

Report of	Meeting	Date
Chief Executive	Overview and Scrutiny Performance Panel	13 March 2014

MONITORING OF THE ORGANISATIONAL IMPROVEMENT PLAN 2013/14

PURPOSE OF REPORT

1. To report progress made this year in delivering the plans, key action and performance indicators in the single Organisational Improvement Plan.

RECOMMENDATION(S)

2. That the report be noted.

EXECUTIVE SUMMARY OF REPORT

3. The report provides an update on the performance of the Organisational Improvement Plan and the performance of key actions and indicators for the second half of this financial year. Good progress is being made with 89% of projects or actions rated green or complete. However a number of key performance indicators are off track with reasons included in the report.

Confidential report Please bold as appropriate	Yes	No
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Key decision? Please bold as appropriate	Yes	No
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CORPORATE PRIORITIES

4. 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

5. The Organisational Improvement Plan contains a series of key projects and objectives that set out the main improvement actions that will be undertaken during the year by the organisation. These actions include the key projects in the Corporate Strategy and also a number of business improvement actions that each service commits to deliver. The single plan aims to focus the organisation on key priorities and maximise the value of available

resources. All projects are recorded in the MyProjects system along with more detailed milestones so that progress can be monitored and managed throughout the year. This report gives an overview of the delivery of the Organisational Improvement Plan for the second half of this financial year, including the delivery of key actions and the performance of key indicators.

ORGANISATIONAL IMPROVEMENT PLAN 2013/14

6. The organisational plan is available to view online via the MyProjects system.

DELIVERY OF KEY ACTIONS

7. This section provides an update on the progress made in delivering the actions included within the organisational plan at the end of February 2014.
8. At the end of February:
 - 35 actions had been completed
 - 54 actions were rated green, meaning they were progressing on schedule.
 - 6 actions were rated amber, meaning there were some issues with delivery but the overall work progress was not affected.
 - No actions have been rated red, indicating an issue with delivery that would impact on the delivery of the overall work.
 - 5 actions were rated not started
9. The following actions have been completed or are on-going:
 - New GIS strategy developed and approved by Executive Cabinet which sets out how the council will use GIS to enable digital access to information and data and how it could be used to improve service productivity.
 - Meals on Wheels pilot implemented and accessed by approximately 38 customers in the Western Parishes and other target areas.
 - Delivered the Christmas Lights Switch On event with over 4000 attendees and positive customer feedback
 - Consultation on the Astley Development Plan completed and 5 year plan approved by Executive Cabinet
 - Discussions undertaken regarding Friday Street health centre and actions agreed to progress delivery
 - Draft Play, Open Spaces and Playing Pitch strategy developed and approved by Executive Cabinet for consultation
 - Planning application for a two storey extension to Runshaw College to provide a Science and Engineering Centre has been approved in Feb 2014 and supporting bids for funding has started and is on-going.
 - Performance data capture, monitoring and reporting of planning enforcement has commenced. The Local Enforcement Plan which set service standards and targets is being reviewed and will be reported to a future Council meeting.
 - Events booking system reviewed. Way forward to be agreed and solution implemented as part of next phase of work
 - All revenues and benefits now using hybrid mail. Remainder of council services to be added in next phase of work.
 - Wi-fi in place and proof of concept for tablet devices carried out and rolled out to services where appropriate.
10. The following actions are not started:
 - Review of Equality Forum
 - Member and budget holder financial training packages
 - Implementation of new banking arrangements and alignment

- Review Health and Safety forms and make available via SharePoint tasks

11. 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
1. Electronic Document Management System Phase 2	Currently rated Amber. Housing back scanning and indexing now complete. Integration between Abrisas and EDMS delayed due to implementation of Abrisas, Further commercial discussions underway with partners to agree way forward.	No further action required.
2. Review member information systems	Currently rated amber due to timescales for completion. Proof of concept complete with member training to be undertaken in April and May.	No further action required
3. Improve disaster recovery for information systems	Rated amber with some work complete including approval for uninterruptable power supply. Limited resources in ICT will mean that the remainder of this work is carried forward to next year.	No further action required
4. Chorley Schools Enterprise Challenge	In engaging with Chorley High Schools to establish interest, views were sought on the best delivery date to fit in with the academic calendar. A date in March was preferred to a November/December schedule. Event now planned for 20 th March 2014.	No further action required
5. Implementing integration of IDOX tree module	Delays were due to issues around process mapping. Which are now resolved. The project is expected to complete shortly once the ICT restructure is implemented.	No further action required

