

Report of	Meeting	Date
Chief Executive	Overview & Scrutiny Committee	12 December 11

TRANSFORMATION DIRECTORATE BUSINESS IMPROVEMENT PLAN – 1 APRIL – 30 SEPTEMBER 2012

PURPOSE OF REPORT

- To report progress against the key actions and performance indicators contained in the Business Improvement Plan for the Transformation Directorate covering the first half of 2011/2012 (1 April – 30 September).

RECOMMENDATION(S)

- That the report be noted.

EXECUTIVE SUMMARY OF REPORT

- The report provides evidence that good progress is being made in all areas within the Directorate. Key projects and the budget are on track. Predominantly, the key indicators are also being achieved, but action has been necessary to correct a deterioration in performance on creditor payments during the first quarter of the year caused by the introduction of the new financial system.

Confidential report Please bold as appropriate	Yes	No
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CORPORATE PRIORITIES

- This report relates to the following Strategic Objectives:

Strong Family Support		Education and Jobs	
Being Healthy		Pride in Quality Homes and Clean Neighbourhoods	
Safe Respectful Communities		Quality Community Services and Spaces	
Vibrant Local Economy		Thriving Town Centre, Local Attractions and Villages	
A Council that is a consistently Top Performing Organisation and Delivers Excellent Value for Money			√

BACKGROUND

- The Director's Business Improvement Plan contains a series of key actions that set out the main improvement actions that will be undertaken in the year. Each key action is split into key milestones so that improvement can be monitored. This report gives an overview of

the delivery of the business improvement plan for the first half of this financial year, including the delivery of key actions and the performance of key indicators.

NOTEABLE ACHIEVEMENTS

6. In terms of the business improvement plan and the actions that have been completed by September, the following statements summarise the position:
 - The local and Parish elections were delivered successfully and the relevant actions in relation to the canvass are on track
 - The member development programme continues to be delivered
 - The roll out of the Council's refreshed ICT infrastructure was completed
 - The new customer relationship management system went live
 - A new printing solution has been implemented
 - The new shared financial system with South Ribble Council was implemented
 - A new electronic tendering system has been implemented
 - Phase 1 of the total alcohol project was achieved
 - The Picnic in the Park with the Royal British Legion was delivered successfully
 - Further reporting of the Chorley Partnership arrangements has been implemented
 - The Council's accounts have been signed-off by the Audit Commission and given a clean bill of health

7. Most of the above are enablers of changes and improvements and further work, particularly around the implementation of new technology, has absorbed a significant amount of time and resource during the period, which is ongoing and is to:
 - rationalise and merge various business information systems to eliminate duplication and save money;
 - refresh the Council's website and intranet;
 - develop the staff at the Council to be more effective and efficient through the organisational development and training programme.

8. It is fair to say that in relation to the transformation of the Council's information technology, progress has been a little slower than we had anticipated. We have taken the view that as all the work we are doing is to improve and enhance the products and their replacement date is not critical, that spending further time to refine and implement products that enhance our ability to manage information and workflow is the right thing to do. That said all the projects are still on track to be delivered in the second half of the year.

9. In terms of the other key projects covered in the plan, an update is set out below:
 - A report on the next phase of the potential sharing of services with South Ribble Borough Council will be presented at the Executive Cabinet in December.
 - A number of services have migrated to the Contact Centre, including Licensing and Parking services. In addition, the Inland Revenue now work out of the Contact Centre and Lancashire County Council have a permanent presence offering services to residents.
 - Work is well advanced in terms of preparation for the 2012/13 budget and a number of examples of that have been presented to various Executive Cabinets recently.
 - The accommodation review, enhanced by the work of the Overview and Scrutiny Committee, is complete and actions to implement the recommendations are in hand
 - The Buckshaw Community Governance review is also underway.

SERVICE LEVEL BUDGET MONITORING 2011/12

10. TRANSFORMATION DIRECTORATE

SEPTEMBER 2011 **£'000** **£'000**

ORIGINAL CASH BUDGET **5,074**

Add Adjustments for In year cash movements

Virements to/from other Services:

Transfer budget for Flare Software from Neighbourhoods	13
Revenue Financing of IT Capital Projects	(39)
Transfer from Planning for new IT systems	20
Use of Liberata Pass-Through Maintenance Budget in 2011/12	(8)

Use of Earmarked Reserves:

Slippage from 2010/11	119
Committed Items from 2010/11	25
Reserve for Maternity Cover	7
Buildings Maintenance Fund	68

ADJUSTED CASH BUDGET **5,279**

Less Corporate Savings:

- Staffing	(190)
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CURRENT CASH BUDGET **5,089**

FORECAST

EXPENDITURE

Staffing	(64)
ERVS	14
Members Allowances/Expenses	(4)
Other Member related costs	(7)
Mayoral Hospitality/Other Costs	(3)
Non Domestic Rates	7
Utilities	(5)
General Subscriptions	14
Bank charges/Allpay charges	(7)
External Audit Fees	(20)
Liberata Property Services Contract	(7)
Assurance Services	(11)
Computer Equipment/Software-Maintenance	8
Computer Equipment - Security	5
Consultants` Fees (Insurance Brokerage)	(3)
Legal Fees	8
Refuse Collection	3
Recruitment Advertising	(14)
Other Minor Variances	(9)
Expenditure under (-) or over (+) current cash budget	(95)

