

Executive Cabinet

Agenda and Reports

For consideration on

**Thursday, 15th November
2007**

In the Council Chamber, Town Hall, Chorley

At 5.00 pm



PROCEDURE FOR PUBLIC QUESTIONS/SPEAKING AT EXECUTIVE CABINET MEETINGS

- Questions should be submitted to the Democratic Services Section by midday, two working days prior to each Executive Cabinet meeting to allow time to prepare appropriate responses and investigate the issue if necessary.
- A maximum period of 3 minutes will be allowed for a question from a member of the public on an item on the agenda. A maximum period of 30 minutes to be allocated for public questions if necessary at each meeting.
- The question to be answered by the Executive Member with responsibility for the service area or whoever is most appropriate.
- On receiving a reply the member of the public will be allowed to ask one supplementary question.
- Members of the public will be able to stay for the rest of the meeting should they so wish but will not be able to speak on any other agenda item upon using their allocated 3 minutes.

Chief Executive's Office

Please ask for: Tony Uren
Direct Dial: (01257) 515122
E-mail address: tony.uren@chorley.gov.uk
Date: 6 November 2007

Chief Executive: Donna Hall

Chorley
Council

Town Hall
Market Street
Chorley
Lancashire
PR7 1DP

Dear Councillor

EXECUTIVE CABINET - THURSDAY, 15TH NOVEMBER 2007

You are invited to attend a meeting of the Executive Cabinet to be held in the Council Chamber, Town Hall, Chorley on Thursday, 15th November 2007 at 5.00 pm.

AGENDA

1. **Apologies for absence**
2. **Declarations of Any Interests**

Members are reminded of their responsibility to declare any personal interest in respect of matters contained in this agenda. If the interest arises **only** as result of your membership of another public body or one to which you have been appointed by the Council then you only need to declare it if you intend to speak.

If the personal interest is a prejudicial interest, you must withdraw from the meeting. Normally you should leave the room before the business starts to be discussed. You do, however, have the same right to speak as a member of the public and may remain in the room to enable you to exercise that right and then leave immediately. In either case you must not seek to improperly influence a decision on the matter.

3. **Minutes (Pages 1 - 6)**

To confirm as a correct record the minutes of the meeting of the Executive Cabinet held on 4 October 2007 (enclosed).

4. **Public Questions**

Members of the public who have requested the opportunity to ask a question(s) on an item(s) will be asked to put their question(s) to the respective Executive Member(s). Each member of the public will be allowed to ask one supplementary question within his/her allotted three minutes.

EXECUTIVE LEADER'S ITEMS (INTRODUCED BY THE EXECUTIVE LEADER, COUNCILLOR P GOLDSWORTHY)

5. **Forward Plan (Pages 7 - 12)**

To receive and consider the Council's Forward Plan for the four months period commencing 1 November 2007 (enclosed).

Continued....

CORPORATE POLICY AND PERFORMANCE ITEMS (INTRODUCED BY THE EXECUTIVE MEMBER, COUNCILLOR MRS P CASE)

6. **Joint Working with Blackpool Council on Policy and Performance** (Pages 13 - 16)

Report of Chief Executive (enclosed).

7. **Performance Monitoring Report - Second Quarter of 2007/08** (Pages 17 - 48)

Report of Assistant Chief Executive (Policy and Performance) (enclosed).

8. **Direction of Travel Self Assessment, 2007** (Pages 49 - 62)

Report of Assistant Chief Executive (Policy and Performance), with attached Self Assessment document (enclosed).

9. **Moving forward with project and programme management** (Pages 63 - 70)

Report of Assistant Chief Executive (Policy and Performance) (enclosed).

CUSTOMER, DEMOCRATIC AND LEGAL SERVICES ITEM (INTRODUCED BY THE EXECUTIVE MEMBER, COUNCILLOR J WALKER)

10. **Civic Events Working Group** (Pages 71 - 72)

To receive and consider the minutes of the meeting of the Civic Events Working Group held on 12 October 2007 (enclosed).

ECONOMIC DEVELOPMENT AND REGENERATION ITEMS (INTRODUCED BY THE EXECUTIVE MEMBER, COUNCILLOR P MALPAS)

11. **Formalising Joint Local Development Framework Working and Production of Joint Core Strategy** (Pages 73 - 80)

Report of Corporate Director (Business) (enclosed).

12. **Chorley Council's Actions to Reduce Carbon Emissions and Impact on Climate Change** (Pages 81 - 84)

Report of Corporate Director (Business) (enclosed).

13. **Sale of land at Fairview Farm, Adlington** (Pages 85 - 88)

Report of Corporate Director (Business) (enclosed).

HEALTH, LEISURE AND WELL-BEING ITEM (INTRODUCED BY THE EXECUTIVE MEMBER, COUNCILLOR M PERKS)

14. **Central Lancashire Health and Well Being Board** (Pages 89 - 104)

Report of Corporate Director (People) (enclosed).

STREETSCENE, NEIGHBOURHOODS AND ENVIRONMENT ITEM (INTRODUCED BY THE EXECUTIVE MEMBER, COUNCILLOR E BELL)

15. **Refuse and Recycling Contract - Procurement Evaluation Model** (Pages 105 - 108)

Report of Director of Streetscene, Neighbourhoods and Environment (enclosed).

RESOURCES ITEM (INTRODUCED BY THE EXECUTIVE MEMBER, COUNCILLOR A CULLENS)

16. **Revenue Budget, 2007/08 - Monitoring** (Pages 109 - 114)

Report of Assistant Chief Executive (Business Transformation and Improvement) (enclosed).

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

Yours sincerely



Chief Executive

ENCS

Distribution

1. Agenda and reports to all Members of the Executive Cabinet, Lead Members and Chief Officers 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 01257 515823

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:

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Executive Cabinet

Minutes of meeting held on Thursday, 4 October 2007

Present: Councillor Peter Goldsworthy (Executive Leader in the Chair), Councillor Pat Case (Deputy Leader of the Council) and Councillors Eric Bell, Alan Cullens, Peter Malpas and John Walker

Also in attendance:

Lead Members: Councillors Mrs Marie Gray (Lead Member for Town Centre), Harold Heaton (Lead Member for Development Control), Geoffrey Russell (Lead Member for Finance) and Iris Smith (Lead Member for Licensing)

Other Members: Councillors Alan Cain, Henry Counce, Dennis Edgerley, Anthony Gee, Daniel Gee, Catherine Hoyle, Laura Lennox and Adrian Lowe

07.EC.104 APOLOGIES FOR ABSENCE

An apology for absence was submitted on behalf of Councillor Mark Perks.

07.EC.105 DECLARATIONS OF ANY INTERESTS

There were no declarations of interest by any of the Executive Members in any of the agenda items.

07.EC.106 MINUTES

The minutes of the meeting of the Executive Cabinet held on 6 September 2007 were confirmed as a correct record for signature by the Executive Leader.

07.EC.107 PUBLIC QUESTIONS

The Executive Cabinet had not received any requests from members of the public to ask a question(s) on any of the meeting's agenda items.

07.EC.108 FORWARD PLAN

The Executive Cabinet received the Council's Forward Plan setting out details of the potential key decisions to be made by the Executive Cabinet or individual Executive Members during the four months period commencing 1 October 2007.

Decision made:

That the October Forward Plan be noted.

07.EC.109 CHORLEY PROFILE - A STATE OF THE BOROUGH REPORT

The Executive Cabinet received a report of the Corporate Director (Business) enclosing a copy of the updated Chorley Profile for 2007, also known as the State of the Borough Report.

The profile contained a wide range of statistical and contextual information arranged around 13 topic areas, highlighting the Borough's strengths and weaknesses. The profile revealed a Borough with a growing population, generally high average household incomes, high educational standards and facilities, a crime rate below the Lancashire average, and high employee and business growth rates. While there

remained pockets of deprivation through the town, there was ample opportunity in Chorley for economic and social growth.

The Members welcomed the Borough Profile as a useful reference source and evidence base for the Local Development Framework and bids for external funding. The Executive Cabinet accepted the migration of the majority of residents to employment outside the Borough, with a consequent need to improve the sporting, cultural and retail provision in the town to retain this sector of the population.

Decision made:

That the Chorley Profile for 2007, as now presented, be noted.

07.EC.110 ANNUAL REFRESH OF THE CORPORATE STRATEGY FOR 2007/08 - 2009/10

The Executive Cabinet received and considered a report of the Assistant Chief Executive (Policy and Performance) seeking approval to the re-freshed Corporate Strategy for 2007/08 – 2009/10.

The re-freshed Strategy set out the Council's vision, priorities and strategic objectives for the next three years and how the Authority would measure its achievement of the key projects.

Whilst the overall vision and priorities of the Strategy had remained constant with the 2006/07 Corporate Strategy, a few changes had been made to the strategic objectives and long-term outcomes to enable the development of local solutions to climate change issues and to reflect the main strategic 'Big Issues' facing the Authority (eg citizen engagement, improvement of front line universal services; regeneration; use of resources and attraction and retention of high quality staff; and climate change).

The refreshed Strategy also contained a reduced number of key projects (ie 30) which aimed to assist the achievement of the long-term objectives. The projects had been selected on the basis of their potential feasibility and funding. The number of measurable targets, linked to both the key projects and long-term outcomes, had been increased to 47.

The revised Strategy had been compiled after a series of extensive consultations with internal stakeholders, while taking account of the experiences in delivering the current Strategy, the re-freshed Community Strategy and the new challenges facing the Authority.

Recommendation made:

That the Council be recommended to approve and adopt the re-freshed Corporate Strategy for 2007/08 – 2009/10, as now presented, as the key strategic document for the Authority.

Reason for recommendation:

The Corporate Strategy is at the heart of the Council's corporate business planning process and is a key driver for delivering Chorley Council's vision, priorities and strategic outcomes. In line with the corporate business planning process, the three year Corporate Strategy is reviewed and refreshed on an annual basis and, where appropriate, changes are recommended, including the introduction of new key projects which will deliver real improvements for the community.

Alternative option(s) considered and rejected:

None.

07.EC.111 REVISED CORPORATE EQUALITY SCHEME

The Executive Cabinet received and considered a report of the Assistant Chief Executive (Policy and Performance) seeking endorsement of a revised Equality Scheme for the Council.

Since the publication of the Council's first Equality Scheme in December 2006, the Government had published a revised Equality Standard for Local Government which set out a number of new requirements for local authorities in relation to the equality and diversity agenda. In addition to ethnicity, disability and gender issues, the revised Equality Standard had extended its elements to cover age, sexuality and religion. The opportunity had also been taken to include rurality as a seventh strand of diversity within the revised Equality Scheme in order to make the Scheme more meaningful and relevant to a Chorley context.

The scheme also included a revised relevance review, which provided a framework for the design and delivery of services by the various Directorates after reviewing the relevance of their functions and policies against the seven identified strands of equality and diversity.

The Council hoped to achieve Level 3 of the Equality Standard by March 2009, which would require external validation.

Decision made:

That the revised Equality Scheme, as now presented, be approved and adopted.

Reason for decision:

To ensure that the Council is able to respond effectively to changes to the Equality Standard for Local Government and is recognised as an excellent and proactive organisation.

Alternative option(s) considered and rejected:

None.

07.EC.112 CONSULTATION AND PARTICIPATION STRATEGY, 2007/08

The Assistant Chief Executive (Policy and Performance) submitted a report presenting for approval a new Consultation and Participation Strategy for 2007/08.

The Strategy had been compiled to encourage effective engagement with the Council's customers and local communities and to ensure that consultation exercises were undertaken in a consistent and effective manner.

The Strategy set out the main principles that the Council would need to adhere to when consulting the public. An action plan for projected consultation exercises in the coming year was also included, the feedback from which would be used to inform policy development and service improvements. In addition, a toolkit was developed to offer detailed guidance to staff responsible for the consultation exercises.

Decision made:

That the Consultation and Participation Strategy for 2007/08, as now presented, be approved and adopted.

Reason for decision:

To ensure that the public consultation is carried out in a consistent and effective manner, in line with best practice and to ensure that guidance is provided to officers undertaking consultation projects.

Alternative option(s) considered and rejected:

None.

07.EC.113 CAPITAL PROGRAMME, 2007/08 - MONITORING

The Executive Cabinet considered a joint report of the Deputy Chief Executive/Executive Director (Corporate and Customer) and the Assistant Chief Executive (Business Transformation and Improvement) updating Members on the progress of the 2007/08 Capital Programme.

The report outlined the principal reasons for the recommended revision and increase of the agreed capital budget of £8,383,450 to £8,798,310, within which a sum of £40,000 was to be allocated for alleygate schemes.

Recommendation made:

That the Council be recommended to approve the revised Capital Programme for 2007/08 in the sum of £8,798,310 and the appropriate financing arrangements, as set out in the appendices to the submitted report.

Reason for recommendations:

To ensure that the Capital Programme reflects and is capable of assisting the delivery of the Council's corporate priorities.

Alternative option(s) considered and rejected:

None.

07.EC.114 VALUE FOR MONEY SELF ASSESSMENT

The Executive Cabinet received a report of the Assistant Chief Executive (Business Transformation and Improvement) enclosing the Council's 2007 Value for Money Assessment to be presented to the Audit Commission for consideration as part of the annual review of the Authority's management of its resources.

The assessment report provided an update on the Council's achievements in relation to value to money since the last Audit Commission inspection which had awarded the Council the available maximum score of 4.

The report highlighted the Council's continual drive towards excellence, containing examples of further efficiency savings and good practice that were resulting in the improvement of services to the public and the delivery of required outcomes. The self-assessment demonstrated clearly the Authority's continued focus and delivery of value of money that would be beneficial to the impending judgment on the Council's Direction of Travel and future CPA re-assessment.

Decision made:

That the 2007 Value for Money Self-Assessment report be noted.

07.EC.115 CORE STRATEGY ISSUES AND OPTIONS PAPER 2

The Executive Cabinet received a report considered by the joint meeting of Chorley, Preston and South Ribble Council's Local Development Framework Working Groups on the second version of the draft Core Strategy Issues and Option Paper.

The Paper represented the second phase in the exploration of major planning issues facing the Central Lancashire area served by the three authorities taking account of the recommendations of previous reports and the responses to the consultation on the first Issues and Options report.

In particular, the second Paper identified the places and communities included within the combined area and the particular spatial issues that affected them. The Paper also set out and explored the following three spatial options for growth within the area over the next 20 years, examining the impact each of the options would have on the different communities:

- Focus development on Preston City and other main urban areas;
- Limit development to a few priority urban locations, but protect suburban ones;
- Spread development between all main urban areas and identified rural service centres.

Decision made:

That the draft Core Strategy Issues and Options Paper No 2, as now presented, be approved for the purposes of further community and stakeholder consultation, subject to the Executive Member for Economic Development and Regeneration being authorised to agree the final consultation document.

Reason for decision:

Agreement of the second draft of the Core Strategy Issues and Options Paper will provide the basis for public consultation on the spatial options for further development within the Central Lancashire area.

Alternative option(s) considered and rejected:

None.

07.EC.116 EXCLUSION OF THE PUBLIC AND PRESS

Decision made:

That the press and public be excluded from the meeting for the following items of business on the ground that they involve the likely disclosure of exempt information as defined in Paragraphs 1 and 3 of Part 1 of Schedule 12A to the Local Government Act 1972.

07.EC.117 MID-TERM PROGRESS REPORT ON THE PERFORMANCE OF THE COUNCIL'S KEY PARTNERSHIPS

The Assistant Chief Executive (Business Transformation and Improvement) presented a report providing a corporate update on the performance of the Council's key partnerships, in accordance with the recently approved Framework for Partnership Working.

The report summarised the Council's key partnership arrangements, outlining the organisation involved, main objectives, potential value and progress achieved against targets set by the Management Action Plan for the current year.

The report revealed that good progress had been achieved against the Management Action Plan with no significant issues of under-performance having been identified. Many of the Council's key partnerships had yet to complete joint risk registers, but plans were in place to ensure completion before the end of 2007.

Decision made:

That the report be noted.

07.EC.118 HUMAN RESOURCES DIRECTORATE - RESTRUCTURE

The Corporate Director of Human Resources presented a report on the proposed restructure of her Directorate.

The report explained the background to the restructure plans in the light of the recent internal and external changes within the organisation and the move towards partnership arrangements and shared or outsourced services in some instances.

The report put forward proposals to rename the Directorate to the Human Resources and Organisational Development Directorate, and to replace the present structure, which was divided into three distinct areas of work, by two distinct functions, a Transactional Team and a Transformational Team. A new Manager post was to be established to manage the day to day functions of the teams and to act as Deputy to the Corporate Director when required.

