

Report of	Meeting	Date
Director of Policy and Performance	Overview and Scrutiny Committee	20 <sup>th</sup> February 2007

## **BUSINESS PLAN MONITORING STATEMENT – POLICY & PERFORMANCE DIRECTORATE**

### **PURPOSE OF REPORT**

1. To report progress against the key actions and performance indicators included in the Policy and Performance Business Plan for 2006/07.

### **CORPORATE PRIORITIES**

2. This report links to all corporate priorities.

### **RISK ISSUES**

3. The report contains no risk issues for consideration by Members.

### **BACKGROUND**

4. The Business Plan monitoring statement reports progress against the key actions and performance indicators included in the 2006/07 Business Plan for the Policy and Performance Directorate. The report covers the period 1<sup>st</sup> October to 31<sup>st</sup> December 2006.

### **KEY MESSAGES**

5. During the third quarter of 2006/07, the Directorate has been responsible for taking forward a number of key projects relating to Comprehensive Performance Assessment (CPA). In particular, the Directorate produced the annual Direction of Travel self-assessment document and CD containing supporting evidence for submission to the Audit Commission by 16<sup>th</sup> October deadline. This document was well received and was used by the Audit Commission as the basis for their on-site fieldwork during December 2006, where a number of Members and officers have been interviewed to explore in more detail the Council's improvement journey over the last 12 months.
6. Feedback is expected mid to late February when the Audit Commission will give their judgment on the quality and rate of improvement that has taken place over the last twelve months along with the Council's future prospects for improvement. The Direction of Travel feedback is one of three key source's of information used by the Audit Commission to assess whether a council has improved sufficiently to warrant a CPA re-assessment and we are optimistic that the Direction of Travel Judgement will be positive.

7. The Council currently has a CPA rating of Fair awarded in 2003. The Council aspires to be categorised as Excellent and intends to apply for re-categorisation in the Autumn of 2007. In order to assist the organisation to prepare for a future CPA inspection, the Directorate also commenced work this quarter on supporting an overview and scrutiny inquiry into CPA which is scheduled for completion in March 2007.
8. In addition, the Directorate organised and supported an IDeA informal "mini" review of the Council's current approach to CPA which was undertaken over a three-day period in November 2006 by Helen Platts the North West Regional Associate Director. The review assessed the Council's current position against the Corporate Assessment Key Lines of Enquiry focusing on the themes of Ambition, Prioritisation, Capacity and Performance Management. A presentation of the findings was made to Executive Members at the end of January and Helen's overall impression was " a Council with strong leadership and a clear sense of direction, making significant progress with its services and the way it works as a council".
9. A revised Corporate Strategy was produced by the Directorate and agreed by Council in December 2006 and the Council's corporate programme and project management approach previously used for managing the Capital Programme was extended to also cover the 44 key projects within the Corporate Strategy to ensure we are driving forward delivery against the Council's priorities and strategic objectives. As a consequence, the second quarter performance report produced in November and all quarter performance reports thereafter will now include progress on the delivery of the key Corporate Projects.
10. Strengthening our performance management arrangements has continued apace and during November 2006 Performance Agreements were developed and introduced for each Executive portfolio which sets out the key projects, actions, measures and targets drawn from the Corporate Strategy, the Local Area Agreement and statutory Best Value Performance Indicators for the period 2006/07. In addition, the first meetings of the quarterly Performance Round Tables took place in early December which provides the opportunity for the Deputy Leader of the Council and the Director of Policy and Performance to meet with each Executive Member and the appropriate directors to discuss performance issues within their areas with a view to driving up improvement. Feedback from the first round has been positive and already we have seen an improvement in areas under discussion e.g. abandoned vehicles, sickness absence and invoice processing.
11. Strengthening our approach to data quality and in particular ensuring that the Council's Best Value Performance Indicators for 2006/07 are accurate is a key priority. Each year over recent years, the Audit Commission have placed reservations on some BVPIs as the collection systems have been considered to be unreliable. In order to address this issue the Directorate in conjunction with Internal Audit ran two workshops for all officers responsible for either the collection or the checking and sign-off of BVPIs. This training along with strengthened operational guidance is expected to address the issue.
12. In response to the existing Race Equality Duty and to meet the statutory duties of the Disability Discrimination Act which came into force in December 2006 and the Equality Act which comes into force in April 2007, the Directorate produced the Council's Equality Scheme which was approved by Council at their December meeting. The Equality Scheme includes a range of actions for delivery by Directorates and a commitment to achieve level 3 of the Equality Standard by 2009. The Policy and Performance Directorate have begun to support the organisation to achieve these actions and in particular, will be working with departments to ensure we can meet level 2 of the Equality Standard as soon as possible.

