

19 September 2013

Overview and Scrutiny Performance Panel

You are invited to attend a meeting of the Overview and Scrutiny Performance Panel to be held in Committee Room 1 on Thursday, 26th September 2013 commencing at 6.30 pm.

AGENDA

1. **Apologies for absence**

2. **Minutes (Pages 3 - 6)**

To confirm the minutes of the Overview and Scrutiny Performance Panel meeting held on 25 July 2013 (enclosed)

3. **Declarations of Any Interests**

Members are reminded of their responsibility to declare any pecuniary interest in respect of matters contained in this agenda.

If you have a pecuniary interest you must withdraw from the meeting. Normally you should leave the room before the business starts to be discussed. You do, however, have the same right to speak as a member of the public and may remain in the room to enable you to exercise that right and then leave immediately. In either case you must not seek to improperly influence a decision on the matter.

4. **Organisational Plan Monitoring Statement (Pages 7 - 16)**

Report of the Chief Executive (enclosed)

5. **Scrutiny focus - Trial re-opening of Market Street (Pages 17 - 20)**

Report of the Chief Executive (enclosed)

6. **Scrutiny focus - Customer dissatisfaction (Pages 21 - 26)**

Report of the Chief Executive (enclosed)

7. **Any other item(s) that the Chair decides is/are urgent**

Yours sincerely



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Chief Executive

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Distribution

1. Agenda and reports to all Members of the Overview and Scrutiny Performance Panel (Steve Holgate (Chair), and Julia Berry, Keith Iddon, Marion Lowe and Kim Snape for attendance.
2. Agenda and reports to Gary Hall (Chief Executive), Jamie Carson (Director of People and Places), Lesley-Ann Fenton (Director of Partnerships and Planning), Chris Sinnott (Head of Policy and Communications), Victoria Willett (Partnership Officer), Conrad Heald (Town Centre and Markets Manager), Carol Russell (Democratic Services Manager) and Dianne Scambler (Democratic and Member Services Officer) for attendance.
3. Agenda and reports to Alistair Bradley (Executive Leader) and Peter Wilson (Deputy Leader) for attendance.

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Overview and Scrutiny Performance Panel

Thursday, 25 July 2013

Present: Councillor Steve Holgate (Chair), Councillor Mark Perks (Vice-Chair) and Councillors Julia Berry, Keith Iddon and Marion Lowe

Also in attendance

Councillors: Councillors Peter Wilson (Executive Member - Resources, Policy and Performance)

Officers: Gary Hall (Chief Executive), Jamie Carson (Director of People and Places), Victoria Willett (Partnership Officer) and Carol Russell (Democratic Services Manager)

12.OSP.32 APOLOGIES FOR ABSENCE

Apologies for absence were submitted on behalf of Councillor Kim Snape.

12.OSP.33 MINUTES

RESOLVED –

1. The minutes of the last meeting of the Overview and Scrutiny Performance Panel held on 11 March (and continued on 20 March) 2013 be confirmed as a correct record for signature by the Chair; and
2. That following the concern of Councillor Berry regarding the lack of publicly available information on Supporting People funding, the Chief Executive would forward her response the Council had sent to LCC asking that they consult partners like the Childrens' Trust and the Health and Well Being Board more widely, in making decisions on funding across Lancashire.

12.OSP.34 DECLARATIONS OF ANY INTERESTS

There were no declarations of interest.

12.OSP.35 CHORLEY COUNCIL PERFORMANCE MONITORING QUARTER FOUR 2012/13

The Panel considered a report of the Chief Executive monitoring the Council's performance against the delivery of the Corporate Strategy and key performance indicators during the fourth quarter of 2012/13.

The majority of key projects were on track for delivery with the trial reopening of Market St being delayed due to changes to the scheme. Completion on this was due in October.

Corporate Strategy measures which were performing below target and therefore subject to action plans were:

- % of customers dissatisfied with the way they were treated by the Council
- town centre visits
- % of 16 – 18 year olds who are not in education, employment or training (NEETs)

- growth in the business rate base
- the number of long term empty properties in the borough.

The key service delivery measure performing below target was the processing of minor planning applications. In all cases action plans were in place to address improving performance.

Members queried the number of empty properties and the strategy to address the issue. Councillor Peter Wilson, Executive Member reported that recent council tax regulation changes could impact on the number of empty properties in the longer term but it was too early to tell. Some empty properties which were considered a blight on an area, had been selected for the Council to engage with owners to bring property back into use.

There was a further query on progress with the Friday Street Health Centre project and the Chief Executive reported that discussions were ongoing with the Care Trust about the financing of the scheme with the next stage being to draw up plans. The suitability of the site remained an issue but a suitable alternative was proving difficult to find.

In response to a query regarding updates on key projects which were on track for delivery, the Chief Executive reported that project and performance information would shortly be available to Members through the intranet. If Members had detailed questions as a result, then these should be brought to the meeting – but with advance notice so that the correct information could be sourced.

RESOLVED - that the report be noted and that Members of the Panel be provided with information about empty town centre properties.

12.OSP.36 CHORLEY PARTNERSHIP PERFORMANCE MONITORING QUARTER FOUR 2012/13

The Panel considered a report of the Chief Executive on the performance of the Chorley Partnership during the fourth quarter of 2012/13 against the delivery plan and key performance indicators.

