

OVERVIEW AND SCRUTINY PERFORMANCE PANEL

THURSDAY, 4TH DECEMBER 2014, 6.30 PM
COMMITTEE ROOM 1, TOWN HALL

AGENDA

APOLOGIES

1 **MINUTES**

(Pages 3 - 8)

To confirm the minutes of the Overview and Scrutiny Performance Panel meeting held on 25 September 2014 (enclosed)

2 **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.

3 **CHORLEY COUNCIL PERFORMANCE MONITORING - SECOND QUARTER 2014/15**

(Pages 9 - 18)

Report of the Chief Executive (enclosed)

4 **EXCLUSION OF PRESS AND PUBLIC**

To consider the exclusion of the press and public for the following items of business on the ground that it involves the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972.

By Virtue of Paragraph 3: Information relating to the financial or business affairs of any particular person (including the authority holding that information)

Condition:

Information is not exempt if it is required to be registered under-

The Companies Act 1985

The Friendly Societies Act 1974

The Friendly Societies Act 1992

The Industrial and Provident Societies Acts 1965 to 1978

The Building Societies Act 1986 (recorded in the public file of any building society, within the meaning of the Act)

The Charities Act 1993

Information is exempt to the extent that, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Information is not exempt if it relates to proposed development for which the local planning authority may grant itself planning permission pursuant to Regulation 3 of the Town & Country Planning General Regulations 1992(a).

5 **PERFORMANCE FOCUS: MARKET WALK**

(Pages 19 - 24)

Report of the Chief Executive (enclosed)

6 **ANY URGENT BUSINESS PREVIOUSLY AGREED WITH THE CHAIR**

GARY HALL
CHIEF EXECUTIVE

Electronic agendas sent to Members of the Overview and Scrutiny Performance Panel Councillor John Walker (Chair), Councillor June Molyneaux (Vice-Chair) and Councillors Julia Berry, Mark Jarnell, Greg Morgan, Alistair Morwood and Peter Wilson (Executive Member (Resources)).

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**MINUTES OF OVERVIEW AND SCRUTINY PERFORMANCE PANEL****MEETING DATE Thursday, 25 September 2014****MEMBERS PRESENT:** Councillor John Walker (Chair), Councillor June Molyneaux (Vice-Chair) and Councillors Julia Berry, Mark Jarnell, Greg Morgan and Alistair Morwood**OFFICERS:** Lesley-Ann Fenton (Director of Customer and Advice Services), Chris Sinnott (Head of Policy and Communications), Asim Khan (Head of Customer, ICT and Transactional Services), Natalie Taylor-Proctor (Policy and Partnerships Officer) and Dianne Scambler (Democratic and Member Services Officer)**APOLOGIES:** Councillor Graham Dunn (Executive Member for Customer and Advice Services)**14.OSP.58 Minutes**

RESOLVED – That subject to the inclusion of Councillor Mike Handley being present at the meeting the minutes of the Overview and Scrutiny Performance Panel meeting held on 10 July 2014 be confirmed as a correct record for signing by the Chair.

14.OSP.59 Declarations of Any Interests

There were no declarations of any interests.

14.OSP.60 Scrutiny Focus - Customer Dissatisfaction

The Panel received a report of the Chief Executive that provide contextual information and proposed initial questions to initiate discussions regarding current levels of customer dissatisfaction with Council services.

The Head of Customer and ICT Services, Asim Khan and Head of Policy and Communications, Chris Sinnott along with Policy and Partnership Officer, Natalie Taylor Proctor attended the meeting to answer questions of the Panel about the information contained with the report.

Ensuring that customers are satisfied with the services they receive from the Council is a high priority for the authority. The council measures satisfaction in a number of ways including a comprehensive resident's survey every few years that captures residents' views on levels of satisfaction of the quality of life in their local area and of

the Council and its services, together with a monthly survey which seeks feedback from customers on specific services they have requested from the Council.

