

Report of	Meeting	Date
Chief Executive	Overview and Scrutiny Performance Panel	11 March 2013

TRANSFORMATION DIRECTORATE BUSINESS PLAN MONITORING 2012/13

PURPOSE OF REPORT

- To present the resource directorate business improvement plan for 2012/13 and to report progress made this year in delivering the plan's key action and performance indicators.

RECOMMENDATION(S)

- That the report be noted

EXECUTIVE SUMMARY OF REPORT

- This report provides the second update for members in terms of business plan monitoring, covering the second half of the year with performance data from Quarter 3 at the end of Dec 2012 which is the most recent available. The analysis shows that good progress has been made with a number of key projects completed and a large proportion rated green with notable progress of ICT projects. Where projects have been rated amber, actions are in place to ensure that the project delivers as scheduled and by the end of the year. A number of performance indicators are off track, in particular those relating to sickness absence which is being closely monitored given links with service capacity. Customer satisfaction also continues to decline since the change in measurement and this report explains some of the reasons and actions in place to address this.

Confidential report Please bold as appropriate	Yes	No
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CORPORATE PRIORITIES

- 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

- The directorate's business improvement plan contains a series of key actions that set out the main improvement actions that will be undertaken during the year. These actions include the key projects in the Corporate Strategy that the directorate is responsible for delivering. These are taken from more detailed service plans which include key milestones

so that progress can be monitored and managed throughout the year. This report gives an overview of the delivery of the business improvement plan for the second half of this financial year, including the delivery of key actions and the performance of key indicators.

BUSINESS IMPROVEMENT PLAN 2012/13

6. The business plan for the resources directorate is attached for information at Appendix A.

DELIVERY OF KEY ACTIONS

7. This section provides an update on the progress made in delivering the actions included within the business plan at the end of January.

8. At the end of January

- The following actions have been completed:
 - Council bank tender process
 - Police and Crime Commissioner election delivered
 - New Council website launched
 - Scheme for localisation of Council Tax developed and agreed
 - First phase of virtual post room complete
 - Collective energy switching programme now live
- The majority of actions were rated green as progressing on schedule
- A number of actions were rated amber meaning there were some issues with delivery but the overall work progress was not affected
- No actions were rated red, meaning there was an issue with the delivery that would impact on the delivery of the overall work.
- It should be noted that during this period, the new Corporate Strategy was approved and since October 2012 work has commenced to deliver the projects within this strategy.

9. The table below includes those key actions that have been rated amber or red, with an explanation about the issue and action that is being taken to address them.

Action Title	Explanation	Action Required
Develop a programme to support a consistent approach to management across the council	The implementation of the action plan has been delayed due to the project lead officer leaving the authority and reduced capacity to support delivery.	Additional resource has now been acquired.
Implement changes to management accountancy function	The changes approved by Executive Cabinet have started to be implemented and this will continue over the coming months to ensure savings targets area achieved.	No action needed.

Review of governance models – to include consideration of a return to the committee system; subcommittee to the Exec Cabinet, etc	A paper is being submitted to Members in late February to progress this project.	No action needed.
Develop and implement an action plan to increase the use of Council assets	Recent work to improve the Lancastrian facility has contributed to this project although work was delayed due to the current restructure being undertaken within the service.	This project will now be achieved as part of embedding the new ways of working following the restructure.
Complete review of Information Management	The work will now be delivered internally by ICT Services and a new work package agreed. Additional staff training has been undertaken to ensure this is achievable and will result in the deployment of a more sustainable solution requiring no external support or development.	A corporate roll out will be phased in commencing in March.
Develop and deliver a new intranet	The development of the intranet was put on hold while the new website was completed. The information management system is being sorted first to make better use of the intranet when it is launched.	Complete the information management work. Finalise design of the internal pages of the intranet and development of web parts.
Develop a civic pride campaign and approach to community engagement	The new civic pride campaign is being linked to the review of neighbourhood working and will tie into the outcomes of the latest round of neighbourhood meetings, which are taking place in early 2013.	Use the outcome of the neighbourhood meetings to ensure the civic pride campaign fits in with what residents want.
Deliver the internal communications plan	The internal communications plan is now drafted – some actions have been completed and the rest will tie in with the launch of the new intranet.	To complete the list of actions to complement the intranet launch.

PERFORMANCE INDICATORS UPDATE

10. Included as Appendix B is a full list of the performance indicators that can be reported at the end of January. This list includes some measures that are reported on a quarterly basis. For those indicators, the most recent reporting period is the end of the third quarter on 30 December.
11. Of the indicators that can be reported 6 are below target and outside the 5% threshold:

Performance Indicator		Target	Performance
Number of FTE days lost per year through short term sickness absence		1.87	2.08
Reason below target	Short term sickness absence remains higher than last year but reduced significantly in December.		
Action required	The absence policy is being followed with appropriate warnings issued.		

Performance Indicator		Target	Performance
Average working days per employee (FTE) per year lost through sickness absence		4.87	5.69
Reason below target	This is due to a significant number of long term absence cases.		
Action required	These cases are being closely managed, with one employee leaving on ill health retirement on 31st Jan and another expected to return early January.		

