

6 July 2011

Dear Councillor

OVERVIEW AND SCRUTINY COMMITTEE - MONDAY, 11TH JULY 2011

I am now able to enclose, for consideration at the above meeting of the Overview and Scrutiny Committee, the following reports that were unavailable when the agenda was printed.

Agenda No Item

6. **Scrutiny Reporting Back - Annual Report on Overview and Scrutiny in 2010/11 (Pages 101 - 106)**

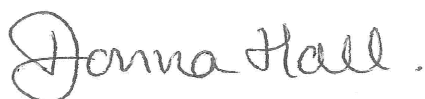
To consider the Annual Report of the Chair and Vice Chair of Overview and Scrutiny Committee (enclosed)

7. **Business Plan Monitoring Statements**

- c) **Transformation** (Pages 107 - 114)

To consider the enclosed report of Director of Transformation.

Yours sincerely



Donna Hall CBE
Chief Executive

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માટે કૃપા કરી, આ નંબર પર ફોન કરો: 01257 515822

ان معلومات کا ترجمہ آپ کی اپنی زبان میں بھی کیا جاسکتا ہے۔ یہ خدمت استعمال کرنے کیلئے براہ مہربانی اس نمبر پر ٹیلیفون
کیجئے: 01257 515823

Scrutiny Reporting Back

Chorley Council's Annual Report on Overview and Scrutiny in 2010 / 11



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1. FOREWORD BY THE CHAIR AND VICE CHAIR OF OVERVIEW AND SCRUTINY COMMITTEE



Chair of Overview and Scrutiny Committee 2010/11



Vice Chair of Overview and Scrutiny Committee 2010/11

At the beginning of the year the Committee were asked to consider a change to the current overview and scrutiny arrangements in Chorley.

In the past the Committee has been very focused on the Council's performance receiving quarterly reports. It was now felt that although the monitoring reports would still continue to be produced quarterly for the Cabinet agenda, the Overview and Scrutiny Committee would only receive them six monthly, allowing the Committee to focus on the Scrutiny of Executive decisions. This has now been in operation for a number of meetings and in 2011/12 meetings will take place 2 weeks after Executive Cabinet rather than a few days beforehand.

As Chorley operates a very open style of Executive Cabinet, whereby any Councillor can go along to any Cabinet meeting, speak on any item and try to influence the decision. Overview and Scrutiny Committee is now scrutinising the decisions of the previous Executive Cabinet instead of the forthcoming agenda and reports.

This year the Committee has undertaken three reviews, one that was requested by two members of the public on Allotment provision and one at the request of the Executive, who asked that Scrutiny looked into the Council's Asset Management, focusing on a key number of operational assets. This Review then led onto an extra piece of work to consider how to make best use of the Lancastrian suite. The Committee also scrutinised anti social behaviour under its requirement to scrutinise crime and disorder.

2. THE YEAR AHEAD

Although the Committee has not yet formally decided the Task Group topics for 2011/12, the review currently taking place on the Lancastrian will continue into the new year and Members had previously requested a review around Tourism. All Members of the Council have been invited to put forward any suggestions for the Committee to consider at its first meeting of the new municipal year when the Committee will draw up its Work Programme.

3. KEY MESSAGES FROM SCRUTINY REVIEWS IN 2010/11

3.1 Allotments

At the request of two members of the public, the Overview and Scrutiny Committee undertook a review of Allotments in Chorley. The Task Group was chaired by Councillor Julia Berry.

The purpose of the review was to maximise space within existing provision of allotments, through improved management controls to enforce higher standards on allotment plots, ensure that charges are fair and reflective of other authorities and encourage community growing and self management of allotment sites.