The 2013 resident's satisfaction survey showed that 73% of people were satisfied with the way in which the council runs things, a significant improvement on the 50% satisfaction recorded in 2008. A target of less than 20% had been set to measure customer levels of dissatisfaction with the services that they receive from the Council. This target reflected the council's ambitious approach in continually improving its services and levels of customer satisfaction. The latest figures taken at the end of August reported current performance levels at 22.6% which indicated that the figures continued to fall and officers were confident that their target could be achieved.

The main reason for customer dis-satisfaction was staff not getting back to customers in a timely manner and many steps had been taken throughout the Council to address this. My Account had been launched to enable customers to track the progress of their requests 24/7 via the website and contractors such as Veolia had been issued with mobile devices to enable them to provide up to date progress on customer requests.

The results of the satisfaction survey, including customer reasons and comments, continued to be reported to Strategy Group on a monthly basis and Information Exchange to enable Heads of Service to address any service related issues.

By developing My Account, the information that officers input can update customers with the status of their request and it is only closed when actually complete, rather than when it is expected to be finished.

There had been an internal communications drive for all staff to get back to the customer within two working days. Customer dis-satisfaction levels are available via the Loop and articles appear on a regular basis reminding all staff of the importance of customer call backs. And everyone within the authority can use the My Tasks system to assess the current status of any request. Work is progressing to ensure that the same standards are implemented across all services, whether by email, phone or face to face.

Some issues however are more complicated to resolve as they can involve several partners and can sometime considerably longer than two days to reach a conclusion. In these instances, additional training has taken place with officers to ensure that they take the necessary steps to keep the customer adequately informed as the issue is progressed.

The sample survey is now sent via the Attain system which enables the Council to maximise the number of respondents. The survey has been optimised to ensure that respondents are able to give their views quickly and easily. The Council has now built up quite a comprehensive data base of emails that can be used in this way.

They are also used to better inform people of what actions have been taken to resolve their issues or what services the Council can provide. This method of communication is now used as a way of conveying key messages to the residents of Chorley. This data base will continue to grow especially with the increased use of residents registering to use the My Account application on the Council's website. Around 1000 email addresses are now being captured on a monthly basis as opposed to around 200 previously.

However, the Council are aware that there are some people that do not have an email address and a piece of work is currently being undertaken to establish the different pathways that people access Council services. This will allow the authority to find alternative ways of gaining feedback from all strands of the community across the borough.

Members asked how the My Account service had been marketed as there didn't seem to have been an official launch. It was explained that the application had been brought in quietly in order to test the system so that it could be improved and developed accordingly. Once the team are happy with everything it will be fully marketed. There are plans to widen its scope to give residents the option to pay their Council Tax or other bills, but this is dependent on improved security measures being put into place.

Members commented that they were very impressed with the My Account application and the work that was being done in the One Stop to encourage people to use the system. The Group were satisfied with the work that was being undertaken to bring customer dis-satisfaction levels down and it was generally accepted that some people will not be satisfied, no matter what the Council do.

Some people are not satisfied if they have not received the answers that they were looking for; this is particularly evident when dealing with planning applications or housing allocations. It was also felt that resident's expectations were higher for the Council/ public sector than they were for private companies such as mobile phone and electrical companies.

The Chair thanked the officers for attending the meeting.

RESOLVED – That the note be reported.

14.OSP.61 Monitoring of the Organisational Improvement Plan 2014/15

The Chief Executive submitted a report giving progress made to date on the delivery of the Organisational Improvement Plan, including the delivery of key projects and the performance of key indicators.

Good progress was being made with 83.6% of projects rated green or complete. One projected was rated amber and one, rated red. 13.11% of projects had not yet been started, with work scheduled to start over the next few months.

