

Report of	Meeting	Date
Chief Executive (Introduced by the Executive Member for Resources, Policy and Performance)	Executive Cabinet	22 November 2012

CHORLEY COUNCIL PERFORMANCE MONITORING - SECOND QUARTER 2012/2013

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 2012/13, 1 July to 30 September 2012.

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 2012/13, 1 July to 30 September 2012. Performance is assessed based on the delivery of key projects, against the measures in the Corporate Strategy and key service delivery measures.
4. Overall performance of key projects remains excellent, with a majority of the projects on track or completed. Only two projects have been rated 'amber', 'explore the development of a service package for accommodation for 16/17 year olds', and 'Implement the framework for strategic partnerships', further explanation of the reasons and the actions being taken to bring the projects back on track is provided within the body of the report.
5. Following the refresh of the Corporate Strategy, this report provides a progress update on all projects which have not yet been completed and identifies those that will be managed and monitored through service improvement plans from now on. The report also includes details of the one project that has been carried over into the new corporate strategy. This is the project to implement the customer services migration plan.
6. Overall performance on the Corporate Strategy measures and key service delivery indicators is good. 67% of the Corporate Strategy measures are performing above target or within the 5% tolerance, and 80% of the key service measures are performing above target or within the 5% tolerance.

7. The Corporate Strategy measures performing below target, are 'the % of 16-18 year olds who are not in education, employment or training (NEET)', 'new businesses established', and '% of customers satisfied with the way they were treated by the Council'. In each case an action plan has been developed to outline what action will be taken to improve performance.
8. The key service delivery measures performing below target is the processing of minor planning applications and again an action plan is included within the report that outlines 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)

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

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

10. None

CORPORATE PRIORITIES

11. 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

12. This is the first monitoring report since the refreshed Corporate Strategy approved by Full Council on the 6 November 2012. The strategy has been completely revised this year, including a new vision for the council, replacing of the nine strategic objectives with four new priorities, and setting out 19 projects and 29 measures most of which are new.
13. Monitoring of the new Corporate Strategy will commence from quarter three onwards.

PERFORMANCE OF KEY PROJECTS

14. There are 17 key projects in the Corporate Strategy for 2011/2012 – 2014/15. Overall performance of key projects is excellent. 15 of the 17 projects (88%) are either completed, on track or scheduled to start later in the year.

15. Following the refresh of the Corporate Strategy the table below provides an update on the key projects that have not yet completed from the 2010/2011 – 2013/14 Corporate Strategy. These will now be managed and monitored through service improvement plans.

Project	Q2 Rating	Progress to date and next steps
Develop and deliver a bus shelter improvement plan	Green	<p>Contracts have been awarded for the refurbishment and repainting of existing bus shelters and the purchase of 40 display boards.</p> <p>The procurement for the replacement bus shelters is also underway.</p> <p>All work is expected to be completed by the end of January 2013, at a cost of £52,000, £23,000 less than the original budget.</p>
Deliver phase two of the support for high quality independent businesses	Green	<p>This project extends the successful shop floor refurbishment and business rate subsidies to local service centres.</p> <p>The new scheme has been launched in the local press and three shop floor improvement applications have been received.</p> <p>Further promotion and marketing of the scheme is being planned to improve uptake.</p>
Start up support for local businesses	Green	<p>A new business advisor has now been in post since May 2012. To date 60 clients have been seen, 15 start ups identified, a number of events have been held or are being planned and a new starting in business grant has been introduced.</p>
Develop a scheme to encourage volunteering among older people	Green	<p>Analysis of the opportunities and barriers to volunteering among older people has been carried out. This has led to the development of a guide to encourage more people to volunteer. Additional actions, identified as part of this work will be delivered through the Uplift time credits (Spice) project or improving volunteering works which is being delivered by the VCFS network. It should be noted that Uplift time credits has already delivered over 160 volunteering hours in Chorley in the past few months.</p>
Refresh the council's website	Green	<p>The Council's new website is on track to go live at the end of October. The new website will increase self-service functionality and encourage customers to transact with the Council online. In addition it will centralise a range of transactional elements including forms with integrated payments, service information, mapping, social media and account functionality. All processes will be integrated through a single platform to ensure the best possible customer experience.</p>
Deliver the allotment project	Green	<p>Council-owned land has been identified for allotment creation and site investigations have been carried out. These included soil sampling, ecological surveys, historical checks, utility</p>

