

Report of	Meeting	Date
Assistant Chief Executive (Policy & Performance)	Overview and Scrutiny Committee	12 February 2008

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

### **PURPOSE OF REPORT**

1. To report progress against the key actions and performance indicators in the Policy and Performance Business Improvement Plan for 2007/2008.

### **RECOMMENDATION**

2. To note the report.

### **EXECUTIVE SUMMARY OF REPORT**

3. The Directorate has delivered all the actions set out in the Business Improvement Plan scheduled for completion during the 3<sup>rd</sup> quarter of 2007/08. In particular, there has been considerable activity to support the work to continue the development of the Chorley Partnership, the highlight of which was a successful IDeA Peer Review of the Local Strategic Partnership. The IDeA findings endorsed the improvements made in a short period of time and recognised that the Partnership is on track to make a real difference. In addition, following the approval of a new Sustainable Community Strategy in the Autumn, we have commenced work on introducing a range of new partnership projects which will enable us to monitor and demonstrate delivery against our key priorities in the Sustainable Community Strategy over the next twelve months.
4. The Directorate supported the progression of our application for Beacon Status by organising a visit to Chorley for the Beacon Panel in November and then supported the preparation for the subsequent presentation to the Beacon Panel in London in January. Beacon awards will be announced in early March and if successful, will be a significant achievement for the Council, given that the theme “Transforming Services, Citizen Engagement and Empowerment” is about best practice across the whole organisation and not just within a small service area which has been the case for most other Beacon awards.
5. The Communications and Marketing team have had a busy period, publicising and organising a number of public events including the Town Hall open day, Christmas Dickensian evening and a young persons local democracy week event and designing and publishing a range of publications and newsletters. A notable success this quarter has been “The Make Chorley Smile” campaign launched in November which is going from strength to strength and already our partners are keen to engage with and endorse the campaign through a number of ways including involvement in the planned weeks of action.
6. Sickness levels within the Directorate remain low and well below the target and our performance in processing invoices has improved significantly and we have now exceeded both targets.

7. All risks identified are being managed and we are on track to deliver our planned cashable and non-cashable efficiencies.

## CORPORATE PRIORITIES

8. This report relates to the following Strategic Objectives:

Put Chorley at the heart of regional economic development in the central Lancashire sub region		Improved access to public services	✓
Improving equality of opportunity and life chance	✓	Develop the character and feel of Chorley as a good place to live	
Involving People in their Communities	✓	Ensure Chorley is a performing Organisation	✓

## BACKGROUND

9. The Business Plan Monitoring Statement reports progress against the key actions and performance indicators included in the 2007/08 Business Improvement Plan for the Policy and Performance Directorate. The report covers the period 1<sup>st</sup> October to 31<sup>st</sup> December 2007.

## KEY MESSAGES

10. A key area of focus for the Directorate during the third quarter of 2007/08 was the preparation for the successful IDeA Peer Review of the Chorley Local Strategic Partnership (LSP) that took place in November. Members will be aware that there has been considerable work undertaken by the Policy and Performance Directorate during the last 12 months to strengthen the structure, membership, operation and effectiveness of the Chorley Partnership. The five-person inspection team spent three days on site speaking to members, officers, partners and staff about the work of the partnership and the report on their findings was received and reported to members in December. In particular, we were commended on our revised structure, our new Sustainable Community Strategy (SCS) and our strengthened performance management framework. The reports overall message was that the LSP is “now poised to make a real difference”. An improvement plan is now in place to carry out the review’s recommendations to enhance further partnership working in Chorley.
11. The Sustainable Community Strategy (SCS) was approved by the LSP Executive on 10<sup>th</sup> October and includes a re-freshed vision, five priorities including a new priority on tackling climate change and a range of indicators and targets that we will monitor with our partners to measure our success. A joint action planning workshop with thematic leads and supporting officers from partner organisations, facilitated by the directorate was undertaken in November in order to commence the development of an accompanying SCS action plan and to identify future joint working projects. The initial ideas for projects are now being discussed and further developed in the respective theme groups supported by the Performance Advisor (Partnerships) and proposals are expected by the end of March 2008 for consideration by the LSP Executive.
12. In October it was announced that we had been short listed for the Beacon Scheme under the theme “Transforming Services: Citizen Engagement and Empowerment”. Out of 15 applications five authorities had been short-listed: Chorley, London Borough of Haringey, Portsmouth, Staffordshire Moorland’s, and Tameside. To progress the application, a panel of assessors spent half a day in Chorley in November, where we brought the bid to life through site visits to All Seasons Leisure Centre, the contact centre and one stop

shop, as well as through meeting some of our key partners contributing to Chorley's success. .

