

Chorley Council

Corporate and Customer Overview and Scrutiny Panel First Quarter Business Plan Monitoring Reports



BUSINESS PLAN MONITORING STATEMENT FOR THE FINANCE DIRECTORATE

FOR THE PERIOD APRIL 2006 TO JUNE 2006

1. KEY MESSAGES

In this quarter the emphasis of our work has been:

Accounting & Audit

- Concluding the final accounts audit and doing an update of the 2007/2008 budget forecast.

Revenues & Benefits

- Implementing new benefits structure
- Changes processes to improve performance

The summary of KPI performance is as follows:

SERVICE PERFORMANCE INDICATORS	CURRENT POSITION	FORECAST OUTTURN
Number of Green KPI's	4	8
Number of Blue KPI's	4	0
Number of Red KPI's	0	0
Number of KPI's not yet measured	0	0

The table shows that good progress is being made on all targets, with no KPIs having unsatisfactory performance.

There is still further work to do on invoice processing where there has been a massive improvement on last year, but performance is slightly below targets, as is the % of Council Tax collection where the target is extremely difficult to achieve given our current excellent performance.

2. BUDGET UPDATE

	£'000
Cash budget	1,450
Forecast outturn	1,378
Net employee cost savings	(10)
Insurance Premiums	(72)
Other minor increases	10
Forecast overspend	(72)

The table shows that there is currently a forecast underspend of £72k. This has been achieved from the renewal of the Council's Insurance premiums. However it is still early in the financial year and there are some risks contained in the budget, the effect of which will only be known later in the year, particularly the cost of concessionary travel and the cost of benefits.

3. SERVICE DEVELOPMENTS

The next quarter will be spent on developing the Council's Benefits software to enable self service for customers and developing the technology to enable mobile working. All these improvements are designed to help us improve our indicator performance.

The aim is to make further progress on the Use of Resources Improvement Plan, where some minor issues such as the register of interests and other larger issues such as finalising the Council's Whistleblowing Policy has been dealt with. However there is still much to do to ensure performance improves further and we work towards being excellent in all that we do.

4. PERFORMANCE VARIATION

Indicator Description	Performance 2005/06	Target 2006/07	Performance at 30/06/06	Comments
% Invoices processed on time	84.42	96.50	95.32	Performance is improving on last year but slightly below target.
% finance budget spend – year end forecast	N/A	100	100.03	This figure relates to the Finance Directorate only.
Ave time to process new benefit claims	27	25.00	18.60	
Ave time for benefit changes	9	8.00	7.00	
% benefit calculations correct	98.50	99.00	99.20	
% C Tax collected	98.51	28.95 to 30 June 99.00 (year end)	30.13	
% NNDR collected	98.88	24.75 to 30 June 99.00 (year end)	31.43	

5. CONCLUSION

The first quarter of the year is invariably focused on meeting a number of statutory requirements such as completing the accounts etc. However in that time performance against the Units and Council's key indicators has been good, there are no budget issues and we are well placed to start to work on the planned improvements required to meet the aspirations and actions set out in the Corporate Plan.

Gary Hall
Director of Finance

HUMAN RESOURCES DIRECTORATE

FOR THE PERIOD APRIL TO JUNE 2006

KEY MESSAGES

The directorate has been challenged this year with achieving some significant objectives, including undertaking job evaluation/pay modelling, achievement of liP and the NWE0 for Charter Member Status.

The directorate, which has been stable in its staff turnover for the last few years has seen some changes to its personnel. This has in some ways hindered the directorate's progress to achieve some of its key goals. However, the HR team have worked hard to ensure that the major projects have been kept on target.

The HR directorate has also been critical in supporting some of the major restructuring of the organisation which has been completed to date.

To ensure that HR could continue to fully support the organisation especially in light of the restructuring work being undertaken a strategic decision was taken to delay work on projects such as homeworking and the procurement of a HR system until the unit could fully facilitate delivery of these projects.

