

Report of	Meeting	Date
Director of Policy and Governance	Overview and Scrutiny Performance Panel	January 2020

PERFORMANCE FOCUS - POLICY AND GOVERNANCE

PURPOSE OF REPORT

1. To provide contextual information for the panel with regards to:

- Overall Directorate summary including budget position
- Key performance summary for 2019/20
- Key project update for 2019/20

RECOMMENDATION(S)

2. That the context and information contained within it be discussed at the Overview and Scrutiny Performance Panel, with a view to understanding performance in these areas.

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 homes and communities		An ambitious council that does more to meet the needs of residents and the local area	✓

BACKGROUND

4. Performance of the Policy and Governance directorate was last considered by the Overview and Scrutiny Performance Panel in November 2018.

5. The Policy and Governance directorate incorporates a number of services:

- Legal and Democratic
- Shared Financial Services

- Transformation and Partnerships
- Communications and Visitor Economy

6. The performance information set out below is up to date as of quarter two 2019/20 and includes information presented to Executive Cabinet as part of quarterly monitoring reports, as well as local indicators which are used by directors and service managers to monitor the performance of their services.

Directorate overview

7. Over the last year (2019/20) the Policy and Governance directorate has supported delivery of the corporate strategy through work to make improvements to Astley Hall and Park, continue to support people across the borough to be more digitally included and complete a review of our approach to partnership working.
8. There has also been successful delivery of service level business plan projects through the completion of a museum accreditation review to enable Astley Hall to remain accredited, the refresh of the transformation programme which continues to support a balanced MTFs, the delivery of the annual events programme and the provision of HR and Legal support for the completion of large scale projects such as Digital Office Park, Market Walk and Primrose Gardens.

Financial position

9. The below table outlines the latest budget monitoring outturn for Policy and Governance:

Budget monitoring outturn – December 2019	£
Original Cash Budget	4,401,000
Agreed changes	310,000
Current Cash Budget	4,711,000
Forecast outturn	4,629,000
Variance	82,000

Variance	1.7%
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10. The directorate budget is currently underspending by just under £82k, which has created a 1.7% variance against the original cash budget. The biggest underspend was in staffing this was due to an underspend of £50k as a result of sharing the Chief Executive post with South Ribble and an underspend of £40k from Shared Financial Services as a result of the vacant posts following the senior management restructure and review of the service.
11. The areas of the biggest overspend was for the Chorley Flower Show which was due to a lower than anticipated attendance over the weekend, particularly on the Sunday, as a result of very poor weather conditions which meant income from ticket sales was below target. In addition to this there were additional costs around the financial systems.




12. The biggest income for this directorate was the recovery of shared services costs, legal fees income and electoral registration funding. The directorate also oversees delivery of the Council's Transformation Programme which has to date realised savings of £1.9m.

Performance overview 2019/20

13. The below provides key performance information for the Policy and Governance directorate over 2019/20. Overall, there are 40 indicators that can be reported on for quarter 2; 31 (78%) are performing on or above target, 3 (8%) are performing worse than target but within the threshold and 6 (14%) are performing below target.

Legal and Democratic


14. Performance for Legal and Democratic is good, there are 12 indicators with nine performing on or above target, 1 is performing worse than target but within the threshold and 2 are performing below target.



		Target (19/20)	Q2 2018/19	Q2 2019/20		
% first draft legal documents produced within 4 weeks of receipt (S106 agreements)	Bigger is better	95%	100%	80%		Worse than Q2 2018/19
Lancastrian revenue generated	Bigger is better	£8,000	£8,279.10	£7,425.60		Worse than Q2 2018/19
% of risks assessed using the new approach	Bigger is better	66%	20%	65%		Better than Q2 2018/19
% draft minutes circulated within 10 days	Bigger is better	95%	100%	100%		Same as Q2 2018/19

15. The % of first draft legal documents produced within 4 weeks of receipt experienced lower than anticipated performance due to an increase in demand in other areas of work and a lower number of S106 drafts being received this quarter. The Lancastrian revenue generated is also below target which as a result of being out of use during the election period.

Shared Financial Services

16. Performance for Shared Financial Services is good, there are 9 indicators with 6 performing on or above target, 2 are performing worse than target but within the threshold and 1 is performing below target.