The 25 recommendations made had the capacity to increase revenue and minimise running costs with no major budget implications to the Council, some were organisational and established best practice under the following headings:

- Provision and demand for allotments
- Tenancy Agreements and monitoring and inspection procedures
- Allotment charges
- Community Growing
- Community Management of Allotments

The Executive Cabinet accepted the majority of recommendations, as they felt they would make improvements to the Allotments services as they were cost neutral and some actions would in fact, recover expenditure that the Council currently incurred.

3.2 Asset Management

Chaired by Councillor Alan Cullens, the aim of this review was the streamlining of the Council's assets to reduce expenditure and maximise income for the Authority, therefore influencing both the Council's priorities and budget position.

Having looked at the Council's wider asset portfolio, it was agreed to focus on the following sites and premise, to consider their current function suitability, available space, operation costs and redevelopment potential;

- Bengal Street Depot and offices
- Gillibrand Street Offices
- Union Street Offices
- Town Hall including Lancastrian Room and White Hart premises
- Yarrow Bridge site (former depot site)

The Task Group did not produce detailed recommendations but a set of principles from which the Executive could develop a strategy and commission feasibility studies to establish detailed proposals.

3.3 Lancastrian Suite

A direct outcome of the Asset Management Scrutiny Review had been options for the future development of the Lancastrian; however these were rejected because of the high costs of redevelopment. It was agreed that a further review would take place to consider how to make best use of the Lancastrian Suite and the Task Group was again chaired by Councillor Alan Cullens.

The Committee have agreed the scoping of the review which will look at:

- The current function, suitability, space and operational costs of the Lancastrian Suite
- Current and future working arrangements and alternative methods of service delivery.
- Assessing the need for the type of facilities offered by the Lancastrian Suite – both commercially and for community facilities
- Looking at other options for the future management of the Lancastrian Suite
- Considering whether there needs to be investment in the facility in order for it to be used more effectively.

The work of the Group is continuing into 2011/12.

3.4 Joint Scrutiny Committee – Councils Liberating the NHS Task Group

Chorley has been working with Members from South Ribble on a Joint Scrutiny project that will enable Scrutiny Councillors to carry out engagement, research and learning on NHS reform around GP Consortia, to improve the health and well-being of communities.

The Councillors representing Chorley were as follows:

- Councillor Alan Cullens
- Councillor Rosemary Russell
- Councillor Peter Wilson

The Task Group has met twice and agreed a scoping document, however it has been anticipated that the majority of the work will be carried out in 2011/12 and the Chorley Members will continue to provide regular updates as the review progresses.

4. CRIME AND DISORDER

Under our requirement to scrutinise local crime and disorder matters under the Police and Justice Act 2006, as amended by the Local Government and Public Involvement in Health Act 2007, the Committee had requested the delivery of two Member Learning Sessions to increase Members awareness of crime and disorder matters, these sessions were held jointly with South Ribble Councillors at the beginning of 2010/11 and were on:

- Understanding the Safer Chorley and South Ribble Partnership
- Drug and Alcohol abuse

Following the session on the Joint Community Safety Partnership, the Committee asked for further information on the Police and Community Together, the MATAAC's and mini MATAAC process and Member Communication. Chief Inspector Richard Robertshaw from the Partnership attended a meeting to present an overview of the particular areas of concern and a number of recommendations were made to improve Members engagement in the process.

In addition the Committee took the decision to scrutinise one particular aspect of the work of the Community Safety Partnership. Anti social behaviour was identified as a suitable area, as it impacted on everybody with strong links to the Neighbourhood Working agenda.

Members attended Chorley Police Station to visit the Council's CCTV unit ahead of the meeting and two Members reported back on their participation in two of the initiatives currently taking place to combat alcohol related crime and anti social behaviour amongst young people:- Operation Cherub and Smart Response.

The Committee also received a report of the Chair of the Chorley and South Ribble Safety Partnership providing information on the work of the Partnership containing additional information about anti social behaviour issues that included:

- Defining identifiable categories of anti social behaviour
- Threats relating to anti social behaviour and signal crime in Chorley
- Past performance relating to anti social behaviour including confidence and perception
- Structures and arrangements in place to prevent and tackle anti social behaviour
- Support in place for residents
- Links to anti social behaviour and neighbourhood working; and
- How members can engage in this work including the reporting and receipt of information relating to anti social behaviour in their area.

