

Report of	Meeting	Date
Deputy Chief Executive	Overview and Scrutiny Performance Panel	November 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 2020/21
- Key project update for 2020/21

### 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.

<b>Confidential report</b> Please bold as appropriate	Yes	<b>No</b>
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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 January 2020.

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

- Governance
- 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 2020/21 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.

#### Shared services update

7. Since this directorate was last considered by Overview and Scrutiny Performance Panel, the Policy and Governance directorate has been part of Phase 1 of shared services, with Phase 1 of the extension to shared services agreed by both Chorley and South Ribble Councils in September 2019. A shared management team with shared service leads was implemented in January 2020. On 1 April 2020, the employment of staff within the new shared services was transferred between the councils, with Communications and Visitor Economy, and Legal and Democratic Services being employed by South Ribble, and Transformation and Partnerships, and Finance being employed by Chorley. The finance function is already shared with South Ribble.
8. To maximise the efficiencies and savings that shared services can offer, the new services have undergone a review to develop proposals for, as far as possible, single operating models within the shared functions to effectively provide services across both sovereign councils. Employees have also adopted the new terms and conditions agreed by the councils in July. The new structures are in the process of being implemented and the services will then deliver the agreed development plans.
9. The new shared services have started to work together and have benefited from the increased resilience offered by a larger, more diverse workforce, particularly when responding to the Covid-19 pandemic.
10. Policy and Governance directorate has led on delivering phase one of shared services and detail of the activity completed to become a shared service can be found below:
- Completion of a shared key performance framework – to harmonise the policy across both Councils and ensure that our approach to performance management remains robust and consistent so that we can successfully monitor and improve services.
  - Completion of a shared HR policy framework – to enable the shared team to have a framework within which consistent decisions are made.
  - Completion of a review of terms and conditions and the development of shared terms and conditions – to ensure everyone working in shared services would be on the same terms and conditions.
  - Completion of a shared pay and grade scheme and travel benefits – to ensure everyone working in shared services would be on a harmonised pay grade scheme with consistent travel benefits.

## Financial position

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

<b>Budget monitoring outturn</b>	<b>£</b>
<b>Original Cash Budget</b>	4,740,000
<b>Agreed changes</b>	9,000
<b>Current Cash Budget</b>	4,479,000
<b>Forecast outturn</b>	4,589,000
<b>Variance</b>	<b>(160,000)</b>

<b>Variance</b>	<b>3.5%</b>
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12. The directorate budget is currently underspending by £160k, which has created a 3.5% variance against the original cash budget. The biggest underspends were in staffing which was due to stopping savings made as part of shared services and the events programme primarily the Chorley Flower Show this was due to the show being moved online other consequence up the COVID-19 pandemic which meant costs were significantly reduced due to operating this virtually.

13. The biggest income for this directorate was the recovery of shared services costs, hire of the Lancastrian suite and legal fees income.

## **Performance overview 2020/21**

14. The below provides key performance information for the Policy and Governance directorate over 2020/21.
15. For key corporate projects, there are four projects that fall under the Policy and Governance directorate with all four of these performing on target for quarter two. Further detail can be found in the quarter two report which is being considered alongside this report.

<b>Projects</b>	<b>RAG status</b>
Develop Astley Hall and park as a visitor destination	<b>GREEN</b>
Refresh the Council's website	<b>GREEN</b>
Work with our partners to deliver sustainable public services	<b>GREEN</b>
Deliver shared Council services	<b>GREEN</b>

16. For key service level performance, overall there are 38 indicators that can be reported on for quarter two; 24 (63%) are performing on or above target, 3 (8%) are performing worse than target but within the threshold and 11 (29%) are performing below target.

## Communications and Visitor Economy

17. For Communications and Visitor Economy is good, there are 7 indicators with 3 performing on or above target and 4 are performing below target.

		Target (20/21)	Q2 2020/21	Trend	
Number of visitors to the Check Out Chorley Website	Bigger is better	4,967	2,748	Worse than Q2 2019/20	▲
Number of visitors to the Chorley Flower Show website	Bigger is better	136	114	Worse than Q2 2019/20	▲
Number of visitors to the Chorley Live website	Bigger is better	4,412	290	Worse than Q2 2019/20	▲
Number of visitors to Astley Hall	Bigger is better	21,500	0	Worse than Q2 2019/20	▲
Social media engagements	Bigger is better	58,553	118,394	Better than Q2 2019/20	★
% of email open rates within the Attain System	Bigger is better	35%	48.13%	Better than Q2 2019/20	★
Number of visitors to the Astley Hall and Park website	Bigger is better	2,020	3,104	Better than Q2 2019/20	★

18. There is a total of 4 indicators which are off target for Communications and Visitor Economy which are related to visitors to events or attractions and website visitors for these events or attractions.

