

Report of	Meeting	Date
Chief Executive (Introduced by the Executive Member for Resources, Policy and Performance)	Executive Cabinet	16 August 2012

## **FIRST QUARTER PERFORMANCE REPORT 2012/2013**

### **PURPOSE OF REPORT**

1. This monitoring report sets out the performance against the delivery of the Corporate Strategy and key performance indicators during the first quarter of 2012/13, 1 April to 30 June 2012.

### **RECOMMENDATION(S)**

2. That the report be noted.

### **EXECUTIVE SUMMARY OF REPORT**

3. This report sets out performance against the Corporate Strategy and key performance indicators for the first quarter of 2012/13, 1 April to 30 June 2012. Performance is assessed based on the delivery of key projects, against the measures in the Corporate Strategy and key service delivery measures.
4. Overall performance of key projects remains excellent, with a majority of the projects on track or completed. Two projects have been rated 'amber', deliver the Sharepoint EDMS, and explore the development of a service package for accommodation of 16 and 17 year olds, further explanation has been provided within the body of the report.
5. Overall performance on the key measures in the Corporate Strategy and key performance indicators is good, with 75% of the Corporate Strategy measures performing above target or within the 5% tolerance.
6. Three of the key service delivery measures are below target, the time taken to process Housing Benefit and Council Tax benefit new claims and change events, processing of planning applications as measured against targets for 'minor', and the Processing of planning applications as measured against targets for 'other' application types; in each case an action plan has been developed to outline what action will be taken to improve performance.

<b>Confidential report</b> Please bold as appropriate	Yes	<b>No</b>
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<b>Key Decision?</b> Please bold as appropriate	Yes	<b>No</b>
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## REASONS FOR RECOMMENDATION(S)

### (If the recommendations are accepted)

7. To facilitate the ongoing analysis and management of the Council's performance in delivering the Corporate Strategy.

## ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

8. None

## CORPORATE PRIORITIES

9. This report relates to the following Strategic Objectives:

Strong Family Support	✓	Education and Jobs	✓
Being Healthy	✓	Pride in Quality Homes and Clean Neighbourhoods	✓
Safe Respectful Communities	✓	Quality Community Services and Spaces	✓
Vibrant Local Economy	✓	Thriving Town Centre, Local Attractions and Villages	✓
A Council that is a consistently Top Performing Organisation and Delivers Excellent Value for Money			✓

## BACKGROUND

10. The Corporate Strategy is the key strategic document for the authority and includes performance indicators and key projects which focus on delivering the Council's nine strategic objectives. The Corporate Strategy mirrors, and outlines the Council's contribution to, the Sustainable Community Strategy, delivery of which is taken forward by the Chorley Partnership.

## PERFORMANCE OF KEY PROJECTS

11. There are 17 key projects in the Corporate Strategy for 2011/2012 – 2014/15. Overall performance of key projects is excellent. 16 of the 17 projects (88%) are either completed, on track or scheduled to start later in the year.
12. At the end of the first quarter, eleven projects (65%) were rated green, meaning that they are progressing according to timescale and plan:
- Deliver the Lex s106 open spaces scheme
  - Deliver the allotment project

- Provide start up support for local businesses
- Deliver phase two of the support for high quality independent businesses
- Develop and deliver a bus shelter improvement plan
- Develop a scheme to encourage volunteering among older people
- Develop an action plan to tackle social isolation in the borough
- Implementation of the customer services migration plan
- Implement the framework for strategic partnerships
- Relocate the council's depot
- Refresh the council's website

13. One project (6%) had not started by the end of the first quarter, as is it scheduled to start later in the year in order to balance out project work with core business and manage staff capacity.

14. Two projects (12%) have been completed during the last quarter, and the initial outputs of this project are detailed below:

<b>Project Title</b>		<b>Project Status</b>
<b>Deliver a Jubilee weekend event</b>		<b>Complete</b>
<b>Key Outcomes</b>	<p>The project performed well against its planned targets with nearly all tasks completed ahead of schedule or on time. The only task that took longer than first anticipated was the development of the traffic management plan. This was due to the fact that the council did not have any expertise in this area and initially there was some reluctance from Lancashire County Council to clarify their role and responsibilities. A specialist external contractor was brought in to work with Chorley Council and the police to develop the traffic management plan and Lancashire County Council provided assistance. This task was very much a learning experience for Chorley Council and we have now developed an excellent working relationship with the external contractor.</p> <p>The project came in under the £40,000 budget at £18,617. As the Olympic Torch Relay was an unknown event that the council had never planned for before, the exact cost could not be accurately calculated in advance. Initially, the council was anticipating paying for road closures but Lancashire County Council picked up this cost across the county. The Picnic in the Park was delivered successfully, with increased sporting activities from previous years and a successfully implemented traffic management plan.</p>	

Project Title		Project Status
Undertake the streetscene modernisation project		Complete
Key Outcomes	<p>The Streetscene modernisation project has reviewed all of the Streetscene services undertaken in order to meet the key objectives set out in the Transformation Strategy. The project took a strategic approach by addressing the following:</p> <ul style="list-style-type: none"> <li>• Use of progressive leadership.</li> <li>• Modern working arrangements.</li> <li>• Service delivery and support service issues.</li> <li>• Business development opportunities.</li> </ul> <p>All of the tasks have been completed and the Streetscene Modernisation Strategy has been approved by the Executive Member for Places.</p> <p>The project has delivered all of the agreed objectives and the full benefits will be realised as the action plan is implemented and embedded into the Streetscene service.</p>	

15. Two projects (12%) are currently rated as 'amber', which is early warning that there may be a problem with these projects.

