

Report of	Meeting	Date
Director of Transformation	Overview & Scrutiny	1 st June 2010

BUSINESS IMPROVEMENT PLAN

PURPOSE OF REPORT

1. To report progress against the key actions and performance indicators in the Business Transformation Business Improvement Plan for 2009/10 that now also includes customer services.

RECOMMENDATION(S)

2. To note the report.

EXECUTIVE SUMMARY OF REPORT

3. Overall I am delighted with the progress in the year. Many of the key tasks/projects have been completed. In a year where there has been significant upheaval in staffing terms and additional demand for services staff have remained focused.

In respect of performance indicators a number have not achieved target, mainly in the Revenues and benefits section and HR function, where some of the actuals are not controllable but I still feel progress on the key targets which are outlined in the report is positive.

The key corporate Health Indicators continue to perform well.

In terms of some key achievements, as the BIP report is by exception, I have included below a summary for Members for information:

- Retention of the maximum score for the Councils Use of Resources, one of only two District Councils in the country to achieve this.
- Achieved level 2 of the Member Development Charter.
- Reducing sickness absence even further.
- Customer Service excellence status achieved.
- Achieved ICT Gov Connect status for our security arrangements.
- Improvements in staff satisfaction.
- Delivery of the Member Development Programme.

REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

4. N/A

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

5. None

CORPORATE PRIORITIES

6. This report relates to the following Strategic Objectives:

Put Chorley at the heart of regional economic development in the Central Lancashire sub-region		Develop local solutions to climate change.	
Improving equality of opportunity and life chances		Develop the Character and feel of Chorley as a good place to live	✓
Involving people in their communities		Ensure Chorley Borough Council is a performing organization	✓

BACKGROUND

7. The Business plan monitoring statement reports progress against the key actions and performance indicators included in the 2009/10 Business Improvement Plans for the Shared Financial Service, Governance, Human Resources & Organisational Development, Information Technology and Customer Services parts of the business.

KEY MESSAGES

8. There are a total of 70 tasks/projects included in the combined Business Improvement Plan. In terms of these the following table summarises the position.

Projects Completed	47
Projects Red	8
Projects Amber	11
Projects Green	4

9. Of the projects recorded as Amber below is a summary of the key projects that are slightly behind target and that will be carried forward to 2010/11. Many are items that could only be completed in the first quarter of 2010/11 due to their nature.

10. ICT

In terms of ICT, there are a number of projects that have been delayed either because of the technical nature of the projects or purely because of resourcing issues. The refreshed ICT Strategy is in draft and will be presented to members at the next opportunity but in terms of projects, items that will now be completed during 2010/11 are:

- Completion of upgrades to GIS system
- Roll out of the thin client solution and virtualisation of the ICT infrastructure
- Web accessibility will now be included in the 2010/11 project to upgrade the Councils website

11. Shared Financial Services

Whilst this project was due to be completed during 2009/10, finding a technical solution to working across two sites has proven a challenge. However a solution has now been agreed and the project is due for completion in Sept 2010 which will enable the Shared Service to deliver further efficiencies.

One of the key projects for this service was the implementation of the new accounting standard, the International Financial reporting standard. Only after the audit of the accounts is completed will we be able to judge if the piece of work is complete, but the 2009/10 are being drafted to comply with the standards.

Further work is also required to equally proof the Councils medium term financial strategy.

12. Governance

In 2009/10 we had proposed to review the Councils enforcement and sactions policies to ensure they were fit for purpose. Some work was done on the recovery policy for Council tax, but work is necessary in 2010/11 to look at the suite of policies we have.

13. In terms of the 8 projects reported as Red, set out below is an explanation of the position. None are fundamental to the continued delivery of service.

- Our support for the implementation of Phase 2 of the CRM is delayed following the proof on concept work, where we are now working with a number of partners, but which has brought extra income into the Council.
- Work to look at the technology used in the People and Places Directorate, which is linked to the CRM work is delayed as a consequence of the delay to the CRM upgrade. However progress has been made on the information management element of this work.
- In respect of the HR function it had been planned to look further at opportunities for expanding the initiative to employ young people. This will now be considered later in the year as part of the refresh of the workforce development plan, but given the budget constraints the objective might be achieved by other means.
- Some work on telephony have been delayed as the final IT platform configuration has not yet been implemented.
- In terms of the Shared Finance and Assurance Services their workforce development plan has not yet been fully delivered and the work we had planned to do with members in respect of the risk management will now be done in 2010/11, to integrate into the updated Business Continuity Planning and Emergency Planning work that the Shared Assurance Service now has responsibility for.

