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**Chief Executive's Office**

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Date: 1 December 2006

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**Chief Executive:** Donna Hall

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**Chorley**  
Council

Town Hall  
Market Street  
Chorley  
Lancashire  
PR7 1DP

Dear Councillor

## **OVERVIEW AND SCRUTINY COMMITTEE - MONDAY, 4TH DECEMBER 2006**

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**

8.    **Budget Scrutiny Process for 2007/08 (Pages 211 - 218)**

The Director of Finance to outline the budget process for 2007/08 financial year and the involvement of scrutiny and suggestions for a way forward.

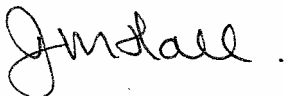
The Committee to receive a report on the progress made on the implementation of the recommendations that came out of the scrutiny process for the 2006/07 financial year.

Report of Director of Finance (enclosed)

12.   **Overview and Scrutiny Inquiry (Pages 219 - 230)**

The Director of Policy and Performance to provide an update on the Scrutiny Inquiry and enclosed are the proposals on the areas of activity to be examined by sub groups of this Committee.

Yours sincerely



Chief Executive

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### **Distribution**

1. Agenda and reports to all Members of the Overview and Scrutiny Committee for attendance (Councillor Dennis Edgerley (Chair), Councillor Thomas McGowan (Vice Chair) and Councillors

Kenneth Ball, Thomas Bedford, Terry Brown, Alan Cullens, Francis Culshaw, Mrs Marie Gray, Harold Heaton, Greg Morgan, Geoffrey Russell, Mrs Iris Smith and Christopher Snow)

2. Agenda and reports to Donna Hall (Chief Executive), Gary Hall (Director of Finance), Lesley-Ann Fenton (Director of Policy and Performance), Steve Pearce (Assistant Head of Democratic Services) and Gordon Bankes (Democratic Services Officer) for attendance.

**This information can be made available to you in larger print or on audio tape, or translated into your own language. Please telephone 01257 515118 to access this service.**

આ માહિતીનો અનુવાદ આપની પોતાની ભાષામાં કરી શકાય છે. આ સેવા સરળતાથી મેળવવા માટે કૃપા કરી, આ નંબર પર ફોન કરો: 01257 515822

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

Report of	Meeting	Date
Director of Finance	Overview and Scrutiny Committee	4 December 2006

## BUDGET SCRUTINY PROCESS FOR 2007/08

### PURPOSE OF REPORT`

- To feedback to the Overview and Scrutiny Committee progress made regarding the recommendations made by the Panels during the 2006/07 budget consultation, and to propose how the budget scrutiny for 2007/08 may be undertaken.

### CORPORATE PRIORITIES

- An effective scrutiny process is an essential part of the Council being a performing organisation.

### RISK ISSUES

- The issues raised and recommendations made in this report involve risk considerations in the following categories:

Strategy		Information	
Reputation	√	Regulatory/Legal	
Financial		Operational	
People		Other	

- The main risk of ineffective scrutiny is that our desire to be an excellent CPA Council will be undermined.

### BACKGROUND

- In November 2005, the Overview and Scrutiny Committee expressed a desire to be able to demonstrate that it had added value to the budget setting process. Consequently it proposed a slightly different approach to that taken in previous years which would involve scrutinising the following issues:

- Areas of non-performance as identified in the Business Plan Performance Monitoring reports presented to Scrutiny throughout the year. The intention was to see that the Executive Cabinet had allocated resources, if appropriate, to areas of non-performance in order to rectify the problem.
- Areas of high spend. The intention was to undertake a review of the Council's spending, not just at budget setting but throughout the year to consider whether the Council's policies and objectives are being delivered whilst at the same time delivering value for money for the Council taxpayer.

