

Report of	Meeting	Date
Chief Executive	Overview and Scrutiny Performance Panel	26 September 2013

## MONITORING OF THE ORGANISATIONAL IMPROVEMENT PLAN 2013/14

### PURPOSE OF REPORT

- To update members on the changes to business planning for 2013/14 and report progress made this year in delivering the plans key action and performance indicators.

### RECOMMENDATION(S)

- That the report be noted.

### EXECUTIVE SUMMARY OF REPORT

- The report provides an update on the changes to business planning, the organisational improvement plan and the performance of key actions and indicators. Good progress is being made with 84% of projects or actions rated green. However a number of key performance indicators are off track with reasons included in the report.

<b>Confidential report</b> Please bold as appropriate	Yes	<b>No</b>
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<b>Key decision?</b> Please bold as appropriate	Yes	<b>No</b>
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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

- Previously service improvement activity including corporate strategy key projects would have been captured in directorate and service level business improvement plans. These plans would then form the basis for the completion of business plan monitoring statements to be presented to the performance panel bi-annually.

6. A different approach to business improvement planning was adopted in 2013/14 to streamline and enhance the business planning process by making best use of available new technology. This has resulted in a change to the format for monitoring and reporting detailed further in this report.

### **BUSINESS IMPROVEMENT PLANNING 2013/14**

7. This year, to support our business aims, all of the organisations key activity is drawn together in a single programme of work captured within the Organisational Improvement Plan. This plan replaces directorate and service level business improvement plans to become the key coordinating driver for service level activity. The plan has been implemented with the following key aims to:
  - Focus the organisation on strategic priorities to ensure resources are directed to achieving key outcomes.
  - Increase ownership and accountability for the achievement of strategic objectives at all levels of the organisation
  - Provide increased corporate visibility over all service level activity and enable more effective progress monitoring
  - Promote cross-cutting working to overcome service and directorate boundaries
8. The plan incorporates corporate strategy projects, work streams related to budget investment and priority business improvement projects. To guide the development of service level activity, services identified their business improvement projects in line with the priorities outlined in the corporate strategy and/or following themes for improvement in 2013/14 identified by strategy group:
  - Improving customer satisfaction
  - Increasing productivity
  - Neighbourhood working
  - Protecting vulnerable families
  - Making best use of available new technology
9. In total, the plan incorporates 80 business improvement projects or actions and 20 corporate strategy projects. All have been quality assured and assessed to ensure alignment with strategic priorities and impact on long term outcomes.
10. The SharePoint based MyProjects system has now been adopted across the organisation as the primary tool for the day to day management and monitoring of all actions and projects. All projects have been entered into the system along with detailed milestones and timescales. MyProjects will be demonstrated at the meeting of the performance panel to supplement the content of this report.

### **MONITORING DELIVERY**

11. A revised list of local performance measures has been developed to support the delivery of the single organisational plan. The indicators have been selected to ensure ease of reporting and also include a number of measures of demand to help understand areas of high volume and capacity requirement.
12. The revised list of local indicators is in addition to the 29 corporate strategy indicators that were agreed on its approval and used to monitor progress against strategic priorities. The final list of local indicators has been approved by strategy group and will commence reporting from September 2013.
13. This report provides an update on performance against key indicators based on existing measures available for reporting at the end of August 2013.

## DELIVERY OF KEY ACTIONS

14. This section provides an update on the progress made in delivering the actions included within the Organisational Improvement Plan at the end of August.
15. At the end of August, of 100 business improvement actions:
- 84 (84%) actions were rated green or complete, meaning they were progressing on schedule.
  - 6 (6%) actions were rated amber, meaning there were some issues with delivery but the overall progress of work 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.
  - 10 (10%) actions were identified as not started
16. The following actions are rated amber:

### Business improvement

- Implement the reporting of performance data on enforcement – Planning
- New parking layout for St Georges Street – Economic Development
- Chorley Schools Enterprise Challenge – Economic Development
- Implementing the integration of IDOX tree module - Planning
- Open space Supplementary Planning Document (SPD) – Planning

### Corporate strategy

- Trial re-opening of Market St – Economic Development

17. The table below includes those key actions that have been rated amber along with the action that is being taken to address them.

