

Report of	Meeting	Date
Assistant Chief Executive (Policy and Performance) (Introduced by the Executive Member for Policy and Performance)	Executive Cabinet	14 <sup>th</sup> August 2008

## 1<sup>ST</sup> QUARTER PERFORMANCE REPORT 2008/09

### PURPOSE OF REPORT

1. This monitoring report sets out performance against the Corporate Strategy and the Council's National Indicators for the first quarter of 2008/09, 1<sup>st</sup> April – 30<sup>th</sup> June 2008. In addition, it gives information about the reporting of the new National Indicator Set.

### RECOMMENDATION(S)

2. That the report be noted.

### EXECUTIVE SUMMARY OF REPORT

3. This report sets out performance against the Corporate Strategy and the Council's National Indicators for the first quarter of 2008/09, 1<sup>st</sup> April to 30<sup>th</sup> June 2008. Performance is assessed based on the delivery of Key Projects in the Corporate Strategy and the performance against the National Indicators for which the Council is responsible.
4. The overall performance of the key projects is very good with 25 of the projects (81%) either completed, progressing ahead of plan or on plan.
5. Four projects have been identified as 'amber' and two as 'red' due to varying issues and degrees of over-run on time. However, the project managers involved are confident that the projects rated as 'amber' will be delivered or back on track within the foreseeable future. More details on the projects rated as 'red' are provided in this report and a separate report has been produced for this Executive Cabinet relating to CRM Implementation.
6. This is the first report since the National Indicator Set replaced Best Value Performance Indicators. The National Indicator Set has changed the emphasis of national performance reporting, to look at wider outcomes and quality of life in the borough, rather than service delivery. The Council directly reports far fewer indicators than it did under the BVPI regime, although it is still necessary for the Council to monitor progress and performance against the wider indicators. The report sets out the performance of the indicators that can currently be reported, and gives an update on the indicators that cannot be reported at this point.
7. It is not possible at this point to compare the performance of the National Indicators with previous years or quarters as even with the indicators that were BVPIs, the definitions have been changed. In addition, it is not possible to compare Chorley's performance against other authorities, as this information has not been published. Of those indicators that can be measured at this point, the majority are on target. Action plans have been included for those indicators where performance is lower than anticipated.

## REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

8. To facilitate the ongoing analysis and management of the Council's performance.

## ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

9. None.

## CORPORATE PRIORITIES

10. This report relates to the following Strategic Objectives:

Put Chorley at the heart of regional economic development in the Central Lancashire sub-region	✓	Develop local solutions to climate change.	✓
Improving equality of opportunity and life chances	✓	Develop the Character and feel of Chorley as a good place to live	✓
Involving people in their communities	✓	Ensure Chorley Borough Council is a performing organization	✓

## BACKGROUND

11. The Corporate Strategy is the key strategic document for the authority and is focused on delivering the Council's six strategic objectives that underpin the priorities of: people, place, prosperity and performance. The Corporate Strategy mirrors, and outlines the Council's contribution to, the Sustainable Community Strategy, delivery of which is being taken forward by the Chorley Partnership.
12. The Corporate Strategy identifies a programme of 31 key projects, which contribute to the achievement of our objectives. These key projects will be delivered using the Council's corporate project management toolkit, which has been used successfully to improve performance for other key areas of work, such as the Capital Programme.
13. National Indicators (NIs) are indicators collected in accordance with definitions issued by the Department for Communities and Local Government.
14. Quarterly Business Plan Monitoring Statements have also been produced by directorates separately, and will be sent to the Overview and Scrutiny Committee. Quarterly Business Plan Monitoring Statements outline the performance of key Directorate Performance Indicators and the key messages emerging from Directorates in the first quarter of 2008/09.

## REPORT OVERVIEW

15. The report provides information covering the following areas:
- The Council's progress in delivering the 31 key projects in the current Corporate Strategy.
  - The Council's progress in achieving against targets that can be measured on a quarterly basis.

- Action Plans which outline reasons for declining performance, and the action to be taken to improve performance in the next quarter are included for those indicators which are significantly below the anticipated performance at this point in the year.
- Information about the arrangements being put in place to report the new national indicators that are not the responsibility of the Council, but which will have a significant impact on the Council's work.

