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## Chief Executive's Office

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Date: 26 May 2006

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**Chief Executive:** Donna Hall

**Chorley**  
Borough Council

Town Hall  
Market Street  
Chorley  
Lancashire  
PR7 1DP

Dear Councillor

## **CORPORATE AND CUSTOMER OVERVIEW AND SCRUTINY PANEL - TUESDAY, 6TH JUNE 2006**

You are invited to attend a meeting of the Corporate and Customer Overview and Scrutiny Panel to be held in the Committee Room, Town Hall, Chorley on Tuesday, 6th June 2006 commencing at 6.30 pm.

### **AGENDA**

1. **Apologies for Absence**

2. **Declarations of Any Interests**

Members of the Committee are reminded of their responsibility to declare any personal interest in respect of matters contained in this agenda in accordance with the provisions of the Local Government Act 2000, the Council's Constitution and the Members Code of Conduct. If the personal interest is a prejudicial interest, then the individual Member should not participate in a discussion on the matter and must withdraw from the room and not seek to influence a decision on the matter.

3. **Minutes (Pages 1 - 2)**

To confirm as a correct record the minutes of the meeting of the Customer Overview and Scrutiny Panel held on 6 April 2006 (enclosed)

4. **Complaints Monitoring Report Sept 2005 - March 2006 (Pages 3 - 12)**

Report of the Head of Corporate and Policy Services (enclosed)

5. **Business Plan Monitoring Statements (Pages 13 - 34)**

Business Plan and Performance Monitoring Reports are enclosed for the period January 2006 to March 2006 for:

- Customer, Democratic and Office Support Services,
- Financial Services,
- Human Resources,
- Information, Communication Technology Services,
- Legal Services and
- Property Services.

Continued....

6. **Any other item(s) that the Chair decides is/are urgent**

Yours sincerely



Chief Executive

**Distribution**

1. Agenda and reports to all Members of the Customer Overview and Scrutiny Panel (Councillor Geoffrey Russell (Chair), Councillors Peter Baker, Andrew Birchall, Alan Cain, Henry Counce, Magda Cullens, David Dickinson, Doreen Dickinson, Catherine Hoyle, Keith Iddon, Hasina Khan, Margaret Lees, Thomas McGowan, Miss June Molyneaux, Edward Smith, Mrs Joyce Snape and Mrs Stella Walsh) for attendance.
2. Agenda and reports to Tim Rignall (Head of Corporate and Polict Services), Rowlands (Policy and Performance Officer), Martin O'Loughlin (Head of Customer, Democratic and Office Support Services), Gary Hall (Director of Finance), Angela Wolstencroft (Director of Human Resources), Tim Murphy (Director of Information and Communication Technology), Roger Handscombe (Head of Property Services) and Ruth Hawes (Assistant 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 آپ کی اپنی زبان میں بھی کیا جاسکتا ہے۔ یہ خدمت استعمال کرنے کیلئے براہ مہربانی اس نمبر پر ٹیلیفون

01257 515823

کیجئے:

## Customer Overview and Scrutiny Panel

**Thursday, 6 April 2006**

**Present:** Councillor Mrs S Walsh (Chair) and Councillors Mrs D Dickinson, M Lees, P Malpas, G Russell, E Smith and Mrs J Snape

**Also in attendance:** Councillor D Gee (Executive Member for Traffic and Transportation)

### **06.CUS.44 APOLOGIES FOR ABSENCE**

Apologies for absence were submitted on behalf of Councillors Miss J Molyneaux and C Snow.

### **06.CUS.45 DECLARATIONS OF ANY INTERESTS**

No interests were declared.

### **06.CUS.46 DECRIMINALISATION OF PARKING ENFORCEMENT INQUIRY**

#### **(a) Discussion with Councillor D Gee (Executive Member for Traffic and Transportation)**

The Panel discussed the issues raised throughout the Inquiry with the Executive Member for Traffic and Transportation, Councillor D Gee.

In particular the Panel discussed the recommendations to improve communication regarding Decriminalisation of Parking Enforcement with the public and to give further information to Blue Badge holders. An additional recommendation was discussed to support the ongoing trial use of a scooter to improve the service in rural areas.

It was noted that there were less incidents of people parking in a selfish manner and that the Parking Attendants had gained important experience since the implementation and were doing a good, but sometimes unpopular job for Chorley.

Councillor Gee thanked the Panel for their work on the Inquiry and supported the recommendations. It was positive that other authorities had adopted some of the recommendations arising from the Inquiry, such as, the additional information leaflet for Blue Badge holders and the use of a sticker to highlight which side the Blue Badge should be displayed.

**AGREED – That the discussion with the Executive Member be taken forward for the Final Report.**

#### **(b) To consider the draft Final Report**

The Panel considered the draft final report and queried several points. A number of the recommendations were reworded, including regarding the inclusion of a question on any relevant surveys undertaken about Decriminalisation of Parking Enforcement, the use of mystery shoppers and a review of the Parking Attendant uniform.

The recommendations were reorganised to group those for Chorley Borough, Lancashire County Council, the contractor (National Car Parks) and the Department for Transport.

**RESOLVED – That the amendments to the final report be made and an updated copy of the report be distributed to the Panel Members and Executive Member for Traffic and Transportation.**

**(c) Consideration of the minutes of the Sub-Group held on 7 December 2005**

The Panel received the minutes of the Sub-Group held on 7 December 2005. In response to a query officers clarified the status of the agency agreement with Lancashire County Council and that Chorley Borough would formulate an induction pack for Parking Attendants.

**AGREED – That the comments and recommendations be taken forward for the Final Report.**

**(d) Updated Inquiry documents**

**RESOLVED – That the updated Inquiry documents be noted.**

**06.CUS.47 ANY OTHER ITEM(S) THAT THE CHAIR DECIDES IS/ARE URGENT**

The Chair thanked the Panel for their contribution to the Decriminalisation of Parking Enforcement Inquiry and the work of the Panel during the last Municipal Year.

Chair

# Chorley

Borough Council



**COMPLAINTS  
MONITORING REPORT TO  
CORPORATE AND CUSTOMER  
SCRUTINY PANEL  
September 2005- March 2006**

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### **4. Detailed breakdown of complaints received by the Chief Executive's Office (including outcomes/action taken)**

**Pages 6- 12**

### **5. Potential issues for further Overview and Scrutiny Consideration**

## 1. INTRODUCTION

This report details those complaints referred to the Chief Executive during the six-month period of September 2005 to March 2006. These complaints are investigated, on behalf of the Chief Executive, by Corporate and Policy Services.

