



**Executive**  
10<sup>th</sup> April 2006

**Report from the Director of  
Policy and Regeneration**

For Information

Wards Affected:  
ALL

**Performance Management Task Group: Final Report**

FP Ref: PRU-05/06-23

**1.0 Summary**

1.1 The Performance Management Task Group held its final meeting on the 1st February 2006. Its agreed recommendations are included within its final report and were presented to the Performance and Finance Select Committee at its meeting of the 21st March 2006.

**2.0 Recommendations**

- 2.1 That the Executive consider the recommendations of the Performance Management Task Group for action.
- 2.2 That the Executive note the key findings of the Task Group, as outlined in the report.

**3.0 Detail**

- 3.1 At its meeting of the 6<sup>th</sup> September 2005 the Performance and Finance Select Committee resolved to establish a task group to investigate and review the Council's Performance Management framework.
- 3.2 The Task Group focussed on assessing how individual services are responding to the Performance management agenda and how they are using Performance Indicators to drive forward service improvement.

- 3.3 It investigated two services and interviewed the managers of the service to see how they used performance information to improve their service and what they thought of the performance management system at Brent Council. It was decided that a varied mix of services would be chosen. The two services that were chosen were street-care and the One Stop Shop.
- 3.4 The Group then interviewed the Deputy Leader and presented their findings to him and discussed their conclusions.
- 3.5 Amongst the areas that the Task Group explored was the balance between local and national indicators; the performance information provided to ward councillors about services within their ward; good practice in presenting performance statistics; external challenge and performance frameworks for external contracts.

#### 4.0 Service Area Response- Corporate Policy, Policy and Regeneration

- 4.1 We welcome this report by the task group. An integral part of good performance management for local government is Member input and challenge. This report provides us with a clear direction from Members and will help us shape the council's emerging performance management framework. All of the recommendations are feasible and some of are already being implemented.
- 4.2 The following table details how we will implement each recommendation:

Recommendation	Planned action
<p>Recommendation 1:</p> <ul style="list-style-type: none"> <li>• More local target setting</li> <li>• Executive and Scrutiny involvement in target setting</li> <li>• Reduction in net targets to be reported</li> <li>• Report back to PFSC in 2006/07</li> </ul>	<p>Brent has signed its first Local Area Agreement. The basic premise of the LAA mechanism is that a locally defined set of outcomes, contained within a formal 'agreement' between local and central government, will better address local priorities, while giving central government the security of delivery against key mandatory indicators. It is a mechanism designed to resolve (to some extent) the eternal tension between local and central priorities, providing more freedom over the process at a local level in return for a commitment to achieve key national outcomes. The performance management framework we have built to measure the success of the LAA (called the outcomes framework) has 60% local performance indicators within it. We envisage over time that the number of mandatory centrally imposed PIs will decrease as the government has committed to developing a more streamlined set of national targets. This is certainly something we have been pushing for through the development of the LAA and we will continue to do so at every opportunity.</p> <p>More opportunities to develop local performance indicators will emerge when the new Corporate Strategy for 2006-10 is prepared. The Executive will determine the local priorities within the Corporate Strategy, which will form the basis for the indicators we use to measure its success. The targets within the Strategy will be monitored on a 6 monthly basis,</p>

	<p>giving Scrutiny and the Executive opportunities to challenge performance.</p> <p>We will report back on progress to the Performance and Finance Select Committee in 2006/07 as requested.</p>
<p>Recommendation 2:</p> <ul style="list-style-type: none"> <li>• Developing ward profiles</li> <li>• Including street cleanliness, refuse collection, recycling, crime statistics and complaints information</li> <li>• Quarterly updates</li> </ul>	<p>As part of the council's WardWorking initiative, ward profiles have been developed for the six WardWorking pilot wards. We plan to roll WardWorking out across the entire borough in 2006 which will include developing ward profiles for all wards. We welcome Members' views on what would be useful to include in ward profiles and will endeavour to include these as part of the profiles.</p> <p>The performance management framework of the Local Area Agreement (the outcomes framework) includes a number of performance indicators which are broken down to ward level including street cleanliness, crime and educational attainment. Generally, as part of the council's overall performance management framework, we are working towards analysing information to ward level as a standard. We will priorities those areas important to Members' first in this process, which will take time to embed across the organisation.</p>
<p>Recommendation 3:</p> <ul style="list-style-type: none"> <li>• Information pack for all councillors including socio-economic breakdown</li> <li>• Updated annually</li> </ul>	<p>This information will be provided as part of the ward profiles.</p>
<p>Recommendation 4:</p> <ul style="list-style-type: none"> <li>• Vital Signs to include prediction and likelihood of achieving</li> </ul>	<p>We will change the format of the Vital Sign report to include forecasts from quarter one in 2006/07.</p>
<p>Recommendation 5:</p> <ul style="list-style-type: none"> <li>• Vital Signs to include comparisons with best performing authorities in London.</li> </ul>	<p>The Vital Signs already includes comparative information where it exists. Unfortunately, the only comparative information we have access to are for BVPIs and this is nearly a year out-of-date when it arrives from the ODPM. Comparing Brent's current quarterly performance with out-of-date annual performance has limited value. At best it will only provide us with a rough guide.</p>
<p>Recommendation 6:</p> <ul style="list-style-type: none"> <li>• Improving public perception – report to PFSC in 2006/07.</li> </ul>	<p>We will bring a report addressing the issue of public perception to the Performance and Finance Select Committee in 2006/07.</p>
<p>Recommendation 7:</p> <ul style="list-style-type: none"> <li>• External challenge is useful tool for evaluating performance</li> </ul>	<p>Brent Council has a long history of using and benefiting from external challenge to improve services. Many best value reviews included an external perspective and often resulted in the most radical and lasting changes. All Audit Commission inspections have been used to improve services, in some cases resulting in drastic improvements. We are committed to seeking challenge from outside of the authority and will continue to do so wherever possible.</p>
<p>Recommendation 8:</p>	<p>We expect to include performance management in our</p>

• Performance management of contracts	contracts as we negotiate them.
---------------------------------------	---------------------------------

## 5.0 Financial Implications

5.1 These planned actions will all be delivered within current committed resources.

## 6.0 Diversity Implications

6.1 Recommendations from task groups are incorporated within service department's delivery or development plans and as such will be subject to the equalities impact assessments carried out by services as part of their work program. In addition, the annual review of Overview & Scrutiny activities includes an equalities impact assessment.

## 7.0 Legal Implications

7.1 None.

### Contact Officers

#### Kevin Quigley

Policy & Performance Manager  
Policy & Regeneration Unit  
020 8937 1607  
[Kevin.quigley@brent.gov.uk](mailto:Kevin.quigley@brent.gov.uk)

#### Phil Newby

Director of Policy & Regeneration  
Policy & Regeneration Unit  
020 8937 1032  
[Phil.Newby@brent.gov.uk](mailto:Phil.Newby@brent.gov.uk)

PHIL NEWBY

Director of Policy and Regeneration