



FYLDE BOROUGH COUNCIL



Meeting Agenda

**Performance Improvement Scrutiny Committee
Town Hall, St Annes
25 January 2007, 7:00pm**

PERFORMANCE IMPROVEMENT SCRUTINY COMMITTEE

MEMBERSHIP

CHAIRMAN - Councillor Keith Hyde
VICE-CHAIRMAN – Councillor Fabian Wilson

Councillors

Christine Akeroyd

Derek Lancaster

Eric Bamber

Elizabeth Oades

Elizabeth Clarke

Hilda Wilson

John Dolan

Contact: Peter Welsh, St. Annes (01253) 658502, Email: peterw@fylde.gov.uk



CORPORATE OBJECTIVES

The Council's investment and activities are focused on achieving our five key objectives which aim to :

- Conserve, protect and enhance the quality of the Fylde natural and built environment
- Work with partners to help maintain safe communities in which individuals and businesses can thrive
- Stimulate strong economic prosperity and regeneration within a diverse and vibrant economic environment
- Improve access to good quality local housing and promote the health and wellbeing and equality of opportunity of all people in the Borough
- Ensure we are an efficient and effective council.

CORE VALUES

In striving to achieve these objectives we have adopted a number of key values which underpin everything we do :

- Provide equal access to services whether you live in town, village or countryside,
- Provide effective leadership for the community,
- Value our staff and create a 'can do' culture,
- Work effectively through partnerships,
- Strive to achieve 'more with less'.



A G E N D A

PART I - MATTERS DELEGATED TO COMMITTEE

ITEM	PAGE
1. DECLARATIONS OF INTEREST: <i>In accordance with the Council's Code of Conduct, members are reminded that any personal/prejudicial interests should be declared as required by the Council's Code of Conduct adopted in accordance with the Local Government Act 2000.</i>	4
2. CONFIRMATION OF MINUTES: <i>To confirm as a correct record the Minutes of the Performance Improvement Scrutiny Committee held on 23 November 2006 Attached at the end of the agenda.</i>	4
3. SUBSTITUTE MEMBERS: <i>Details of any substitute members notified in accordance with council procedure rule 25.3</i>	4
4. THIRD QUARTER PERFORMANCE REPORT 2006/07	5 – 17
5. CORPORATE PLAN MONITORING 2006/07	18 – 24
6. PROPOSED CENTRALISED COMPLAINTS SYSTEM	25 – 30

REPORT



REPORT OF	MEETING	DATE	ITEM NO
POLICY & PERFORMANCE	PERFORMANCE IMPROVEMENT COMMITTEE	JAN 25 TH 2007	4

THIRD QUARTER PERFORMANCE REPORT 2006/07

Public/Exempt item

This item is for consideration in the public part of the meeting.

Summary

The report provides an update to the committee on the performance of the key best value performance indicators agreed by the committee that can be reported on a quarterly basis. The report highlights those indicators where performance is significantly above or below the target for the year at the third quarter (April 1st 2006 to December 31st 2006).

Recommendations

1. That the committee scrutinises the third quarter performance to date against the key indicators and makes any appropriate recommendations to officers and / or portfolio holders to ensure that all indicators are on target.
2. That the committee agrees to the revised target for BVPI 64 to 8 because of the current demand in the local market.
3. That the committee agree for the Chair and Vice Chair to receive the second quarter figures for BVPI 79a and 79bi as soon as they are available and make any appropriate recommendations to the Portfolio Holder if action is required.
4. That the committee agree for the latest quartile figures for all English councils published in December 2006 and included in appendix 2 to be used in all future performance reports.

Cabinet Portfolio

The item falls within the following Cabinet Portfolio:

Corporate Performance and Development: Councillor Sue Fazackerley.

Report

1. Appendix 1 provides the second quarter (covering the period April 1st 2006 to December 31st 2006) performance figures against the key national and local performance indicators that the committee agreed to have presented throughout 2006/07. The performance is placed in context with the target for 2006/07, the final out turn for 2005/06 and the latest available top, bottom and average performance figures for all district councils in England.
2. The green highlight indicates that performance is on track to achieve the end of year target agreed by the committee. The red highlights indicate that performance is not on track to achieve the end of year target agreed. An explanation is provided below for those indicators that are highlighted in red, along with details of the actions to be taken to ensure that performance will be improved.
3. The committee should recognise that overall the majority of the key performance measures are on target and performing well against the top quartile for all English District Councils. The hard work and dedication of service teams across the council is reflected in the very good overall performance.
4. The figures for the benefits service key quarterly BVPI's (79a and 79bi) could not be produced in time for the committee reporting deadline. The benefits manager has been helping Blackpool implement the new computer system as part of the partnership arrangements and as a consequence the officer that is responsible for calculating the BVPI has not been available. However, both of these indicators are traditionally performing well and the benefits manager does not envisage any problems with these indicators. The figures will be produced as soon as possible and presented to the Chair and Vice Chair of the Committee along with the Portfolio Holder who will take any necessary action.
5. BVPI 8, the payment of undisputed invoices within 30 working days is below the revised target of 97% at 95.04%. The management team has highlighted this as a key indicator that is a priority for all service areas to address in the next three months in order to have any chance of achieving the target. Every service area has been instructed to ensure that invoices are dealt with as a matter of priority and to clearly label any invoices that are disputed. The performance is monitored every month at the management team meeting.
6. BVPI 78a is the performance from the end of November 2006 which is only one month behind the end of the third quarter. The figure of 37.7 days is slightly below the target of 35 days but this has gradually improved each month from 62.7 days earlier in the year when two new systems were being implemented. The service regularly performs well against almost all indicators.