The Joint Community Safety Partnership Manager, Paul Lowe and Chief Inspector Geoff Hurst took a variety of questions from Members that included how information is disseminated, how the Council measures the outcomes of the various operations and initiatives to ensure value for money.

5. CHALLENGING THE EXECUTIVE

The following areas are Executive Cabinet items that we have considered at scrutiny and made recommendations in 2010/11

- Community Safety and Crime and Disorder
- Overview of PACT meetings; the MATAAC and mini MATAAC process, including Member communication

- Alleygate Schemes
- Chorley Council Performance Monitoring Reports
- Core Funding 2011/12 – Review of process

The Executive Members for Places and Transformation have both attended Overview and Scrutiny Committees to answer Members questions.

6. CHALLENGING PERFORMANCE

Scrutiny continues to challenge directorate and service performance, through the reporting of monitoring information on a six monthly basis. Members receive:

- Business plan monitoring and performance information for each of the three directorates:
 - Partnerships, Planning and Policy
 - People and Places
 - Transformation
- Project updates under the Corporate Strategy; and
- Monitoring information from Chorley Partnership, including projects being run by the Partnership.

Previous concerns relating to performance under NI 195, environmental cleanliness and the collection of debts older than 90 days had now been satisfied following the implementation of more robust improvement plans around grounds maintenance and the collection of Section 106 monies.

7. FINANCIAL SCRUTINY

The Executive Member for Transformation attended Committee to answer Members questions about the Executives budget principles for 2011/12.

8. CONCLUSION

2010/11 has been an interesting year for scrutiny with the change in focus on how the Committee scrutinises the decisions made by the Executive Cabinet and our duty to scrutinise crime and disorder matters. It has also been a productive year resulting in some key recommendations on topics of concern to Members and the public – allotments and asset management issues. Challenges ahead are to continue to scrutinise areas of interest and concern to Councillors and their constituents; to follow up on the implementation of scrutiny recommendations; to work more effectively with our partners on scrutiny and to continue to challenge our Executive Members in a constructive way with recommendations that result in positive outcomes for the residents in Chorley.

Report of	Meeting	Date
Director of Transformation	Overview & Scrutiny Committee	11 July 2011

TRANSFORMATION DIRECTORATE BUSINESS IMPROVEMENT PLAN

PURPOSE OF REPORT

1. To report progress against the key actions and performance indicators contained in the business improvement plan covering the second half of 2010/11 (1 October to 21 March 2011).
2. It also provides an update on the Directorate business improvement plan for 2011/12.

RECOMMENDATION(S)

3. That the report be noted.

REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

4. Business improvement plans are an important element of the council's corporate business planning process. They set out the main actions that a Directorate will undertake in the year to improve services. This report provides an update on the delivery of key actions and performance indicators arising in the second half of the year.

KEY MESSAGES

5. The Directorate's business improvement plan contains a series of key actions that set out the main improvements that will be undertaken in the year. Every key action is split into milestones so that implementation can be monitored. This section contains an update of actions that should have been undertaken between 1 October and 31 March 2011.

NOTEABLE ACHIEVEMENTS

6. There are a number of notable achievements in the last six months which have been delivered, namely:
 - Progress and a way forward agreed on the Community Governance Review of Buckshaw Village.
 - The Council's updated Customer Relationship Management (CRM) System has been developed and delivering public sector advice has been extended in Union Street with both the County Council and the HMRC now offering services from that location.

data is as secure as it can be when transacting electronically.

- A number of systems upgraded on key line business applications has been updated to enhance functionality
- The Council's computer network has been upgraded and future proofed.
- The Financial Shared Services has implemented a single Financial Information System across the two participating Council's of South Ribble and Chorley.