Complaints, Comments and Compliments are important to the authority, as the information that they provide can serve as a useful feedback on our services and how they impact on the community we serve. By using this information we can improve our services and become more responsive to customers needs and concerns. By handling complaints in line with best practice we can demonstrate our commitment to customer care, and to continuous improvement.

As a Council we utilise the following definition of a complaint:

‘An expression of dissatisfaction by one or more members of the public about the Council’s action or lack of action or about the standard of a service, whether the action was taken or the service provided by the Council itself or a person or body acting on behalf of the Council’.

Generally, and for the purposes of this report, a complaint is distinguished from a request for service such as pest control or reporting a defect such as faulty street lighting.

## **2. NOTES OF CLARIFICATION**

In those instances where a complainant has referred to the activity of more than one Unit or Service area in their complaint, each separate aspect of the complaint against separate units or service areas will be recorded as a complaint, for monitoring purposes. The purpose of this is to ensure that the information provided about each distinct service area by complainants can be used to inform service improvements.

The response date recorded for the purpose of this report is the date on which a full response was sent. Reference is not made to any contact informing the complainant of progress made in the investigation of their complaint, or of requests for additional information, which can, on occasions, delay responses. When such delays occur we endeavour to keep complainants updated regarding progress made.

Those units against which no complaints have been referred to the Chief Executive, are not included in this report.

### **Corporate Complaints**

The Chief Executive deals with three types of complaints:

Stage 1: Complaints formally registered for the first time:

This type of complaint should be referred to the Service Unit concerned; however, on occasion these are referred directly to the Chief Executive.

If a complaint is referred to the Chief Executive at this stage, it may be passed directly to the Unit concerned to respond, or the Chief Executive may respond in liaison with the Unit.

Those Stage 1 complaints recorded below are just the ones received and investigated by the Chief Executive, not those referred directly to units.

Stage 2: If the customer is not satisfied with the response received from the Unit concerned, they are offered the opportunity to complain to the Chief Executive.

Stage 3: Complaints referred to the Local Government Ombudsman. Those complainants, who remain dissatisfied with the response received from the Chief Executive, may refer their complaint to the Local Government Ombudsman for investigation. Complaints of this nature are handled by Corporate and Policy Services on behalf of the Chief Executive.

### **Structure**

As the report relates to those complaints received during the period Sept 2005 to March 2006, before the implementation of the recent restructure the old



Council Unit Structure has been retain for reporting purposes, in future complaints will be reported inline with the new structure of the authority.

**Timescales:**

The investigating officer should ensure that all complaints are acknowledged in writing within five working days of the complaint being made. The complaint should be investigated and a response should be sent with in ten working days of receipt. Where it is clear that investigation of a complaint will take longer than ten working days a letter of explanation should be sent, within ten days, and the complainant should be kept informed of progress at regular stages whilst the investigation is ongoing.

If a complainant is dissatisfied with the response received from the Chief Executive they will be informed that the Council's complaints procedure has been exhausted. The complainant will be informed of their right to complain to the Local Government Ombudsman. Those complaints referred to and investigated by the Local Government Ombudsman will form part of a separate report.

When dealing with those complaints directed to the Chief Executive by the Local Government Ombudsman, responses are scheduled according to the timescales set out by the Local Government Ombudsman, in some instances these may differ from those set out in the Council's complaints policy.

**3. TOTAL NUMBER OF COMPLAINTS RECEIVED APRIL TO SEPTEMBER  
BROKEN DOWN BY SERVICE AREA**

<b>UNIT</b>	<b>TOTAL NUMBER OF COMPLAINTS</b>	<b>AVERAGE RESPONSE TIME (WORKING DAYS)</b>
<b>CUSTOMER, DEMOCRATIC AND OFFICE SUPPORT SERVICES</b>	<b>1</b>	<b>2 Days</b>
<b>DEVELOPMENT AND REGENERATION</b>	<b>1</b>	<b>2 Days</b>
<b>ENVIRONMENTAL SERVICES</b>	<b>5</b>	<b>9 Days</b>
<b>FINANCE</b>	<b>3</b>	<b>10 Days</b>
<b>PROPERTY SERVICES</b>	<b>1</b>	<b>2 Days</b>
<b>PUBLIC SPACE SERVICES</b>	<b>1</b>	<b>5 Days</b>

Note: The length of time taken to send a full response to a complaint can vary according to the nature of the complaint. Those complaints that are complex in nature tend to involve ongoing contact with the complainant and various bodies and may elicit a longer period of time before a final response can be sent, this, along with the relatively small number of complaints relating to particular units may account for some of the variations in average response times between different units.

As those complaints referred to the Local Government Ombudsman are not detailed in this report the total number of complaints recorded above does not account for all of those complaints that pass stage two of the Council's complaints procedure. For details of those complaints referred to the Local Government Ombudsman please see the Ombudsman's report issued at year end under a separate cover.

**Average Response Time for all Service Areas:**

<b>7 Days</b>
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**4. DETAILED BREAKDOWN OF COMPLAINTS RECEIVED BY THE CHIEF EXECUTIVE'S OFFICE**

**Customer, Democratic and Office Support Services**

<b>DATE RECEIVED</b>	<b>DATE OF RESPONSE</b>	<b>DESCRIPTION</b>	<b>OUTCOME/ACTION TAKEN</b>
27 January 2006	2 February 2006	Alleged racist treatment in One Stop Shop. Complainant alleged that Customer services were slow to respond and that this was the result of implicit racism.	Full investigation launched (including use of CCTV footage from One Stop Shop and interviews with staff). Allegation of Racism not upheld, issues regarding level of Customer Service offered fed back to staff. Support offered to complainant through Racial Equality Council.
TOTAL: 1			

**Development and Regeneration**

<b>DATE RECEIVED</b>	<b>DATE OF RESPONSE</b>	<b>DESCRIPTION</b>	<b>OUTCOME/ ACTION TAKEN</b>
15 March 2006	17 March 2006	Complaint regarding debris left close to the Lake at Astley park following activity to drain the lake.	Complaint fully investigated. Apology issued, clarification of instructions issued to contractors regarding disposal of debris from the lake during any future drainage activity
TOTAL: 1			