The proposed new structure had been compiled to reflect the recent organisational changes and was aimed at providing a multi-skilled Human Resources team and function capable of supporting the Council's role as the enabler and facilitator of improved services.

Decisions made:

(1) That the proposals now presented for the restructure of the Human Resources Directorate be approved for the purpose of consultation with affected staff and trade unions.

(2) That opportunities for joint working shared services and pursuing the Transformational agenda be progressed.

Reason for decisions:

The restructure proposals will provide a 'fit for purpose' structure aligned to the needs of the service.

Alternative option(s) considered and rejected:

None.

Executive Leader

CHORLEY BOROUGH COUNCIL FORWARD PLAN FOR THE FOUR MONTH PERIOD 1 NOVEMBER 2007 TO 29 FEBRUARY 2008

This Forward Plan sets out the details of the key decisions which the Executive Cabinet, individual Executive Members or Officers expect to take during the next four month period. The Plan is rolled forward every month and is available to the public 14 days before the beginning of each month.

A Key Decision is defined as:

1. Any executive decision (as opposed to a regulatory decision) which is likely to result in the Council incurring significant expenditure or the making of savings where there is:
 - A change in service provision that impacts upon the service revenue budget by £100,000 or more, or
 - A contract worth £100,000 or more, or
 - A new or unprogrammed capital scheme of £100,000 or more.
2. Any executive decision which will have a significant impact in environmental, physical, social or economic terms on communities living or working in two or more electoral wards - This includes any plans or strategies which are not within the meaning of the Council's Policy Framework set out in Article 4 of the Council's Constitution.
3. As a matter of local choice, the Forward Plan also includes the details of any significant issues to be initially considered by the Executive Cabinet and submitted to the Full Council for approval.

The current members of the Executive Cabinet are:

Councillor Peter Goldsworthy	Leader of the Council
Councillor Patricia Case	Deputy Leader and Executive Member for Corporate, Policy and Performance
Councillor Eric Bell	Executive Member for Streetscene, Neighbourhoods and Environment
Councillor Alan Cullens	Executive Member for Resources
Councillor Peter Malpas	Executive Member for Economic Development and Regeneration
Councillor Mark Perks	Executive Member for Health, Leisure and Well Being
Councillor John Walker	Executive Member for Customer, Democratic and Legal

Anyone wishing to make representations about any of the matters listed below may do so by contacting the relevant officer listed against each key decision, within the time period indicated.

Under the Access to Information Procedure Rules set out in the Council's Constitution, a Key Decision may not be taken, unless:

- It is published in the Forward Plan;
- 5 clear days have lapsed since the publication of the Forward Plan; and
- If the decision is to be taken at a meeting of the Executive Cabinet, 5 clear days notice of the meeting has been given.

The law and the Council's Constitution provide for urgent key decisions to be made, even though they have not been included in the Forward Plan in accordance with Rule 18 (General Exception) and Rule 19 (Special Urgency) of the Access to Information Procedure Rules.

Copies of the following documents may be inspected at the Town Hall, Chorley, PR7 1DP or accessed from the Council's website: www.chorley.gov.uk

- Council Constitution
- Forward Plan
- Reports on the key decisions to be taken
- The minutes or decision notice for each key decision, which will normally be published within 5 working days after having been made

Members of the public are welcome to attend meetings of the Executive Cabinet which are held at the Town Hall, Chorley. The dates and times of the meetings are published on www.chorley.gov.uk or you may contact the Democratic Services Section on telephone number 01257 -515118 for further details.

D Hall
Chief Executive

Publication Date: 18 October 2007

Details of the Decision to be taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date decision can be taken	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representation s may be made to the following officer by the date stated
Approval of Neighbourhood Management and Engagement Strategy	Executive Cabinet	Executive Member for Streetscene, Neighbourhoods and Environment	15 Nov 2007	Overview and Scrutiny Committee and Strategy Group.	Draft Strategy to be available on the Council's web-site and circulated to consultees.	Report of the Corporate Director (Neighbourhoods)	Corporate Director (Neighbourhoods) Tel: 01257 515720 john.lechmere@chorley.gov.uk Monday 22 October 2007
Approval of the Council's Mid-Term Financial Strategy for 2007/08 - 2009/10	Executive Cabinet	Executive Member for Resources	6 Dec 2007	Citizens' Panel, Business community, Strategy Group and Staff members.	Draft Strategy to be available on the Council's web-site and circulated, when appropriate, to consultees.	Draft Strategy	Assistant Chief Executive (Business Transformation and Improvement) Tel: 01257 515480 gary.hall@chorley.gov.uk Monday, 12 November 2007

Details of the Decision to be taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date decision can be taken	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated
Approval of a Joint District and LCC Locality Plan for Chorley	Executive Cabinet	Executive Leader	6 Dec 2007	Lancashire County Council and Strategy Group.	Draft Plan to be circulated to consultees.	Locality Plan	Assistant Chief Executive (Policy and Performance) Tel: 01257 515323 lesley-ann.fenton@chorley.gov.uk Monday, 12 November 2007
Approval of Streetscene Strategy Document	Executive Cabinet	Executive Member for Streetscene, Neighbourhoods and Environment	6 Dec 2007	Strategy Group	Draft documentation to be circulated to consultees.	Strategy Document	Corporate Director (Neighbourhoods) Tel: 01257 515720 john.lechmere@chorley.gov.uk Monday, 12 November 2007

Details of the Decision to be taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date decision can be taken	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representation s may be made to the following officer by the date stated
Approval of Pay and Workforce Strategy	Executive Cabinet	Executive Member for Resources	14 Feb 2008	Trade Union's, Staff Members, Staff Forum and Strategy Group	Draft Plan to be circulated and available for comments on the website	Draft Plan	Corporate Director of Human Resources Tel: 01257 5151 lorraine.charlesworth@chorley.gov.uk Monday, 14 January 2008

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Report of	Meeting	Date
The Chief Executive (Introduced by the Executive Member for Corporate Policy and Performance)	Executive Cabinet	10 November

JOINT WORKING WITH BLACKPOOL COUNCIL

PURPOSE OF REPORT

1. To seek the Cabinet’s approval for a proposal to work jointly with Blackpool Council on Policy and Performance.

RECOMMENDATION(S)

2. It is recommended that Executive Cabinet authorise this work to commence.

EXECUTIVE SUMMARY OF REPORT

3. The report puts forward proposals to share our skills and expertise in the field of Policy and Performance management with Blackpool Borough Council.

REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

4. The proposal is in line with the Councils ambition to develop shared services with other Councils, to reduce costs, and to improve service quality.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

5. None

CORPORATE PRIORITIES

6. This report relates to the following Strategic Objectives:

Put Chorley at the heart of regional economic development in the central Lancashire sub region		Improved access to public services	
Improving equality of opportunity and life chance		Develop the character and feel of Chorley as a good place to live	
Involving People in their Communities		Ensure Chorley is a performing Organisation	✓



BACKGROUND

7. The Chief Executive was approached by Blackpool's Executive Director to explore the possibility of joint working on Policy and Performance. Chorley has developed a reputation for having a top quality policy team as a result of the Assistant Chief Executive (Policy and Performance) taking the lead on "Transforming Local Government on Lancashire".
- As a result, the Chief Executive prepared a proposal for Blackpool, which has since been accepted (attached).

IMPLICATIONS OF REPORT

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

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

COMMENTS OF THE CORPORATE DIRECTOR OF HUMAN RESOURCES

9. The proposal allows existing staff to gain valuable experience within a unitary authority that will benefit both Chorley and their own personal development. It also acknowledges the skills and abilities that currently exist within the Policy and Performance Directorate.

COMMENTS OF THE ASSISTANT CHIEF EXECUTIVE (BUSINESS TRANSFORMATION AND IMPROVEMENT)

10. The sum agreed is presently a one-off payment and will be factored in to the budget monitoring reports. At present it is unclear if any additional costs will be incurred the work, other than staff time. Whilst these are likely to be immaterial, they will affect the net sum receivable.

DONNA HALL
CHIEF EXECUTIVE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Donna Hall	5104	30 October 2007	ADMINREP/REPORT/DH

Proposal to: Jackie Potter, Executive Director (Tourism and Regeneration), Blackpool Council

From: Donna Hall, Chief Executive, Chorley Council

POTENTIAL SUPPORT TO POLICY AND PERFORMANCE AT BLACKPOOL COUNCIL

1) *The Benefits of a Shared Service Arrangement for Policy and Performance:*

CHORLEY BENEFITS	BLACKPOOL BENEFITS
Provides existing staff with valuable experience of working within another larger organisation and will help Chorley retain an excellent team of policy and performance staff.	Helps to address capacity issues within corporate policy and performance and focus on a set of key deliverables.
Provides an income source	Costs less than the direct costs of consultancy or employing a Director of Policy
Positive messages about districts and unitaries working together to deliver high quality/value for money shared services in Lancashire	Positive messages about districts and unitaries working together to deliver high quality, value for money shared services in Lancashire.

2) *The Deliverables:*

Chorley will provide support in the following areas:

Lesley-Ann Fenton, Assistant Chief Executive (Policy and Performance):

- Diagnostic of current structure of the Policy Team
- Recommendations for a revised structure
- Comments on the job description/person specification for the new head of Policy role
- Produce a revised toolkit for business planning
- Scrutiny of the Direction of Travel Statement with suggested areas for improvement
- Scrutiny of draft Sustainable Community Strategy and local Strategic Partnership with suggested areas of improvement

- Analysis of Corporate Strategy and delivery mechanisms; strengthening links to departmental business planning
- Review of existing corporate working groups with suggestions for rationalisation and increasing impact

Performance Advisors:

- Overview of existing programme and project management arrangements with recommendations for improvement
- Workshops with policy staff on programme/project management
- Overview of current performance management arrangements and report on a suggested way forward.

Communications Manager:

- Diagnostic on draft Marketing and Communications Strategy
- Analysis of work-programme
- Suggested corporate structural changes to improve the communications and marketing function.

3) Timeframe:

- Work will begin early in October until March 2008. Should this approach be successful it could be extended over a longer timeframe.

4) Fee structure:

- The following Chorley staff will be involved in the delivery of this project:
 - ***Assistant Chief Executive (Policy and Performance)***
 - ***Performance Advisors***
 - ***Communications Manager***
- The fee structure will be based on a flat fee of £25,000 for the above deliverables. Invoicing will be retrospective based on satisfactory delivery of key pieces of work agreed between Jackie Potter and Lesley-Ann Fenton. A monthly review will take place to check progress.
- The agreement can be terminated at any time by either party with a minimum of 4 weeks notice.

Report of	Meeting	Date
Assistant Chief Executive (Policy and Performance) Introduced by the Executive Member for Corporate Policy and Performance	Executive Cabinet	15 th November 2007

2nd Quarter Performance Report 2007/08

PURPOSE OF REPORT3

1. This monitoring report sets out performance against the Corporate Strategy and the Council's Best Value Performance Indicators for the second quarter of 2007/08, 1st July 2007 – 30th September 2007.

RECOMMENDATION(S)

2. That the report be noted.

3. EXECUTIVE SUMMARY OF REPORT

This report sets out the Council's performance in the second quarter of 2007/08 (1st July 2007 – 30th September 2007). Performance is assessed based on the delivery of Key Projects in the Corporate Strategy, the performance of Corporate Strategy measures and national Best Value Performance Indicators.

Overall the performance in key projects is very positive, of the 44 key projects approved in December 2006, 30 have now been completed and the remaining 14 are progressing on or ahead of plan and 75% of Corporate Strategy indicators have met or exceeded their target.

Following the annual refresh of the Corporate Strategy in October 2007, this report is the last time the existing key projects will be reported. Therefore, this report will review the current status of the projects, including those which are due to be completed during the third quarter and those that are being carried forward in the refreshed Corporate Strategy either as they are, or in a more focused way.

Overall BVPI performance is good and our quartile positioning remains positive with 58% of BVPIs showing consistent or improved performance and 18 (55%) in the top quartile nationally. 66% of BVPIs are on course to meet the year-end target (as profiled quarterly).

BVPI performance generally matches or improves upon last year's performance. However, the organisation has seen a slight deterioration in terms of improving PIs from the first quarter of 2007/08, a significant proportion of these are corporate health indicators. As a relatively small organisation these indicators are very susceptible to small fluctuations over which we have little control but which impact quite heavily on trends analysis. There are also a number of indicators where performance has been effectively managed, and improved into the second quarter but where poor performance in 1st qtr will continue to have an overall impact on performance through the year.

Despite more detailed profiling and informed target setting, our performance with regards to the percentage of BVPIs achieving target is not improving as rapidly as we would like and work will be done in Performance Round Tables in the second quarter to ensure that the 34% of indicators currently failing to achieve target reduces.

It is worth noting that with a relatively small basket of indicators trends analysis is particularly sensitive to small fluctuations, generally the organisation continues to perform well and focused attention is being given to addressing the performance of those indicators not meeting organisational expectations.

4. REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

To facilitate the ongoing analysis and management of the Council’s performance.

5. ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

None

6. CORPORATE PRIORITIES

This report relates to the following Strategic Objectives:

Put Chorley at the heart of regional economic development in the central Lancashire sub region	✓	Improved access to public services	✓
Improving equality of opportunity and life chance	✓	Develop the character and feel of Chorley as a good place to live	✓
Involving People in their Communities	✓	Ensure Chorley is a performing Organisation	✓

7. BACKGROUND

The Corporate Strategy is the key strategic document for the authority and is focused on delivering the Council’s six strategic objectives that underpin the Council’s priorities; people, place, prosperity and performance. The Corporate Strategy mirrors, and outlines the Council’s contribution to, the Community Strategy, delivery of which is being taken forward by the Chorley Partnership.

This quarterly monitoring report wraps up the reporting of the delivery of the Corporate Strategy 2006/07 to 2007/08, details of the refreshed Corporate Strategy 2007/08 to 2009/10 can be found in the report to Executive Cabinet titled, ‘The Annual Refresh of the Corporate Strategy 2007/08 – 2009/10’, as considered on the 4th of October 2007.

In line with the Council’s business planning process, the revised Corporate Strategy will be considered by Council on 30th October 2007. In the third quarter monitoring report for 2007/08, the report will focus on delivery of the revised community strategy 2007-2010.

Best Value Performance Indicators (BVPIs) are national indicators collected in accordance with definitions issued by the Department for Communities and Local Government.

Quarterly Business Plan Monitoring Statements have also been produced by directorates separately, and will be sent to the Overview and Scrutiny Committee and panels. Quarterly

Business Plan Monitoring Statements outline the performance of Key Directorate Performance Indicators and the key messages emerging from Directorates in the second quarter of 2007/08.

The Local Area Agreement (LAA) is an agreement between central government and public bodies in Lancashire (with the County Council acting as accountable body) to deliver against a series of outcomes and targets across four cross cutting theme blocks;

- Children and Young People
- Healthier Communities and Older People
- Safer, Stronger Communities
- Economic Development and Enterprise

8. REPORT OVERVIEW

The report provides information covering the following areas:

The Council's delivery of the 44 key projects in the 2006/07 Corporate Strategy and the measures in the Corporate Strategy.

The overall trend of change for Best Value Performance Indicators in the second quarter of 2007/08 when compared to the first quarter of 2007/08 and the second quarter of 2006/07.

The Council's progress in achieving targets as set out in the Annual Report and, in particular, focusing on driving up the performance of those BVPI's which are more than 5% below the target and showing deteriorating performance when compared to the same period last year and the first quarter of 2007/08.

The Council's position in comparison with 2005/06 national quartile data, where comparative data is available. Note: 2006/07 quartile data will be made available in December 2007, when comparisons will be made using 2006/07 quartile data.

Performance against the targets contained within the Lancashire LAA that Chorley are currently required to report against.

Action Plans which outline details of the performance of high-risk indicators and the actions being delivered to rectify under performance. High risk indicators are those missing target for consecutive reporting periods, in the bottom quartile nationally or showing a consistent downward trend.

A focus on those areas where performance has significantly improved or exceeded expectations picking out key messages and lessons which can be shared to drive improvement across the authority.

9. KEY PROJECT PERFORMANCE OVERVIEW

This section looks at the performance of the key projects from the second quarter of 2006/07, when they were first agreed, to the end of the second quarter in 2007/08.

Following the refresh of the Corporate Strategy, this is the last time the existing key projects will be reported. Therefore this report will review the current status of the projects, which are still outstanding and detail the plans for completing them or wrapping them up.

In order to report on progress, lead officers have been asked to complete a high level project plan, a business case and a highlight report.

