

| Report of | Meeting | Date |
|---|---|-------------------------------|
| Deputy Chief Executive (Introduced by the Executive Member for Resources) | Overview and Scrutiny Performance Panel | Thursday, 25 November 2021 |

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|------------------------------|----|
| Is this report confidential? | No |
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| Is this decision key? | No |
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Performance Focus - Policy and Governance

Purpose of the Report

1. To provide the Overview and Scrutiny Performance Panel with a performance update for the Policy and Governance Directorate. This includes:
 - a) An overall directorate summary and budget position,
 - b) An overview of performance over 2021/22,
 - c) An update on the Corporate Strategy projects.

Recommendations to the Overview and Scrutiny Performance Panel

2. That the information contained within this report is discussed by the Overview and Scrutiny Performance Panel to understand and monitor performance within the Policy and Governance directorate.

Reasons for recommendations

3. To ensure the effective monitoring of performance with the Policy and Governance Directorate and subsequent delivery of the Corporate Strategy and its strategic objectives.

Other options considered and rejected

4. No other options have been considered or rejected. This is because the report does not present any key items for decision.

Corporate priorities

5. The report relates to the following corporate priorities:

| | | | |
|--|---|---|---|
| Involving residents in improving their local area and equality of access for all | X | A strong local economy | X |
| Clean, safe and healthy communities | X | An ambitious council that does more to meet the needs of residents and the local area | X |

Background to the report

6. Each quarter a directorate level performance update is presented to the Overview and Scrutiny Performance Panel for review. For quarter three, an update for Policy and Governance has been prepared. This directorate was last reviewed in November 2020. This is following its transition into a shared service with South Ribble Borough Council. The directorate includes the following four services:
- Communications and Visitor Economy,
 - Finance,
 - Governance,
 - Transformation and Partnerships.
7. This report presents an overview of the directorate's performance over 2021/22 as well as a breakdown of the financial position, corporate and service level indicator performance, and the progress of the Corporate Strategy projects as of quarter two 2021/22.

Directorate overview

8. The directorate has been performing well over 2021/22, with 27 (73%) of the 37 performance indicators performing on or above target for quarter two 2021/22. In terms of the 64 business plan projects under the directorate, 45 (70%) are rated as Green or Completed, 13 (20%) are rated Amber, 2 (3%) are classified as red, and 4 (6%) are considered Not Started. Additional information on the performance of service level projects was reported to the previous Overview and Scrutiny Performance Panel in October 2021 as part of the bi-annual business plan update.

Financial position 2021/22

9. The below table outlines the General Fund Revenue Budget monitoring provisional outturn 2021/22 for the Policy and Governance directorate:

| Provisional Outturn 2021/22 – Policy and Governance | £ |
|---|---------------|
| Original Cash Budget | 4,440,830 |
| Agreed changes | 61,920 |
| Current cash budget | 4,502,750 |
| Provisional outturn | 4,532,620 |
| Variance | 29,870 |

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|-----------------|-------------|
| Variance | 0.7% |
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10. The provisional outturn for Policy and Governance shows an overspend of £30k for 2021/22, giving a 0.7% variance against the cash budget. The biggest overspend within the directorate was on the Lancastrian event space. The pandemic has impacted the number of bookings for the Lancastrian and consequently the income received from the venue, resulting in an overspend. This is because there have been restrictions on large gatherings and events throughout 2020 and into 2021. Since the easing of restrictions, the number of bookings has steadily increased from quarter one and is on an upward trajectory, with eight external bookings hosted as of quarter two.
11. Across all services within Policy and Governance there has been an overspend on staffing, which remains the single biggest spend. At the time of setting the Council's revenue budget for 2021/22 the Government had announced a pay freeze for local government workers and as such, there was no provision for a pay award included within the estimates. However, in February 2021, the National Joint Council trade unions lodged a pay claim and negotiations with the National Employers have been ongoing until July when a final pay offer of 1.75% was made to the unions. Although the offer has not been accepted, the provisional forecast is based on the proposed 1.75% pay award, which would result in £37k in an additional staffing costs for the directorate.