SERVICE PERFORMANCE INDICATORS	CURRENT POSITION	FORECAST OUTTURN
Number of green PI's	1	
Number of blue PI's	3	
Number of red PI's	1	
Number of PI's not yet measured	4 Annual, 5 Not Reported against	

6.2 BUDGET UPDATE

SERVICE LEVEL BUDGET MONITORING 2006/2007		
HUMAN RESOURCES		
JUNE 2006	£'000	£'000
ORIGINAL CASH BUDGET		697
Add Adjustments for In year cash movements		
Slippage from 2005/2006		
- Use of AMF Reserve		
Virements for other Services		
Transfer from contingency		-
Cabinet approved decisions		
Delegated Authority decisions		

ADJUSTED CASH BUDGET	697
Less Corporate Savings:	
CURRENT CASH BUDGET	697
FORECAST	
EXPENDITURE	
- Busy Bees scheme administration costs	2
	<hr/>
Expenditure under(-) or over (+) current cash budget	2
Additional agency staff costs not in budget	-
Savings from staff vacancies	-
	<hr/>
Expenditure under (-) or over (+) current cash budget	2
INCOME	
	<hr/>
Income under (+)/ over (-) achieved	-
FORECAST CASH OUTTURN 2006/2007	699
Key Assumptions	
- Young Persons Development 1.5 FTE, £5K costs per person per year	
- Busy Bees Scheme admin costs covered by NI rebate.	
- Job Evaluation exercise to come in on budget	
Key Issues/Variables	
Key Actions	

6.3 SERVICE DEVELOPMENTS

Key Projects

- Our Workforce Development Plan is due to be completed by the middle of October 2006. The NWEO Workforce Planner is working with Directors during the next month to finalise proposals, which will be forwarded to Strategy Group. Information collated will then be used to complete our Workforce Development Plan.

- The elements to be considered by the authority on Pay and Reward have been agreed by Strategy Group. The proposals are currently being developed by HR supported by experts in this field.

The evaluation process is now 75 complete and the Analysts are working hard to have all the evaluations completed by mid October. The QA Group have started the moderation process. The pay and reward paper has been to Strategy Group for scoping clarification and work is now being done to work towards these objectives. The pay modeling aspect of the project has become a risk area due to the resignation of the Director of HR.

- The Home Working project is currently on hold due to capacity issues.
- Initial research has been carried out in respect of a new HR system and the e-enabling of learning and some associated processes. Research is currently ongoing with the project targeted to begin officially in January 2007.
- The external assessment for the North West Employers Charter Award is planned to take place on Thursday 21st September. There has been a great deal of activity in relation to member development during the first quarter of the year. This includes the development of a new induction process, and the development of a new Member Development Framework which is linked to individual roles and responsibilities. A pre-assessment for the North West Charter took place in July.
- Emergency call-out arrangements are currently being integrated into the Pay and Reward Strategy review.
- HR are undertaking support for the restructures in Streetscene, Neighbourhoods and Environment Directorate, Policy and Performance and Office of the Chief Executive. Further support will be necessary over the coming months in preparation for the Housing Transfer and the subsequent impact this will have on support services.
- Equality Impact Assessments continue to be undertaken where appropriate.

6.4 PERFORMANCE VARIATION

Indicator Description	Target at 30 June 2006	Performance at 30 June 2006	Comments
BVPI 11a % Of Women in Top % of Earners	32	29.17 (Red Triangle)	The projected actual for the next quarter is 33.3 due to changes in the senior team.
BV012 Days/ Shifts Lost to sickness (Corporate)	2.25	2.28 (Blue Circle)	
BV17a % Ethnic Minority Employees	1.6	1.66 (Blue Circle)	
Human Resources- Sickness Absence	2.25	0.06 Green Star	
Human Resources - Invoices Processed within	96.5	92.02 Blue Circle	

30 working days			
Human Resources - Budget Spend- Year End Forecast	100	100.03 Star	Green

6.5 CONCLUSION

The HR unit have made a considerable contribution to the delivery of the organisation's objectives in the first quarter.

The key projects to be delivered within the next three months included the achievement of IIP and the NWEO Charter Status for Members.

The capacity of the unit needs to be monitored in light of the resignation of the Director of HR and staff turnover in general.