6. New parking layout for St Georges	Whilst a new parking layout for St George's St was designed, following consultation the additional number of parking spaces created did not justify proceeding with the scheme. Scheme put on hold.	No further action required
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PERFORMANCE INDICATORS UPDATE

12. Included at Appendix A is a full list of the performance indicators that can be reported at the end of January 2014. 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 30th December 2013.
13. Of the indicators that can be reported:
- Thirty two indicators (71%) are on or above target,
 - Seven (16%) are outside the 5% threshold,
 - Six indicators (13%) are off target and outside the 5% threshold
14. Of the six indicators currently off target, three are corporate strategy indicators with reasons and actions provided in the quarter three corporate report considered at Executive Cabinet in February. These are:
- % of customers dissatisfied with the service they have received from the council
 - % of domestic violence detections
 - Number of affordable homes delivered
15. Indicators that are off track are listed in the table below with reasons for performance and steps being taken to achieve improvement:

Performance Indicator	Target	Performance
% of domestic violence detections	70%	61.2%
Reason below target	<p>Domestic violence (DV) detections are a measure of the % of DV recorded incidents that result in a formal disposal by the police (i.e. prosecution and caution.) This is a police set target which has been adopted by the council and Chorley Partnership. Reasons for the indicator being off target are:</p> <ol style="list-style-type: none"> 1. The original target was set as a stretch target 2. The recording of what is a DV incident has changed over time and now includes sibling to sibling incidents and other inter familial incidents. 3. The age limit for recording incidents has lowered from 18 years old to 16 years old 4. Other interventions and alternative disposals, including mediation, reduce the number reaching a 'detection' stage 5. Lack of cooperation from the victim will account for some reported cases not progressing 6. Insufficient evidence to a criminal justice standard will result in reduced cases reaching 'detection' 7. In the interests of the parties involved some cases may not result in any 	

	formal action being taken, e.g. not wishing to criminalise the parties involved.
Action required	Notwithstanding the above, the following actions have taken place: <ol style="list-style-type: none"> 1. Police regularly review their processes to ensure the best evidence is gathered at an appropriate stage 2. Liaison undertaken with the Crown Prosecution Service to ensure each case is fully assessed before a decision on detection is made including a senior officer challenge
Trend	Performance at quarter two 2013/14 was 64%. The year end figure for 2012/13 was 76%.

Performance Indicator		Target	Performance
Number of affordable homes delivered		75	70
Reason below target	<p>There are numerous factors that can affect the development of affordable homes including weather conditions, utility companies, as well as developers' and Registered Providers' ability to obtain land and funding for new build.</p> <p>A major factor has been the loss of First Buy properties. This was a Government scheme which assisted first time buyers. All properties purchased under the scheme were classed as 'affordable' and therefore could be accounted for in our figures for affordable homes. This scheme was replaced in 2013 by Help to Buy which provides assistance to home buyers up to a maximum purchase price of £600k. Consequently properties sold under the terms of this scheme cannot be classed as 'affordable.'</p>		
Action required	<p>The performance of this measure is currently outside of our control. The council is reliant on developers and Registered Providers completing their properties in accordance with the timescales they provided to the HCA and ourselves. However we will continue to liaise closely with developers and RP's to monitor progress.</p> <p>There are 58 'affordable' homes currently being built in Chorley and it is hoped that at least 45 of them will be completed before the end of March 2014, making a total of 118 completions and thereby achieving the annual target of 100 completions.</p>		
Trend	Performance at quarter 2 was positive with 58 properties delivered against a target of 50. However only 70 properties were delivered against a target of 75 in quarter 3.		

Performance Indicator		Target	Performance
% of customers dissatisfied with the way they were treated by the Council		20%	30%
Reason below target	The main reasons for dissatisfaction identified by customers are the timeliness and quality of response provided. Analysis of cases shows that around 40% of dissatisfaction relates to waste collections and more specifically the delivery of new or replacement containers with customers receiving an automated response to say		

	that the container has been delivered when it hasn't; however it should be noted that the number of cases is very small in comparison to the overall number of containers delivered. Officers continue to work with the waste contractor to ensure cases aren't closed off before they are completed. Around 15% of complaints relate to more complex cases such as tree issues and planning applications where multiple stakeholders may be involved which means that what may appear to be a simple request takes considerable work by officers to resolve.
Action required	Following the refresh of the Corporate Strategy in November 2013, a new key project has been included to deliver a project to improve customer satisfaction. This project will complete in-depth analysis of performance to date and will consider a range of aspects that may contribute to dissatisfaction including technology, service culture and frontline contact management. The project will work directly with services to put in place specific actions and aims to achieve an improvement in satisfaction.
Trend	In comparison at the end of quarter three 2012/13, dissatisfaction was 31.1%

