

Report of	Meeting	Date
Assistant Chief Executive (Policy & Performance)	Overview and Scrutiny Committee	23 <sup>rd</sup> May 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 4<sup>th</sup> quarter of 2007/08. There have been a number of notable successes during this quarter of the year which the Directorate had a key role in delivering including: approval of our request for CPA re-categorisation; a positive Direction of Travel report contained within the Annual Audit and Inspection letter; receiving the Beacon Award for “Transforming Services through Citizen Engagement and Empowerment”; achieving a Project Management Award from Right Track and a Recognising Diversity Award from the North West Employers for the Reach Disability Awareness event.
4. We continued to support the development and delivery of the Chorley Partnership and during this period have published the first LSP Community Cohesion Strategy and action plan. Work has also commenced on developing a Communications and Marketing Strategy for the LSP and a partnership Climate Change Strategy. Working closely with our LSP partners there has been considerable activity this period to influence the development of the new LAA for Lancashire and ensure the targets set at a district level for the 35 indicators are challenging but realistic for the Chorley LSP to deliver.
5. The Communications and Marketing team in addition to handling significant media communication activity and maintaining regular internal communication have also written and organised distribution of the March edition of Borough News, designed and produced a number of key communication and publicity documents, provided support to the weeks of action and continued to take forward the Chorley Smile Campaign.
6. All Performance Indicators relating to the Directorate have all been met and in most instances exceeded in particular, sickness levels within the Directorate have improved dramatically and our performance in processing invoices has also improved significantly on last years performance.
7. All risks identified are being managed and we have delivered 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> January to 31<sup>st</sup> March 2008.

## KEY MESSAGES

10. During this period the Council was formally notified by the Audit Commission that its application for re-assessment was successful. In response, the Directorate commenced initial planning and preparation for the CPA inspection including the development of a 20 page self-assessment document with supporting evidence which will be used by the inspection team to determine the areas of focus during the week long on-site inspection scheduled for mid June 2008. During February we also received a very positive annual Direction of Travel judgement from the Audit Commission following their consideration of our self-assessment developed by the Directorate and submitted last October.
11. The third quarter report informed members that Chorley had been short listed for the Beacon Scheme under the theme "Transforming Services: Citizen Engagement and Empowerment". On the 4<sup>th</sup> March Chorley along with only two other council's Tameside and Staffordshire Moorlands, were awarded Beacon Status. The Directorate was responsible for leading on the bid and initially, post success, has been working with the IDeA to plan the dissemination of our best practice and develop supporting documentation. The dissemination work has now been transferred to the People Directorate and work has commenced within the Policy & Performance Directorate on preparing a bid for round ten of the Beacon Scheme "Better Outcomes for People and Places". This is an overarching theme where we will need to show excellent outcomes against priorities across the board.
12. In January the Directorate led and facilitated data quality workshops to ensure all performance data collection and reporting is robust and to ensure we maintain our positive track record of no reservations or qualifications placed on any of our performance data. We have also been working with other Directorates to prepare the organisation for the collection of the new set of performance indicators from April 2008.
13. The fourth quarter period was a busy time for the Directorate particularly with regard to organising budget consultation with a focus group from the Citizen's Panel and ensuring Business Improvement Plans are developed and quality assured for each Directorate following approval of the Corporate Strategy in November and setting of the Council's budget for 2008/09.