- The recent Value for Money Self Assessment undertaken by the Council identified a number of areas of high cost compared to the Council's nearest neighbours. The intention was to try to identify why, and enable the Executive Cabinet to comment on the findings of the Overview and Scrutiny Committee.
  - To review the 'Corporate Basket' of priorities/key actions included in the new Corporate Plan. The new priorities may require a reallocation of resources within the units to help achieve strategic objectives.
6. The Committee agreed to look in more detail at the following areas and invite the relevant Executive members and Directors to the Overview and Scrutiny Panel meetings to discuss budget issues in relation to that service.
- |   |   |                        |
|---|---|------------------------|
| Community Overview & Scrutiny Panel     | - | Planning Services      |
| Customer Overview & Scrutiny Panel      | - | Revenues and Benefits  |
| Environmental Overview & Scrutiny Panel | - | Environmental Services |
7. The Overview and Scrutiny Committee on 16 February 2006 received reports from the three Panels who had looked in more detail at the budgets of the above services. The intention of the reviews was to establish reasons for the apparent high cost of the service as compared to the Council's family group. This issue was raised during the Audit Commission's Use of Resources review as something the Council should look at. In addition, members of the Panels were also asked to consider if the Council was achieving its policy objectives by looking at performance on Best Value Performance Indicator and other local indicators where they were available.
8. A series of recommendations were made by the Panels to the Executive and a summary of the Executives responses and the actions taken to date is attached at Appendix 1.

### **BUDGET SCRUTINY**

9. The dates for budget scrutiny are set for the 25 January 2007 and 30 January 2007. The Council's draft budget for consultation will be issued after the Executive Cabinet on the 6 December 2006.
10. It is therefore appropriate for the Committee to consider how it wants to undertake budget scrutiny for 2007/08. Members appeared to get some value from the process undertaken during the 2006/07 budget, but this has been a significant year in terms of the Council introducing the new Community Strategy and any work undertaken by the Committee must be undertaken in this context.
11. As a basis for discussion I suggest that the following scrutiny is considered for 2007/08:
- An update on the high cost areas identified during the 2006/07 scrutiny.
  - A review of the 2006 cost profiles prepared by the Audit Commission as compared to those in 2005.
  - A review of the likely impact of efficiencies and savings on the Council's ability to deliver the promises in the Corporate Plan and the mitigation being put in place.

12. Members of the Committee are however at liberty to determine if they concur with the suggestions made or suggest an alternative approach.

**CONCLUSIONS**

13. Overall progress has been made on the recommendations made by the Scrutiny Panels. Clearly there is more work to be done, particularly in relation to benchmarking and cost analysis, but plans are in place to move this issue forward quickly in the early part of 2007.
14. Set out in the report is a summary of the action taken on the recommendations made by the Scrutiny Committee during the last budget cycle. My interpretations of the outcome of that work is that the budget scrutiny was more effective than that previously undertaken and that the Committee have been able to influence the thinking of the Executive.
15. We now need to build on the work done in 2006/07 and the report sets out a suggested approach to budget scrutiny for 2007/08.

**COMMENTS OF THE DIRECTOR OF HUMAN RESOURCES**

- 16.

**RECOMMENDATIONS**

17. Members of the Committee are asked to:-
  - Note the progress made on the recommendations made by the Scrutiny Committee during the 2006/07 budget cycle.
  - Agree an approach to the Scrutiny of the 2007/08 budget.

**REASONS FOR RECOMMENDATION(S)  
(If the recommendations are accepted)**

- 18.

**ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

19. None.

GARY HALL  
DIRECTOR OF FINANCE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
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Gary Hall	5480	30 November 2006	ADMINREP/REPORT
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**OVERVIEW AND SCRUTINY – BUDGET SCRUTINY**1. **Recommendations of Environment Overview & Scrutiny Panel – 6 February 2006**