**Environmental Services**

<b>DATE RECEIVED</b>	<b>DATE OF RESPONSE</b>	<b>DESCRIPTION</b>	<b>OUTCOME/ ACTION TAKEN</b>
28 September 2005	6 October 2005	Complaint regarding refuse collection service, asserts that receptacles providing for recycling are inappropriate for purpose and are prone to loss on windy days.	Full explanation of rationale behind choice of receptacles provided to complainant. Offer of alternative receptacles made.
23 January 2006	23 January 2006	Complainant asserted that a vehicle had been damaged by refuse collection crews during the course of a collection. Requested compensation	Details forwarded to Cleanaway, the contractors charged with having caused damage for investigation and instigation of proceedings to pay compensation if appropriate.
9 September 2005	30 September 2005	Complaint regarding failure to accurately reflect charges relating to pest controls service in Council's website	Detailed investigation, apology issued and full explanation offered to complainant. Website amended.
22 February 2006	23 March 2006	Complaint regarding maintenance and policing of Public Space in Clayton Green and allocation of Council Tax	Complaint fully investigated. Full explanation of Council and Parish Council funding issued. Area allocated high priority status with Neighbourhood Warden's team. Details of local Police and communities Together Team provided to complainant.
2 March 2006	6 March 2006	Complaint regarding missed refuse collections	Complaint investigated, Customer informed of process for notifying the authority of missed collections.
<b>TOTAL: 5</b>			

**Finance**

<b>DATE RECEIVED</b>	<b>DATE OF RESPONSE</b>	<b>DESCRIPTION</b>	<b>OUTCOME/ACTION TAKEN</b>
20 September 2005	3 October 2005	Complaint regarding issuing of a Court summons for none payment by the revenues and benefits service whilst an appeal was ongoing causing unnecessary distress	Apology issued to complainant, procedures out in place to ensure that all recovery action is halted automatically whilst an appeal is underway.
23 February 2006	2 March 2006	Allegation of racism in administration of Housing Benefit	Complaint fully investigated, allegation not upheld, advice offered to complainant
16 January 2006	6 February 2006	Complaint regarding administration of single occupancy Council Tax reduction.	Complaint fully investigated and not upheld. Complainant provided with details of appeals service.
<b>TOTAL: 3</b>			

**Property Services**

<b>DATE RECEIVED</b>	<b>DATE OF RESPONSE</b>	<b>DESCRIPTION</b>	<b>OUTCOME/ACTION TAKEN</b>
15 March 2006	17 March 2006	Complaint regarding administration of Right of Way access to property	Complaint investigated not upheld. Information provided to complainant to clarify position
<b>TOTAL: 1</b>			

**Public Space Services**

<b>DATE RECEIVED</b>	<b>DATE OF RESPONSE</b>	<b>DESCRIPTION</b>	<b>OUTCOME/ACTION TAKEN</b>
28 February 2006	7 March 2006	Complaint regarding lack of enforcement action with regards to fly tipping at Drakes Hollow Estate.	Signage to be erected at the site. Arrangements made for a contractor to visit the site and undertake clearance work. Further investigation of how education and enforcement can be used in the longer term to address the problems outlined undertaken.
<b>TOTAL: 1</b>			

## **5. Potential Issues for further Overview and Scrutiny consideration**

It may be worth noting that in this period two letters of thanks were received, one relating to the service offered by Housing Maintenance, the second letter thanked Council Housing Tenancy Services. Both letters have been passed to the Council's Communications Manager.

## **Business Plan Monitoring Statements**



**JANUARY TO MARCH 2006  
FOR CORPORATE AND  
CUSTOMER SCRUTINY PANEL**



**BUSINESS PLAN MONITORING STATEMENTS  
JANUARY – MARCH 2006**

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**Note of Clarification**

**Business Plan Monitoring Statements:**

The Business Plan Monitoring Statements report progress against the key actions included in Unit Business Plans for 05-06. They also include monitoring of key performance indicators.

**Key Performance Indicators:**

Each Unit has identified a set of ‘key’ Performance Indicators (PIs) in their 2005-06 Business Plan. These PIs measure at least one of the Unit objectives and/or the corporate priorities, and are intended to give an overall indication of how the Unit is performing.

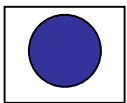
Each PI has a target set for the year. The variation of the actual performance from the target generates an alert symbol, as described below. The IT system used for monitoring also looks at performance between reporting periods to see whether it is improving, getting worse or staying the same. Again, the symbols are shown below.

**Symbols**

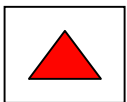
Symbols and colours are used to provide a quick guide to see how Service Units are performing against Key Performance Indicators:



= Green Performance is better than target and the tolerances set for this indicator KPI



= Blue Performance is better than target and the tolerances set for this indicator KPI



= Red Performance is worse than target and the tolerances set for this indicator KPI

Symbols are also used to show whether performance is improving between reporting period or not. The performance at March 2005 is compared with performance at March 2006.



= Performance is improving between reporting periods, a lower figure is better.



= Performance is improving between reporting periods, a higher figure is better.



= Performance is getting worse between reporting periods, a lower figure is better.



= Performance is getting worse between reporting periods, a higher figure is better.



= Performance is the same as last period.

For further information on the way in which Performance Symbols are calculated please contact Jenny Rowlands (01257 515248) or Lindsay Parr (01257 515341) or Sarah Dobson (01257 515325) in Policy and Performance Directorate.

**BUSINESS PLAN MONITORING STATEMENT FOR THE  
CUSTOMER DEMOCRATIC & OFFICE SUPPORT SERVICES UNIT**

**FOR THE PERIOD 1 JANUARY 06 TO 31 MARCH 06**

**1. KEY MESSAGES**

The Unit continues to make good progress in most in all Sections o f the Unit in relation to those areas identified in the Business plan.

	<b>CURRENT POSITION</b>
Number of green KPI's	4
Number of blue KPI's	1
Number of red KPI's	2
Number of KPI's not yet measured	1

**2. BUDGET UPDATE**

Budget outturn is currently being finalised. The information will be made available at the next meeting of the Panel.