Performance Indicator		Target	Performance
% major planning applications determined within 13 weeks		70%	54.16%
Reason below target	Community Infrastructure Levy (CIL) charging which commenced from 1 September 2013 resulted in a rush of Section 106 sign-offs which had previously been left dormant by Developers in the period to the end of August 2013. Planning Officers had been issuing reminders to Developers to inform them of the introduction of CIL and that any determinations made after 1 September 2013 would be liable to CIL. The figure reported at quarter 3 shows the year to date position and is therefore affected by performance earlier in the year.		
Actions required	Performance is improving compared to the figure of 45.7% reported at the end of Quarter 2, although no major applications were issued or determined in December 2013. Officers continue to monitor the status of major applications and endeavour to deliver within the 13 week period; however the negotiations on the separate legal agreements particular to each application can involve multiple stakeholders and are often beyond the planning officer's control. The DCLG's Data Collection, Transparency and Dissemination Team who co-ordinate the national PS1 and PS2 returns have also been notified of the introduction of CIL and its impact on performance figures for Chorley.		
Trend	Performance at quarter 2 2013/14 was 45.7%. Compared to last year, performance at quarter 3 2012/13 was 72.9%.		

Performance Indicator		Target	Performance
Time Taken to process HB/CT benefit new claims and change events		10 days	11.69 days
Reason below target	The 'in month' performance for December 2013 was 9.93 days to make decisions on all claim types which is on target. The figure reported for quarter 3 shows the year to date position and is therefore still affected by the under-performance that occurred in the busiest first quarter after annual billing when work volumes outstanding were at their highest and when the service had reduced resources due to maternity leave.		

Actions required	Revenues and benefits officers continue to monitor work outstanding on a daily basis and monitor performance against targets. There is also the opportunity to offer overtime should it be necessary to address any back log in applications.
Trend	Performance at quarter 2 2013/14 was 11.67 days. Compared to last year, performance at quarter 3 2012/13 was 10.48 days.

Performance Indicator		Target	Performance
New Customers Requiring Housing Advice (Monthly not YTD)		57	94
Reason below target	Due to the introduction of Welfare Reform the Council in liaison with partners, has, over the last nine months promoted the Housing Advice Service, particularly to those customers likely to be affected by the changes. By encouraging customers to contact the Council as early as possible it enables early intervention and prevents cases coming into crisis. Consequently, whilst the number of new customers presenting to the service is increasing it must be noted that the performance of the service regarding the number of homelessness preventions and reliefs is excellent and significantly exceeding target. i.e for the 9 month period to end of January performance was 501 against a target of 150.		
Actions required	We are continuing to work with partners to mitigate the impact of Welfare Reform on residents and have recently recruited to a fixed term Welfare Reform Officer. The Council has also agreed to continue to fund the 16/17 drop in service which is key to preventing young people presenting as homeless. Given the strategy to promote early intervention appears to be working, the target for this indicator will need to be reviewed.		
Trend	The service is experiencing a steady increase each month in the number of new customers requiring housing advice. There has been only one month (June 2013) when the number of customers was below the target. Over the last 9 months the service is dealing with an average of 87 new customers per month.		

RISK MANAGEMENT UPDATE

16. A bi-annual update of the corporate strategic risk register will be presented to Governance Committee in March. 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 new risk has been added relating to the failure to realise the value of large budget investments and ability to achieve return on investment.

EQUALITY AND DIVERSITY UPDATE

17. Where new services have been introduced such as the Meals on Wheels pilot or new strategies approved, no equality issues have been identified and all are operating in accordance with the council's Equality Scheme.

IMPLICATIONS OF REPORT

18. 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

19. No comment

COMMENTS OF THE MONITORING OFFICER

20. No comment

GARY HALL
CHIEF EXECUTIVE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Victoria Willett	5248	20 th February 2014	OPMSMAR14

Appendix A: Performance Indicators



Performance is better than target



Worse than target but within threshold



Worse than target, outside threshold

	Indicator Name	Reporting period	Polarity	Target Value	Performance Value	Symbol
Corporate	The % of 16-18 year olds who are not in education, employment or training (NEET)	Quarter 3	Smaller is better	5%	5.1%	
	Overall employment rate	Quarter 3	Bigger is better	80%	78.1%	
	Number of jobs created through targeted interventions	Quarter 3	Bigger is better	75	116	
	Number of jobs created through inward investment	Quarter 3	Bigger is better	37	38	
	% of domestic violence detections	Quarter 3	Bigger is better	70%	61.2%	
	The number of visits to Council's leisure centres	Quarter 3	Bigger is better	750000	811903	