A breakdown of the projects by Corporate Priority was included within the report, there one project, development of the Buttermere Community Centre that was rated red and one project, provision of Off Street Parking in Croston, that had been rated amber. An explanation as to why was given as follows:

Work on the new Buttermere Community Centre was yet to start due to a delay in the tender process by the developer. Work had been due to start at the beginning of September however the company had gone into liquidation so the developer was now looking to reappoint with a view to begin work early December 2014.

A number of sites had now been identified and presented to Western Parishes as potential options for Off Street Parking in Croston. Feedback on the proposals was still outstanding and the parishes had been chased a number of times for their feedback.

Although delivery of the organisational plan is only just underway with some projects not yet scheduled to start there had already been a number of notable achievements that were listed within the report.

However there was a number of key performance indicators that were off track and Members were informed of the reasons as to why they were below target that included:

% of domestic violence detections

Domestic Violence detections was a measure that had been set by the police and adopted by the Council. The original target was set as a stretch target and due to changes in legislation, the work that was undertaken to encourage people to report, interventions and alternative disposals, including mediation to reduce the number reaching 'detection' stage, the police argued that this would change. This was echoed to the Panel by Detective Inspector Geoff Hurst at a previous meeting in March 2014. The Council's Corporate Strategy is due to be refreshed in November and it was agreed that the authority needed to identify a new way of capturing the relevant statistics in order to target specific areas more effectively.

It was also reported that the current funding arrangements for the IDVA service were due to come to an end, as funding from Lancashire County Council would cease shortly. The Community Safety Partnership would be holding its Annual Conference in October and it was hoped that both issues could be addressed at this forum.

Number of long term empty properties in the borough

Although slightly off target, the number of long term properties in the borough had continued to reduce. Current performance was 208 empty properties, against a target of 195, however the total had stood at 214 at the end of the 2013/14 financial year. It was however noted that performance can be affected by fluctuations on the housing market and delays in probate cases. The Council had appointed a temporary empty homes officer to address this issue and would be targeting some of those homes that had been empty for a considerable length of time.

Average time taken to process new claims and change events for Housing and Council Tax Benefits

The performance of this indicator was consistent with that of previous years for quarter one, current performance was 12.09 days against a target of 10%, comparative against 11.99%, at the same time in 2013, as this is the busiest period for the customer services team after the year end. High work volumes have increased processing times for new claims and change events. In addition, the recent single front office training programme was having an effect on performance and would continue to do so over the coming months.

New customers requiring housing advice (monthly not year to date)

Current performance was 117 against a target of 57 and was reflective of the increased demand in the service. Housing Advice is provided by the Housing Option Service, with their role being to prevent families from becoming homeless. This is achieved by creating awareness with customers and partners to encourage households to seek advice at the earliest opportunity, and it is this proactive approach that can result in an increase in demand.

In response to this and following the changes in Welfare Reform, the team has increased its pro-active work and has introduced early-warning protocols with landlords to support tenants who fall into arrears.

Number of older people (65+) visiting Council's leisure centres

Although currently performing at 6801 against a target of 7571, the overall number of visits to the leisure centre continued to increase. This was a difficult target to improve upon as there are a number of voluntary groups established with Chorley that offer a wide range of different activities such as health walks, exercise classes or social activities that older people can diversify into.

Members were informed that all the Council's services are expected to complete a service level risk register which formed part of the Council's risk management framework and was an important assurance procedure. They were also provided with an update on the work that had been undertaken on the Integrated Impact Assessment to ensure that the Council fulfils its commitment to equal opportunities.

RESOLVED – That the report be noted.

Chair

Date

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Report of	Meeting	Date
Chief Executive (Introduced by the Executive Member for Resources)	Executive Cabinet	20 November 2014

CHORLEY COUNCIL PERFORMANCE MONITORING - SECOND QUARTER 2014/2015

PURPOSE OF REPORT

1. This monitoring report sets out the performance against the delivery of the Corporate Strategy, and key performance indicators during the second quarter of 2014/15, 1 July to 30 September 2014.