Action Title	Action Required
Implement the reporting of performance data on enforcement	Additional reports have been identified and are currently being tested. Future reporting format to be agreed and confirmed on completion of testing.
New parking layout for St Georges Street	Work needed to assess impact of trial re-opening of Market St scheme on plans for St Georges St.
Chorley Schools Enterprise Challenge	Initial work to gauge interest of local schools indicated limited take up. School participation needs to be confirmed in order for project to proceed.
Implementing the integration of IDOX tree module	Further consultation with legal required although currently on hold due to limited officer capacity.
Open space SPD	A revised date has been set for the report to be considered at full council on 17.09 and if approved the open space SPD will subsequently be adopted.
Trial re-opening of Market St	Initial scheme required further development and as a result, delivery has been delayed However, physical works to enable the new scheme are now planned for

	September/October with a view to completion and re-opening before Christmas.
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18. The following business improvement actions are currently rated as not started but scheduled to complete by the end of quarter four:

- ICT staffing review – Customer, ICT and Transactional (CIT)
- Implement WiFi & tablets - CIT
- Revenues & benefits restructure - CIT
- Science and engineering centre, Runshaw College – Economic Development
- Member and budget holder financial training packages – Shared Financial Services (SFS)
- Implementation of new banking arrangements and alignment - SFS
- Improving customer experience of governance - Governance
- Develop processes to support neighbourhood working - Governance
- Review H&S forms and make available via SharePoint tasks - HR
- Review of the Equality Forum – Policy and Communications

### PERFORMANCE INDICATORS UPDATE

19. Included at Appendix A is a full list of the performance indicators that can be reported at the end of August. 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 first quarter on the 30<sup>th</sup> June 2013.

20. Of the indicators that can be reported:

- Seventeen indicators (55%) are on or above target,
- Five indicators (16%) are outside the 5% threshold,
- Seven indicators (23%) are off target and outside the 5% threshold
- Two (6%) are baseline indicators.

21. Of the seven indicators currently off target, four are corporate strategy indicators with reasons and actions provided in the quarter one corporate report considered at Executive Cabinet in August. These are:

- % residents who feel that Chorley Council provide value for money
- % of customers dissatisfied with the service they have received from the council
- % of domestic violence detections
- The % of 16-18 year olds who are not in education, employment or training (NEET)

A summary of the reasons and actions is included at Appendix B for information.

22. Other indicators currently off target and not reported corporately at quarter one are listed in the table below with reasons for performance and steps being taken to achieve improvement:

Performance Indicator	Target	Performance
Number of customers requiring housing advice	57	67

<b>Explanation and action</b>	<p>Potential reasons for increased numbers of customers requiring housing advice could be linked to welfare reforms changes (including under occupancy) and also the impact of financial pressures on families and relationships leading to break down. The increase could be viewed positively in terms of prevention of future homelessness given the ability to actively assist customers to find the most suitable solutions to their housing needs.</p> <p>Analysis of the main areas for housing advice enquiries is carried out on a monthly basis to help identify areas for early intervention. This information is also reported to strategy group on a monthly basis</p>
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Performance Indicator	Target	Performance
% of major planning applications determined within 13 weeks	<b>70%</b>	<b>45.45%</b>
<b>Explanation and action</b>	Community Infrastructure Levy charging which commences from 1 <sup>st</sup> September 2013 has resulted in a rush of S106 sign-offs which had previously been left dormant by developers. The trend will continue to be monitored with improvement anticipated in quarter 2.	

Performance Indicator	Target	Performance
Average time taken to process new claims and change events	<b>10 days</b>	<b>11.49 days</b>
<b>Explanation and action</b>	In quarter one, volumes of claims and queries increased due to the annual billing process as well as the welfare reform changes creating high volumes of discretionary housing applications. In quarter two high volumes of work outstanding remain due to annual leave, one officer leaving the organisation and one commencing maternity leave. One officer is due to return and overtime is being offered to help improve performance.	

## RISK MANAGEMENT UPDATE

23. A bi-annual update of the corporate strategic risk register was completed and presented to Governance Committee for review in September. The highest risk remains as budget cuts in key public and third sector partners given the negative impact this could potentially have on local level service delivery. Controls and mitigating actions have been updated to ensure the continued effective management of this risk. One risk has been reduced relating to the implementation of new technology and one new risk has been added to reflect strategic risks of failing to respond to changing customer demand.