	<b>Action Taken</b>
1. That the Executive Cabinet be requested to pursue the provision of more detailed comparative data from the Audit Commissions' 'family tree' authorities, particularly in relation to the output, cost and quality of services, in order to enable a more reasonable value for money assessment of the whole of the Council's service.	The Executive responded by accepting that there needed to be data in this area. During the year the Council introduced a VFM framework and a benchmarking approach has been developed. The next stage is to start to develop the intelligence needed via benchmarking. Resourcing this type of work has been an issue, therefore the Finance restructure currently has considered introducing additional resources into this area.
2. What steps will the Executive Cabinet take to achieve a better understanding of the perception gap in the measurement of residents satisfaction with standards of cleanliness within the Street Cleaning Contract.	<p>The Executive proposed that the Area Forum Pilots would be a good place to gather information on this issue. Whilst the BVPI for Street Cleanliness has improved since last year, the main area of concern at the Forums appeared to be the litter left after refuse collection. The Exec during 2006/07 introduced the 'no blow' sacks to counteract this particular issue.</p> <p>Also introduced in 2006/07 was the award winning Community Skips Initiative and a hit squad from Cleanaway to deal with missed collection and littering caused by the crews. The Council will have available in the early part of 2007 the results of the latest satisfaction survey.</p>
3. The Executive Cabinet is requested to examine the quality of design of litter bins and the capability of the contractors Cleanaway to emptying the litter bins whilst on collection rounds.	During this year a review was undertaken of the current style and type of litter bin. The general consensus was that in the main the bins were fit for purpose. However a trial is currently underway using a bigger bin that also has better access, the results of the trial are awaited and will be available in the early part of next year.

<p>4. The Executive Cabinet is requested to ensure that high profile cases on enforcement are publicised.</p>	<p>During this year the Council introduced new powers for the Director of SNED to take enforcement action for anti social behaviour in terms of littering etc. During the year there was a programme of litter bin replacement in the Town Centre to encourage usage and new signage on enforcement was erected in the Town Centre. During the year more fixed penalty notices were issued than previously.</p>
<p>5. The Executive Cabinet is requested to ensure the enforcement of the management of the Cleanaway contract and that they clean up whilst waste collecting.</p>	<p>During this year the terms of the contract in terms of default notice were issued, following the holiday period allowed during the implementation phase of the new recycling arrangements. The contractor (Cleanaway) also introduced, at their own expense, a hit squad to remove litter left during collections.</p>
<p>6. The Executive Cabinet is requested to introduce policy targets for the Neighbourhood Wardens relating to their street scene duties.</p>	<p>The Executive were concerned about introducing targets for this type of work, given the reduced nature of the work. On balance, given the likelihood of the Wardens Scheme not continuing in some guise, no targets have been introduced.</p>
<p>7. The Executive Cabinet is requested to examine the need for improved co-ordination of services to bring efficiency. Particular attention should be paid to problem areas and neighbourhoods as well as a wider promotion of the hot line number.</p>	<p>During 2006/07 the director of SNED introduced Phase I of his restructure designed to deliver a more coordinated approach to service delivery, following the Chief Executive's Senior Management Restructure. Phase II of that restructure that focuses on the Neighbourhood Agenda is shortly to be available for consultation and implementation during the early part of 2007.</p>



2. **Recommendations of Customer Overview & Scrutiny Panel – 7 February 2006**

	<b>Action Taken</b>
<p>1. What steps will the Executive Cabinet take to ensure that the high-quality service the public is receiving from the Benefits service is maintained when the service moves into the Contact Centre.</p>	<p>During 2006/07 the migration of some of the services provided in Benefits moved to the Contact Centre. In its response to this question, the Executive outlined a number of steps that would be taken to mitigate the risk of service delivery declining, namely:</p> <ul style="list-style-type: none"> <li>• Only transferring appropriate work into the Contact Centre</li> <li>• Transferring staffing resources to the Contact Centre</li> </ul> <p>Whilst there has been some teething problems, satisfaction with both the front and back office services remains high and performance as measured by Benefits BVPIs has improved significantly in the same period.</p>
<p>2. The Executive Cabinet is requested to undertake a consistent and measured review of all services via the Procurement strategy for the delivery of value for money services.</p>	<p>The Council approach to procurement of service has been a mixed economy approach, with both outsourcing and partnership working being pursued. During this year Property Services will be outsourced, Health &amp; Safety services will be delivered via a Public/Public Partnership with Bolton MBC and a project looking at the feasibility of sharing financial services with South Ribble Borough Council is being undertaken.</p> <p>The Government's recent White Paper identified that in two tier cases, there is an anticipation that the County Council and Districts will work together to improve services. This has effectively overtaken any plans the Council has in terms of alternative delivery models. Chorley Council is to be the lead Authority looking at developing improved two tier working with the County Council.</p>