14. Work continued to develop and support the work of the LSP which included finalising the Chorley Partnership's Community Cohesion Strategy "One Chorley – Forward Together" following consultation with thematic groups, partners, elected members and the Ethnic Minorities Consultative Committee and securing endorsement from the Cabinet and adoption by the LSP. The Directorate will commence work with partners during the first quarter of 2008/09 to develop a Marketing and Communications Strategy for the LSP and a Climate Change Strategy.
15. In addition to 53 pro-active press releases and 58 reactive press statements being researched, drafted, approved and issued, Enews and Views staff newsletter produced weekly and monthly core briefs drafted and uploaded to the loop, the Communications Team also delivered a range of other communications and marketing activity including in particular:
  - The drafting and design of the Council Tax leaflet working with LCC and the local taxation Team;
  - Designing and producing the "Get up and Go" half term brochure;
  - Researching and drafting two MJ award applications "Transforming Public Services Achievement" and "Best Use of Resources". The latter bid was Commended by the MJ;
  - Producing the March issue of Chorley Borough News;
  - Providing support to the weeks of action organised by the Neighbourhoods Directorate including awareness leaflets, media relations, photography and re-branding of the mobile vehicle; and
  - Linking with the Chorley Guardian, launching the Chorley Smile Awards which will be presented in June including seeking external sponsorship for all 13 categories.
16. Members may recall that in November 2007 the Executive Cabinet approved a proposal by the Chief Executive for the Assistant Chief Executive (Policy & Performance) and her team to work in partnership with Blackpool Borough Council in the field of policy & performance management and communications and in particular, develop proposals for restructuring their Policy and Communications Division, produce their Corporate Plan, provide advice on the development of their Community Strategy and the strengthening of their performance management frameworks. The joint working concluded at the end of March for which the council will be paid £25k. The contribution from Chorley has been well received and recently acknowledged by Blackpool's Deputy Chief Executive in a letter to the Assistant Chief Executive (Policy & Performance) and the proposals for re-structuring are in the process of being adopted.

## BUDGET UPDATE

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

MARCH 2008	£'000	£'000
<b>ORIGINAL CASH BUDGET</b>		<b>626</b>
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
- Allocation of LSP scheme budget		(10)
- Transfer of Capital Recharge Income to Finance		20
- Contribution from ICT Services for PC storage equipment		1
Transfer from Reserves:		
- Local Strategic Partnership		65
<b>ADJUSTED CASH BUDGET</b>		<b>709</b>
Less Corporate Savings:		
- Corporate & Policy (vacant posts)	(35)	
		(35)
<b>CURRENT CASH BUDGET</b>		<b>674</b>
<b>FORECAST</b>		
<b>EXPENDITURE</b>		
- Staffing Costs	(29)	
- Computer Equipment - Purchase	9	
- Publicity	5	
- Conference costs	5	
- Training Expenses	(4)	
- Consultants Fees (CPA, LSP related work)	(25)	
- Copyright Licence Fees	(2)	
- Other	4	
<b>Expenditure under (-) or over (+) current cash budget</b>		<b>(37)</b>
<b>INCOME</b>		
Contributions to Conference fees	(5)	
<b>Income under (+)/ over (-) achieved</b>		<b>(5)</b>
<b>FORECAST CASH OUTTURN 2007/2008</b>		<b>632</b>

#### Key Assumptions

#### Key Issues/Variables

- Slippage requested for Training Expenses and Consultants Fees (CPA, LSP, related work)