KEY ACTIONS BEHIND SCHEDULE

7. We had hoped to make more progress on updating the Council's website to, in particular, make it more transactional and user friendly, but this project has been delayed to the new year.
8. We should also have delivered some financial training for members this year. Whilst targeted activity on treasury management did take place for the Audit Committee, the general training was delayed but has now taken place.
9. In respect of the update of the CRM, our intention was to rollout mobile and transactional technology for customer requests. This has been delayed slightly but is currently in test.

SERVICE LEVEL BUDGET MONITORING

10. The table at Appendix A shows that the Directorate achieved an under-spend against its cash budget in 2010/11.

PERFORMANCE INDICATORS

11. The delivery of the business improvement plan is monitored through key national, corporate and local indicators. The table below shows the latest performance for some of the key measures used by the Directorate and are which members have been traditionally interested in as they reflect how key parts of the business are performing.

Indicator Name	Year end Target	Year end Performance
Avoidable contact	20%	14.1%
Time to process benefit claims and change events	10 days	8.9 days
Payment of invoices within:		
- 30 days	97.75%	98.54%
- 22 days	85%	92.5%
- 10 days	50%	69.5%
Council Tax collected	98.5%	98.3%
NNDR Collected	98.5%	97.9%
Sickness Absence	6.9 days	6.9 days
% of staff satisfied with working at the Council	85%	82%

12. Overall, the bulk of targets were achieved. Whilst tax collection was slightly down against target, the actual performance was as comparative to the previous years but we had increased the targets. This is the same position in terms of staff satisfaction.

EQUALITY AND DIVERSITY UPDATE

13. We continue to monitor the impact of our service delivery and complete integrated impact assessments on policy decisions. Most notably the 2011/12 budget was assessed and reported to Council in March 2011.

RISK MANAGEMENT UPDATE

14. The Directorate continues to manage risk identified in the business plan and to mitigate this potential impact. There have been no significant changes to the risk profile over the period and the continued good performance indicators of the Directorate indicates the risk strategies have been effective.

BUSINESS PLAN 2011/12

15. The Directorate Business Improvement plan for 2011/12 is attached for information at Appendix B. This is the plan that outlines the key actions that the Directorate will be working at during this financial year alongside the key measures.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

16. None

CORPORATE PRIORITIES

17. This report relates to the following Strategic Objectives:

Strong Family Support		Education and Jobs	
Being Healthy		Pride in Quality Homes and Clean Neighbourhoods	
Safe Respectful Communities		Quality Community Services and Spaces	
Vibrant Local Economy		Thriving Town Centre, Local Attractions and Villages	
A Council that is a consistently Top Performing Organisation and Delivers Excellent Value for Money			√

IMPLICATIONS OF REPORT

18. This report has implications in the following areas and the relevant Directors' comments are included:

Finance		Customer Services	
Human Resources		Equality and Diversity	
Legal		No significant implications in this area	√

GARY HALL
DIRECTOR TRANSFORMATION

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Gary Hall	5104	6/7/2011	REPORTS

SERVICE LEVEL BUDGET MONITORING 2010/11

TRANSFORMATION DIRECTORATE	Transformation Management £'000	Governance £'000	H.R. £'000	Customer ICT & Trans. Services £'000	SFS £'000	TOTAL £'000
CURRENT CASH BUDGET	699	1,521	349	1,706	893	5,168
VARIANCES						
EXPENDITURE						
Staffing	(2)	(15)	5	(20)	(14)	(46)
ERVS		10		43	16	69
Pension Strain Costs		13		8		21
Members Allowances/related costs		(14)				(14)
Non Domestic Rates	5	12				17
Property Services Asset Management	55					55
Asset Maintenance		5				5
Elections (saving from combined elections)		(10)				(10)
Utilities		(28)				(28)
Bank charges/Allpay charges	(10)					(10)
External Audit Fees	(32)			(3)		(35)
Shared Assurance Services					(9)	(9)
Treasury Management	(7)					(7)
Computer Equipment/Software				(12)		(12)
Internet charges				6		6
Telephone Rental/Calls				(7)		(7)
Consultants Fees				(19)	6	(13)
Legal Fees	-		24	(8)		16
Training			(7)			(7)
Occupational Health			(10)			(10)
Recruitment			(12)			(12)
Provision for Bad Debts	9			8		17
Other	(14)	(9)	(7)	(18)	(9)	(57)
Expenditure under (-) or over (+) current cash budget	4	(36)	(7)	(22)	(10)	(71)