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 second quarter of 2014/15, 1 July to 30 September 2014. Performance is assessed based on the delivery of key projects, against the measures in the 2013/14 – 2016/17 Corporate Strategy and key service delivery measures.
4. Overall performance of key projects is excellent, with the majority of projects either complete or on track. Two projects; deliver the Chorley youth zone, and Friday Street health centre have been rated amber due to issues relating to timescales in delivering initial actions however work is now underway to bring these projects back on track.
5. Overall performance on the Corporate Strategy indicators and key service delivery measures is excellent. 71% of the Corporate Strategy indicators and 90% of the key service measures are performing above target or within the 5% tolerance.
6. The Corporate Strategy measures performing below target are; the number of long term empty properties in the borough, and the percentage of customers dissatisfied with the way they were treated by the Council. Action plans have been developed to outline what action will be taken to improve performance.
7. The key service delivery measure performing below target is; the time taken to process all new claims and change events for Housing and Council Tax benefit. Again, action plans are included within the report which outline what actions are being taken to improve performance.

Confidential report Please bold as appropriate	Yes	No
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Key Decision? Please bold as appropriate	Yes	No
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REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

8. To facilitate the on-going analysis and management of the Council's performance in delivering the Corporate Strategy.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

9. None.

CORPORATE PRIORITIES

10. 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

11. 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 four priorities.
12. The Corporate Strategy includes 20 key projects, which support the delivery of the Council's priorities.
13. Key performance measures have been set so that targets remain challenging and reflective of the Council's ambitions.

PERFORMANCE OF KEY PROJECTS

14. The Corporate Strategy includes 20 key projects. At the end of the second quarter overall performance of key projects is excellent. 18 of the 20 projects (90%) are either complete, or on track and therefore rated 'green'.
15. At the end of the second quarter, fifteen projects (75%) were rated green, meaning that they are progressing according to timescale and plan:
 - Deliver the Welfare Reform Action Plan
 - Extend Chorley's time credits (Year 1)
 - Implement initiatives to overcome social isolation/Connecting communities through food
 - Develop the offer at Chorley's credit union
 - Deliver the Chorley Works unemployment project
 - Carry out improvements to the town centre (Town centre master plan)
 - Deliver the inward investment campaign
 - Market Walk

- Implement Astley 2020
- Host Chorley element of cycling tour of Lancashire
- Year 1 of the play, open space and playing pitch strategy
- Deliver environmental improvements as part of the Cleaner Chorley campaign
- Deliver Chorley Council energy advice and switching service
- Change working practices to fit neighbourhood working and public health priorities
- Deliver a project to improve customer satisfaction

16. Two projects (10%) are currently rated as ‘amber’, which is early warning that there may be a problem with the project:

Project Title		Project Status
Deliver the Chorley Youth Zone		Amber
Explanation	Further detailed discussions have taken place with Lancashire County Council and other partners in order to deliver a Youth Zone in Chorley. The discussions have focussed around the location, the offer, funding and operational detail. It had been hoped that a report could have been brought to the Executive in this quarter. Unfortunately, this was not possible.	
Action Required	<ul style="list-style-type: none"> • Discussions are ongoing with partners • Regular briefings are being held with cabinet members • Project is under weekly review 	

Project Title		Project Status
Friday Street health centre		Amber
Explanation	<p>The project mandate sets out an objective to consolidate the list of services to be provided from the Health Centre. This has proved to be quite complex due to the numbers of partners involved and the commissioning arrangements within the NHS.</p> <p>Further progress has been made within the last month, agreeing to jointly commission a feasibility study, an impact assessment and develop a schedule of accommodation; however this process has taken longer than desired causing delays to the original project timetable as a result.</p>	
Action Required	All governance structures are now in place and work is ongoing with partners towards submitting a planning application in June 2015. If sufficient progress is made with partners towards this schedule over the next quarter, it is anticipated that by the end of quarter three the project will return to a green status.	