- 13.. The External Funding Strategy developed by the Directorate following extensive consultation in July and August was formally adopted in October. In order to maximise the level of external funding secured in support of Community Strategy priorities, the External Funding Officer has continued to support the council and other local community groups on bid development and Since April 2006 the Borough has been successful in attracting £262,518 of external funding.
14. This quarter has seen continued intensive communications activity, ensuring that our focused activity raises the profile and reputation of the authority both locally and nationally. Key areas of activity included:
- Production and distribution of the Draft Budget Consultation document
  - Production and distribution of the Annual Report, plus a four page pullout included in Chorley Borough News
  - Web project was launched – 6 focus groups were held with customers, concepts created, new CMS researched and procured, secondary focus groups held to feedback on creative.
  - Events organised with key Executive Members to celebrate Local Democracy Week.
  - Media management stepped up with regular briefing meetings between press and the Chief Executive and Leader.
  - Two issues of Chorley Borough News – October and November – produced and distributed to 45,000 homes
  - Town Centre strategy redrafted for approval
  - Three issues of News & Views produced and distributed to all staff
  - Support and drafts provided for three Core Briefs
  - 103 press releases issued
  - 224 cuttings in three main titles, 9 broadcast interviews set up, 120 media requests handled
  - Town centre newsletter Talk of the Town produced and distributed to traders
  - Get up and Go half term events brochure produced and distributed
  - Food News produced and distributed to food outlets borough wide
  - Four MJ award entries produced and submitted
15. Finally, following the approval of a restructure of the Directorate in Autumn 2006, the new Director sought to recruit to the vacant posts within the team and in December appointed one Performance Advisor and one Trainee Performance Advisor. Unfortunately, no suitable candidate was found for the Performance Advisor (Partnerships), post who's main role is to support the development of the LSP and as a consequence this post was put out to advert again in the new year with interviews taking place in late February.

## 16. BUDGET UPDATE

### SERVICE LEVEL BUDGET MONITORING 2006/2007

#### POLICY & PERFORMANCE

DECEMBER 2006	£'000	£'000
<b>ORIGINAL CASH BUDGET</b>		<b>535</b>
Add Adjustments for In year cash movements		
Slippage from 2005/2006		

- Use of AMF Reserve		
Virements to/from other Services		
- Transfer of Admin. Assistant post to Streetscene		(11)
- Transfer of Funding Officer post from Finance		28
- Transfer Capital Recharge Income from ICT Services		(40)
Transfer from contingency		-

Cabinet approved decisions  
Delegated Authority decisions

**ADJUSTED CASH BUDGET** 512

Less Corporate Savings:		
- Corporate & Policy (vacant posts)		(25)
- Senior Management review	20	
- Staffing Costs (restructure)		(14)
		<u>(19)</u>

**CURRENT CASH BUDGET** 493

**FORECAST**

**EXPENDITURE**

- Staffing Costs		(13)
- Computer Software - Maintenance	5	
- Copyright Licence Fees	2	
- Consultants Fees	1	
- Other	1	
		<u></u>

**Expenditure under (-) or over (+) current cash budget** **(4)**

**INCOME**

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

**FORECAST CASH OUTTURN 2006/2007** 489

**Key Assumptions**

- Recruitment to three vacant posts following restructure wef 1 February 2007.