	Number of young people taking part in 'Get Up and Go' activities	Quarter 3	Bigger is better	11250	16237	★
	Number of affordable homes delivered	Quarter 3	Bigger is better	75	70	▲
	Number of Homelessness Preventions and Reliefs	Quarter 3	Bigger is better	150	501	★
	Number of long term empty properties in the borough	Quarter 3	Smaller is better	195	202	●
	% of customers satisfied with the way they were treated by the Council	Quarter 3	Bigger is better	80%	63.3%	▲
HROD	Average working days per employee (FTE) per year lost through sickness absence	January 2014	Smaller is better	5.42Days	5.2Days	★
Planning	% MAJOR planning applications determined within 13 weeks (Statutory PS2 indicator)	January 2014	Bigger is better	70%	54.1666%	▲
	% MINOR applications determined within 8 weeks (Statutory PS2 indicator)	Quarter 3	Bigger is better	65%	69.189%	★
	% OTHER applications determined within 8 weeks (Statutory PS2 indicator)	Quarter 3	Bigger is better	80%	83.0357%	★
Customer, ICT and transactional	Average time taken to process new claims and change events	January 2014	Smaller is better	10Days	11.69Days	▲
	Council Tax collected (All tax payers)	January 2014	Bigger is better	93.82%	92.77%	●
	NNDR collected ACTUAL	January 2014	Bigger is better	93.94%	94.05%	★
Economic Dev	New businesses established with support from Chorley Council	Quarter 3	Bigger is better	40	97	★
	% new businesses established and sustained for 12 months	Quarter 3	Bigger is better	91%	97.4%	★
	New businesses established and sustained for 24 months	Quarter 3	Bigger is better	89%	96.35%	★
	Vacant Town Centre Floor Space	Quarter 3	Smaller is better	7%	4.69%	★
Governance	% decision notices published for Exec Cab and Dev Con within 2 working days	January 2014	Bigger is better	95%	100%	★
	% draft minutes circulated within 10 days	January 2014	Bigger is better	95%	91%	●
H,E&N	Food establishments in the area which are broadly compliant with food hygiene law	Quarter 3	Bigger is better	95%	95.4%	★
	No. Club and Community Group Supported by Council	Quarter 3	Bigger is better	75	152	★

	Number of participants in Active Generation	Quarter 3	Bigger is better	3750	7321	★
	No. community groups engaged in time banking	January 2014	Bigger is better	75	75	★
	% Graffiti removed within 28WD	Quarter 3	Bigger is better	100%	95.53%	●
	% Streets meeting Graffiti standard	Quarter 3	Bigger is better	98.5%	100%	★
	% Streets meeting Fly Posting standard	Quarter 3	Bigger is better	99%	100%	★
Shared Finance and Assurance Services	Supplier Payment within 30 days	Quarter 3	Bigger is better	98%	100%	★
	Supplier Payment within 10 days	Quarter 3	Bigger is better	60%	85.19%	★
	% of SFAS undisputed invoices processed within 30 days	Quarter 3	Bigger is better	98%	100%	★
Strategic Housing	Average time from grant approval to completion (DFG's)	Quarter 3	Smaller is better	20Weeks	7.5Weeks	★
	Number of households living in Temporary Accommodation (NI 156)	January 2014	Smaller is better	25	10	★
	Number of Households in B&B where standard temporary accommodation was not accessible due to disability or risk	January 2014	Smaller is better	0	0	★
	New Customers Requiring Housing Advice (Monthly not YTD)	Quarter 3	Smaller is better	57	94	▲
Streetscene and leisure contracts	The number of young people visiting Council's leisure centres	Quarter 3	Bigger is better	214369	231967	★
	Number of older people (65+) visiting Council's leisure centres	Quarter 3	Bigger is better	22714	22236	●
	Community centres - percentage of occupancy	Quarter 3	Bigger is better	50%	50.01%	★
	% streets meeting litter standards	Quarter 3	Bigger is better	95.4%	99.667%	★
	% streets meeting detritus standards	Quarter 3	Bigger is better	94%	97.1667%	★
	% Muslim burials achieved within 24hrs	Quarter 3	Bigger is better	100%	100%	★
	Number of visits to Astley Hall	Quarter 3	None	22602	43262	
Number of missed collections per 100,000 collections of household waste	January 2014	Smaller is better	49	38	★	