

Report of	Meeting	Date
Chief Executive (Introduced by the Executive Member for Resources)	Executive Cabinet	27 August 2015

CHORLEY COUNCIL PERFORMANCE MONITORING – FIRST QUARTER 2015/2016

PURPOSE OF REPORT

1. This monitoring report sets out the performance against the delivery of the Corporate Strategy, and key performance indicators during the first quarter of 2015/16, 1 April to 30 June 2015.

RECOMMENDATION(S)

2. That the report be noted.

EXECUTIVE SUMMARY OF REPORT

3. This report sets out performance against the Corporate Strategy and key performance indicators for the first quarter of 2015/16, 1 April to 30 June 2015. Performance is assessed based on the delivery of key projects and against the measures in the 2014/15 – 2016/17 Corporate Strategy along with key service delivery measures.
4. Overall performance of 2014/15 key projects is good, with 83% of the projects on track or complete. Three projects have been rated amber; deliver improvements to Market Street, progress key employment sites, and develop and agree plans for delivery of the Friday Street Health Centre. These rating are due to issues relating to timescales however work is now underway to bring these projects back on track.
5. Overall performance on the Corporate Strategy indicators and key service delivery measures is good. 89% of the Corporate Strategy indicators and 60% of the key service measures are performing above target or within the 5% tolerance.
6. The Corporate Strategy measure performing below target is; the number of projected jobs created through inward investment. An action plan has been developed and is included within the report to outline what action will be taken to improve performance.
7. The key service delivery measures performing below target are: vacant town centre floor space; the processing of planning applications against targets for both ‘minor’ and ‘other’ application types; and the average working days per employee per year lost through sickness absence. Again, action plans are included within the report which outline what actions are being taken to improve performance.

Confidential report Please bold as appropriate	Yes	No
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Key Decision? Please bold as appropriate	Yes	No
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REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

8. To facilitate the on-going analysis and management of the Council's performance in delivering the Corporate Strategy.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

9. None.

CORPORATE PRIORITIES

10. 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

11. The Corporate Strategy is the key strategic document for the authority and includes performance indicators and key projects which focus on delivering the Council's four priorities.
12. The Corporate Strategy includes 18 key projects, aimed at building upon and strengthening successful activity in 2013/14.
13. Performance measures have been set so that targets remain challenging and reflective of the Council's ambitions.

PERFORMANCE OF KEY PROJECTS – 2014/15 CORPORATE STRATEGY

14. Following the refresh of the Corporate Strategy in November, 18 key projects have been identified for delivery in 2014/15 – 2016/17. At the end of the first quarter overall performance of key projects is good. 15 of the 18 projects (83%) are either complete or on track.
15. At the end of the first quarter, 13 projects (72%) were rated green, meaning that they are progressing according to timescale and plan:
 - Implement a working together with families employment scheme
 - Deliver the Chorley Public Service Reform Board work plan
 - Progress plans to extend market walk
 - Investigate future business models for public services in Chorley
 - Increase visitor numbers to Chorley
 - Digital access and inclusion
 - Explore alternative ways of providing home ownership
 - Improve the functionality of online services
 - Development and delivery of community action plans
 - Delivery of an improved CCTV provision

- Chorley Flower Show
- Deliver improvements to Rangletts recreation ground
- Continue to explore options to deliver the Chorley Youth Zone

16. Two projects (11%) have been completed during the last quarter, and the key outcomes are detailed below:

Destination play area Astley Park
<p>Planning permission for the destination play area in Astley Park was granted in September 2014, and work began on site in November 2014. The play area opened on Friday 29 May and has been built at the side of the Pavilion and the current smaller play area. It has a theme of Royalists and Roundheads, with links to Astley Hall, and has sections for younger and older children.</p> <p>The concept is based on a castle ruin with natural stone to form 'rooms', which are linked with footpaths. The play equipment is spaced throughout and includes slides, climbing stacks, zip wires, swings, a hip-hop see-saw, balance trails, a wall tower and much more.</p> <p>The project was completed within timescales and budget. There has been a lot of positive feedback received, and early indications are that the play area is being used as a destination, attracting visitors from across the Central Lancashire area.</p> <p>There have been some early issues with anti-social behaviour; however these are being dealt with through a multi-agency approach.</p>