Signature: Angela Wolstencroft

DIRECTOR OF HUMAN RESOURCES

FINANCIAL YEAR 2006 / 2007

Indicator Number: BV11a

Indicator Short Name: % Of Women in Top 5% of earners

Q1		End of Year Target
Performance	Target	
29.17	32	32

Please explain the reasons why progress has not reached expectations:

During the first quarter, there were a number of vacancies at the senior management level within the authority.

Please detail corrective action to be undertaken:

In the second quarter, the post holders of the vacant senior posts will take up their posts and the position will improve.

Please give an objective assessment as to whether the year end target will be met:

It is anticipated that the end of year target will be met.

**BUSINESS PLAN MONITORING STATEMENT FOR THE
ICT SERVICES DIRECTORATE**

FOR THE PERIOD 1st APRIL to 30th JUNE 2006

1. KEY MESSAGES

The Directorate continues to play a key role in a number of critical corporate projects, which must be balanced with the continuing day to day support responsibility. These include;

- The development of Contact Chorley
- Housing Stock Transfer – Disengagement requirement
- New telephony contract
- Implementation of enhanced Revenues and Benefits system
- Web-site refresh
- Implementation of new desktop equipment across the Council
- e-Planning implementation

SERVICE PERFORMANCE INDICATORS	CURRENT POSITION	FORECAST OUTTURN
Number of green PI's	0	8
Number of blue PI's	3	
Number of red PI's	1	
Number of PI's not yet measured	4	

2. BUDGET UPDATE

SERVICE LEVEL BUDGET MONITORING 2006/2007

INFORMATION & COMMUNICATION TECHNOLOGY SERVICES

JUNE 2006	£'000	£'000
ORIGINAL CASH BUDGET		940
Add Adjustments for In year cash movements		
Slippage from 2005/2006		
- Consultancy Fees		10
- Purchase of hardware		9
Virements for other Services		
Transfer from contingency		-
Cabinet approved decisions		
Delegated Authority decisions		
ADJUSTED CASH BUDGET		959
Less Corporate Savings:		
Staffing		(19)
CURRENT CASH BUDGET		940
FORECAST		
EXPENDITURE		
Salaries		
Expenditure under(-) or over (+) current cash budget		-
INCOME		
Income under (+)/ over (-) achieved		-
FORECAST CASH OUTTURN 2006/2007		940

Key Assumptions

Vacant Post 1/2 customer svcs 1/2 business analyst post taken as corporate saving

Key Issues/Variables

Key Actions

3. SERVICE DEVELOPMENTS

The Directorate has delivered significant progress in the key area of integration during the reporting period achieving the following;

- Planning Portal level 3 integration, which essentially means development control applications submitted on-line will automatically update the back-office application.
- Local Land and Property Gazetteer integration with Licensing and Environmental Services.
- This moves us toward our goal of a single, corporate address database.
- The mobile application used by the Neighbourhood Wardens now updates the back-office system without intervention by administrative staff.
- NLPG status 1, confirming the quality of the address data held in our Local Land and Property Gazetteer (LLPG). We now update the national hub on a weekly basis.
- All Councillors have access to broadband facilities.
- We are beginning a project to extend and improve the use of GIS (Geographic Information System) within the Council. We have recently added our recycling sites to the county wide GIS system to allow customers access to the information.

4. PERFORMANCE VARIATION

The Directorate has yet to report upon 4 performance indicators;

Budget Spent

This indicator will not be measured in the first quarter for any Directorate.

Price of a Workstation

We are not currently purchasing PC's as we are nearing the end of our current lease and aim to refresh all the Council's equipment during the next 12 months.

Customer Satisfaction

The next six-monthly survey of customers is due to be undertaken during August and September.

Percentage of calls resolved within agreed timescales

Resolution timescales have yet to be agreed as part of a Service Level Statement. How best to agree such a statement is currently under consideration.

5. CONCLUSION

Information and communication technology remains key to many service development and efficiency projects. Significant progress has been made in the quarter but there remains a great deal to do. It should also be noted that a large part of the work of the Directorate is focused on the delivery of projects that may not be reflected in the performance indicators contained in this report.

Signature: Tim Murphy

DIRECTOR OF ICT SERVICES

FINANCIAL YEAR 2006 / 2007

Indicator Number: BV012 Sickness Absence (ICT Services).

