

IMPROVEMENT and DEVELOPMENT: 2004/05 PERFORMANCE PLAN

Contribution of this Section Performance Plan to achieving Tonbridge & Malling's Community Strategy

Main Themes	Reference
A Safe Place with Lower Levels of Crime	<i>Main Activity 1 – the IDU provides consultation assistance in establishing and monitoring progress against the public's priorities for improvement, especially via the Citizens' Panel.</i>
Cleaner, Smarter and Better Maintained	
Responsive to Housing, Health and Social Needs	
Protective of the Local Environment	
Reduced Traffic Problems and Well Managed Car Parking	
Thriving Businesses and Shared Opportunity	

Contribution of this Section Performance Plan to achieving the Council's Key Priorities

Council's Key Priorities	Reference
Better target our resources to reflect priorities.	<i>Target a proportion of our consultation budget to help achieve: Aim and Objective 1.7. and Improvement Actions 1.3.1. and 1.7.1.</i>
Progress preparation of the Local Development Plan/Framework	<i>Not applicable.</i>
Seek new ways to increase the supply of new affordable housing following the abolition of Local Authority Social Housing Grant and the establishment of the Regional Housing Board.	<i>Not applicable.</i>
Give priority to involving and meeting the needs of young people.	<i>Aim and Objective 1.7. and Improvement Actions 1.3.1. and 1.7.1.</i>
Achieve a cleaner, smarter and better-maintained 'street scene' and open space environment.	<i>Main Activity 1 – monitoring BVPI 89.</i>
Reduce:	
> Levels of Crime.	<i>Main Activity 1 – undertake a Crime & Disorder tracking survey using a refreshed Citizens' Panel.</i>
> Drug and alcohol abuse.	
> Anti-social behaviour.	

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>MAIN ACTIVITIES	>AIMS & OBJECTIVES	>STANDARDS & TARGETS	>IMPROVEMENT ACTIONS	DATE BY
1.	<p><i>Provide a quantitative and qualitative research and consultation service to the Council, including Best Value consultations. [BM]</i></p> <p>The IDU is the Lead Section in co-ordinating and analysing data to produce results for the following PIs:</p> <ul style="list-style-type: none"> - BVPI 3) The percentage of citizens satisfied with the overall service provided. (Target - Top Quartile 2006/07) - BVPI 4) The percentage of complainants satisfied with the handling of their complaint. (Target - Top Quartile 2006/07) - BVPI 80a) Satisfaction with the Benefit service - contact with the office. (Target - Top Quartile 2006/07) - BVPI 80b) Satisfaction with the Benefit service - service in the office. (Target - Top Quartile 2006/07) - BVPI 80c) Satisfaction with the Benefit service - telephone service. (Target - Top Quartile 2006/07) - BVPI 80d) Satisfaction with the Benefit service - staff in the office. (Target - Top Quartile 2006/07) - BVPI 80e) Satisfaction with the Benefit service - forms. (Target - Top Quartile 2006/07) - BVPI 80f) Satisfaction with the Benefit service - speed of service. (Target - Top Quartile 2006/07) - BVPI 80g) Satisfaction with the Benefit service - overall satisfaction. (Target - Top Quartile 2006/07) - BVPI 89) The percentage of people satisfied with the cleanliness standard in their area. (Target - Top Quartile 2006/07) - BVPI 90a) The percentage of people satisfied with household waste collection. (Target - Top Quartile 2006/07) - BVPI 90b) The percentage of people satisfied with waste recycling. (Target - Top Quartile 2006/07) - BVPI 111) The percentage of planning applicants satisfied with the service received. (Target - Top Quartile 2006/07) - BVPI 119a) The percentage of residents satisfied with the local authority cultural services sports and leisure facilities. (Target - Top Quartile 2006/07) - BVPI 119e) The percentage of residents satisfied with the local authority cultural services parks and open spaces. (Target - Top Quartile 2006/07) 	<p>1.1. To assist the Council and Services to obtain accurate, reliable, representative and informative feedback from residents, consumers and other stakeholders that also fulfils the consultation requirements of Best Value and other agreed requirements of the client service.</p> <ul style="list-style-type: none"> 1.1.1. No sustained challenge to the research methodology. 1.1.2. Compliance with client Services' requirements (Subject to design and implementation of monitoring form). <p>1.2. To improve the cost effectiveness of our research (Consultation Strategy, 2004/07, Aim #1).</p> <ul style="list-style-type: none"> 1.2.1. Introduce a more structured approach to justify each consultation in advance, evaluate its impact and thereby improve impact/cost ratio of future research. 1.2.2. Co-ordinate the mapping of existing research activity and identify significant gaps. 1.2.3. Introduce a summary report to Management Team of forthcoming research regarding the Council's key priorities for the coming year. 1.2.4. Subject to feasibility testing, enable the option of completing Citizens' Panel questionnaires on-line so that the data is immediately ready for analysis. <p>1.3. To better enable and encourage everyone to express their views. (Consultation Strategy, 2004/07, Aim #2).</p> <ul style="list-style-type: none"> 1.3.1. Refresh the Citizens' Panel subject to this being warranted by the corporate research programme <p>1.4. To further improve the consistency with which we undertake research of a high technical quality. (Consultation Strategy, 2004/07, Aim #3).</p> <ul style="list-style-type: none"> 1.4.1. Minimum sample of 400 cases (completed questionnaires) where survey population is 2000 (+). 1.4.2. Achieve pre-determined minimum sample sizes where survey population is less than 2000. 1.4.3. Response rates for Citizens' Panel surveys to average 80%(+). 1.4.4. Minimum 50% response rates for other postal surveys <p>1.5. Engage the public in better setting budget and spending priorities - CPP: Corporate Affairs theme. (2003/05)</p> <ul style="list-style-type: none"> 1.5.1. Introduce a technical check-list covering good practice in questionnaire design. <p>Review the methodology for consulting the general public and consider/implement ways to consult other stakeholder groups.</p>	<p>30-Jun-04</p> <p>30-Sep-04.</p> <p>21-Mar-05</p> <p>31-Mar-05</p> <p>31-Dec-04</p> <p>31-Mar-05</p> <p>30-Apr-04</p>	