PERFORMANCE OF CORPORATE STRATEGY MEASURES

17. At the end of the second quarter, it is possible to report on 7 of the key performance indicators within the Corporate Strategy. 4 indicators (57%) were performing on or better than target. The full outturn information for the performance indicators is included at Appendix A.
18. The following indicators are performing better than target:
 - The percentage of 16-18 year olds who are not in education, employment or training (NEET)
 - The number of visits to Council's leisure centres
 - Number of young people taking part in 'Get Up and Go' activities
 - Number of Homelessness Preventions and Reliefs
19. One indicator (14%) is performing slightly below target, but is within the 5% tolerance threshold:
 - Overall employment rate
20. Two indicators (29%) performed below target; the number of long term empty properties in the borough, and the percentage of customers dissatisfied with the way they were treated by the Council.
21. The table below gives the reasons why performance is currently below target, and the steps that are being taken to improve performance. A brief analysis of trend has also been provided to give some context to the performance value:

Performance Indicator		Target	Performance
The number of long term empty properties in the borough		195	210
Reason below target	It should be noted that performance of this indicator is affected by fluctuations in the housing market and delays in probate cases. The increasing volume of new build development in Chorley can also have an impact on the market for older properties, particularly those requiring modernisation.		
Action required	<p>The number of long term empty properties will continue to be monitored on a monthly basis and if there is a further increase action will be taken to advise owners how they may market their property for sale and or obtain loans from financial institutions, including Credit Unions.</p> <p>The work to reduce the number of long term empty properties will be further supported from November by the newly appointed empty homes officer who will work with individual property owners to explore how they might bring their property back into use.</p>		
Trend: At quarter two 2013/14 performance was 217; which is 3% worse than current performance.			

Performance Indicator		Target	Performance
% of customers dissatisfied with the way they were treated by the Council		20%	21.5%
Reason below target	<p>Customer dissatisfaction continues to focus around issues with the progress of requests rather than problems with individual services such as:</p> <ul style="list-style-type: none"> • Not letting customers know the outcomes of their requests • Not keeping customers informed of progress • Not responding within a reasonable time frame <p>This is often in relation to more complex enquiries and requests where officers need to consult with other agencies to determine an accurate response.</p>		
Action required	<ul style="list-style-type: none"> • Survey response rates continue to be monitored to ensure we are maximising the number of responses; the survey has recently been optimised to ensure that respondents are able to quickly and easily give their views • Customer dissatisfaction levels are available via the loop and articles continue to appear on a regular basis reminding staff of the importance of customer call backs • Service heads and managers have been challenged to make significant improvements to ensure that customers are kept informed of progress – this work is ongoing and will be followed up individually with service managers • Customers continue to be able to track the progress of their requests online 24/7 via the My Account system. • Facilities such as reporting on call backs are to be utilised by managers to improve their service call back response rate. <p>Overall this work is ongoing and actions and priorities are being identified and implemented in order to reduce levels of customer dissatisfaction</p>		
<p>Trend: In comparison at the end of quarter two 2013/14 dissatisfaction was 28.2%. In month for September 2014 the overall dissatisfaction was 17.7%.</p>			

22. It is no longer possible to report on one of the key performance indicators within the corporate strategy; the percentage of domestic violence detections, target 70%.
23. The Home Office have introduced a new classification for the recording of crimes which is based on a positive outcomes framework. This has resulted in changes to the way Domestic Violence is measured; positive outcomes are now recorded rather than the number of detections. The possibility of using alternative measures for this indicator is currently being explored.

