

# Chorley Council

## Corporate and Customer Overview and Scrutiny Panel Second Quarter Business Plan Monitoring Reports



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Human Resources Business Plan Monitoring Statement

ICT Services Business Plan Monitoring Statement

Customer, Democratic and Legal Services Business Plan Monitoring Statement

### Note of Clarification

#### **Key Performance Indicators:**

Symbols and Colours are used to provide a quick guide to how Service Units are performing against Key Performance Indicators:



= Green KPI Performance is five percent or more above the target set for this indicator



= Blue KPI Performance is on track and within the five percent tolerance set for this indicator.



= Red KPI Performance is 5% or more below target.

NB. The tolerances for Budget spend are calculated differently to all other indicators, as these need to be more sensitive to changes in performance and this is a plan is best indicator. Red Triangle performance is 2% or more outside of the target (100%). Blue Circle performance is between 2% and 1% outside of the target. Green Star performance is within 1% of Target

For further information on the way in which Performance Symbols are calculated please contact Sarah Dobson (01257 515325) in Policy and Performance.

**BUSINESS PLAN MONITORING STATEMENT FOR THE  
HUMAN RESOURCES DIRECTORATE**

**FOR THE PERIOD JULY TO SEPTEMBER 2006**

**1. KEY MESSAGES**

- The Directorate continues to make progress on the key objectives.
- The achievement of NWEO Charter Status is confirmed.
- The review of the Council's pay structure is progressing – the job evaluation process is moving into the QA phase and data gathering & development work is starting on modelling the new pay line.
- There are two TUPE transfers: Property and Housing Stock Transfer. HR are working closely with Directors and managers to ensure a smooth transfer.
- liP assessment is planned to take place in November 2006.
- Angela Wolstencroft left her post in September 2006. Julie Lowe is covering the post until 31<sup>st</sup> December. Lorraine Charlesworth (currently working for Fylde Council) will take up her post in January 2007

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

**2. BUDGET UPDATE**

**HUMAN RESOURCES**

**SEPTEMBER 2006**

**£'000**

**£'000**

**ORIGINAL CASH BUDGET**

**697**

Add Adjustments for In year cash movements

Slippage from 2005/2006

- Use of AMF Reserve

Transfer from earmarked reserve

**11**

Cabinet approved decisions

Delegated Authority decisions

**ADJUSTED CASH BUDGET**

**708**

Less Corporate Savings:  
- Savings on vacant posts etc.

**CURRENT CASH BUDGET**

708

**FORECAST**

**EXPENDITURE**

- Busy Bees scheme: administration costs		2
- Recruitment costs:	Agency introduction & consultanc	24
	Advertising (net)	25
- Training		(20)
- JE:additional staff resources for pay modelling exercise		20
- Health & Safety service		(42)
- Lone Working System		(5)
Additional agency staff costs not in budget		3
Savings from staff vacancies (net)		<u>(15)</u>

**Expenditure under (-) or over (+) current cash budget** (8)

**INCOME**

- Busy Bees scheme: NI rebate		(2)
- Staff secondment		<u>(30)</u>

**Income under (+)/ over (-) achieved** (32)

**FORECAST CASH OUTTURN 2006/2007**

668

**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 under budget: following on from JE, pay modelling additional costs to be funded from savings already achieved.
- Training savings are against profiled budget to-date. The Training Manager has indicated that these may be absorbed by increased demand for corporate training and member development. Virements will be requested if this proves to be the case.
- Agency costs covered by savings on vacant posts.

**Key Issues/Variables**

Spending on agency introduction & consultancy fees was not in the base budget and resulted from the need to fill posts within HR quickly with limited resources. The Director of Human Resources has indicated that this will not be repeated. Spending on recruitment for other Directorates is currently running slightly ahead of budget. 80% of the overspend on recruitment advertising relates to Director level posts and will increase when all the costs of recruiting a replacement Director of HR are included.

**Key Actions**

Closely monitor activity against JE and Training budgets.