Indicator Short Name: Sickness Absence – ICT

Q1		End of Year Target
Performance	Target	
3.65	2.25	9.00

Please explain the reasons why progress has not reached expectations:

The target for sickness absence is set Corporately. All possible action to address absenteeism and support affecting staff members is being taken.

Please detail corrective action to be undertaken:

A new Corporate policy has been developed which has challenging targets for both long and short-term absence. The provisions and requirements set out in this policy are being adhered to in the Directorate. These include regular welfare visits and the utilisation of our occupational health facilities and it's services.

Action planned across the financial year:

Corporately the management of sickness absence will take a more proactive approach, with HR and the relevant Directorates working closely to proactively foresee problem areas. These will be managed in line with the Absence Policy.

Please give an objective assessment as to whether the end target will be met:

N/A as reporting year-end.

Action Plan Owner: Tim Murphy/ Human Resources

Unit: ICT

Contact Number: 5455

Date: 14 August 2006

**BUSINESS PLAN MONITORING STATEMENT FOR THE
PROPERTY SERVICES DIRECTORATE**

FOR THE PERIOD 1 April 2006 to 30 June 2006

1. KEY MESSAGES

The summary of KPI performance is as follows:

	CURRENT POSITION	FORECAST OUTTURN
Number of green KPI's	1	0
Number of blue KPI's	2	8
Number of red KPI's	3	1
Number of KPI's not yet measured	3	0

2. BUDGET UPDATE

Latest budget calculations suggest outturn in line with provision.

3. SERVICE DEVELOPMENTS

The major service development for 2006/07 relates to outsourcing/partnering for both professional property services and markets functions. A short list of potential service providers is being asked to submit formal tenders for the work in line with detailed specifications and contract requirements. These will be returned and evaluated during September with a view to making a partner appointment and beginning the contract in November.

4. PERFORMANCE AGAINST UNIT KEY PERFORMANCE INDICATORS

Indicator Description	Performance 2005/06	Target 2006/07	Performance at 31 July 06	Comments
BV 156 - % public buildings accessible to all users	83%	88%	83%	<p>3 Buildings do not comply.</p> <p>Work at Clayton Leisure Centre is due to start under new CLS contract early in the New Year</p> <p>Astley Hall complies with DDA legislation but not this indicator.</p> <p>Brinscall baths is to be the subject of an Executive Cabinet report later in the year.</p>

PR001 % buildings in good & satisfactory condition	91%	95%	Year End Figure	Redevelopment of Friday St depot will enable the target to be reached – due for November.
PR001 % planned maintenance prog. Completed	94%	100%	17%	
PR004a % market stalls vacant	30.9%	25%	29%	
PR004b % town centre shops vacant	4.0%	5.0%	4.0%	
PR005 % land registration complete & info available electronically	65%	100%	90%	
PR006 % capital receipts from property disposals	100%	100%	0%	Terms agreed and approved for 2 significant property sales to be completed this year.
PR007 % income received from property investments	100%	100%	25%	
PR008 energy consumption in Council buildings as a % of national benchmark	Electric 97.3%	85%	Year End Figure	
	Gas 31.6%	50%	Year End Figure	
PR009 % reduction in CO2 emissions	34%	2%	Year End Figure	Last year's large reduction was achieved through a switch to 95% "green" electricity from a new provider.

5. CONCLUSION

Performance on three indicators is classified as red -

BV156 – Completion of Clayton Green Sports Centre early in the New Year will meet the 88% target whilst work at Brinscall could take it to 94%

PR004 – Although occupancy of market stalls has improved marginally the long term issue is being addressed through the outsourcing exercise to be concluded later this year.

PR008 – Completion of two significant transactions where terms have been agreed and approved will raise this indicator to 70% with a supporting disposal programme to realise the balance

Signature: R.P. Handscombe
Head of Property Services
30 June 2006

FINANCIAL YEAR 2006 / 2007

Indicator Number: BV156

Indicator Short Name: % Local Authority buildings accessible to the disabled.

Q1		End of Year Target
Performance	Target	
83	88	88

Please explain the reasons why progress has not reached expectations:

Please detail corrective action to be undertaken:

Work to Clayton Green Sports Centre to be carried out by CLS under the new contract will bring the figure up to the 88% target.

