

Report of	Meeting	Date
Assistant Chief Executive (Policy and Performance) (Introduced by the Executive Member for Policy and Performance)	Executive Cabinet	12 th February 2009

3rd 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 third quarter of 2008/09, 1st October to 31st December 2008.

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 third quarter of 2008/09, 1st October to 31st December 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. Following the annual refresh of the Corporate Strategy at Policy Council on November 4th and subsequent adoption in December 2008, this will be the first time the new programme of key projects will be reported.
5. The Corporate Strategy 2008/9 identifies 36 Key Projects. The overall performance of the key projects at this early stage is very good with 72% (26) being rated 'Green' and progressing ahead of, or on, plan by the end of December 2008. Performance in the 10 established projects carried forward from the Corporate Strategy 2007/8 has also improved with two of the projects rated as 'Amber' at the end of the last quarter ('Families First' and 'Deliver Chorley's Play Strategy') having made significant progress.
6. One project is rated 'Amber' ('Continue to improve the Green corridor of Chorley') due to some individual elements within the Duxbury Park Golf Course project, such as the completion of the drainage and the beginners golf course, which have slipped due to adverse weather conditions with a revised schedule which will minimise disruption for users.
7. It is not possible to compare Chorley's performance against other authorities, as this information has not been published. The indicators that can be measured at this point in the year show good performance, with the majority, 8 out of 12, on target and 7 showing performance that has improved since the second quarter. 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 organisation	✓

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 taken forward by the Chorley Partnership.
12. The Corporate Strategy 2008/9 identifies a programme of 36 key projects, which contribute to the achievement of our objectives. These key projects are 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. The Strategy also contains a series of key measures to monitor the success in delivering improved outcomes for residents.
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 third quarter of 2008/09.

REPORT OVERVIEW

15. The report provides information covering the following areas:
- The Council's progress in delivering the 36 key projects identified in the Corporate Strategy 2008/9.
 - The Council's progress in achieving against targets that can be measured on a quarterly basis.
 - Action Plans which outline reasons for lower than expected 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.

KEY PROJECT PERFORMANCE OVERVIEW

16. This section looks at the performance of the key projects to the end of the third quarter of 2008/09, 31st December 2008.
17. In order to report progress lead officers have been asked to complete a high-level project plan, a business case, project initiation documentation and quarterly highlight reports.
18. The highlight reports provide a brief update on the work carried out during the last quarter (1st October to 31st December 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 72% (26 out of 36 projects) being rated 'Green' and progressing ahead of, or on, plan by the end of December 2008. 25% (9) projects are in their initiation phase and have yet to start, while only one project is behind schedule. In the case of this project plans are in place to address the issues affecting the project which are described in more detail below.

	No. Projects	%
Completed projects	0	0
Projects rated as 'Green'	26	72%
Projects rated as 'Amber'	1	3%
Projects rated as 'Red'	0	0%
Projects yet to start	9	25%

Table 1 - Summary of key project performance for the 3rd Qtr (Oct-Dec 08)

