

**EXECUTIVE SUMMARY –
PERFORMANCE MATTERS: PERFORMANCE PLAN 2004/05**

Summary of Purpose and Recommendations:








This report outlines proposals to change the council’s annual performance plan to a web based approach which focuses on delivering the corporate plan, by outlining performance against the 26 corporate aims. This follows changes to an ‘excellent’ authority’s duty to publish a full plan following the recent CPA inspection. It also reflects the plan’s proposed role within the council’s recently approved performance management system.

The 2004/05 plan will be supported by a full colour document which, whilst maintaining previous high standards of publication, will ensure performance and improvement plans for each individual aim can be distributed more flexibly to engage members, officers, employees, customers and partners more appropriately.

Cost to Council: £4,000

Within existing budget? Yes/No/N/A

Contribution to Corporate Plan (Minor/Moderate/Major/Neutral):

	+		-		+		-
	Moderate			Priorities			
	Moderate			Clean Streets and Public Space	Minor		
	Minor			Crime and Disorder	Minor		
	Minor			Housing	Minor		
	Minor			Managing our Finances	Moderate		

Comments on Impacts on Corporate Objectives and Priorities:

1. Innovative development for a web based performance plan
2. Greater potential involvement and performance information for public partners
3. Reduced actual publication resources in terms of less distribution and printing costs alongside input required from officers
4. All objectives and priorities will be contributed to a minor level through improved dissemination of performance and service information.



PERFORMANCE MATTERS: PERFORMANCE PLAN 2004/05

1 INTRODUCTION

- 1.1 In the first year after our comprehensive performance assessment (CPA) inspection, our duty to publish a best value performance plan has changed. As an 'excellent' authority our only requirement is to publish our best value performance indicators as an annexe to our corporate plan
- 1.2 Having a performance management system in place was an important factor in securing our CPA result, although there was some concern that its success had not yet been proven. The system puts the performance plan as the vehicle to report our annual performance against the corporate plan. It is hoped that the Cabinet will support its continued publication, albeit in a more efficient and flexible format.
- 1.3 Previous 'Performance Matters' have been praised as one of the council's strengths. This report aims to outline the key proposals and changes to maintain standards of the performance plan for 2004/05 whilst minimising resources required for its production and publication.

2 PUBLICATION FOR 2004/05

- 2.1 It is proposed that this year's Performance Matters will primarily be a web based plan. The corporate aims will be set out as individual pages which will be made available at various locations and distributed in full, but less widely than before, to cabinet, review panel chairs, heads of service and the local strategic partnership. This more flexible approach to distribution should ensure that people receive information that is more relevant to them.
- 2.2 It is hoped that this different approach should enable some advantages:
 - 2.2.1 More flexibility to publish the performance plan in various formats to allow for targeted distribution of relevant aims.
 - 2.2.2 Continued ownership of relevant portfolios and review panels combined with wider opportunities for joint working and engagement of stakeholders.
 - 2.2.3 Reduced resources in development, publication and input required from services.

2.3 Outlined below are the main differences proposed for the performance plan to be published in June 2004.

2003/04 PERFORMANCE PLAN	2004/05 PERFORMANCE PLAN
Distributed as a hard copy to 350+ stakeholders	To be primarily available to stakeholders on website or distributed by specific aims
Performance Matters documents available to view at key locations	Performance Matters folders detailing corporate aims to view at key locations
Four introductory chapters detailing issues and performance management	Single introduction summarising issues and performance management
Distribution of full 100 page document only possible	Flexible distribution possible based on requests or stakeholder interests
Inwardly focussed on portfolio performance	Community focus based on delivery of corporate objectives and aims
Services provide information on performance against aims	Information on performance against aims available from service plans
A high number of performance data set against each portfolio	More focussed performance data specific to each corporate aim

2.4 An outline of the front page format of the web site and an example aim are shown in appendix 1. These will obviously be enhanced by the design team to show a more graphical and pictorial presentation of performance.

3 A FLEXIBLE PERFORMANCE PLAN

3.1 A key strength of the last performance plan was that it set out performance against each corporate aim, within its lead portfolio. Although it is important to maintain a strong link to the council's internal structures the key message of what we are delivering to the community through our corporate plan was lost.

3.2 Focussing on corporate aims should enable targeted distribution and encourage feedback from relevant stakeholders, community groups and community action networks (CAN's) within the Changing Lives Partnership.