**3. SERVICE DEVELOPMENTS**

The Unit continues to work towards maximising all its performance indicators and to see the fulfilment of all areas identified within the Units Business Plan for 2005/06


**4. PERFORMANCE AGAINST UNIT KEY PERFORMANCE INDICATORS**

<b>Indicator Description</b>	<b>Performance 2004/05</b>	<b>Target 2005/06</b>	<b>Performance at 31/March/06</b>	<b>Comments</b>
Satisfaction – Contact centre	*	90%	99.59%	New indicator data not available for first 2 months.
Customers seen within 10 mins at One Stop Shop	*	100%	78.99%	Decline in performance due to increasing services moving into the Call Centre.
Sickness Absence	4.3	8.9	3.8	
Reports & Agendas Published online	*	75%	84.17%	Target based on introduction of new Democratic services software that went live on 22 August 05
Minutes published within 5 working days	*	75%	62.92%	Target based on introduction of new Democratic services software that went live on 22 August 05

Procurement Milestones achieved	*	85%	85.00%	Quarterly Indicator
Number of press releases issued	*	200	248	Quarterly Indicator
Satisfaction with Service to Service Heads	*	85%		Yearly Indicator survey undertaken but response so limited the results meaningless

5. **CONCLUSION**

Steady progress is being in all areas identified within the Business Plan. The two areas of weakness are being addressed with “Minutes published within 5 working days” on target for the last 6 months and the waiting times being looked at.



Signature: \_\_\_\_\_

HEAD OF CUSTOMER DEMOCRATIC & OFFICE SUPPORT SERVICES

**BUSINESS PLAN MONITORING STATEMENT FOR THE  
FINANCE UNIT**

**FOR THE PERIOD JANUARY 2006 TO MARCH 2006**

**KEY MESSAGES**

1. In this quarter the emphasis of our work has been:

Accounting & Audit

- Ensuring the 2005/06 Budget is balanced and preparation for the end of year
- Preparation of 2006/07 Audit Plan

Revenues & Benefits

- Concentration on cash collection
- Preparation for year end and new year billing

2. The summary of KPI performance is as follows:

	<b>CURRENT POSITION</b>
Number of Green KPI's	7
Number of Blue KPI's	5
Number of Red KPI's	1
Number of KPI's not yet measured (year end satisfaction)	7

3. The table shows that nearly all the main KPI indicators are either Green or Blue, indicating that either the year end target has been achieved or performance has improved on last year.

Only one indicator was not achieved in relation to the number of benefit claimants visited. We selected more than enough visits to satisfy our Verification Framework Target but we fell short of completing 13 of these visits to make the BVPI target. The VF target required 1340 intervention visits to be commenced whereas the BV76a required 1400 and only counts the number of 'effective' visits. That is, visits that have been completed which have resulted in benefit entitlement being confirmed/amended or referred to fraud. If claimants do not respond to our initial attempts to visit it can take up to 20 months to complete the visit as 'effective'.

In relation to the BVPI's where performance is better than last year but the targets have not been met, there are two in particular that merit further comment, namely:

% of Invoices Paid within 30 days

In previous reports I have highlighted the fact that due to the implementation of the new financial system the target would not be met in 2005/06 and that action was being taken to remedy this. The actual achieved in year being 84.4% with the target being 96%. Action includes the use of better monitoring and management information. Consequently performance in the new financial year has improved significantly with performance for the Authority in the first two months of the new year reaching 98%.

Council Tax Collection

The Council’s collection rate is already upper quartile when compared against all other Councils. However a target of 98.6% was set for the year with performance being 98.5%. We will continue to try and improve the collection rate by changing our approach and process, an example being the recent change in the recovery policy to include securing a charge against an individual’s assets through the Bankruptcy option.

For those BVPI’s measured through the Corporate Satisfaction Survey, the results will be available sometime in later summer. However our local satisfaction survey undertaken indicates the targets set in relation to satisfaction will be met.

Summary

In summary, the year has been successful with the majority of KPI’s and local PI’s either being met or improved. As always we shall endeavour to improve performance further in the new year by reviewing the way we work and looking for innovative and smarter ways to work.

**BUDGET UPDATE**

Budget outturn is currently being finalised. The information will be made available at the next meeting of the Panel.

**PERFORMANCE AGAINST KEY UNIT PERFORMANCE INDICATORS**

Indicator	Target 2005/06	Performance at March 2006	Comments
Unit sickness absence	8.9 days	6.12 days	
Treasury management return	107% of benchmark	93.77	The Council's lack of cash for investment has affected our ability to meet this target
Financial management monitoring reports produced	100%	100%	Although a Capital Monitoring report was withdrawn a further report was submitted in March
% budget spend year end forecast	+/- 1% of cash target		Awaiting production of outturn June 2006
Audit reports issues on time	78%	80%	
% Capital annual budget committed	100%	N/A	Awaiting production of outturn – June 2006
% of monetary saving made Gershon efficiencies	100%	N/A	Awaiting production of Backward Looking Efficiency Statement – June 2006

Gary Hall  
Director of Finance

**BUSINESS PLAN MONITORING STATEMENT FOR THE HUMAN RESOURCES UNIT**

**FOR THE PERIOD JANUARY TO MARCH 2006**

**1. KEY MESSAGES**

	<b>CURRENT POSITION as at the end of Mar 2006</b>
Number of green KPI's	<b>4 (BV11a,17a) HR001, HR002)</b>
Number of blue KPI's	<b>1 (HR005)</b>
Number of red KPI's	<b>1 (BV12)</b>
Number of KPI's not yet measured	<b>2 (HR009,010)</b>

**2. BUDGET UPDATE**

Budget outturn is currently being finalised. The information will be made available at the next meeting of the Panel.

**3. SERVICE DEVELOPMENTS**

**Objective 1**

- H&S Policy Framework – actioned – being implemented and monitored through the audit system.
- H&S is now incorporated into the 'Welcome to Chorley' Club corporate induction for new employees.
- Hierarchical Training being transferred to H&S effective from the 2006/7 financial year.
- H&S is now included in the corporate induction pack.
- H&S will supplement what is included in the induction with additional H&S input for 2006/7.