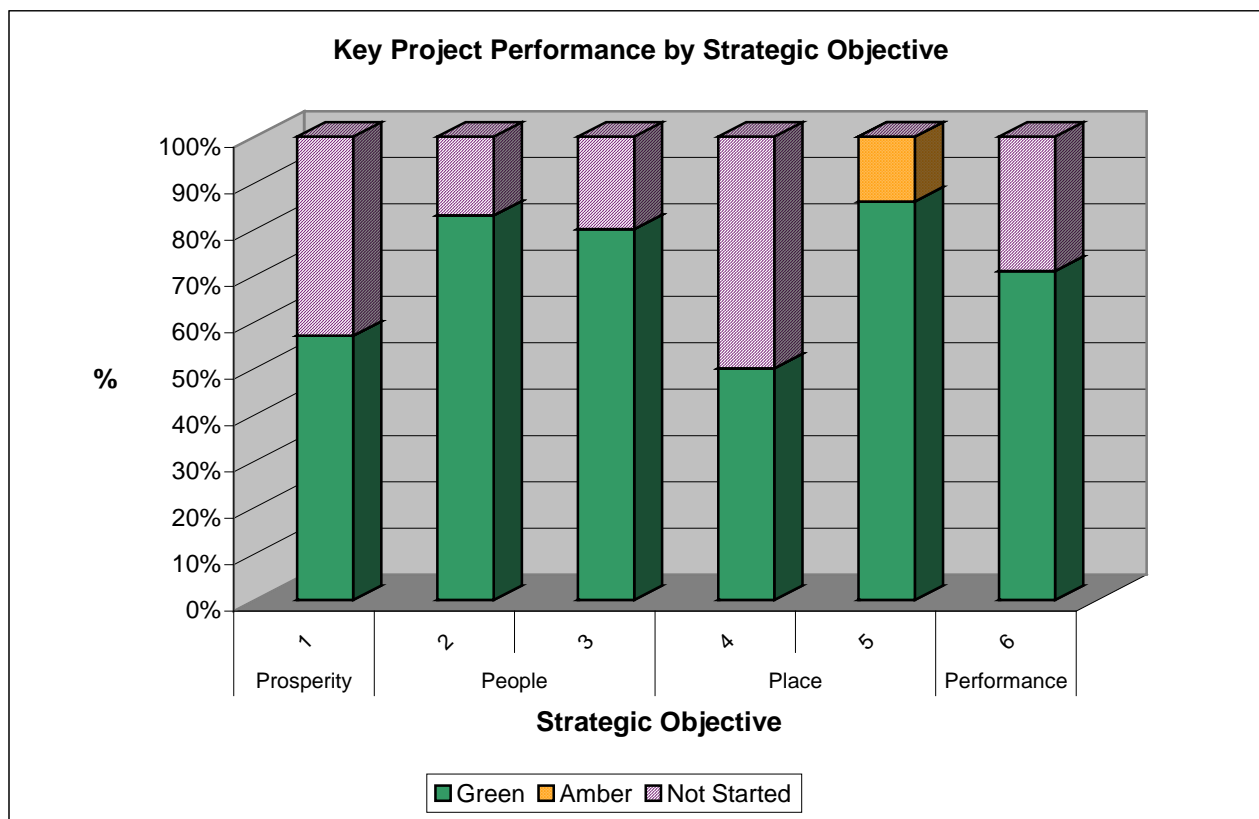
21. The table below demonstrates the performance of the established projects that have carried over from the Corporate Strategy 2007/8.

	2nd Qtr 08/09 %	3rd Qtr 08/09 %	Variance %
Projects rated as 'Green'	70% (7 projects)	90% (9 projects)	+20
Projects rated as 'Amber'	30% (3 projects)	10% (1 project)	-20%
Projects rated as 'Red'	0% (0)	0% (0)	-

Table 2 – Performance of existing projects (10) carried forward from 2nd Quarter 2007/8

22. The table above shows a marked improvement in performance in comparison with the end of the second quarter in terms of project completion, with only one of the project carried forward being classified as being behind schedule.

KEY PROJECT PERFORMANCE BY CORPORATE PRIORITY & STRATEGIC OBJECTIVE



23. The graph above demonstrates that all projects addressing Strategic Objective One 'Put Chorley at the heart of regional economic development in the central Lancashire sub-region'; Strategic Objective; Two 'Improving equality of opportunity and life chances'; Strategic Objective Three 'Involving people in their communities; Strategic Objective Four 'Develop local solutions to global climate change' and Six 'Ensure Chorley is a performing organisation' are either on track or are in their initiation phase.
24. Of the 36 key projects, only 1 has been identified as 'Amber', which is a warning that there may be a problem. The graph above shows that this affects Strategic Objective Five 'Develop the character and feel of Chorley as a good place to live'.
25. Explanations and recommended actions to address the issues which have delayed this project are detailed later in the report.

COMPLETED KEY PROJECTS

26. None of the projects identified in the Corporate Strategy 2008/9 adopted in early December 2008 have completed in the period up to December 31st 2008.

KEY PROJECTS IDENTIFIED AS 'GREEN'

27. A 'green' rating indicates that project performance is as planned or ahead of schedule with progress on target and costs within or under budget. The following project are rated green: **those marked in bold are continuing projects from the last quarter.**

1	Develop a succession strategy to sustain businesses for the future
2	Implement the 50+ Active Generation project

3	Deliver the Families First project
4	Implement the Chorley elements of the play strategy
5	Develop and deliver a markets action plan
6	Develop a framework for Buckshaw Village
7	Develop seven neighbourhood action plans working with parish councils, other partners and community groups
8	Establish a choice based lettings scheme
9	Implement shared Finance services with SRBC
10	Develop and deliver an action plan to support businesses through the economic downturn
11	Deliver the redundancy support project
12	Develop an action plan for leisure and cultural provision for 2009-2012
13	Deliver the next phase of Chorley Smile
14	Deliver a major public event in summer 2009
15	Develop and deliver the first year of the Council's climate change action plan
16	Implement recycling and refuse contract - mobilisation
17	Investigate the extension of the green corridor to Ellerbeck
18	Develop and implement a solution for temporary accommodation
19	Work with partners to make sites available for the development of affordable housing
20	Pilot and review the proposed Chorley SRBC CDRP merger
21	Develop and embed a new staff competency framework
22	Achieve Level 3 of the Equality Standard
23	Achieve Level 2 of the Member Development Charter
24	Establish a new CRM solution
25	Involve young people in their communities and deliver Chorley's Children's Trust priorities for year one
26	Develop an action plan to reduce health inequalities in the borough