TRANSFORMATION DIRECTORATE	Transformation Management	Governance	H.R.	Customer ICT & Trans. Services	SFS	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000
INCOME						
Reduction in RTB legal work		4				4
Lancastrian Hire		6				6
Street Naming and Numbering				(16)		(16)
External income generated	(20)					(20)
Rental Income	(4)					(4)
Legal/Surveyors Fees	(18)	(15)		(9)		(42)
Sale of land	(7)					(7)
DWP Grant				(6)		(6)
Capital Recharge Income				(54)		(54)
Other costs recovered				49		49
DCLG Grant (Customer Services)				(54)		(54)
Other Income	(29)	(2)		(6)		(37)
Income under (+)/ over (-) achieved	(78)	(7)	-	(96)	-	(181)
NET VARIANCE	(74)	(43)	(7)	(118)	(10)	(252)
PROVISIONAL CASH OUTTURN 2010/11	625	1,478	342	1,588	883	4,916

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You and Your Family		You and Your Community				You and Chorley		You and Your Council	
Strategic Objective	Strong Family Support	Education and Jobs	Being Healthy	Pride in Quality Homes and Clean Neighbourhoods	Safe Respectful Communities	Quality Community Services and Spaces	Vibrant Local Economy	Thriving Town Centre, Local Attractions and Villages	A Council that is a Consistently Top Performing Organisation and Delivers Excellent Value for Money
Long Term Outcome	<p>1.1 Ensure early intervention and prevention of health and wellbeing problems</p> <p>1.2 Use a whole family approach to address problems and provide support</p> <p>1.3 Support the ageing population to be healthy and independent</p>	<p>2.1 Improve skills across the family</p> <p>2.2 Improve links from good quality education to employment</p> <p>2.3 Promotion and uptake of local job prospects</p>	<p>3.1 Reduced health inequalities</p> <p>3.2 Families enabled to make healthy lifestyle choices</p>	<p>4.1 Provision of quality affordable housing</p> <p>4.2 Clean streets</p> <p>4.3 Communities that residents actively take care of and improve</p>	<p>5.1 Safe communities</p> <p>5.2 Cohesive communities where people get on well together</p>	<p>6.1 Clean, safe and well used open spaces</p> <p>6.2 Empowered local people managing community assets</p>	<p>7.1 Promote knowledge based inward investment</p> <p>7.2 Support a strong, indigenous business base</p> <p>7.3 Ensure families and communities reach their full economic potential</p>	<p>8.1 A contemporary market town with good quality shops</p> <p>8.2 Places to visit, play, enjoy as a tourist destination</p> <p>8.3 Thriving local villages</p>	<p>9.1 Community aspirations are delivered through the efficient use of resources and effective performance management.</p> <p>9.2 An excellent community leader</p> <p>9.3 A provider and procurer of high quality, co-ordinated, public services</p> <p>9.4 An excellent Council that is continually striving to improve</p> <p>9.5 Reduce the Council's energy consumption</p>
Measures and Targets	<p>Customer, Transactional and ICT</p> <p>The level of avoidable contact. Target: 20% (9)</p> <p>% of customers satisfied with the way they were treated by the Council. Target 80% (9)</p> <p>Abandon call rate. Target 5.5%</p> <p>Number of Corporate Service Complaints (Baseline) (9)</p> <p>No. days it takes to process new HB and CTB claims and change events. Target <10 days (9)</p> <p>Average time to process new claims. Target <17days (9)</p> <p>Average time to process change events. Target 