Project Title		Project Status
Deliver the Sharepoint Electronic Document Management System		Amber
Explanation	<p>The company contracted to provide the SharePoint Electronic Document Management System solution, Dynamyx Ltd, proved unable to deliver the solution within the agreed terms and were requesting payment for unanticipated work well in excess of anything the council was prepared to pay.</p> <p>Since they reneged on their agreement the project manager had no option but to terminate the project with them and is now in negotiations with Dynamyx to recover a proportion of the monies already paid to them.</p>	
Action Required	<p>The project manager has now re-opened negotiations with Northgate (Information@Work) for the provision of a council wide solution for customer documentation management. Some service areas are already familiar with this software and the extension of upgraded software throughout the Council is not seen as a backward step but will help with the transition to a more functional SharePoint solution in the future as Microsoft introduce additional capability of their products in the Electronic Document Management System space.</p> <p>Following the outcome of negotiations the Project Manager will report in respect of additional costs or compromises.</p>	

<b>Project Title</b>		<b>Project Status</b>
<b>Explore the development of a service package for accommodation of 16 and 17 year olds</b>		<b>Amber</b>
<b>Explanation</b>	<p>It was hoped to have an agreed service model by the end of quarter one. There is further work required to ensure the service model meets the Supporting People model regarding the number of hours /proposed contract etc. For example, currently Parker St provides limited 9am – 5pm support for 16-25 year olds, but the intention is to extend and strengthen the support to meet the needs of vulnerable 16/17 year olds, including an overnight concierge service.</p> <p>The Locality and Commissioning Body have both approved the principle of the service remodelling however further work is needed to examine the structure and business model</p>	
<b>Action Required</b>	<p>The service model will need to be explored in more detail with Supporting People and then be re-presented to the Commissioning Body in October 2012.</p> <p>Agreement will need to be secured from Chief Officers and members regarding the impact on other Supporting People funded services in Chorley, for example in the long-term if there is an additional cost to this service being implemented, with possibility of other Supporting People services being reduced or even decommissioned.</p> <p>Supporting People will decide if a tender exercise is necessary and will undertake this in early 2013.</p>	

## **PERFORMANCE OF CORPORATE STRATEGY KEY MEASURES**

16. At the end of the fourth quarter, it is possible to report on 9 of the key performance indicators within the Corporate Strategy. Performance in those indicators is good, with 6 (67%) performing on or better than target. The full outturn information for the performance indicators is included at Appendix A.
17. The following indicators are performing better than target:
- Overall employment rate
  - Street and environmental cleanliness - Litter
  - Street and environmental cleanliness - detritus
  - Street and environmental cleanliness - graffiti
  - Street and environmental cleanliness - flyposting
  - Vacant town centre floor space
18. One indicator (11%) is performing slightly below target, but is within the 5% tolerance threshold:
- The % of 16-18 year olds who are not in education, employment or training (NEET): Performance is at 5.3% (actual figure 190) against a target of 5.1%. This

is only very slightly below target, and equates to a difference of 7 young people being NEET. This figure is also lower than the target set for Chorley by Lancashire County Council of 6.2%.

19. Two indicators (22%) performed below target; this is the number of new businesses established, and the percentage of customers satisfied with the way they were treated by the Council.

<b>Performance Indicator</b>		<b>Target</b>	<b>Performance</b>
<b>New businesses established</b>		13	1
<b>Reason below target</b>	<p>The previous business start-up programme, which was contracted out to a third party, ceased in December 2011 following reductions in central government funding. Subsequent to that date there has been no support provision until the appointment of the Business Adviser who started work at the beginning of June.</p> <p>Since this time, whilst only 1 new start has been identified, a total of 17 clients have been seen. The clients seen have been at varying stages of the start-up process and it will take some time to build a pipeline of new starts. However, as at 31 July 9 starts have occurred.</p>		
<b>Action required</b>	<p>All the development of processes has taken place, and a new starting in business workshop will be launched in early July. It is now felt that a wider marketing of the service can take place to start to build a throughput of aspiring business owners who will then go on to start their businesses.</p>		

<b>Performance Indicator</b>		<b>Target</b>	<b>Performance</b>
<b>% of customers satisfied with the way they were treated by the Council</b>		80%	65.5%
<b>Reason below target</b>	<p>In order to reduce the amount of staff time taken and increase the amount of information provided, an email survey has replaced the existing face to face and telephone survey with changed questions which are now more balanced and provide a greater opportunity for users to express dissatisfaction. This approach may result in a slightly more negative, response as the feedback is no longer provided to a person. As such, the lower satisfaction score may reflect the change in the approach to this survey since the end of 2011/12. The figure reported up to the end of June is based on 110 responses, as such it will only represent a true picture as the year progresses and more responses have been received.</p>		
<b>Action required</b>	<p>The information gathered through the survey is reviewed on a monthly basis by managers, and action will be taken in areas where issues are raised by customers through the survey.</p>		

20. Two indicators cannot be measured at this time. These are, the number of new businesses established and sustained for 12 and 24 months. These indicators were calculated through the business support programme which was contracted out and supported by government funding, when this programme ceased it was no longer possible to gather the necessary information.