		Target (19/20)	Q2 2018/19	Q2 2019/20		
15 working days from period end closure to the	Target value is	100%	100%	100%		Same as Q2 2018/19

distribution of financial reports	best					
Statutory Grant Claims and Returns to be submitted on time	Bigger is better	100%	85.71%	90.63%		Better than Q2 2018/19
Supplier Payment within 30 days (CUMULATIVE)	Bigger is better	99%	98.94%	98.16%		Worse than Q2 2018/19

17. One indicator is performing worse than target which is the Statutory Grant Claims and Returns to be submitted on time this was due to one VAT return and two government financial returns being submitted a day late due to capacity.

Transformation and Partnerships

18. There are 15 indicators in Transformation and Partnerships with 9 performing on or above target, 1 is performing worse than target but within the threshold and 3 are performing below target.

		Target (19/20)	Q2 2018/19	Q2 2019/20		
% return to work interview conducted within 5 days	Bigger is better	95%	No data	56.25%		No data (new indicator)
% Performance information provided by quarterly deadline	Bigger is better	85%	93%	74%		Worse than Q2 2018/19
Number of FTE days lost per year through short term sickness absence (organisation wide)	Smaller is better	1.45 days	1.45 days	1.84 days		Worse than Q2 2018/19
% booked places on training courses	Bigger is better	90%	90%	97%		Better than Q2 2018/19
% Corporate Strategy projects on track/delivered – council-wide	Bigger is better	90%	83%	92%		Better than Q2 2018/19

19. There are three indicators performing below target and all of these indicators capture information from across all services within the organisation.

20. The % performance information provided by quarterly deadline is performing lower than target, this is due to a reduction in the timely submission of performance information by services and may be attributed to change in roles for many staff around the Senior Management Restructure during quarter two. The % return to work interviews conducted within 5 days is performing lower than target and

managers will be reminded of the importance of conducting timely return to work interviews.

21. In addition to this, the indicator which captures short term sickness absence across the whole organisation is performing lower than anticipated which is due to an increase in absences around flu and infections over the winter period.

Communications and Visitor Economy

22. Performance for Communications and Visitor Economy is very good, there are 3 indicators with all performing on or above target.

		Target (19/20)	Q2 2018/19	Q2 2019/20		
Number of visitors to Check Out Chorley	Bigger is better	4,316	4,316	4,967	★	Better than Q2 2018/19
Number of visitors to Astley Hall	Bigger is better	21,500	21,577	26,464	★	Better than Q2 2018/19
% of email open rates within the Attain System	Bigger is better	35%	51.29%	40.89%	★	Worse than Q2 2018/19

Projects update – corporate strategy delivery

23. The Policy and Governance Directorate is responsible for delivering a number of the Council's key strategic projects and an update on quarter two performance for the corporate strategy projects can be found in the quarter two performance report.
24. The Policy and Governance directorate will be responsible for some high-profile projects as part of next year's corporate strategy delivery. Good progress is already being made on these projects as part of business as usual and an update on the current position and objectives of the new projects set for next year can be found below:

Project Title	Scope for 2019/20
Undertake renovation works at Astley Hall	This project will deliver vital improvements to maintain the structural integrity and safety of the Hall, as well as transforming the visitor experience to ensure a sustainable long-term future for the facility with associated benefits for tourism and the local economy.
Refresh the council's website	This project will deliver a fit-for-purpose and future proof website with the aim to increase digitalisation of council services customers are able, and prefer, to access efficient services online. Delivery will focus on the approach to content management, reviewing single sign on, preparing content and the setup of the website and testing. In addition, this will also include digitalising services which are currently not online.

Deliver shared council services	This project will aim to deliver the first phase of the extension of shared services between Chorley and South Ribble Borough. The work will involve the implementation of the new shared services, the transformation of their operating models and the development of a scope and business case for Phase 2 of the extension.
Work with our partners to deliver sustainable public services	This project will implement the findings of the review of partnership working including any changes to the Chorley Public Service Reform Partnership and development of new models to ensure that our approach remains fit for purpose.
Deliver a project to support Chorley Councils commitment to the green agenda	This project will progress the recommended actions that come out of the Overview and Scrutiny green agenda task group and will deliver a specific project to reflect the council's commitment to leading the way and supporting residents to be more environmentally conscious.