Action planned through financial year:

Work will start on completion of the All Seasons refurbishment now under way.

Please give an objective assessment as to whether the year end target will be met:

The year-end target is achievable.

Action Plan Owner: Roger Handscombe
Directorate: Property Services
Contact Number: 5311

Date: 15 September 06

**BUSINESS PLAN MONITORING STATEMENT FOR THE
CUSTOMER, DEMOCRATIC AND LEGAL SERVICES
FOR THE PERIOD 1ST APRIL 2006 TO 30TH JUNE 2006**

1. KEY MESSAGES

During this quarter the Director was not in post.

SERVICE PERFORMANCE INDICATORS	CURRENT POSITION	FORECAST OUTTURN
Number of green PI's	3	2
Number of blue PI's	4	5
Number of red PI's	3	3
Number of PI's not yet measured	0	

2. BUDGET UPDATE

SERVICE LEVEL BUDGET MONITORING 2006/2007

CUSTOMER, DEMOCRATIC & LEGAL SERVICES

JUNE 2006	£'000	£'000
ORIGINAL CASH BUDGET		2,106
Add Adjustments for In year cash movements		
Slippage from 2005/2006		
Temporary Staffing		17
Charter Mark application		4
Virements for other Services		
Transfer from contingency		-
Cabinet approved decisions		
Delegated Authority decisions		
ADJUSTED CASH BUDGET		2,127
Less Corporate Savings -		
Hospitality - Members		(5)
Senior Management Review		(1)
CURRENT CASH BUDGET		2,121

FORECAST

EXPENDITURE

Director of CUDL - Staffing costs		(11)
Customer Services - Staffing costs		(10)
Customer Services Purchase of Equipment	2	
Democratic Services - Staffing costs	26	
Democratic Services - Comp Software	6	
Legal Services - Staffing costs		(29)
Legal Services - Agency costs	78	
		<hr/>

Expenditure under(-) or over (+) current cash budget	62
Additional agency staff costs not in budget	
Savings from staff vacancies	

Expenditure under (-) or over (+) current cash budget -

INCOME

Licensing Services	(22)
	<hr/>

Income under (+)/ over (-) achieved (22)

FORECAST CASH OUTTURN 2006/2007

2,161

Key Assumptions

Director of CUDL not starting till Sept
Customer Services vacant posts not yet filled from start of year
Democratic Services 3*p/t staff working f/t + o/t
Legal Services 2 * vacant posts
Agency staff covering vacant posts in Legal Services

Key Issues/Variables

Key Actions

3. SERVICE DEVELOPMENTS

The Customer Services Team were successful in achieving Charter mark status following an intensive audit in June.

4. PERFORMANCE VARIATION

Indicator Description	Target at 30 June 2006	Performance at 30 June 2006	Comments
Satisfaction – Contact Centre	95	97.6	
% of reports and agendas published on the internet	100	100	Performance Indicator may need to be reviewed going forward as the process has now been automated and all reports and agendas are published on the intranet via Mod Gov
% Committee Minutes published within Five working days	75	66	The introduction of Area Forums has affected the team's capacity to ensure minutes are published within the target period
% of Customer seen within 10 Minutes in the One Stop Shop	80	70	A combination of an increase in customers to the one stop shop (up by 9.7% in comparison with the same period for 05/06) and long term sickness contributed to a drop in performance during this period. Interim steps have been taken to address the issue pending the recruitment of additional customer services advisors.
Average Number of days to process personal license applications	12	1.1	
Average number of days to process premises/club licences	17	2	
BV179 % Standard Searches in 10 Days	100	100	
Customer, Democratic and Legal Services Budget Spend – Year End Forecast	100	101.9	
Customer, Democratic and Legal % Invoices Processed within 30 Working Days	96.5	87.61	The restructuring of the Department and also the ending of the Highways Partnership have affected this figure. Staff have received appropriate

			training in the use of the electronic purchase order system and have been reminded of the need to process invoices promptly.
Customer, Democratic and Legal Services Sickness Absence Days	2.25	1.38	

5. **CONCLUSION**

Action is being taken to address the areas where performance slipped during this quarter.