7. BVPI 64 the number of private sector dwellings returned to occupation is currently below target that was set based on the number of known private sector dwellings that are unfit for occupation. The Housing team sends out a questionnaire every month to the owners of each property that is unfit. The majority of these properties are on the market for sale in their current state or there is renovation work already under way so there is limited demand in the market. The Housing Team have taken this into consideration and revised the target to 8. The committee are asked to approve the revised target and recognise because of the socio-economic nature of the borough this is a national indicator that at present will not achieve top quartile.
8. The tonnage of waste collected is slightly below target (BVPI 84a) with the out turn forecast at 426.6kg that is only 6.6kg above at the current level. Recycling initiatives have been promoted over the Christmas period to reduce the tonnage of waste collected and at the same time increase recycling. The Streetscene team are still working hard to achieve this realistic but challenging target.
9. Performance against the planning indicators 109a, 109b and 109c is well below target for the third quarter running and within the bottom quartile performance for all England District Councils. Senior officers in the Development Control team and the Portfolio Holder for the service have been before this committee and the Cabinet on more than one occasion to explain the reasons for the performance and outline the actions being taken to address this. The vacant posts in the Development Control team were not filled until the end of the third quarter and so the impact of this is not reflected in the third quarter performance outturn. The very latest performance data for the beginning of the fourth quarter will be made available to members at the committee meeting. The committee is advised to scrutinise closely this latest information to detect any change in the performance trend.
10. The performance of the Customer Service team has been extensively reported and a comprehensive review carried out led by the Vice Chair of this committee. Overall the performance of the team is good and getting better as more calls are answered quicker and the levels of customer satisfaction are exceptional. In recent months the percentage of calls answered within 30 seconds has exceeded 80% and the percentage answered during working hours has been over 90%. The poorer performance was experienced earlier in the financial year.
11. Although there are no current targets set for the community safety performance indicators (BVPI 126, 127a, 127b and 128) the current performance to date compared against last years figures and any available quartile information is very good. It has long been recognised that the Fylde is statistically one of the safest areas in the region and year on year the crime figures support this. However, the community safety partnership is always conscious of the 'fear of crime'.
12. There are a significant number of successes amongst the third quarter performance figures. The percentage of household waste recycled (BVPI 82ai) is only slightly below the target of 18% but it is normal to have fluctuations throughout the year. The situation is different for the garden waste sent to compost (BVPI 82bi) which is above target. The combined performance is 41.23% and the Streetscene manager is confident that the combined 40% target for the end of the year will be achieved. Performance in this area is amongst the best in the country and the service has recently been featured on local television because of the high levels of recycling.

13. The number of unique visitors to the web site has increased by over 3000 per month since January 2006. Other local authorities are citing the Fylde web site as best practice. The number of people dealing with the council by electronic means is now measured in thousands rather than hundreds. The target for the number of unique hits has been increased from 62,000 to 90,000 and the target for online transactions increased from 5000 to 7500.
14. BVPI 12, the sickness figure is an indicator that the council has focused on over the last 12 months. The third quarter figures show that performance is on target to achieve the end of year target of 10.5 days. If levels can be kept at the current rate the end of year figure would be 9.28 days per employee. However, the winter months traditionally witness greater levels of sickness so performance will continue to be monitored closely.
15. Council tax and business rates collection for the third quarter to date are in line with the same period last year and it is normal to have the current amounts collected by December 31st.
16. The number of missed bins per 100,000 is exceptional at 26 given that in 2003 this figure was 219. This provides strong evidence of the continuing success of the waste management service.
17. The Audit Commission published the latest quartile figures for the national BVPI's on December 9th 2006. Appendix 2 is a table that includes the latest figures published by the Audit Commission for all English councils rather than just for district councils. The Audit Commission in their own work are now comparing performance against all English councils and it is proposed that future reports follow this lead and use the quartile figures published in appendix 2.

IMPLICATIONS	
Finance	The planning indicator performance during 2006 will influence the amount of planning delivery grant received by the council in 2007/08. Although this is accounted for outside of the Council's main revenue budget it is likely to have an impact on the development of the service during 2007/08.
Legal	There are no direct legal implications arising from this report.
Community Safety	There are no direct community safety implications arising from this report.
Human Rights and Equalities	There are no direct human rights and equalities implications arising from this report.
Sustainability	There are no direct sustainability implications arising from this report.
Health & Safety and Risk Management	There are no direct health & safety and/or risk management implications arising from this report.

Report Author	Tel	Date	Doc ID
ALLAN OLDFIELD	(01253) 658576	JANUARY 10 TH 2007	

List of Background Papers		
Name of document	Date	Where available for inspection
Audit commission bvpi definitions	January 2006	www.audit-commission.gov.uk/performance/guidance.asp
Audit commission bvpi out turns	January 2006	www.audit-commission.gov.uk/performance/dataprovision.asp

List of appendices

Appendix 1: Quarterly Performance Indicator Report 2006/07.

Appendix 2: The New Quartile Figures for All English Councils

KEY: Performance Context

	Performance is not on target
	Performance is on target

National BVPI Indicator to be reported on a quarterly basis		All England Top	All England Average	All England Bottom	Actual 2005/06	3 rd Quarter Progress to Date	Target 2006/07
BVPI 2 b)	The duty to promote race equality.	63%	48.96%	37%	37%	42%	50%
BVPI 8	Percentage of undisputed invoices that were paid within 30 days of receipt or within agreed payment terms.	97%	93.28%	91.06%	92.29%	95.04%	97%
BVPI 9	The percentage of Council Tax collected by the Authority in the year.	98.5%	97.8%	97.31%	97.46%	86.2%	98.1%
BVPI 10	The percentage of Non-Domestic Rates collected by the Authority in the year.	99.2%	98.63%	98.22%	97.33%	87.11%	98.4%
BVPI 12	Number of working days/shifts lost to the Authority due to sickness absence (per FTE)	8.48 days	9.78 days	11.10 days	11.67 days	6.96 days	10.5 days
BVPI 183a	The average length of stay in Bed and Breakfast accommodation of households that are unintentionally homeless and in priority need.	1 week	4 weeks	5 weeks	5 weeks	4 weeks	4 weeks
BVPI 64	The number of private sector vacant dwellings returned into occupation or demolished during the financial year as a direct result of action by authority.	25	19.83	2	8	6	8
BVPI 202	The number of people sleeping rough within a single night within the area of the Authority.	New PI no comparison data			5	5	5
BVPI 203	The % change in the average number of families placed in temporary accommodation compared with the average from the previous year.	-9.40%	12.87%	25.21%	54.55%	-28%	-5%