		<p>checks, land registry amendments and consultation with statutory and non statutory organisations.</p> <p>Consultation with local residents and ward councillors together with planning applications have seen some sites discounted, while others such as Manor Rd, Clayton-le-Woods has been approved and constructed.</p>
Deliver the Lex s106 open spaces scheme	Green	<p>The scope of this project focuses solely on the improvements to the existing council-owned Recreation Ground. This includes:</p> <ul style="list-style-type: none"> • Improvements to the play facilities; • Creation of a footpath and safe cycling route through the spine of the site; • Lighting to the new central spine; • Allotment provision; and • Landscaping improvements. <p>While some progress has been made on each of the points above, there are a number of issues that are impacting on the timescales and are likely to impact on cost of this project. These include issues with surface water run-off, the discovery of a second mine shaft within the area and securing permissions for allotment provision from trustees.</p>
Relocate the council's depot	Green	<p>This project has been split into two phases. The first phase is to identify a preferred option for a new depot site and the second phase is to implement it. Phase one is substantially complete. Most staff have been relocated to Union Street and the remaining staff are due to move by the end of November. The options to relocate the depot will be presented to Executive Cabinet in December. Phase two, the implementation of any move will then commence in the new year.</p>
Deliver the SharePoint EDMS project	Green	<p>Negotiations with both Northgate and an independent supplier for the provision of a council wide solution for customer documentation management have been successful.</p> <p>The solution has already been extended to several new service areas within the council and plans to upgrade the software are in place and expected to be completed in early November.</p> <p>Customer services and housing are expected to be involved in the software rollout before Christmas by which time most front line services will have been included.</p>
Explore the development of a service package for accommodation for 16/17 year olds	Amber	<p>This project is amber due to issues and delays which are beyond the Council's control.</p> <p>The aim of the project was to remodel the service provision at the Parker Street, in order to provide</p>

		<p>a bespoke homeless service for 16 and 17 year olds.</p> <p>Proposals about changes required to the existing service model of Parker Street, were developed with Supporting People (SP) and we are waiting for the existing service provider to respond with a revised business model and costings.</p> <p>It is however likely that the whole service will require re-tendering, but due to the timetable for SP to extend all contracts for existing SP services across Lancashire it is most likely the new service will not be retendered before March 2013 and therefore the existing service will continue as it is for 2013/14.</p> <p>Due to the uncertainties around this site, other options and sites will now be explored.</p>
Implement the framework for strategic partnerships	Amber	<p>Meetings with service heads have enabled a list of potential options to be identified for potential partnership arrangements and insourcing opportunities. This work has now been placed on hold due to the dependencies on other projects such as the transactional services review.</p>
Deliver year two of the play and recreation fund	Not started	<p>The play and recreation fund has not currently commenced as the Council wishes to collect additional commuted sums which are for Borough wide and not specific site provision in order to make a second bidding round of value to the applicants. This project will be re-started and managed as part of Planning's service improvement plan once enough funds are in place to warrant delivery of the scheme.</p>

16. One project (6%) have been completed during the last quarter, and the initial outputs of this project are detailed below:

Project Title		Project Status
Develop an action plan to tackle social isolation in the borough		Complete
Key Outcomes	<p>A task and finish group was established with cross-cutting representation from Age UK, Lancashire County Council adult services commissioning, LGBT groups, Cross Roads Care, Lancashire Fire and Rescue, Disability Equality North West and local Parish Councils. Members of the Youth Council for Chorley also provided feedback.</p> <p>The work of the task and finish group has confirmed the initial assumption that social isolation is very complex and therefore requires a longer term more complex solution. However there are a number of initial recommendations that were implemented as first steps towards having a positive impact on social isolation locally. These recommendations were:</p> <ol style="list-style-type: none"> 1. Communicate findings with key partners to raise awareness and further develop local insight 2. Coordinate community activity, outreach and volunteering work to target those at risk of social isolation 3. Work with partners to develop a more joined up approach including a single point of contact 4. Influence future service commissioning and design to take a preventative approach 5. Develop a package of future work on vulnerable families to identify and better understand the economic causes of social isolation and assess support. <p>An action plan was drawn up using these recommendations which has now been completed.</p>	