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	<p>1.6. Improve services to homeless households, including: Increasing the availability and quality of temporary accommodation and reducing the use of bed & breakfast - CPP: Housing theme. (2003/05)</p> <p>1.7. Give priority to involving and meeting the needs of young people. (2003/05)</p>	<p>1.6.1. IDU to assist EH&H Services to - Survey residents in temporary accommodation to establish whether satisfaction with the general condition of their accommodation has improved from 3.19 in 2001, to our target of 4(+), on a scale of 1 to 5 where 1 is very poor and 5 is very good.</p> <p>1.7.1. IDU to assist Leisure Services to Complete a pilot survey to quantify the views of young people, working with at least one willing school.</p>	<p>1.6.1. IDU to assist EH&H Services to - Survey residents in temporary accommodation to establish whether satisfaction with the general condition of their accommodation has improved from 3.19 in 2001, to our target of 4(+), on a scale of 1 to 5 where 1 is very poor and 5 is very good.</p> <p>1.7.1. IDU to assist Leisure Services to Complete a pilot survey to quantify the views of young people, working with at least one willing school.</p>	31/03/2005
2.	<p>Develop and maintain the Council's corporate performance management system, including arrangements to fulfil the statutory requirements of the Best Value regime. [BM]</p> <p>The IDU is the Lead Section in co-ordinating and/or analysing data to produce results for the following Plis:</p> <ul style="list-style-type: none"> - BVPI 174) The number of racial incidents recorded by the authority per 100,000 population. (2004/05 Target - 0) - BVPI 175) The percentage of racial incidents that resulted in further action. (2004/05 Target - 0%) - BVPI 177) Percentage of authority expenditure (whether in-house or external) on legal and advice services which is spent on services that have been awarded the Quality Mark and meet legal needs identified in the Community Legal Service Partnership strategic plan. (2004/05 Target - 99%) - LPI 4) Letters from the public answered with a final or substantive response within 10 working days. (2004/05 Target - 100%) <p>2.1. To enable the Council to achieve the outcomes and outputs that matter by the most efficient and economical means.</p> <ul style="list-style-type: none"> 2.1.1. Achieve/maintain an "excellent rating" for the Council's performance management system in the CPA regime. 2.1.2. 100% of section level performance plans updated to include the Council's priorities, associated improvement actions, BVPIs and LPIs in the Corporate Performance Plan (CPP). <p>2.1.3. 4th Quarter BVPI and LPI monitoring report to Management Team.</p> <ul style="list-style-type: none"> 1st Quarter BVPI and LPI monitoring report to Management Team. 2nd Quarter BVPI and LPI monitoring report to Management Team. 3rd Quarter BVPI and LPI monitoring report to Management Team. <p>2.1.1. Update and reintroduce the Performance Management- Annual Programme. (Identification of other improvements pending outcome of Spring 2004 CPA inspection)</p> <p>2.2. To produce BVPI information that is accurate, complete and accepted by the Audit Commission without modification</p> <ul style="list-style-type: none"> 2.2.1. 100% of data collection procedures drafted for 2004/05 BVPIs prior to 31st May 2004 (with priority given to new Plis requiring monitoring from 1/4/2004). 2.2.2. 100% of data collection procedures finalised for 2004/05 BVPIs prior to reporting final results to MT/ Members in 2004, or publishing them in the 2004/05 CPP, whichever comes first. 2.2.3. No significant (i.e. >1% for numeric Plis), changes arising out of the external audit to the final 2003/04 BVPI results. 	<p>2.1.1. Achieve/maintain an "excellent rating" for the Council's performance management system in the CPA regime.</p> <p>2.1.2. 100% of section level performance plans updated to include the Council's priorities, associated improvement actions, BVPIs and LPIs in the Corporate Performance Plan (CPP).