### 3. SERVICE DEVELOPMENTS

#### liP

- The project plan and 2<sup>nd</sup> Quarter highlight report have now been completed and submitted.
- The assessment application was submitted on the 29<sup>th</sup> September and our assessor has now been appointed.
- Dates for the assessment are confirmed as 20, 21, 23, 24, 27, 28 November – and a total of 60 interviews will be undertaken as part of the assessment process.
- The liP Action Group will be involved in co-ordinating those who have been selected to be interviewed as part of the assessment process. The Action Group themselves will be interviewed as a group, with the Chief Executive, two Directors, the Portfolio Holder for Resources, and managers and staff being interviewed on an individual basis.
- The timetable for the assessment will be prepared over the coming weeks with a number of support arrangements being made for those selected including briefing sessions and briefing packs.
- During the assessment feedback will be provided daily with final feedback and the assessment outcome being on the final afternoon.

#### NWEO Charter for Elected Member Development

- The assessment for the above Charter took place on the 21<sup>st</sup> September. We are thrilled to report that the North West Regional Development Committee have confirmed that further to our assessment, we have been formally awarded the North West Charter for Elected Member Development.
- This is a great achievement for Chorley and its members!
- We will now be able to promote this success across the Council and the Borough. A celebration event will be held on the 17<sup>th</sup> November when we will be presented with our award and invited to provide a short presentation on Member Development at Chorley.

#### Pay Review

- The process has moved into to the QA phase, which it is hoped will be completed by the end of November. Work has started on the development of the new pay line. Consultation and negotiations with UNISON are progressing.

### 4. PERFORMANCE

Indicator Description	Target at 30 Sept 2006	Performance at 30 Sept 2006	Comments
BVPI 11a % Of Women in Top % of Earners	32	33.3 Green Star	The Budget under spend is the result of planned activity to outsource the
BVPI 11b Black and Ethnic Minority Employees in top 5% of earners	0.75	0 Red Triangle	
BVPI11c Disabled employees in top 5% of earners	6.00	8.33 Green Star	
BV012 Days/ Shifts Lost to sickness (Corporate)	4.50	5.08 Red Triangle	

			Health and Safety function of the authority. The provision has been changed by the deletion of Health and Safety posts and the establishment of a contract with Bolton.
BV14 Early Retirements	0.17	0.22 Red Triangle	
BV15 Ill Health Retirements	0.17	0 Green Star	
16a % Disabled employees	3.65	3.48 Blue Circle	
BV17a % Ethnic Minority Employees	1.6	1.65 Blue Circle	
Human Resources- Sickness Absence	4.50	0.14 Green Star	
Human Resources - Invoices Processed within 30 working days	96.5	94.24 Blue Circle	
Human Resources - Budget Spend- Year End Forecast	100	94.35 Red Triangle	

5. **CONCLUSION**

Signature: Julie Lowe

INTERIM DIRECTOR OF HUMAN RESOURCES

**Action Plan One. Early Retirements**

**Indicator Number: BV14**

**Indicator Short Name: % of early retirements**

Q2		End of Year Target
Performance	Target	
0.17	0.22	0.17

**Please explain the reasons why progress has not reached expectations:**

The Council is currently going through a restructuring process in order to ensure that the organisation is fit for purpose and the structure and that the capacity of the organisation is directed at delivering the Corporate Strategy. It is worth noting that the relatively small workforce of the authority means that small numbers of early retirements can impact heavily on performance.

**Please detail corrective action to be undertaken:**

It is anticipated that once the restructuring process is complete the number of early retirements will reduce and the target will once again be achieved.

**Action planned through financial year:**

Continued restructuring which is currently filtering down through the organisation following on from a senior management restructuring in 2005 will continue to impact upon the performance of this indicator.

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

Once the restructuring process has been completed the performance of this indicator will improve.

**Action Plan Owner: Julie Lowe, Director of Human Resources**  
**Unit: Human Resources**

## Action Plan Two. Sickness Absence

### Action Plan BVPI 12 Days/ shifts sickness absence (Smaller is better)

Q2		End of Year Target
Performance	Target	
5.08	4.5	9.0

#### **Please explain the reasons why progress has not reached expectations:**

Performance has deteriorated slightly in comparison to the same period last year (at 5.06) and (not accounting for any seasonal trend) if performance trend continues as currently we would fall into the third quartile nationally for 2004/05.

There has been an increase in sickness absence during the 2<sup>nd</sup> quarter, particularly around long-term absence. Moving into the third and fourth quarters short-term sickness absence levels are likely increase as we move through the winter period. A more accurate assessment measuring the impact of the activity below will be appropriate at the end of quarter 3.