Councillor Peter Wilson, Executive Member reported that the performance indicators for the Partnership were being reviewed. For quarter 1 in 2013/14, there would be a new approach to delivery planning which would provide greater clarity on the links and performance of sub groups as well as partner organisations.

Overall, performance of the partnership was very good with 41 of the 52 key projects/priorities being complete or on target for completion. Of the remaining 11, 5 were the responsibility of the NHS Central Lancashire which had been abolished on 1 April with responsibilities transferring to the Chorley and South Ribble Clinical Commissioning Group, Lancashire County Council and Lancashire Care Trust. Information was being sourced on these projects

Members expressed concern that despite a reduction in the rate of alcohol related hospital admissions in Chorley, the figure was still extremely high and more should be done to tackle the issues. An example of one town centre pub offered 10 drinks for £10 was referred to. Councillor Peter Wilson confirmed that more work was necessary in this area and he welcomed the support of the Panel in making that request to the LSP.

The Director of People and Places reported that the LSP had tasked the Children's Trust with interventions to look at young people admitted to hospital with alcohol related admissions. In relation to a query about availability of information on the Children's Trust website, the Director offered to ensure it was up to date.

RESOLVED –

- 1. The report be noted.**
- 2. The most recent public health data on alcohol related issues be circulated to all Members of the Performance Panel.**
- 3. The Chair of the Panel write to the Chair of Chorley Partnership to request that more detailed work is undertaken into tackling the high rate of alcohol related hospital admissions in the Borough.**

12.OSP.37 PERFORMANCE FOCUS - SHARED SERVICES

The Chair reported that shared services was the topic of the performance focus for this meeting and invited Gary Hall and Councillor Peter Wilson to present their report which provide the financial and organisational benefits to the establishment of shared financial and assurance services with South Ribble Council.

In terms of performance in the last quarter of 2012/13, there had been an improvement on the previous year with 80% of financial service indicators and 46% of assurance indicators being green.

Since its establishment, the shared financial and assurance services had been predicted to save £290,000 but had in fact saved £550,000. Both Councils had benefitted equally from the savings made.

In some areas, services had been improved with full integration and greater efficiency/delivery. However this hadn't been achieved in all areas and management accounting would be the focus over the next 12 months. Shared services was not the solution for all services and areas like IT and revenues and benefits had been investigated but discounted on the basis that the Council could make more savings by delivering the services alone, however this did not discount looking at these options in the future. Experience had shown that standardisation across authorities was a good basis for shared services.

In answer to questions about delivering services for other organisations, a number of models were available but there were mixed benefits, one issue being the loss of officer time within a smaller council.

RESOLVED – that the report be noted and a Member Learning Hour be delivered on the risks and benefits of future shared services.

Chair

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Report of	Meeting	Date
Chief Executive	Overview and Scrutiny Performance Panel	26 September 2013

MONITORING OF THE ORGANISATIONAL IMPROVEMENT PLAN 2013/14

PURPOSE OF REPORT

- To update members on the changes to business planning for 2013/14 and report progress made this year in delivering the plans key action and performance indicators.

RECOMMENDATION(S)

- That the report be noted.

EXECUTIVE SUMMARY OF REPORT

- The report provides an update on the changes to business planning, the organisational improvement plan and the performance of key actions and indicators. Good progress is being made with 84% of projects or actions rated green. However a number of key performance indicators are off track with reasons included in the report.

Confidential report Please bold as appropriate	Yes	No
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Key decision? Please bold as appropriate	Yes	No
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CORPORATE PRIORITIES

- This report relates to the following Strategic Objectives:

Involving residents in improving their local area and equality of access for all		A strong local economy	
Clean, safe and healthy communities		An ambitious council that does more to meet the needs of residents and the local area	✓

BACKGROUND

- Previously service improvement activity including corporate strategy key projects would have been captured in directorate and service level business improvement plans. These plans would then form the basis for the completion of business plan monitoring statements to be presented to the performance panel bi-annually.

6. A different approach to business improvement planning was adopted in 2013/14 to streamline and enhance the business planning process by making best use of available new technology. This has resulted in a change to the format for monitoring and reporting detailed further in this report.

BUSINESS IMPROVEMENT PLANNING 2013/14

7. This year, to support our business aims, all of the organisations key activity is drawn together in a single programme of work captured within the Organisational Improvement Plan. This plan replaces directorate and service level business improvement plans to become the key coordinating driver for service level activity. The plan has been implemented with the following key aims to:
 - Focus the organisation on strategic priorities to ensure resources are directed to achieving key outcomes.
 - Increase ownership and accountability for the achievement of strategic objectives at all levels of the organisation
 - Provide increased corporate visibility over all service level activity and enable more effective progress monitoring
 - Promote cross-cutting working to overcome service and directorate boundaries
8. The plan incorporates corporate strategy projects, work streams related to budget investment and priority business improvement projects. To guide the development of service level activity, services identified their business improvement projects in line with the priorities outlined in the corporate strategy and/or following themes for improvement in 2013/14 identified by strategy group:
 - Improving customer satisfaction
 - Increasing productivity
 - Neighbourhood working
 - Protecting vulnerable families
 - Making best use of available new technology
9. In total, the plan incorporates 80 business improvement projects or actions and 20 corporate strategy projects. All have been quality assured and assessed to ensure alignment with strategic priorities and impact on long term outcomes.
10. The SharePoint based MyProjects system has now been adopted across the organisation as the primary tool for the day to day management and monitoring of all actions and projects. All projects have been entered into the system along with detailed milestones and timescales. MyProjects will be demonstrated at the meeting of the performance panel to supplement the content of this report.