19. The number of visitors to Astley Hall for quarter two is at 0, this is because during quarter two the Hall was closed to visitors due to the national lockdown restrictions, therefore no visitors have been recorded.

20. The number of visitors to the Check Out Chorley website is lower than anticipated, this is due to the reduction in content being produced for the site due to the reduction in organised events and things to do around the borough due to COVID-19. The number of visitors to the Chorley Flower Show and Chorley Live websites are also lower than anticipated due to both events being delivered online, this meant there was less traffic on the websites as queries around ticketing, directions and the timings for the day were not required for an online event.

21. Performance for Shared Financial Services is good, there is 1 indicator to report on and is performing on or above target.

		Target (20/21)	Q2 2020/21	Trend	
Supplier Payment within 30 days	Bigger is better	95%	100%	Better than Q2 2019/20	★

### Governance

22. Performance for Governance is good, there are 11 indicators with 9 performing on or above target and 2 are performing below target.

		Target (20/21)	Q2 2020/21	Trend	
Number of external Lancastrian bookings	Bigger is better	45	0	Worse than Q2 2019/20	▲
Lancastrian revenue generated	Bigger is better	£8,000	£0	Worse than Q2 2019/20	▲
% first draft legal documents DRAFTED within 4 weeks of receipt (s106 agreements)	Bigger is better	95%	100%	No data	★
% complaints to the MP responded to within 10 working days	Bigger is better	75%	91.045%	No data	★

23. Performance for both the number of external Lancastrian bookings and Lancastrian revenue generated is lower than anticipated, this is due to any delivery in quarter two significantly affected by the pandemic with national lockdown restrictions during quarter two. Bookings at the Lancastrian and therefore takings also, were not possible due to the lockdown restrictions across the borough implemented by central government.

### Transformation and Partnerships

24. There are 8 indicators in Transformation and Partnerships with 5 performing on or above target and 3 are performing below target.

		Target (20/21)	Q2 2020/21	Trend	
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Average working days per employee (FTE) per year lost through sickness absence	Smaller is better	3.66Days	3Days	Better than Q2 2019/20	★
% highlight reports received by the quarterly deadline	Bigger is better	85%	100%	No data	★
% Corporate Strategy projects on track / delivered – council-wide	Bigger is better	90%	85%	Worse than Q1 2019/20	▲

25. The % Corporate Strategy projects on track / delivered – council-wide is performing slightly lower than target, this is due to the impact of the COVID-19 pandemic during quarter two. Parts of the organisation had been redeployed to co-ordinate the recovery response or project activity was unable to progress due to external contractors impacted by the associated lockdown and social distancing measures. Despite this only 2 corporate strategy projects are off track details of this can be found in the quarter two report.

#### Projects update – future corporate strategy delivery

26. The Policy and Governance directorate will be responsible for some high-profile projects as part of the 2020/21 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 proposed new projects set for next year can be found below:

Project Title	Scope for 2020/21
<b>Undertake renovation works at Astley Hall</b>	<p>This project will focus on the delivery of the museum shop and the construction phase at the Hall, which will include altering the render and the repair of windows as part of the renovation.</p> <p>The main focus of this project will be on the completing the museum shop and commencing the conservation works, the key elements will include:</p> <ul style="list-style-type: none"> <li>• Work to be completed on museum shop – January 2021</li> <li>• Work to start on site for Hall conservation works – January 2021 <ul style="list-style-type: none"> <li>○ To remove the render and determine whether we restore brick frontage</li> <li>○ To remove and repair/replace windows</li> <li>○ To install new window frames</li> <li>○ Make internal and external changes for improving visitor route</li> </ul> </li> <li>• Work to the Hall completed – July 2021</li> </ul>