**Key Issues/Variables**

**Key Actions**

## SERVICE DEVELOPMENTS

17. Implementation of the revised LSP structure will be a critical development for the Directorate and in this period the Directorate organised and supported the inaugural meeting in November of the newly formed LSP Executive comprising the chairs of all the theme groups. Following on from this meeting, all theme group chairs were tasked where appropriate (with support from the directorate) to set up the membership of their theme group and report back to the LSP Executive in the new-year with their priorities and projects linked to the delivery of the Community Strategy.
18. On a similar note, the Local Public Service Board also met for the first time in December and again the Directorate will be providing a range of policy support to help drive forward the work of the board and deliver key projects in this area.
19. In response to the Local Government White Paper and in particular the invitation to Council's in England to make proposals for either future unitary structures or to pioneer as pathfinders for new two-tier models, In December 2006, Chorley agreed to take the lead role in developing an improving two-tier proposal for Lancashire. As a consequence, the Director of Policy and Performance chaired a number of meetings in December and into January comprising Senior Policy officers from across all 12 districts and the County Council with the purpose of producing a document for submission by the 25<sup>th</sup> January deadline. It is anticipated that following submission of the improving two-tier document, the Policy and Performance Directorate at Chorley will continue to take a lead in working with the interested districts and the county in developing the proposals.

## 20. PERFORMANCE AGAINST UNIT KEY PERFORMANCE INDICATORS

Indicator Description	Target Sept 2006/07	Performance at 30 Sept 06	Comments
% invoices processed within 30 days	96.5%	87.63 Red Triangle	Action Plan appended.
Sickness absence	6.75	13.14 Red Triangle	Action Plan appended
Budget Spend	100	100 Blue Circle	
% of projects using the project management toolkit	70%	66% Red Triangle	Action plan appended
% capital programme budget actually spent	75	73 Blue Circle	
Recorded value of grant offers (£) to the borough area	350,000	262,518 Red Triangle	Action Plan Appended

% of total projects costs contributed by Chorley Borough to externally funded schemes	60	4.2 Green Star	
% of bids which are led by, or involve a contribution from CBC can be linked back to the corporate objectives	100	100 Blue Circle	

## CONCLUSION

21. During this quarter we have further strengthened our approach to performance management with the aim of driving forward real improvements, remained focused on evaluating our current position and preparing for a future CPA re-inspection and have continued to raise the profile of the council with a view to raising citizen's understanding of the work of the council and the services it provides with the aim of improve public perception. Despite the significant resource constraints overall actions within the Business Plan are progressing well and we have also delivered on new unforeseen areas of work e.g the improving two-tier proposal.

## COMMENTS OF THE DIRECTOR OF HUMAN RESOURCES

22. There are no HR implications in this report.

## COMMENTS OF THE DIRECTOR OF FINANCE

23. The figures reflect those that were reported to Strategy Group in the December budget monitoring report. There are no other financial implications in this report.

## RECOMMENDATION(S)

24. That the report be noted.

## LESLEY-ANN FENTON DIRECTOR OF POLICY AND PERFORMANCE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Lesley-Ann Fenton	5323	8 <sup>th</sup> February 2007	Committee report 20th February 2007

## Action Plan % Projects Using the Project Management Toolkit

FINANCIAL YEAR 2006 / 2007

Indicator Short Name: % of capital schemes using the project management toolkit

Q3		End of Year Target
Performance	Target	
66%	70	70%

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

Performance at the end of the second quarter is well on track to achieve the end of year target. Current performance has already exceeded the end of year performance for 2005/6 of 34%.

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

Projects not yet using the toolkit are targeted. Prioritised by the largest, and most high risk projects, which will benefit most from using the project management toolkit, to effectively monitor and control their progress. I speak to those leading on the projects and talk them through where they should start, depending on how far they are on with the project, and the scale of the project. This work is ongoing.