## EQUALITY AND DIVERSITY UPDATE

24. Where new services have been introduced such as the Warm Homes Healthy People initiative and Chorley time credits, no equality issues have been identified and all are operating in accordance with the council's Equality Scheme.

## IMPLICATIONS OF REPORT

25. 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**

26. No comment

**COMMENTS OF THE MONITORING OFFICER**

27. No comment

GARY HALL  
CHIEF EXECUTIVE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Victoria Willett	5348	16 <sup>th</sup> Sept 13	OPMSAUG13

## Appendix A - Performance values

Service	Indicator Name	Reporting Period	Polarity	Target Value	Performance Value	Symbol
Corporate	% residents satisfied with the way the council runs things	Q1 13/14	Bigger is better	65%	73.2%	★
	% residents who feel that Chorley Council provide value for money	Q1 13/14	Bigger is better	55%	51.1%	▲
	% of people who feel they cannot influence decision making in their local area	Q1 13/14	Smaller is better	50%	31%	★
Customer, ICT & Transactional	Council Tax collected (All tax payers)	Aug 13	Bigger is better	47.76%	46.89%	●
	NNDR collected ACTUAL	Aug 13	Bigger is better	51.91%	52.44%	★
	Average time taken to process new claims and change events	Aug 13	Smaller is better	10Days	11.49Days	▲
	% of customers dissatisfied with the service they have received from the council	Q1 13/14	Smaller is better	20%	27.4%	▲
Economic Development	Overall employment rate	Q1 13/14	Bigger is better	80%	80.1%	★
	Number of jobs created through targeted interventions	Q1 13/14	None	Baseline	35	
	Number of jobs created through inward investment	Q1 13/14	None	Baseline	20	
	The % of 16-18 year olds who are not in education, employment or training (NEET)	Q1 13/14	Smaller is better	5%	6.1%	▲
Streetscene & Leisure Contracts	Satisfaction with street cleanliness	Q1 13/14	Bigger is better	65%	67.5%	★
	The number of visits to Council's leisure centres	Q1 13/14	Bigger is better	250000	267374	★
	Number of missed collections per 100,000 collections of household waste	Aug 13	Smaller is better	49	37	★
Strategic Housing	Number of long term empty properties in the borough	Q1 13/14	Smaller is better	240	237	★
	Number of Homelessness Preventions and Reliefs	Q1 13/14	Bigger is better	50	148	★
	Number of Households in B&B where standard temporary accommodation was not accessible due to disability or risk	July 13	Smaller is better	0	0	★
	Number of households living in Temporary Accommodation	July 13	Smaller is better	25	14	★
	New Customers Requiring Housing Advice (Monthly not YTD)	July 13	Smaller is better	57	67	▲

Service	Indicator Name	Reporting Period	Polarity	Target Value	Performance Value	Symbol
Health, Environment & Neighbourhoods	% people satisfied with their neighbourhood as a place to live	Q1 13/14	Bigger is better	85%	83.9%	●
	% of people who regularly participate in volunteering	Q1 13/14	Bigger is better	25%	24%	●
	% of the population feeling safe during the day	Q1 13/14	Bigger is better	90%	91.1%	★
	% of the population feeling safe at night	Q1 13/14	Bigger is better	70%	68.5%	●
	% of domestic violence detections	Q1 13/14	Bigger is better	70%	66%	▲
	Number of young people taking part in 'Get Up and Go' activities	Q1 13/14	Bigger is better	3750	6858	★
HR & OD	Average working days per employee (FTE) per year lost through sickness absence	Aug 13	Smaller is better	2.71Days	1.92Days	★
Planning	% MAJOR planning applications determined within 13 weeks (Statutory PS2 indicator)	Aug 13	Bigger is better	70%	45.45%	▲
	% MINOR applications determined within 8 weeks (Statutory PS2 indicator)	Aug 13	Bigger is better	65%	63.025%	●
	% OTHER applications determined within 8 weeks (Statutory PS2 indicator)	Aug 13	Bigger is better	80%	80.512%	★
Shared Financial Services	Supplier Payment within 30 days	Aug 13	Bigger is better	98%	100%	★
	Supplier Payment within 10 days	Aug 13	Bigger is better	60%	84.55%	★