<p><b>Deliver year one of the shared digital strategy</b></p>	<p>This project will focus on delivering year one of the shared digital strategy with South Ribble Council. The focus will be around enhancing digital provision for customers, the workforce, and residents in terms of access and inclusion.</p> <p>This will include developing a roadmap for each Council and an associated ICT plan which will outline the timescales for the delivery of the strategy and identify the resources requirements for ICT. The roadmap and resources to deliver the strategy should be developed by March 2021. Following this delivery will focus on delivering the year one elements of the strategy.</p>
<p><b>Deliver phase 2 of Shared Services</b></p>	<p>This project will focus on delivering phase 2 of Shared Services, which will include services such as ICT and Customer Services to further align sharing services with South Ribble towards a single operating model. This project will include the following:</p> <ul style="list-style-type: none"> <li>• Consultation on the phase 2 business case</li> <li>• Detailed service reviews and development of resourcing proposals including staff engagement</li> </ul> <p>Implementation of changes including support for organisational change and development.</p>
<p><b>Work with our partners to deliver sustainable public services</b></p>	<p>This project will build on work to date to increase collaboration with the South Ribble Partnership, aligning the two partnerships to achieve greater scale, influence, and efficiency.</p> <p>Two joint initiatives have been identified:</p> <ul style="list-style-type: none"> <li>• Development of a shared intelligence platform to better integrate clinical and social data to support early intervention and prevention</li> <li>• Using learning from our response to COVID-19 to identify opportunities for further partnership integration, including shared systems and resources</li> </ul> <p>The partnership will also continue to respond to the strategic changes across central Lancashire including health reforms, representing Chorley and South Ribble across the Integrated Care Partnership and Integrated Care System.</p>

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

**IMPLICATIONS OF REPORT**

28. 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**

29. N/A

**COMMENTS OF THE MONITORING OFFICER**

30. N/A
















CHRIS SINNOTT  
DEPUTY CHIEF EXECUTIVE

There are no background papers to this report.

<b>Report Author</b>	<b>Ext</b>	<b>Date</b>
Rebecca Aziz-Brook	5348	06/11/20



## Appendix A – service level indicators for Policy and Governance

Indicator name	Polarity	Target Value	Performance Value	Trend	Symbol
<b>Communications and Visitor Economy</b>					
Number of visitors to the Check Out Chorley Website	Bigger is better	4,967	2,748	Worse than Q2 2019/20	
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Number of visitors to the Astley Hall and Park website	Bigger is better	2,020	3,104	Better than Q2 2019/20	
<b>Transformation and Partnerships</b>					
Average working days per employee (FTE) per year lost through sickness absence	Smaller is better	3.66Days	3Days	Better than Q2 2019/20	
% highlight reports received by the quarterly deadline	Bigger is better	85%	100%	No data – new indicator	
% Corporate Strategy projects on track / delivered – council-wide	Bigger is better	90%	85%	Worse than Q2 2019/20	
% PIs on PMS with written procedures	Bigger is better	100%	94%	Worse than Q2 2019/20	
% staff completing mandatory EmERGE training - GDPR	Bigger is better	80%	94.9%	No data – new indicator	
% staff completing mandatory EmERGE training - Adult Safeguarding	Bigger is better	80%	95.05%	No data – new indicator	
% staff completing mandatory EmERGE training - Child Safeguarding	Bigger is better	80%	96%	No data – new indicator	
% staff completing mandatory EmERGE training - PREVENT	Bigger is better	80%	96.4%	No data – new indicator	
<b>Finance</b>					

Supplier Payment within 30 days (CUMULATIVE)	Bigger is better	99%	100%	Better than Q2 2019/20	★
<b>Legal and Democratic</b>					
% draft minutes circulated within 10 days	Bigger is better	95%	100%	Same as Q2 2019/20	★
% of authors uploading reports to Modgov	Bigger is better	90%	92%	Worse than Q2 2019/20	★
% postal/proxy vote applications processed within 3 working days	Bigger is better	0%	100%	No data – new indicator	★
Number of external Lancastrian bookings	Bigger is better	45	0	Worse than Q2 2019/20	▲
Lancastrian revenue generated	Bigger is better	£8000	£0	Worse than Q2 2019/20	▲
Number of INTERNAL Lancastrian bookings	Bigger is better	0	24	No data – new indicator	★
% complaints to the Chief Executive responded to within 10 working days	Bigger is better	75%	89.189%	Worse than Q2 2019/20	★
% complaints to the MP responded to within 10 working days	Bigger is better	75%	91.045%	Worse than Q2 2019/20	★
% files opened within 5 days	Bigger is better	90%	96.23%	Worse than Q2 2019/20	★
% first draft legal documents DRAFTED within 4 weeks of receipt (s106 agreements)	Bigger is better	95%	100%	No data – new indicator	★
% prosecution / civil litigation files reviewed within one month of receipt	Bigger is better	90%	100%	Same as Q2 2019/20	★