INCOME

Team Lancashire Funding	(5)	
Shared Computer Software-Licence/Maintenance with SRBC	(10)	
Shared Financial Services recharge to SRBC	8	
Summons/Committal costs recovered	29	
Street Naming and Numbering	(8)	
Rental Income	21	
Legal/Surveyors Fees	(9)	
Lancastrian Hire	2	
Other Minor Variances	7	
Income under (+)/ over (-) achieved		35
TOTAL VARIANCES 2011/12		(60)
FORECAST CASH OUTTURN 2011/12		5,029

11. The Directorate is on track to deliver its services within the cash budget allocated for 2011/12.

PERFORMANCE INDICATORS

12. The delivery of the Business Improvement Plan is monitored through key national, corporate and local indicators. The table below shows the latest performance in the indicators that can be reported at this point in the year:

Indicator Name	Target	Performance as at 30 Sept	Notes
Customer, Transactional and ICT			
The level of avoidable contact	20%	12.9%	Better than target
% of customers satisfied with the way they were treated by the Council	80%	93.6%	Better than target
Abandon call rate	5.5%	7.6%	Worse than target
Number of Corporate Service complaints (baseline)	Baseline	-	Worse than target
No days it takes to process new HB and CTB claims and change events	10 days	9 days	Better than target
Average time to process new claims	17 days	16.78 days	Better than target
Average time to process change events	6.80 days	7.87 days	Worse than target

% correspondence dealt with in 7 working days.	90%	Benefits 90.26% Revenues 75.83%	Better than target Worse than target
Council Tax collected	98.75% YTD 57.70%	57.22%	Worse than target but within threshold
NNDR collected	99.15% YTD 62.28%	60.65%	Worse than target but within threshold
Network availability	99.7%	99.97%	Better than target
Server availability	99.7%	99.91%	Better than target
HR and OD			
Number of FTE days lost per year through sickness absence	6.9 days YTD 3.45 days	2.39 days	Better than target
Number of FTE days lost through short term sickness absence	2.58 days YTD 1.29 days	1.3 days	Worse than target but within threshold
Percentage of staff who receive (at least) an annual face to face performance appraisal	100%	100%	Target achieved
Satisfaction with relevance of organisational development sessions	91%	89.3%	Worse than target but within threshold
Percentage of employees who consider themselves to have a disability	4%	3.63%	Worse than target
Percentage of Black and Minority Ethnic (BME) employees in the workforce	3.68%	3.93%	Better than target
Financial Shared Services			
Achieve a balanced budget over the MTFS period		Annual	
Customer Satisfaction with Financial services	90%	Annual	
Over/Underspends within 1% of manageable/cash revenue budget at year end	1.0%	Annual	
Achievement of Prudential Indicators	100% compliance	100%	Better than target
Investment performance	Outperform LIBOR rate by 10%	Annual	
% of undisputed invoices for (all services) processed within 30, 22, 10 days	30 days 97.75% 22 days 85% 10 days 50%	79.77% 71.58% 45.75%	Worse than target
Governance			
Member satisfaction with Democratic Services	80%	Annual	

Number of Members attending at least one member learning session	40 (Annual Target) YTD 20	31	Better than target
% members with a PDP	95%	Annual	
% members receiving induction training within 1 month of election	100%	100%	Better than target
Licensing decisions produced and signed by the Chair within 3 working days	95%	100%	Better than target
% minutes issued within 2 weeks	95%	100%	Better than target
% electoral canvass forms returned	90%	91.9% (as at 30/11/11)	Better than target
% turnout for local elections	46%	44.35%	Worse than target but within threshold
% legal files opened within 5 days	80%	100%	Better than target
% first draft S106 agreement produced with 4 weeks of receipt	70%	100%	Better than target
Time spent on Mayoral events Mayoral attendance per annum	1 FTE's (1580 hr) YTD 790 hours	334.75 hours	Better than target
% staff satisfied with office cleaning service	85%	Annual	
Co-emissions from local authority operations	5% reduction by March 2012	Annual	
Corporate Health			
Number of FTE days lost through sickness absence in Transformation	6.9 days YTD 4.6 days	2.75 days	Better than target
Number of FTE days lost through short term sickness absence in Transformation	2.59 days YTD 1.72 days	1.00 days	Better than target
% of undisputed Transformation invoices processed within 30 days	97.75%	83.6%	Worse than target

13. The overall position in relation to performance is a positive one, with many of the indicators either better than or on track in terms of the targets set. I would however draw members' attention to two indicators that are currently not performing as well as I would like. These are in relation to creditor performance and Council Tax recovery.
14. The introduction of the new financial system caused performance to drop in the first quarter of the year. Action taken subsequently means that current performance is in line with the target of 97.75% of invoices paid within 30 days. As performance has improved, we are moving closer to the current target month by month.
15. In respect of Council Tax collected we are approximately 0.5% down on target. Whilst this is not significant in terms of Chorley Council, we have instigated a set of actions to try and boost recovery so that our previous good performance is maintained. Examples of the

work done include more personal contact with individuals and allowing payments of arrears over slightly longer periods.

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	

GARY HALL
CHIEF EXECUTIVE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Gary Hall	5104	7 December 2011	BusImprovementPlan