**Objective 2**

- Absence Policy approved – training to Managers to be rolled out during the summer of 2006.
- New contract with existing Occupational Health supplier (Bolton) effective from Jan 2006.
- Absence statistics – continue to be generated and produced in the same way. Changes to collating and reporting statistics will be implemented when the new HR system is in place (this project has been put back until Jan2007 due to capacity).
- Annual 100% attendance events will continue for staff who have achieved this.

**Objective 3**

- Recruitment code of conduct – has gone through consultation but will need some further updates. Completion expected September 06.
- Work is being carried out on the local government Pay and Workforce Strategy. NWEO are closely supporting our activities on this project. The production of a Strategy for CBC will be completed by Nov 06.
- All organisation charts have been updated to reflect the recent Management restructure. Further amendments will be required to reflect any further changes across the organisation.
- Data and statistics regarding staff information on hold until the new HR system is in place.

**Objective 4**

- Achieved the target for the number of completed Performance Reviews – 92% as at July 2005.
- Performance Management continues to be promoted across the authority with group and individual support available.
- Competency Based Learning (Pick n Mix) – material developed for most of the competencies. Further activity to promote the use of the material ongoing through 2006.
- Member Development Programme – Member Learning Hour up and running and very successful. A new member induction programme has been developed and will be used with new members elected in the May06 elections. Member development continues to progress through the Member Development Steering Group in line with the NWEO Charter standards.
- Corporate Induction – now developed and implemented. A monthly 'Welcome to Chorley' Club is now up and running for new staff to CBC.
- liP activity continues to progress well with launch across the authority during April06. Action group has been set-up and has met a number of times. The group will continue to assist in the lead up to the assessment which is planned for September 2006.
- Devolved budgets to be implemented during 2006.
- L&D Strategy continues to be delivered throughout all the above activity.
- E-enabling Induction and Performance Management Process projects put back to begin Jan07 due to capacity.

**Objective 5**

- Second phase of the pilot extended to include Development and Regeneration. This will be completed mid May. Evaluation programme planned from June 2006.
- Update of job descriptions remains ongoing. Any that are outstanding are being chased up.
- Staff reward arrangements are under consideration.

**Objective 6**

- In response to local community feedback – all job applications are now acknowledged in writing.
- Training for the Asian Womens Forum network put on hold due to capacity.
- Engaged with ongoing work experience through local schools and colleges.
- Equality in Employment Policy developed and in place.
- Communicate job vacancies through to the Muslim Welfare Society
- Multi Faith Event in 2006 will be used to generate interest from all local community

**Objective 7**

- Policy Framework agreed – phased implementation of new policies as agreed. Slippage with some policies due to focus on other priorities.

**Objective 8**

- Business case for the HR System now put back until Jan 2007 due to capacity within HR to manage the project.
- Utilising the intranet and the website is an ongoing consideration for the services we provide.
- HR policies and documentation regularly being posted on the intranet.

**Objective 9**

- Second HR newsletter distributed with April's Edition of news and Views
- Annual HR Survey completed December 2005 – results are being collated.
- Customer Promises and Commitments agreed and to be formalised.
- Ongoing implementation of the HR Strategy through the HR Business Plan.
- Policy Framework agreed – phased implementation of new policies as agreed. Slippage with some policies due to focus on other priorities.

4. PERFORMANCE AGAINST UNIT KEY PERFORMANCE INDICATORS

Indicator Description	Performance 2004/05	Target 2005/06	Performance at MAR 2006	Comments
BV11a-top 5% women earners	20.83%	23%	32%	Target achieved.
BV12-sickness absence	9.59	8.9	10.1	Target not achieved. A new policy is now in place and further training for managers will be undertaken by mid year.
BV17a-employees from ethnic minorities	1.37%	1.45%	1.53%	Target achieved
HR001-Performance Reviews	-	80%	92%	Target achieved. Annual target.
HR002-Staff who enjoy working for CBC	67%	70%	75.7%	Target achieved. Annual target.
HR005-Risk Assessments	New indicator	-	72.2%	Annual target. Performance figure based on current position.
HR009-Training days per employee				Not reportable
HR010-Training days per member				Not reportable

5. CONCLUSION

The HR unit continues to progress well against the objectives outlined in the HR Strategy (2004-9). The current work being undertaken to develop a Pay and Workforce Strategy will progress the unit towards its ultimate function, that of organisational development. The key risks for the unit within the next 12 months will be the lack of capacity to deliver the challenging agenda both the authority and the unit face. The key project for the unit with the largest risks to the authority is the Job Evaluation and Pay Modelling exercise. Processes are in place to deliver this project to the necessary timescales.

The unit has refocused its priorities accordingly to deliver the authorities main objectives over the next 12 months. Less important activity has been deferred to set realistic and achievable goals in the new business plan.

**ANGELA WOLSTENCROFT**  
 DIRECTOR OF HUMAN RESOURCES



**BUSINESS PLAN MONITORING STATEMENT FOR THE  
ICT SERVICES UNIT**

**FOR THE PERIOD from 1st January 2006 to 31st March 2006**

**1. KEY MESSAGES**

The Councils IEG6 statement shows good progress made against the Priority Outcomes set by central government. Of the 54 targets set, only 3, that are our responsibility, are outstanding;

<b>Priority Outcome</b>	<b>Description</b>	<b>Reported Position</b>	<b>Comment</b>
G8	Single Business Account	In implementation	Our position is a reflection of the national scene. This is a complex outcome that, to deliver maximum benefit, is dependent upon national solutions
G11	eBilling	In implementation	The software required to deliver this was recently purchased. We expect to implement soon.
R28	Email and web form acknowledgements to include a unique reference number.	In implementation	This is a contracted deliverable of the Shared Services Contact Centre project and delivery is expected in the summer.

Work has continued on integrating our front and back-office systems. During the period, work has centred on integrating;

- Environmental Services and a mobile application
- Local Land and Property Gazetteer and various back office applications (this will move us towards a single address database)
- Revenues and Benefits and CRM

It has been agreed that the Council, together with Preston City Council and South Ribble Borough Council, will explore the development of linked telecommunications strategies. This work will highlight any areas in which joint working/procurement will deliver efficiencies. The start of this work will take the form of 2 workshops to be arranged in June at which Members and officers will be given the opportunity to listen to the range of facilities and options available and offer their opinions. Further details will be provided as soon as they are available.

The Project Support Officer has developed a Project Management Training Course and tutored 4 courses. Each was fully subscribed and, judging by the feedback forms completed by attendees, very well received. Plans are in place for another 3 courses, following which demand will be reassessed.