National BVPI Indicator to be reported on a quarterly basis		All England Top	All England Average	All England Bottom	Actual 2005/06	3 rd Quarter Progress to Date	Target 2006/07
BVPI 213	The number of households who considered themselves as homeless, who approached the LHA's housing advice service and for whom housing advice casework intervention resolved their situation (No. per 1000 households).	New PI no comparison data			0	0.37	1
BVPI 214	The proportion of households accepted as statutorily homeless who were accepted as statutorily homeless by the same Authority within the last 2 years.	New PI no comparison data			0%	0%	0%
BVPI 78 a)	Housing/Council Tax Benefit - Average time for processing new claim (calendar days)	28 days	35.6 days	40.6 days	43.1 days	37.7 days*	35 days
BVPI 78 b)	Housing/Council Tax Benefit - Average time for processing notifications of changes in circumstances (calendar days)	6.8 days	10.5 days	12.4 days	7.9 days	6.48 days*	7 days
BVPI 79 a)	Percentage of cases within a random sample for which the calculation of benefit due was correct.	99%	97.56%	96.8%	98.60%	%	98.6%
BVPI 79 bi)	The amount of Housing Benefit overpayments recovered during the period being reported on as a percentage of HB deemed recoverable overpayments during that period.	53.59%	44.71%	35.10%	85.81%	%	87%
BVPI 82 ai)	The percentage of household waste arisings which have been sent by the Authority for recycling	19.33%	16.08%	12.36%	15.93%	17.04%	18%
BVPI 82 bi)	The percentage of household waste arisings which have been sent by the Authority for composting or treatment by anaerobic digestion.	10.55%	6.49%	4.24%	20.46%	24.19%	22%
BVPI 84 a	Kilogrammes of household waste collected per head of authority population.	380.4kg	412.3kg	442.8kg	426.1kg	320.01kg	418kg

National BVPI Indicator to be reported on a quarterly basis		All England Top	All England Average	All England Bottom	Actual 2005/06	3 rd Quarter Progress to Date	Target 2006/07
BVPI 199 a)	The proportion of relevant land and highways (%) that is assessed as having combined deposits of litter and detritus that fall below an acceptable level.	10%	16.3%	21.5%	8.1%	9%	8%
BVPI 166 a)	Score against a checklist of enforcement best practice for - Environmental Health	90%	79%	70%	98.6%	98.6%	100%
BVPI 218 a)	The percentage of new reports of abandoned vehicles investigated within 24 hours of notification.	New PI no comparison data			41.67%	100%	70%
BVPI 218 b)	The percentage of abandoned vehicles removed within 24 hours from the point at which the Authority is legally entitled to remove the vehicle	New PI no comparison data			90.91%	94.1%	95%
BVPI 109 a)	The percentage of major commercial and industrial planning applications determined within 13 weeks	71.25%	59.05%	46.87%	43.1%	35.71%	65%
BVPI 109 b)	The percentage of minor commercial and industrial planning applications determined within 8 weeks	75.28%	67.56%	61%	72.00%	38.71%	75%
BVPI 109 c)	The percentage of other planning applications determined within 8 weeks	88.01%	82.79%	79.98%	83.27%	57.78%	90%
BVPI 205	The Authorities score against a 'Quality of Planning Services' checklist	88.9%	77.5%	72%	77.7%	77.7%	90%
BVPI 126	The number of domestic burglaries per 1000 households	Amended PI no data			7.38	3.70	No Targets set by police
BVPI 127a	Violent crime per 1000 population	Amended PI no data			11.48	7.97	
BVPI 127b	Robberies per 1000 population	Amended PI no data			0.33	0.21	
BVPI 128	Vehicle crimes per 1000 population	6.84	9.68	11.54	4.67	3.99	

*The figure reported is to the end of November 2006.

Local Indicator (Various)	Actual 2005/06	3 rd Quarter Progress to Date	Target 2006/07
The percentage of phone calls answered within 30 seconds	50%	50%	65%
The percentage of phone calls to 01253 658658 answered during working hours	77%	79%	85%
The percentage satisfaction with the service delivered by the customer service team	96%	98%	98%
The percentage of people satisfied with the length of time they had to wait when contacting the council	95%	97%	96%
The percentage of people who felt that the level of comfort and facilities in the one stop shops were 'good' or 'very good'	96%	98%	98%
The total number of online transactions made to the Council	No Data	6421	7500
The total number of unique visitors to the web site www.fylde.gov.uk	49080	69325	90000
The number of days sickness and absence per employee that is not long term sickness	5.16 days	3.73 days	4 days
The number of missed bins per 100,000 collections	30	26	<50