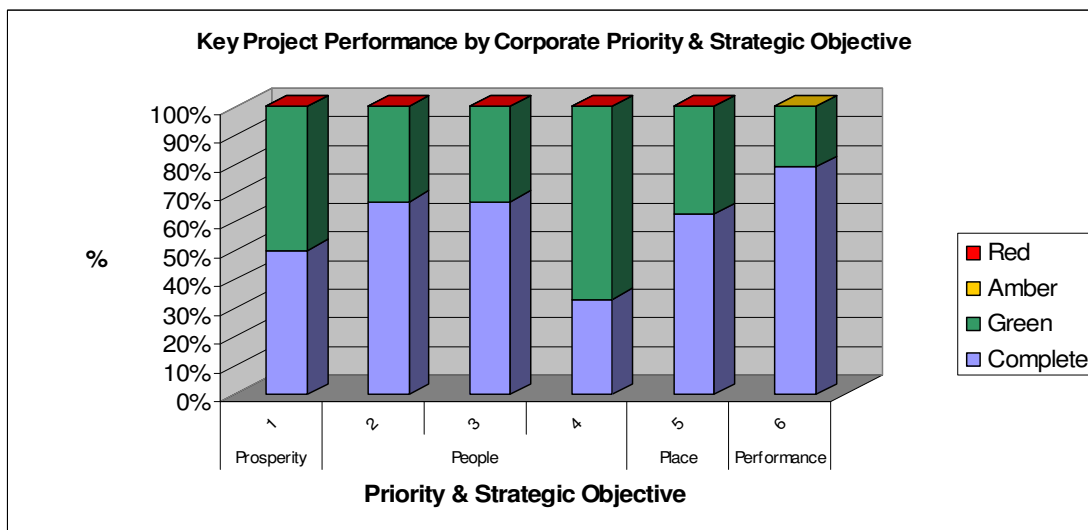
The highlight reports provide a brief update on the work carried out during the last quarter (July 07 – Sept 07), what achievements are expected in the next quarter, any current risks and issues affecting the project, and an overall rating of either 'Green', 'Amber' or 'Red'.

The table below shows the performance of the key projects to be excellent with 100% of the projects either completed, progressing ahead of plan or on plan.

	Percentage					
	2 nd Qtr 06/07	3 rd Qtr 06/07	Year End 06/07	1 st Qtr 07/08	2 nd Qtr 07/08	Variance since last qtr
Completed Projects	11	20	59	66	68	+2
Projects rated as 'Green'	68	64	36.5	25	32	+7
Projects rated as 'Amber'	0	4.5	0	4.5	0	-4.5
Projects rated as 'Red'	3	4.5	4.5	4.5	0	-4.5
Project not started	18	7	0	0	0	0

10. KEY PROJECT PERFORMANCE BY CORPORATE PRIORITY & STRATEGIC OBJECTIVE

The graph below breaks down the performance of the key projects by our priorities and strategic objectives, as set out in the Corporate Strategy. This breakdown highlights outstanding projects in each of the priority and strategic objective areas. However, as noted above, these outstanding projects are all progressing on or ahead of plan.



11. OUTSTANDING PROJECTS

As this is the last time the key projects in the 2006/07-2008/09 Corporate Strategy will be reported, the table below provides details of what will now happen to the 14 projects which are still ongoing.

Of these, four are on track to complete by January 2008, and the remaining 10 have been carried forward in the refreshed Corporate Strategy either as they are or in more focused projects.

Key Project	
Develop and implement economic regeneration strategy and priority actions	While the economic regeneration strategy and priority actions have been produced, the implementation of these is a larger programme of work rather than a project. Therefore, a number of projects within that programme of work such as developing a succession strategy for the strategic regional site have been selected as key projects to replace this project in the refreshed Corporate Strategy.

Complete and implement town centre strategy and priority actions	The town centre strategy has been completed, however, this is again a programme of work rather than a project. Therefore a number of distinct projects such as the delivery of market walk phase 2 and the development and delivery of a markets action plan have been incorporated into the refreshed Corporate Strategy.
Pursue opportunities for joint working with neighbouring authorities	This project is a collaboration with South Ribble Borough Council and the North West Centre of Excellence to determine if joint financial services is possible and practical. This project is ongoing and is being carried over in the refreshed Corporate Strategy under the clearer title of 'implement shared Finance services with SRBC'.
Prepare area profiles for our most deprived SOA's and prepare action plans	This project is due to complete in December 2007. The outcomes of this project will be reported in the third quarter.
Produce a LSP community cohesion strategy	A draft strategy has been developed and is currently out to consultation, the project will be complete in January 2008 when the strategy is finalised. The outcomes of this project will be reported in the third quarter.
Prepare a neighbourhood management and engagement strategy	This project is ongoing and is being carried over in the refreshed Corporate Strategy under the revised title, to 'Determine neighbourhood working arrangements'.
Develop an deliver an action plan for the Customer Focussed access and service design strategy	This project is due to complete in December 2007. The outputs of this project will be a roadmap of projects to deliver a customer focused access strategy. This will include a project to undertake customer profiling and develop an action plan and has been included as a key project in the refreshed Corporate Strategy.
Deliver Contact Chorley and the Shared Services Partnership	This project is ongoing and is being carried over in the refreshed Corporate Strategy under the more appropriate title, 'implement CRM'.
Establish a choice based lettings scheme within the borough in conjunction with Registered Social Landlords (RSL's) covering 50% of the housing stock by March 2009.	This project is ongoing and has been carried over to the refreshed Corporate Strategy.
Deliver the sustainable resources development plan for the Borough to include actions to reduce carbon emissions in line with agreed targets.	This project is ongoing and has been carried over to the refreshed Corporate Strategy under the amended title, 'Develop a sustainable resources development plan for the Borough'. The actions to reduce carbon emissions will be addressed by a new key project to 'develop a climate change strategy for Chorley Council'.
Delivery key actions in the community safety strategy	The key actions in the community safety strategy are being delivered through Multi Agency Tasking and Coordination and as such have been carried over into the refreshed Corporate Strategy under the revised title, 'Continue to develop the Multi Agency Task and Coordination project to improve community safety'.
Develop and strengthen the LSP	This project is due to complete in January 2008. The outcomes of this project will be reported in the third quarter. Following on a new key project to deliver the five pump primed LSP projects has been agreed in the refreshed Corporate Strategy.
Seek CPA reassessment	This project is ongoing and has been carried over in the refreshed Corporate Strategy under the revised title of 'improving the Councils CPA score'.

Maximise the opportunities given by the white paper.	The scope of this project is about taking forward the development of enhanced two-tier working. This work is still ongoing and has been carried over in the refreshed Corporate Strategy under the more specific title to, 'develop a locality plan to improve two tier local government'.
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12. PERFORMANCE OVERVIEW LOCAL AREA AGREEMENT (LAA)

There are now fourteen targets identified within the LAA against which Chorley Borough Council, as a non Neighbourhood Renewal Funded authority, is required to report. Currently only one of these indicators is reported on a quarterly basis - BVPI 225, Actions against Domestic Violence. This indicator measures the number of actions as set out on a checklist which we have implemented. Performance at the end of the second quarter is good at 63.60% (7/11).

13. PERFORMANCE OVERVIEW CORPORATE STRATEGY INDICATORS

At the end of the second quarter of 2007/08, which is also the point at which the refresh of the Corporate strategy began, 75% of Corporate Strategy indicators had met or exceeded their target. This includes those measures designed to manage the development of baskets of measures and targets. This is very positive performance, with some indicators exceeding target for 2008/09 in 2006/07 (for example town centre visits and median work place earnings). The list of performance indicators can be found at appendix A.

14. PERFORMANCE OVERVIEW BEST VALUE PERFORMANCE INDICATORS

This section looks at the BVPI information collected for the second quarter of 2007/08. This facilitates the production of a comprehensive position statement, setting out comparisons with the first quarter of 2007/08 and the second quarter of 2006/07. This is a smaller subset of the total number of BVPIs reported at year-end, as it is not practical or possible to collect and report against the full suite of BVPIs through the year. For a full list of Best Value Performance Indicators please refer to the Loop at <http://theloop/performancemanagement>

Note on the methodology: as a smaller subset of BVPIs are assessed on a quarterly basis, comparisons have also been drawn with the second quarter of the previous financial year. As the data is subject to some seasonal trends, comparison with the same quarter of the financial year allows us to draw useful conclusions regarding comparison with previous years.

15. TREND

The BVPIs have been examined to assess whether performance compared to the first quarter of 2007/08 and the second quarter of 2006/07 has improved, declined or has stayed the same. For CPA purposes it is critical that we demonstrate that our already excellent levels of service performance are continuing to improve and that we are taking clear actions to address any areas of under performance or deterioration.

The number of indicators being considered in this report is slightly larger than in the first quarter of 2007/08 as performance on BVPI 183a and b was not reported due to the information not having been submitted within agreed timescales. BVPI 199a, b and c are considered in this report, but not the report of earlier in the year, as these indicators are only measured thrice yearly with the first survey taking place in July and being reported at the end of the second quarter. It is also possible to draw comparisons with regards to BVPI 128 vehicle theft in this quarter but not in the previous report as the data had not been available in the first quarter of 2007/08 with which to draw comparisons in terms of trends.

At second quarter 2007/08, 47% of indicators (18 out of 38) have improved a slight drop from 50% on the first quarter, however this is a significant improvement on the same period last year where 37% of indicators were showing an improvement.

11% (4) showed consistent performance; of which 1 is achieving the highest possible level of performance and so cannot show any further improvement. Overall 58% (22) indicators showed maintained or improved performance when compared to the second quarter of 2006/07.

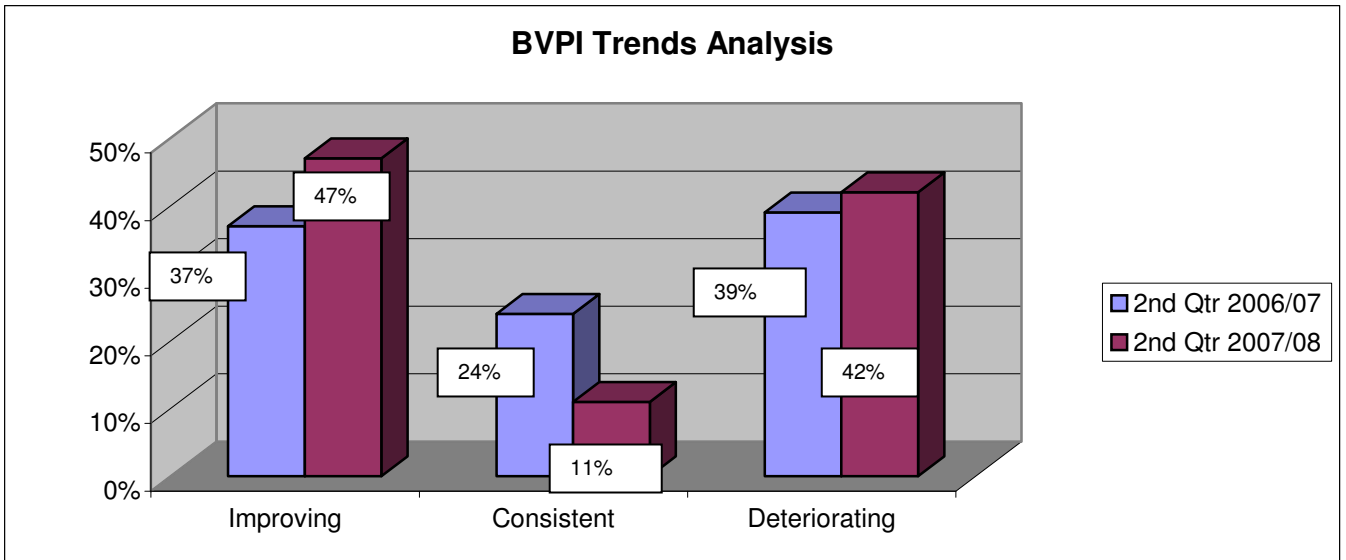
42% (16) showed deterioration in performance when compared with the same time period in 2006/07.

Although the number of BVPIs showing improving or consistent performance still outweighs the number of BVPIs showing deteriorating performance in the second quarter of 2006/07 careful attention will need to be paid to the delivery of actions plans to address deteriorating performance and to drive up the number of BVPIs showing improving performance in year.

A more detailed analysis of those BVPIs showing deteriorating performance for the first two quarters of 2007/08 shows that 9 of the 16 have deteriorated in both the first and second quarter, and 11 of the 16 have deteriorated by 5% or more. Some indicators may experience fluctuation in performance through the year and so may not need strong remedial action to be taken at present. In order to focus attention and resources more usefully on those indicators which are of the highest risk, attention has been focused on the highest risk set of indicators: those which have declined for two reporting periods or more, have deteriorated by 5% or more and are 5% below target these are:

BVPI 78b Average time to calculate benefit changes
BVPI 14 Early retirements
BVPI 16a Disabled employees
BVPI 127b Robberies per 1000 of the population

Action plans are appended for each of these indicators and means of addressing performance will be a key focus of performance round tables for the second quarter of 2007/08.



16. TARGETS

Targets are set at the start of the year, based on 2006/07 performance and available quartile information.

The percentage of indicators achieving target is a useful measure of how well we are performing, as targets are our first and most basic test of performance. Targets are set to deliver continuous improvement on previous performance and to move us forward as an authority. Targets have been set in 2007/08 to be challenging but achievable with detailed reasoning and reference to the national picture having been explored at the target setting stage

With 66% (25/38) of BVPIs achieving target, performance matches that of 2006/07 2nd quarter performance and is a slight improvement in terms of the percentage of indicators hitting target in the first quarter of 2007/08 (65%).

Action plans are included in the report for those indicators which have failed to achieve target for two reporting periods consecutively.

BVPI 008 Invoices processed within 30 working days

BVPI 109b % of Minor Planning Application processed on time

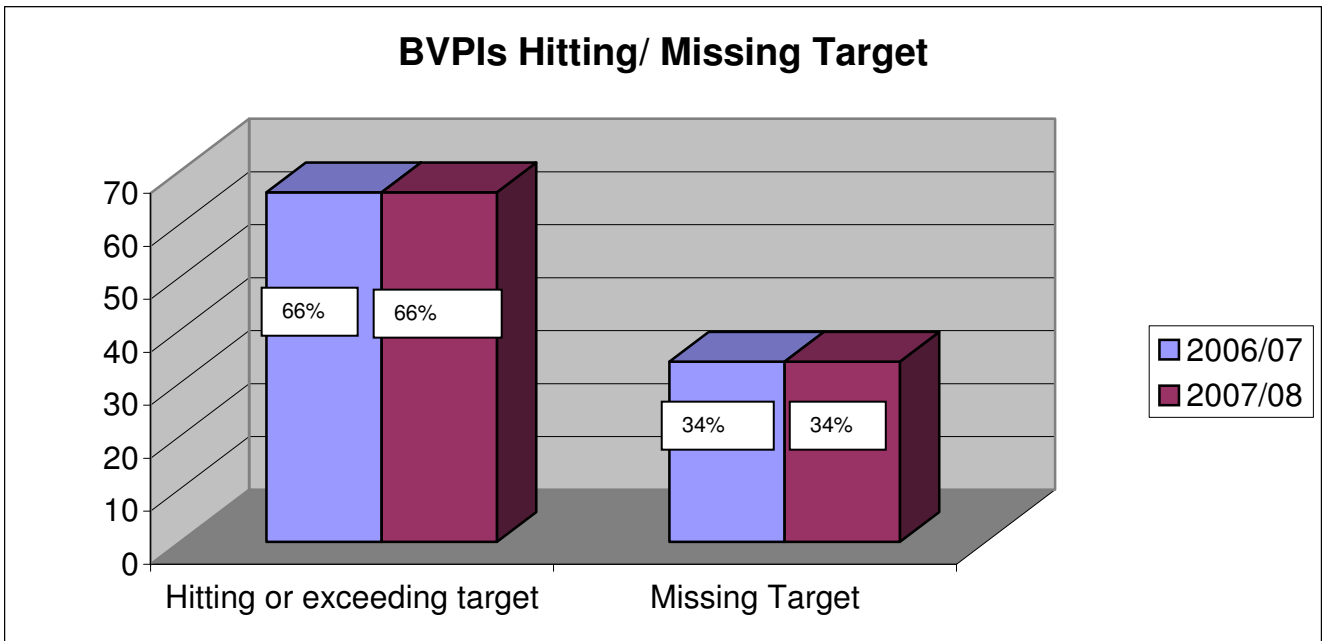
BVPI 11a % of women in the top 5% of earners