#### **Please detail corrective action to be undertaken:**

- A comparison of short and long-term sickness absence will be undertaken and compared with figures for 05/06.
- A case-by-case review of all long-term sickness absence cases will be undertaken to ensure they are being managed in line with the Council policy.
- Units that are currently exceeding the 6 monthly target of 4.5 days will also be reviewed.
- Where appropriate remedial action will be implemented. The case review, review of underperforming units and any proposed remedial action will take place in the third quarter.
- An incentive award has been developed to reward attendance.
- An item on sickness absence will form part of Core Brief for December 06 to remind staff of the importance of good attendance and the procedure associated with reporting sickness absence.
- Careful monitoring and appropriate intervention will be necessary.

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

At this stage it is still possible to meet the year-end target.

**Action Plan Owner: Julie Lowe, Director of Human Resources**  
**Unit: Human Resources**



**Action Plan Three. Black and Ethnic Minority Employees in top 5% of earners**

Q2		End of Year Target
Performance	Target	
0	0.75	0.75

**Please explain the reasons why progress has not reached expectations:**

Low numbers of ethnic minority employees within the Council disproportionately impacts on the top 5% of earners. Future performance of this indicator will depend, in part, on the level of ambition determined for the authority in terms of the equality standard, as employment policies and practices are a significant element of delivering the equality standard.

**Please detail corrective action to be undertaken:**

- Building relationships with local community groups to encourage applications from different ethnic communities.
- Advertising all vacancies with a Strapline actively encouraging applications from all sections of the community.
- Copies of all vacancies are sent to key members of the ethnic minorities consultative committee.

**Action planned across the financial year:**

We are in the process of reviewing our approach to equality and diversity in the context of CPA and the Equality Standard across the authority and employment will form a part of such a review.

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

At this stage it is still possible to meet the year-end target.

**Action Plan Owner: Julie Lowe, Director of Human Resources**  
**Unit: Human Resources**

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

**FOR THE PERIOD 1<sup>st</sup> JULY to 30<sup>th</sup> SEPTEMBER 2006**

## **1. KEY MESSAGES**

Key projects have continued to progress during the period of the report. A number of the previously report projects are moving into critical stages (thin client, telephony, housing disengagement).

The GIS Team submitted an entry for the NLPG Exemplar Awards. It concerned a web page that will allow customers to use our address database to submit change of address requests to the Council.

The support burden remains constant and, apart from rare occasions, the service is coping with demand.

The Web and Integration Team are primarily involved in the web-site refresh project but recent training in new integration software will allow them to develop the integration necessary to support the delivery of services through Contact Chorley once requirements become clear. The team are also involved in the eplanning and the ebenefts projects.

As part of the corporate Modern Apprentice scheme the ICT Directorate agreed to part-fund one apprentice. The post was originally shared with Human Resources but, at the request of the apprentice, he now follows an ICT NVQ course rather than administration. This means he will work within the ICT Customer Services Team for the remainder of his placement. The arrangement is proving a great success and is beneficial to both the Directorate and the individual.

<b>SERVICE PERFORMANCE INDICATORS</b>	<b>CURRENT POSITION</b>	<b>FORECAST OUTTURN</b>
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

OCT 2006	<u>£'000</u>	<u>£'000</u>
<b>ORIGINAL CASH BUDGET</b>		<b>940</b>
Add Adjustments for In year cash movements		
Slippage from 2005/2006		
- Consultancy Fees		10
- Purchase of hardware		9
Capital Integration Software		(6)
Move Capital Recharge Income to Corporate & Policy		40
<b>ADJUSTED CASH BUDGET</b>		<b>994</b>
Less Corporate Savings:		
Staffing		(9)
<b>CURRENT CASH BUDGET</b>		<b>985</b>
<b>FORECAST</b>		
<b>EXPENDITURE</b>		
Telephone charges	9	
Overtime	1	
<b>Expenditure under(-) or over (+) current cash budget</b>		<b>10</b>
<b>INCOME</b>		
Ordnance Survey Royalties	(1)	
<b>Income under (+)/ over (-) achieved</b>		<b>(1)</b>
<b>FORECAST CASH OUTTURN 2006/2007</b>		<b>994</b>

#### Key Assumptions

#### Key Issues/Variables

£40k Capital Recharge Income re R Ostapski moved to Policy & Performance

£5.5k moved to capital re integration software purchase

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

£10k virement from corporate savings

### 3. SERVICE DEVELOPMENTS

#### **Housing Stock Transfer**

The project to ensure the Housing Service is seamlessly disengaged from corporate ICT services has begun. The ICT Customer Services Manager has been seconded as project manager on a full time basis. There are significant issues to overcome and arrangements to be made with both Chorley Community Housing and the Adactus group.