13. Finally, the directorate supported a team of 5 people lead by the Chief Executive and the Executive Member for Children & Young People who were invited to present our bid to the Beacon Panel in London on 8<sup>th</sup> January. This included working with ITN consulting to film a three minute video, titled 'you said - we did' which showcased our work and included footage at All Seasons, Tatton Community Centre, Chorley Markets, on location in an area we are working with vulnerable households and the OSS. The winners will be announced in London on 4<sup>th</sup> March 2008.
14. During the late Autumn and early Winter period the Council received its annual external audit of our approach to data quality, which generates considerable work for the Directorate in preparing for the detailed examination of our collection systems for BVPIs. The outcome of the review was very positive with no reservations or qualifications placed on any of our performance data and a recognition that Leadership and support on data quality provided by the Policy and Performance Directorate was good. The report and accompanying action plan to address the limited no of recommendations was considered by the Audit Committee in January and to ensure we continue to build on our strong approach, data quality workshops have been set up for January which will be led and facilitated by the Policy & Performance Directorate
15. Members may recall from the last Business Plan Monitoring Statement for the 2<sup>nd</sup> quarter of 2007/08, that following issues with current distribution methods, the Communications and Marketing Function within the Directorate was looking to introduce a new distribution system for the November edition of Borough News using the Royal Mail. In addition, "dump bins" containing copies of the newspaper were introduced in key locations in the town centre. As a consequence, I am pleased to report that the feedback we have received from the public and members has been extremely positive and we now have significant coverage across the borough with many households receiving the publication for the first time.
16. The third quarter period was a particularly busy time for the Communications and Marketing Team particularly with regard to marketing campaigns and for developing and publishing key council documents. Their work included:
  - Providing the marketing and support for the Christmas Dickensian and Christmas lights switch on event in November;
  - Providing the Marketing and support for the Town Hall open day in November which was attended by around 500 members of the public;
  - Organising the official re-opening of the All seasons Leisure Centre, including the opening event and commemorative plaque, advertising and media relations and designing the new signage for the building;
  - Organising an event for Local Democracy Week with five high schools and the Executive Cabinet taking part, including media coverage;
  - Drafting and designing the budget consultation document;
  - Design and production of the "Talk of the Town" and the "Winter Food News" newsletters; and
  - Design and production of the "Get up and Go" half term brochure.

## BUDGET UPDATE

### 17. SERVICE LEVEL BUDGET MONITORING 2007/2008

#### POLICY & PERFORMANCE

DECEMBER 2007

£'000      £'000

#### ORIGINAL CASH BUDGET

626

Add Adjustments for In year cash movements

Virements to/from other Services

- Chief Officer Car Lease Scheme (2)

- Transfer of Reprographics Officer to Communications 9

- Insurances 2007/08 (1)

- Business Improvement 1

Transfer from Reserves:

- Local Strategic Partnership 65

#### ADJUSTED CASH BUDGET

698

Less Corporate Savings:

- Corporate & Policy (vacant posts) (25)

(25)

#### CURRENT CASH BUDGET

673

#### FORECAST

##### EXPENDITURE

- Staffing Costs (31)

- Computer Equipment - Purchase 9

- Publicity 5

- Conference costs 5

- Consultants Fees 3

- Copyright Licence Fees (2)

- Other 2

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

**(9)**

##### INCOME

Contributions to Conference fees

(5)

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

**(5)**

#### FORECAST CASH OUTTURN 2007/2008

659

#### Key Assumptions

- Assumes no cover provided for External Funding Officer maternity leave.