Establish a business case and model for an Extra Care Scheme
<p>The project was to develop a business case for an extra care scheme, including exploring the feasibility and cost-benefits of such a scheme for Chorley. This included looking at the options for the Fleet Street site and assessing the viability of the scheme being owned and managed by the Council. The project involved commissioning an architect to draw up 4 options for the scheme design and associated costs, in addition to site surveys and assessments. A financial model was developed by the Head of Shared Finance to produce a forecast for the expected capital and revenue income and expenditure for the scheme. This work was to inform a decision as to whether or not the Council should pursue the scheme and submit a bid to the HCA for funding.</p> <p>The original objectives of the project have been achieved in far shorter timescales due to the unexpected announcement by the HCA of Care and Specialised Support Grant Funding. The deadline for bids required that the project work be fast tracked and delivered much quicker than originally planned.</p> <p>A HCA bid for £2,868,750 to contribute to the capital costs of the construction of the scheme has been submitted, as well as a commitment of revenue funding and (unconfirmed) capital funding from Lancashire County Council. Strategic support has been achieved from a range of stakeholders, as well as commitment from the other two parties with ownership on the site to enter into a sale to dispose their interest.</p> <p>If the HCA funding bid is successful this will become a new capital /Corporate Strategy Project for 2016/17.</p>

17. Three projects (17%) are currently rated as 'amber', which is early warning that there may be a problem with the project:

Project Title		Project Status
Deliver improvements to Market Street		Amber
Explanation	The scope of this project is the design and creation of plans for improvements to the public realm at the northern end of Market Street and the delivery of these plans; essentially continuing the scheme that has now been implemented at the Southern end of Market Street. However due to a number of strategic sites within the town centre currently being developed, consideration is now being given to delivering improvements across a wider area to ensure best use of available resources; as such the original timescale for this project have been delayed slightly.	
Action Required	A meeting has been held with Plan-It to scope the area for design and a cost plan covering works over a wider area is due back by the end of July. A decision on how to commence will be dependent on the costs and the planning application decision on Market Walk. Consideration will also be given to phasing wider works over a number of years.	

Project Title		Project Status
Progress key employment sites		Amber
Explanation	<p>A number of employment sites have been identified as suitable for inward investment and the delivery of this project will see the council taking a proactive approach to working with developers, land owners and the LEP to enable these employment sites to be brought forward for development. The original scope of this project included undertaking site investigations and assessments, preparing master plans, establishing stakeholder groups and preparing planning applications.</p> <p>This project is rated amber due to some slippage against the project milestones and timetable drawn up in the original project mandate. Also, the scope of this project now needs to be reviewed, as not all of the allocated sites for employment are addressed in the original project mandate. There is also a need to prioritise activity to ensure a manageable programme.</p> <p>During quarter one the Council has progressed the commissioning of consultants for the Botany Bay/Great Knowley Masterplan and progress has also been made on some of the other sites. This includes commencing construction on the last parcel at the Revolution, as well as the successful planning approval for an Aldi store, retail units and a community centre at Southern Commercial.</p>	
Action Required	<p>The scope of the project and further division into work packages will be resolved in the next quarter.</p> <p>During quarter two the focus will be to progress a potential land exchange with the Homes and Communities Agency, expected to be completed by Dec 2015, subject to member approval and negotiation on scope. This will be central to unlocking progress on some of the employment sites. Work will continue to progress the Botany Bay/Great Knowley masterplan.</p>	

Project Title		Project Status
Develop and agree plans for delivery of the Friday Street Health Centre		Amber
Explanation	<p>At the Project Board meeting held in June it was agreed that the project should continue to progress following key decisions made, however there is a lack of clarity on the finances available for this project.</p> <p>Ownership, funding, tenancies and building provision have been discussed and clarified. Actions need to be taken to progress the development further, and there have been some delays in activity since the meeting which are mainly due to capacity and availability of key partners.</p>	
Action Required	<p>Funding details are being progressed as due to the need to revise the deal structure, it is not clear how much, and when funding can be drawn down. This should be resolved in the next quarter as actions have been taken by Board members to progress this quickly.</p> <p>The original Project Initiation Document (PID) for Chorley East Health Centre was based on lease arrangements, however following success of a bid to the Primary Care Infrastructure Fund (PCIF), the funding approach has changed. How funds are accessed needs to be clarified and this is being progressed by Lancashire Care NHS Foundation Trust. Once confirmed the PID will be revised and submitted to the NHS England Capital Oversight Group to consider costs, lease arrangements and ownership of the building. This group give the relevant recommendation for the project to go ahead.</p> <p>The next Project Team meeting is scheduled to take place in August, followed by the Project Board meeting in September.</p>	