BVPI 14 % of early retirements

BVPI 218a abandoned vehicles investigated within 24 hours

BVPI 127b Robberies per 1000 of the population

BVPI 16 % of employees with a disability



17. QUARTILE POSITIONS

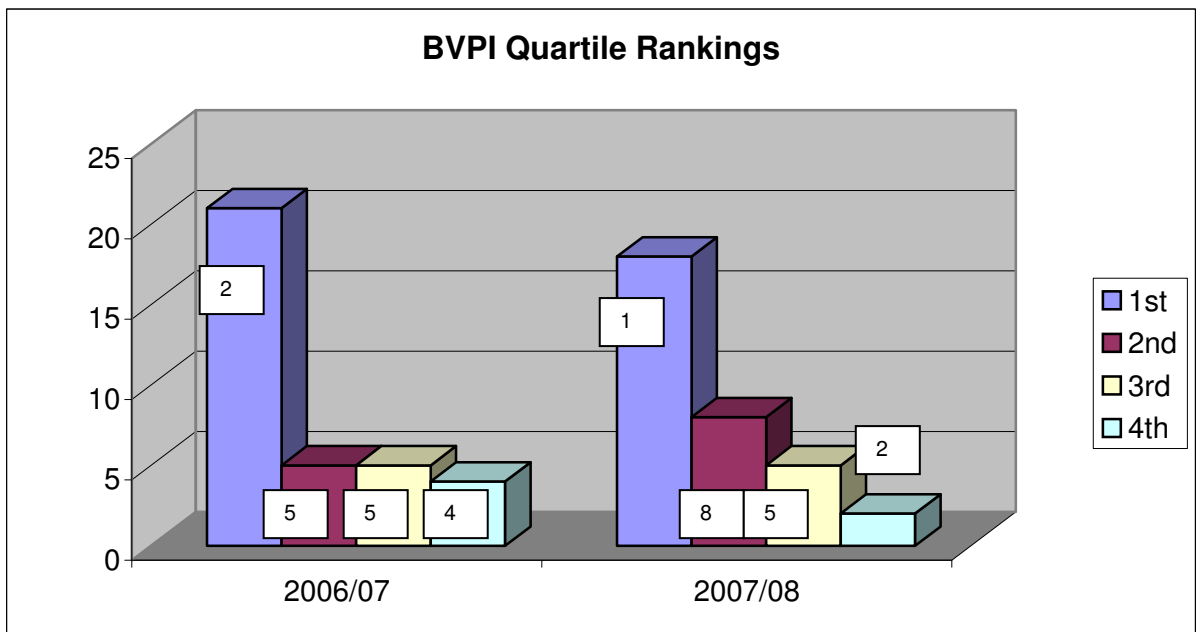
The Council’s quartile positioning has improved in comparison to the first quarter of 2007/08, with 18 BVPIs in the top quartile in 2007/08 as opposed to 15 in the first quarter however, the Council’s quartile position has fallen in the second quarter when compared with the same reporting period in 2006/07.

The number of BVPIs in the top quartile has dropped from 21 to 18. Yet, the number of indicators in the bottom quartile has also reduced (4 to 2). The number of BVPIs in the third quartile has remained consistent and the number of BVPIs in the second quartile has increased from 5 to 8.

The trend (as far as can be established at this stage in the year with such a small basket of indicators) is for indicators to move from the 1st and 4th quartiles into the second quartile. It is worth noting that a number of indicators which were in the first quartile last year measured the performance of the Council’s housing management function and are therefore not measured in 2007/08.

The two indicators in the 4th quartile measure the percentage of the workforce taking early retirement, and the length of stay in Bed and Breakfast accommodation, action plans are appended for these indicators.

National quartile data can be accessed on the Loop at:
http://theloop/upload/public/Files/75/bm_comp_data_2005_2006.xls



18. FOCUS ON SUCCESS

Sickness absence, as highlighted in the monitoring report for the first quarter, continues to perform well. Figures at six months into the year extrapolated for the full year suggest that, if current performance is maintained, the sickness levels will be well below the threshold for upper quartile performance nationally at 6.5 days (the upper quartile threshold is 8.34 days per employee). This will move the organisation from the third into the first quartile.

The percentage of staff from ethnic minorities in the top 5% of earners has increased in the second quarter of 2007/08 from 0 to 6.25%, above target and moving the organisation from the fourth into the first quartile nationally.

19. UPDATE ON DELIVERY- FROM FIRST QUARTER 2007/08

A commitment was made in the Corporate Monitoring Report to provide an update on the progress of those indicators identified as high risk at that early stage in the year.

BVPI 16a. The percentage of employees with a disability: the performance of this indicator has continued to deteriorate; an action plan is set out below.

BVPI 127b. Robberies per 1000 of the population. This indicator has continued to deteriorate; an action plan is set out below.

BVPI 76c. The number of fraud investigations per 1,000 caseload. Annual leave in the team in June had impacted upon performance for a short period of time. The action plan set out in the first quarter report demonstrated that it was possible to recover performance into the second quarter and put this indicator back on track to achieve target at year end, this has been achieved and the indicator is now meeting target.

BVPI 218a. Abandoned vehicles investigated within 24 hours. The performance of this indicator is a deterioration in 2007/08 when compared to the same period of 2006/07, and is still failing to achieve target, therefore an action plan is set out below.

Action Plans

Indicator Number: BVPI 14*Indicator Short Name: % of Early Retirements*

Q2		End of Year Target
Performance	Target	
0.93	0.43	0.43

Please explain the reasons why progress has not reached expectations:

Due to restructures which resulted in significant staffing savings there have been a number of people leaving the authority. Due to statutory notice periods and the requirements of the service 3 employees whose employment had been due to terminate before the 1st April 2007 (as a result of directorate restructures) did not retire until after this date. Their early retirement was therefore moved forward into the 2007/08 financial year.

Please detail corrective action to be undertaken:

No corrective action can be taken

Action planned through financial year:

None

Please give an objective assessment as to whether the year end target will be met:

As a result of the Council's Management restructure further early retirements will take place in this financial year, therefore the target will not be achievable.

Action Plan Owner: L Charlesworth

Unit: HR

Contact Number: 5159

Date: 23 October 2007

Indicator Number: 78b

Indicator Short Name: Change of circumstances processing

Q2		End of Year Target
Performance	Target	
7.3	<6.3	<6.3

Please explain the reasons why progress has not reached expectations:

Over ambitious target was set, based on previous year's performance. This PI is increasingly difficult to achieve due to changes in Benefit regulations over the past couple of years. This is mainly due to 'Change of address' being classed as a 'Change of Circumstance' rather than a 'New Claim', as had previously been the case. As a lot of information is needed on a change of address, delays are sometimes inevitable. It is also heavily reliant on customers providing information in a timely manner.

The DWP has recognised the increasing difficulties with this PI and has amended the number of days for an 'Excellent' score in the Performance Standards from 9 last year to 10 this.

However, our current performance is still Upper Quartile (top 15% of LA's in the UK at the end of Q1). In addition, is almost 3 days faster than the government's 'Excellent' standard.

Please detail corrective action to be undertaken:

Daily monitoring of processing times, a change of focus from processing new claims to changes of circumstances, more use of visiting staff to collect missing information, earlier chasing of customers who do not provide information and better use of Customer Services staff to remind customers of the need to provide evidence.

Action planned through financial year:

As above. In addition, a recent change in DWP guidance and an improvement in our processes for applying rent increases (counted as a 'Change of Circumstance') should mean that we will 'score' a count of 1 day for over 2000 rent increases when applied in late February (for April 2008 onwards). This will improve our overall average in Q4.

Please give an objective assessment as to whether the year end target will be met:

As our average for the 1st 2 quarters is 7.18 days, we would need to average around 5.5 days over the next 2 quarters to meet our target. We will make strenuous efforts to hit the target and continue our very close monitoring. I do, however, believe that the target may not be achievable.

Action Plan Owner: Dave Price
Unit: Finance
Contact Number: 5426
Date: 19 October 2007
Indicator Number: BVPI 16a

Indicator Short Name: % of Disabled Employees

Q2		End of Year Target
Performance	Target	
3.01	4.02	4.02

Please explain the reasons why progress has not reached expectations:

As a result of the transfer of both the Housing Stock and the Property function a number of employees who consider they have a disability have been TUPE transferred to CCH and Liberata respectively.

Please detail corrective action to be undertaken:

Employee personal details are to be updated in the next quarter, this may identify any current employee who considers him/herself to have a disability since personal details were previously updated almost 3 years ago.

Action planned through financial year:

Positive action will continue to encourage applicants from all sections of the community to apply for vacant positions within the Council. The Council has been awarded the 'two ticks' disability symbol and



displays this on recruitment advertisements . It shows our commitment to interviewing all disabled applicants who meet the minimum criteria for a job vacancy. Although positive action will continue and the Council encourages applicants from all sections of the community the best possible applicant for vacant positions will always be appointed regardless of gender, age, disability, race, religion and belief or sexual orientation.

Please give an objective assessment as to whether the year end target will be met:

With a refresh of current employees personal data and natural employee turnover the BVPI could still be achievable.

Action Plan Owner: L Charlesworth
Unit: HR
Contact Number: 5159
Date: 23 October 2007

Indicator Number: **BV127b.05**

Indicator Short Name: **Robberies**

		End of Year Target
Performance	Target	
0.24	0.12	0.23

Please explain the reasons why progress has not reached expectations:

The number of robberies reported last quarter were 13, 11 personal robbery and 2 business robberies. Following investigations the 13 figure was reduced to 9

The number of robberies this quarter, as per police stats is 6 personal and 2 business robberies. This equates to 0.0 and 0.1 per thousand households respectively. In essence, with so few numbers and robbery, by and large being a random offence, it is extremely difficult to answer why there has been such a minor increase.

However four of the six personal robberies have been detected. Three offences were committed on the same night by the same offenders and they subsequently arrested and charged, these offences involved the stealing of mobile phones. The offences were juveniles against juveniles.

Another personal robbery followed a dispute.

Of the two business robberies one has been detected and the other is part of a series of robberies that have occurred across the county. The police have some good clues and hope to bring the matter to a successful conclusion. Crime prevention advice has already been undertaken by the police in these matters.

Please detail corrective action to be undertaken:

The Detective Sergeant, who manages the Prolific Offender process previously identified offenders as High Priority Targets and they have now been arrested and charged with a number of Robberies.

In essence, although we have failed to achieve our target by virtue of a small increase in robberies, offenders have been identified, targeted and arrested for such offences. We will continue to identify crime patterns and target prolific offenders through the PPO and MATAC process.

The offences committed in this quarter are random and with three committed on the same night, at the same venue and virtually the same time it is particularly difficult to target this type of offence.

Messages via schools will be passed via the CDRP reiterating advice about personal security, specifically aimed towards reducing the opportunity for mobile phone theft/robbery.

Action planned through financial year:

Continue to target prolific offenders and identify hotspots for targeted action against robberies in the future.

Please give an objective assessment as to whether the year end target will be met:

Last year we suffered 29 robberies. The target for the year-end is 25, every effort will be made achieve the target, however the target is a difficult one to achieve in view of the low number of offences that are committed and are generally random in their nature.

Action Plan Owner: Phil Towndrow

Unit: SNED

Contact Number: 5260

Date: 22/10/07

Indicator Number: BVPI 218a

Indicator Short Name: Abandoned Vehicles investigation

Q2		End of Year Target
Performance	Target	
88.5%	100%	100%

Please explain the reasons why progress has not reached expectations:

The performance in the first quarter was below target, and this has impacted on the overall performance in the indicator. Performance in this quartile was 100% of vehicles reported as abandoned investigated within 24 hours.

Please detail corrective action to be undertaken:

New procedures were put in place in June to ensure that Neighbourhood Officers had a clear understanding of their role and responsibilities with regard to abandoned vehicles, and the time scales involved.

Action planned through financial year:

The new procedures put in place in June this year will continue to be implemented and refined.

Please give an objective assessment as to whether the year end target will be met:

The year end target will not be met, as it is 100%. Performance should, however, continue to improve during the year.

Action Plan Owner: Simon Clark

Unit: SNED

Contact Number: 5732

Date: 23rd October 2007

Indicator Number: BVPI 11a

Indicator Short Name: Women in top 5% of earners

Q2		End of Year Target
Performance	Target	
31.25	35	35

Please explain the reasons why progress has not reached expectations:

The top 5% of earners equates to 17 employees within the Council. The previous performance and current target of 35% has not been achieved as 1 senior female member of staff within the top 5% has left the authority. Her post was subsequently recruited to with the best applicant for the post being appointed, who on this occasion was a male.

Please detail corrective action to be undertaken:

Although the Council encourages applicants from all sections of the community the best possible applicant for the vacant position is appointed regardless of gender, age, disability, race, religion and belief or sexual orientation.

Action planned through financial year:

A natural turnover of employees will always occur throughout the year. As above applicants from all sections of the community are encouraged to apply for all the Councils vacancies.

Please give an objective assessment as to whether the year end target will be met:

As the top 5% equates to only 17 employees and the difference in meeting the target equates to only 1 employee it is difficult to predict whether this target will now be reached as it is dependent on any movement within the top 5% and whether the best applicant for a vacancy is female.

Action Plan Owner: L Charlesworth
Unit: Human Resources
Contact Number: 5159

Date: 23 October 07

Indicator Number: BVPI 199a

Indicator Short Name: Litter and Detritus Levels

Q2		End of Year Target
Performance	Target	
6.27%	5.3%	5.3%

Please explain the reasons why progress has not reached expectations:

The indicator is measured on the basis of three surveys carried out at different times during the year. This is normally subject to in year fluctuations, and should be able to improve by year end. There is a small gap between the current performance and the target. The current performance is in the top quartile nationally.

Please detail corrective action to be undertaken:

There is a streetscene improvement plan currently in place, supported by a streetscene satisfaction project team. These mechanisms should help to tackle issues around street cleanliness.

Action planned through financial year:

The project team currently working on improving street cleansing will report in November and issues raised should be implemented following that. Actions planned include the training of street cleaning operatives to recognise the cleanliness of the area before and after they have swept the area, so that schedules can be adapted to high priority areas.

Please give an objective assessment as to whether the year end target will be met:

The year end target should be met.

Action Plan Owner: Simon Clark
Unit: SNED

Contact Number: 5732

Date: 23rd October 2007

Indicator Number: BVPI 199a

Indicator Short Name: Graffiti

Q2		End of Year Target
Performance	Target	
1.32%	1%	1.32%

Please explain the reasons why progress has not reached expectations:

The indicator is measured on the basis of three surveys carried out at different times during the year. This is normally subject to in year fluctuations, and should be able to improve by year end. There is a small gap between the current performance and the target. The current performance is in the top quartile nationally.

Please detail corrective action to be undertaken:

There is a Streetscene improvement plan currently in place, supported by a Streetscene satisfaction project team. These mechanisms should help to tackle issues around street cleanliness, including graffiti.

Action planned through financial year:

The project team currently working on improving street cleansing will report in November and issues raised should be implemented following that.

Please give an objective assessment as to whether the year end target will be met:

The year end target should be met.

Action Plan Owner: Simon Clark
Unit: SNED
Contact Number: 5732
Date: 23rd October 2007

Indicator Number: BVPI 008

Indicator Short Name: Invoices paid within 30 days

Q2		End of Year Target
Performanc	Targe	
94.57%	96.71	96.71
	%	

Please explain the reasons why progress has not reached expectations:

Given previous years performance an extremely challenging target was set for this indicator with the intention of taking performance into the top quartile nationally. Performance has continued to improve and although the target has not been achieved the indicator has moved from the 4th quartile at year end 2006/07 (84.42%) to 2nd quartile (94.57)

Please detail corrective action to be undertaken:

Continue to deliver measures designed to drive up performance which are having a real impact in terms of improving performance.

Action planned through financial year:

Continue to deliver measures designed to drive up performance which are having a real impact in terms of improving performance.

Please give an objective assessment as to whether the year end target will be met:

Every effort will continue to be made to achieve the year-end target and a trend of continuous improvement means that this will be possible.

FINANCIAL YEAR 2007/08

Indicator Number: BVPI 183a*Indicator Short Name: Average length of stay in B&B Accommodation*

Q2		End of Year Target
Performance	Target	
5.77	0	0

Please explain the reasons why progress has not reached expectations:

There are two major contributory factors impacting on the poor performance of this indicator,

- a) performance of Chorley Community Housing, who currently deliver the Council's Homelessness Function on a contractual basis and
- b) broader strategic housing issues, related to availability and affordability of Housing

- a)
 - A lack of effective & robust investigation upon a client presenting as homeless
 - A lack effective management of existing provision of temporary accommodation Lack of a financial responsibility for CCH for proper management of temporary accommodation (i.e. use of B&B can be an "easy" option and has no financial implication for CCH).
 - A lack of early intervention & prevention activity within existing service provision which results in high levels of homeless presentations some of which, could of otherwise been prevented.
- b)
 - Lack of social housing in the Borough, creating "stalemate" and a lack of move on accommodation.
 - Affordability in Chorley does exacerbate the problem

Please detail corrective action to be undertaken:

a)

Processes have been put in place to bring the management of the Homelessness function back into the Council. This, along with a staff restructure and process re-engineering would allow the proper management of all of the issues outlined above.