3. **Recommendations of Community Overview & Scrutiny Panel – 8 February 2006**

	<b>Action Taken</b>
<p>1. That action be taken to introduce effective performance indicators for planning enforcement work.</p>	<p>The Executive feel that the introduction of targets for this particular area of work may be inappropriate given the reduced nature of the work. Accordingly no targets have been introduced during 2006/07.</p>



**OVERVIEW AND SCRUTINY INQUIRY PROJECT OUTLINE**

**Review Topic: Council's Performance against the key lines of enquiry to be assessed by the Audit Commission during CPA and Direction of Travel.**

**Investigation by: Overview and Scrutiny Committee**

**Type: Inquiry**

**Objectives:**

1. To understand the new CPA framework and how the KLOE's will be used to determine the Council's overall category.
2. To identify the progress made since the last assessment in 2003.
3. To identify where to focus our efforts in preparation for a future inspection in order to maximise achieving excellent status.
4. To learn from the experience of other District Councils who received an excellent judgement following CPA.

**Desired Outcomes:**

1. To be well prepared and have in place robust evidence of improvement to inform a future CPA inspection.
2. To achieve excellent status.

**Terms of Reference:**

1. To conduct an investigation into how the Council is performing against the new CPA framework.
2. To look at other District Councils rated excellent (ideally) under the new framework to explore best practice across the key lines of enquiry and their preparation for the inspection.
3. To report on the investigation's findings and make recommendations to the Executive Cabinet.

**Key Issues:**

1. Opportunity to learn from other excellent Councils assessed under the new framework will not be possible until the early part of 2007.

**Risks:**

1. Having desired outcomes beyond the capacity to deliver.

**Venue: Town Hall, Market Street, Chorley**

**Timescale:**

**Start: October 2006**

**Finish: March 2007**

**Information Requirements and Sources:****Documents/evidence:**

1. CPA Inspection report from 2003.
2. Direction of Travel report 2005 and 2006 (available Dec 2006).
3. CPA – District Council framework from 2006.
4. Key lines of enquiry for Corporate Assessment.
5. Key lines of enquiry for Direction of Travel.
6. District CPA – analysis of service performance information.

**Witnesses:**

1. Chorley Borough Council’s Relationships Manager (Audit Commission).
2. Officers of Chorley Borough Council.
- 3 Partners.

**Consultation/Research:**

**Excellent District Council’s inspection reports.**

**Site Visits:**

1. **Other Excellent District Councils.**

**Officer Support:**

**Lead Officer:**  
Lesley-Ann Fenton (Director of Policy and Performance)

**Democratic Services Officer:**  
Gordon Banks

**Corporate Policy Officer:**  
Sarah Dobson

**Likely Budget Requirements:**

**Purpose:** Site visit cash      **£200**

**Total**      **£200**

**Target Body<sup>1</sup> for Findings/Recommendations**

Executive Cabinet

Name of Inquiry: Council's Performance against the key lines of inquiry to be assessed by the Audit Commission during CPA and Direction of Travel.

Scrutiny Body: Overview and Scrutiny Committee

<b>SCRUTINY INVESTIGATION – PROJECT PLAN</b>	<b>TOPIC:</b>
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TASK	2006						2007			
	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
<b>1. TOPIC SELECTED</b>	✓									
<b>2. SCOPE INQUIRY</b>				✓	✓					
<ul style="list-style-type: none"> <li>complete project outline</li> <li>complete project plan</li> </ul>										
<b>3. COLLECT EVIDENCE</b>					✓	✓	✓	✓		
<ul style="list-style-type: none"> <li>source information</li> </ul>										
<b>4. CONSIDER EVIDENCE</b>									✓	
<b>5. REPORT</b>										✓
<b>6. FEEDBACK &amp; ACTION</b>										
<b>7. MONITOR</b>										

## SCRUTINY INQUIRY INFORMATION CHECKLIST

**Name of Inquiry:** Council's Performance against the key lines of inquiry to be assessed by the Audit Commission during CPA and Direction of Travel.

