual guidance documents in that it (a) dramatically reduced the number of SPIs and (b) outlined new guidance on statutory public performance reporting.
- 2.2 The previous year's guidance comprised some 126 SPIs whereas the new guide lists just 25. However, many of these are multiple indicators, giving a total of 54. Some of the 'dropped' indicators are still being used by services as 'local' PIs.
- 2.3 Audit Scotland's 2010/11 SPI guidance requires the same 25 SPIs (54 individual measures) to be collected as for 2009/10.
- 2.4 The Public Performance Reporting (PPR) part of the Audit Scotland guidance requires Councils to formally report to the public (by 30 September 2010) on a more extensive range of indicators than the 25 SPIs. The Direction requires Councils to add their own indicators under two overarching SPIs known as SPI1 (Corporate Management) and SPI2 (Service Performance). The various sub-headings under these are shown below:

##### **Corporate management**

SPI 1: Each council will report a range of information, sufficient to demonstrate that it is securing Best Value in relation to:

- responsiveness to its communities
- revenues and service costs
- employees
- assets
- procurement
- sustainable development
- equalities and diversity

##### **Service performance**

SPI 2: Each council will report a range of information sufficient to demonstrate that it is securing Best Value in providing the following services (in partnership with others where appropriate):

- benefits administration
- community care

- criminal justice social work
- cultural & community services covering at least sport & leisure, museums, the arts and libraries
- planning (both environmental and development management)
- the education of children
- child protection and children's social work
- housing & homelessness
- protective services including environmental health, and trading standards
- roads and lighting
- waste management services

These classifications are unchanged between 2009/10 and 2010/11.

**2.5** Earlier in 2010, the CMT determined the measures to be included for SPI 1 and SPI 2 for 2009/10, namely a total of 73 indicators of which 32 were SPIs. This information was reported to the Audit & Performance Review Committee on 7 April 2010 and Council on 28 April 2010. However, since then further clarification has been sought from Audit Scotland who have confirmed that SPI 1 and SPI 2 must include all of the 54 SPIs, so that the measures for 2009/10 now comprise:

	<u>SPIs</u>	<u>WDC Indicators</u>
SPI 1	10	21
SPI 2	44	20
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Total	54	41
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All of these 95 measures are shown in Appendix 1 to this report, with the column in Appendix 1 headed up "SPI" showing which PI's are the Statutory Performance Indicators for 2009/10.

**2.6** It has been determined that the full set of indicators under SPI 1 and SPI 2 be used as the basis for a 2009/10 Public Performance Report – which is due to be published by the end of September 2010.

**2.7** Each of the 95 measures has been categorised according to the 'Results' sections of the Public Sector Improvement Framework (PSIF) self-evaluation model, namely:

- 6a - Customer Results – Perceptions
- 6b - Customer Results – Internal measures
- 7a - People Results- Perceptions
- 7b - People Results- Internal Measures
- 8a – Community Results – Perceptions
- 8b – Community Results – Internal Measures
- 9a – Key Performance Results – Efficiency results
- 9b – Key Performance Results – Effectiveness Results

**2.8** It has been determined that the measures under 9a (a total of 13) and 9b (a total of 15) constitute the set of Key Corporate Performance Indicators for 2009/10. These 28 measures are further analysed below:

<u>Department responsible for measure</u>	<u>9a</u>	<u>9b</u>	<u>Total</u>
CED	0	0	0
Corporate Services	9	2	11
Educational Services	0	7	7
HEED	4	4	8
Social Work & Health	0	2	2
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Total	13	15	28
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The columns in Appendix 1 headed up “9a” and “9b” show which PI’s are the Key Corporate Performance Indicators for 2009/10.

### **3. Main Issues**

- 3.1** Recently, Council departments have been asked to provide suggestions for any changes to the Key Corporate Performance Indicators for 2010/11, bearing in mind:
- For 2009/10, 95 measures (54 SPIs and 41 WDC Indicators) have previously been identified
  - 28 Key Corporate Performance Indicators have been identified for 2009/10 - what is the optimum number in order to keep this to a relatively small set for senior management / elected member scrutiny?
  - If there are significant changes to the locally derived WDC Indicators, this may inhibit comparison year on year
- 3.2** It may be appropriate to reconsider the balance of key corporate performance indicators across Council departments and services for 2010/11. Council is not bound to those indicators identified for 2009/10 in 2010/11 and can agree a revised set of indicators.
- 3.3** Social Work & Health have suggested that a revised set of measures be used for 2010/11 for their service areas – see Appendix 2. It is understood that nine of these measures are already being calculated.
- 3.4** For Educational Services, the replacement of “5-14” with “Curriculum for Excellence” from August 2010 will not impact on performance indicator measures until 2011/12. Some of the SPI 2 measures under Section 06 of Appendix 1 (Education of Children) to be calculated for 2010/11, reflecting attainment as at summer 2010, will be based on the final year of “5-14”. Educational Services will develop appropriate

SPI 2 measures in relation to “Curriculum for Excellence” to be first reported in 2011/12.

- 3.5 Other PIs suggested for inclusion in the suite of measures, along with comments received back from service areas were as follows:

<u>Suggested PI</u>	<u>Comments obtained from service area</u>
<u>Assets:</u> Occupancy rates for operational properties (split between schools estate and others)	No data currently collected but could investigate during this financial year what is / may become available for use in future years and therefore use 2011/12 as the base year for future comparisons.
<u>Sustainable development:</u> Efficiency of the Council’s energy consumption	No data currently collected but could investigate during this financial year what is / may become available for use in future years and therefore use 2011/12 as the base year for future comparisons.
<u>Procurement:</u> Percentage of procurement (by number of orders) done on-line or via purchasing cards	The two measures already included under “Procurement” are considered adequate / appropriate.
<u>Equalities and Diversity:</u> Could the measures around highest paid earners that are women be expanded to cover other equalities issues, e.g. race, disability etc.?	At the moment there are appropriate and sufficient indicators on employment equalities being calculated and reported.

**4. People Implications**

- 4.1 There are no people implications.

**5. Financial Implications**

- 5.1 There are no financial implications.

## **6. Risk Analysis**

- 6.1** There is a risk that performance will decline without adequate scrutiny by Senior Management and Elected Members. There is also a reputational risk if we fail to meet the new PPR Guidance.

## **7. Equalities Impact**

- 7.1** No significant issues are identified at this stage regarding potential equality impact of this report.

## **8. Conclusions and Recommendations**

- 8.1** In order to meet the new PPR requirements and simultaneously address the requirement for CMT and Elected Member scrutiny of key performance indicators a new set of key corporate performance indicators has already been developed for 2009/10.
- 8.2** Elected Members are asked to consider options for any amendments in 2010/11 to the full list of 95 measures developed for 2009/10 within which 28 key corporate performance indicators have been identified.
- 8.3** Elected Members are asked to consider the number and balance of key corporate performance indicators across Council departments and services for 2010/11 and beyond.

**David McMillan**  
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**Date: 11 June 2010**

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**Appendices:** Appendix 1: SPI 1 and SPI 2 measures  
Appendix 2: Proposed Social Work & Health measures for 2010/11

**Background Papers** SPI Guidance 2009/10 – Audit Scotland  
SPI Guidance 2010/11 – Audit Scotland  
[Report to Council on 28 April 2010](#)

**Wards affected:** All