4 WIDER OWNERSHIP AND ENGAGEMENT OF CORPORATE AIMS

4.1 It is important to maintain services' and members' ownership of the corporate aims. Members and senior management will be encouraged to consider any concerns or priorities through separate reports or workshops in the future.

4.2 Publishing the performance plan structured as individual aims, however, should enable more focussed and appropriate level of engagement with the community. This could be achieved through community / customer focus groups or even a 'blue sky' conference where the performance information could be used to continue to develop what are and are not priorities to work on in the future.

5 RESOURCES

- 5.1 Reduced requirements for the publication of a performance plan will enable less resource input in terms of both development and costs.
- 5.2 The majority of key information will be available through the service planning process, alongside the collection of performance indicator results from relevant services. This means that services will not be required to provide as much separate information although they will still be consulted, along with portfolio holders, on the data to be published.

6 THE FUTURE

- 6.1 The potential advantages and opportunities that this new approach to our performance plan could deliver are achievable and realistic. To work effectively in the future, however, there are some areas that still need to be supported or developed through CMT and Cabinet.
 - 6.1.1 Develop the corporate plan and related performance/ service information on the council's external website. There is real potential for the corporate objectives and aims to be given much greater prominence on the council's website, particularly considering these are it's raison d'être.
 - 6.1.2 Services and members could own the aims more and become more directly involved in engaging relevant stakeholders, by maintaining key up to date information on the web page and maybe even getting involved in feedback or chat about topical issues.
 - 6.1.3 Performance indicators and key targets may be better focussed on delivering the individual corporate aims.
 - 6.1.4 The opportunity of developing what are and what are not priorities in terms of performance and improvement through a 'blue sky' conference or other stakeholder involvement.
 - 6.1.5 The service and financial planning processes still need to work together more effectively to contribute and deliver the priorities and aims as set out in the corporate plan.

7 CRIME AND DISORDER AND ENVIRONMENTAL IMPLICATIONS

- 7.1 There are no direct crime and disorder and environmental implications arising from this report. The implications of performance against each aim will be identified within a report summarising issues for each portfolio when all the key performance data is published.

8 FINANCIAL IMPLICATIONS

- 8.1 This report outlines potential reduced costs in the production and publication of the council's annual performance plan. Alongside this there are some potential cost implications of developing the corporate plan on the external website to provide a more user friendly and interactive site.
- 8.2 Cost reductions will be realised in the design, printing and distribution of the performance plan. These follow a continued trend of reduced publication costs. The council's first plan cost around £10,000 to publish and distribute.
- 8.3 The following schedule provides a comparison of last year's costs alongside two options for colour or black and white printing of this year's estimates of publication and distribution:

	2003/04 Performance Plan	2004/05 Performance Plan – estimate *	
	Colour and bound 100 pages	OPTION A 27 sheets of colour digital printing	OPTION B 26 black & white pages with 6 colour inserts
Design	£ 2400	£ 2400	£2400
Printing	£ 3000 400 full copies	£ 1500 100 full copies	£750 100 full copies
Distribution costs	£200 100 copies 200 letters	£100 50 folders & 200 letters	£100
Forest news	£500	£0	£0
TOTAL	£6,100	£4,000	£3,250

NB * 2004/05 plan may incur additional costs still to be outlined in relation to IT templates

- 8.4 It is recommended that option A, a full colour version of the plan, is published. Although this option is 23% more expensive than printing in black and white it will ensure, however, that previous high standards of the plan are maintained at a cost that is still a third lower than last year.
- 8.5 Costs incurred for option A will fall within existing approved budgets.

9 CONCLUSION

- 9.1 The publication of the performance plan provides a real opportunity for an overview of how well the council is delivering its corporate plan. Proposals for this year's plan aim to build a more flexible approach to its publication alongside encouraging wider engagement with stakeholders whilst realising reduced input and production costs. There are still, however, some areas that need to develop to ensure the maximum opportunities for reporting the delivery of the corporate plan is realised.

10 RECOMMENDATIONS

10.1 That Cabinet

- Supports the proposed changes to the publication, printing and distribution of Performance Matters outlined in sections 2.1 and 8.4
- Considers the continued development of the key issues highlighted in section 6 in order to realise the full potential to report the delivery of the corporate plan.