#### **New telephony contract**

The possibility of joint working/procurement is being explored with South Ribble Borough Council and Preston City Council. This offers real benefits and initial meetings have been positive. A meeting is to be arranged with Preston City Council's supplier to explore the technical elements of a partnership.

#### **Implementation of enhanced Revenues and Benefits system**

Work has begun on the implementation of enhanced revenues and benefits system facilities. These will include self-service, mobile working and integration with CRM or other systems. The enhancements will offer improvements in service quality and accessibility whilst also improving the efficiency of the service.

#### **Web-site**

The web-site redesign project is underway and the content management system (CMS) that supports it is also the subject of a procurement exercise. A specification was developed and provided to suppliers. Tenders have recently been received and are currently under evaluation.

#### **Integration**

Software has been purchased that will provide a cost-effective means of delivering system integration. Staff received initial training and it is expected that work will soon begin on the development of integration between front and back-office systems.

#### **Implementation of Master Map**

The Capital Programme Board has approved a business case for the upgrade of our mapping system and work has begun. This will ensure supplier support of our system continues and will also allow more information to be recorded within the mapping system itself.

#### **Intranet Mapping**

Discussions have begun with the County Council to explore opportunities to make use of their intranet based mapping system within the Council. This would provide a cost-effective means of providing GIS access to all staff and Members.

### 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. A key corporate project may result in the Council purchasing alternative equipment to replace the population of PC's.

#### **Customer Satisfaction**

The six-monthly survey of customers has been delayed to allow the use of a dedicated software solution to be developed. It is hoped that this will result in an easier survey process and therefore a better response rate. The survey, which will include Members, will be undertaken in November.

## 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.

Indicator Description	Target at 30 Sept 2006	Performance at 30 Sept 2006	Comments
ICT Sickness Absence	5.25	10.67	Red Triangle
ICT Budget Spend Percentage Variance	100	100.51	Green Star
ICT Processing of invoices	96.50	95.91	Blue Circle
ICT % Server Availability	99.5	99.85	Blue Circle
ICT % Network Availability	99.5	99.91	Blue Circle

### 5. CONCLUSION

We continue to make progress in the delivery of our business plan as we enter a resource intensive period that will be critical to the delivery of a number of key projects. Housing disengagement will begin the implementation of infrastructure, testing of the thin client 'proof of concept' project will soon be underway and the telephony project will begin in earnest.

Tim Murphy

DIRECTOR OF ICT SERVICES

**Action Plan One. Sickness Absence**

Indicator Number: BV012 Sickness Absence (ICT Services).

Indicator Short Name: Sickness Absence – ICT

Q2		End of Year Target
Performance	Target	
4.50	10.67	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. As a result of the application of the policy and with the support of HR our main long-term sickness has returned to work, which should reduce levels of sickness absence in the later part of 2006/07.

**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:**

It is unlikely at this stage that the target for IT will be met, but we will do all possible to negate the impact on the Corporate Sickness Indicator.

**Action Plan Owner: Tim Murphy/ Human Resources**

**Unit: ICT**

**Contact Number: 5455**

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

**FOR THE PERIOD 1 July 2006 to 30 Sept 2006**

**1. KEY MESSAGES**

The summary of KPI performance is as follows:

	<b>CURRENT POSITION</b>	<b>FORECAST OUTTURN</b>
Number of green KPI's	3	0
Number of blue KPI's	1	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. The evaluation exercise following Invitations to Tender has resulted in the selection of Groupe Geraud UK Ltd as preferred bidder for the markets operations and Liberata Ltd as preferred bidder for the property services Function. The exercise of due diligence, checking performance and suitability is now under way.