MONITORING DELIVERY

11. A revised list of local performance measures has been developed to support the delivery of the single organisational plan. The indicators have been selected to ensure ease of reporting and also include a number of measures of demand to help understand areas of high volume and capacity requirement.
12. The revised list of local indicators is in addition to the 29 corporate strategy indicators that were agreed on its approval and used to monitor progress against strategic priorities. The final list of local indicators has been approved by strategy group and will commence reporting from September 2013.
13. This report provides an update on performance against key indicators based on existing measures available for reporting at the end of August 2013.

DELIVERY OF KEY ACTIONS

- 14. This section provides an update on the progress made in delivering the actions included within the Organisational Improvement Plan at the end of August.
- 15. At the end of August, of 100 business improvement actions:
 - 84 (84%) actions were rated green or complete, meaning they were progressing on schedule.
 - 6 (6%) actions were rated amber, meaning there were some issues with delivery but the overall progress of work was not affected.
 - No actions were rated red, meaning there was an issue with the delivery that would impact on the delivery of the overall work.
 - 10 (10%) actions were identified as not started
- 16. The following actions are rated amber:

Business improvement

- Implement the reporting of performance data on enforcement – Planning
- New parking layout for St Georges Street – Economic Development
- Chorley Schools Enterprise Challenge – Economic Development
- Implementing the integration of IDOX tree module - Planning
- Open space Supplementary Planning Document (SPD) – Planning

Corporate strategy

- Trial re-opening of Market St – Economic Development

- 17. The table below includes those key actions that have been rated amber along with the action that is being taken to address them.

Action Title	Action Required
Implement the reporting of performance data on enforcement	Additional reports have been identified and are currently being tested. Future reporting format to be agreed and confirmed on completion of testing.
New parking layout for St Georges Street	Work needed to assess impact of trial re-opening of Market St scheme on plans for St Georges St.
Chorley Schools Enterprise Challenge	Initial work to gauge interest of local schools indicated limited take up. School participation needs to be confirmed in order for project to proceed.
Implementing the integration of IDOX tree module	Further consultation with legal required although currently on hold due to limited officer capacity.
Open space SPD	A revised date has been set for the report to be considered at full council on 17.09 and if approved the open space SPD will subsequently be adopted.
Trial re-opening of Market St	Initial scheme required further development and as a result, delivery has been delayed However, physical works to enable the new scheme are now planned for

	September/October with a view to completion and re-opening before Christmas.
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18. The following business improvement actions are currently rated as not started but scheduled to complete by the end of quarter four:

- ICT staffing review – Customer, ICT and Transactional (CIT)
- Implement WiFi & tablets - CIT
- Revenues & benefits restructure - CIT
- Science and engineering centre, Runshaw College – Economic Development
- Member and budget holder financial training packages – Shared Financial Services (SFS)
- Implementation of new banking arrangements and alignment - SFS
- Improving customer experience of governance - Governance
- Develop processes to support neighbourhood working - Governance
- Review H&S forms and make available via SharePoint tasks - HR
- Review of the Equality Forum – Policy and Communications

PERFORMANCE INDICATORS UPDATE

19. Included at Appendix A is a full list of the performance indicators that can be reported at the end of August. This list includes some measures that are reported on a quarterly basis. For those indicators, the most recent reporting period is the end of the first quarter on the 30th June 2013.

20. Of the indicators that can be reported:

- Seventeen indicators (55%) are on or above target,
- Five indicators (16%) are outside the 5% threshold,
- Seven indicators (23%) are off target and outside the 5% threshold
- Two (6%) are baseline indicators.

21. Of the seven indicators currently off target, four are corporate strategy indicators with reasons and actions provided in the quarter one corporate report considered at Executive Cabinet in August. These are:

- % residents who feel that Chorley Council provide value for money
- % of customers dissatisfied with the service they have received from the council
- % of domestic violence detections
- The % of 16-18 year olds who are not in education, employment or training (NEET)

A summary of the reasons and actions is included at Appendix B for information.

22. Other indicators currently off target and not reported corporately at quarter one are listed in the table below with reasons for performance and steps being taken to achieve improvement:

Performance Indicator	Target	Performance
Number of customers requiring housing advice	57	67

Explanation and action	<p>Potential reasons for increased numbers of customers requiring housing advice could be linked to welfare reforms changes (including under occupancy) and also the impact of financial pressures on families and relationships leading to break down. The increase could be viewed positively in terms of prevention of future homelessness given the ability to actively assist customers to find the most suitable solutions to their housing needs.</p> <p>Analysis of the main areas for housing advice enquiries is carried out on a monthly basis to help identify areas for early intervention. This information is also reported to strategy group on a monthly basis</p>
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Performance Indicator	Target	Performance
% of major planning applications determined within 13 weeks	70%	45.45%
Explanation and action	Community Infrastructure Levy charging which commences from 1 st September 2013 has resulted in a rush of S106 sign-offs which had previously been left dormant by developers. The trend will continue to be monitored with improvement anticipated in quarter 2.	