## Appendix B – Corporate strategy performance indicators off track at Q1 2013/14

Performance Indicator		Target	Performance
<b>% of domestic violence detections</b>		<b>70%</b>	<b>66%</b>
<b>Reason below target</b>	There are several factors influencing the level of detections including the time available for officers to carry out investigation in order to achieve a detection and also insufficient evidence, which could be due to none cooperation of the victim.		
<b>Action required</b>	Ensure that investigating officers are following the Domestic Violence investigation procedure. This process is to be reinforced and communicated at team briefings and tasking meetings.		
<b>Trend</b>	Quarter one 2012/13 was 76%, and the year end figure for 2012/13 was 70.5%.		

Performance Indicator		Target	Performance
<b>% residents who feel that Chorley Council provide value for money</b>		<b>55%</b>	<b>51.1%</b>
<b>Reason below target</b>	The target set in the corporate strategy for residents who feel that the council provides value for money was set using the last available information, which was from a survey of citizens' panel members in 2010. There is research that shows that people who feel more informed, such as members of a Citizens' Panel, are more likely to believe the council delivers value for money. The latest results are best compared to the Place Survey undertaken in 2008, which was a randomised postal survey.		
<b>Action required</b>	The council continues to have plans in place to meet the budget reductions in the coming years. These are set out in the medium term financial strategy. Research suggests that people feel that they get better value for money when they feel better informed about what the council does. Work on engaging and informing residents about services will continue.		
<b>Trend</b>	The latest results are 10% better than the response received in 2008 (51% compared to 41% in 2008).		

Performance Indicator		Target	Performance
<b>% of customers dissatisfied with the way they were treated by the Council</b>		<b>20%</b>	<b>27.4%</b>
<b>Reason below target</b>	The main reason for dissatisfaction identified by customers continues to be that they did not receive a response or did not receive a response in a timely manner. This is often in relation to more complex enquiries where officers need to consult with other agencies to determine an accurate response. The issue has been addressed at Information Exchange for Heads of Service to take back and disseminate to their managers and teams. This is in combination with a number of new measures including reports on call backs and correspondence to provide more visibility over the customer contact process.		

<b>Action required</b>	Service heads and managers have been challenged to make significant improvements over the coming weeks to ensure that customers are kept informed of progress. New technology currently in testing is soon to be made available via the website which will give customers the ability to track the progress of their query online.
<b>Trend</b>	In comparison at the end of quarter one 2012/13 dissatisfaction was 30.5%.

<b>Performance Indicator</b>		<b>Target</b>	<b>Performance</b>
<b>% of 16-18 year olds who are not in education, employment or training (NEET)</b>		<b>5%</b>	<b>6.1%</b>
<b>Reason below target</b>	<p>The counting methodology has changed for 2013/14. LCC has a statutory responsibility to track young people and ascertain their destination on an ongoing basis, if however they are unsuccessful in contacting them then their destination will be updated to "Not Known". From 2013/14 onwards, the Department for Education have announced that NEET young people will no longer become "not known" even if contact with them is lost. They will stay NEET until confirmation that they have moved into another destination is received. Therefore, the 8% not knowns who were previously EET have been counted back into the NEET numbers.</p> <p>Also between May and September there is generally a peak in performance due to College leavers, and it is anticipated that performance will improve by the end of quarter two.</p>		
<b>Action required</b>	<p>Positive activities continue by the Children's Trust. The NEET Task and Finish Group have developed new content on the Young Peoples Service website specifically aimed at young people in Chorley to help them with employment, education and training options. Supporting material has also been produced such as posters to promote the new facility locally.</p> <p>The project to implement a joint employment initiative with Runshaw College aims to reduce the NEET figure, this commenced delivery in quarter one. Initial set up of the project is complete and Runshaw College are now undertaking work to promote the fund to employers and young people. Work and promotion of the scheme will increase in advance of the September in-take.</p>		
<b>Trend</b>	Quarter one 2012/13 was 5.2%, and the year end figure for 2012/13 was 5.3%. Performance at year end was better than the Lancashire County Council target of 6.2% which has been set at a more challenging level of 5.2% for 2013/14.		