**4. PERFORMANCE AGAINST UNIT KEY PERFORMANCE INDICATORS**

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

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%	56%	
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%	95%	
PR006 % capital receipts from property disposals	100%	100%	0%	Terms agreed and approved for 3 significant property sales to be completed this year. Other transactions in the pipeline to meet the target
PR007 % income received from property investments	100%	100%	53%	
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 referred to above.

PR008 – Completion of 3 significant transactions where terms have been agreed and approved will raise this indicator to 75% with a supporting disposal programme to realise the balance

R.P. Handscombe  
Head of Property Services  
30 September 2006



Indicator Number: BV156

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

Q2		End of Year
Performance	Target	Target
83	88	88

**Please explain the reasons why progress has not reached expectations:**

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

**Please detail corrective action to be undertaken:**

- Work to Clayton Green Leisure Centre will start upon completion of the All Seasons refurbishment which is now under way.
- We will need to manage expectations and work closely with the disability forum and other groups, to try to meet needs as far as possible in the interim period. This indicator is a Corporate Strategy indicator contributing to the measurement of Strategic Objective 4 Improved access to public services.

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

The target will not be achieved by year-end, as work to Clayton Green Leisure centre will not be completed by March 2007.

**Action Plan Owner: Roger Handscombe**

**Directorate: Property Services**

**Contact Number: 5311**

**BUSINESS PLAN MONITORING STATEMENT FOR THE  
CUSTOMER, DEMOCRATIC AND LEGAL SERVICES  
FOR THE PERIOD 1<sup>ST</sup> JULY 2006 TO 30<sup>TH</sup> SEPTEMBER 2006**

**1. KEY MESSAGES**

<b>SERVICE PERFORMANCE INDICATORS</b>	<b>CURRENT POSITION</b>	<b>FORECAST OUTTURN</b>
Number of green PI's	3	
Number of blue PI's	3	
Number of red PI's	2	
Number of PI's not yet measured		

**2. BUDGET UPDATE**

<b>SEPTEMBER 2006</b>	<b>£'000</b>	<b>£'000</b>
<b>ORIGINAL CASH BUDGET</b>		<b>2,106</b>
Add Adjustments for In year cash movements		
Slippage from 2005/2006		
Temporary Staffing		17
Charter Mark application		4
Virements for other Services		
Paris maintenance responsibility transferred to Finance		(4)
Asset Maintenance		7
2*Sc2/5 posts transferred from finance		19
Mayors secretary post to Chief Execs Office		(25)
Mayoral budgets transferred to Chief Execs Office		(27)
<b>ADJUSTED CASH BUDGET</b>		<b>2,097</b>
Less Corporate Savings -		
Hospitality - Members		(5)
Senior Management Review		(1)
<b>CURRENT CASH BUDGET</b>		<b>2,091</b>
<b>FORECAST</b>		
<b>EXPENDITURE</b>		
Director of CUDL - Staffing costs		(10)
Customer Svs - Staffing costs		(15)
Democratic Services - Staffing		(1)
Elections	6	
Electoral Registration Computer - Software-Maintenance	6	

Lancastrian Hire		(3)
Civic Services Buildings - Staffing	22	
Civic Services Buildings - NNDR		(3)
Civic Services Buildings - Refuse Collection	4	
King St - NNDR	8	
Licensing- Training Expenses	1	
Land Charges - LCC Search Fees	8	
Legal Services - Staffing costs		(36)
Legal Services - Agency costs	74	
<b>Expenditure under(-) or over (+) current cash budget</b>		<b>61</b>
<b>INCOME</b>		
Licensing Services		(23)
<b>Income under (+)/ over (-) achieved</b>		<b>(23)</b>
<b>FORECAST CASH OUTTURN 2006/2007</b>		<b>2,129</b>

### Key Assumptions

#### Key Issues/Variables

Director of CUDL not starting till Sept  
Customer Services vacant posts not yet filled from start of year  
Civic Services 3\*p/t staff working f/t + o/t  
King St building not yet sold  
Land Charges LCC search fees payment increase  
Legal Services 2 \* vacant posts  
Agency staff covering vacant posts in Legal Services  
Lancastrian hire charges to be raised

### Key Actions

#### 3. SERVICE DEVELOPMENTS

From the 1<sup>st</sup> of July Customer Services became the first point of contact for another major service when Council tax queries were assimilated into the Contact Centre.