In the interim period new operational procedures are being developed with CCH staff to ensure use of B & B and hostel accommodation is appropriate & justified in all cases.

b)

Lack of social housing, we are working with registered social landlords to tackle issues around availability of housing.

Strategic Housing are liaising with all Registered Social Landlords in the borough to identify additional temporary accommodation.

Strategic Housing have developed a spreadsheet of all empty homes in the borough and will be engaging with the owners with a view to bring the homes back into use

The issue of affordable housing is a key priority for the Council as set out in the Annual Report for 2006/07 with a commitment in the Corporate Strategy to deliver 250 affordable housing units by March 2009 and continued exploration of options in terms of affordable housing.

In addition, we are awaiting announcement from the Government on grants for affordable housing.

Action planned through financial year:

In the interim period new operational procedures are being developed with CCH staff to ensure use of B & B and hostel accommodation is appropriate & justified in all cases.

Please give an objective assessment as to whether the year end target will be met:

The year end target will not be met but we are expecting there to be significant improvements and for performance in 2008/09 to be dramatically improved.

**Action Plan Owner: Zoë Whiteside
Unit: Strategic Housing Manager
Contact Number: 01257 515711**

Date: 19/10/2007

21. CONCLUSION

The delivery of the Corporate Strategy for 2006/07-2008/09 has been very successful, with 75% of measures achieving or exceeding target. Overall, the performance of the key projects is very positive. Of the 44 key projects approved in December 2006, 30 have now been completed and the remaining 14 are progressing on or ahead of plan.

Overall, BVPI performance is good and our quartile positioning remains positive with 58% of BVPIs showing consistent or improved performance and 55% (18) in the top quartile nationally. 66% of BVPIs are on course to meet the year-end target (as profiled quarterly).

BVPI performance generally matches or improves upon last year's performance. However, the organisation has seen a slight deterioration in terms of improving PIs from the first quarter of 2007/08, a significant proportion of these are corporate health indicators. As a relatively small organisation these indicators are very susceptible to small fluctuations over which we have little control but which impact quite heavily on trends analysis. There are also a number of indicators where performance has been effectively managed, and improved into the second quarter but where poor performance in 1st qtr will continue to have an overall impact on performance through the year.

Despite more detailed profiling and informed target setting, our performance with regards to the percentage of BVPIs achieving target is not improving as rapidly as we would like and work will be done in Performance Round Tables in the second quarter to ensure that the 34% of indicators currently failing to achieve target reduces.

It is worth noting that with a relatively small basket of indicators trends analysis is particularly sensitive to small fluctuations, generally the organisation continues to perform well and focused attention is being given to addressing the performance of those indicators not meeting organisational expectations.

We are now looking to the future in terms of performance monitoring and management, with the forthcoming introduction of a new national performance framework tied into the commitments set out the Local Government White Paper, published in October 2006. This will mean that the majority of BVPIs will no longer be reported as national indicators. They will be replaced in a staggered process, with a new set of national indicators against which the Council will be required to report. The organisation will continue to measure and report some BVPIs in as far as they are useful measures of organisational performance. As a consequence of the development of the new national performance framework, data from other agencies such as the police and local Primary Care Trusts will be shared more freely and frequently. This will allow us to monitor the impact of our community leadership and influencing role in areas such as crime and health more easily and to prepare for the new inspection framework, Comprehensive Area Assessment.

As this national agenda develops and decisions are made about the retention of pre existing BVPIs, updates will be provided in quarterly Corporate Monitoring reports, for the rest of 2007/08 performance management and reporting will continue to focus on delivery of the Corporate Strategy and BVPIs.

LESLEY-ANN FENTON
ASSISTANT CHIEF EXECUTIVE, DIRECTOR OF POLICY AND PERFORMANCE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Lesley-Ann Fenton	5323	25 th October 2007	

Appendix One- Performance Charts

Corporate Strategy Delivery

	2006/07 Target	2006/07 Results
Strategic Objective One- Put Chorley at the Heart of regional Economic Development in Chorley		
Town Centre Visits (Number)	32715	35947
Town Centre visitor satisfaction in range and choice of shops (Percentage)	50.29%	33.00%
Vacant Town Centre Floor Space (Percentage)	9.70%	8.00%
Average Median workplace earnings in the Borough (Percentage Gap)	-2.7%	+0.4
Strategic Objective Two- Improving equality of opportunity and life chances		
% increase in people satisfied with the Borough as a place to live from rural wards	71%	91%
Strategic Objective Three- Involving people in their communities		
% of people satisfied with opportunities to participate in decision making will increase	32.93%	27%
% of people who feel that their communities are places where people get on well together will increase	88%	63%
% of people who have worked in a voluntary capacity during the last 12 months	To establish a baseline position	62
Strategic Objective Four- Improved access to public services		
% residents surveyed finding it easy to access key local services	To establish a baseline position	78

To maintain customer satisfaction with the service received in the Chorley Contact Centre	95%	97.98%
Increase the number of appropriate Council Services accessible through 'Contact Chorley'	100%	95%
Increase the number of self service interactions through the Councils website	10% increase in baseline each year of the strategy	
Increase the number of appropriate Council Services available via 'self service'	50%	65%
% of Council buildings accessible to disabled people	88%	88%
% of residents who think that over the past three years, public transport has got better or stayed the same	74%	84.50%
Strategic Objective Five- Develop the character and feel of Chorley as a place to live		
% increase in people satisfied with the Borough as a place to live	76.46%	76%
Affordable dwellings completed	62.5	8
% increase in people reporting that urban and rural environment has improved	14.46%	
% of land assessed as having combined deposits of litter and detritus	12%	7.12%
Improved feelings of safety during the day	83%	86%
Improved feeling of safety during the night	35.65%	49%
Strategic Objective Six- Ensure Chorley Borough Council is a performing organisation		
% of Corporate Strategy projects achieved	90%	82%
Achieve, as a minimum, the Gershon efficiency target of 2.5% per annum	3%	3%
Status in LSP accreditation	Amber	Amber
% of priority BVPI's in upper quartile	31.66%	39%

% of priority BVPI's improving	58%	75%
Satisfaction with the way the Council runs things	53.60%	50%
CPA score and positive direction of travel	Positive DOT	Positive DOT

BVPI Performance

		30/09/2006	30/09/2007
	Actual (TD)	56	84.62
BVPL Service Delivery Outcome : BV109a.02	Target (TD)	60	73
% Planning apps - major			
	Perf vs Target (TD)		
	Actual (TD)	86	73.98
BVPL Service Delivery Outcome : BV109b.02	Target (TD)	65	77
% Planning apps - minor			
	Perf vs Target (TD)		
	Actual (TD)	91	87.53
BVPL Service Delivery Outcome : BV109c.02	Target (TD)	80	88
% Planning apps - other			
	Perf vs Target (TD)		
	Actual (TD)	60.64	57.66
BVBen Strategic Objective : BV076c Number of fraud investigations	Target (TD)	40	57.54
	Perf vs Target (TD)		
	Actual (TD)	21	19.81
BVBen Strategic Objective : BV076d Number prosecutions & sanctions	Target (TD)	18	16.25
	Perf vs Target (TD)		
	Actual (TD)	99.2	
BVBen Service Delivery Outcome : BV079a % Benefit calculations correct	Target (TD)	99	99.5
	Perf vs Target (TD)		
	Actual (TD)	93.92	94.57
BVCor Management of Resources : BV008 % Invoices paid within 30 days	Target (TD)	96.5	96.71
	Perf vs Target (TD)		
	Actual (TD)	58.69	58.86
BVCor Management of Resources : BV009 % Council Tax collected	Target (TD)	58.69	49.38
	Perf vs Target (TD)		
	Actual (TD)	63.19	61.2
BVCor Management of Resources : BV010 % NNDR collected	Target (TD)	58.44	49.56
	Perf vs Target (TD)		
	Actual (TD)	18.3	15.58
BVBen Service Delivery Outcome : BV078a Ave time new claims (Cal days)	Target (TD)	25	18.5
	Perf vs Target (TD)		
	Actual (TD)	4.6	7.3
BVBen Service Delivery Outcome : BV078b Ave time for changes (Cal days)	Target (TD)	6.3	6.3
	Perf vs Target (TD)		
	Actual (TD)	0	5.77

BVHou Fair Access : BV183a Length of stay in B&B accom'n	Target (TD)	0	0
	Perf vs Target (TD)		
	Actual (TD)	8	11.44
BVHou Fair Access : BV183b Length of stay in hostel accom'n	Target (TD)	12	11
	Perf vs Target (TD)		
	Actual (TD)	33.33	31.25
BVCor Staff Development : BV011a.02 Women in top 5% earners	Target (TD)	32	35
	Perf vs Target (TD)		
	Actual (TD)	0	6.25
BVCor Staff Development : BV011b.02 Black/ethnic in top 5%	Target (TD)	0.75	5
	Perf vs Target (TD)		
	Actual (TD)	8.33	12.5
BVCor Staff Development : BV011c.05 Top 5%: with a disability	Target (TD)	6	9.57
	Perf vs Target (TD)		
	Actual (TD)	5.08	3.25
BVCor Staff Development : BV012 Days / shifts lost to sickness	Target (TD)	4.5	4.67
	Perf vs Target (TD)		
	Actual (TD)	0.21	0.93
BVCor Staff Development : BV014 % Early retirements	Target (TD)	0.17	0.43
	Perf vs Target (TD)		
	Actual (TD)	0	0
BVCor Staff Development : BV015 % Ill health retirements	Target (TD)	0.17	0
	Perf vs Target (TD)		
	Actual (TD)	3.48	3.01
BVCor Staff Development : BV016a % Disabled employees	Target (TD)	3.65	4.02
	Perf vs Target (TD)		
	Actual (TD)	1.64	2.73
BVCor Staff Development : BV017a % Ethnic minorities employees	Target (TD)	1.6	1.95
	Perf vs Target (TD)		
	Actual (TD)	166.62	170.74
BVCul Service Delivery Outcome : BV170a Visits to / usage of museums	Target (TD)	124.8	120
	Perf vs Target (TD)		
	Actual (TD)	111.51	108.47
BVCul Service Delivery Outcome : BV170b Visits to museums in person	Target (TD)	100.2	82.02
	Perf vs Target (TD)		
	Actual (TD)	471	611
BVCul Service Delivery Outcome : BV170c Pupils visiting museums and galle	Target (TD)	500	500
	Perf vs Target (TD)		
	Actual (TD)	4	2
BV Community Safety : BV174 Racial incidents per 1000 pop	Target (TD)	13.5	7.5
	Perf vs Target (TD)		
	Actual (TD)	100	100
	Target (TD)	100	100
BV Community Safety : BV175 Racial			

incidents - further action			
	Perf vs Target (TD)		
	Actual (TD)	83	88
BVCor Customers & the Community : BV156 % LA public buildings - disabled	Target (TD)	88	88
	Perf vs Target (TD)		
	Actual (TD)	21.35	22.53
SNED Data Entry : EN BV82ai.05 % waste recycled	Target (TD)	15	17
	Perf vs Target (TD)		
	Actual (TD)	24.09	27.23
SNED Data Entry : EN BV82bi.05 % waste composted	Target (TD)	21	23
	Perf vs Target (TD)		
	Actual (TD)	89	100
BVEnv Service Delivery Outcome : BV218a.05 Abandoned vehicles-investigate	Target (TD)	100	100
	Perf vs Target (TD)		
	Actual (TD)	36.36	60
BVEnv Service Delivery Outcome : BV218b.05 Abandoned vehicles-removal	Target (TD)	85	85
	Perf vs Target (TD)		
	Actual (TD)	63.6	63.6
BV Community Safety : BV225.05 Actions against Domestic Violence	Target (TD)	45	63
	Perf vs Target (TD)		
	Actual (TD)	4.31	2.64
BV Community Safety : BV126a Domestic Burglaries/1000 h'holds	Target (TD)	4.2	4.2
	Perf vs Target (TD)		
	Actual (TD)	0.16	0.24
BV Community Safety : BV127b.05 Robberies / 1,000 pop.	Target (TD)	0.11	0.12
	Perf vs Target (TD)		
	Actual (TD)	3.2	2.83
BV Community Safety : BV128a Vehicle Crimes per 1000 pop	Target (TD)	3.78	3.78
	Perf vs Target (TD)		
	Actual (TD)	n/r	n/r
EN Data Entry : EN BV199a.05 Street dirtiness - litter & detritus	Target (TD)	n/r	n/r
	Perf vs Target (TD)	n/r	n/r
	Actual (TD)	n/r	n/r
EN Data Entry : EN BV199b.05 Street dirtiness - graffiti	Target (TD)	n/r	n/r
	Perf vs Target (TD)	n/r	n/r
	Actual (TD)	n/r	n/r
EN Data Entry : EN BV199c.05 Street dirtiness - flyposting	Target (TD)	n/r	n/r
	Perf vs Target (TD)	n/r	n/r
	Actual (TD)	n/r	n/r
EN Data Entry : EN BV199d.05 Street dirtiness - flytipping	Target (TD)	n/r	n/r
	Perf vs Target (TD)	n/r	n/r
	Actual (TD)	21.35	22.53
EN Data Entry : EN BV82ai.05 % waste recycled	Target (TD)	15	17
	Perf vs Target (TD)		
	Actual (TD)	24.09	27.23
	Target (TD)	21	23
EN Data Entry : EN BV82bi.05 % waste			

composted	Perf vs Target (TD)	★	★
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Report of	Meeting	Date
Assistant Chief Executive (Policy and Performance) (Introduced by the Executive Member for Corporate Policy and Performance)	Executive Cabinet	15 th November 2007

DIRECTION OF TRAVEL SELF ASSESSEMENT 2007

PURPOSE OF REPORT

- To present members of the Executive Cabinet with the Direction of Travel Self Assessment for 2007. This document will inform the work of the Audit Commission in producing a Direction of Travel Assessment of the Council in the Annual Audit and Inspection letter published in March 2008.

RECOMMENDATION(S)

- That Members note the report and Direction of Travel Self Assessment.

REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

- To facilitate the ongoing management of the Council's performance.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

- N/A

CORPORATE PRIORITIES

- This report relates to the following Strategic Objectives:

Put Chorley at the heart of regional economic development in the central Lancashire sub region		Improved access to public services	
Improving equality of opportunity and life chance		Develop the character and feel of Chorley as a good place to live	
Involving People in their Communities		Ensure Chorley is a performing Organisation	✓



BACKGROUND

6. The Audit Commission produces an assessment annually of the Council's progress in delivering key outcomes and the improvements we have made as an organisation. The assessment made by the Audit Commission is informed by a self-assessment showcasing our achievements in the period September 2006 to September 2007 and on site interviews to be undertaken in November 2007. The Audit Commission will complete their assessment and include the direction of travel statement in the Annual Audit and Inspection Report, which is normally available in March.

KEY MESSAGES

7. The Council has continued to improve over the last twelve months, delivering better services and outcomes to its residents. These achievements have been reflected in the Self Assessment.
8. There have been strong achievements demonstrated across all our priorities of Prosperity, People, Place and Performance. These achievements have been recognised by a number of external bodies through awards, positive reports and commendations. The refresh and strengthening of the Local Strategic Partnership is a positive step that has also been included. The key achievements have been included in the attached report and should help ensure that the Audit Commission recognises the strong progress that Chorley continues to make.
9. An electronic version of the report, with links through to supporting evidence has been made available to the Audit Commission via a cd-rom. If you wish to have a copy of the CD, please contact Chris Sinnott in Policy and Performance on chris.sinnott@chorley.gov.uk or 01257 515337.

IMPLICATIONS OF REPORT

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

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

LESLEY-ANN FENTON
ASSISTANT CHIEF EXECUTIVE (POLICY AND PERFORMANCE)

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Chris Sinnott	5337	24 th October 2007	Direction of Travel 2007 Report

Direction of Travel

Self Assessment 2007



Setting the scene

Chorley has continued to improve in the last 12 months, delivering high quality services to, and engaging effectively with, our communities. Notable successes this year include:

- *Completing the Business Process Architecture Project, to develop a blueprint for District Council structures that focus on the customer*
- *Strengthened the Local Strategic Partnership*
- *Assessed as one of The Times Top Ten Councils to Work For*
- *Successfully completed the transfer of housing stock to Chorley Community Housing*
- *Gained a national recognition for work undertaken to achieve significant reductions in crime levels*
- *Transferred a second Community Centre into community management*
- *Shortlisted for Beacon Council status for the Council's work around citizen engagement and empowerment*
- *Scored 4 out of 4 for delivering value for money*
- *Received satisfaction ratings for benefits services in the top ten nationally*
- *Exceeded LAA targets*

The political and senior management teams have now embedded and are demonstrating strong leadership in working to achieve the vision for Chorley. Leadership in the Council has been nationally recognised; it was highlighted in the assessment for The Times Top 100 Councils to Work For; and as a finalist in the MJ Top Team of the Year Awards. Work has been undertaken to continue to engage effectively with our communities.