#### Key Issues/Variables

#### Key Actions

## SERVICE DEVELOPMENTS

18. As part of the work on enhanced Two-Tier, Chorley and Rossendale Councils led on the development of a Locality Plan for their respective areas. As a consequence, over the Autumn period, the Policy and Performance Directorate led on the Borough Council's contribution to the Locality Plan and at the time of writing this report the Plan has now been approved by Lancashire Locals and the respective District and County Executive Cabinets. We are now working to communicate to local people the contents of the plan and already work has started through the Council's Business Planning Process to identify opportunities for joint working during 2008/09.
19. Following the enactment of the Local Government and Public Involvement in Health Act on 30<sup>th</sup> October 2007, the government has produced draft statutory guidance for consultation on a range of issues which includes the role of the LSP, the new statutory framework for Local Area Agreements and a new simplified Best Value regime which includes a new local performance framework and a new duty to involve the local community. In addition, the Audit Commission have developed a consultation paper on Comprehensive Area Assessment (CAA) the replacement for CPA from April 2009. As a consequence, the Directorate has been involved in developing and submitting responses to these consultations by the agreed deadlines on behalf of the Council and the LSP. Final guidance for these areas are expected during the Spring of 2008, and work has already commenced to prepare the organisation for the changes particularly in relation to the collection of the new indicator set and issuing a place shaping survey in Autumn of 2008.
20. The Chorley Smile Campaign was launched at the Town Hall open day in November and since then we have distributed 10,000 pledge cards throughout the borough encouraging residents to sign up to the pledge to make Chorley a great place to live. The campaign has been supported by the local media and following the first three months of the campaign over 500 people have signed the pledge. Future plans include the Make Chorley Smile Awards planned for the Summer and introducing weeks of action, covering environmental clean-ups, enforcement, community re-assurance and engagement. The first week of action is the 18<sup>th</sup> February.

## PERFORMANCE INDICATORS

21. There are only two performance indicators that can be reported on this quarter as the remainder are reported on at year end:

Indicator Description	Annual Perf 06/07	2 <sup>nd</sup> Qtr Perf 07/08	3 <sup>rd</sup> Qtr Target 07/08	3 <sup>rd</sup> Qtr Perf 07/08	Comments
Sickness absence (Lower better)	13.14 fte days	1.05 fte days	6.9 fte days	1.11fte	On track
% of undisputed invoices processed within 30 days (Higher better)	89.03%	95.35%	96.71%	97.12%	On track

22. Sickness absence continues to be low within the Directorate and there has been a marked improvement in the Directorates performance in the processing of invoices and we have now achieved the target for this indicator. Every effort will be maintained during the last quarter of the year to maintain this performance.

## EQUALITY AND DIVERSITY UPDATE

23. In line with the Business Improvement Plan, there has been continued activity during this period to strengthen the Council's approach to Equality and Diversity and included the directorate undertaking quality assurance of all the Equality Impact Assessments to inform business planning for 2008/09.
24. Further to the development of our Consultation and Participation Strategy last quarter, in order to make sure that all venues used for consultation purposes cater for the needs of people with disabilities, a consultation/meeting venue checklist has been produced and will be published on the Loop shortly.
25. Work also commenced this quarter on the organisation of an event for the Holocaust Memorial Day on 26<sup>th</sup> January.

## RISK MANAGEMENT UPDATE

26. All risks are currently being managed in line with the planned actions and to-date have not been an issue e.g. The Directorate is fully staffed, the initial view of the impact of job evaluation on the Directorate is minimal, we are on track to achieve the savings target and through the "keeping in Touch" days, the External Funding Officer currently on maternity leave is keeping abreast of funding opportunities.

## VALUE FOR MONEY/EFFICIENCIES UPDATE

27. The Directorate anticipates in the region of £77k of cashable and non cashable efficiency savings in 2007/08, most of which arising from the re-structure of the Directorate in 2006, changes to the way in which we communicate to staff and a revision in our approach to the development of our marketing, publicity and communications materials. So far we are on track with achieving our efficiencies and to date have achieved £31k from the restructure of the directorate, £16.5k from introducing an on-line staff newsletter rather than a printed version and £6k from a communications re-structure. The other savings are also expected to be realised but will not be known until later in the year.

## IMPLICATIONS OF REPORT

28. This report has implications in the following areas and the relevant Corporate Directors' comments are included:

Finance		Customer Services	
Human Resources		Equality and Diversity	√
Legal		No significant implications in this area	

## COMMENTS OF THE ASSISTANT CHIEF EXECUTIVE (POLICY & PERFORMANCE)

29. Please note the comments in paragraphs 23-25

### LESLEY-ANN FENTON ASSISTANT CHIEF EXECUTIVE (POLICY & PERFORMANCE)

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Lesley-Ann Fenton	5323	30/01/2008	V:/DPPREP2007/BUSINESS IMPROVEMENT PLAN MONITORING STATEMENT