</p> <p>2.1.3. 4th Quarter BVPI and LPI monitoring report to Management Team.</p> <ul style="list-style-type: none"> 1st Quarter BVPI and LPI monitoring report to Management Team. 2nd Quarter BVPI and LPI monitoring report to Management Team. 3rd Quarter BVPI and LPI monitoring report to Management Team. <p>2.1.1. Update and reintroduce the Performance Management- Annual Programme. (Identification of other improvements pending outcome of Spring 2004 CPA inspection)</p> <p>2.2. To produce BVPI information that is accurate, complete and accepted by the Audit Commission without modification</p> <ul style="list-style-type: none"> 2.2.1. 100% of data collection procedures drafted for 2004/05 BVPIs prior to 31st May 2004 (with priority given to new Plis requiring monitoring from 1/4/2004). 2.2.2. 100% of data collection procedures finalised for 2004/05 BVPIs prior to reporting final results to MT/ Members in 2004, or publishing them in the 2004/05 CPP, whichever comes first. 2.2.3. No significant (i.e. >1% for numeric Plis), changes arising out of the external audit to the final 2003/04 BVPI results. 	<p>31-May-04</p> <p>19-May-04</p> <p>18-Aug-04</p> <p>18-Nov-04</p> <p>18-Feb-05</p> <p>31-Mar-05</p>	
3.	<p>Draft and design the Council's Corporate Performance Plan (CPP) that incorporates statutory Best Value Performance Plan requirements. [BM]</p> <p>3.1. Meet the statutory requirement of Section 6 of the Local Government Act 1999 (ODPM Circulate 02/2004 - Appendix A, Part (c) Other Best Value authorities).</p> <p>3.2. To produce a CPP that "articulates (the Council's) proposals for improvement for the coming year, including how weaknesses will be addressed, opportunities exploited and better outcomes delivered for local people" (ODPM Circular 02/2004).</p> <p>3.3. Produce LPI information that is accurate, complete and accepted by the Audit Commission without modification.</p> <p>4.1. To publish a performance summary for the general public that is attractive and informative to interested residents and other stakeholders.</p>	<p>3.1. Meet the statutory requirement of Section 6 of the Local Government Act 1999 (ODPM Circulate 02/2004 - Appendix A, Part (c) Other Best Value authorities).</p> <p>3.2. To produce a CPP that "articulates (the Council's) proposals for improvement for the coming year, including how weaknesses will be addressed, opportunities exploited and better outcomes delivered for local people" (ODPM Circular 02/2004).</p> <p>3.3. Produce LPI information that is accurate, complete and accepted by the Audit Commission without modification.</p> <p>4.1. To publish a performance summary for the general public that is attractive and informative to interested residents and other stakeholders.</p>	<p>3.1. Meet the statutory requirement of Section 6 of the Local Government Act 1999 (ODPM Circulate 02/2004 - Appendix A, Part (c) Other Best Value authorities).</p> <p>3.2. To produce a CPP that "articulates (the Council's) proposals for improvement for the coming year, including how weaknesses will be addressed, opportunities exploited and better outcomes delivered for local people" (ODPM Circular 02/2004).</p> <p>3.3. Produce LPI information that is accurate, complete and accepted by the Audit Commission without modification.</p> <p>4.1. To publish a performance summary for the general public that is attractive and informative to interested residents and other stakeholders.</p>	
4.	<p>Draft the performance element and design a combined 2005/06 Performance/Finance Booklet for the general public. [D]</p> <p>4.1.1. Reduce the production cost for the 2005/06 version compared with the 2004/05 version, other factors remaining the same.</p>	<p>4.1.1. Reduce the production cost for the 2005/06 version compared with the 2004/05 version, other factors remaining the same.</p>	<p>4.1.1. Reduce the production cost for the 2005/06 version compared with the 2004/05 version, other factors remaining the same.</p>	