Performance indicators

12. A three-colour symbol rating system is used for performance indicators to indicate status as shown in the table below:

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|---|---|---|
|  Performance is better than target |  Worse than target but within threshold (5%) |  Worse than target, outside threshold (5%) |
|---|---|---|

13. A summary of key performance information for each service within the Policy and Governance directorate over the year of 2021/22 is provided below:

Corporate Strategy indicators

14. The table below highlights the Key Corporate Strategy measures for the directorate. For quarter two 2021/22, there are two corporate indicators that can be reported:

| Indicator | Polarity | Target | Performance (Q2 2021/22) | Symbol | Trend |
|---|-------------------|--------|--------------------------|---|------------------------|
| CS IR 06 – Number of people who have successfully completed basic digital skills training | Bigger is better | 200 | 122 |  | Better than Q2 2020/21 |
| CS SLE 04 – The % of 16-17 year olds who are not in education, employment, or training | Smaller is better | 3% | 1% |  | Better than Q2 2020/21 |

15. The number of people that have successfully completed basic digital skills training has improved considerably from the 42 in quarter one to 122 at the end of quarter two, which represents a 6000% increase from the two reported in the same period last year. Past pandemic restrictions have limited the ability to deliver face to face sessions within the community, which has had an impact on the number of people who have been supported during this financial year. Actions being delivered in order to increase the number of people completing digital skills training includes the relaunching of our previously successful Digital Champions Scheme as well as the preparation of communications to promote different learning options, recruit volunteers for the scheme, and generally inform residents of the potential benefits from learning to get online.

Local indicators: Communications and Visitor Economy

16. The table below outlines the indicator performance for the Communications and Visitor Economy Service:

| Indicator | Polarity | Target | Performance (Q2 2021/22) | Symbol | Trend |
|--|------------------|--------|--------------------------|---|------------------------|
| CVE 01 – Number of visitors to the Check Out Chorley website (IN MONTH) | Bigger is better | 2748 | 7600 |  | Better than Q2 2020/21 |
| CVE 02 – % of email open rates within the Attain System | Bigger is better | 35% | 45.6% |  | Worse than Q2 2020/21 |
| CVE 05 – Number of visitors to the Astley Hall and Park website (IN MONTH) | Bigger is better | 3,104 | 6,852 |  | Better than Q2 2020/21 |

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|--|------------------|---------|---------------|---|-----------------------|
| CVE 07 – Number of visitors to the Chorley Live website (IN MONTH) | Bigger is better | 4,412 | 1,500 | ▲ | Worse than Q2 2020/21 |
| CVE 08 – Social media engagements | Bigger is better | 118,394 | 86,912 | ▲ | Worse than Q2 2020/21 |

17. The 1,500 visitors to the Chorley Live website is below target and is lower than the 4,412 recorded in quarter two 2020/21. This is because Chorley Live was not hosted in September, with an alternative 'Big Weekend' event delivered instead. This was done temporarily in order to reduce the risk of transmitting Covid-19, with the usual weekend event taking place over one day instead of the usual several. Potential visitors have been directed to a new Big Weekend website, which was set up in order to provide information and guidance on the event.

18. In order to improve the rate and quality of engagements we receive on our social media platforms, a review exercise has been launched to examine our digital content. This includes looking into the types and formats of the content we publish on social media and what time they are posted. This review will utilise google analytics software in order to make evidence-based improvements to the quality of our social media posts, which will have an impact on the rate of engagement. The indicator follows a pattern of underperformance since the start of the pandemic. As events are the main driver of our engagements on social media, the postponement of key events as a result of Covid-19, such as Chorley Live in September 2021, has meant that the rate of engagement has been lower than previous years.

Local indicators: Finance

19. The table below outlines the performance for the eight indicators for Finance that were due for reporting in quarter two:

| Indicator | Polarity | Target | Performance (Q2 2021/22) | Symbol | Trend |
|---|------------------|--------|--------------------------|--------|---------------------------------|
| SFS 02 – 15 working days from period end closure to the distribution of finance reports | Bigger is better | 100% | 100% | ★ | No data recorded for Q2 2020/21 |
| SFS 04 – Compliance with the Prudential Code | Bigger is better | 100% | 100% | ★ | Same as Q2 2020/21 |

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| SFS 05 – Statutory Grant Claims and Returns to be submitted on time | Bigger is better | 100% | 100% | ★ | Better than Q2 2020/21 |
| SFS 07 – Supplier Payment within 30 days (IN MONTH) | Bigger is better | 99% | 83.16 | ▲ | Worse than Q2 2020/21 |
| SFS 08 – % of supplier payments by electronic means | Bigger is better | 97% | 100% | ★ | Same as Q2 2020/21 |
| SFS 09 – % of remittances to suppliers by electronic means | Bigger is better | 95% | 100% | ★ | Same as Q2 2020/21 |
| SFS 10 – % of Financial Systems availability | Bigger is better | 99.5% | 99.94% | ★ | Worse than Q2 2020/21 |

20. In order to increase the number of supplier payments made within 30 days, further support and training has been offered to teams to ensure they are equipped with the skills necessary to process supplier payments as well as identify any potential barriers to timely completion.

