

Performance Management
at Tonbridge & Malling
Borough Council

Bruce Hill

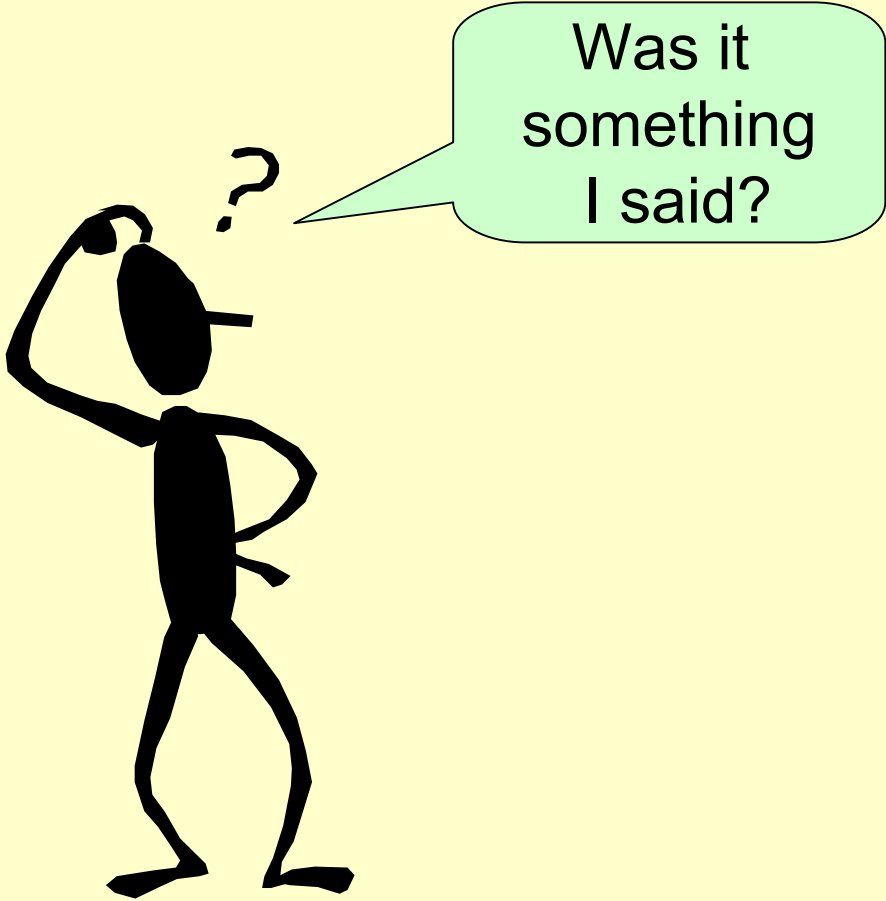
Improvement & Development Manager

October 2004

CPA

“Excellent” ≠ Perfect!

An Inspector Calls!



Improvement & Development Unit

- Background
- Current Team
- Commitment
- Adding value
- Attention to detail
- Continuous improvement - evolution
- Approach to Auditors/Inspectors

Performance Management

- Necessary but not sufficient!
 - A perfect system does not guarantee good results!
- Not rocket science!
 - But needs to be coherent
- Planning down/Actions up

Consultation & Research

- Need to know public opinion/satisfaction
- Impact:
 - Strategic: informs priorities
 - Operational: target potential improvements
- Representative Citizens' Panel
 - Since 2000, 1300 members
 - To be completely renewed 2004/05
- SPSS site: aggregate & segmented results
- Consultation Strategy 2004/07
- Questionnaire Design Guide

Show
Report

2

3

Draft

Complaints System

- Theory v Practice
- Being re-launched to comply with latest LGO guidance
- Stage 1 – all contacts
- LGO training planned
- Service ‘Complaints Officers’
- More structured reporting/learning from complaints
- New complaints system literature

Draft

4

Performance Reviews

- Best Value Reviews:
 - Statutory guidance versus Noticeable Improvements to the Customer
 - BVR Guide needs updating
 - Need to re-define where BVRs end and ...
- Other Reviews
 - ...begin

Council & Service Priorities

- Structured approach to establishing priorities
- Review half year progress
- Identify/justify for next financial year :
 - priorities to be carried forward
 - new priorities
- Identify any new funding requirements

Performance Indicators

■ BVPIs

- Formal procedures & data collection forms
- Target setting guidance
- Target setting forms
- Reported quarterly to MT/Cabinet

■ LPIs

- Continually evolving to complement BVPIs
- Target setting guidance
- Target setting forms
- Subset - reported quarterly to MT/Cabinet

6

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12

Performance & Finance Summary (200n/n+2)

- Produced by Finance/IDU
- To all households
- Statutory Council Tax information
- Discretionary Performance Info.
 - Overall aims
 - Key priorities/delivery
 - Key PIs (e.g. satisfaction BVPIs)
- To be designed in-house for 2004/06

Corporate Performance Plan

- Produced by IDU with Services (entirely in-house from 2004/05)
- Fulfils BVPP requirements
- Commended by auditors & inspectors
- Increasing used as reference source
- Future: priorities, planned actions, targets
- Past: performance in achieving priorities and targets
- Individual copy for each manager/Member

Staff Guide to Council & Service Priorities

15

- Focuses on priorities and associated actions
- Information is structured by Services
- Individual copy for each member of staff and Councillor

Section Performance Plans

- Fundamental 'building blocks'
- Cascaded down to SPPs:
 - Actions from Community Strategy
 - Council Priorities from CPP
 - BVPIs from CPP
 - LPIs from CPP
- Based on Excel Workbooks
- Future developments?

Annual Programme

	2004/05						2005/06					
	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
2004/05 Priorities - review progress	■											
2005/06 Priorities - justify/establish	■											
2004/05 PIs - 2nd Quarter Report			■									
2004/06 Performance & Finance Summary					■							
2005/06 PIs - draft new or update procedures					■							
2005/06 (+) PIs - set targets					■							
2004/05 PIs - 3rd Quarter Report						■						
2005/06 Corporate Performance Plan (BVPP)						■						
2004/05 Section Performance Plans - Review							■					
2005/06 Section Performance Plans - Update							■					
2004/06 Appraisals							■					
2004/05 PIs - finalise procedures								■				
2005/06 Priorities - staff guide									■			
2004/05 PIs - 4th Quarter Report									■			
2005/06 PIs - 1st Quarter Report												■