25. Reporting on these projects will begin in quarter four as part of the quarterly performance reporting to Executive Cabinet.

IMPLICATIONS OF REPORT

26. 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	x	Policy and Communications	

COMMENTS OF THE STATUTORY FINANCE OFFICER

27. N/A

COMMENTS OF THE MONITORING OFFICER

28. N/A

CHRIS SINNOTT
DIRECTOR OF POLICY AND GOVERNANCE

There are no background papers to this report.

Report Author	Ext	Date
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Appendix A – corporate and service level indicators for Policy and Governance

Indicator name	Polarity	Target Value	Performance Value	Symbol	Trend
Corporate Strategy					
The Number of SOA's in the worst 10%	Smaller is better	3	3	★	No data
Number of people who have successfully completed digital skills training	Bigger is better	150	385	★	Better than Q2 2018/19
Number of visits to Astley Hall and Park complex	Bigger is better	20000	38737	★	Better than Q2 2018/19
Communications and Visitor Economy					
Number of visitors to Check Out Chorley	Bigger is better	4316	4967	★	Better than Q2 2018/19
% of email open rates within the Attain System	Bigger is better	35%	40.89%	★	Worse than Q2 2018/19
Number of visitors to Astley Hall	Bigger is better	21500	26464	★	Better than Q2 2018/19
Transformation and Partnerships					
% Performance information provided by quarterly deadline	Bigger is better	85%	74%	▲	Worse than Q2 2018/19
% Corporate Strategy projects on track/delivered – council-wide	Bigger is better	90%	92%	★	Better than Q2 2018/19
% minutes of the public service reform board published in 10 working days	Bigger is better	95%	100%	★	Same as Q2 2018/19
% Satisfaction with relevance of OD sessions	Bigger is better	95%	100%	★	Better than Q2 2018/19
% booked places on training courses	Bigger is better	90%	97%	★	Better than Q2 2018/19
% staff completing mandatory Emerge training - GDPR	Bigger is better	80%	80%	★	No data
% staff completing mandatory Emerge training – Adult Safeguarding	Bigger is better	80%	79%	●	No data
% staff completing mandatory Emerge training – Child Safeguarding	Bigger is better	80%	80%	★	No data
Number of FTE days lost per year through short term sickness absence	Smaller is better	1.45 days	1.84 days	▲	Worse than Q2 2018/19
Number of FTE days lost through long term sickness absence	Smaller is better	3.17 days	1.81 days	★	Better than Q2 2018/19

Average working days per employee (FTE) per year lost through sickness absence	Smaller is better	4.62 days	3.66 days	★	Better than Q2 2018/19
% absence review meetings organised with 15 working days	Bigger is better	95%	100%	★	Same as Q2 2018/19
% return to work interview conducted within 5 days	Bigger is better	95%	56.25%	▲	No data
Finance					
15 working days from period end closure to the distribution of financial reports	Target value is best	100%	100%	★	Same as Q2 2018/19
Year end statutory accounts to contain no material errors and have an unqualified audit opinion	Target value is best	0	0	★	No data
Compliance with the Prudential Code	Bigger is better	100%	100%	★	Same as Q2 2018/19
Statutory Grant Claims and Returns to be submitted on time	Bigger is better	100%	90.63%	▲	Better than Q2 2018/19
Supplier Payment within 30 days (CUMULATIVE)	Bigger is better	99%	98.16%	●	Worse than Q2 2018/19
Supplier Payment with 30 days (IN MONTH)	Bigger is better	99%	99.04%	★	Better than Q2 2018/19
% supplier payments by electronic means	Bigger is better	97%	100%	★	Same as Q2 2018/19
% of remittances to suppliers by electronic means	Bigger is better	95%	100%	★	Same as Q2 2018/19
% of Financial Systems availability	Bigger is better	99.5%	99.5633%	★	Worse than Q2 2018/19
Legal and Democratic					
% decision notices published for Executive Cabinet and Planning Committee within 2 working days	Bigger is better	100%	100%	★	Same as Q2 2018/19
% draft minutes circulated within 10 days	Bigger is better	95%	100%	★	Same as Q2 2018/19
% of authors uploading reports to Modgov	Bigger is better	90%	100%	★	Better than Q2 2018/19
Number of external Lancastrian bookings	Bigger is better	45	46	★	Worse than Q2 2018/19
Lancashire revenue generated	Bigger is better	£8,000	£7425.60	▲	Worse than Q2 2018/19