## SERVICE DEVELOPMENTS

18. During this quarter the Directorate has led on the Chorley LSP's input into the development of the new Lancashire Local Area Agreement. This has involved us working with our LSP partners to identify those measures within the new national indicator set which best reflect the priorities within Chorley's Community Strategy, feeding this information in to the various theme groups and negotiating groups and lobbying for their inclusion in the final 35 measures for Lancashire. We are pleased that a significant number of the measures in the LAA reflect Chorley's priorities and over recent weeks we have worked with our partners to agree three-year targets (up to 2011) for those measures. The negotiation with government should conclude in June 2008 and we will continue to input in to the process. Once finalised we will integrate reporting of our performance in delivering the new LAA within our quarterly performance report to members and the LSP commencing 2<sup>nd</sup> quarter 2008/09.
19. The Directorate has been engaged in supporting the VFM transformation work focused on the neighbourhoods directorate and includes developing an initial draft performance management framework to support delivery and monitoring of neighbourhood working and developing area profiles for all of Chorley's 8 SOAs in the bottom 20% most deprived areas which will be used to inform our approach to neighbourhood planning and delivery.
20. Members may recall that in previous monitoring statements we have highlighted that our project management approach has received external recognition from the North West Centre of Excellence and as a consequence Chorley was invited to take part in an Expert Guidance Group organised by the North West Improvement Network. Work undertaken by this group to support improvement in project management across the region has recently been awarded the Right Track Best Practice User Group Award for the Best Management Practice Partnership for leading edge innovation. Chorley will be displaying the award for a few months during the summer period.
21. During this quarter Chorley led a piece of work on behalf of the Lifting the Burdens Task Force (LBTF) on performance management requirements proposed by the Electoral Commission and recently been invited to comment on the development of performance standards for Returning Officers. Again this work was well received and is being used by LBTF in discussion with the Electoral Commission to reduce the reporting burden and streamline the approach.

## PERFORMANCE INDICATORS

Indicator Description	Annual Perf 06/07	Target 07/08	Performance 07/08	Comments
Sickness absence (Lower better)	13.14 fte days	9.22fte days	2.76fte days	Exceeded Target
% of undisputed invoices processed within 30 days (Higher better)	89.03%	96.71%	97.85%	Exceeded Target
Equality Standard level (High better)	1	2	2	Met Target
% of BVPIs improving	75%	77%	84%	Exceeded Target
Direction of Travel Judgement	Positive	Positive	Positive	Met target
Qualified Best value performance Indicators (Lower better)	0	0	0	Met target
Recorded value of grant offers (£) to the Borough Area (Higher better)	£897k	£800k	£1,231k	Exceeded Target

<b>Indicator Description</b>	<b>Annual Perf 06/07</b>	<b>Target 07/08</b>	<b>Performance 07/08</b>	<b>Comments</b>
% of total project costs contributed by Chorley Council (Lower better)	19.7%	25%	19%	Exceeded Target
% of priority BVPIs in the upper quartile (Higher better)	39%	41%	45%	Exceeded Target
Satisfaction with the way the Council runs things (Higher better)	50%	53.75%	63%	Exceeded Target
Number of Neighbourhoods in the worst 20% nationally (Lower better)	8	8	8	Met Target

22. All targets have been met and for most of them the target has been exceeded. Of particular note is the reduction in sickness absence within the Directorate, the processing of invoices, the number of BVPIs improving and the number of BVPIs in the upper quartiles.

## **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 working with departments to develop equality actions as part of developing our Business Improvement Plans for 2008/09.

24. In order to continually refresh and strengthen our approach to equality and diversity, during this period we also researched, procured and customised an equality training package which will be launched shortly and made available to all staff and can be accessed electronically.

25. In previous reports we have made reference to the introduction of a new national indicator set from April 2008 which will replace the existing BVPI regime. During the fourth quarter, Chorley was invited by the North West Employers Organisation to work with them to look at the feasibility of disaggregating as many of the new indicators as possible to provide information by the six strands of diversity. This work will continue into the next financial year and the outcome will be reported to a future O&S Committee.

26. Finally, following a submission to the North West Employers Organisation working with the People Directorate, we received a Recognising Diversity Award for our Reach Disability Awareness Event held in Summer 2007.

## **RISK MANAGEMENT UPDATE**

27. 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**

28. The Directorate has achieved the £77k of cashable and non cashable efficiency savings in 2007/08, £55k cashable, most of which arising from the re-structure of the Directorate, 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 and £24k non-cashable from changes in the way we operate as a result of the Loop.

## IMPLICATIONS OF REPORT

29. 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)

30. Please note the comments in paragraphs 23-26

### 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	12 <sup>th</sup> May 2008	V:/DPPREP2007/BUSINESS IMPROVEMENT PLAN MONITORING STATEMENT