

Chorley  
Council



## Contents

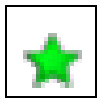
Human Resources Business Plan Monitoring Statement

ICT 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.

**FOR THE PERIOD OCTOBER TO DECEMBER 2006**

**1. KEY MESSAGES**

Human Resources have been integral to a number of key projects during the period of the report. Major restructures within 4 directorates have taken place requiring significant HR input and a further restructure is currently underway.

The TUPE transfer of over 100 employees within the Property and Housing directorates have again required significant HR input to ensure legislation is adhered to.

The introduction of a new Attendance Policy in 2006 continues to be embedded throughout all Directorates. HR has taken a lead role in ensuring the policy is implemented consistently in all areas of the Council and have been instrumental in working with Managers to reduce absence.

The HR team have submitted an entry for the national PPMA/MJ Awards in Innovation outlining their key achievements. This demonstrates the vast improvement made within the Human Resources Directorate since the CPA inspection.

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

**2. BUDGET UPDATE**

**SERVICE LEVEL BUDGET MONITORING 2006/2007**

**HUMAN RESOURCES**

**JANUARY 2007**

**£'000    £'000**

**ORIGINAL CASH BUDGET**

**697**

Add Adjustments for In year cash movements

Slippage from 2005/2006

Virements to other Services

(2)

Transfer from earmarked reserve

11

**ADJUSTED CASH BUDGET**

**706**

Less Corporate Savings:

- Savings on vacant posts etc.

**CURRENT CASH BUDGET**

**706**

## FORECAST

### EXPENDITURE

- Busy Bees scheme: administration costs	2	
- Recruitment costs:		
Agency introduction & consultancy fees	30	
Advertising (net)	32	
- Occupational Health	22	
- Training		(40)
- Health & Safety service		(40)
- Lone Working System		(5)
- Additional agency staff costs not in budget	4	
- Legal fees	5	
- Savings from staff vacancies (net)		(16)
		<hr/>
<b>Expenditure under (-) or over (+) current cash budget</b>		<b>(6)</b>

### INCOME

- Busy Bees scheme: NI rebate		(2)
- Staff secondment		(40)
		<hr/>
<b>Income under (+)/ over (-) achieved</b>		<b>(42)</b>

## FORECAST CASH OUTTURN 2006/2007

658

### 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.

Spending on recruitment for other Directorates is currently running ahead of budget.

A significant proportion 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.

The income from staff secondment has been increased to include agreed salary oncosts.

### Key Actions

Closely monitor activity against JE and Training budgets.

## 3. SERVICE DEVELOPMENTS

### Investors in People

The assessment for liP took place in November and we are pleased to report that the Council has been formally awarded liP, the accreditation is valid for 3 years. The liP logo is now used on all HR documentation and advertises the fact that Chorley Council values and invests in all its employees.

### Pay and Grading Review

Quality Assurance of the Job Evaluation exercise continues which has taken longer than originally reported. Trade Union representatives are working closely with Management to ensure that this part of the process, which is crucial to the overall success of the pay review, is correct. It is envisaged that negotiations with the Trade Unions on a new pay line will commence around the end of April.

### Management Development

Work has begun on the introduction of a bespoke Management Development programme for middle managers. The programme will link into the themes contained in the *'Transforming your Authority – Creating Real and Lasting Change'* document produced by ODPM/CLG.

### Induction

The Councils Induction process has been completely revised and now all new starters receive a comprehensive staff handbook prior to commencing employment. Within 3 months they will attend a Corporate Induction event that includes presentations for example on health and safety, equality and diversity and an introduction by the Chief Executive and Leader of the Council. The first induction event took place on the 12<sup>th</sup> March.

### Attendance Monitoring

The monitoring of sickness absence has improved and includes an analysis of reasons for sickness, both by number of occasions of absence and total number of days absent. The monitoring of short term and long-term absence has been amended to record all occasions of absence over 20 days as long-term absence. The analysis enables HR to become more pro active in the management of absence.

## 4. PERFORMANCE

Indicator Description	Target at 31 Dec 2006	Performance at 31 Dec 2006	Comments
BVPI 11a % Of Women in Top % of Earners	32	31.82 Blue Circle	Despite the actions already taken the number of BME employees is low. Further work is planned on targeting BME groups via recruitment websites with all vacancies.
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	9.09 Green Star	
BV012 Days/ Shifts Lost to sickness (Corporate)	6.75	7.53 Red Triangle	
BV14 Early Retirements	0.17	1.10 Red Triangle	
BV15 Ill Health Retirements		0 Green Star	Major restructures within 4 directorates have resulted in an increase in early retirements. It is not envisaged that this will be repeated.

16a % Disabled employees	0.17	3.48 Blue Circle 1.64 Blue Circle	
BV17a % Ethnic Minority Employees	3.65	0.14 Green Star	
Human Resources- Sickness Absence	1.6	94.24 Blue Circle	
Human Resources - Invoices Processed within 30 working days	6.75	94.35 Red Triangle	
Human Resources - Budget Spend- Year End Forecast	96.5		
	100		

5. **CONCLUSION**

Human Resources have continued to make good progress in the delivery of our business plan despite a period of uncertainty whilst a new Director was appointed. Key projects have been completed throughout the year that has raised the profile of both the service and the Council.

Signature:

Lorraine Charlesworth  
DIRECTOR OF HUMAN RESOURCES

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

**FOR THE PERIOD 1<sup>st</sup> October to 31<sup>st</sup> December 2006**

## **1. KEY MESSAGES**

The Housing disengagement project continues to progress with Chorley Community Housing agreeing a lease for the Gillibrand Street offices. Work is now in hand to provide a secure network between Gillibrand Street and Bengal Street with each connected to the Adactus Head Office.