17. The implementation of the customer services migration plan is the only existing key project being carried out in the new Corporate Strategy. The scope of the project, however, has been extended to also include the migration of service into the new transactional services team. The project title has also been revised and will now be known as 'Migrate services into the front office'.
18. A new project mandate has been developed that sets out what the revised aims, objective and scope of the project are. This includes, but is not limited to;
- a. Reviewing and updating the current customer service migration plan, to ensure realistic dates and incorporate any further services as required.
 - b. Developing a plan for migrating services into the new transactional services team. This will initially include new processes and progressively take responsibility for the processing of customer requests that are unable to be resolved at the first point of contact.
19. In terms of progress of the current project at the end of quarter two, the project is rated green. The Land Charges service is now delivered on a self-service basis via the website with a small number of appointment only searches being carried out in Customer Services, training for NNDR is underway, work has begun on scoping the licensing processes and a preliminary meeting has been held with housing to discuss the scope of the transfer of the service.

PERFORMANCE OF CORPORATE STRATEGY MEASURES

20. At the end of the second quarter, it is possible to report on 9 of the key performance indicators within the Corporate Strategy. Performance in those indicators is good, with 6 (67%) performing on or better than target. The full outturn information for the performance indicators is included at Appendix A.
21. The following indicators are performing better than target:
- Overall employment rate
 - Street and environmental cleanliness - Litter
 - Street and environmental cleanliness - detritus
 - Street and environmental cleanliness - graffiti
 - Street and environmental cleanliness - flyposting
 - Vacant town centre floor space
22. Three indicators (33%) performed below target; this is the number of new businesses established, the % of 16-18 year olds who are not in education, employment or training (NEET), and the percentage of customers satisfied with the way they were treated by the Council.
23. The tables below give the reasons for this worse than anticipated performance, and the steps that are being taken to improve performance:

Performance Indicator		Target	Performance
The % of 16-18 year olds who are not in education, employment or training (NEET)		5.1	5.8
Reason below target	A high level of clients were recorded as 'not known' in September. A certain percentage of the 'not knowns' are then included within the NEET category, which shows our performance to be worse than actual. The majority of 'not knowns' were young people who had left college courses and had not enrolled on a further option of study. This is quite normal for this time of year. It should also be noted that while we report against this target throughout the year, the official measurement should take place between November and February, which is the relevant period for this target		
Action required	Many of the 'not knowns' will be transferred out of the NEET category once the enrolment data from colleges has been provided. The college enrolment lists are received by mid to late October. As of 31 October 2012 the NEET figure was 5.2 % young people against the Lancashire target of 6.2% and the Chorley target of 5.1%. We also continue with the positive activities to reduce levels of NEET as part of our partnership based NEET Task and Finish Group.		

Performance Indicator		Target	Performance
New businesses established		26	16
Reason below target	The previous business start-up programme, which was contracted out to a third party, ceased in December 2011. Subsequent to that date there was no support provision until the appointment of the Business Adviser who started work at the beginning of June.		
Action required	Since this time, whilst only 16 new starts have been identified, a total of 77 clients have been seen. The clients seen have been at varying stages of the start-up process. It is estimated that there will be 11 starts within the next month, with a further 10 within the next quarter, bringing the actual starts closer to the target. A programme of fortnightly Business JIGSAW Workshops has been set up. The 'Boost Your Business' events have been organised for September, October and November 2012, with further events in the pipeline for 2013. The 'Starting In Business Grant' has been introduced. A wide network of referral organisations has been developed, including working relationships with local banks, accountants and solicitors.		