Local indicators: Governance

21. The below table outlines performance against a number of local indicators relating to Governance. There are nine indicators that can be reported at quarter two, with eight performing on or above target and one performing below target and outside the 5% threshold:

| Indicator | Polarity | Target | Performance (Q2 2021/22) | Symbol | Trend |
|--|------------------|--------|--------------------------|--------|------------------------|
| LD 01 – % of draft minutes circulated within 10 days | Bigger is better | 95% | 100% | ★ | Same as Q2 2020/21 |
| LD 02 – % of authors uploading reports to Modgov | Bigger is better | 90% | 100% | ★ | Better than Q2 2020/21 |

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|--|------------------|------|---------------|---|------------------------|
| LD 04 – % valid postal / proxy vote applications processed within 3 working days | Bigger is better | 95% | 100% | ★ | Same as Q2 2020/21 |
| LD 10 – % of complaints to the Chief Executive responded to within 10 working days | Bigger is better | 75% | 82.51% | ★ | Worse than Q2 2020/21 |
| LD 11 – % of complaints to the MP responded to in 10 working days | Bigger is better | 75% | 91.66% | ★ | Better than Q2 2020/21 |
| LD 14 – file opened within 5 days | Bigger is better | 90% | 92.7 | ★ | Worse than Q2 2020/21 |
| LD 15 – % of draft legal documents drafted within 4 weeks of receipt (S106 agreements) | Bigger is better | 100% | 88% | ▲ | Worse than Q2 2020/21 |
| LD 16 – prosecution / civil litigation files reviewed within one month of receipt | Bigger is better | 90% | 100% | ★ | Same as Q2 2020/21 |
| LD 17 – % FOI (including EIR and DPA) requests responded to on time | Bigger is better | 90% | 93.51% | ★ | NEW for 2021/22 |

22. The percentage of new section 106 instructions that were sent to a case officer in the Planning Service within four weeks of receipt by the Legal Service has performed below target for quarter two 2021/22. This is as a result of capacity issues within the Legal Service, as an officer went on maternity leave during the quarter. Despite this, the indicator performed consistently on target at 100% over 2020/21 and in Q1 2021/22. To address the issue, a temporary locum solicitor is being recruited currently in order to increase capacity within the team whilst an additional permanent position is appointed following member approval over quarter four 2021/22 and quarter one 2022/23.

Local indicators: Transformation and Partnerships

23. The table below outlines the indicator performance for the Communications and Visitor Economy Service:

| Indicator | Polarity | Target | Performance (Q2 2021/22) | Symbol | Trend |
|--|-------------------|--------|--------------------------|---|---------------------------------|
| TP 03 – Performance information provided by the quarterly deadline | Bigger is better | 85% | 76% |  | Better than Q2 2020/21 |
| TP 04 – % of Corporate Strategy projects on track / delivered – council wide | Bigger is better | 90% | 92.3% |  | Better than Q2 2020/21 |
| TP 15 – Number of FTE days lost per year through short term sickness absence | Smaller is better | 1.21 | 1 |  | Better than Q2 2020/21 |
| TP 16 – Number of FTE days lost through long term sickness absence | Smaller is better | 2.09 | 0.81 |  | Better than Q2 2020/21 |
| TP 17 – Average working days per employee (FTE) per year lost through sickness absence | Smaller is better | 3.33 | 1.8 |  | Better than Q2 2020/21 |
| TP18 – % absence review meetings organised within 15 working days | Bigger is better | 95% | 100% |  | No data recorded for Q2 2020/21 |
| TP 22 – % highlight reports received by the quarterly deadline | Bigger is better | 75% | 77% |  | Worse than Q2 2020/21 |

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|---|-------------------|--------|---------------|-----|-----------------------|
| TP 23 – % projects with up-to-date and complete documentation | Bigger is better | 75% | 92% | ★ | Same as Q2 2020/21 |
| TP 24 – Number of projects supported by the PMO | No polarity | 6 | 4 | N/A | Lower than Q2 2020/21 |
| TP 26 – % of service requests received online | Bigger is better | 60% | 44.26% | ▲ | NEW for 2021/22 |
| TP 27 – Total visits to the Chorley Council Website | Bigger is better | 200000 | 436121 | ★ | NEW for 2021/22 |
| TP 28 – % of service pages overdue | Smaller is better | 15% | 3.44% | ★ | NEW for 2021/22 |
| TP 29 – % of service development actions on track | Bigger is better | 70% | 62.5% | ▲ | NEW for 2021/22 |

24. The implementation of the new performance management system in September has impacted the percentage of performance information provided by the quarterly deadline, as officers have transitioned and adapted to the new system and data quality processes, causing a delay. To address this, six training sessions have been hosted to ensure staff are equipped with the skills and knowledge to use the system and a guidance document has been produced providing a step-by-step toolkit. Officers have also been sent reminders to enter performance information and engaged with in order to identify and address potential issues and answer questions. By end of quarter three, it is expected that every relevant officer should have been offered a training session and be able to input their data. An allowance has been provided at quarter two to allow for the switching systems and the subsequent implementation.
25. Of the service development actions, three (38%) of the eight actions have been classified as off track for delivery for quarter two. This is a result of capacity issues within the relevant teams. In order to address this, external resources has been arranged to support the completion of the actions, which are now scheduled to be completed in November 2021, with performance consequently projected to be on track for quarter three.