Table 1: Planning Indicators Quarterly Trend Analysis

	National BVPI Indicator to be reported on a quarterly basis	All England Top	All England Average	All England Bottom	1 st Quarter Progress to Date	2 nd Quarter Progress to Date	3 rd Quarter Progress to Date	Target 2006/07
BVPI 109 a)	The percentage of major commercial and industrial planning applications determined within 13 weeks	71.25%	59.05%	46.87%	100%	29%	35.71%	65%
BVPI 109 b)	The percentage of minor commercial and industrial planning applications determined within 8 weeks	75.28%	67.56%	61%	40.63%	35%	38.71%	75%
BVPI 109 c)	The percentage of other planning applications determined within 8 weeks	88.01%	82.79%	79.98%	54.95%	57%	57.78%	90%

Appendix 2: The New Quartile Figures for All English Councils

	National BVPI Indicator to be reported on a quarterly basis	All England Top	All England Average	All England Bottom
BVPI 2 b)	The duty to promote race equality.	79%	63%	53%
BVPI 8	Percentage of undisputed invoices that were paid within 30 days of receipt or within agreed payment terms.	96.71%	92.05%	89.24%
BVPI 9	The percentage of Council Tax collected by the Authority in the year.	98.4%	97.15%	96.49%
BVPI 10	The percentage of Non-Domestic Rates collected by the Authority in the year.	99.26%	98.57%	98.10%
BVPI 12	Number of working days/shifts lost to the Authority due to sickness absence (per FTE)	8.34 days	9.60 days	10.94 days
BVPI 183a	The average length of stay in Bed and Breakfast accommodation of households that are unintentionally homeless and in priority need.	1 week	2.99 weeks	4.27 weeks
BVPI 64	The number of private sector vacant dwellings returned into occupation or demolished during the financial year as a direct result of action by authority.	77	74	7
BVPI 202	The number of people sleeping rough within a single night within the area of the Authority.	0	4	5
BVPI 203	The % change in the average number of families placed in temporary accommodation compared with the average from the previous year.	-15.84%	6.71%	19.27%
BVPI 213	The number of households who considered themselves as homeless, who approached the LHA's housing advice service and for whom housing advice casework intervention resolved their situation (No. per 1000 households).	5	2	1
BVPI 214	The proportion of households accepted as statutorily homeless who were accepted as statutorily homeless by the same Authority within the last 2 years.	0.32	3.04	4.26
BVPI 78 a)	Housing/Council Tax Benefit - Average time for processing new claim (calendar days)	26.4 days	34.5 days	39.1 days

	National BVPI Indicator to be reported on a quarterly basis	All England Top	All England Average	All England Bottom
BVPI 78 b)	Housing/Council Tax Benefit - Average time for processing notifications of changes in circumstances (calendar days)	9.1 days	15.2 days	18.8 days
BVPI 79 a)	Percentage of cases within a random sample for which the calculation of benefit due was correct.	99%	97.47%	96.60%
BVPI 79 bi)	The amount of Housing Benefit overpayments recovered during the period being reported on as a % of HB deemed recoverable overpayments during that period.	79.39%	69.53%	58.98%
BVPI 82 ai)	The percentage of household waste arisings which have been sent by the Authority for recycling	20.87%	17.62%	14.22%
BVPI 82 bi)	The percentage of household waste arisings which have been sent by the Authority for composting or treatment by anaerobic digestion.	13.05%	8.95%	3.54%
BVPI 84 a	Kilogrammes of household waste collected per head of authority population.	393.6kg	438.4kg	478.5kg
BVPI 199 a)	The proportion of relevant land and highways (%) that is assessed as having combined deposits of litter and detritus that fall below an acceptable level.	8.8%	15.3%	21%
BVP1 166a)	Score against a checklist of enforcement best practice for - Environmental Health	100%	89.6%	85%
BVPI 218 a)	The percentage of new reports of abandoned vehicles investigated within 24 hours of notification.	96.64%	81.54%	73%
BVPI 218 b)	The percentage of abandoned vehicles removed within 24 hours from the point at which the Authority is legally entitled to remove the vehicle	95%	84.39%	61.11%
BVPI 109 a)	The percentage of major commercial and industrial planning applications determined within 13 weeks	74.9%	64.93%	57.08%
BVPI 109 b)	The percentage of minor commercial and industrial planning applications determined within 8 weeks	81.07%	74.23%	69%
BVPI 109 c)	The percentage of other planning applications determined within 8 weeks	91.39%	86.49%	83.37%
BVPI 205	The Authorities score against a 'Quality of Planning Services' checklist	94.5%	89.8%	83.3%
BVPI 126	The number of domestic burglaries per 1000 households	6.4	10.8	13.7

	National BVPI Indicator to be reported on a quarterly basis	All England Top	All England Average	All England Bottom
BVPI 127a	Violent crime per 1000 population	12.4	19.2	22.8
BVPI 127b	Robberies per 1000 population	0.3	1.4	1.3
BVPI 128	Vehicle crimes per 1000 population	7.3	11.5	14.6

REPORT



REPORT OF	MEETING	DATE	ITEM NO
POLICY & PERFORMANCE	PERFORMANCE IMPROVEMENT COMMITTEE	JAN 25 TH 2006	5

CORPORATE PLAN MONITORING 2006/07

Public item

This item is for consideration in the public part of the meeting.

Summary

The report outlines the progress to date against the actions agreed in the Corporate Plan for 2006/07.

Recommendations

1. That the committee scrutinises the updates provided against the actions in the Corporate Plan and makes any necessary appropriate recommendations to officers and / or portfolio holders to ensure that the outcomes are delivered.
2. That the committee recognises the majority of the actions are on target and overall progress is very good.

Cabinet Portfolio

This item falls within the following Cabinet Portfolio:

Corporate Performance and Development:

Councillor Sue Fazackerley.

Report

1. Appendix 1 outlines the actions agreed in the Corporate Plan and includes progress updates as of December 31st 2006.
2. Members of the Committee are reminded that many of the actions identified in the plan will extend beyond the current 2006/07 financial year, where this is the case it is identified in brackets at the end of each action.