Performance Indicator	Target	Performance
Average time taken to process new claims and change events	10 days	11.49 days
Explanation and action	In quarter one, volumes of claims and queries increased due to the annual billing process as well as the welfare reform changes creating high volumes of discretionary housing applications. In quarter two high volumes of work outstanding remain due to annual leave, one officer leaving the organisation and one commencing maternity leave. One officer is due to return and overtime is being offered to help improve performance.	

RISK MANAGEMENT UPDATE

- 23. A bi-annual update of the corporate strategic risk register was completed and presented to Governance Committee for review in September. The highest risk remains as budget cuts in key public and third sector partners given the negative impact this could potentially have on local level service delivery. Controls and mitigating actions have been updated to ensure the continued effective management of this risk. One risk has been reduced relating to the implementation of new technology and one new risk has been added to reflect strategic risks of failing to respond to changing customer demand.

EQUALITY AND DIVERSITY UPDATE

- 24. Where new services have been introduced such as the Warm Homes Healthy People initiative and Chorley time credits, no equality issues have been identified and all are operating in accordance with the council’s Equality Scheme.

IMPLICATIONS OF REPORT

- 25. 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	

COMMENTS OF THE STATUTORY FINANCE OFFICER

26. No comment

COMMENTS OF THE MONITORING OFFICER

27. No comment

GARY HALL
CHIEF EXECUTIVE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Victoria Willett	5348	16 th Sept 13	OPMSAUG13

Appendix A - Performance values

Service	Indicator Name	Reporting Period	Polarity	Target Value	Performance Value	Symbol
Corporate	% residents satisfied with the way the council runs things	Q1 13/14	Bigger is better	65%	73.2%	★
	% residents who feel that Chorley Council provide value for money	Q1 13/14	Bigger is better	55%	51.1%	▲
	% of people who feel they cannot influence decision making in their local area	Q1 13/14	Smaller is better	50%	31%	★
Customer, ICT & Transactional	Council Tax collected (All tax payers)	Aug 13	Bigger is better	47.76%	46.89%	●
	NNDR collected ACTUAL	Aug 13	Bigger is better	51.91%	52.44%	★
	Average time taken to process new claims and change events	Aug 13	Smaller is better	10Days	11.49Days	▲
	% of customers dissatisfied with the service they have received from the council	Q1 13/14	Smaller is better	20%	27.4%	▲
Economic Development	Overall employment rate	Q1 13/14	Bigger is better	80%	80.1%	★
	Number of jobs created through targeted interventions	Q1 13/14	None	Baseline	35	
	Number of jobs created through inward investment	Q1 13/14	None	Baseline	20	
	The % of 16-18 year olds who are not in education, employment or training (NEET)	Q1 13/14	Smaller is better	5%	6.1%	▲
Streetscene & Leisure Contracts	Satisfaction with street cleanliness	Q1 13/14	Bigger is better	65%	67.5%	★
	The number of visits to Council's leisure centres	Q1 13/14	Bigger is better	250000	267374	★
	Number of missed collections per 100,000 collections of household waste	Aug 13	Smaller is better	49	37	★
Strategic Housing	Number of long term empty properties in the borough	Q1 13/14	Smaller is better	240	237	★
	Number of Homelessness Preventions and Reliefs	Q1 13/14	Bigger is better	50	148	★
	Number of Households in B&B where standard temporary accommodation was not accessible due to disability or risk	July 13	Smaller is better	0	0	★
	Number of households living in Temporary Accommodation	July 13	Smaller is better	25	14	★
	New Customers Requiring Housing Advice (Monthly not YTD)	July 13	Smaller is better	57	67	▲

Service	Indicator Name	Reporting Period	Polarity	Target Value	Performance Value	Symbol
Health, Environment & Neighbourhoods	% people satisfied with their neighbourhood as a place to live	Q1 13/14	Bigger is better	85%	83.9%	●
	% of people who regularly participate in volunteering	Q1 13/14	Bigger is better	25%	24%	●
	% of the population feeling safe during the day	Q1 13/14	Bigger is better	90%	91.1%	★
	% of the population feeling safe at night	Q1 13/14	Bigger is better	70%	68.5%	●
	% of domestic violence detections	Q1 13/14	Bigger is better	70%	66%	▲
	Number of young people taking part in 'Get Up and Go' activities	Q1 13/14	Bigger is better	3750	6858	★
HR & OD	Average working days per employee (FTE) per year lost through sickness absence	Aug 13	Smaller is better	2.71Days	1.92Days	★
Planning	% MAJOR planning applications determined within 13 weeks (Statutory PS2 indicator)	Aug 13	Bigger is better	70%	45.45%	▲
	% MINOR applications determined within 8 weeks (Statutory PS2 indicator)	Aug 13	Bigger is better	65%	63.025%	●
	% OTHER applications determined within 8 weeks (Statutory PS2 indicator)	Aug 13	Bigger is better	80%	80.512%	★
Shared Financial Services	Supplier Payment within 30 days	Aug 13	Bigger is better	98%	100%	★
	Supplier Payment within 10 days	Aug 13	Bigger is better	60%	84.55%	★

Appendix B – Corporate strategy performance indicators off track at Q1 2013/14

Performance Indicator		Target	Performance
% of domestic violence detections		70%	66%
Reason below target	There are several factors influencing the level of detections including the time available for officers to carry out investigation in order to achieve a detection and also insufficient evidence, which could be due to none cooperation of the victim.		
Action required	Ensure that investigating officers are following the Domestic Violence investigation procedure. This process is to be reinforced and communicated at team briefings and tasking meetings.		
Trend	Quarter one 2012/13 was 76%, and the year end figure for 2012/13 was 70.5%.		