## KEY PROJECT PERFORMANCE OVERVIEW

16. This section looks at the performance of the key projects for the first quarter of 2008/09, 1<sup>st</sup> April to 30<sup>th</sup> June 2008.
17. In order to report on progress lead officers have been asked to complete a high-level project plan, a business case and a highlight report.
18. The highlight reports provide a brief update on the work carried out during the last quarter (1<sup>st</sup> April –30<sup>th</sup> June 2008), what achievements are expected in the next quarter, any current risks and issues affecting the project, and an overall rating of either 'Green', 'Amber' or 'Red'.
19. If the project is not going as planned, then an exception report is produced instead. This is similar to the action plans used for performance indicators that are below target. They provide a brief analysis of the problem(s), and options for bringing the project back on track.
20. The tables below show performance of the key projects is very good with 81% of the projects either completed, progressing ahead of plan or on plan and the percentage of completed projects has now increased by 16%. The remaining projects are either giving an early indication that there may be a problem or are behind schedule. In all cases plans are in place to address the issues affecting the projects, as described in more detail below.

	No. Projects	%
Completed Projects	13	42%
Projects rated as 'Green'	12	39%
Projects rated as 'Amber'	4	13%
Projects rated as 'Red'	2	6%

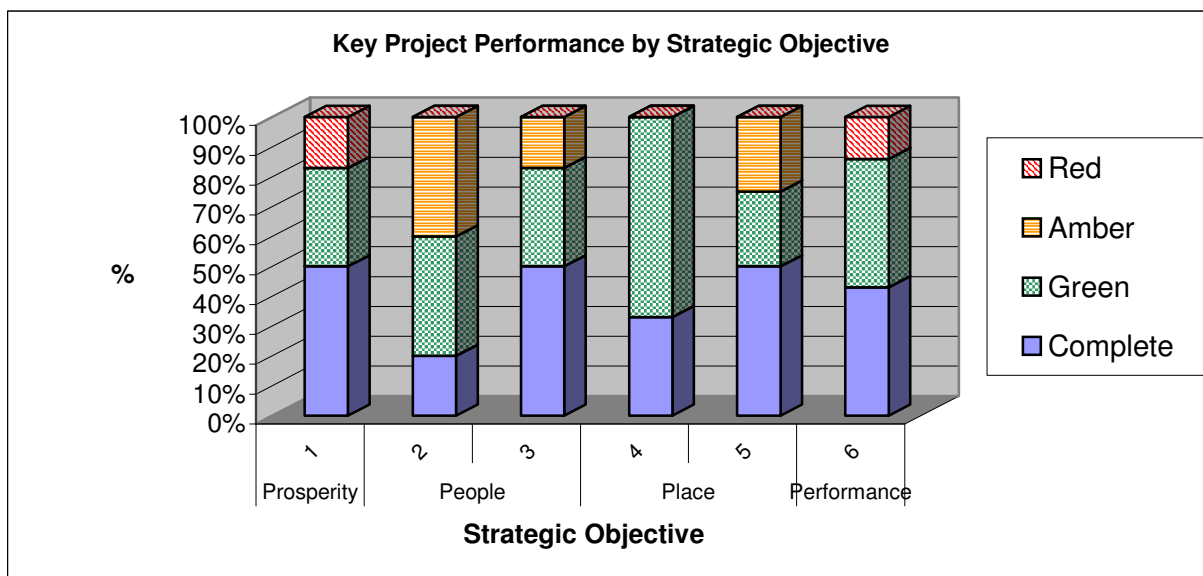
Table 1 - Summary of key project performance for the 1st Qtr (Apr-June 08)

	Year End 07/08 %	1st Qtr 08/09 %	Variance %
Completed Projects	26	42	+16
Projects rated as 'Green'	55	39	-16
Projects rated as 'Amber'	19	13	-6
Projects rated as 'Red'	0	6	+6

Table 2 – Change between 4th Qtr 07/08 and 1st Qtr 08/09 (Apr-June 08)

The table above shows improved performance in comparison with the fourth quarter in terms of project completion, however while there has been a decrease in projects rated 'Amber' two projects are now rated 'Red'.

## KEY PROJECT PERFORMANCE BY CORPORATE PRIORITY & STRATEGIC OBJECTIVE



21. Of the 31 key projects six have been identified as 'amber', which is an early warning that there may be a problem, or 'red', meaning the project is behind schedule. The graph below shows that these affect Strategic Objectives; One 'Put Chorley at the heart of regional economic development in the central Lancashire sub-region'; Two 'Improving equality of opportunity and life chances'; Three 'Involving people in their communities'; Five 'Develop the character and feel of Chorley as a good place to live' and Six 'Ensure Chorley is a performing organisation' as shown in the graph above.
22. All projects addressing Strategic Objective Four 'develop local solutions to global climate change' have either been completed or are on track. Explanations and recommended actions to address the issues which have delayed projects which are not on track are detailed later in the report.

