

WEST DUNBARTONSHIRE COUNCIL

Report by Chief Executive

Council: 25 August 2010

Subject: Key Corporate Performance Indicators for the year 2009/10

1. Purpose

1.1 This report reviews the performance of the Key Corporate Performance Indicators for 2009/10.

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 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 SPI 1 (Corporate Management) and SPI 2 (Service Performance). The various sub-headings under these are shown below:

Corporate Management

2.3.1 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

2.3.2 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

2.4 The SPI 1 and SPI 2 measures must include all of the 54 SPIs, so that the measures for 2009/10 now comprise:

	<u>SPIs</u>	<u>WDC Indicators</u> <u>(local measures)</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 Statutory Performance Indicators for 2009/10 being denoted by “#”, and
- the locally derived measures being denoted by “*”.

- 2.5** It has been determined that 28 measures constitute the set of Key Corporate Performance Indicators for 2009/10. These 28 measures are denoted by “+” in Appendix 1 to this report.
- 2.6** It has also 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** Performance indicators, including the full set of SPI 1 and SPI 2 measures, are now monitored regularly by Departments and progress is reported to respective service committees.
- 2.8** The performance management framework requires that formal performance reports are submitted to service committees at least half-yearly and quarterly reports on key indicators emailed to committee members quarterly.

- 2.9** The framework introduces a revised methodology for assessing the ‘traffic-light’ status of a performance measure. This is now based on target achievement rather than ranking.
- 2.10** In general, to be ‘Green’ [✓], a measure needs to have achieved (or exceeded) its target, whereas missing the target by 15% of the target value will result in a ‘Red’ status [●]. Just missing the target (0-15% below) will result in an “Amber” status [▲].
- 2.11** This report will also be submitted to the meeting of the Audit & Performance Review Committee on 8 September 2010.

3. Main Issues

Overall Performance

- 3.1** For SPI 1 and SPI 2 there are 95 measures which have been input into the 2009/10 ‘Scorecard’ in Covalent. These are shown in Appendix 1.
- 3.2** The performance of the 95 measures in 2009/10 is summarised as follows:

	SPI		Local Measure		Total	
	No.	%	No.	%	No.	%
Met or exceeded target	27	50.0	27	65.9	54	56.9
Just missed target	20	37.0	11	26.8	31	32.6
Significantly missed target	7	13.0	2	4.9	9	9.5
Unable to assess (target not set)	0	0.0	1	2.4	1	1.0
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Total	54	100.0	41	100.0	95	100.0
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- 3.3.** Of the indicators, 66 (69.5%) showed an improvement in performance from 2008/09 or matched that year’s performance, whereas 20 (21.0%) showed a decline in performance. 9 indicators (9.5%) cannot be assessed in this way because they are new indicators where no previous year’s data is available or the data has not yet been collected.
- 3.4** Within these 95 measures, performance for the 28 key measures is summarised as follows:

	KCPI	
	No.	%
Met or exceeded target	14	50.0
Just missed target	11	39.3
Significantly missed target	3	10.7

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Total	28	100.0
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Poorly Performing Indicators

- 3.5** As part of the drive to improve strategic leadership by encouraging a greater level of scrutiny, it is appropriate that Elected Members undertake a further performance scrutiny role by focussing on poorly performing indicators.
- 3.6** The selection of appropriate indicators for further scrutiny involves applying a number of criteria.
- 3.7** For SPIs, the criteria are:
- missed their target;
 - have a downward long-term trend; or
 - are performing worse than the most recent Scottish lower quartile (2008/09)

The indicators are then sorted on whether they have one, two or three of these features. The 'top 4' have all three features and the next 8 have two of these. There are 24 measures with one poorly performing feature. 18 are performing well or do not yet have enough data to establish a performance trend.

- 3.8** Appendix 2a has details of the 'top 4' poorly performing SPIs including trend charts to aid interpretation. Appendix 2b covers the next 8 indicators.
- 3.9** For the locally derived measures, the criteria are:
- missed their target; or
 - have a downward long-term trend

The indicators are then sorted on whether they have one, or two of these features. The 'top 6' have both features, the next 8 have one feature. 26 are performing well and 1 does not yet have enough data to establish a performance trend.

- 3.10** Appendix 3a has details of the 'top 6' poorly performing locally derived measures including trend charts to aid interpretation.
- 3.11** It is recommended that Members of the Committee request further information and explanations from the relevant departments in relation to unsatisfactory performance of specific measures.

Audit of SPIs and locally derived measures

- 3.12** Work is currently being carried out by both Internal Audit and External Audit on a sample of measures. The deadline for this work to be finalised is 31 August 2010, by which time audited SPI data needs to be submitted to Audit Scotland.

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 The full set of indicators under SPI 1 and SPI 2 are presented for scrutiny by Elected Members.

8.2 It is recommended that Elected Members review the performance of the SPI 1 and SPI 2 measures and request further information or further reports from officers on those measures of concern to them.

8.3 It is recommended that Elected Members approve the use of the SPI 1 and SPI 2 measures as the basis for a 2009/10 Public Performance Report – which is due to be published by the end of September 2010.

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Date: 10 August 2010

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Appendices: Appendix 1: SPI 1 & 2 – Full list of measures for 2009/10
Appendix 2a: Poorly performing SPIs for 2009/10: Top 4
Appendix 2b: Poorly performing SPIs for 2009/10: Next 8

Appendix 3a: Poorly performing locally derived measures
for 2009/10: Top 6

Background Papers

SPI Guidance 2009/10 – Audit Scotland
[Report to Council on 28 April 2010](#)
[Report to Council on 30 June 2010](#)

Wards affected:

All