The Council continues to make extensive use of email as a means of communication. In the period of the report we received over 135,000 in-bound emails and sent over 44,000 (these figures do not include internal emails). In the period, our virus protection service intercepted over 4,000 infected mails and over 24,000 spam emails were blocked (18% of mail received).

We are again measuring system availability and are able compare performance to KPI targets.

	<b>CURRENT POSITION</b>
Number of green KPI's	5
Number of blue KPI's	0
Number of red KPI's	0
Number of KPI's not yet measured	1

**2. BUDGET UPDATE**

Budget outturn is currently being finalised. The information will be made available at the next meeting of the Panel.

**3. SERVICE DEVELOPMENTS**

The Contact Centre PC's have been moved onto the Councils network thereby improving flexibility and allowing the extension of the 'virtual' Contact Centre to other Council buildings. The move has enabled staff within the Contact Centre to benefit from the same facilities offered to other Council staff e.g. email, internet access.

A remote access pilot has been successful in proving a technology that will provide a range of facilities to officers and Members. Access to facilities such as email, personal storage and the Revenues and Benefits and Financials applications has been proved. As a result, the Revenues and Benefits Manager was able to carry out some Council Tax year end procedures from his home. This proved a more efficient, cost effective and convenient means of carrying out the work. The solution has been funded by ODPM grant funding and will be rolled out during coming weeks. It is also considered that the solution provides a good foundation for home working.

**4. PERFORMANCE AGAINST UNIT KEY PERFORMANCE INDICATORS**

<b>Indicator Description</b>	<b>Performance 2004/05</b>	<b>Target 2005/06</b>	<b>Performance at 31 Mar 06</b>	<b>Comments</b>
BVPI157	92%	100%	100%	
Customer Satisfaction	90%	92%	92%	The second survey included Members
Calls resolved within agreed timescales	Not measured	80%	Not measured	Service standards to be agreed
How much do we pay for a PC?	Not measured	£750	£582	Although measurements have been taking place during recent weeks, it is felt their inclusion would skew the overall figure given the short period over which measurement was taken. The figures shown are those found during the period earlier in the year.
Server Availability	Not measured	98.9%	99.58%	
Network Availability	Not measured	98.9%	99.97%	

Tim Murphy  
DIRECTOR OF ICT SERVICES

**BUSINESS PLAN MONITORING STATEMENT FOR THE  
LEGAL SERVICES UNIT**

**FOR THE PERIOD JANUARY TO MARCH 2006**

**1. KEY MESSAGES**

The main focus within Legal Services this quarter has been on supporting major projects within the Council. This has included the leasing of Duxbury to Glendale which was completed in March. In addition the unit has been preparing documentation for completion in relation to land adjacent to Crosse Hall Lane. The Unit is also continuing the legal procedures for facilitating the re location of the market. Support is also being given to the Property and Markets Outsourcing.

The downturn in the property market and the impact of personal searches continues to have an impact in the number of local searches being processed by the Land Charges Unit and consequently on the budgeted income for 2005/2006..This is being carefully monitored by the Director of Finance and Director of Legal Services. In the period January to March 2006, 466 searches (excluding personal searches) were carried out. In this period..305 personal searches were carried out. Legislation only permits the Council to charge £11-00 for a personal search, which increasingly are carried out for personal search companies. The Office of Fair Trading (OFT) issued its market study concerning property searches in September 2005 and the Government has now responded to this study. It is intended to take a report to Executive Cabinet concerning the implications of these reports for the land charges section and the income that can be generated for the Council. Unit has also completed section 106 Agreements for Buckshaw Village, land at Lord Street Ecclestone and his nearing completion on the Eaves Green Link Road.

The Licensing Section have now to prepare for the transfer of responsibilities under the Gambling Act 2005 ,this will involve the preparation of a Statement of Licensing Policy , establishing procedures to process applications, training of both staff and members .

	<b>CURRENT POSITION</b>
Number of green KPI's	4
Number of blue KPI's	1
Number of red KPI's	1
Number of KPI's not yet measured	1

**2. BUDGET UPDATE**

Budget outturn is currently being finalised. The information will be made available at the next meeting of the Panel.

**3. SERVICE DEVELOPMENTS**

An Outline Business Case is being prepared in respect of the implementation of a case management software system for Legal Services, which will enable more effective time recording, monitoring of the progress of cases and provide better performance information has been approved by Council as a Category C project.

As part of the business planning process now ongoing for 2006/07 Legal Services will look at the implications for the service of the proposed Housing Stock Transfer, the transfer of the Highways Partnership back to Lancashire County Council and also what legal support will need to be given in respect of the outsourcing of Property Services and Markets

4. **PERFORMANCE AGAINST UNIT KEY PERFORMANCE INDICATORS**

<b>Indicator Description</b>	<b>Performance 2004/05</b>	<b>Target 2005/06</b>	<b>Performance at 31 March 2006</b>	<b>Comments</b>
BVPI 179 Standard Searches within 10 working days	98.51%	100%	99.01%	Performance has further improved since the last quarter.
Processing of Personal Licence Applications	New indicator	14 days	2.8 days	The period of 14 days is taken from the date the police inform Council there are no objections or from the date of hearing where objections are raised.
Processing of Premises Applications	New indicator	21 days	5.5 days	The software is now in place which has helped in the processing of these applications.
Percentage of referred cases which are successfully prosecuted	New indicator	90%	95%	This covers cases commenced in the Magistrates Courts and includes a wide range of enforcement matters
Percentage of Customer Satisfaction – LEXCEL survey	New indicator	To be completed	Not measured	This will be an annual survey to comply with LEXCEL requirements
Strategy Implementation: percentage of milestone activities completed in the National Local Government Procurement Strategy	New indicator	85% by 31-12-05	85%	Target is aligned with that of CuDOSS- Corporate Procurement Team . Overall target is currently 85% which has now been met, and the Council is on track to achieve 100% which exceeds the target.

5. **CONCLUSION**

Legal Services needs to ensure that it has the capacity to meet the changing priorities of the Council, and ensure that it plays its full part in providing value for money for both its internal and external customers.