Performance Indicator		Target	Performance
% residents who feel that Chorley Council provide value for money		55%	51.1%
Reason below target	The target set in the corporate strategy for residents who feel that the council provides value for money was set using the last available information, which was from a survey of citizens' panel members in 2010. There is research that shows that people who feel more informed, such as members of a Citizens' Panel, are more likely to believe the council delivers value for money. The latest results are best compared to the Place Survey undertaken in 2008, which was a randomised postal survey.		
Action required	The council continues to have plans in place to meet the budget reductions in the coming years. These are set out in the medium term financial strategy. Research suggests that people feel that they get better value for money when they feel better informed about what the council does. Work on engaging and informing residents about services will continue.		
Trend	The latest results are 10% better than the response received in 2008 (51% compared to 41% in 2008).		

Performance Indicator		Target	Performance
% of customers dissatisfied with the way they were treated by the Council		20%	27.4%
Reason below target	The main reason for dissatisfaction identified by customers continues to be that they did not receive a response or did not receive a response in a timely manner. This is often in relation to more complex enquiries where officers need to consult with other agencies to determine an accurate response. The issue has been addressed at Information Exchange for Heads of Service to take back and disseminate to their managers and teams. This is in combination with a number of new measures including reports on call backs and correspondence to provide more visibility over the customer contact process.		

Action required	Service heads and managers have been challenged to make significant improvements over the coming weeks to ensure that customers are kept informed of progress. New technology currently in testing is soon to be made available via the website which will give customers the ability to track the progress of their query online.
Trend	In comparison at the end of quarter one 2012/13 dissatisfaction was 30.5%.

Performance Indicator		Target	Performance
% of 16-18 year olds who are not in education, employment or training (NEET)		5%	6.1%
Reason below target	<p>The counting methodology has changed for 2013/14. LCC has a statutory responsibility to track young people and ascertain their destination on an ongoing basis, if however they are unsuccessful in contacting them then their destination will be updated to "Not Known". From 2013/14 onwards, the Department for Education have announced that NEET young people will no longer become "not known" even if contact with them is lost. They will stay NEET until confirmation that they have moved into another destination is received. Therefore, the 8% not knowns who were previously EET have been counted back into the NEET numbers.</p> <p>Also between May and September there is generally a peak in performance due to College leavers, and it is anticipated that performance will improve by the end of quarter two.</p>		
Action required	<p>Positive activities continue by the Children's Trust. The NEET Task and Finish Group have developed new content on the Young Peoples Service website specifically aimed at young people in Chorley to help them with employment, education and training options. Supporting material has also been produced such as posters to promote the new facility locally.</p> <p>The project to implement a joint employment initiative with Runshaw College aims to reduce the NEET figure, this commenced delivery in quarter one. Initial set up of the project is complete and Runshaw College are now undertaking work to promote the fund to employers and young people. Work and promotion of the scheme will increase in advance of the September in-take.</p>		
Trend	<p>Quarter one 2012/13 was 5.2%, and the year end figure for 2012/13 was 5.3%. Performance at year end was better than the Lancashire County Council target of 6.2% which has been set at a more challenging level of 5.2% for 2013/14.</p>		



Report of	Meeting	Date
Chief Executive	Overview and Scrutiny Performance Panel	26 Sept 2013

PERFORMANCE FOCUS: TRIAL RE-OPENING OF MARKET ST

PURPOSE OF REPORT

1. To provide contextual information and initial questions for focus to the performance panel in relation to the trial re-opening of Market Street project.

RECOMMENDATION(S)

2. That the context and questions be discussed at the Overview and Scrutiny performance panel, with a view to understanding performance.

Confidential report Please bold as appropriate	Yes	No
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CORPORATE PRIORITIES

3. This report relates to the following Strategic Objectives:

Involving residents in improving their local area and equality of access for all		A strong local economy	
Clean, safe and healthy communities		An ambitious council that does more to meet the needs of residents and the local area	x

BACKGROUND

4. In its terms of reference, the overview and scrutiny performance panel agreed that at each meeting, as well as considering performance reports, the panel have the opportunity to focus in on any specific area of service delivery. The panel have identified the trial re-opening of Market St as a key project for further scrutiny at the September meeting.
5. This report provides contextual information relating to the trial re-opening of Market St. This will enable the panel and relevant officers and Members to prepare in advance of the meeting.

PERFORMANCE CONTEXT

TRIAL RE-OPENING OF MARKET STREET

Background

6. The trial re-opening of Market Street is a key project in this year's corporate strategy, identified in order to re-vitalise the top end of Market St with the aim of attracting more shoppers and boosting trade in the area. The scope of the project is to design and deliver a workable scheme for a trial period of 12 months that will address the highways requirements of Lancashire County Council as Highway Authority and complement the associated future public realm improvements.
7. Chorley Council is leading the project as a key stakeholder and coordinator of the Town Centre Team. Lancashire County council are the highways authority and need to approval all works to be carried out. Pendle Engineering Services are a third party contractor for Chorley Council to provide engineering and highways expertise and will draw up the design for the scheme.