The Council has just completed the Business Process Architecture Project as part of the CLGs National Process Improvement Project. The project has led to a restructure of the management team to realise £100k of savings and establish a senior management team that is capable of delivering a change programme and customer focussed services.

We have worked hard to improve the ways we engage with the community. For example, we have introduced Listening Days on key issues using interactive technology. During the year we have sought to identify, via the Community Forums, the three biggest issues for those areas and will be tackling those issues utilising £50k identified in the February 2007 budget, in line with the Council's increased focus on neighbourhood working. In

addition, Chorley has taken part in a pilot project to examine neighbourhood engagement in an area of Chorley. The results of this pilot project have been commended and will be used to inform the refresh of the LAA.

The Council is aware that it will face a number of challenges over the next few years, and is positioning itself to respond to them. The business improvement planning process has been strengthened and further embedded across the organisation. In addition, value for money and efficiencies have been integrated into directorate business plans to ensure that they are integral to directorate's business planning. The Corporate Strategy has been refreshed to reflect the changing needs of Chorley and ensure that the projects and targets contained within it still challenge the council to continuously improve.

We believe that the last 12 months have seen Chorley Council continue to improve, and that 2007/08 will be another successful year.



Donna Hall
Chief Executive



**Councillor
Peter Goldsworthy**
Leader of Chorley Council



**Councillor
Mrs Pat Case**
Deputy Leader and Executive
Member for Policy and Performance

The Council's track record in improving outcomes: key successes

The Council has in place robust plans for improvement. The Corporate Strategy is based around the Community Strategy and is the overarching strategy that business improvement planning is based on.

The Strategy is now fully embedded and is recognised as the key internal plan to drive forward the Council's priorities. It was reviewed and refreshed in September 2007 to ensure that it still reflects the needs of the organisation and Chorley citizens, and drives continuous improvement. The refreshed strategy includes a strategic objective to develop local solutions to climate change, to reflect concerns in the local area.

Key message: Delivering against identified priorities

- *95.5% of corporate strategy key projects completed by October 2007*
- *73% of corporate strategy measures on or above target at March 2007*

The Corporate Strategy is being implemented effectively.

At the end of March 2007, 73% of the measures within the strategy were on or ahead of target and by October 2007, when the corporate strategy was refreshed, 95.5% of the key projects contained within it were completed or on schedule. Of the other projects, two are on track to complete by the end of the year and the remaining projects have been carried forward in the refreshed strategy.

Our corporate strategy is based around four themes of Prosperity, People, Place and Performance, to help the Council reach its vision for Chorley. There have been some notable achievements through the last 12 months in each of the priority areas, with **priority services continuing to improve.**

Our Priority: Prosperity

The Council's aim is for Chorley to be at the heart of a thriving Central Lancashire economy, and it has had a number of successes in working towards this goal. We are currently

implementing an ambitious plan for the redevelopment of Chorley Town Centre to increase the range and choice of shops. It has seen early success, with an increase in visitor numbers to 35,947, which is 667 more than the 2009 target. The Market Walk Phase Two shopping centre is due to begin development in early 2008, its completion will further expand and develop the choice of shops in Chorley.

The Council is working closely with market traders to develop the covered and Flat Iron markets. A steering group that has representatives from the Council and market traders has developed an action plan to map out future developments for the markets. The work undertaken has already received a strong positive reaction from traders: *"We've had a stall for nine years and I would say the markets are getting better. We get people from all over the place, which shows it is a popular market."*

In 2006/07 the average workplace earnings in Chorley rose from 3.2% below, to 0.4% above, the Lancashire average. According to national figures, Chorley is one of the best places in the country to establish a small business, with some of the highest 12 month survival rates.

The Council is continuing to work closely with partners to develop the strategic regional site around Buckshaw Village. In March 2007, the chair of the North West Development Agency made a high profile visit to the site to look at the economic development work that is being undertaken there. The Council has worked closely with other partners to secure agreement for the development of a new railway station to service Buckshaw. Confirmation that a railway station will be built has now been received.

Key message: Improvement in priority areas

- *Town Centre visits up to 35,947 per year*
- *Workplace earnings rose to above the Lancashire average*
- *Chorley is one of the best places to set up a business in the UK*

Our Priority: **People**

The Council has seen considerable success and recognition in improving the life chances of its citizens and their ability to access services.

All Seasons Leisure Centre in Chorley has recently undergone a major refurbishment to ensure that Chorley has an extremely high standard leisure centre, that is accessible to the whole community. In the months following the refurbishment there has been a very positive response. Visitor comments have included: *“very impressive, well worth waiting for”* and *“pool great as always – changing rooms excellent. A pleasure to attend this facility”*.

Young People

The highly successful Get Up and Go Programme had been developed and continues to attract large numbers of children to activities each holiday. Last year there were 400,000 opportunities for children to take part in activities. The work that we carry out for children and young people was recognised in 2007 when Chorley was a finalist in the MJ awards in the Promoting Active Communities category.

Key message: Improving wider outcomes

- *Developed an Every Child Matters Action Plan*
- *Launched an under 18s club night to help reduce antisocial behaviour*

In response to concerns about antisocial behaviour and a lack of activities for young people, Chorley, in partnership with other agencies, has introduced a club night for under 18s in a local nightclub, Applejacks. It was possible to organise the project quickly because of the good working relationship the Council has with Lancashire County Council and Lancashire Police.

During Local Democracy Week, young people from secondary schools in the area were invited to come to the Town Hall to take part in a budget exercise and to question members of the Executive Cabinet on any issue. The session was designed to stimulate young people’s interest in local democracy and enable them to interact with Councillors.

The role the Council plays in the Every Child Matters agenda has been outlined in an action plan to ensure that the role we play is clear and defined. The work that has been undertaken around this agenda has been highlighted as good practice in an Audit Commission report. The Council recognises the key role that it can play in the Every Child Matters agenda and is working closely with partners to improve outcomes and life chances for young people in Chorley. For example, the Council is extensively involved in the steering group for the LAA Children and Young People’s block and the development of the District Children’s Trust arrangements. The Executive Member and Director of Leisure and Culture were asked to speak to the Lancashire County Council Children and Young People scrutiny committee about the positive work that has been undertaken.

Key message: Improvement in priority areas

- *Refurbished Leisure facilities throughout the borough*
- *Finalist in the MJ Awards: Promoting Active Communities*
- *Worked to develop District Children’s Trust Arrangements*

Consultation and Engagement

Consultation and engagement with the community has been strengthened over the last year through a number of mechanisms. A new Consultation and Participation Strategy has been written to ensure that consultation undertaken by the Council is consistent and coherent. Coupled with the strategy is a toolkit, which aims to increase Chorley’s capacity to deliver consultation. The toolkit specifically addresses issues to take into account to encourage the participation of each of the equality groups.

Community based forums are regularly held around the Borough to gather the views of local residents and inform them of changes that have been made in response to their comments through the ‘You Said: We Did’ branding. In addition, ‘Listening Days’ are held to gather residents’ views on specific themes; including on options for how household recycling could be collected.

We also make **efforts to engage groups within the community who would normally be seen as 'hard to reach'** to ensure that services are accessible to all our community. We regularly consult with the disability liaison committee, ethnic minority consultative committee, Proud and Out, the Lesbian, Gay, Bisexual and Transgender forum, and the older people's forum to encourage participation. Consultation is often specifically targeted at groups that would otherwise not be engaged with consultation.

Following the Audit Commission awarding the Council a 3 star 'excellent' rating for customer services with three stars for future improvement, the Council has continued to develop its customer service. We have recently been shortlisted for the work we carry out around the engagement of our customers following our bid for Beacon Council status under the theme 'Transforming Services: Citizen Engagement and Empowerment'. The first assessment of the Council's bid included comments highlighting; *"that Chorley's approach is continuing to develop and evolve and that there is a commitment to creating sophisticated, responsive services to local and individual needs"*.

Community Cohesion

After consultation, a second Community Centre has recently been transferred into community management, an approach which has increased capacity and cohesion in the most deprived neighbourhoods in the borough.

The Council hosted 'Reach', an event to raise awareness about disability in Chorley in August. The highly successful event was organised in partnership with voluntary, community and private sector partners and was extremely well received. Over 1,500 people were directly involved in the event, with 95% feeding back reported that the event was 'good' or 'excellent'. Both visitors and exhibitors found the event useful: *"well supported event for disability. Done our service proud"* and *"Reach helps to improve the quality of life for people with a disability"*.

The 'Step into Sport' campaign continued to encourage people aged 18 to 24 to volunteer in sport. One volunteer became the first to receive an award for undertaking over 200 hours of volunteering. The Council sees encouraging participation in sport and volunteering as a valuable tool in increasing community cohesion and understanding.

We are working with the Chorley Partnership, in consultation with groups across the community, to develop a community

cohesion strategy to set out a vision and plan for Chorley to ensure all sections of society feel engaged and involved in their communities. A representative from the Council also attends the local authority community cohesion county wide group, which aims to develop county wide priorities for community cohesion.

The Council worked in partnership with the Interfaith Forum to develop a Community Charter for Chorley. The charter, launched on holocaust memorial day, sets out principles of tolerance, understanding and belonging and was signed by members of the public, faith and community representatives. Plans are in place to extend the Community Charter across the Borough as part of a programme of activity associated with the Community Cohesion Strategy with a focus on bringing the charter to schools.

Key message: Improving access to services

- Developed a Consultation and Participation Strategy
- Hosted a successful disability awareness event, 'Reach'
- Been shortlisted for Beacon Council Status in 'Transforming Services: Citizen Engagement and Empowerment'
- Developing a community cohesion strategy, in consultation with key community groups

Equality and Diversity

The Council views equality and diversity issues as central to ensuring that it properly addresses the needs of all of its customers, **particularly those groups often seen as 'hard to reach'**, as equality issues are critical in ensuring that all needs are met. With this in mind, the Council has recently revised its equality scheme to ensure all six strands of diversity are addressed through its implementation, and to incorporate an additional strand around rurality. This development is in line with the requirements of the recently published revised equality standard and is a forward thinking and progressive way of addressing the equality and diversity agenda.

The Council has achieved level two of the equality standard with ambitious plans in place to achieve level three by March 2009.

Equality and Diversity was subject of an inquiry carried out by the Overview and Scrutiny Corporate and Customer panel. The review led to a number of positive outcomes in relation to equality and diversity in the Council. The committee report template has been revised to ensure that equality and diversity issues are focussed on in reports. Equality monitoring has been introduced to the complaints procedure. The scrutiny inquiry also led to the selection of rurality as an additional strand in equality and diversity in Chorley.

In addition, each directorate has undertaken equality impact assessments on their main policies and services to ensure that they do not adversely impact upon any equality groups and that they meet the needs of all of our customers and communities. These impact assessments are currently being reviewed, and any necessary action and consultation will be undertaken after this review. Actions and equality issues have also been integrated into directorate business improvement plans, to ensure that equality and diversity are at the heart of what we do.

Customer Services

The Council's commitment to providing high quality services to our customers remains one of the most important themes for the Council. 98% of people who visited the one stop shop were either satisfied or very satisfied with the level of service received. The One Stop Shop came second in a mystery shopping exercise with an 88% score. Comments from mystery shoppers were very positive and included comments such as, *"they couldn't have been more helpful"* and *"the whole experience was very good"*

A new look, customer focussed website was launched to make it easier for residents to communicate with the Council over the internet. The new website has been well received. In the same mystery shopper exercise, the website scored an overall rating of 94%, well above the average for other Councils of 79%. One of the mystery shoppers commented: *"it's a great site, very user friendly, can only find good things to say about it"*. The site allows residents to make payments and other interactions with the Council. Since it was launched in April, over 4,000 people have made a payment online and 2,000 used it to book on Get Up and Go activities.

The Council is a member of the Lancashire Shared Services Contact Centre partnership and is working towards providing a single point of contact for County and District services. This is currently underway and a CRM system will be in place in the first quarter of 2008.

The council is currently profiling its citizens using Experian's Mosaic public sector data. This uses 600 data sources to segment citizens into 11 groups and 61 subgroups. It will enable the council to better understand its citizens and 'tailor' services, communications and service delivery to appropriate customer groups. The project involves Lancashire County Council, as a critical provider of two tier services. This will lead to further joint working initiatives taking place to the benefit of all citizens and improved efficiencies.

The Council is also at the first stage of a pioneering project to understand the needs of its citizens. The project has been presented to CLG and the Cabinet Office, as part of the National Process Improvement Project. This 'circle of need' project is looking at the possibility of providing services based on need and related needs, rather than service delivery, and achieving this proactively at first contact. It is hoped a range of services can be provided, regardless of the provider, at one touch point, negating the need for the citizen having to re-contact the council or a multitude of providers.

Our Priority: Place

Our recycling performance remains exceptionally high, Chorley recycled over 44% of household waste either recycled or composted in 2006/07. This is far in excess of the statutory target of 40% by 2010. We are one of the best performing authorities in Lancashire for recycling. £50,000 has been secured from Defra for Chorley and Lancashire County Council to jointly develop a procurement model for outsourcing waste collection contracts. This model will then be used as an example nationally when Councils outsource their waste collection.

Whilst our recycling rate is very high, we are continuing to develop initiatives to make recycling easier for residents. For example, with funding from Lancashire County Council, Chorley is introducing an innovative way to encourage recycling. 'Cow Bins' have been introduced to Buckshaw Village. The bins are designed to be used in areas where communal bin stores mean that normal recycling containers are impractical.

Chorley has won its 6th Green Apple Award for its work around environmental issues. This year, the Council has won the award for its 'Recipe 4 Health' initiative, particularly the work that we do around encouraging good environmental practice in businesses. We also retained the Green Flag award for Yarrow Valley Park, a national accreditation for parks and open spaces.

Key message: Improvement in priority areas

- *Recycling at 44%, well above the national target*
- *Winners of 'Gold' for our floral display at the Southport Flower Show*
- *Winners of the green apple award for the 6th time*
- *Winners of North West Britain in Bloom*

Community Skip Days have continued to be a huge success and have been expanded to ensure that they have the maximum impact. The Community Skip Days see the placing of skips in areas of the borough for people to deposit the waste that they may otherwise struggle to get rid of. The aim of the days is to reduce the incidents of fly-tipping, and to encourage a general 'clean up' of the local area. On hand during the day are neighbourhood officers, representatives from Chorley Community Housing and PCSOs to give advice and help to residents in the area.

The Council won the prestigious Gold award at the Southport flower show for a themed bedding display, demonstrating the abilities of our streetscene team. After the show, the display was moved to a prominent position in the town centre to allow all Chorley's visitors and residents enjoy it. We also won an award from the Chorley Civic Society for our work around Ackhurst Lodge and the flower display celebrating the centenary of Scouting. In October, we won the North West Britain in Bloom for the environmental work undertaken by the Council. We were also runners up in the best large town category.

Key message: Improving wider outcomes

- *Commended for our work to reduce crime rates*
- *Average workplace earnings now above the Lancashire average*
- *Undertaking an innovative 'vulnerable households' initiative*

Our work to make our communities safer has received national recognition, with crime falling by 18% since August 2005 and commendation from the Home Office for our strong performance in reducing vehicle theft, criminal damage and other types of crime. The Multi Agency Tasking and Coordination process has been credited with bringing about this success, by targeting 'hotspot' areas for crime and undertaking specific projects. For example, a number plate recognition day was recently organised through MATAC. The day was supported by a number of different agencies, the Council, the Environment Agency, Customs and the Police and led to 30 vehicles being stopped for various offences.

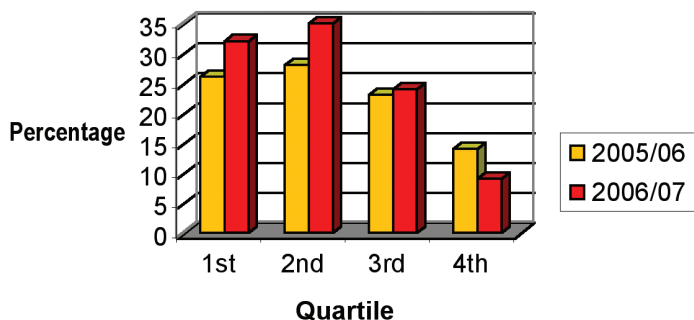
Since the beginning of 2007, in partnership with Lancashire Police, Chorley Council has helped to fund 22 PCSOs to help reduce crime and tackle antisocial behaviour across the borough. They have had a positive impact, as was highlighted in a recent letter from the local Divisional Commander for Lancashire Constabulary's Southern Division which said: *"The PCSOs who are joint-funded by the Council are deployed in a similar way to our regular PCSOs, and this is proving to be a real advantage in terms of the positive outcomes for all our communities"*.