Signature: \_\_Claire Hallwood  
 DEPUTY DIRECTOR OF LEGAL SERVICES

**BUSINESS PLAN MONITORING STATEMENT FOR THE  
PROPERTY SERVICES UNIT**

**FOR THE PERIOD December 2005 to March 2006**

**1. KEY MESSAGES**

The summary of KPI performance is as follows:

	<b>CURRENT POSITION</b>
Number of green KPI's	4
Number of blue KPI's	5
Number of red KPI's	2
Number of KPI's not yet measured	0

**2. BUDGET UPDATE**

Budget outturn is currently being finalised. The information will be made available at the next meeting of the Panel.

**3. SERVICE DEVELOPMENTS**

The major service development for 2005/06 related to outsourcing/partnering for both professional property services and markets functions. Contract and specification documentation is complete and currently the subject of stakeholder consultation. Target for completion has moved back to October 06. All other significant service developments were achieved during the year.

**4. PERFORMANCE AGAINST UNIT KEY PERFORMANCE INDICATORS**

<b>Indicator Description</b>	<b>Performance 2004/05</b>	<b>Target 2005/06</b>	<b>Performance at March 06</b>	<b>Comments</b>
BV 156 - % public buildings accessible to all users	76%	88%	83%	Work at Clayton Leisure Centre due to start under new CLS contract was delayed but is expected to begin late summer.  Astley Hall complies with DDA legislation but not this indicator.
PR001 % buildings in satisfactory condition	90%	95%	91%	Sale & redevelopment of Friday St depot delayed to 2006/07
PR001 % planned maintenance prog. Completed	89%	100%	94%	Some decorative work in the town hall was held back pending completion of the refurbishment scheme
PR004a % market stalls vacant	30%	25%	30.9%	

PR004b % town centre shops vacant	7.3%	7.3%	4.0%	
PR005 % land registration complete & info available electronically	New indicator	50%	65%	All HRA assets are now registered and available electronically as are all General Fund assets outside Chorley town.
PR006 % capital receipts from property disposals	New indicator	100%	100%	
PR007 % income received from property investments	New indicator	100%	100%	
PR008 energy consumption in Council buildings as a % of national benchmark	Electric 91.4%	75%	97.3%	Although performance is within the benchmark standards energy consumption increased by 7.9 % last year. An energy management plan is being developed to ascertain underlying causes and remedies.
	Gas 29.0%	50%	31.6%	
PR009 % reduction in CO2 emissions	New indicator	2%	34%	The large reduction has been achieved largely through a switch to 95% "green" electricity from a new provider.

**5. CONCLUSION**

Performance on two indicators were classified as red -

PR004 - Work continues towards the trial Flat Iron market move which may stimulate stall take up and on the outsourcing exercise which will bring investment in equipment later this year.

PR008 – The increase in electricity consumption is being investigated in conjunction with the development of an energy management plan.

Signature: R.P. Handscombe  
Head of Property Services

**CD CUDOSS Unit KPIs 05-06, Plan: Target, View Date: 2006-03-31**

CuDOSS Unit Key Performance Indicators Monthly (in month)									
Unit Key Performance Indicators	Jan-06	Feb-06	Mar-06	Perf to Date	Year to Date Target	Perf vs Target	Change in Perf	Year End Target	
CD001 Satisfaction - Contact Centre	99.20	99.50	99.50	99.50	90.00	★	■	90.00	
CD BV12 CuDOSS sickness absence	2.79	3.36	3.80	3.80	8.90	★	✖	8.90	
CD005: % Reports and Agendas Published on internet 24h	100.00	100.00	100.00	84.17	75.00	★	✔	75.00	
CD006: % Committee Mins Published within 5 wrkng days	75.00	75.00	75.00	62.92	75.00	▲	✔	75.00	
CD007: % Customers 10 Mins in One Stop Shop	72.28	78.22	70.74	78.99	100.00	▲	✖	100.00	

CuDOSS Unit Key Performance Indicators Quarterly (in quarter)									
Unit Key Performance Indicators	Perf - Oct-Dec 05	Target - Oct-Dec 05	Perf - Jan-Mar 06	Target - Jan-Mar 06	Perf to date	Year to Date Target	Perf vs Target	Change in Perf	Year End Target
CD002: % Procurement Milestone Activities	85.71	85.00	85.00	85.00	85.00	85.00	●	✖	85.00
CD004: Number of Press Releases Issued	52.00	50.00	65.00	50.00	248.00	200.00	★	✔	200.00

CuDOSS Unit Key Performance Indicators Annual			
Unit Key Performance Indicators	Year End Perf	Year End Target	Perf vs Target
CD003: % Satisfaction Service Heads with Clerical	?	85.00	?

**FN Finance Unit KPIs 05-06, Plan: Target, View Date: 2006-03-31**

Finance Unit Key Performance Indicators Monthly									
Unit Key Performance Indicators	Jan-06	Feb-06	Mar-06	Year to Date Perf	Year to Date Target	Year to Date Perf v/s Target	Change in Perf	Year End Target	
FN BV12 Finance sickness absence	5.42	5.66	6.12	6.12	8.90	★	✗	8.90	
FN007 Treasury Management Return: LIBID	?	?	?	?	107.00	?	?	107.00	
FN009 Financial Management Monitoring St	?	?	?	?	100.00	?	?	100.00	
CBC005 % Budget Spent - year end forecast	?	?	?	?	100.00	?	?	100.00	
BV008 % Invoices paid within 30 days	83.89	84.29	84.42	84.42	96.00	●	✓	96.00	
BV009 % Council Tax collected	96.23	97.87	98.51	98.51	98.60	●	✓	98.60	
BV010 % NNDR collected	96.94	98.14	98.88	98.88	98.60	★	✓	98.60	
BV078a Ave time new claims (Cal days)	27.00	22.60	27.00	27.00	28.50	★	✗	28.50	
BV078b Ave time for changes (Cal days)	10.00	8.30	9.00	9.00	14.00	★	✗	14.00	
BV079a % Benefit calculations correct	96.80	99.20	98.80	98.50	98.00	★	✓	98.00	
Finance Unit Key Performance Indicators Quarterly									
Unit Key Performance Indicators	Oct-Dec 05	Jan-Mar 06	Year to Date Perf	Year to Date Target	Year to Date Perf v/s Target	Change in Perf	Year End Target		
FN17 Audit Reports on time	?	?	?	78.00	?	?	78.00		
FN030.05 Gps/indivs given funding suppor	?	?	?	5.75	?	?	5.75		
CBC017 % annual capital budget crmited	?	?	?	100.00	?	?	100.00		
CBC018 % monetary savings Gershon	?	?	?	100.00	?	?	100.00		