**Scrutiny Body:** Overview and Scrutiny Committee.

Ref.	Information Required	Date	Venue
1.	CPA Inspection report from 2003 and Action Plan		
2.	Direction of Travel report 2005 & 2006 (available Dec 2006)		
3.	CPA – District Council framework from 2006		
4.	Key lines of Inquiry for Corporate Assessment		
5.	Key lines of inquiry for Direction of Travel		
6.	District CPA – analysis of service performance information		
7.	Mori Survey		
8.	Presentation of the new harder test		
9.			
10.			



<b><i>SCRUTINY INQUIRY WITNESS CHECKLIST</i></b>
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**Name of Inquiry:** Council's Performance against the key lines of inquiry to be assessed by the Audit Commission during CPA and Direction of Travel

**Scrutiny Body:** Overview and Scrutiny Committee

Ref.	Witness	Information Required	Date	Venue
1	Chorley Borough Council's Relationship's Manager (Audit Commission)		10 January 2007	Town Hall
2	Officer's of Chorley Borough Council			
3				
4				
5				
6				
7				
8				
9				
10				

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## **OVERVIEW AND SCRUTINY COMMITTEE**

### **CPA – ACHIEVING EXCELLENCE INQUIRY**

#### **Background**

At the last meeting of the Overview and Scrutiny Committee on 8<sup>th</sup> November, in order to inform the Committee's Inquiry into the Council's performance against the key lines of enquiry for CPA and the Direction of Travel, the Director of Policy and Performance gave a presentation on the Council's progress since the last CPA in 2003 when the Council was rated "fair" and highlighted the areas in the new CPA Key Lines of Enquiry where Chorley Borough Council needs to focus attention if we are to achieve excellent status at a future re-assessment.

Following the presentation, the Director of Policy and Performance was asked to produce for the next meeting a short note setting out the five areas of focus, current and planned activity within these areas and any areas for improvement which have yet to be addressed. Using the information, the Overview and Scrutiny Committee would then consider setting up a limited number of sub-groups to examine over the next few months each area, and report back findings and recommendations to the main committee.

The attached tables set out the information for the five areas of focus as outlined above. Given the wide range of areas and the impact this could have on the size and depth of this inquiry, in order to keep the workload manageable for Members, the end column proposes a way forward and highlights the areas where Members may want to concentrate their efforts in order to maximise the impact of the inquiry within the timescales available.

#### **For Consideration**

At the Overview and Scrutiny Briefing meeting on 30<sup>th</sup> November, the attached tables were discussed with the Chair and Vice-Chair of the Committee and as a consequence it is recommended to the Committee that two sub-groups are set-up to look at three of the five areas.

The first sub-group would focus on Equality and Diversity and in line with the suggested way forward would meet approx 3 times between beginning of January and mid-February, reporting back findings and recommendations to the February committee. At the meetings of the sub-group we would look to bring forward a representative from DIALOG to share with members best practice on other districts approaches to Diversity and Equality based on an extensive pilot programme in this area and if possible arrange for a member visit to a District Council recognised for their work on equality and diversity e.g. Staffordshire Moorlands District Council.

The second sub-group would take on the other two areas. Under the area of Capacity the sub-group would look at the issue of being more explicit re non-priorities and under the area of Achievement consider how we can further strengthen the scrutiny function taking on board the areas outlined in the recent Government White Paper in particular, how we achieve better and more meaningful community involvement in the scrutiny process. Again it is proposed the group meets approx. three times between the beginning of January and Mid-February and appropriate external people from key organisations i.e. IDeA and the Centre for Public Scrutiny will be invited to attend along with if possible, representative's from other District Council's (members and officers) who are doing well in these areas.

With regards to the other two areas of focus, the issues re Neighbourhoods and Communities are currently being addressed via a separate Inquiry by the Environment and Community Panel into Neighbourhood Working and the Partnership Working and Community Leadership issues are

already a key focus of the Council and as such, there will be an opportunity following a possible LSP Peer Review next Summer for the Overview and Scrutiny Committee to undertake a scrutiny of the findings as part of their work programme for 2007/08.

A draft membership for each sub-group will be tabled at the Overview and Scrutiny meeting on 4<sup>th</sup> December for consideration and amendment as appropriate. Prior to the meeting members are asked to consider the information within the attached tables, particularly the areas which will be covered by the two sub-groups and also consider their availability over the coming few months to attend the sub-group meetings.