Table 1

SERVICE LEVEL BUDGET MONITORING 2009/2010

	Corporate Governance £'000	BT&I (Finance) £'000	Shared Fin. Svcs £'000	Human Resources £'000	ICT Services £'000	Customer Services £'000	Total £'000
CURRENT CASH BUDGET	1,563	911	888	437	841	657	5,297
FORECAST							
EXPENDITURE							
Staffing/Agency Staff/Car Leasing	(31)	(36)	(35)	1	(8)	(10)	(119)
Demolition of Gillibrand St Portakabin	24						24
Members Allowances/Expenses	(11)						(11)
Asset maintenance/general repairs	10	32					42
Electricity/Gas/Water	(7)						(7)
Non Domestic Rates		(8)					(8)
Bank Charges/Allpay Cards		(13)					(13)
External audit		(10)	20				10
Other Fees (HMRC)		29					29
Shared Assurance Services			(48)				(48)
Legal Fees	11	6		5			22
Recruitment Advertising				(17)			(17)
Training				(5)			(5)
IT-related costs					(14)		(14)
Provision for Bad Debts		9					9
Other	1	(2)	5	(12)		(3)	(11)
Expenditure under (-) or over (+) current cash budget	(3)	7	(58)	(28)	(22)	(13)	(121)
INCOME							
Revenues & Benefits Shared Services - delay in implementation		25					25
Income - Rent		15					15
Shared Services Costs Recovered			15				15
Other staff costs recovered		(10)					(10)
Legal Fees income	4						4
Other	4	(16)	(2)		29		15
Income under (+) over (-) achieved	8	14	13	0	29	0	64
Net variance	5	21	(45)	(28)	7	(13)	(57)
CASH OUTTURN 2009/2010	1,568	932	843	409	848	644	5,240

14. I am pleased to report that the outturn of £5.240m is within cash budget of £5.297 and within the tolerance of +/-1% which the Council works to as a target.

PERFORMANCE INDICATORS

15. The Business Improvement Plan contains a cocktail of National and Local indicators designed to measure and monitor performance, some of which are only measured annually or cannot be measured until after the year end. However 76 of the 97 could be measured and the table below summarises the position. The remainder are annual measures which are currently being constructed for things like client satisfaction and year end procedures.

Green (target achieved)	45
Blue (within 5% of target)	12
Red (more than 5% of target)	19
Not Measured (annual targets)	21
	97

15. In terms of some of the key indicators I have summarised below some of these I believe Members will be interested in as they reflect some of the Core Services we provide and have some important messages regarding what is happening in the borough in terms of the impact of the recession and of the performance of the Transformation Directorate.

Table 2 Key Performance Measures

Measure	Target	Final outturn
Average time to process new claims	17 days	18.28
Number of Benefit claims outstanding	<200	102
Number of claims over 50 days	<10	0
Claims assessed within 14 days	98.5	93.7
Time to process appeals	30	19.3
Council Tax collected	98.75	98.35
NNDR Collected	99.15	97.4
Payments made within 30 days	97.5	98.4
Debts older than 90 days	14	21.8
Organisations sickness absence	7.49	6.93

16. The table shows that in Revenues and Benefits meeting targets that had previously been achieved is continuing to prove difficult. A combination of increased volumes of work in Benefits and greater difficulty of collecting debts conspires to mean at the end of the year some of the targets have not been achieved. That said the trend has been positive with the average processing time improving since the last quarter and work volumes being managed better. In terms of Council tax we are 0.40% down on last years figure but more off track on NNDR. Additional resources have been put into the Benefits section in the form of an additional staff member to counter the increase in workload of 8.5% whilst performance has dipped slightly it is still excellent performance. Dealing with debtors is a more difficult proposition but we will continue to ensure early intervention, be flexible with payment terms and refer those requiring help to the appropriate agencies, which will help but not ensure that previous collection levels maintained during the current economic climate. In terms of debtors over 90 days, this has reduced significantly in this final quarter. The total debt over 90 days at the year end was just over £500k and £400k of that has been recovered since the year end.
17. On a promising note some of our key Corporate Indicators of Performance continue to do well, our progress on paying orders is at an all high, which is important during this time, as cash flow for businesses is important. Sickness absence amongst the staff continues to be low with the rolling 12 month total sickness at 6.93 days

IMPLICATIONS OF REPORT

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

Finance		Customer Services	
Human Resources		Equality and Diversity	
Legal		No significant implications in this area	

Table 3 Efficiencies

Schedule of Budget Savings 2009/10		
	Budget Saving £	Comments
<u>Business Transformation</u>		
Insurances - Employment Practices Insurance	(10,500)	Not renewed saving achieved
Shared Head of Revenues & Benefits Create 1 Benefits Officer post	(25,000) 14,670	In progress but delayed Post now filled
<u>Corporate Governance</u>		
Reduce cleaning hours provision for Town Hall	(6,000)	Achieved
Emergency Planning	(28,720)	Achieved
<u>Human Resources</u>		
To provide H.R. services for St.Catherine's Hospice	(25,000)	Achieved
- Less appointment of extra Apprentice	6,500	
- Less potential extra staffing expenditure	3,500	
<u>ICT Services</u>		
Members Broadband. Provider to go out to tender.	(15,000)	Achieved
Internet service to be provided by L.C.C.	(25,000)	Achieved
Sub-Total	(110,550)	
<u>ICT Services</u>		
GIS to start charging contractors for Street Naming and Numbering function	(15,000)	Estimate now £5k
<u>Fees and Charges Increase</u>		
Assuming 3% rise	(4,005)	Increases implemented
Sub-Total	(19,005)	
TOTAL SAVINGS OPTIONS IDENTIFIED	(129,555)	

19. Progress has been made on achieving the efficiency target and work is in progress on some of the key items relating to the sharing of services or collaboration but further work is necessary particularly on the shared service agenda in 2010/11. The efficiencies were built into the 2010/11 budget so overall the budget target has been achieved. Whilst some of the individual efficiencies were not achieved, overall enough was saved to balance the budget

GARY HALL
DIRECTOR OF TRANSFORMATION

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
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