PERFORMANCE OF KEY SERVICE DELIVERY MEASURES

24. There are some important indicators that are not included within the Corporate Strategy, but are measured locally as indicators of service performance. There are ten indicators that can be reported at the end of the second quarter. The full outturn information for this is included at Appendix B: Key Service Delivery Measures
25. Nine (90%) of the Key Service delivery measures are performing better than target:

- Processing of planning applications as measured against targets for 'major' application types
- Processing of planning applications as measured against targets for 'minor' application types
- Processing of planning applications as measured against targets for 'other' application types
- Number of households living in Temporary Accommodation (NI 156)
- Number of missed collections per 100,000 collections of household waste
- Supplier Payment within 30 days
- Average working days per employee (FTE) per year lost through sickness absence
- Vacant Town Centre Floor Space
- Percentage of Council Tax collected

26. There is currently one indicator (10%) that is performing below target. This indicator relates to the time taken to process all new claims and change events for housing and council tax benefit.

27. The table below gives the reasons for this worse than anticipated performance, and the steps that are being taken to improve performance:

Performance Indicator		Target	Performance
Time taken to process new claims and change events for Housing and Council Tax benefit		10 days	12.5 days
Reason below target	The year to date performance is still impacted by the high work volumes which occurred during the first quarter after the annual billing. While this peak in work load is an annual occurrence and overtime has been and continues to be offered to help manage the work load, performance has been further impacted on due to the ongoing single front office training and mentoring programme.		
Actions required	The programme of staff training and mentoring in this area is ongoing, but will be scaled down to release resources. Service managers will continue to closely monitor demand. Capacity grid will also be used to outsource the processing of some benefits claim during busy periods.		
Trend: Performance at the end of quarter two 2013/14 was 11.67 days			

28. It should be noted that there has been a change to the way the processing of planning applications is now calculated. This is to align reporting with the planning performance submitted through government returns to the DCLG and also to reflect the actual performance of the service in determining applications within all agreed timescales. The change is that applications where an extension of time has been agreed or where a Planning Performance Agreement is in place and agreed before the submission of the application are now excluded from planning processing times for majors, minors and others and instead will

be reported separately under two new measures which will be reported on from Q3 onwards. These new measures are:

- The number of applications where extensions have been agreed;
- The percentage of extended applications determined in the agreed time.

29. The existing planning processing was measuring planning performance against the standard determination periods of 13 weeks for major applications and 8 weeks for minor and other applications, even where extensions had been agreed and met. This resulted in performance appearing to be well below target and not reflective of the true situation.

IMPLICATIONS OF REPORT

30. 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	30 October 2014	Second Quarter Performance Report 2013/14

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	Trend*
Overall employment rate	Bigger is better	80%	77.5%		↑
The % of 16-18 year olds who are not in education, employment or training (NEET)	Smaller is better	5%	3.1%		↑
Number of long term empty properties in the borough	Smaller is better	195	210		↓
The number of visits to Council's leisure centres	Bigger is better	500,000	557,223		↑
Number of young people taking part in 'Get Up and Go' activities	Bigger is better	7,000	12,393		↑
Number of Homelessness Preventions and Reliefs	Bigger is better	100	413		↑
% of customers dissatisfied with the service they received from the council	Smaller is Better	20%	21.5%		↑

**Trend shown is for change from quarter 1 2014/15*

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	Trend
Time taken to process all new claims and change events for Housing Benefit and Council Tax Benefit	Smaller is better	10 days	12.5 days		↓
Processing of planning applications as measured against targets for 'major' application types	Bigger is better	70%	73.33%		-
Processing of planning applications as measured against targets for 'minor' application types	Bigger is better	65%	66.40%		-
Processing of planning applications as measured against targets for 'other' application types	Bigger is better	80%	84.16%		-
Number of households living in Temporary Accommodation (NI 156)	Smaller is better	25	6		↑
Number of missed collections per 100,000 collections of household waste	Smaller is better	49	44		↓
Supplier Payment within 30 days	Bigger is better	99%	99.37%		↑
Average working days per employee (FTE) per year lost through sickness absence	Smaller is better	3.03 days	2.88 days		↓
Vacant Town Centre Floor Space	Smaller is better	6%	4.18%		↑
% Council Tax collected	Bigger is better	56.01%	56.12%		↓

**Trend shown is for change from quarter 1 2014/15*

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