CPA – INQUIRY

AREAS OF FOCUS	CURRENT AND PLANNED ACTIVITY	AREAS TO BE ADDRESSED	SUGGESTED FOCUS FOR DISCUSSION
<p><b><u>Partnership Working and Community Leadership</u></b></p> <ul style="list-style-type: none"> <li>• Demonstrate effective outcomes through partnership working eg LAA.</li> <li>• The LSP is more effective as an agent of change and delivery</li> <li>• Sharper focused Community Strategy realising key tangible and sustainable outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>• Attending LAA meetings and seeking to influence outcomes – on-going</li> <li>• Involved in shaping the work programme of the Lancashire Locals – December 2006.</li> <li>• Leading two-tier pathfinder bid for Lancashire – Submission - 25 January 2007.</li> <li>• Re-organised the Chorley Partnership Structure in June 2006 and establishing the new theme groups and developing action plans by March 2007</li> <li>• Currently developing measures and targets for the Community Strategy.</li> <li>• Possible investment in LSP to lever in additional resources and if necessary match fund external funding bids.</li> <li>• Update Community Strategy Summer/Autumn 2007.</li> <li>• Possible LSP Peer review – Summer 2007.</li> <li>• Pursuing Amber-Green status for the LSP by March 2009.</li> </ul>	<ul style="list-style-type: none"> <li>• Raise profile of the LSP and publicise the role of, and the outcomes from the partnership within the Council to Members and Officers, and to the public.</li> <li>• Respond to the forthcoming guidance on Sustainable Strategic Partnerships expected Spring 2007.</li> <li>• Involvement in the LAA refresh in 2007/8</li> </ul>	<ul style="list-style-type: none"> <li>• Given that the LSP is just beginning to implement the revised structure and new way of working and is likely to be subject to an IDeA Peer Review in Summer 2008, there will be an opportunity as part of next years O&amp;S work programme to scrutinise the findings of that review and make further recommendations.</li> <li>• However, if Members feel they would like the opportunity to explore this area now, consideration could be given to learning from other successful district LSP's e.g. Rossendale and South Ribble re:             <ul style="list-style-type: none"> <li>• Effective partnership working.</li> <li>• Key factors in achieving outcomes.</li> <li>• Raising the profile and understanding of the LSP and its impact with all stakeholders.</li> <li>• Strengthening links with County LSP's, Lancashire Locals and Parishes.</li> </ul> </li> </ul>

AREAS OF FOCUS	CURRENT AND PLANNED ACTIVITY	AREAS TO BE ADDRESSED	COMMENTS/CONSIDERATIONS
<p><b><u>Neighbourhoods and Communities</u></b></p> <ul style="list-style-type: none"> <li>• Develop our approach to effective consultation and engagement with our Neighbourhoods and Communities.</li> <li>• More strategic and co-ordinated approach to consultation. Regularly consult local people to understand their views, needs and desires.</li> <li>• Effectively communicate our priorities and use feedback to inform our decisions re priorities and service delivery improvements.</li> </ul>	<ul style="list-style-type: none"> <li>• Introduction of 4 community forums across the borough in 2007.</li> <li>• Current inquiry by the Environment and Community Overview and Scrutiny Panel into Neighbourhood Working - Action Plan by April 2007.</li> <li>• Consultation Strategy to be revised and Consultation Action Plan developed by April 2007.</li> <li>• Continue "You Said, We Did."</li> <li>• New website by April 2007.</li> <li>• Communication Strategy and Action Plan in place by March 2007.</li> <li>• Budget consultation in January/February 2007.</li> </ul>	<ul style="list-style-type: none"> <li>• Development of Community Plans for Forum areas.</li> <li>• Possible "Chorley debate" with local people re Feedback to inform future priorities.</li> </ul>	<ul style="list-style-type: none"> <li>• The majority of this area of focus is being considered as part of the Neighbourhood Working Inquiry.</li> </ul>