3. This is the second of a series of reports monitoring progress against the actions agreed in the Corporate Plan.
4. The progress updates presented here are a snapshot of the work being carried out against the action. In many cases more detailed reports and presentations have been made to Cabinet, Scrutiny Committees and partners. The purpose of this report is to provide a single broad overview of progress against all the actions in the Corporate Plan.
5. Feedback from the officers responsible for delivering the actions in partnership with the Portfolio Holders is positive and almost all the actions that have been started are on target to be achieved.
6. Some of the actions are under review and where this is the case it is clearly indicated. This is usually as a result of a change in circumstances or requirements since May 2006. In some cases the action is behind target and again this has been indicated with a brief description in the progress to date column.

IMPLICATIONS	
Finance	There are no direct financial implications arising from this report.
Legal	There are no direct legal implications arising from this report.
Community Safety	There are no direct community safety implications arising from this report.
Human Rights and Equalities	There are no direct human rights and equalities implications arising from this report.
Sustainability	There are no direct sustainability implications arising from this report.
Health & Safety and Risk Management	There are no direct health & safety and/or risk management implications arising from this report.

Report Author	Tel	Date	Doc ID
ALLAN OLDFIELD	(01253) 658576	JANUARY 10TH 2006	

List of Background Papers		
Name of document	Date	Where available for inspection
The Corporate Plan	May 2006	www.fylde.gov.uk

List of appendices

Appendix 1: The 2006/07 Corporate Action Plan Monitoring Report.

The 2006/07 Corporate Action Plan – Monitoring Report

<i>CORPORATE OBJECTIVE</i>	To improve, protect and enhance the streetscene and the local environment.			
Key Action	Portfolio Holder	Lead Officer	TARGET TO BE ACHIEVED BY APRIL 1 ST 2007 (Output)	PROGRESS TO DATE (DECEMBER 31 ST 2006)
ENS05 - Work closely in partnership with the LSP to deliver the required outcomes of the Environmental Enhancement group that fall within the responsibility of the council (5 year action).	Tim Ashton	Paul Walker	Clear targets and milestones agreed for the council with the sub group partners. The council is on course to deliver the actions required by the group.	Clear targets for the council are being agreed with the LSP sub group that the council is working closely with. Action is completed.
ENS07 - Update and submit the Local Development Scheme (LDS) statutory requirement (1 year action).	Roger Small	Tony Donnelly	LDS Scheme updated and submitted	The LDS was adopted and approved in March 2006. Action is completed.
ENS08 - ENS08 - Prepare the Local Development Framework (working with the LSP) in accordance with the currently adopted Local Development Scheme.	Roger Small	Tony Donnelly	Statement of Community Involvement (SCI) subject to independent examination Residential Extensions SPD published Business & Industrial Land (DPD) draft options prepared Airport Area Action Plan draft options prepared	<ul style="list-style-type: none"> • SCI on target • Res. Exts. SPD 4 months behind target • Business & Industrial Land DPD 8 months behind target • Airport action plan not commenced Regular issue reports have been presented to members. Action is under review at next PPSC on 8th February 2007.

<i>CORPORATE OBJECTIVE</i>		To tackle the fear of crime and maintain safe communities.		
Key Action	Portfolio Holder	Lead Officer	TARGET TO BE ACHIEVED BY APRIL 1 ST 2007 (Output)	PROGRESS TO DATE
CS01 - Support the implementation of the Community Safety Strategy 2005-2008 (3 year plan).	Patricia Fieldhouse	Christine Miller	To achieve appropriate year end performance measures as agreed in the strategy	The Community Safety Team have implemented several schemes this year and built on several existing schemes. The strategy drives the work of the team. Action is on target and several targets have been achieved.
CS02 - Work closely in partnership with the LSP to deliver the 2006/07 outcomes of the Safer Communities group that fall within the responsibility of the council (5 year action).	Patricia Fieldhouse	Christine Miller	Clear targets and milestones agreed for the council with the sub group partners. The council is on course to deliver the actions required by the group.	The sub group is the Community Safety Partnership Group and as such the clear targets and milestones are linked to the Community Safety Strategy. Action is completed.
CS03 - Establish council owned and operated rapid deployment CCTV facilities (2 year action).	Patricia Fieldhouse	Christine Miller	Successful bid for council owned rapid deployment CCTV facilities that compliment those of the Community Safety Partnership.	A growth bid has been made for funding in the draft 2007/08 budget and is now subject to the growth bid selection process in January and February 2007. Action is completed.

CORPORATE OBJECTIVE		To create a strong and diverse local economy and improved employment prospects.		
Key Action	Portfolio Holder	Lead Officer	TARGET TO BE ACHIEVED BY APRIL 1 ST 2007 (Output)	PROGRESS TO DATE
EC01 - Formulation and completion of the 'Classic Resort' delivery Plan (6 year action)	Roger Small	Paul Drinnan	A Development Partnership formed to oversee and approve the Classic Resort Delivery Plan. Partner funding profile agreed to bring about the Classic Resort Delivery Plan, including any necessary bid documents	Project now included in the Lancashire Economic Strategy and is under consideration by the NWDA for future funding. The strategic partnership has been put together Action is completed.
EC02 - Finalise the strategy for the regeneration of Kirkham town centre and consult the local community (1 year action)	Roger Small	Paul Drinnan	Consultation carried out, final strategy agreed and partners engaged	The strategy is being finalised. Progress on this has been reported to the LSP and is on course to be achieved by the end of March Action is on target.
EC03 - Work closely in partnership with the LSP to deliver the 2006/07 outcomes of the Enterprise and Employment group that fall within the responsibility of the council (4 year action).	Roger Small	Paul Walker	A clear sub group action plan in place that outlines the role and degree of responsibility for the council with milestones that the Council is working towards.	Group has been re-launched under a new chairman. Clear targets for the council will be agreed with the LSP sub group. Action is on target.
EC04 - Regeneration of St Annes Town Centre area (4 year action)	Roger Small	Darren Bell	Undertake detailed designs for restoration of Ashton Gardens and submit phase 2 bid.	Designs are in place for the restoration of Ashton Gardens and work is scheduled for the refurbishment schemes. Action is on target.
		Paul Drinnan	Completion of Orchard/Park Roads and The Crescent (phase 1) refurbishment schemes.	Funding is included in the Classic Resort bid – awaiting notification. Phase 4 of The Square is to start in late February. Action is on target.