Performance Indicator		Target	Performance
% of customers satisfied with the way they were treated by the Council		80%	62%
Reason below target	In order to reduce the amount of staff time taken and increase the amount of information provided, an email survey has replaced the existing face to face and telephone survey with changed questions which are now more balanced and provide a greater opportunity for users to express dissatisfaction. This approach may result in a slightly more negative, response as the feedback is no longer provided to a person. As such, the lower satisfaction score may reflect the change in the approach to this survey since the end of 2011/12.		
Action required	<p>The information gathered through the survey is being reviewed on a monthly basis by Heads of Service so that they can plan actions to address the issues. The overriding issues however appear to be due to lack of response or follow up to customer queries. This matter has been discussed by all Heads of Service, who have agreed to ensure customer calls and enquires are dealt with promptly.</p> <p>In addition, the measure in the new Corporate Strategy has been changed to target underperformance through measuring dissatisfaction levels, rather than satisfaction levels.</p>		

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 five indicators that can be reported at the end of the fourth quarter. The full outturn information for this is included at Appendix B: Key Service Delivery Measures.

25. The following are performing better than target:

- Number of families in temporary accommodation

26. Three indicators (11%) are performing slightly below target, but within the 5% tolerance threshold:

- Time taken to process housing benefit/council tax new claims and change events
- Processing of planning applications as measured against targets for 'major' application
- Processing of planning applications as measured against targets for 'other' application types

27. There is currently one indicator that is performing worse than target. This indicator relates to the percentage of 'minor' planning applications determined within a timely manner. The table below give the reasons for this worse than anticipated performance, and the steps that are being taken to improve performance:

Performance Indicator		Target	Performance
Processing of planning applications as measured against targets for 'minor'		65%	51.754%
Reason below target	<p>The issues which effected performance at the beginning of the year, continue to impact on the performance of this indicator, which is likely to remain below target for the rest of the year.</p> <p>The issues include:</p> <ul style="list-style-type: none"> • a significant increase in the volume of minor applications; • significant printing demands generated from safeguarded land applications; and • problems with printing and indexing have also impacted on the service's ability to easily and effectively process applications as they are received. <p>Overall, as the target timescales for these types of applications are relatively short (8 weeks), issues such as these can easily impact on performance.</p>		
Actions required	<p>A number of measures have been put in place including additional staffing, workflow modifications, management controls and temporary ICT fixes. The enterprise module to improve the ability to monitor and manage workflow has been implemented and is enabling managers to more easily monitor and manage performance within the service. In addition the service has:</p> <ul style="list-style-type: none"> • implemented improvements to processes and workflow; • introduced a traffic light system for the processing stages; • introduced a red box system to fast track processing tasks; and • introduced twice weekly case management discussions. 		

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	✓	Policy and Communications	


GARY HALL
CHIEF EXECUTIVE


There are no background papers to this report.










Report Author	Ext	Date	Doc ID
Louise Wingfield	5061	1 November 2012	Second Quarter Performance Report 2012/13

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
The % of 16-18 year olds who are not in education, employment or training (NEET)	Smaller is better	5.1%	5.8%	
Overall employment rate	Bigger is better	68%	77.8%	
Street and environmental cleanliness - Litter	Smaller is better	4.6%	2.25%	
Street and environmental cleanliness - detritus	Smaller is better	6%	5.25%	
Street and environmental cleanliness - graffiti	Smaller is better	1.5%	0.25%	
Street and environmental cleanliness - flyposting	Smaller is better	1%	0%	
New businesses established	Bigger is better	26	16	
Vacant Town Centre Floor Space	Smaller is better	7.5%	6.62%	
% of customers satisfied with the way they were treated by the Council	Bigger is better	80%	62%	

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
NI 181 YTD Time taken to process HB/CT benefit new claims and change events	Smaller is better	10 Days	10.17 Days	
(NI 157a) Processing of planning applications as measured against targets for 'major' application types	Bigger is better	70%	69.565%	
(NI 157b) Processing of planning applications as measured against targets for 'minor'	Bigger is better	65%	51.754%	
(NI 157c) Processing of planning applications as measured against targets for 'other' application types	Bigger is better	80%	77.21%	
Number of households living in Temporary Accommodation (NI 156)	Smaller is better	25	22	