% complaints to the Chief Executive responded to within 10 working days	Bigger is better	75%	97%	★	No data
Number of RIDDOR incidents	Smaller is better	2	2	★	Worse than Q2 2018/19
Number of near misses reported and acted upon	Bigger is better	21	26	★	Better than Q2 2018/19
% of risks assessed using the new approach	Bigger is better	66%	65%	●	Better than Q2 2018/19
% files opened within 5 days	Bigger is better	90%	98.2%	★	Better than Q2 2018/19
% first draft legal documents produced within 4 weeks of receipt (S106 agreements)	Bigger is better	95%	80%	▲	Worse than Q2 2018/19
% prosecution / civil litigation files reviewed within one month of receipt	Bigger is better	90%	100%	★	No data

Appendix B – all service level business plan projects for Policy and Governance

Project	Status
Communications and Visitor Economy	
Delivering and improving events programme	Ongoing
Development of digital communications	Ongoing
Communications support for major projects (Primrose Gardens, Strawberry Fields, Markey Walk)	Ongoing
Delivering Internal communications plan	Ongoing
Supporting the creation of a new corporate website	Ongoing
Supporting the 2020 all out elections	Not started
Delivering the improvements to Astley Hall and Park	Ongoing
Events and exhibition development linked to new spaces	Ongoing
Museum accreditation review	Complete
Applications for funding (arts council, tapestries, match funding for future HFL bids, paintings review)	Ongoing
Astley Hall buildings review and maintenance	Ongoing
Transformation and Partnerships	
Core funding review- large commissions	Not started
Meals on Wheels re-tender	Ongoing
Consultations- review of tools and approach	Ongoing
Equality – refresh of objectives for 2020 including consultation with relevant bodies	Ongoing
Transformation Programme refresh	Complete
OD Strategy	Ongoing
External Website refresh	Ongoing
Accommodation review	Ongoing
Review of approach to partnership working	Ongoing
Peer review	Ongoing
HR	
Update all HR policies & procedures with all associated documents / forms	Ongoing
Update all aspects of employer branding related to all aspects of the HR service	Not started
Support change projects within the organisation as required including management restructure, SFO	Ongoing
Support opening of Digital Office Park & Primrose Gardens	Complete
Revise recruitment, retention & succession planning processes and develop new graduate recruitment scheme	Not started
Support the development of the proposed Housing Company	Closed
Pensions re-enrolment	Complete
Ongoing updates for GDPR	Ongoing
National fraud initiative	Not started
Democratic	
Supporting additional meetings to help deliver the transformation agenda: Market Walk Steering Group, Chorley Integrated Wellbeing Service – ESG, Shared Services Joint Committee, Public Services Transformation WG	Ongoing
Member Development: Member Development Programme for 2018/19 to include Emerge opportunities and ensure that Members are fully informed	Ongoing

about organisational change. Other sessions to include Office 365 / Windows 10, Child Sexual Exploitation, Equality and Diversity, Personal Resilience and Emotional Wellbeing	
Completion of Personal Development Plans for all Members	Ongoing
Appointment of second Independent Person for Governance Committee and a new member of the Independent Remuneration Panel	Ongoing
Review of Members' Allowances with the Independent Remuneration Panel	Not Started
Review of Council Chamber furniture and technology – to be complete by May 2020	Ongoing
Implement the officer decision module on modern.gov	Ongoing
Local Democracy events: "Question Time @ Runshaw" and "Your Chorley Your Council" with primary schools	Ongoing
Corporate Support	
Tailored support in response to senior management/organisational change	Ongoing
Support meetings to help deliver the Corporate Strategy and transformation agenda	Ongoing
Appoint FOI Co-Ordinator and Executive Assistant	Ongoing
Embed reports management on mod.gov	Ongoing
Roll out Executive Member Decisions released on the system	Ongoing