<i>CORPORATE OBJECTIVE</i>		To create a strong and diverse local economy and improved employment prospects.		
Key Action	Portfolio Holder	Lead Officer	TARGET TO BE ACHIEVED BY APRIL 1 ST 2007 (Output)	PROGRESS TO DATE
EC05 - Work closely in partnership with the LSP to deliver the 2006/07 outcomes of the Life Long Learning group that fall within the responsibility of the council (4 year action).	Roger Small	Christine Miller	A clear sub group action plan in place that outlines the role and degree of responsibility for the council with milestones that the Council is working towards.	Clear targets for the council have been agreed with the LSP sub group. Action is completed.

<i>CORPORATE OBJECTIVE</i>		To improve access to good quality affordable housing and promote the health, well being and the quality of life for everyone in the community.		
Key Action	Portfolio Holder	Lead Officer	TARGET TO BE ACHIEVED BY APRIL 1 ST 2007 (Output)	PROGRESS TO DATE
QLF12 - Undertake a review of Fylde Borough Councils land assets that could be allocated for affordable housing development (1 year action).	Patricia Fiedlhouse	Paul Walker	Report presented to Cabinet by the Asset Management Group with clear recommendations and proposals.	Review is under way. Action is on target.

CORPORATE OBJECTIVE		To deliver value for money, high quality local services.		
Key Action	Portfolio Holder	Lead Officer	TARGET TO BE ACHIEVED BY APRIL 1ST 2007 (Output)	PROGRESS TO DATE
HQS07 - Manage and improve the council's assets (4 year rolling plan).	Paul Rigby	Paul Walker	Annual Asset Management Plan reviewed and performance reported to members Office Accommodation project resolved by September 2006.	Annual AMP report presented to members. Accommodation option chosen. Action is completed.
HQS08 - Review of all council assets to ensure more effective use is gained from them (5 year rolling plan).	Paul Rigby	Paul Walker	Policy agreed on the transfer/disposal of Council assets to Town/Parish councils Asset Management Group has reviewed 20% of council property/land assets.	Member working group has met and commissioned reviews of a number of assets. Surveyor appointed and commenced work. Report back to member working group in March. Action is on target.
HQS21 - Ensure that sufficient capacity exists within the Development Control Unit (1 year action).	Roger Small	Paul Walker	Staffing resources up to full compliment to deliver an improved service.	The vacant posts have been filled prior to Christmas 2006. Action is completed.
HQS22 - Monitor trial outsourcing of household planning applications (1 year action).	Roger Small	Mark Evans	Trial evaluated and longer term delivery methods agreed by November 2006.	Evaluation completed and longer term delivery methods agreed. Action is completed.

REPORT



REPORT OF	MEETING	DATE	ITEM NO
COMMUNITY AND CULTURAL SERVICES	PERFORMANCE IMPROVEMENT SCRUTINY COMMITTEE	25 TH JANUARY 2007	6

PROPOSED CENTRALISED COMPLAINTS SYSTEM

Public Item

This item is for consideration in the public part of the meeting.

Summary

The development of a centralised complaints procedure and regular reporting of the number and nature of complaints to the council have been identified as key actions within Statement of Internal Control.

At their meeting held on 4th January Members of the Audit sub committee identified a centralised complaints procedure as a priority action and requested that the matter is discussed at the Performance Improvement Scrutiny Committee

The Community and Cultural Services Executive Manager is in the process of investigating the viability of a centralised system and has encountered a number of challenges which may reduce the effectiveness of any system and the reliability of the performance data. The proposed procedure also requires Customer Services staff to enter information into two different systems. At a time when Customer Services has been identified by the council as a key priority Members should be aware that the additional workload, without additional resource could have a negative impact on Customer Contact Centre performance. These issues are highlighted in the report. The proposals contained in the report are recommended as the most pragmatic approach to introducing a centralised complaints system.

Members are asked to consider the proposals and to make any appropriate recommendations to the cabinet.

Recommendation

1. To consider the proposed approach for the implementation of a centralised complaints system and make any further recommendations to Cabinet.

Cabinet Portfolio

The item falls within the following Cabinet portfolio:
Portfolio Title: Customer Relations & Partnerships

Councillor Albert Pounder

Report

Background

1. The 2006/07 Statement of Internal Control identifies two key actions relating to the council's complaints procedure namely:
 - Maintain a central record of complaints against the authority, as defined in the Customer Care Policy, together with evidence of corrective action taken in response to such complaints
 - Report to members on a regular basis with a summary of complaints received and addressed, including an analysis of the outcomes
2. The council has an established complaints procedure which defines a complaint as follows:
 - When the Council fails to do something that we promised to do
 - When the Council has done something badly or wrong
 - When you feel you have been treated unfairly or impolitely
 - When the Council fails to respond properly to a service request or report
3. There are currently many ways in which a complaint can be communicated to the council including telephone, letter or email directly to the Mayor or Chief Executive, individual elected members or staff, through the Report It – We Sort It initiative, verbally, through the website or Flare. The issues highlighted in this communication with the council are currently addressed in an ad hoc way by the individual Business Units.
4. The 'complaint' may not be a complaint at all according to the established definition. A request for service such as a missed bin or repairing a faulty park bench only becomes a complaint if the request is not acted upon. It is incumbent on the member of staff receiving the correspondence to make a judgement whether it is a bona fide complaint or a service request.
5. It is, therefore, difficult to compile performance reports to give a true indication of the nature of complaints, the numbers received by each Business Unit and the percentage of complaints addressed within the designated time of 5 working days
6. In implementing a centralised complaints system the differing methods of communicating issues to the council need to be consolidated into one mechanism. Similarly, issues which do not meet the established criteria of a complaint need to be filtered out to be addressed by other means.