Training sessions are ongoing and project managers are encouraged to attend. Support and advice is also available to project managers.

**Action planned through financial year:**

Training will continue on a monthly basis, with more sessions available depending on demand. Project managers forums are being considered. These will bring users of the project management toolkit together on a quarterly basis to discuss what is working well, and which areas can be improved upon. (Jan 2007)

Support arrangements are also being reviewed in light of restructures to Policy & Performance, the Finance Directorate and forthcoming changes to the executive management structure. Proposals are currently being considered by strategy group.

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

I am confident that the end of year target will be achieved, and hopefully exceeded. All new projects now have to use the project management toolkit, and older projects are being reviewed and brought on line with the toolkit where appropriate. Also the project management toolkit is becoming embedded within the Council with approximately 50 staff being trained in the last 10 months, and training sessions continuing on a monthly basis. The quality of the documentation is also improving.

Action Plan Owner: Rebecca Ostapski  
 Unit: Performance Advisor (Programmes & Projects)  
 Contact Number: 01257 515779

## Sickness Absence

FINANCIAL YEAR 2006 / 2007

Indicator Short Name: Sickness Absence

Q3		End of Year Target
Performance	Target	
13.14	6.75	10.00

**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 through 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 year end target will be met:**

It is unlikely at this stage that the year-end target will be met, all possible action will be taken to negate the impact on the Corporate Sickness Indicator.

Action Plan Owner: Lesley-Ann Fenton  
 Unit: Director of Policy and Performance  
 Contact Number: 01257 515323



**% Invoices Processed within 30 days****FINANCIAL YEAR 2006 / 2007****Indicator Short Name: Invoices processed**

Q3		End of Year Target
Performance	Target	
87.63	96.50	96.50

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

This indicator is the joint responsibility of the Finance Directorate and Policy and Performance.

There is an outstanding issue with the system used to process invoices which means that it is not possible to amend the system to reflect changes to the structure of the organisation. This has led in a number of instances of invoices being misdirected and consequently an impact on processing time. This can impact upon Policy and Performance disproportionately due to the relatively small number of invoices processed by the directorate.

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

This indicator will be closely monitored over coming months for further deterioration in performance, and if continued deterioration is experienced, additional ways of addressing performance will be explored. Plans exist to amend the system in 2007, which should mitigate this problem, in the interim, responsible officers will notify exchequer services immediately when invoices are misdirected so that performance is not adversely affected.

Action to improve performance will include:

- The Director will examine weekly reports issued by finance listing those invoices which are in danger of moving out of the prescribed timescales and will intervene where necessary.
- The Director will examine weekly reports issued to by Finance regarding those invoices issued without order numbers.

**Action planned through financial year:**

See above

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

At this stage in the year it is unlikely that the year-end target will be met as this is a cumulative indicator, all possible action will be taken to improve performance over the next six months and to negate the impact upon the Corporate indicator.

Action Plan Owner:  
Unit:  
Contact Number:

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Director of Policy and Performance  
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## Recorded Value of Grant Offers (£) To The Borough Area

FINANCIAL YEAR 2006 / 2007

Indicator Short Name: Recorded value of grant offers (£) to the borough area

Q3		End of Year Target
Performance	Target	
£262,518	£350,000	£500,000

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

We are currently awaiting decisions regarding a number of outstanding funding bids, our performance is impacted upon by the timescales to which funding bodies work and lapses between the time taken to submit bids and for funding bodies to make funding decisions.

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

We will continue to monitor potential funding streams and proactively work with agencies to draw in funding into the Borough.

**Action planned through financial year:**

See above

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

We are confident that the year end target of £500,000 levered in funding can be met current outstanding bids which should be levered in the next quarter of 2005/06 include £70,000 of confirmed investment for Brinscall, and a Future Builders offer of £100,000 for the South Lancashire Arts Partnership. A tentative offer has also been made by Remade of £400,000 for the Big Wood project.

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