The overview and scrutiny function has continued to develop and strengthen. Panels are regularly undertaking inquiries into important issues for the Council. A sub panel of the Environment and Community panel has recently concluded an investigation into neighbourhood working in Chorley, and made a number of recommendations for consideration by Cabinet in November.

Our Priority: Performance

The Council performs well in delivering high quality, and continuously improving, services to customers. The Performance Indicator toolkit from the Audit Commission shows that 48% of BVPIs showed an improvement over the last year. 35% were in the top quartile when compared with other local authorities. This is above the average for other 'fair' rated councils. 67% of our BVPIs were in the 1st or 2nd quartile, compared with just 54% in 2005/06. This high level of performance contributes to the **value for money delivered by the Council**.

Quartile Positioning Comparison



The Council has recently completed a business process architecture project to develop a blueprint for how a district council should be structured to ensure it is focussed around the customer, as part of CLG’s National Process Improvement Project. This project has led to a restructure of the senior management team to ensure that it capable of delivering improvements in services and £100k of savings. The new structure should better serve the Council’s customer base to ensure we are responsive to their needs.

The strengthened performance management framework has helped to secure improvement across the organisation. For example, as part of the framework, performance roundtables are held with each portfolio holder and the lead member for policy and performance each quarter. This is an opportunity for any issues with performance to be identified and action taken to promote improvement. A particular success in the last year has been the improvement seen in invoice processing and reducing sickness absence. The outturn for invoice processing in 2005/06 was 84.42%. This rose to 91.92% after being specifically targeted and highlighted in performance round tables. A similar increase in performance was experienced in reducing sickness absence levels. Sickness absence in the first six months of 2007/08 is an average of 3.25 days.

The Council’s Project Management processes have led to us being invited to sit on an Expert Guidance Group, organised by the North West Improvement Network, to disseminate best practice throughout the northwest. In addition, individual authorities have visited Chorley to gain a greater insight into our project management, including Tameside and Salford. The project management toolkit has also been held up as best practice by the North West Centre of Excellence.

An internal audit of project management was carried out at the end of 2006. The audit reviewed the management of the capital programme to see how the project management process was being applied in practice. The overall rating was ‘adequate’ which was the highest rating achievable. The audit found our project management toolkit to be clear and comprehensive, while also being scaleable to ensure that an appropriate and practical level of control is applied according to the size and complexity of the project.

Key message: High performance

- *A data quality policy has been produced to enhance and promote the Council’s performance management system*
- *67% of BVPIs in 2006/07 were in the 1st or 2nd quartile*
- *The Project Management system has been recognised and used as best practice*

Key message: High performance

- *Scored 4 out of 4 for delivering Value for Money*

A new Data Quality Strategy has been developed and adopted for use across the organisation. This policy has helped to strengthen our data quality and performance management framework. The strategy ensures that roles are clearly defined, procedures are clear and robust and that the performance information is used to improve services. The Council is part of a pan-Lancashire working group working on a pilot project to develop a central national repository for performance information. This system could help improve the way that performance information is used in local authorities.

Chorley Council continues to deliver **strong performance in delivering value for money for its residents**. The Council was the only district council to receive 4 out of 4 in delivering value for money in 2006. In addition, the council was able to achieve no rise in Council Tax for 2007/08 with no impact on front line services. The savings were achieved through efficiencies and savings made through streamlining restructures.

Chorley has made significant progress in achieving the efficiency targets set for us by the government through the 2004 spending review. Submission of the backward looking statement for 2006/7 saw our efficiency gains stand at £1.88 million, of which £1.35 million is cashable. We are therefore considerably in excess of our £1.29 million target for the 3 year period with one year still to go. Instrumental to this achievement has been our corporate approach to delivering efficiency and value for money and our investment in new technology, particularly our website and intranet which have been the twin platforms to effectively driving out expensive manual processes and providing easier access for our customers.

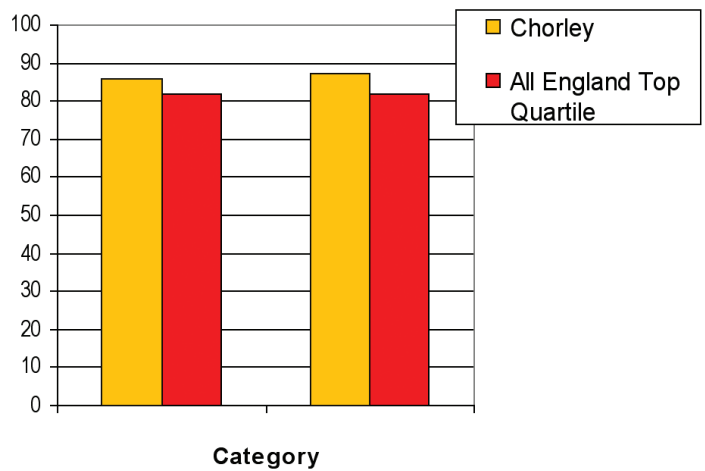


Chorley has been praised for the strengths of its internal communications and the leadership of the organisation. In The Times Top 100 Councils to Work for awards, the leadership of the Council was commended as particularly effective. In addition, the Council was a finalist in the MJ's Top Team of the Year award. Internal communications have been recognised as particularly strong at Chorley. For example, the Council's intranet, The Loop received national recognition as good practice. After this, we jointly hosted the SOCITM annual conference and have subsequently hosted a series of workshop days at the request of other Councils to demonstrate the intranet. We have also been awarded Investors in People status for our work around developing our staff.

Resident Satisfaction

All the best value measures in the benefits and tenant satisfaction surveys were in the top quartile when compared to other Councils.

Tenants and Benefits Satisfaction



As would be expected in a Council with a strong reputation for customer service, satisfaction with the handling of complaints rose between 2003 and 2006. 40% of residents are happy with the way that their complaints were handled. In some areas, there was a fall in satisfaction in the measures in the General Survey when compared to the 2003 survey. This fall in satisfaction has had an adverse effect on our overall BVPI status. More residents, however, believed that the Council had improved overall in the last 3 years than thought it had got worse. The results of the survey have been analysed in detail and action has been taken to address issues around resident satisfaction.

For example, one of the key factors identified as driving satisfaction with the Council was the kerbside recycling service. The household waste collection contract is currently being redesigned as part of contract renewal, and residents have been widely consulted to ensure that the service suits their needs. For example, a Listening Day was held, a postal survey carried out and a doorstepping campaign of specific areas in the Borough undertaken, to gather residents' views. The results of the postal survey showed that 78% of residents were satisfied with the alternate weekly collection of their waste. In addition a cross-directorate working group has been established to identify possible service improvements and ways to increase resident satisfaction. This group is due to report by the end of November.

Innovation and Joint Working

Over the last year, Chorley has taken the lead role in developing a framework for improving and enhancing collaborative working between district and county level councils in Lancashire. The process led to the document 'Transforming Local Government in Lancashire' which outlined the joint vision of district and county partners for two-tier local government in Lancashire. In addition, Chorley is currently working closely with Lancashire County Council to develop a joint locality plan for Chorley. This should clearly illustrate to the public what each Council does in the area and help the Councils identify areas where they could work more effectively together.

We are closely involved in the process to refresh Lancashire's Local Area Agreement, with a representative sitting on the task and finish group. The LAA has also given us the opportunity to develop innovative solutions to problems in collaboration with our partners. For example we are working with our neighbouring authority, South Ribble and other agencies on a Vulnerable Households Project to reduce the impact of antisocial behaviour by providing intensive joined-up support to thirty problem families across the two boroughs.

Key message: Innovation and joint working

- Completed the development of the BPA blueprint project
- Investigating financial shared services with South Ribble
- Helping Blackpool in the delivery of their performance management
- Led the development of the 'Transforming Local Government in Lancashire Document
- Developing a pilot joint locality plan
- Member of national boards leading the way on local government reform, for example the LGA Delivery Council, the CLG Innovation, Capacity and Efficiency Board and the Lifting the Burdens Taskforce

The Council is working hard to ensure that we deliver services in the most appropriate form, including outsourcing the provision of some services or carrying them out jointly with other bodies. We are currently working with South Ribble to explore the possibility of working jointly to provide finance services for the two councils. Chorley is also leading on the Human Resources group for Lancashire, investigating the possibility of, and issues around, joint working in HR. Property management has been outsourced to Liberata, who are currently carrying out a review of our assets that includes an audit of the energy consumption in each building. This project will help to deliver against the new corporate strategy strategic objective of developing local solutions to climate change.

We are working jointly with Preston and South Ribble on the new Local Development Framework. We are also working with Preston, Blackpool, South Ribble and Flyde Councils to develop a Growth Point Bid to ensure that our areas are able to continue to grow and develop over the coming years.

Chorley is increasingly recognised for its strengths on a national and regional basis. The Chief Executive is a member of the LGA's new Local Government Delivery Council and the CLG Innovation, Capacity and Efficiency Board (the only District Council representation on both groups). We were the first district council to work with the Lifting the Burdens Task Force, helping to develop a framework that should remove some of

the burdens from a national level on local government. We have also been asked to provide support to Blackpool Council in their policy and performance function.

Local Strategic Partnership

The Local Strategic Partnership has been strengthened and refreshed during the last year. With Chorley Council as the driving force, in 2006/07 the LSP invested £285k to pump prime six key projects to improve Chorley. This includes the innovative joint Chorley and South Ribble multi-agency Vulnerable Households Project, the MATAC process and a project to reduce teenage conception rates in Chorley.

The Sustainable Community Strategy has recently been refreshed to ensure that it reflects the priorities and needs of the local area. It has also been refreshed to ensure that the LSP will be able to feed meaningfully into the negotiations and consultations around the refresh of the LAA and county-wide Ambition Lancashire refresh.

Included in the refreshed Sustainable Community Strategy is a commitment to work to tackle Climate Change. This recognises that the LSP is in a unique position to be able to secure commitment from all sectors to work to reduce CO2 emissions and develop solutions to problems posed by climate change.

Key message: LSP Development

- *Invested £85k to lever £285k of funding for key projects*
- *A new, refreshed Community Strategy has been produced.*
- *A robust performance management framework has been put in place.*
- *An IDeA peer review is to be undertaken in November.*
- *A quarterly newsletter is sent to partners to update them.*

A great place to live
A great place to work
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Chorley
Council

Report of	Meeting	Date
Assistant Chief Executive (Policy and Performance) (Introduced by the Executive Member for Policy and Performance)	Executive Cabinet	15/11/07

MOVING FORWARDS WITH PROJECT AND PROGRAMME MANAGEMENT

PURPOSE OF REPORT

1. The purpose of this report is to review our project and programme management achievements to date, to analyse our current situation and to detail the actions being taken to strengthen our approach further.

RECOMMENDATION(S)

2. That the report be noted.

EXECUTIVE SUMMARY OF REPORT

3. This report is split into three sections, a high level overview of the key elements of project management at Chorley, an update on where we are against a number of internal audit recommendations, and finally a review of our project management maturity following a regional survey.
4. The general overview highlights some real achievements in terms of our reputation within the region and our project management toolkit, which is considered good practice. Looking forwards there are a number of areas we now need to look at such as training, capacity and improving governance arrangements if we want to continue to deliver projects effectively and maintain our reputation in this field.
5. The internal audit of project management again was positive with just a small number of risks being identified. Actions to address each of these areas have been agreed and are now being taken forward. This section provides a brief overview of the areas identified and the types of actions agreed.
6. The final section is a detailed analysis of our current project and programme management maturity following a regional survey commissioned by the North West eGovernment Group (NWeGG). Overall the results are very encouraging. Our project and programme management maturity is above average for the region for six of the nine themes measured, with us achieving the highest score in the region for the 'strategic alignment' theme.
7. On a practical level, out of the 44 key projects approved in December 2006, 30 have now been completed and the remaining 14 are progressing on or ahead of plan delivering outcomes such as the housing stock transfer, 0% council tax increase, and achieving Investors In People.

- 8. Our project management approach is also a key tool in ensuring the capital programme is aligned to our corporate strategy, and that we are investing in projects, which will help us to deliver our strategic objectives and long term outcomes.
- 9. As expected the percentage of capital projects using the toolkit exceeded target by 1%, to 71%, which is a significant improvement on the 2005/06 performance of 34%. This shows the approach to managing capital schemes as projects is becoming embedded within the Council. The majority of the 29% not using the toolkit are schemes, which were already underway before the toolkit was introduced.
- 10. Managing capital schemes as projects has also helped to improve expenditure of the capital programme and reduce slippage, which had been highlighted as a concern in CPA peer challenge in 2003.
- 11. Examples of successful capital projects which have been completed in 2006/07 include the introduction of an ePlanning system utilising the planning portal, a refresh of our website, the development of a number of play facilities throughout the Borough and an extension to Chorley cemetery.

REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

- 12. To keep members informed about our project and programme management achievements made to date as well as our plans to ensure we continue to develop our maturity in this area.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

- 13. None.

CORPORATE PRIORITIES

- 14. This report relates to the following Strategic Objectives:

Put Chorley at the heart of regional economic development in the central Lancashire sub region		Improved access to public services	
Improving equality of opportunity and life chance		Develop the character and feel of Chorley as a good place to live	
Involving People in their Communities		Ensure Chorley is a performing Organisation	✓

BACKGROUND

- 15. Increasing expectation placed on local government means that there are more projects on the go than at any other time and the ability to consistently deliver projects is increasingly becoming a measure of our effectiveness. Last year we spent over £13 million on project related activity therefore it is vital that this investment and effort delivers real business benefits.

SECTION ONE- GENERAL OVERVIEW

Our Reputation

16. Chorley's reputation for project and programme management remains excellent. We are involved in a partnership project with NweGG and the North West Improvement Network (NWIN) to develop a regional support centre to improve the delivery of North West councils' strategic goals through better programme and project management.
17. In the past two years we have also had visits from Councils such as Blackburn and Oldham, hosted and presented at NweGG Project and Programme managers events and in the last month alone we have had visits from Tameside, Salford and Blackpool Councils who were all keen to learn from our experiences in this field.
18. In addition good networking links have been forged with other councils such as Macclesfield and Manchester. These links continue to be valuable to us in learning from each other and provides a useful benchmark against our progress in project management.
19. However despite our current reputation there are signs that this could weaken if we don't continue to move forwards with project management as other councils in the region are. Although we were once leading the way, the majority of councils in the region now have established toolkits similar to ours, comprehensive training programmes, project support offices, supportive project collaboration IT systems, and some of the larger authorities have pools of dedicated project managers. In essence most have caught up to us, and are fast over taking.
20. The actions identified within this report will enable us to continue to drive forward project management and improve the delivery of our projects for the people of Chorley, whilst also ensuring we remain a key player in the region.

THE PROJECT MANAGEMENT TOOLKIT

21. Our project management toolkit was originally developed in 2002 in partnership with Salford Council and Fox IT Ltd, and was initially used to manage the Council's eGovernment projects.
22. Following the establishment of the project support officer post in May 2005, the toolkit was significantly refreshed making it more user friendly, flexible and applicable to all types of projects. This included reducing the number of documents to be completed, adding in clearer guidance, ensuring the toolkit 'fit' the needs of our council, whilst also reviewing it against good practice in the region and ensuring best practice principles of PRINCE2 were incorporated as appropriate.
23. Internally an internal audit of project management carried out in 2006/07 found the toolkit to be clear and comprehensive, while also being scaleable to ensure that an appropriate and practical level of control is applied according to the size and complexity of the project.
24. Our toolkit is also highly regarded and recognised externally with many councils including Warrington, Blackpool, North Yorkshire County Council, Vale of Glamorgan, and Halton Borough Council requesting copies of our toolkit and the North West Centre of Excellence (NWCE) choosing our toolkit as the recommended approach on their website.
25. While the toolkit has been used successfully to manage capital project for the last two years, and the corporate key projects for one year there is still a perception that there is too much paperwork to complete and the process is overly bureaucratic.
26. In actual fact benchmarking our toolkit against others used in the region, ours is one of the lightest touch approaches. The toolkit really does just require the user to complete the most essential information in order to effectively manage and monitor the project and therefore it is not recommended that the documentation be reduced any further.

27. However it is now two years since the last major review of the toolkit, therefore a review of the toolkit and templates engaging project managers and reviewing against good practice regionally and nationally is now required.