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5.	Maintain and refine a methodology for undertaking Best Value Reviews. [BM]	5.1. To have a methodology that satisfies the Best Value external audit regime and Audit Commission's Inspectorate. 5.1.1. No unwelcome modifications by external audit or the Audit Commission's Inspectorate. 5.2. To have a methodology whose main components are cost effective to operate based on TMBC's own experience.	5.2.1. <i>(Prioritise the updating of BVR guide according to the outcome of Spring 2004 CPA inspection)</i>	
6.	Progress and assist Services with Best Value reviews. [BM]	6.1. To adhere to the fundamental performance review timetable and methodology as expressed in the guidance document. 6.1.1. No delays in the review timetable as a result of actions, or lack of actions by the Improvement & Development Unit. 6.2. To produce objective and rigorous evidence covering the Challenge, Consult, Compare and Compete elements that satisfies the Best Value external audit regime. 6.2.1. No formal interventions by external bodies. 6.3. To deliver real improvements in the effectiveness, efficiency and economy of services wherever feasible. (Targets are those that emerge from fundamental performance reviews, including those based on changes in public perceptions). 6.4. Reduce the cost of Best Value Reviews (BVRs) to the benefit of service provision - CPP: Performance Reviews theme. (2003/05) (Co-ordinating role). 6.4.1. Further re-scope our Involving the Public BVR by amalgamating its Improvement Plans. 6.4.2. Ensure actions set out within BVR Plans are outcome orientated and focused on noticeable improvements to actual and potential service users and residents. (IDU will encourage, but is unable to control, this.) 6.4.3. Further rationalise our BVR programme, depending upon the outcome of Spring 2004 CPA inspection. (IDU will encourage, but is unable to control, this.) 6.5. Improve the public's awareness of and access to Council services - CPP: Public Access & Involvement theme. (2003/05) (Co-ordinating role). 6.5.1. Continue to implement agreed Improvement Plans. 6.5.2. Complete the "Contacting the Council (Operational)" and "Complaints" elements of the Involving The Public BVR and produce Improvement Plans. 6.6. Respond better to letters from the public - CPP: Public Access & Involvement theme. (2003/05) (Co-ordinating role). 6.6.1. Complete the "Contacting the Council (Operational)" element of the Involving The Public BVR covering the public's operational contact with the Council, including an assessment of the style and content of our letters to the public, and formulate an Improvement Plan. We anticipate that this will also help in reducing the proportion of our public that see the Council as remote and impersonal.	Autumn 2004 Autumn 2004	
7.	Monitor and report on the Council's complaints systems. [D]	7.1. To have a system which conforms to current good practice and, in particular, provides for improved service delivery through learning from complaints. 7.1.1. Complete the updating of the Corporate Complaints System. 7.1.2. Complete the Involving The Public BVR in respect to Complaints. Final report to Policy & BV Committee. 7.2. Respond better to complaints from the public - CPP: Public Access & Involvement theme. (2003/05) (Co-ordinating role). 7.2.1. Complete the updating and launch of our corporate complaints system. This will include applying a user-friendly design style to the public complaints booklet, staff training and public promotion. 7.2.2. Investigate fully, and learn from, the result of the latest (2003/04) satisfaction survey covering complaints handling (BV4). This showed a significant, as yet unexplained, fall in public satisfaction compared with three years ago. (IDU will encourage, but is unable to control, this.) 7.2.3. Complete this part of the ITP BVR and (if warranted further to the updating of the corporate complaints system) produce an Improvement Plan.	30-Jun-04 Late summer 2004	
8.	All activities	8.1. To run the Improvement & Development function economically and efficiently. 8.1.1. Identify further efficiency and economy innovations / improvements for the IDU, record and share these at team briefings.		Autumn 2004