7. Within the council's existing enquiry management system, Team Knowledge, the capacity to achieve these aims is limited. Team Knowledge, although adequate for its core purpose of answering customer enquiries at the first point of contact, is not sufficiently sophisticated to centralise the handling of complaints including follow up of resolution and provide reporting data required to manage performance. For this to be reliably achieved the council would need to purchase a full Customer Relationship Management (CRM) system the cost of which could easily exceed £100,000
8. However, within our existing resources it is possible to introduce procedures that provide a centralised complaints procedure and reporting mechanism which, although not 100% reliable, would provide enough data to report a reasonably accurate number and nature of complaints to the authority although with a risk that there is a margin of error due to complaints either not being identified as such or being excluded from the process.

The Process

9. The proposed mechanism for capturing and processing complaints requires a form to be submitted via Team Knowledge. This form would be accessible on the Intranet initially for members of staff or councillors to complete. A sample of the form is attached as an appendix. Full completion of the form requires a 'yes' return to one of the four filtering questions to establish whether or not the issue is a bona fide complaint. If one or more of the filter questions is answered 'yes' the form can be completed. If all questions are answered 'no' the staff member/councillor is directed via a standard query form to Customer Services Team through a separate email address – listening@fylde.gov.uk.
10. Through this filter process only complaints, as defined by the Complaints procedure, would be processed. These would receive a unique log number and would be passed to the appropriate Executive Manager for action. The complaint would also be logged by the Customer Services Manager. After a predetermined period a reminder would automatically be sent to the Executive Manager intended to prompt action if the issue has not yet been resolved. The Executive Manager would inform the Customer Services Manager when the complaint was rectified. The process is described fully in the dialogue attached as an appendix.
11. The data collected by the Customer Services Manager would include
 - The time, date and nature of the complaint
 - Where the complaint has been sent
 - How many, but not which, complaints had been resolved within each Business Unit

Limitations and Implications

12. This proposal is not without its limitations. It relies on a number of factors and its reliability is restricted by them. Namely:
 - All bona fide complaints communicated by the various means described in paragraph 3 being input on the system by the complaint recipient
 - The filter questions being correctly answered
 - The limitations in the Team Knowledge system which will not allow details of each complaint to be identified

13. Members should also be aware that the current Flare system remains essential to a number of business units for performance monitoring in the context of national and local performance indicators and the tracking of service requests.
14. Also, at a time when Customer Services has been identified by the council as a key priority, Members should be aware that without additional resource, the additional workload involved in implementing the proposed complaints system could have a negative impact on Customer Contact Centre performance.
15. Members of the Performance Improvement Scrutiny Committee are asked to consider the proposed system and make any changes/ additions they consider necessary.

IMPLICATIONS	
Finance	There is no further budget provision to develop a full CRM system estimated to cost at least £100,000
Legal	No further implications
Community Safety	No further implications
Human Rights and Equalities	No further implications
Sustainability	Operating an additional procedure could have a negative impact on the performance of the Customer Contact Centre
Health & Safety and Risk Management	No further implications

Report Author	Tel	Date	Doc ID
Paul Norris	(01253) 658440	14/01/07	

List of Background Papers		
Name of document	Date	Where available for inspection
None		n/a

Attached documents

1. Sample complaints form
2. Process dialogue via Team Knowledge

COMPLAINT FORM

- | | | |
|----|--|--------|
| 1. | Has the council failed to do something that it has promised to do? | Yes/No |
| 2. | Has the council done something badly or wrong? | Yes/No |
| 3. | Have the council treated the complainant badly or unfairly? | Yes/No |
| 4. | Has the council failed to respond properly to a service request or report? | Yes/No |

Name:

Address:

Contact Info

Home:

Mobile:

E-Mail:

What do you think the council did wrong, or failed to do?

What should the council do now?

Have you already complained to the council about this matter? if so: When (date if Known)

Who to? (Give name, Department, any reference if possible)

How? (i.e. phone/letter)

How would you be preferred to be contacted

Log Number

Complaints System Dialogue

One central channel for complaints
(web, intranet, phone, face to face,
letter etc)

TK Script

Ask questions to establish if query is complaint as per
definition. Filter off other enquiries
Take customer information
Generate unique ID that can be used for customer tracking

Copy sent to customer
services. Monthly report
generated. The report can
be generated as part of
customer services normal
reporting

Other enquires will be sent via
the general customer comment
form to listening@fylde.gov.uk.
This script will automatically
re-direct the customer and take
appropriate details.