PERFORMANCE OF CORPORATE STRATEGY MEASURES

18. At the end of the first quarter, it is possible to report on 9 of the key performance indicators within the Corporate Strategy. 6 indicators (67%) were performing on or better than target. The full outturn information for the performance indicators is included at Appendix A.
19. The following indicators are performing better than target:
 - Number of projected jobs created through targeted interventions
 - The % of 16-18 year olds who are not in education, employment or training (NEET)
 - The number of visits to Council's leisure centres
 - Number of young people taking part in 'Get Up and Go' activities
 - Number of Homelessness Preventions and Reliefs
 - The percentage of customers dissatisfied with the service they have received from the council
20. Two indicators (22%) are performing slightly below target, but is within the 5% tolerance threshold:
 - Overall employment rate
 - Number of long term empty properties in the borough
21. One indicator (11%) performed below target; the number of projected jobs created through inward investment.

22. The table below gives the reasons why performance is currently below target, and the steps that are being taken to improve performance. A brief analysis of trend has also been provided to give some context to the performance value:

Performance Indicator		Target	Performance
Number of projected jobs created through inward investment		12	3
Reason below target	Businesses relocating to Chorley have 18 months to create jobs which means that there can be a time lag in realising the associated employment opportunities. When working with inward investors it can take a significant amount of time to reach the application stage and although work is ongoing to progress cases to this stage, by the end of quarter one 2015/16 there were no new Choose Chorley grant applications approved.		
Action required	There are currently two Choose Chorley grant applications ongoing and it is anticipated that these will create a significant number of employment opportunities during 2015/16. Delivery of the Inward Investment Action Plan will continue.		
Trend:	At quarter one 2014/15 performance was 0, and by the end of 2014/15 (quarter four) was 62 which indicates scope for improvement.		

23. It should be highlighted that the indicator; percentage of customers dissatisfied with the service they have received from the Council, is now performing above target.
24. The project to improve customer satisfaction, which formed part of last year's Corporate Strategy, provided comprehensive analysis of satisfaction data and subsequently delivered a number of actions. This included a programme of targeted internal communications and a new approach to the way satisfaction was monitored to include a wider representation of those customers contacting the Council using various channels.
25. Activity to address reasons for dissatisfaction, in particular keeping customers informed of progress, has resulted in improved performance from 27.4% in quarter one 2013/14 to 24.5% in quarter one 2014/15. Current performance at the end of quarter one 2015/16 is an outstanding 18.5%.

PERFORMANCE OF KEY SERVICE DELIVERY MEASURES

26. There are some important indicators that are not included within the Corporate Strategy, but are measured locally as indicators of service performance. There are ten indicators that can be reported at the end of the third quarter. The full outturn information for this is included at Appendix B: Key Service Delivery Measures.
27. Six (60%) of the Key Service delivery measures are performing better than target:
- Processing of planning applications as measured against targets for 'major' application types
 - Time taken to process Housing Benefit/Council Tax Benefit new claims and change events
 - Number of households living in Temporary Accommodation (NI 156)
 - Number of missed collections per 100,000 collections of household waste
 - Supplier Payment within 30 days
 - Percentage of Council Tax collected
28. There are currently four indicators (40%) that are performing below target. These indicators relate to; vacant town centre floor space, the processing of planning applications against targets for both 'minor' and 'other' application types, and the average working days per employee per year lost through sickness absence.

29. The table below gives the reasons for this worse than anticipated performance, and the steps that are being taken to improve performance:

Performance Indicator		Target	Performance
Vacant town centre floor space		6%	6.31%
Reason below target	There are currently a number of large retail units that are under offer or being re-fitted and these larger units represent a higher percentage of the vacant town centre floor space.		
Action required	<p>A number of these units are due to re-open soon with a range of businesses both national chains and smaller independents, a number of which will also help to support the night time economy.</p> <p>Work will also continue to deliver the Town Centre Masterplan; including the Market Walk extension, Fleet Street Extra Care and a programme of public realm improvements to help create a more appealing and attractive retail environment for new businesses.</p>		
Trend:	Performance at the end of quarter one 2014/15 was 4.54%		