### COMPLETED KEY PROJECTS

23. The table below shows the key outcomes from the projects which have completed in the first quarter of 2008/09, 1<sup>st</sup> April to 30<sup>th</sup> June 2008. In total 13 (42%) of the key projects in the refreshed Corporate Strategy have now been completed, an increase of 16% on the position last quarter.

Key Project	Key Outcomes
Develop a Climate Change Strategy for Chorley Council	<p>A Climate Change Strategy has been delivered with actions to reduce the Council's carbon emissions.</p> <p>Future actions include:</p> <ul style="list-style-type: none"> <li>• Supporting businesses to address climate change, in conjunction with the LSP.</li> <li>• Reducing domestic emissions by assisting domestic properties not on mains gas to use low carbon technologies.</li> <li>• Additional work to make Chorley Markets more energy efficient, particularly with regard to water use.</li> <li>• Training for managers to embed addressing climate change into the culture of the organisation.</li> <li>• Enhanced cycle path sweeping to encourage cycle use.</li> </ul>

<p>Continue to Develop the Multi-Agency Task and Coordination Project to Improve Community Safety</p>	<ul style="list-style-type: none"> <li>• Successful MATAC partnership in place: 25 permanent members of MATAC and a further 10 who attend as required.</li> <li>• Geographic Information System (GIS) commissioned which can use partners data to map crime and issues identify hotspots and trends.</li> <li>• The GIS is now used by a CDRP analyst embedded within the Police service intelligence led deployment of resources in tackling crime on the borough.</li> <li>• Monthly Briefing Report can now be produced based on GIS mapping enabling a multi agency problem solving approach to be commissioned.</li> <li>• All types of crime have been reduced since the introduction of the MATAC system.</li> </ul> <table border="1" data-bbox="555 629 1362 898"> <thead> <tr> <th>April to March</th> <th>06/07</th> <th>07/08</th> <th>Change</th> </tr> </thead> <tbody> <tr> <td><b>BCS Comparator Crime</b></td> <td><b>4,244</b></td> <td><b>3,632</b></td> <td><b>- 14.4%</b></td> </tr> <tr> <td><b>Acquisitive Offences</b></td> <td><b>1,387</b></td> <td><b>1,155</b></td> <td><b>- 16.7%</b></td> </tr> <tr> <td><b>Damage Offences</b></td> <td><b>1,749</b></td> <td><b>1,465</b></td> <td><b>- 16.2%</b></td> </tr> <tr> <td><b>Violent Offences</b></td> <td><b>1,108</b></td> <td><b>1,012</b></td> <td><b>- 8.7%</b></td> </tr> </tbody> </table>	April to March	06/07	07/08	Change	<b>BCS Comparator Crime</b>	<b>4,244</b>	<b>3,632</b>	<b>- 14.4%</b>	<b>Acquisitive Offences</b>	<b>1,387</b>	<b>1,155</b>	<b>- 16.7%</b>	<b>Damage Offences</b>	<b>1,749</b>	<b>1,465</b>	<b>- 16.2%</b>	<b>Violent Offences</b>	<b>1,108</b>	<b>1,012</b>	<b>- 8.7%</b>
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<p>Produce a Workforce Development Plan</p>	<ul style="list-style-type: none"> <li>• The Council's first workforce development plan has been produced and adopted.</li> <li>• Full analysis of the current workforce has been undertaken resulting in appropriate action plans being made to increase the number of young people entering the workforce, and to investigate the low number of BME and disabled applicants.</li> </ul>																				
<p>Develop an Affordable Housing Framework</p>	<p>An Affordable Housing Framework has been developed and was adopted by Executive Cabinet in June 08. All objectives were met.</p> <ul style="list-style-type: none"> <li>• Affordable Housing (AH) Policy Document produced</li> <li>• AH Contribution procedure developed.</li> <li>• AH Negotiation Procedure developed.</li> <li>• Shared ownership application procedure developed</li> <li>• AH Needs Based Plan, defining housing needs within each ward developed.</li> <li>• Promotional literature produced</li> <li>• Survey of waiting list data undertaken to identify applicants who may be eligible for shared ownership</li> <li>• Standard section 106 agreement clauses for affordable housing developed</li> <li>• Forward plan of potential development sites produced</li> </ul>																				
<p>Establish Children's Trust Arrangements</p>	<p>Children's Trust Arrangements for Chorley have been established. The Children's Trust will now develop an Action Plan and performance management arrangements in order to plan and monitor its future work.</p>																				

**LIST OF KEY PROJECTS RATED 'GREEN'**

24. A 'green' rating indicates that project performance is as planned or ahead of schedule with progress on target and costs within or under budget.