KEY PROJECTS IDENTIFIED AS 'NOT STARTED'

28. The following projects are in their planning and initiation phase but are still on schedule to be delivered on time and within budget:

1	Develop options for the next phase of Town Centre development
2	Identify and design key projects from the Town Centre Audit and Urban Design Strategy
3	Implement new car parking contract arrangements
4	Deliver the Rurality Awareness Project
5	Develop community governance options in response to the Local Government and Public Involvement in Health Act

6	Develop a green travel plan for staff
7	Deliver an invest to save programme for the Council's use of energy
8	Prepare for I&DeA Peer Review of the LSP
9	Develop a customer service and insight action plan

LIST OF KEY PROJECTS RATED 'AMBER'

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

Continue to improve the green corridor of Chorley

This project comprises three significant capital projects.

- Astley Park HLF project
- Bigwood/Copperworks Wood
- Duxbury Park Golf Course

This composite key project is rated 'Amber' due to the Duxbury Park element falling behind schedule. The Astley Park and Bigwood / Copperworks wood projects are on track.

Duxbury Park Golf Course

The clubhouse was completed on time and to budget on 30/09/08 but some individual elements within the project have slipped, such as the completion of the drainage and beginners golf course. The course drainage has not been completed due to weather conditions. Once the ground conditions improve, suitable machinery will be brought in to complete the work. The drainage will be completed during 2009 and it is expected that planning permission for the beginners' course will be sought in spring 09.

In order to cause as little disruption to golfers as possible a third of the drainage will be carried out in Feb/March 09 with the remainder being completed in autumn 09.

KEY PROJECTS IDENTIFIED AS 'RED'

30. No key projects were identified as 'red' at the end of the third quarter.

PERFORMANCE OVERVIEW: NATIONAL INDICATOR SET

31. It is not yet possible to undertake the full analysis on performance that was previously undertaken in the quarterly performance report, as information is not available to enable this. This includes, analysis of trend compared to previous years and quartile positioning. As it becomes possible to make these comparisons, the information will be included in future performance reports.

PERFORMANCE AGAINST TARGET

32. The performance of the indicators that should be able to be reported at the end of the second quarter is shown in the table in Appendix 1.
33. 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.
34. The majority of the indicators are performing at, or above, target. There are three 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.
35. The majority of indicators where comparison can be made have shown improved performance when compared to earlier in the year. Seven out of the eleven indicators have improved. NI 20 (Assault with injury) and NI 192 (Household waste recycled or composted) have deteriorated very slightly, but are still above target. One indicator, NI 181 (Average time taken to process changes to housing and council tax benefits) has shown deterioration in performance for the second quarter and is below target. An Action Plan has been prepared for this indicator, for the reasons detailed below.

DELIVERING ACTION PLANS

36. In the second quarter performance report, five indicators were below target and triggered the production of action plans. Two of the indicators, NI 156 and NI 157a, have shown improvement, but are still below target. NI 195b and NI 195d (measures relating to the levels of street cleanliness) also triggered action plans in the second quarter, but it is not possible to report them at this point in the year. They will be reported in the next performance report.
37. The final indicator with an action plan in the second quarter was NI 181. This has deteriorated in performance and is below target. Updated action plans have been produced for the three indicators still below target to outline the further actions taken to improve performance.
38. The following indicators are below target and have actions plans:
- NI 156 Number of Households in Temporary Accommodation
 - NI 157a Processing time of 'major' planning applications.
 - NI 181 Average time taken to process changes to Council Tax and housing benefits

ACTION PLANS: BELOW TARGET

Indicator Number	NI 156
Indicator Short Name	Number of households in temporary accommodation

Quarter Three	
Performance	Target
32 households	30 households

Please explain the reasons why progress has not reached expectations

The performance in this indicator has continued to improve during the third quarter of the year. Demand for temporary accommodation continues although the team are preventing increasing numbers of homelessness.