Projects

26. Under the Policy and Governance directorate there are a total of three Corporate Strategy projects, with two rated as green for quarter two 2021/22. These include:

- Deliver phase 2 of Shared Services,
- Undertake renovation works at Astley Hall,

27. One project was classified as completed for quarter two 2021/22. This includes:

- Work with our partners to deliver sustainable public services.

28. Delivery of the Corporate Strategy projects are monitored on a quarterly basis through the Quarterly Performance Report, which is presented to Executive Cabinet. The last update was provided in November 2021 covering quarter two performance. This report can be found under background documents. The next update will be presented in February 2022, which will cover quarter three performance.

29. Service level projects are monitored bi-annually. The last update was presented to the Overview and Scrutiny Performance Panel in October 2021. This report can find under background documents and includes Policy and Governance service level projects.

Corporate Strategy projects

30. In the table below, an update on the current Corporate Strategy project position for each corporate project under Policy and Governance can be found below:

| Project | Rating (Q2 2021/22) | Update (Q2 2021/22) |
|---|------------------------|---|
| Delivery of phase 2 of shared services | GREEN | <p>The following has been completed:</p> <ul style="list-style-type: none"> • Presented proposals for the review of the ICT Service to the Shared Services Joint Committee, • Commenced consultation on the proposals for the review of the ICT Service, • Started review of job descriptions and job evaluation for the proposed shared ICT Service, • Completed consultation on the shared Customer Services management structure, with the review approved through an Executive Member Decision, • Implemented the shared management structure in Customer Services, • Commenced the second stage of the Customer Services review, with information collected and reviewed in relation to current structures of each team and an activity directory exercise has been carried out to identify the tasks that each role is responsible for and the percentage of time spent on each activity. |
| Undertake renovation works at Astley Hall | GREEN | <p>The following has been completed:</p> <ul style="list-style-type: none"> • Completed the main works to the façade of the Hall, • Commenced instillation of lighting throughout the park, |

| | | |
|---|------------------|--|
| | | <ul style="list-style-type: none"> Produced a package of works for the internal decoration of the Hall and enhancement of the visitor experience. |
| Work with our partners to deliver sustainable public services | COMPLETED | <p>The following has been completed:</p> <ul style="list-style-type: none"> Formed and implemented the partnership's governance structure. This includes an Executive Board consisting of senior decision makers from the key partners, Continued development of the Partnership Strategy based on the three priorities of locality model, data and intelligence, and economic reform, Drafted proposals for the first Annual Partnership Summit, Gained approval from the Executive Board for the Partnership Strategy and Annual Partnership Summit proposals. |

31. As part of the Corporate Strategy 2021/22 to 2023/24, the following four projects have been proposed for future delivery. These projects will fall under the Policy and Governance directorate and were presented to Council in November 2021:

| Project | Proposed scope (2022/23) |
|---|---|
| Deliver the Future Workplace Strategy | Deliver year 1 of the Future Workplace Strategy to ensure that our working practices and environments are fit for the future and meet the expectations of staff and customers |
| Join up public services by working with our partners through the Chorley and South Ribble Partnership | Embed the new joint Chorley and South Ribble Partnership to deliver better outcomes for residents by joining up the organisation and funding of public services so that they make sense and provide good value for residents. |
| Launch Astley Hall attraction and visitor experience | Completion of Astley Hall development works, including an improved visitor experience that will be opened and showcased to residents and visitors. |

Climate change and air quality

32. The work noted in this report does not impact the climate change and sustainability targets of the Councils Green Agenda and all environmental considerations are in place.

Equality and diversity

33. The material presented and discussed in this report has no direct implications on equality or diversity.

Risk

34. There are service level risk registers contained with the GRACE risk management system recording risk for the directorate. These are regularly monitored through Directorate Management Team, where risks are discussed, reviewed, and updated according to service needs and the current risk context.

Comments of the Statutory Finance Officer

35. Any financial implications from performance in 2021/22 has been captured in the budget monitoring process. The 2022/23 budget will include the necessary resources to deliver the proposed projects as outlined in the report.

Comments of the Monitoring Officer

36. No comment.

Background documents

37. The following documents are key background items for this report:

- [Business Plan Progress Update 2021/22](#)
- [Quarter Two Performance Monitoring Report 2021/22](#)
- [Revenue and Capital Budget Monitoring](#)

Appendices

38. There are no appendices that accompany this report.

| Report Author: | Email: | Telephone: | Date: |
|---|---------------------------------|-------------|------------|
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