1	Develop a succession strategy for the strategic regional site
2	Develop and deliver a markets action plan
3	To deliver a civic pride campaign (Chorley Smile) including a mayors award for local people
4	Develop a sustainable resources development plan for the Borough
5	Establish a choice based lettings scheme
6	Deliver the five pump primed projects in the LSP
7	Implement Joint Finance Service with SRBC
8	Improve the Councils CPA score
9	Recycling and refuse contract renewal
10	Develop Neighbourhood Action Plans
11	Develop the Chorley SPAA
12	Deliver the 50+ Active People Project

#### LIST OF KEY PROJECTS RATED 'AMBER'

25. An amber rating indicates that project performance is forecast to overrun on time or cost. It's an early warning that there may be a problem. Four projects are currently rated as amber:

##### **Implement the Chorley Council Elements of the Play Strategy**

Progress has been made both with the Coronation Recreation Ground lighting scheme and the Play Rangers. However, there have been delays with both elements of this project. These delays have been communicated to the Big Lottery and appropriate extensions sought. As such the delays will not have an impact on the outcomes for the project.

Two play rangers have been appointed, starting work on Tuesday 27th May. Due to CRB clearance the start dates were later than expected. Unfortunately a further two Play rangers were have had to be re-advertised with a view to having a full compliment of rangers in post in August, dependant on CRB clearance.

The planning application for Coronation Recreation Ground lighting scheme was approved by full Council on 22 April 2008 following the withdrawl of the original application for planning permission to allow for additional consultation with residents. The work has been put out to formal tender by Liberata, tenders are currently being evaluated and a contract will be awardard by the end of July, with work now predicted to commence in Sept/Oct.

### **Vulnerable Households Initiative**

The project is behind schedule, following considerable difficulties relating to the recruitment of a Vulnerable Households Co-ordinator on NCH's part. However a co-ordinator has now been appointed, coming into post towards the end of this quarter (9<sup>th</sup> June) and progress is now being made.

A sub-group set up in the last quarter is in the process of developing a revised project plan which takes into account the delayed start date of the co-ordinator, and the project will now run for two years from June 08. By the end of July 2 families will be selected from each Borough via the Persistent and Prolific Offenders and Prevent and Deter groups, the remaining families will be identified using the CAF (Common Assessment Framework) methodology which adopts a holistic approach to identifying families in need of extra support, based on the five overarching Every Child Matters outcomes. It is planned that a further 15 families will be referred by Christmas 08 after which full capacity of 30 families will be reached.

The following products have been completed this quarter:

Vulnerable households co-ordinator in post  
Referral panel and advisory panel formed and a programme of panels set up by the co-ordinator, beginning in the next quarter  
Draft Service Specification drawn up  
Governance Arrangements finalised (including administration and procurement)  
Family Assessment interview document created  
Family action plan document created  
Vulnerable households intervention flow chart created  
Time line for selection of all 15 families ratified

When the families are identified family action plans will be drawn up, and assessment interviews carried out using the documentation developed this quarter. A performance management framework is being developed with baselines for individual families to measure improvement at the end of the project. Project performance will be monitored by NCH through their performance management system 'Aspire'.

### **Development of a Community plan for Buckshaw**

There are no financial issues relating to this project. The completion date of the project has been moved to the second half of 2008/09 to ensure that the plan is aligned to that of the neighbourhood working project. An initial project meeting has been held to prepare and plan and a timetable of actions has been produced.

### **Continue to improve the green corridor of Chorley**

This project comprises three significant capital projects. The individual projects are still on target to be completed by the proposed completion dates:

- Astley Park HLF project – September 2009 (HLF have agreed to an extension of 9 months).
- Bigwood/Copperworks Wood - March 2009.
- Duxbury Park Golf Course - March 2009.

