

# CABINET

## Corporate Performance Monitoring Quarter 4 2014/15

04 August 2015

### Report of the Chief Officer (Governance)

PURPOSE OF REPORT				
To present the corporate performance monitoring report for Quarter 4 of the 2014/15 performance monitoring cycle and an analysis of the complaints received during 2014/15 and provide an update of ongoing business improvement work on corporate business travel and vehicle tracking arrangements.				
Key Decision	<input type="checkbox"/>	Non-Key Decision	<input checked="" type="checkbox"/>	Referral from Cabinet Member
Date of notice of forthcoming key decision	N/A			
This report is public				

#### OFFICER RECOMMENDATIONS

- (1) That Cabinet considers progress towards the delivery of the Corporate Plan at the end of 2014/15 (Quarter 4) and the analysis of complaints made during 2014/15.
  - (2) That Cabinet note the ongoing business improvement work on corporate business travel and vehicle tracking arrangements
1. **Corporate Performance Monitoring**
    - 1.1. The 2014 – 2016 Corporate Plan was approved by Council on 16 July 2014. The Corporate Plan sets the direction for the delivery of council services and together with the Medium Term Financial Strategy (MTFS) and other strategies drives the allocation of resources as part of the council's Policy Framework. It also reflects the changing needs and aspirations of local communities and the shifting priorities, opportunities and challenges that the council faces.
    - 1.2. The approved corporate priorities: *Clean, Green and Safe Places; Health and Wellbeing; Community Leadership and Sustainable Economic Growth* are underpinned by an ethos of an 'Ensuring Council' – a model of local government developed by the Association of Public Service Excellence (APSE) and approved by Council on 26 February 2014.
    - 1.3. The focus of the corporate plan priorities has been narrowed as resources have reduced. The four priorities are reinforced within the Corporate Plan by headline corporate outcomes and success measures, as well as indicators, milestones and activities at an operational level. Together with qualitative / contextual information these provide a greater understanding of factors having an impact on performance and overall delivery of the Corporate Plan.
    - 1.4. At the end of 2014/15 a review has been undertaken of performance and progress towards the achievement of the corporate priorities and outcomes. Full details of this review are set out in **Appendix A**.

- 1.5. In March 2015, full Council approved the 2015 - 2018 Corporate Plan with the corporate priorities remaining the same, providing a continuous and stable basis for taking performance and service delivery forward in the current (2015 – 16) and future years.

## **2. Corporate Complaints Analysis 2014/2015**

- 2.1. Set out at **Appendix B** is the data for corporate complaints received, in line with the council's Complaints Policy, for the whole of the year. The tables and graphs set out that a total of 120 complaints were received across all Services and provides an analysis of:

- *Number of Complaints by Service;*
- *% Complaints by Stage (Stage 1; Stage 2 and Ombudsman);*
- *Number of Complaints by Status for each stage (Not upheld; Partially Upheld and Upheld), and;*
- *Number of Complaints by Type (Unhelpful attitude of employee; Neglect or unjustifiable delay; Malice, bias or discrimination; Failure to take account of relevant matters, Failure to follow procedures).*

- 2.2. The Complaints Policy provides an '*Overview of the complaints procedure*' which makes it clear that all frontline staff are '*...empowered to resolve problems at the point of service delivery without recourse to the formal complaints procedure.*' These instances are not reflected in the reported data which deals only with formal complaints at two stages:

- Stage 1 – dealt with by a senior officer within the Service
- Stage 2 – a review by the Chief Officer (or their delegated senior officer) who is not the subject of the complaint

In addition, in exceptional circumstances (e.g. where it is felt that a satisfactory resolution will not be reached) the Chief Executive may ask the Local Government Ombudsman to consider the complaint without it having been through the council's complaints procedure.

## **3. Corporate Business Travel and Vehicle Tracking**

- 3.1. During 2014/15 a major business improvement review was undertaken to determine the extent of business travel across the council and to gain a clear understanding of current business travel needs from both an operational and customer perspective.