6.80 days (9)</p> <p>% Correspondence dealt with in 7 working days. Targets 90% (9)</p> <p>Council Tax collected. Target 98.75%</p> <p>NINDR collected. Target 99.15% (9)</p> <p>Network Availability. Target 99.7% (9)</p> <p>Server Availability. Target 99.7% (9)</p>	<p>HR&OD</p> <p>Number of FTE days lost per year through sickness absence: Target 6.9 days (9)</p> <p>Number of FTE days lost through short term sickness absence: Target 2.58 days (9)</p> <p>Percentage of staff who receive (at least) an annual face to face performance appraisal. Target 100% (9)</p> <p>Satisfaction with relevance of organisational development sessions. Target 91% (9)</p> <p>Percentage of employees who consider themselves to have a disability. Target 4% (7)</p> <p>Percentage of Black and Minority Ethnic (BME) employees in the workforce. Target 3.68% (7)</p>	<p>Financial Shared Services</p> <p>Achieve a balanced budget over the MTFs period (9)</p> <p>Customer Satisfaction with Financial services. Target 90% (9)</p>	<p>Governance</p> <p>Member satisfaction with Democratic Services. Target 80% (9)</p> <p>No. Members attending at least one member learning session. Target 40 (9)</p> <p>% members with a PDP. Target 95% (9)</p> <p>% members receiving induction training within 1 month of election Target 100% (9)</p> <p>Licensing decisions produced and signed by the Chair within 3 working days. Target 95% (9)</p> <p>% minutes issued within 2 weeks. Target 95 % (9)</p>	<p>Over/Underspends within 1% of manageable/cash revenue budget at year end. Target <1.0% (9)</p> <p>Achievement of Prudential Indicators – Target 100% compliance (9)</p> <p>Investment performance. Target : outperform LIBOR rate by 10% (9)</p> <p>% of undisputed invoices for (all services) processed within 30, 22, 10 days. Targets 97.75%, 85%, 50% (9)</p>	<p>% electoral canvass forms returned. Target 90%</p> <p>% turnout for local elections. Target 46% (9)</p> <p>% legal files opened within 5 days. Target 80%(9)</p> <p>% first draft S106 agreement produced with 4 weeks of receipt. Target 70% (9)</p> <p>Time spent on Mayoral events Mayoral attendance per annum. Target 1 FTEs (1580 hr) (9)</p> <p>% staff satisfied with office cleaning service. Target 85% (9)</p> <p>CO₂ emissions from local authority operations. Target: 5% reduction by March 2012 (9.5)</p>	<p>Corporate Health</p> <p>No. of FTE days lost through sickness absence in Transformation. Target 6.9 days (9)</p> <p>No. of FTE days lost through SHORT TERM sickness absence in Transformation. Target 2.58 days (9)</p> <p>% of undisputed Transformation invoices processed within 30 days. Target 97.75% (9, 7)</p>		
Key Projects & Actions April 2011 – March 2012	<ul style="list-style-type: none"> Implement shared services in Revenues and Benefits with South Ribbles Borough Council (9.1, 9.3, 9.4) (CS) (March 2012) Improve customer experience by extending and improving services delivered through the Contact Centre (9.1, 9.3, 9.4) (CS) (July 2011) Refresh the Council's Website (9.1, 9.3, 9.4) (CS) (September 2011) Develop an asset management strategy (9.1, 9.3, 9.5) (CS) (December 2011) Review terms and conditions (9) (TS) (December 2011) Co-ordinate review of top 10 contracts review (9) (TS) (August 2011) Review of fees and charges (9) (TS) (August 2011) 								

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