The project is rated amber due to some delays in the Duxbury Park Golf Course project and issues with the contingency budget for Astley Park.

### **Astley Park**

Given the delays due to issues with pets corner and the play areas and the need to seek additional funds to provide a much-improved facility HLF have granted an extension of 9 months. The costs for the renewal of the coach house roof has significantly reduced the contingency available for the building contract and remaining contracts yet to be let. The pavilion refurbishment contract tenders are currently high but a value engineering exercise is being carried to reduce costs to within budget. As reported previously the adventure play area may need to be omitted to deliver the project within the HLF budget. In order to mitigate this risk we have sent an expression of interest for Play Builder funding and will submit an application in August. We are also working with Brothers of Charity on other funding bids.

### **Duxbury Park Golf Course**

Elements of the project have slipped due to wet weather conditions, such as the completion of drainage and the start of the clubhouse build (which is one week behind programme). It is expected that course drainage will have been started by Sept 08 and the clubhouse completed by mid Sept 08.

## **KEY PROJECTS IDENTIFIED AS 'RED'**

26. The following key project has been identified as 'red', meaning that it is not on track. This could be that they are behind schedule, over budget, or there is a serious risk affecting the delivery of the project.

### **Implement CRM**

A separate report relating to this project has been prepared for this Executive Cabinet.

### **Deliver Market Walk Phase 2**

The project has been delayed due to unwillingness of the preferred developer RREEF to reach an agreement with the Council. This is due to the repercussions of the credit crunch/sub prime mortgage issue, price rises and the economic slow down. All options are being considered to take the development forward. Some positive progress has been made through entering into discussions with other interested developers, whilst RREEF's preferred developer status has been extended. However, in light of these recent negative developments and the current economic climate on the high street it is likely that the Business Case for original "Market Walk Phase 2" project will have to be revisited and the project may have to be remodelled and a revised business case presented.

## **PERFORMANCE OVERVIEW NATIONAL INDICATOR SET**

27. This is the first reporting period for the new National Indicator Set. It is therefore, not possible to undertake the analysis that previously would have been included in this report. This includes, analysis of trend over time and quartile positioning. As it becomes possible to make these comparisons, the information will be included in the performance report.
28. This is a smaller subset of the total number of NIs reported at year-end, as it is not possible to collect and report against the full suite of NIs through the year. All the indicators that the Council is responsible for will be reported at year-end. In addition, a



report will be made on a bi-annual basis to report on the progress made against a wider set of indicators for which the LSP is responsible.

## PERFORMANCE AGAINST TARGET

29. The performance of the indicators that should be able to be reported at the end of the first quarter is shown in the table in Appendix 1. Some indicators, such as some community safety indicators, cannot yet be reported. This issue has been raised with the police, who supply the Council with the information, and it should be rectified by the end of Quarter 2.
30. The majority of the indicators are performing at, or above, target. There are four indicators below target. Action Plans have been prepared for these indicators, to outline the reasons for lower than expected performance and the actions that will be taken to make improvements.
31. As the new indicator set introduces a large number of changes to performance indicators and their reporting, there are many changes that will need time to embed properly across the Council. Future Performance Reports will give further updates on the progress made in the reporting of indicators, and how well the Council is performing against target.

## DELIVERING ACTION PLANS

32. Although performance overall is a picture of continued strong performance, there remains a need to understand and carefully manage performance where it is not meeting our expectations. In this first quarter of the National Indicator Set, action plans have been triggered.
33. The following indicators have actions plans:
  - NI 20 Assault with injury crime rate
  - NI 156 Number of Households in Temporary Accommodation
  - NI 157a % of 'major' planning applications processed within 13 weeks.
  - NI 181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events

## ACTION PLANS: BELOW TARGET

### Indicator Number: NI 20

Indicator Short Name: Assault with injury crime rate

Q1		End of Year Target
Performance	Target	
2.15	1.56	6.26

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

Crime rates in Chorley are very low in comparison to other parts of the County, region and nationally. As a result, very small increases in recorded crime, for example an extra four, cause percentages and rates to change fairly significantly. Due to a small number of extra-recorded crimes our performance is seen to be significantly worse than targets.

In terms of crime trends this particular indicator of assaults with less serious injury rate is showing an 11% reduction when compared with quarter 1 2007/2008.