For further information:

Dottie Dabrowska, Best value co-ordinator
New Forest District Council, Appletree Court, Lyndhurst
Tel 023 8028 5257
Fax 023 8028 5366
Email: dottie.dabrowska@nfdc.gov.uk

EXAMPLE FRONT PAGE OF CORPORATE PLAN WEBSITE

HEART OF THE FOREST

Performance Matters: Measuring how well we are delivering the corporate plan

Introduction

Based on Corporate Plan Intro

Click to view:

Our vision

Our values

Key priorities

Headline stories – 3 stories from 2003/04 based on key corporate issues

Dibden Bay story	CPA Assessment story	Changing Lives story
------------------	----------------------	----------------------

Our Aims

ECONOMIC WELL-BEING
<ul style="list-style-type: none"> - Economic strategy - Economy and planning - Tourism

ENVIRONMENTAL WELLBEING
<ul style="list-style-type: none"> - Clean streets - Environmental management - Waste - Flooding - Coast - Environment and planning - Transport

SOCIAL WELLBEING
<ul style="list-style-type: none"> - Crime, disorder and community safety - Health - Young people - Older people - Social inclusion - Housing - Leisure, arts and culture

WORKING WITH PUBLIC AND PARTNERS
<ul style="list-style-type: none"> - Involve the public - Work with partners to deliver the community strategy

ORGANISATION OF EXCELLENCE
<ul style="list-style-type: none"> - Develop our employees - Manage our finances - Improve our performance - Foster innovation in service delivery - Promote equal opportunity and diversity - Manage our physical assets - Make best use of new technology



Click on the links to go straight to:

- Aims by portfolio
- All performance data
- Key achievements for the last 3 years
- Performance Plans since 2000

Other links:

- Performance management system
- Service plans
- Consultation
- Financial summary
- Changing Lives website
- Parish websites
- HCC Website

EXAMPLE INFORMATION FOR A CORPORATE AIM LINK PAGE

<h3 style="margin: 0;">CRIME, DISORDER AND COMMUNITY SAFETY</h3> <p style="margin: 0;">Crime and Disorder Portfolio Holder: Cllr Goff Beck</p>		<p>Council Priority</p>   <p>Social Wellbeing</p>
<p>The aim</p> <p>We have made crime and disorder a portfolio for an individual cabinet member, and we regard our duties in this area as very important. Along with partners we will help to deliver the Community Safety Strategy, which aims to reduce the fear of crime and create safe communities. We will seek stronger community involvement. CCTV will remain a priority. We will review the emergency planning arrangements with partners to make sure we are ready to respond to changes and challenges</p>	<p>Picture</p> <p>What do think about what we are doing to tackle crime in the Forest? Click here to feedback on this aim Log a comment about crime in your area</p>	
<p>Headline story: Click here to find out about 2nd story First ASBO breach in the New Forest 47 people were referred to the ABC co-ordinator during 2003/04 Click here to see other stories about crime in this area</p>		
<p>Medium term objectives within NFDC:</p>		
<p>Key achievements for 2003/04 ✓ completed. * Not completed</p> <p>Click to view more details:</p> <ul style="list-style-type: none"> ✓ Reviewed Acceptable Behaviour Contracts and Anti-Social Behaviour Orders ✓ Year 2 action plan for the community safety strategy implemented ✓ Reviewed existing structures within community safety to ensure that the strategy is effectively implemented * Drug education and advice is not yet effectively co-ordinated across the district * CCTV not extended ✓ Tested emergency plan 	<p>Key targets for 2004/05:</p> <ul style="list-style-type: none"> ➤ Undertake a crime audit to develop a new community safety strategy ➤ Examine potential for community wardens to tackle criminal damage and anti-social behaviour issues in New Milton and Hythe ➤ Year 3 action plan for the community safety strategy ➤ Publish report of achievements for 2003/04 ➤ Feasibility study of the drug action team and crime and disorder reduction partnership merger ➤ Feasibility of operating a 'speed watch' project within the New Forest ➤ Develop a Prime based project ➤ Develop tracker questions on perception on the fear of crime for regular use through the Citizens' Panel 	
<p>Performance Indicators: headline links</p> <ul style="list-style-type: none"> ▪ Domestic burglaries have reduced by more than a third over the last 3 years ▪ We are amongst the safest areas in England for most violent offences ▪ Vehicle crimes are nearly half what they were 3 years ago, and amongst the lowest in the country and Hampshire <p>Click here to view all performance indicators for this aim</p>	<p>The Community Angle</p> <p>Community Safety Strategy The community Safety Partnership Other links: click below to view</p> <p>Environmental Health service plan Other related service plans Domestic violence Drugs Anti-social behaviour CCTV Crime and Disorder consultation results</p>	