

Appendix 2

MANAGING PERFORMANCE

CORPORATE PROJECT BRIEF 2010

1. Project Title:

Managing Performance and Corporate Planning Improvement

2. Project Partners:

Organisation	Abbreviation	Role
Eastbourne Borough Council	EBC	Subject Authority and Funder
Improvement and Efficiency South East	IESE	Funding Partner
Audit Commission	AC	Service Provider and Advisor
Local Futures	LF	Contracted System Provider
Performance Management System Provider - Covalent	PMS	Contracted System Provider

3. Background:

The Audit Commission's organisational assessment of the Council on its 2008/09 performance indicated that, whilst delivery of many of our front line services was good, there was a need for significant improvement in the effectiveness of our strategic planning, performance management, and community engagement. Largely as a consequence of these shortcomings, EBC received an overall score of 1 in its organisational assessment.

A key ambition set out in our 2010/11 corporate plan is for EBC to become a high performing local authority evidenced by sustained improvement against all regulatory frameworks and inspection regimes. Our current assessment shows that we are weak in our ability to demonstrate that we can set priorities based upon robust evidence and intelligence, together with an associated weakness in our ability to demonstrate robust performance management and effective outcomes resulting from our actions.

Our goal is to embark on a journey of improvement in these areas of weakness, specifically to improve and co-ordinate our performance management, community engagement and priority setting and better aligning these activities with our service and financial planning process.

4. Purpose, Time Scale and Objectives of Project:

Having regard to the background, the primary purpose is to assist Eastbourne Borough Council in its improvement programme towards better strategic corporate planning and performance management against the Council's priorities and based on robust community evidence.

Overall time scale of project is approximately 1 year. Overarching objectives of the project are:

1. To enable EBC to achieve an overall score of 3 in the organisational assessment of the 2010/11 year.
2. To enable continuing improvement towards an 'Excellent Council' rating from 2011/12.
3. To ensure that our future strategic activity and corporate planning is based on sound evidence and intelligence enabling EBC to be effective and sustainable over the longer term.

5. Scope of Project:

Using available community evidence, the Medium Term Financial Strategy, and the 2010/11 Corporate Plan as the basis for development and improvement for 2011/12 and beyond:

1. How can we best convert knowledge into intelligence?
2. How can we most effectively convert strategic planning activity into meaningful performance?
3. In planning and setting our priorities, how can we best understand the cause and effect relationship of what we do?
4. How can we most effectively manage our performance, monitor our targets, and present our evidence of effective outcomes?
5. Through the whole process, how can we best demonstrate the 'golden thread'?
6. How can we best input 'Value for Money' into the service and financial planning process?

6. Key Actions, Timelines and Participants:

Action	Timeline	Participants
Acquisition of LF system for 2010/11 purchased via IESE funding of £5k to	March 2010	EBC, IESE and LF

enable place/priority profile information to be included in the 2010/11 Corporate Plan and developed for future plans		
Consideration and acquisition of an appropriate PMS for more effective future presentation of data	March 2010	EBC and PMS
Adoption of the draft 2010/11 Corporate Plan by Cabinet	31 March 2010	EBC
Commence use of the SE Efficiency Challenge tool with commitment to ongoing workshop sessions through 2010/11	From March 2010	EBC and IESE
Preparation for organisational re-assessment of 2009/10 by liaising with auditors, gathering evidence, producing self-assessment and arranging interviews	From April/May 2010	EBC and AC
Adoption of final 2010/11 Corporate Plan by full Council	18 May 2010	EBC
Facilitation of the organisational re-assessment on 2009/10	Estimated July/August 2010	EBC and AC
Development and review of service and financial planning process to align with corporate plan and incorporate improved VFM analysis	July/August 2010	EBC and AC
Development and population of local information on the acquired IT systems and training of central and departmental users.	From 1 April 2010	EBC, IESE, LF and PMS
Release of £25k IESE funding contribution at point of "go-live" user acceptance testing of new PMS	TBC	EBC, IESE and PMS
Development and implementation of community engagement programme to inform future priority setting	From 1 April 2010	EBC, IESE and AC
Provision of a hosted open day event to provide external challenge to this project (Event details to be discussed)	TBC	EBC and IESE
Development of case study to demonstrate use and value of IESE inputs: <ul style="list-style-type: none"> • Local Futures software • Efficiency challenge outputs • Performance Management system 	Estimated October 2010 with follow up March 2011	EBC providing staff resources to enable IESE copywriter to undertake case study
Production of 2011/12 Corporate Plan together with self-assessment of the outcomes of 2010/11	By 31 March 2011	EBC, IESE, LF, PMS and AC

7. 2010/11 Resource Implications:

Action/Activity	Cost
Year 1 Purchase of LF System + Free Report Extras to the value of £750 negotiated by IESE	5,000
Year 1 total cost of PMS (£26150 system + £5625 support) based on initial 10 system user licences	31,775
Contracted cost of AC for VFM and PM project assistance	32,000
Staff input – Strategic Performance Manager – 50% for 12 months (specifically to oversee and input project)	17,000
Staff input – Strategic Performance Officer – 100% for 6 months, 50% for 6 months (primary input officer)	16,500
Staff input – Corporate Development Manager – 20% for 12 months (specifically to develop engagement programme)	7,500
Total Costs	£109,775

8. 2010/11 Funding Sources:

Funder	Amount
IESE – Year 1 purchase of Local Futures System	5,000
IESE – Contribution towards other project related costs	25,000
EBC – Revenue base budget contribution (staff)	41,000
EBC – Additional contribution from corporate funds	38,775
Total Funding	£109,775

9. EBC Additional Annual Funding from 2011/12:

Issue	Cost
Anticipated Local Futures Annual Subscription Costs	6,500
Increase from 10 to 25 Covalent System User Licences (one-off 2011/12 cost only)	3,000
Covalent Annual Support Costs for 25 User Licences	6,375
Total Funding Growth for 2011/12	£15,875
Total Annual Funding Growth for 2012/13 Onwards	£12,875

10. Project Risks:

Risk	Commentary
Insufficient funding available from EBC to meet balance of year 1 costs	Commitment in staff time and funding from corporate funds is in place
EBC unable to meet ongoing annual system costs	Will need to be presented as necessary growth bid in 2011/12 budget

Insufficient resources within Strategic Performance to adequately develop and utilise new systems	Analysis and consideration of any additional resources may be needed as project develops
Insufficient resources within Corporate Development to take on community engagement role	Analysis and consideration of any additional resources will be picked up in separate corporate communications project
Uncertainty re future inspection regime after general election	Effective corporate planning will stand test of any inspection regime