Budget

8. This project has a budget estimate of £47,000 which comprises as follows:
- £5,000 Scheme Design, funded from Economic Development mainstream budget
 - £42,000 Scheme Delivery, Monitoring and Evaluation, funded from £300,000 Town Centre Reserve

Timescales

9. The table below sets out the timescales as defined at project initiation:

Task	Timescale
Draft scheme design	Nov 2012
Public consultation	Nov 2012
Executive Cabinet Session	Nov 2012
Safety Audit	Dec 2012
LCC Authorise Experimental Order	May 2013
Procurement to deliver work	June 2013
LCC places Experimental Order advert	June 2013
Deliver Works	August 2013
Monitor and Evaluate	September 2013

Project progress

10. The table below provides a summary of the project status and brief description of project performance for each reporting period since project initiation.

Reporting period	RAG status	Description
Quarter 3	Green	Initial design and consultation complete

2012/13		with minor amends. LCC to approve experimental order
Quarter 4 2012/13	Amber	Lancashire County Council recommend changes to the scheme. Redesign of amended scheme and submit for safety audit.
Quarter 1 2013/14	Amber	Lancashire County Council take responsibility for finalising the design and delivering the scheme. Jacobs Consulting instructed to carry out a further safety audit.

11. Following a successful start to the project, the rating was changed to Amber at Quarter 4 2012/13 as an early warning of potential issues or problems that may impact on the project being delivered to time and budget.
12. As the Highways Authority, Lancashire County Council recommended changes to the scheme to ensure its safety and success. This required a new scheme to be drawn up along with a further safety audit and resulted in a delay in commencing the physical works needed to re-configure Market Street.

Current position

13. Good progress has been made in Quarter 2 with the safety audit completed in August and final scheme approved. Lancashire County Council has now taken responsibility for specification, tender and delivery of the works to Market Street to support the scheme.
14. It is anticipated that work will be complete by the end of November with the opening expected before Christmas as per the original project plan and budget. Intended benefits of the re-opening include increasing footfall, lower vacancy rates, improved trading conditions and more convenient parking.

QUESTIONS:

- What were the main factors resulting in project delay and how could these issues have been addressed?
- Is there opportunity to improve processes to reduce the potential for the same situation to occur in future?
- What is the current budget position given the additional design work required and delay in starting work?
- New timescales for delivery have been identified. Are the project team confident that these timescales are achievable?

IMPLICATIONS OF REPORT

15. 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	

COMMENTS OF THE STATUTORY FINANCE OFFICER

16. No comments

COMMENTS OF THE MONITORING OFFICER

17. No comments

GARY HALL
CHIEF EXECUTIVE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Vicky Willett	5348	05 Sept 2013	Trial re-opening of Market St performance focus



Report of	Meeting	Date
Chief Executive	Overview and Scrutiny Performance Panel	26 Sept 2013

PERFORMANCE FOCUS: CUSTOMER DISSATISFACTION

PURPOSE OF REPORT

1. To provide contextual information and initial questions for focus to the performance panel for performance in relation to customer dissatisfaction.

RECOMMENDATION(S)

2. That the context and questions be discussed at the Overview and Scrutiny performance panel, with a view to understanding performance.

Confidential report Please bold as appropriate	Yes	No
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CORPORATE PRIORITIES

3. This report relates to the following Strategic Objectives:

Involving residents in improving their local area and equality of access for all		A strong local economy	
Clean, safe and healthy communities		An ambitious council that does more to meet the needs of residents and the local area	x

BACKGROUND

4. In its terms of reference, the overview and scrutiny performance panel agreed that at each meeting, as well as considering performance reports, the panel have the opportunity to focus in on any specific area of service delivery. The panel have identified customer dissatisfaction as an area for further scrutiny at the September meeting.
5. This report provides contextual information relating to customer dissatisfaction. This will enable the panel and relevant officers and Members to prepare in advance of the meeting.