HR Human Resources Unit KPIs 05-06, Plan: Target, View Date: 2006-03-31

Human Resources Key Performance Indicators Monthly									
Unit Key Performance Indicators	Jan-06	Feb-06	Mar-06	Year to Date Perf	Year to Date Target	Year to Date Perf v/s Target	Change in Perf	Year End Target	
BV011a.02 Women in top 5% earners	32.00	32.00	32.00	32.00	23.00	★	■	23.00	
BV012 Days / shifts lost to sickness	8.36	9.21	10.10	10.10	8.90	▲	✖	8.90	
BV017a % Ethnic minorities employees	1.62	1.56	1.53	1.53	1.45	★	✖	1.45	
HR Six Monthly Key Performance Indicators									
	Jun-05	Current Perf	Current Target	Year to Date Perf	Year to Date Target	Year to Date Perf v/s Target	Change in Perf	Year End Target	
HR001 % Staff with Completed Performance Reviews	82.00	92.00	80.00	92.00	80.00	★	▲	80.00	
HR Key Performance Indicators Annual									
	Perf - Year End	Target - Year End	Year End Perf v/s Target						
HR005: % Completed Unit Risk Assessments	72.20	80.00	●						
HR009: Average No of Training Days per E	?	?	?! ?!						
HR010: Average No Training Days or Equiv	?	?	?! ?!						
CBC004 % of Staff Who Enjoy Working for CBC	75.70	70.00	★						

IT Information Technology Services Unit KPIs 05-06, Plan: Target, View Date: 2006-03-31

IT Key Performance Indicators Monthly									
Unit Key Performance Indicators	Jan-06	Feb-06	Mar-06	Year to Date Perf	Year to Date Target	Perf vs Target	Change in Perf	Year End Target	
IT BV12 IT sickness absence	2.90	3.30	3.97	3.97	8.90	★	✖	8.90	
BV157 % e-government	100.00	100.00	100.00	100.00	100.00	★	▬	100.00	
IT017 % capital prog projs using methodology	22.06	29.69	32.35	32.35	50.00	▲	↕	50.00	
IT Key Performance Indicators August and February									
Unit Key Performance Indicators	Aug-05	Current Period Perf	Current Period Target	Year to Date Perf	Year to Date Target	Perf vs Target	Change in Perf	Year End Target	
IT001 Customer Satisfaction	75.00	92.00	92.00	92.00	92.00	●	↕	92.00	
IT Key Performance Indicators Annual									
IT004 Cost of a New Workstation	Year End Target	Year End Perf	Perf vs Target						
	750.00	582.00	★						

LG Legal Services Unit KPIs 05-06, Plan: Target, View Date: 2006-03-31

Legal Services Unit Key Performance Indicators Monthly										
Unit Key Performance Indicators	Jan-06	Feb-06	Mar-06	Year to Date Perf	Year to Date Target	Perf vs Target	Change in Perf	Year End Target		
LG001: Av Num Days: Personal License App	2.90	2.60	2.90	2.90	14.00	★	↗	14.00		
LG002: Av Num Days to Process Prem/Club	10.00	2.50	4.00	4.00	21.00	★	↗	21.00		
LG003: % Ref Cases Successful Prosecute	100.00	100.00	100.00	100.00	90.00	★	→	90.00		
LG BV12 Legal Services sickness absence	4.34	4.72	5.58	5.58	8.90	★	↗	8.90		
BV179 % standard searches in 10 days	97.80	97.78	97.93	97.93	100.00	▲	↘	100.00		
Legal Services Unit Key Performance Indicators Quarterly										
Unit Key Performance Indicators	Oct-Dec 05	Jan-Mar 06	Year to Date Perf	Year to Date Target	Year to Date Perf v/s Target	Change in Perf	Year End Target			
LG004: Nat Procurement Strategy Mileston	85.00	85.00	85.00	85.00	85.00	→	85.00			
Legal Services Key Performance Indicator Annual										
LG005: Customer Satisfaction LEXCEL	Year End Perf	Year End Target	Year End Perf v/s Target							
	?	?	?							

PR Property Services Unit KPIs 05-06, Plan: Target, View Date: 2006-03-31

Property Services Unit Key Performance Indicators									
Unit Key Performance Indicators	Jan-06	Feb-06	Mar-06	Year to Date Perf	Year to Date Target	Year to Date Perf v/s Target	Change in Perf	Year End Target	
PR BV12 Property Services sickness absence	6.21	6.49	6.75	6.75	8.90	★	✗	8.90	
PR003: % of Planned Maintenance Prog Com	90.00	92.00	94.00	94.00	100.00	●	✔	100.00	
PR004a: Town Centre % Market Stalls Vacant	30.90	30.90	30.90	30.90	25.00	▲	■	25.00	
PR004b: Town Centre % Floor Space Vacant	6.00	4.00	4.00	4.00	7.30	★	■	7.30	
BV156 % LA public buildings - disabled	83.00	83.00	83.00	83.00	88.00	●	■	88.00	
Property Services Unit Key Performance Indicators Quarterly									
Unit Key Performance Indicators	Oct-Dec 05	Jan-Mar 06	Year to Date Perf	Year to Date Target	Year to Date Perf v/s Target	Change in Perf	Year End Target		
PR005: % Land Reg Record Comp & Elec	0.00	0.00	65.00	50.00	★	✔	50.00		
PR006: Capital Receipts from Prop Dispos	30.00	30.00	45.75	62.50	▲	✔	62.50		
PR007: Income Generation from Prop Inves	81.00	81.00	64.25	62.50	●	✔	62.50		
Property Services Key Performance Indicators Annual									
Unit Key Performance Indicators	Year End Perf	Year End Target	Year End Perf v/s Target						
PR PP001a: %FloorArea-Good/Satisfac	91.00	95.00	●						
PR009: % Reduction of CO2 Emissions from	34.00	2.00	★						
PR008a: Energy Consumption: Gas	31.60	50.00	★						
PR008b: Energy Consumption- Electricity	97.30	75.00	▲						