The GIS Team submission to the NLPG Exemplar Awards was successful, receiving the 'Highly Commended, Most Creative Use, Exemplar Award'. This demonstrates our progress in moving towards the use of our Local Land and Property Gazetteer (LLPG) as our corporate address database.

Progress is being made on the new web-site software. The selection process has identified a preferred supplier and implementation is expected to begin within the next 2 – 3 weeks.

During the period of this report we have undertaken a procurement exercise to identify a supplier to assist us in a project to assess the suitability of an alternative computing environment. Essentially, this is to determine whether we can replace our PC's with equipment with a lower total cost of ownership i.e. costs less to buy, maintain and replace. The project is complex and requires us to test every piece of software we have in the new environment. It is likely that the proof of concept will take a number of months to complete. If the proof of concept is successful and a business case can be demonstrated, the new 'thin client' environment could be implemented by the late spring/early summer of 2007.

<b>SERVICE PERFORMANCE INDICATORS</b>	<b>CURRENT POSITION</b>	<b>FORECAST OUTTURN</b>
Number of green PI's	1	1
Number of blue PI's	4	4
Number of red PI's	1	1
Number of PI's not yet measured	2	2

## 2. BUDGET UPDATE

# SERVICE LEVEL BUDGET MONITORING 2006/2007

## INFORMATION & COMMUNICATION TECHNOLOGY SERVICES

### JANUARY 2007

£'000

£'000

#### ORIGINAL CASH BUDGET

940

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

#### ADJUSTED CASH BUDGET

993

Less Corporate Savings:

Staffing

(9)

Communications centralisation

(1)

#### CURRENT CASH BUDGET

983

#### FORECAST

##### EXPENDITURE

Telephone charges

5

Internet charges

8

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

13

##### INCOME

Private Tel calls

(2)

Ordnance Survey Royalties

(3)

Income under (+)/ over (-) achieved

(5)

#### FORECAST CASH OUTTURN 2006/2007

991

#### 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

Review of Tel Rentals led to 20k reduction in 2005/6 budget further investigation reveals unable to achieve savings due to spare lines being identified as server or alarm lines or due to accommodation programme

Internet charges 2 extra servers for new Website dual running

## **Key Actions**

### **3. SERVICE DEVELOPMENTS**

#### **Housing Stock Transfer**

The Web and Integration team have developed a database to record and track the issues associated with the Housing project. This allows each of the issues to be signed off by a representative of the Council and Chorley Community Housing.

#### **New telephony contract**

Work continues on developing a partnership with South Ribble Borough Council to explore joint working in this area. The potential joint unitary bid with Preston City Council is adding complexity to the discussions.

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

Self-service facilities are now available for citizens using the e-citizen portal. After registering they are provided with a PIN number that allows extensive self-service facilities including;

##### **Council Tax and Business Rates**

- Balances
- Bill details
- Outstanding debt
- Payments made
- Copies of correspondence
- To register for e-billing
- Sign up for Direct Debit

##### **Benefits**

- Current entitlement
- Payments made
- Claim details

Landlords are also able to access information. This facility has the potential to reduce the number of calls made to the Council thereby improving customer service and providing significant efficiencies.

Staff also now use mobile equipment that allows information to be downloaded prior to a visit with the information collected during the visit automatically uploaded upon return to the office.

#### **Implementation of ePlanning**

Work to facilitate the integration of our Planning system and electronic document management system for Development Control was completed. This will enable plans to be viewed as part of an application.

## Demonstrations of new Content Management System (CMS)

Officers from the Council attended an assessment day to assist in the selection of our new CMS. This is the software that will allow us to manage information on the new web-site.

### 4. PERFORMANCE VARIATION

The Directorate has yet to report upon 2 performance indicators;

#### 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.

#### **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.

<b>Indicator Description</b>	<b>Target at 31 Dec 2006</b>	<b>Performance at 31st Dec 2006</b>	<b>Comments</b>
ICT Sickness Absence	6.75	11.25	Red Triangle
ICT Budget Spend Percentage Variance (Jan 07)	100	100.81	Green Star
ICT Processing of invoices	96.50	95.23	Blue Circle
ICT % Server Availability	99.5	99.58	Blue Circle
ICT % Network Availability	99.5	99.97	Blue Circle
Customer Satisfaction	93%	92%	Blue circle

## 5. CONCLUSION

The Directorate continues to have a significant involvement in a wide range of projects from those created and managed internally, such as telephony and thin client, to those supporting the corporate drive for improvements in efficiency and service quality. The next quarter will see the conclusion of high profile projects such as the web-site redesign and Stock Transfer and work will begin again on the implementation of the CRM.

Tim Murphy

DIRECTOR OF ICT SERVICES

### Action Plan One. Sickness Absence

Indicator Number: BV012 Sickness Absence (ICT Services).

Indicator Short Name: Sickness Absence – ICT

Q3		End of Year Target
Performance	Target	
11.25	6.75	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.

The gap between the Corporate target and the performance within ICT has reduced when compared to the second quarter of 2006/07 to 4.5 days, therefore the performance trend is positive.

#### 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:**

Although progress has been made, it is unlikely that the target for IT will be met. We will however, continue to do all that is possible to minimise the impact on the Corporate Sickness Indicator.

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

**Directorate: ICT Services**

**Contact Number: 5455**