

Showcasing Excellence

The introduction of best practice programme management principles - The Balanced Scorecard

The London Borough of Barking and Dagenham Council is committed to driving and managing continuous improvement to ensure better public services and achieve efficiencies in key areas, which will ultimately benefit the local community. The Council has a strong focus on performance management and sound financial planning. A new tool is achieving some excellent results, ensuring that the Council succeeds in meeting Government efficiency targets.

In November 2000, the Council reformed the way it operates, introducing 'The Balanced Scorecard'. The tool works by translating strategy into action, allowing individuals across the Council to understand their role in delivering continuous improvement.

The Aim

The authority recognised that while it performed well in some areas, it needed to do more across the Council as a whole to achieve the following:

- Much stronger performance monitoring arrangements
- Greater ownership for performance management
- A stronger strategic focus

The aim of the Balanced Scorecard is to help organisations benchmark progress against a set of pre-agreed strategies and operational objectives. Both process and behaviour are monitored, ensuring continuous improvement. This helps to focus actions towards the delivery of the Council's longer term vision for the borough, within the context of **seven Community Priorities**:

- Promoting equal opportunities and celebrating diversity
- Making Barking and Dagenham cleaner, greener and safer
- Better education and learning for all
- Developing rights and responsibilities with the local community
- Improving health, housing and social care
- Raising general pride in the Borough
- Regenerating the local community



"We measure outcomes with Performance Indicators. These illustrate how much progress we have made. By monitoring these indicators, through the year, we can take remedial action where progress is slower than expected."

John Tatam, Director of Corporate Strategy, London Borough of Barking and Dagenham

The role of the Balanced Scorecard in the London Borough of Barking and Dagenham

- Translate strategy into operational terms and that are recognisable to everyone
- Align the authority around delivering the strategy and ensure that everyone is working to the same objectives
- Enable everyone to make a contribution to the Council's strategies and targets
- Mobilise change towards the Modernising Local Government agenda
- Deliver outcomes that make a real difference to people's lives

Each head of service has their own individual scorecard that contributes to overall performance. Each must contain the key priorities necessary, within their area, ensuring the delivery of both the Council's corporate objectives and individual service priorities.



Measurement of success

- A consistent and manageable framework working across the council
- The ability to set clear targets and goals
- Over 70% of performance indicators showed improvements in year 2004/05
- Improvements in all seven areas of community priority

"Performance improvements experienced across the Council, can all be linked back to changes in our procedures and greater monitoring of our actions using the Balanced Scorecard."

**Naomi Goldberg, Head of Policy and Performance,
London Borough of Barking and Dagenham**

Next Steps

"2004/05 was the last year we collected and reported against Scorecard Performance Indicators. Key Performance Indicators have been identified as the most suitable measures for 2005/06, illustrating how we are delivering the Corporate Priorities for Action and Values which form the foundation across the Council and help us deliver our long term vision."
Rob Whiteman, Chief Executive, London Borough of Barking and Dagenham

How does your project measure up?

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