Complaint to appropriate
Executive Manager of service
for action

No reply received to
customer within set
period of time.
Automated reminder
generated to
executive manager

Response sent direct to customer

Complaint closed on TK system if
no further action is required.
Executive managers will be
responsible for signing off (closing)
complaints. The form will allow for
this with a 'completed' button

**Performance
Improvement Scrutiny
Committee**



Date	23 November 2006
Venue	Town Hall, St Annes
Committee members	Keith Hyde (Chairman) Fabian Wilson (Vice-Chairman) Christine Akeroyd, Eric Bamber, Derek Lancaster, John Prestwich, William Thompson, Hilda Wilson.
Other Councillors	Albert Pounder
Officers	Paul Norris, Allan Oldfield, Paul Walker, Brian White, Mark Evans, Peter Welsh, Carolyn Whewell, Annie Womack
Others	-

1. Declarations of interest

Members were reminded that any personal/prejudicial interests should be declared as required by the Council's Code of Conduct adopted in accordance with the Local Government Act 2000.

2. Confirmation of minutes

RESOLVED: To approve the minutes of the Performance Improvement Scrutiny Committee meeting held on 21 September 2006 as a correct record for signature by the chairman.

3. Substitute members

The following substitution was reported under council procedure rule 22.3:

Councillor John Prestwich for councillor Elizabeth Clarke and councillor William Thompson for councillor John Dolan.

4. Second Quarter Performance Report

Allan Oldfield, Executive Manager for Policy and Performance presented the report which provided an update to the committee on the arrangements for monitoring performance across the council in which the committee had a primary responsibility.

Details were provided of performance against the key indicators agreed by the committee highlighting both good and challenging performance. It was noted that overall the majority of the key performance measures were on target and performing well against the top quartile for all English District Councils. The hard work and dedication of service teams across the council was reflected in the very good overall performance.

It was reported that figures for the benefits service key quarterly BVPI's (79a and 79bi) and the Planning best practice checklist BVPI 205 could not be produced in time for the committee reporting deadline due to the nature of the calculations and the systems used to produce the figures.

It was also reported that performance against the planning indicators 109a, 109b and 109c was well below target and compared with the bottom quartile performance.

Areas where performance was improving included the customer service team, council web site (second highest ranking in Lancashire), online transactions, sickness levels and the collection of council tax and business rates.

Following Mr Oldfield's presentation of the report, Mark Evans (Development Control Manager) addressed the committee and informed them that performance on the planning indicators had already improved and that performance figures in the New Year were expected to show a significant improvement.

Following consideration of the report members raised a number of issues, which included long-term sickness, collection of debts and the impact on the planning service now that it had a full complement of staff and how to avoid long term staff vacancies re-occurring in the future.

Following a full debate the Committee RESOLVED:

1. To note the report and the progress made to date.
2. That the committee agrees to the revised local indicator to record all online transactions together.
3. That the committee agrees for the Chair and Vice Chair to receive the second quarter figures for BVPI's 79a, 79bi and 205 as soon as they are available and make any appropriate recommendations to the Portfolio Holder if action is required.
4. That the planning performance information contained in a report by the Department for Communities and Local Government be submitted to the next meeting.
5. That the senior management team examine incentives for the retention of staff at their forthcoming risk management workshop

5. Annual Asset Management Report and Capital Strategy Update

Paul Walker, Executive Manager for Strategic Planning and Development and Brian White, Executive Manager for Finance presented the detailed report on the annual asset management report and capital strategy update.

Following the presentation members raised a number of issues, which included staff problems due to long-term sickness and whether there was sufficient budget provision for the outstanding works detailed in the report. Committee members were assured that the sickness problem was being addressed, and that the outstanding works were within budgets.

Members asked that Mr Walker and his team should be congratulated on their achievements whilst understaffed especially the improvement in BVPI 156.

Following consideration the committee RESOLVED to note the report.

6. Customer Services Review

Councillor Fabian Wilson presented the report on customer services, which was identified at an IDeA training session for Cabinet and Scrutiny Members as an area of concern which needed to be addressed as a priority through an in-depth review.

A Task and Finish Group was selected by the Performance Improvement Scrutiny Committee to undertake the review.

Throughout the review it had been recognised that customer contact centre staff were already working to near capacity, and it was felt that further and continual improvement could only be achieved by adopting a number (or all) of the recommendations contained within this report.

The report was discussed at some length, and Mr Norris, executive manager with responsibility for customer services, supplied some costs as they related to the recommendations e.g. the cost of an extra member of staff, and the cost of a messaging system. With regard to the messaging system, Mr Norris explained that capacity within the current system may already exist and further enquiries regarding this would be made by IT. This was considered to be a “quick-win” option, with the potential for an immediate beneficial impact on the contact centre service, and so was given the highest priority of all the recommendations.

Of the other recommendations, some are cost-neutral and the committee were keen to endorse those which could be implemented within existing resources, and wanted to deliver a strong message about the need to establish sound processes between front and back office services, to ensure that the customer is always able to speak to someone who can deal with his or her enquiry.

The Portfolio Holder, Cllr Albert Pounder, thanked the Task and Finish Group for their work.

Following consideration of the report the Committee RESOLVED:

1. To consider purchasing a messaging system for the telephone service in the contact centre
2. To establish processes which ensure that at least one member of back-office staff in each department is always available to take calls from contact centre staff
3. To increase the provision of service-specific training for contact centre staff to underpin (6) below - or as a necessary stand-alone option
4. To regularise meetings between contact centre manager and service managers to highlight and act upon issues affecting service provision
5. To establish processes which ensure that every service provides at least an annual timetable of actual or potential operational activities which could impact upon customer contact centre - this to be cross-referenced between all services
6. To explore the use of Skill Routing for the customer contact centre to better utilise the skills of the staff

7. To consider the employment of one additional staff in the contact centre - additionally to consider whether remote working should be investigated as a possible resolution to accommodation issues
8. To explore ways of fostering co-operation and a sense of unity between all Council departments, leading to optimal service delivery to the citizens of Fylde.
9. To consider the use of a wider pay Scale than 3-5 currently used by Fylde
10. To explore commissioning Business Process Re-engineering

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