Signature: Andy Docherty

DIRECTOR OF CUSTOMER DEMOCRATIC AND LEGAL SERVICES

FINANCIAL YEAR 2006 / 2007

Indicator Number: CD 007

Indicator Short Name: % of Customers seen within 10 minutes in the One Stop Shop

Q1		End of Year Target
Performance	Target	
69.72	100	100

Please explain the reasons why progress has not reached expectations:

A combination of summer leave, long term sickness, an increase in customers to the one stop shop (up by 9.7% in comparison with the same period for 05/06) and diversion of resources to call centre have all contributed to a drop in performance.

Please detail corrective action to be undertaken:

More resources are required and adequate cover for maternity and long term sick leave. Agree overflow strategy for high volume calls during peak periods.

Action planned through financial year:

Appoint new advisors and request existing advisors to work extra hours in the meantime to help out if they would not ordinarily be in work. This has been agreed under delegated member approval. The posts to be recruited to are 3 x 20 hour flexible permanent advisors and 3 x 20 hour flexible 12 month fix term contracts. Interviews will take place in September with a view to arranging start dates in late October/November. Extra advisors will help resource the call centre freeing up staff to the one stop shop which will hopefully reduce the wait times. There are also plans in place to look at changes to technology to enable service owners to answer overflow calls in their units. The target for commencing this work is December 06 although Customer Services do have something in place at the moment on a very small scale to trial this.

Please give an objective assessment as to whether the year end target will be met:

A target of 100% may be inappropriate; as to achieve this a target would involve significant investment of time and resources. It may be more appropriate to change the target to one of 80%, as this would remain a challenge to achieve. Such a target would however, represent a more realistic goal and ensure that resources can be targeted effectively rather than focusing on an unrealistic target which may impact on the quality of the customer experience elsewhere.

Consideration could perhaps be given to the inclusion of an indicator in the data set which monitors the abandonment rate of customers in the one stop shop, this would allow us to monitor the impact of longer waiting times on those customers who are not seen within the target time of 10 minutes.

Action Plan Owner: Asim Khan

Unit: Customer, Democratic and Legal Services

Contact Number: 5448

Date: 29 Aug. 06

FINANCIAL YEAR 2006 / 2007

Indicator Number: CD006

Indicator Short Name: % of Committee Minutes Published with 5 working days

Q1		End of Year Target
Performance	Target	
66%	75%	75%

Please explain the reasons why progress has not reached expectations:

The performance during the months of June and July (66%) fell below the monthly target of 75% due to the increased volume of work within the Section generated from the Area Forum Pilot Scheme meetings which involved the production of agendas, minutes, schedules of questions raised at the meeting, follow-up action and general correspondence to members of the public.

Please detail corrective action to be undertaken:

The Area Forum Pilot Scheme finishes in October and the resource capacity of the Section will need to be reviewed if the Council decides to implement Area Fora on a permanent basis. In the meantime, the staff will give priority to the production of the minutes for Committee meetings within five working days.

Action planned through financial year:

To continue to monitor on a monthly basis, the performance against the target.

Please give an objective assessment as to whether the year end target will be met:

It is envisaged that overall the yearly target will be met

Action Plan Owner: Steve Pearce

Unit: Customer, Democratic and Legal Services

Contact Number: 515196

Date: 27 September 2006

FINANCIAL YEAR 2006 / 2007

Indicator Number: CD 008 Processing of invoices

Indicator Short Name: % of invoices processed within 28 days

Q1		End of Year Target
Performance	Target	
87.61	96.5	96.5

Please explain the reasons why progress has not reached expectations:

There have been significant changes to the unit during the period in question, and no director has been in post with overall responsibility for the monitoring of performance of such indicators.

Please detail corrective action to be undertaken:

Exchequer Services have been asked to investigate whether the invoices received within Policy and Performance reflect the revised structure of the directorate.

The technical problems have been resolved.

Team members will be reminded of the need to check the Creditors system regularly and authorise invoices promptly.

Team members have had training in use of the electronic purchase order system to improve understanding of the order and invoice approval process.

Action planned through financial year:

There is no action planned as it is anticipated that the year-end target will be met. The position will be reviewed on a quarterly basis.

Please give an objective assessment as to whether the year end target will be met:

The year-end target is achievable.