PERFORMANCE CONTEXT

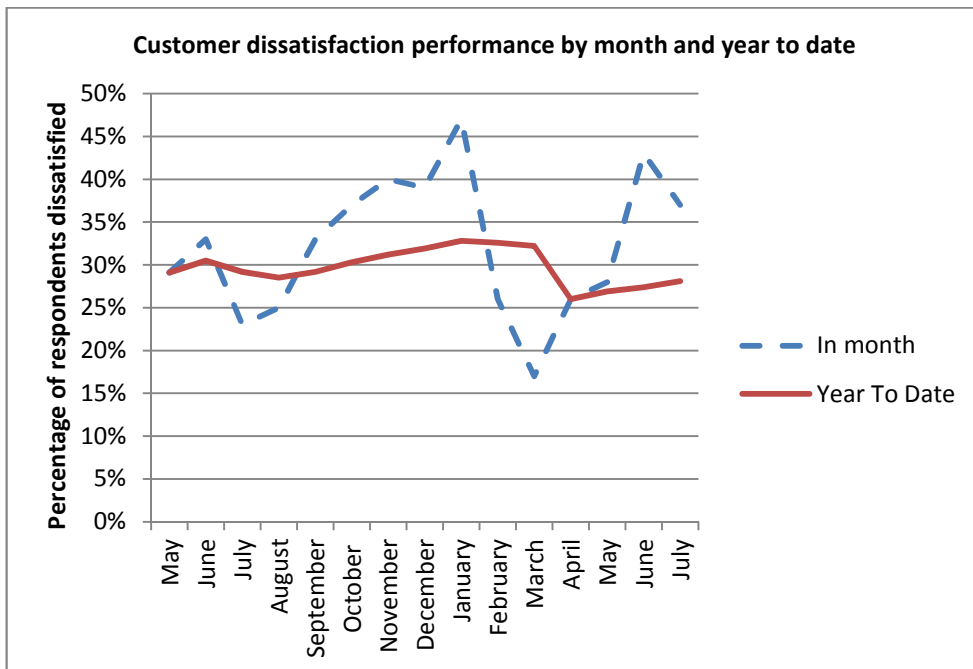
CUSTOMER DISSATISFACTION

Background

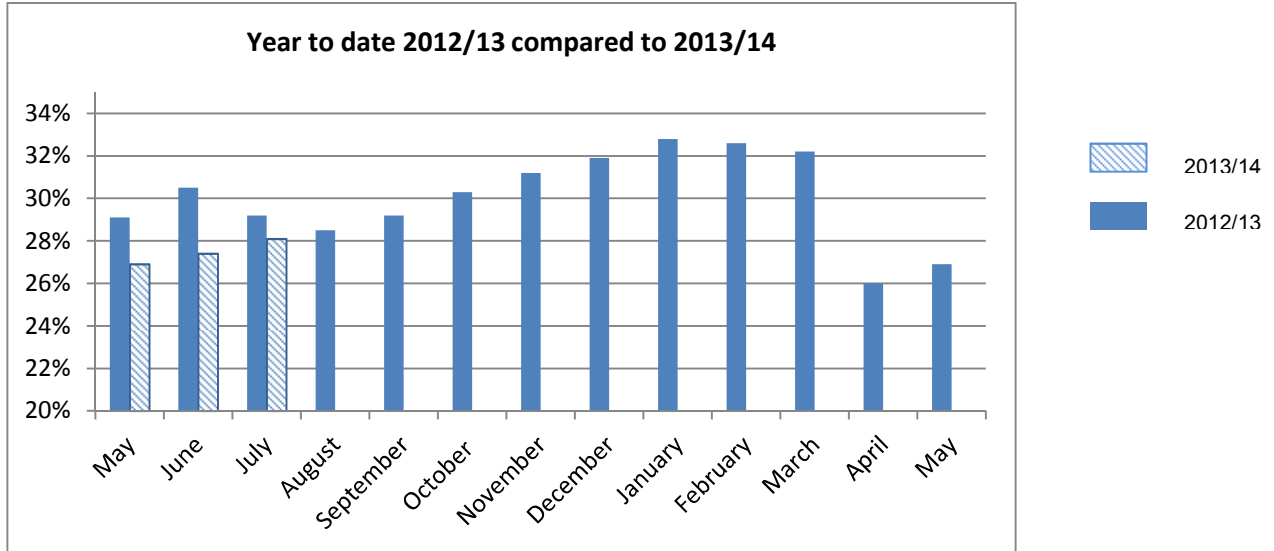
6. The new corporate strategy approved in November 2012 identifies customer dissatisfaction as a key measure of success. The measure was selected in order to focus in on those customers who are not happy and the reasons why as a more effective indicator of the organisations performance.
7. A challenging target of less than 20% customer dissatisfaction was set in order to reflect the council’s ambitions rather than focussing on sustaining the same levels of satisfaction which had historically been high when using a face to face and telephone survey method.
8. In order to reduce the amount of staff time taken and increase the amount of information provided, an email survey replaced the previous face to face and telephone survey in May 2012. Although a more effective method of gathering customer feedback, it is considered that providing a response by email could result in a slightly more negative response than if feedback were provided to a person.

Performance

9. The indicator used to record customer dissatisfaction is ‘% of customers dissatisfied with the service they have received from the council.’ The email survey is sent to customers following a contact with the council and asks them to state their overall satisfaction with the service in that particular instance. The table below shows the performance by month and year to date.



10. In May 2012, dissatisfaction was at 29.1%. By March 2013 the in-month figure had reduced to 17%. Fluctuations throughout the year resulted in a year to date performance of 32.2% at the end of 2012. Most recent figures show year to date performance at July 2013 to be 28.1% (based on 260 responses) in comparison to 29.2% at July 2012 (based on 212 responses). The table below compares year to date performance in 2012 with the first three months of 2013.



Reasons for dissatisfaction

11. When completing the customer satisfaction survey, customers are given the opportunity to give a detailed reason for their dissatisfaction and suggest what could have been done differently. A summary of reasons collated from recent survey responses is provided as at appendix 1.
12. The main reason for dissatisfaction identified by customers is that they did not receive a response or did not receive a response in a timely manner. The table below shows the percentage of customers each month that stated lack of response of follow up as the reason for their dissatisfaction.

Month	Dissatisfaction due to lack of response of follow up 2013/14
March	25%
April	53%
May	67%
June	50%
July	43%

Service standards

13. The current service level agreement (SLA) is for customer call backs to be completed within 2 working days and full response to email within two working days. Analysis shows that 68.65% of customer call backs are completed within the SLA. Those calls taking longer are often

accounted for by more complex queries which require liaison with external partners or involve a more difficult decision. Corporate visibility in relation to email contact is limited as often a single officer will receive and deal with an email in isolation.