## PERFORMANCE OF KEY SERVICE DELIVERY MEASURES

21. There are some important indicators that are not included within the Corporate Strategy, but are measured locally as indicators of service performance. There are five indicators that can be reported at the end of the fourth quarter. The full outturn information for this is included at Appendix B: Key Service Delivery Measures.
22. The following are performing better than target:
- Processing of planning applications as measured against targets for 'major' application types.
  - Number of families in temporary accommodation
23. There are currently three indicators that are performing worse than target. These indicators relate to the percentage of 'minor' planning applications determined within a timely manner, the percentage of 'other' planning applications determined within a timely manner, and the average time taken in calendar days to process all new claims and change events in Housing Benefit and Council Tax Benefit.

The tables below give the reasons for this worse than anticipated performance, and the steps that are being taken to improve performance:

Performance Indicator		Target	Performance
Processing of planning applications as measured against targets for 'minor'		65%	52.6%
Processing of planning applications as measured against targets for 'other' application types		80%	75.3%
<b>Reason below target</b>	The service experienced a significant increase in the volume of minor applications in April (receiving, for example, 30 in one week), and significant printing demands generated from safeguarded land applications. There have been issues, such as printing and indexing, that have impacted on the service's ability to easily and effectively process applications as they are received. As the target timescales for these types of applications are relatively short (at 8 weeks), issues such as these can easily impact on performance.		
<b>Actions required</b>	A number of measures have been put in place including additional staffing, workflow modifications, management controls and temporary ICT fixes. The Enterprise module to improve the ability to monitor and manage workflow is due for implementation 17 July. It is expected that the performance will improve during the next quarter, but that the minor performance target will not be reached during quarter two because of the impact of this quarter.		

Performance Indicator		Target	Performance
<b>Time Taken to process Housing Benefit and Council Tax benefit new claims and change events</b>		10 days	10.52 days
<b>Reason below target</b>	<p>The first quarter of the year in Benefits is always the busiest following annual billing which increases the outstanding workload. This means it can take longer to turn work around but this should improve in the next quarter.</p> <p>In comparison, at the end of the first quarter 2011/12 performance was 10.54 days and by the end of the financial year was performing above target at 9.08 days.</p>		
<b>Actions required</b>	As usual for this time of year, extra resources have been utilised in Revenues and Benefits to help bring performance back on track.		

## IMPLICATIONS OF REPORT

24. This report has implications in the following areas and the relevant Directors' comments are included:

Finance		Customer Services	
Human Resources		Equality and Diversity	
Legal		Integrated Impact Assessment required?	
No significant implications in this area	✓	Policy and Communications	

GARY HALL  
CHIEF EXECUTIVE


There are no background papers to this report.


Report Author	Ext	Date	Doc ID
Louise Wingfield	5061	27 July 2012	First Quarter Performance Report 2012/13












## Appendix A: Performance of Corporate Strategy Key Measures

 Performance is better than target


 Worse than target but within threshold


 Worse than target, outside threshold





Indicator Name	Polarity	Target Value	Performance Value	Symbol
The % of 16-18 year olds who are not in education, employment or training (NEET)	Smaller is better	5.1%	5.3%	
Overall employment rate	Bigger is better	68%	77.4%	
Street and environmental cleanliness - Litter	Smaller is better	4.6%	3%	
Street and environmental cleanliness - detritus	Smaller is better	6%	6%	
Street and environmental cleanliness - graffiti	Smaller is better	1.5%	0%	
Street and environmental cleanliness - flyposting	Smaller is better	1%	0%	
New businesses established	Bigger is better	13	1	
Vacant Town Centre Floor Space	Smaller is better	7.5%	6.59%	
% of customers satisfied with the way they were treated by the Council	Bigger is better	80%	65.5%	

## Appendix B: Performance of key service delivery measures

 Performance is better than target

 Worse than target but within threshold

 Worse than target, outside threshold

Indicator Name	Polarity	Target Value	Performance Value	Symbol
NI 181 YTD Time Taken to process HB/CT benefit new claims and change events	Smaller is better	10Days	10.52Days	
(NI 157a) Processing of planning applications as measured against targets for 'major' application types	Bigger is better	70%	73.333%	
(NI 157b) Processing of planning applications as measured against targets for 'minor'	Bigger is better	65%	52.631%	
(NI 157c) Processing of planning applications as measured against targets for 'other' application types	Bigger is better	80%	75.352%	
Number of households living in Temporary Accommodation (NI 156)	Smaller is better	25	19	