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

The rationale behind this indicator is to enable the Police and Chorley CDRP to monitor its performance against alcohol related violent offences. A number of alcohol specific initiatives are due to be developed over the next three quarters with £10,000 made available through Chorley Partnership. The Police have initiated a programme of activity for the summer months called "Summer Nights" where they and the wider partnership tackle issues associated with alcohol. A number of test purchasing operations have been planned to coincide with other activities across the Borough.

Through the MATAC process the Chorley CDRP are able to effectively deal with any increases in crime through a targeted and multi-agency approach.

**Indicator Number: NI 156**

Indicator Name: Number of Households in Temporary Accommodation

Q1		End of Year Target
Performance	Target	
42	37	37

NB: This indicator is different to the previous BVPIs on the average length of stay in Bed and Breakfast and Hostel accommodation. There are currently no households in B&B, and this type of accommodation has not been used in the current financial year.

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

- There is currently no mechanism to secure accommodation in the borough for households with history of ASB etc.
- There is a need for greater regulation of the Private Sector within the borough. There are high numbers of eviction from private sector.
- Customers owed a duty under the homelessness legislation who are staying in Temporary Accommodation are creating 'bottlenecking' due to the lack of available social rented accommodation within the borough.
- Low nomination rights to Housing Association stock.

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

- Programme of Prevention of Homelessness training for housing option staff
- There are plans to discuss options with partners with a view to change status of identified temporary accommodation units to 'qualifying offer' accommodation.
- The Council intends to develop rental bond scheme, this service would primarily be aimed at households with history of ASB and rent arrears who would not be offered tenancy with a Housing Association.
- The Council intends to work with Housing Associations in order to develop an exclusions protocol to give tenants with problem histories a second chance.
- Liaise with Housing Associations to ensure they are aware of their homelessness obligations and that eviction should be the last resort.
- Develop Private Landlord Accreditation Scheme to improve the service standard that tenants receive within the private sector.
- Revise allocation policy to provide 'prevention points' for those who do not move into temporary accommodation.
- Increase number of social rented accommodation units being provided to ensure that the stay in TA reduces.
- Introduce Choice Based Lettings Scheme to ensure that there is transparency within the allocation procedure and clients can 'bid' for available properties. This will also provide a full range of housing option available including home ownership.
- Increase nomination rights to all partner Housing Association stock.

- Implement new IT system to ensure that households are not overlooked for vacancies when making nominations to Housing Associations.

**Indicator Number: NI 157a**

Indicator Short Name: % of 'major' planning applications processed in 13 weeks

Q1		End of Year Target
Performance	Target	
67%	81%	81%

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

The Council deal with a small number of 'major' planning applications, and so the overall percentage is heavily influenced by one application going over time. The current performance relates to two applications, one that has been completed following a number of years, and another that was not completed within the prescribed timescale because of negotiations over a section 106 agreement.

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

The performance in this indicator will continue to be monitored. Some work is currently being undertaken to look at the processes around processing planning applications, and this should have a positive impact on the outturn by year end.

**Indicator Number: NI 181**

Indicator Short Name: Time taken to process changes to benefits

Q1		End of Year Target
Performance	Target	
10.8 days	9.35	9.35 days

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

New claims have taken on average 18.83 days to process and new claims performance form part of this indicator. In order to meet the overall NI 181 local target of 9.35 days, we would have to process new claims in 17 days. The first quarter each year has the highest volume of new claims following annual billing and this always tends to be the worst performing quarter for days taken to process. This should improve by the end of the 2<sup>nd</sup> quarter.

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

Close monitoring will continue, although it is anticipated that the performance in this indicator will improve later in the year.

**CONCLUSION**

34. The performance in this first quarter report shows that Chorley continues to perform well. The progress made in delivering key projects and against performance indicator targets demonstrates that we continue to deliver against our priorities.
35. The action plans and other steps to be taken where performance is lower than anticipated should help to drive improvement in performance indicators and project delivery.
36. More meaningful comparisons will be able to be made around the National Indicator Set as the year progresses. In addition, the arrangements around reporting performance by partner organisations, such as the police, should be finalised. This will enable us to report on a wider base of performance indicators.

## IMPLICATIONS OF REPORT

37. 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	✓

LESLEY-ANN FENTON  
ASSISTANT CHIEF EXECUTIVE (POLICY AND PERFORMANCE)

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Chris Sinnott and David Wilkinson	5337 / 5248	15 <sup>th</sup> July 2008	First Quarter Performance Report 2008 09