Performance Indicator		Target	Performance
Percentage of employees who consider themselves to have a disability		4.00	2.82
Reason below target	The percentage of disabled people within the workforce has remained constant at around 3% and due to the limited level of recruitment it is unlikely that this figure will change within the foreseeable future.(there may also be people within the organisation who may have a condition which would fall within the definition of a disability but who prefer not to disclose.)		
Action required	Subject to any increase in the level of recruitment advertising positive action measures could be put in place to encourage more applications from disabled people. In addition people applying for jobs with Chorley Council who consider themselves to have a disability are automatically shortlisted for interview where they meet all the essential criteria.		

Performance Indicator		Target	Performance
% of customers satisfied with the way they were treated by the Council		80%	59.4%

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. The questions 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. Analysis shows that the largest area of dissatisfaction is when customers are not receiving a response to their enquiry after the initial acknowledgement, or the service request is not completed.
Action required	This information is being reported to Strategy Group on a monthly basis; including the customers own comments, broken down by service so that those areas of most concern are highlighted. The information is also reported to Information Exchange for Heads of Service to make plans to address any service issues. In addition, new reporting mechanisms have recently been developed which will give heads of service more visibility over the call back process and enable managers to monitor this more closely. Initial analysis suggests that in the main, officers are responding to customers within the agreed SLA although we will now be able to identify where any bottle necks or inconsistencies in officer response may occur and put in place measures to address this.

Performance Indicator		Target	Performance
Abandoned Call Rate		5.95%	7.0%
Reason below target	Staff secondments and Christmas holidays impacted upon the performance in December including Xmas closedown cover 10am-2pm, 27th 28th and 31st December.		
Action required	Continuation of staggered lunches and rotation of staff for full days.		

Performance Indicator		Target	Performance
% Benefits correspondence dealt with in 7 working days		90%	82.6%
Reason below target	Performance for the month December 12 was actually 90.24% which is above target. The year to date position is also now starting to improve.		
Action required	This indicator directly reflects the levels of work outstanding which vary from month to month in Benefits.		

RISK MANAGEMENT UPDATE

- The main risk identified in the previous monitoring statement related to the completion of the ICT change programme which has now progressed significantly and is being closely monitored to ensure continued delivery with a reduced level of risk. Customer satisfaction is noted as a potential risk although this is reflective of the new way of measuring and activity is underway to address specific issues. Customer satisfaction will also be a key theme for business improvement planning for 2013/14.

EQUALITY AND DIVERSITY UPDATE

13. There have been 4 Integrated Impact Assessments carried out in this reporting period with appropriate action identified where necessary:

- Development of the new Corporate Strategy
- Council Tax Support Scheme
- Council Tax Discounts and Exemptions Scheme
- Council budget 2013/14

IMPLICATIONS OF REPORT

14. 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	

COMMENTS OF THE STATUTORY FINANCE OFFICER

15. No comments

COMMENTS OF THE MONITORING OFFICER

16. No comments

GARY HALL
DIRECTOR OF TRANSFORMATION

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Gary Hall	5104	26.02.13	BPMS Mar 13

Appendix B: Performance indicators



Performance is better than target





Worse than target but within threshold



Worse than target, outside threshold

Indicator Name	Polarity	Target Value	Performance Value	Symbol
Number of Corporate Service Complaints	None	0	238	
Abandoned Call Rate	Smaller is better	5.95%	7%	
NI 181 YTD Time Taken to process HB/CT benefit new claims and change events	Smaller is better	10Days	10.48Days	
(BENEFITS) % Correspondence dealt with in 7 working days	Bigger is better	90%	82.6%	
Council Tax collected	Bigger is better	85.21%	84.79%	
NNDR collected ACTUAL	Bigger is better	86.96%	87.59%	
(REVENUES) % correspondence dealt with in 7 working days	Bigger is better	90%	87.93%	
% PIs on PMS with written procedures	Bigger is better	90%	87.82%	
% files opened within 5 days	Bigger is better	90%	93%	
% first draft legal documents produced within 4 weeks of receipt (s106 agreements)	Bigger is better	90%	87%	
% decision notices published for Exec Cab and Dev Con within 2 working days	Bigger is better	90%	100%	
% draft minutes circulated within 7 days	Bigger is better	95%	93%	
% electoral canvass forms returned	Bigger is better	90%	90.87%	
Number of FTE days lost per year through short term sickness absence	Smaller is better	1.87Days	2.08Days	
Average working days per employee (FTE) per year lost through sickness absence	Smaller is better	4.87Days	5.69Days	
Percentage of employees who consider themselves to have a disability	Bigger is better	4%	3.1%	
Percentage of Black and Minority Ethnic (BME) employees in the workforce.	Bigger is better	3.68%	3.72%	
The level of avoidable contact	Smaller is better	20%	7.6%	

Indicator Name	Polarity	Target Value	Performance Value	Symbol
% of customers satisfied with the way they were treated by the Council	Bigger is better	80%	59.4%	
Supplier Payment within 30 days	Bigger is better	98%	98.05%	
Supplier Payment within 10 days	Bigger is better	60%	77.47%	