AREAS OF FOCUS	CURRENT AND PLANNED ACTIVITY	AREAS TO BE ADDRESSED	COMMENTS/CONSIDERATIONS
<p><b>Capacity</b></p> <ul style="list-style-type: none"> <li>• Demonstrate that our ambitions are realistic and that we can deliver what we have set out to achieve.</li> <li>• Make more explicit what are not our priorities and why.</li> </ul> <p><b>Achievement</b></p> <ul style="list-style-type: none"> <li>• Corporate planning and performance management is embedded and is integrated with the management of resources.</li> <li>• Deliver the key outcomes in the Community and Corporate Strategies.</li> <li>• Scrutiny is rigorous and challenging and can evidence improvement in service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>• Agreed Corporate Strategy - Dec 2007.</li> <li>• Robust Project and performance management arrangements in place to monitor delivery.</li> <li>• Exploring partnership working opportunities.</li> <li>• Seeking IIP recognition.</li> <li>• Strengthening approach to performance management through introduction of performance roundtables Dec 2006.</li> <li>• Revising business planning process to strengthen financial integration for application from April 2006.</li> <li>• Scrutiny improvement plan in place.</li> <li>• Scrutiny work programmes in place.</li> <li>• Introduced public speaking at committees.</li> <li>• Scrutiny holding officers/Members to account for performance.</li> </ul>	<ul style="list-style-type: none"> <li>• Making more explicit what are not our priorities and why.</li> <li>• More evidence of where scrutiny had made a tangible difference/improved outcomes.</li> <li>• More community involvement in scrutiny.</li> </ul>	<ul style="list-style-type: none"> <li>• Consider focusing on the issue of non-priorities. Look at where other Councils have achieved this and the approach they have taken.</li> <li>• Consider focusing on how we can further strengthen our approach to scrutiny taking on board the areas within the White Paper and in particular how we achieve better and meaningful community involvement in the scrutiny process.</li> </ul>

AREAS OF FOCUS	CURRENT AND PLANNED ACTIVITY	AREAS TO BE ADDRESSED	COMMENTS/CONSIDERATIONS
<p><b><u>Equality and Diversity</u></b></p> <ul style="list-style-type: none"> <li>Have clear information (service needs and satisfaction) across all our diverse communities which is used to make informed decisions about service delivery.</li> <li>Evidence we are making a measurable difference for those most disadvantaged.</li> <li>Commitment to and achievement of the National Equality Standard.</li> </ul>	<ul style="list-style-type: none"> <li>Equality Scheme published in December 2006.</li> <li>Work commencing Jan 2007 to secure Level 3 of the Equality Standard by 2009.</li> <li>Some baseline data available re needs and satisfaction eg MORI survey, Contact Centre.</li> <li>A range of diversity forums exist.</li> <li>New CRM system expected in 2007.</li> <li>Re-vamping the make-up and role of the Community Cohesion and Diversity Incidents Panel.</li> <li>Undertake Equality Impact Assessments on all new and existing policies and functions by March 2009.</li> <li>Some measures in place in the Community Strategy to demonstrate we are making a difference.</li> </ul>	<ul style="list-style-type: none"> <li>Equality, Diversity and Community Cohesion Strategy required.</li> <li>Develop the GIS tool available in Planning and map service delivery, demographic and IMD information etc.</li> <li>Develop further mechanisms to engage all our communities, particularly hard to reach groups (linked to Consultation Strategy).</li> <li>Identify better mechanisms and measures to demonstrate we are making a difference for those most at disadvantage.</li> <li>Raise awareness of the broad agenda regarding diversity with officers, partners etc.</li> </ul>	<ul style="list-style-type: none"> <li>Consider learning from a successful district with a Level 3 Equality Standard eg Chester and/or Staffordshire Moorlands re their approach.</li> <li>To engagement and consultation.</li> <li>Urban and Rural issues and removing barriers/changing perceptions.</li> <li>Satisfaction and service needs data across all communities.</li> <li>Measuring the impact their work in this area is having on communities most at disadvantage.</li> <li>Achieving Level 3 of Equality Standard given capacity issues in a district.</li> <li>Invite a member from the DIALOG team (IDeA) to meet with members and share their experience of the Diversity in the Districts pilot project (37 districts participated), providing advice and guidance on good practice in this area.</li> </ul>