Legal Services have been heavily involved in supporting the possible outsourcing of Property Services and the Markets.

The new Director took up post at the beginning of September.

#### 4. PERFORMANCE VARIATION

Indicator Description	Target at 30 September 2006	Performance at 30 September 2006	Comments
Satisfaction – Contact Centre	95	97.75	Green Star
% of reports and agendas published on the internet	100	100	Blue Circle
% Committee Minutes published within	75	80	Blue Circle

Five working days			
% of Customer seen within 10 Minutes in the One Stop Shop	80	66.94%	Red Triangle
Average Number of days to process personal license applications	12	1.50	Green Star
Average number of days to process premises/club licences	17	1	Green Star
BV179 % Standard Searches in 10 Days	100	99.39	Blue Circle
Customer, Democratic and Legal Services Budget Spend – Year End Forecast	100	101.82	Blue Circle
Customer, Democratic and Legal % Invoices Processed within 30 Working Days	96.5	85.26	Red Triangle
Customer, Democratic and Legal Services Sickness Absence Days	4.50	5.14	Red Triangle

5. **CONCLUSION**

Andy Docherty

DIRECTOR OF CUSTOMER DEMOCRATIC AND LEGAL SERVICES

**Action Plan One. Indicator Number: CD 007**

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

Q2		End of Year Target
Performance	Target	
67.18	80	80

**Please explain the reasons why progress has not reached expectations:** A combination of leave, long-term sickness, a 26% increase in customers to the one stop shop 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. We are making inroads in addressing these issues but the impact will not be felt until early in the new year.

**Action planned through financial year:** Six new advisors have been appointed and are currently undergoing training. Two vacant posts still exist and more interviews are planned to fill these posts. Initially this extra resource will be targeted at dealing with high volume straightforward queries to the Call Centre. 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. This is now in place but only used when very high volume calls are anticipated. Other technical changes to improve call handling will take longer to develop and embed.

**Please give an objective assessment as to whether the year end target will be met:** Consideration has been given to the inclusion of an indicator in the data set which monitors the abandonment rate of customers in the One Stop Shop. This will allow us to monitor the impact of longer waiting times on those customers who are not seen within the target time of 10 minutes. We will report against this indicator in the third quarter. We are making a concerted effort to improve performance and there is still potential to bring this indicator back on target.

**Action Plan Owner:** A. Khan  
**Unit:** CLDS  
**Contact Number:** 5102  
**Date:** 21<sup>st</sup> November 2006

**Action Plan Two Indicator Number: BV012**

**Indicator Short Name: Sickness Absence – Customer, Democratic and Legal Services**

Q2		End of Year Target
Performance	Target	
4.50	5.14	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. As a result of the application of the policy and with the support of HR our main long-term sickness has returned to work, which should reduce levels of sickness absence in the later part of 2006/07.

**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:**

There is still scope for the performance of this indicator to be brought back inline with the target.

**Action Plan Owner: A. Docherty**

**Unit: CLDS**

**Contact Number: 5102**

**Date: 21<sup>st</sup> November 2006**

**Action Plan Three Indicator Number: BVPI 008 Invoices Processed within 30 Days**

Q2		End of Year
Performance	Target	Target
96.50	85.26	96.50

**Please explain the reasons why progress has not reached expectations:**

This relates to a period which largely preceded my appointment. It does though seem that a number of factors have contributed to the failure to meet the performance target:

- Staff becoming familiar with new systems
- Some suppliers failing to quote purchase order numbers (when they have been given) leading to delays in processing
- Some invoices being misdirected as a result of restructures
- Some delays resolving issues relating to invoices for work commissioned by the Department on behalf of the Highways Partnership which became due for payment after the Partnership ended.

**Please detail corrective action to be undertaken:**

The performance of this indicator is now monitored personally by the Director on a weekly basis. Staff have been reminded of the importance of processing invoices promptly and using purchase orders.

**Action planned across the financial year:**

Monitoring to continue.

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

It is unlikely that the target will be met

**Action Plan Owner:** A. Docherty  
**Unit:** CLDS  
**Contact Number:** 5102  
**Date:** 21<sup>st</sup> November 2006