There have been delays with nominations to RSLs due to refusals, some of which have, in the Council's view, been unreasonable. This has resulted in customers being in temporary accommodation for longer than is necessary.

Please detail corrective action to be undertaken

We have agreement with partners to use certain supported accommodation schemes, such as The Bridge and The Charnocks, as full duty accommodation rather than temporary. This will be actioned in the next few weeks as there is a now full complement of staff in the Homelessness and Housing Advice Team.

We are drafting an Exclusions Policy, which we will seek to share and adopt across all housing providers, which will eliminate the number of inappropriate refusals.

Indicator Number	NI 157a
Indicator Short Name	% of 'major' planning applications processed within the timescales

Quarter Three	
Performance	Target
76.19%	81%

Please explain the reasons why progress has not reached expectations

Performance in this indicator continues to improve when compared with earlier in the year, although it is still affected by a poor performance in the first quarter, when a series of delayed decisions were taken. The target set is comparable with the top 25% of Councils.

The high performance has continued into the final quarter of the year.

Please detail corrective action to be undertaken

The section is continuing to monitor the progress of applications closely to ensure they are processed within the prescribed timescale of 13 weeks. The continued good performance should mean that the target is met by the end of the year.

Indicator Number	NI 181
Indicator Short Name	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events

Quarter Three	
Performance	Target
12.33 days	9.35 days

Please explain the reasons why progress has not reached expectations

The level of new claims to process has increased by over 19% over the last 6 months, because of the economic downturn. This has impacted upon this indicator, as processing new claims is a more involved and more time consuming process than a change event.

This was a difficult performance indicator to set a target for at the start of the year. It was a new indicator combining new claims and changes in circumstances but also including the length of time it takes to process other change events (such as interventions) which have not been measured before. This meant that we did not have all the historical statistics to use as a benchmark to set the 08/09 targets.

In addition, the assessment team is small, and so performance can be affected by staff sickness and absence. These issues have impacted on the performance of the team during the year. The 4th quarter should show improvements once the team is fully staffed.

During the 4th quarter, historically we usually have shown improved performance due to high volumes of changes in circumstances that are reported due to rent increases. Although there are higher volumes of work to deal with, they are straightforward and are usually dealt with very quickly, which improve the overall average days to process results during that period.

Please detail corrective action to be undertaken

We are also monitoring performance day by day and moving priorities to make the best use of the resources available.

CONCLUSION

39. The performance in this third quarter report shows that the Council 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.
40. 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.
41. 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

42. 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	January 2009	Third Quarter Performance Report 2008 09

Appendix 1: National Indicators Performance

Performance Against Target



= Performance is better than the target set for 2008/09.



= Performance is within the 5% tolerance set for this indicator.



= Performance is worse than the 5% tolerance.

The performance symbols denote performance against the target.

Code	Indicator Title	Target	Quarter 3	Performance
NI 16	Serious acquisitive crime	6.06 per 1,000 population (211 incidents in this quarter)	5.09 per 1,000 population (155 incidents in this quarter)	★
NI 20	Assault with injury crime rate	4.72 per 1,000 population (165 incidents in this quarter)	4.8 per 1,000 population (180 incidents in this quarter)	●
NI 156	Number of households living in Temporary Accommodation	30 households	32 households	▲
NI 157a	Processing of planning applications as measured against targets for 'major' application types	81%	76%	▲
NI 157b	Processing of planning applications as measured against targets for 'minor'	80%	83%	★
NI 157c	Processing of planning applications as measured against targets for 'other' application types	89%	94%	★
NI 159	Supply of ready to develop housing sites	100% (2,184 units)	122% (2,668 units)	★
NI 180 ⁱ	Changes in Housing Benefit/ Council Tax Benefit entitlements within the year	6696 changes	7352 changes	★
NI 181	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	9.35 days	12.33 days	▲
NI 182 ⁱⁱ	Satisfaction of businesses with local authority regulation services	80%	92%	★
NI 184	Food establishments in the area which are broadly compliant with food hygiene law	75%	96%	★
NI 192 ⁱⁱⁱ	Household waste recycled and composted	48%	50.39%	★

ⁱ NI 180 and 181 are taken directly from the Council's systems by the Department for Work and Pensions. Therefore, the outturn at year end may not exactly match this reported outturn, although it should give a good indication.

ⁱⁱ The surveys sent out around Christmas have not all been received back. This figure is accurate to the end of November.

ⁱⁱⁱ The waste figures are up-to-date in the current position at the end of November. The outturn for these figures will change as more information is received.