Performance Indicator		Target	Performance
Processing of planning applications as measured against targets for 'minor' application types		65.0%	59.61%
Processing of planning applications as measured against targets for 'other' application types		80.0%	70.37%
Reason below target	<p>On 28 November 2014, the Government issued new advice within the National Planning Practice Guidance (NPPG) on Section 106 Planning Obligations which provides that 'tariff style' planning contributions should not be sought from developments of 10 units or less, and which have a maximum combined gross floorspace of no more than 1,000 square metres. Prior to this Officers were given delegated authority to impose section 106 agreements on applications of 1 or 2 dwellings, with applications of 3 or more referred to Committee. Following the new Government advice, delegated authority was removed from Officers and all applications were therefore referred to Committee before the section 106 process could be started. This has therefore had an impact on the length of time taken to process these types of applications although where possible extensions to time were agreed with the applicant.</p> <p>There have also been performance issues with regard to the external supplier of the householder planning application service which was intended to relieve the pressure due to a vacancy within the planning team.</p>		
Action required	<p>The outcome of the legal challenge has now been released and Officer delegated powers are to be returned, this will in turn remove the need for a significant proportion of applications to be referred through Chairs brief to Committee.</p> <p>There is however an accumulation of applications where applicants and agents were waiting for the outcome of the legal challenge and it should be noted that this could have an effect on performance during quarter two.</p> <p>The staffing vacancy has now been advertised and is expected to be established within the next two months; the external provider has been reproached and closer supervision is being taken by them, including the allocation of a more senior officer to undertake the work.</p>		
Trend:	Performance at the end of quarter one 2014/15 was 63.33% for 'minor' and 89.42% for 'other'.		

Performance Indicator		Target	Performance
Average working days per employee per year lost through sickness absence		1.5 days	2.2 days
Reason below target	There has been a high level of sickness absence during the first quarter of 2015/16. This equates to a total of 66 occasions of short term absence and 10 long term, (75 individual cases). The highest number of occasions of short term sickness absence were in June (35), and further analysis shows that the majority of days lost were due to stomach illness and personal stress.		
Action required	This is being closely monitored with employees supported using proactive welfares, counselling and occupational health where appropriate. HR are also ensuring that all managers are undertaking as necessary absence meetings and return to work interviews.		
Trend:	Performance at the end of quarter one 2014/15 was 1.41 days		

IMPLICATIONS OF REPORT

30. 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	

GARY HALL
CHIEF EXECUTIVE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Louise Wingfield	5061	6 August 2015	First Quarter Performance Report 2015/16

Appendix A: Performance of Corporate Strategy Key Measures

★ Performance is better than target

● Worse than target but within threshold


▲ Worse than target, outside threshold

Indicator Name	Polarity	Target	Performance Quarter 1	Symbol	Trend*	% Change (year on year)
Overall employment rate	Bigger is better	80%	78.1%	●	↑	-0.9%
Number of projected jobs created through targeted interventions	Bigger is better	25	35	★	↑	+40%
Number of projected jobs created through inward investment	Bigger is better	12	3	▲	↑	N/A
The % of 16-18 year olds who are not in education, employment or training (NEET)	Smaller is better	4.8%	3.8%	★	↑	-17.4%
The number of visits to Council's leisure centres	Bigger is better	250,000	282,902	★	↑	+3.6%
Number of young people taking part in 'Get Up and Go' activities	Bigger is better	3,750	10,830	★	↑	+74.7%
Number of Homelessness Preventions and Reliefs	Bigger is better	50	192	★	↓	-4.9%
Number of long term empty properties in the borough	Smaller is better	195	202	●	↑	-2.9%
% of customers dissatisfied with the service they received from the council	Smaller is Better	20%	18.5%	★	↑	-24.5%











**Trend shown is for change from quarter 1 2014/15*

Appendix C: Performance of key service delivery measures

 Performance is better than target

 Worse than target but within threshold

 Worse than target, outside threshold

Indicator Name	Polarity	Target	Performance Quarter 4	Symbol	Trend	% Change (year on year)
Time taken to process all new claims and change events for Housing Benefit and Council Tax Benefit	Smaller is better	10 days	8.32 days		↑	-31.18%
Processing of planning applications as measured against targets for 'major' application types	Bigger is better	70%	100%		↑	+39.99%
Processing of planning applications as measured against targets for 'minor' application types	Bigger is better	65%	59.61%		↓	-5.88%
Processing of planning applications as measured against targets for 'other' application types	Bigger is better	80%	70.37%		↓	-21.31%
Number of households living in Temporary Accommodation (NI 156)	Smaller is better	25	7		↑	-36.36%
Number of missed collections per 100,000 collections of household waste	Smaller is better	49	46		↓	+15%
Supplier Payment within 30 days	Bigger is better	99%	99.95%		↑	+1.03%
Average working days per employee (FTE) per year lost through sickness absence	Smaller is better	1.5 days	2.19 days		↓	+55.32%
Vacant Town Centre Floor Space	Smaller is better	6%	6.31%		↓	+38.99%
% Council Tax collected	Bigger is better	28.76%	28.87%		↑	+0.38%

**Trend shown is for change from quarter 1 2014/15*