14. As performance has been off target for several quarters, an action plan has been prepared detailing the steps being taken to improve performance. Actions include:
- The results of the satisfaction survey, including customer reasons and comments, continue to be reported to Strategy Group on a monthly basis and Information Exchange to enable Heads of Service to address any service related issues.
 - Service heads and managers have been challenged to make significant improvements over the coming weeks to ensure that customers are kept informed of progress.
 - The survey has also been optimised to ensure that respondents are able to quickly and easily give their views.
 - New technology currently in testing is soon to be made available via the website which will give customers the ability to track the progress of their query online.

QUESTIONS:

15. To support those involved at the meeting to prepare, and to aid discussion, some initial questions to be addressed are set out below:
- Performance at July 2013 has improved in comparison to July 2012.
 - What is the current situation, if known?
 - What has been impact of actions taken to improve performance to date?
 - How can corporate visibility of emails be improved to ensure that customers receive a timely response?
 - How is the sample selected for the survey and what is the overall response level?

IMPLICATIONS OF REPORT

16. 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	

COMMENTS OF THE STATUTORY FINANCE OFFICER

17. No comments

COMMENTS OF THE MONITORING OFFICER

18. No comments

GARY HALL
CHIEF EXECUTIVE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Vicky Willett	5348	05 Sept 2013	Customer dissatisfaction performance focus

Appendix 1 – Customer reasons for dissatisfaction

Issue	Customer description	Service area
Street Cleanliness	The fly tipping I reported has not been dealt with and as I said at the time, it had become a focus for others to do the same. It has become so!	HEN
Parks and open spaces	Had the courtesy to reply to my E Mail, I have had no response of anyone at the council. Not impressed.	Streetscene and leisure contracts
Waste collection	Provided the right item requested	Waste management
Reported Japanese Knotweed on road verge in Chorley	An acknowledgement of receipt of my contact email through the website has been received. I don't know whether it has been ignored, standing in a queue or being dealt with. A professional approach would be at least to have made some sort of acknowledgement.	Streetscene and leisure contracts
Council Tax and Business Rates	There was no clear direction to where I could direct my query. I have had no response to my query, no acknowledgement of receipt or any timescale as to when I will likely receive a response. Very poor.	Revenues and Benefits
Bus Pass / Senior Railcard	Just one issue, Are questions all the questions on this Feed Back necessary? All we wanted was a discount code for two Senior Rail Cards. Your office could not do that and sent us to the Railway Booking Office in Chorley. They said we get a lot of these from CBC, they are wrong go back and tell them they issue a code for this reduction. It wasn't important we paid the full price for one card and got a reduction for one on the Internet	Customer Services
Other	Respond to my e mail I have not heard anything for almost 2 weeks. Will be following this up immediately.	
Over grown trees on crueden valley park falling in our garden	Nobody has bothered to answer my query, forget about resolving it. Better would be to have done something, like taking a look at the issue!	Streetscene and leisure contracts
Waste Collection (refuse and recycling)	You still haven't delivered the bins requested in Oct 2012. No one has contacted me I have had to ring or contact on line 5 times & despite promises, nothing has happened.	Waste management
Benefits	Fairly Dissatisfied	Revenues and benefits
Waste Collection (refuse and recycling)	I have not yet received the replacement recycling green box.	Waste management
Waste Collection (refuse and recycling)	sorted out the problems & kept the public informed	
Waste Collection (refuse and recycling)	I received an email saying my "missed bin" collection had been completed. I didn't understand what this meant as my bin had still not been emptied. I replied to this email and was told the case had been reopened as I was disputing my bin had been emptied. Next day another email asking which colour bin it was (this was in original web notification). I then phoned and the advisor apologised for the confusion and said it would be emptied within 48 hours. It is now 4 weeks this Friday and it still hasn't been emptied. Fortunately we don't have a lot of green rubbish as we try to recycle but it does smell a lot, and blocks our drive at the front. Very inefficient dealing with a missed bin and why was it missed anyway. Put out with all other bins on correct day.	
Waste Collection (refuse and recycling)	Emptied the bins	Waste management
Tree Problem	You could have responded to my email, for a start!	Streetscene and leisure contracts
Query re building rubble on canal side	Not had any kind of response as yet!	
Waste Collection (refuse and recycling)	Its an issue with blue bins that has been going on for some time and despite numerous complaints nothing changes. You also said on two occasions you would contact house owners about them collecting their bins but this has never been done	Waste management
Waste Collection (refuse and recycling)	Delivered the Recycling bin that I ordered or informed me when it may arrive rather than just send an automated mail telling me my request had been actioned	
Waste Collection (refuse and recycling)	Could have let me know that the day you arranged had been changed from Tuesday to Wednesday	
Planning	I have received no return contact	Planning
Waste Collection (refuse and recycling)	This is the second request for the pod to be delivered and the second survey and I still do not have the item	
Environmental Health	Sorted my issues out	
Waste Collection (refuse and recycling)	APART FROM THE INITIAL CONFIRMATION OF EMAIL BEING RECEIVED I HAVE HEARD NOTHING SINCE	
Planning	replied	Planning
Waste Collection (refuse and recycling)	Respond to my additional comments posted on the link	
Street Lighting	Problem should have been fixed and wasn't	