- 3.2. The detailed report and process analysis of the council's business travel arrangements, initially considered by the Management Team in March 2015, set out numerous options and solutions that could be considered and implemented at an individual service and corporate level to reduce and, in some cases, eliminate business travel through:

- alternative transport arrangements;
- greater/better use of technology and mobile and remote working;
- better understanding of customer demand and considering opportunities to change customer expectations of the services the council provides;
- business improvement techniques and the redesigning of work activities and travel planning;
- better use of business intelligence and analytics;
- improved communications to provide a 'one-stop-shop' of information on work travel; journey planning; available technology (i.e. audio and video conferencing), guidance and policy;
- reviewing the council's fleet management and use of telemetry

- 3.3. An update, presented to Management Team in May, outlined that much needs to be done in 2015/16 (and beyond) and that strong leadership will be essential to fully realise the benefits of the review and deliver efficiencies and service improvements. Chief Officers undertook to take a lead on reassessing business travel within their Services taking advantage of the options and opportunities set out in the Corporate Business Travel review.
- 3.4. Supplementary to the Business Travel Review, arrangements have been made, with the agreement of Chief Officers, for the phased cessation of the essential car user designation during 2015/16 based on a consideration and analysis of the characteristics of officers work activities and related mileage data.
- 3.5. This is part of the wider work to achieve the Council's stated aim to that '*no employee being under any obligation to use their own vehicle for business use*' and which has resulted in the development, implementation and administration of pool car arrangements across all Services, commencing with an initial six vehicles being made available from 01 July 2015.
- 3.6. The use of pool cars will be monitored throughout the current year. Based on the assumption that officers with essential car user designations will either use the pool cars provided, or their own vehicle claiming casual user mileage rates, possible savings have been calculated of between £7,200 and £10,700 in 2015/16 and £55,000 and £93,900 in subsequent years.
- 3.7. In mid-January 2015, the council acquired a vehicle tracking (telemetry) system the units for which have now been fitted to most of the council's vehicle fleet, including refuse collection vehicles, panel vans, large goods vehicles, road sweepers, various grounds maintenance equipment and, more recently, the six pool cars.
- 3.8. An initial evaluation of the data from the telemetry system has identified a number of possible opportunities to change driver behaviour and the way that services are delivered to make the best and most efficient use of the council's fleet. The initial findings have been considered by Chief Officers and advantage will be taken of the ongoing monitoring of the council's fleet and the realisation of opportunities going forward.

#### **4. Conclusions**

- 4.1. The ***Corporate Plan 2014 – 2015 Quarter 4 Performance Summary Update Appendix A*** sets out the progress being made towards the delivery of the Corporate Plan priorities as at 31 March 2015. Overall, the update at the end of Quarter 4 of the first year of the 2014 – 16 Corporate Plan provides an indication that the council is continuing to move forward in the delivery of longer term corporate plan priorities in a constantly changing and difficult environment, whilst trying to minimise the impact on local communities.
- 4.2. Essential factors in sustaining this position will be good employee engagement, organisational development / change management and continuous improvement. Another important element will be effective management of the expectations of customers and communities, which will gain momentum as medium to longer term Government austerity measures and budget restrictions have an impact on the council's ability to deliver activities and services
- 4.3. An analysis of corporate complaints shows a positive reduction in the number of complaints received in the second half of the year, particularly in Environmental Services where, as a frontline service the majority of complaints are received.

- 4.4. The report also sets out the extensive business improvement work that has been undertaken on the council's business travel arrangements and vehicle tracking and the ongoing plans to realise benefits and deliver efficiencies and service improvements going forward.

<b>RELATIONSHIP TO POLICY FRAMEWORK</b>	
This report is a requirement of the council's Performance Management Framework in support of the delivery of key priorities and outcomes as set out in the overall policy framework and specifically in the Corporate Plan 2014 -16	
<b>CONCLUSION OF IMPACT ASSESSMENT</b> <b>(including Health &amp; Safety, Equality &amp; Diversity, Human Rights, Community Safety, HR, Sustainability and Rural Proofing)</b>	
None directly arising from this report	
<b>LEGAL IMPLICATIONS</b>	
None directly arising from this report	
<b>FINANCIAL IMPLICATIONS</b>	
None directly arising from this report	
<b>OTHER RESOURCE IMPLICATIONS</b>	
<b>Human Resources / Information Services / Property / Open Spaces:</b>	
References and any related implications contained within Appendix A	
<b>SECTION 151 OFFICER'S COMMENTS</b>	
Section 151 Officer has been consulted and has no further comments.	
<b>MONITORING OFFICER'S COMMENTS</b>	
The Monitoring Officer has been consulted and has no further comments.	
<b>BACKGROUND PAPERS</b>	<b>Contact Officer:</b> Corporate Performance Monitoring - Bob Bailey, Performance Manager: <b>Telephone: 01524 582018;</b> <b>Email: <a href="mailto:rbailey@lancaster.gov.uk">rbailey@lancaster.gov.uk</a></b> <b>Ref:</b> Corporate Performance Monitoring 2014/15 Qtr 4
None	