TRAINING

28. Since February 2006 67 members of staff have attended a two hour in-house project management overview training session. These have been supported by monthly surgery sessions, one to ones, project manager workshops as well as a dedicated project management area on the loop.
29. The training to date has been well received however it is now felt that more time and resources need to be dedicated to project management if we are going to continue to embed the process within the organisation and increase our capacity to effectively manage projects. To address these issues in more detail a paper reviewing other options for more comprehensive training together with the costs and benefits is being prepared.
30. In the meantime a new programme of project manager workshops will be developed and arranged over the coming months and all project managers and project board members will continue to be encouraged to attend the internal overview training.

CAPACITY

31. Lack of capacity is a common cause of project failure, and is a particular issue for us as a small and ambitious authority. It is unlikely that we will ever entirely resolve capacity issues but it is important that we are aware of the extent to which it is an issue.
32. In 2006/07 we had 86 projects (capital and key projects) managed by 39 members of staff, some responsible for up to seven projects in addition to their day job. Only three projects (Housing Stock transfer, Astley Park and ePlanning) had a dedicated project manager.
33. Despite capacity issues and minimal training we have achieved a tremendous amount. For example out of the 44 key projects approved in December 2006, 30 have now been completed and the remaining 14 are progressing on or ahead of plan delivering outcomes such as the housing stock transfer, 0% council tax increase, and achieving Investors In People.
34. Although the first year of key projects has clearly been successful, lessons have been learned and taken into consideration as part of the annual Corporate Strategy refresh. For example the number of key projects has been reduced from 44 to 30. In addition we will continue to closely monitor our capacity to deliver projects as well as working to increase capacity through training and further developing the toolkit to ensure it is user friendly.

GOVERNANCE

35. Following approval of a director level restructure Strategy Group will now take on the role and responsibilities previously fulfilled by the Corporate Improvement Board.
36. To support strategy group in understanding its programme management roles and responsibilities, board member training needs to be developed and completed by each member of strategy group.
37. In the last 12 months directorates have been encouraged to set up project boards. This was an attempt to further embed the process into the organisation and ease the workload at the programme level, by giving directorates more responsibility and where appropriate decision making over the delivery of their projects. This approach is working well and has had positive feedback from Directors who are now better able to monitor projects within their directorates.

SECTION TWO - INTERNAL AUDIT OF PROJECT MANAGEMENT

38. An internal audit of project management was carried out at the end of 2006. The audit reviewed the management of the capital programme to see how the project management process was being applied in practice. The overall rating was 'adequate' which was the highest rating achievable. The description of adequate is that the Authority can place sufficient reliance on the controls, with only a small number of minor weaknesses being found.
39. Risks identified include project plans being approved without an appropriate level of scrutiny and challenge, lessons learned from projects not being shared and that project managers may not understand the toolkit and may not maximise its benefits.
40. To address these risks a number of actions have been agreed such as, ensuring Project Boards approve Project Initiation Documents before work commences on a project, developing a database to record all lessons learned and carrying out a training audit with training being arranged to address any gaps. Good progress continues to be made against each of the agreed actions.

SECTION THREE - PROJECT & PROGRAMME MANAGEMENT MATURITY ANALYSIS

41. In April 2007 as part of the NWeGG project to look at the feasibility of a regional Project and Programme Management (PPM) support centre, 42 authorities in the region were approached to take part in a PPM maturity benchmarking exercise. A maturity model along with supplementary survey questions was sent to authorities in the northwest.
42. The maturity model has been devised as a tool to assist organisations in identifying areas of weakness and improvement strategies through nine different themes, enabling organisations to see how mature their programme management skills really are, compared with how mature they think they are, and how mature they want to be.
43. Overall the results are very positive. Our project and programme management maturity is above average for the region in six of the nine themes, with us achieving the highest score in the region for 'strategic alignment'.
44. The analysis below picks out a number of areas we need to strengthen in order to raise our project and programme management maturity. These areas are all being addressed by appropriate actions, which are also detailed below.

Strategic Alignment

45. This is our strongest theme. We scored 73%, which was the highest out of all the authorities surveyed. This theme considered strategic planning, programme identification and programme alignment. Our strength lies in our clear and succinct Corporate Strategy, which as well as outlining our priorities, strategic objectives and long term outcomes, also includes measurable targets and key projects which are monitored quarterly in order to ensure we are on track to achieve what we set out to achieve. In addition all business cases must demonstrate clear links to one or more of our priorities in order to stand a chance of being approved.

Benefits Management

46. Benefits management is also a strength. Our actual score of 43% is significantly higher than our initial gut feel of 20% and is above average for the region. We scored well under

the sub themes of benefits definition and ownership due to the benefits table in the business case, which require project teams to define and agree SMART targets, timescales, and identify owners. Scoring lower was the sub theme of benefits realisation, due to the lack of not only the benefits, but projects being reviewed on and post completion. This weakness is mirrored in the overall scores, highlighting this as an area for improvement across the region. In response to this issue all projects will complete an end project report and plan a date for a post project review.

Cost and Resource Management

47. This theme was our second weakest. Our score of 26% puts us below average by more than 10%. This is due to inconsistent project plans, based on guess-timates or past experience, lack of baselines, key milestones, and management approval. Without a well thought out project plan it is difficult to properly monitor progress. To address this issue, future projects will not be approved without a suitable project plan, and further training will be given to project managers on how to develop project plans.

Dependency Management

48. This is our weakest theme. Our score of 15% is below the overall average of 24%. However it must be noted that overall this is the weakest theme again indicating this as an area for improvement across the region. The low score is due to poor definition and review of dependencies with other projects. This is shown through a lack of dependencies with other projects being considered and recorded on project plans, a lack of consideration of dependencies when scheduling a project and conflicts between project schedules not identified due to dependencies not being considered at a programme level. To address this weakness strategy group will:

- Consider the bigger picture in regard to dependencies between projects as part of their role as the programme board for the capital and key projects.
- In addition programme plans will be developed from the information contained within the project plans, to enable Strategy Group to consider dependencies at a programme level.
- Also the project documentation will be reviewed to incorporate dependency management.

Performance Reporting

49. We scored 44% for performance reporting against an average of 33%. Consolidation of reports is a strength as they are produced by interpretation and consolidation of project reports (highlight & exception) by performance advisors. However the maturity analysis has identified room for improvement under the sub theme reporting frequency and measurement.
50. To address these issues project manager workshops will be used to clarify the reporting process, the benefits of reporting, and share examples of good reports. While project boards will be encouraged to review and discuss the reports regularly.

Issue and Risk Management

51. This is a strength, and our second highest score of 55%, which is above the overall average of 48%. We have a documented process to explain how risks should be identified, assessed, managed, reported and escalated, and staff are encouraged to identify risks throughout the project. Although the process is in place the weakness lies in the lack of risk registers that are actually completed, and the value they add when they are. This is an issue both at project and programme level. A recent internal audit identified the risk of not managing risks appropriately, stating that this could lead to project objectives not being achieved, deadlines being missed or budgets being overspent. As a consequence, all business cases being submitted for approval will also be expected to have a risk register.

- 52. To strengthen issue and risk management further a session on risk and issue management will be held at a future project management workshop, in addition the training on risk and issue management will be reviewed as part of the refresh of the project management toolkit.

Staff Management

- 53. We have scored low for staff management (35%), which is 5% below the overall average. This is due to roles and responsibilities not being clearly defined or understood, skills not being defined for roles, and staff not being matched to the corresponding roles for their skills. This is partly a consequence of the capacity issues we face as a small district council as identified above.
- 54. Other Councils have a policy of not approving projects if they don't have the right team with the right skills. Therefore in future project boards will follow this approach and consider the skills and capacity of those staff likely to be involved in any project prior to giving the project approval to proceed. Also that roles and responsibilities of project team members will be documented and approved by the project boards.

Systems & Technology

- 55. A score of 45% is above the overall average of 35% and above the initial gut feel of 20%. The loop and network allow for some degree of document sharing, however there is no functionality for version control, viewing the status of the programme as a whole, or generating automatic alerts and reports.
- 56. It has been agreed that the costs, benefits and options for project collaboration software, which is used effectively by some councils to support the process of project management be researched and reported to a future Strategy Group meeting.

Supporting Processes

- 57. We scored 48% which is above the overall average for this theme of 42%, and the our third highest score. This is due to the robust project management and approval processes we have in place, which include the development and approval of business cases and project initiation documents, including baselined project plans.
- 58. Our weakness in this theme lies in our lack of standard Quality Assurance (QA) approach, and is not uncommon with other councils in the region. While the project documentation is reviewed by project support prior to it being submitted for approval, checklists will now be introduced to enable QA to be done in a more standardised way.

IMPLICATIONS OF REPORT

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

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

COMMENTS OF THE ASSISTANT CHIEF EXECUTIVE (BUSINESS IMPROVEMENT)

60. There are no immediate financial consequences associated with this report. Any future costs are likely to be those for investing in training, which will come from the Council's current budget for training.

LESLEY-ANN FENTON
 ASSISTANT CHIEF EXECUTIVE (POLICY AND PERFORMANCE)

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Rebecca Ostapski	5779	09/10/07	Project Management Report EC

Civic Events Working Group

Friday, 12 October 2007

Present: Councillor John Walker (Chair) and Councillor Daniel Gee

Also in attendance: Councillor Terence Brown (Deputy Mayor)

Officers Present: Carol Iddon (Civic Services Manager) and Tony Uren (Democratic Services Officer)

07.22 APOLOGY FOR ABSENCE

An apology for absence was submitted on behalf of Councillor Eric Bell and the Chief Executive (Donna Hall).

07.23 DECLARATIONS OF ANY INTEREST

There were no declarations of interest by any of the Members in any of the agenda items.

07.24 MINUTES

The minutes of the meeting of the Civic Events Working Group held on 30 May 2007 were confirmed as correct record for signature by the Chair.

07.25 MAYORAL CIVIC EVENT IN MAY 2008

The Chair welcomed the Deputy Mayor (Councillor Terence Brown), who had been invited to attend the meeting to discuss the arrangements for the Mayoral Civic Event to be held on Friday, 16 May 2008 following the inauguration of the new Mayor at the Annual Meeting on 13 May 2008.

The Civic Services Manager advised the Working Group that the budget provision for the event totalled £3,400. The budget allocation would need to cover the costs of the meal and drinks provided, flowers and entertainment, but would exclude the Lancastrian Room hire charges and staffing costs. The DJ's fees were expected to be in the region of £200.

The Deputy Mayor indicated that, taking account of the restrictive size of Astley Hall, he would prefer the 2008 event to be held in the Lancastrian Room, whilst accepting that the available budget allocation would impose limitations on the scale of the event in terms of the number of guests to be invited and the food and entertainment to be provided.

Following a full discussion, it was **AGREED:**

(1) That the Civic Services Manager will reserve the use of the Lancastrian Room for the Mayoral Civic Event on Friday, 16 May 2008.

(2) That the Civic Services Manager will provide the Deputy Mayor with a list of the Members, Officers, Dignitaries and other civic guests traditionally invited to the event.

(3) That the Deputy Mayor will liaise with the Civic Services Manager on the expected number of guests the Deputy Mayor is likely to wish to invite, together with the type of food and entertainment required, to enable the Civic Services Manager to obtain estimates of the expected costs.

(4) That a further meeting of the Working Group be convened in January 2008 to finalise the arrangement for the civic event.

07.26 REMEMBRANCE SUNDAY - 11 NOVEMBER 2007

The Civic Services Manager circulated a note updating the Working Group on the arrangements currently underway for the Civic Procession and Church and Cenotaph services on Remembrance Sunday, 11 November 2007. The Order of Parade and Procedure were currently being finalised and would be sent shortly to the participating organisations.

The Working Group was pleased to note that the organisation of the Remembrance Sunday events were well in hand and thanked the Civic Services Manager for her update note.

07.27 MAYOR'S ATTENDANT

In response to Member's queries, the Civic Services Manager confirmed that Peter Doyle had given notice of his resignation from the post of Mayor's Attendant with effect from 2 November 2007.

The Civic Services Manager clarified that, while the opportunity would be taken to review the duties and responsibilities of the post in relation to other posts in the Civic Services Section, the Mayoral Attendant duties would continue to be provided by other officers.

Chair

Report of	Meeting	Date
Corporate Director (Business) (Introduced by the Executive Member for Economic Development and Regeneration)	Executive Cabinet	15 November 2007

FORMALISING JOINT LDF WORKING AND PRODUCING A JOINT CORE STRATEGY

PURPOSE OF REPORT

1. To set out the pros and cons of the various options for formalising joint working, specifically for producing a joint LDF Core Strategy, so as to gain Member endorsement in principle to a way forward.

RECOMMENDATION(S)

2. That the Council be recommended to support the Section 28 option in principle subject to the detailed wording and later approval of a local agreement document. This option would allow the Council to continue with joint working and to produce a joint LDF Core Strategy with Preston and South Ribble Councils.

EXECUTIVE SUMMARY OF REPORT

3. The three authorities of South Ribble, Preston and Chorley currently collaborate on the Local Development Framework (LDF) Core Strategy and other planning policy matters but there is no formal agreement to work together or to produce a joint Core Strategy. Increasingly the case for formalising joint working and producing a joint Core Strategy is becoming stronger. This includes national policy advice, support from Government Office North West, potential financial incentives through the Housing and Planning Delivery Grant, the inherent difficulties of the current informal arrangements and a need to involve the County Council.
4. The 2004 Planning and Compulsory Purchase Act sets out 2 options for formalising joint LDF working between two or more authorities under Sections 28 and 29 of the Act; the less formal of the two options is Section 28. This is the preferred option and is supported by Working Group Members. It would help ensure Chorley interests are fully taken account of in the future planning of Central Lancashire, integrate Member involvement and reporting, have staffing benefits, bring further cost savings and increase grant prospects.

REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

- 5. To continue with joint LDF working it is necessary to formalise the arrangements and Section 28 is the least formal approach that still leaves final decisions to be taken by the respective Councils.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

- 6. The other statutory options would be more formal and reduce/remove decision making powers from individual Councils. The only other option is to not formalise our arrangements and just work together on evidence gathering and sharing practice. However this would mean a joint Core Strategy involving Chorley could not be produced and so the opportunity to fully coordinate LDF planning across Central Lancashire would be missed.

CORPORATE PRIORITIES

- 7. This report relates to the following Strategic Objectives:

Put Chorley at the heart of regional economic development in the central Lancashire sub region	X	Develop local solutions to climate change	X
Improving equality of opportunity and life chances		Develop the character and feel of Chorley as a good place to live	X
Involving People in their Communities	X	Ensure Chorley is a performing Organisation	

BACKGROUND

- 8. The three local planning authorities in Central Lancashire have co-operated on planning policy and economic development issues for some time. To date this has included joint Core Strategy Issues & Options Papers in November 2006 and November 2007, joint representations on the draft replacement Regional Spatial Strategy and the joint commissioning of elements of the evidence base required for the LDF, eg Strategic Flood Risk Assessment, Employment Land Review etc.
- 9. The three authorities have resolved to collaborate on the production of their LDF Core Strategies and, to this end, the milestones for the Core Strategies and other Development Plan Documents were aligned in the 2006 Local Development Schemes to facilitate joint working. However, at this juncture there is no formal agreement between the three Council's to work together or to produce a joint Core Strategy. Joint working has so far been carried out on an informal basis.
- 10. In its response to the first Issues and Options Paper, the GONW made plain its view that the current "ad hoc" joint working arrangements should be formalised before Core Strategy work proceeds to the next stage (Preferred Options). This has been reinforced by a recent letter from the Government Office, a copy of which is attached to this report as Appendix 1. The letter highlights the positive benefits of formalised joint working and refers to the expectation that the proposed Housing and Planning Delivery Grant regime will include a specific financial reward for authorities committed to joint working.

11. Cross boundary formalised joint working between local authorities is clearly something that the Government is keen to encourage at a national level where it will lead to better service provision. The Local Government White Paper advocates more joint working between local authorities at the sub-regional level with particular emphasis on the development of Local Area Agreements and Multi Area Agreements. This is part of the “place-shaping” agenda, prompted by the recommendations of the Lyons Inquiry. Planning is seen as having a particularly important role in his regard, and the subsequent Planning White Paper expands on this and states that the Government’s intention is to “incentivise” (presumably via the emerging Housing and Planning Delivery Grant) joint working on plan making “*because the geography of housing markets or functional economic areas are rarely confined to administrative boundaries.*”
12. Whilst the practical aspects of the current informal arrangements have been satisfactory to date they can be cumbersome when it comes seeking input from members and making decisions across the three authorities. Currently all LDF-related decisions need to be taken individually by the three authorities, each of which has its own process and sequence of committees, which can take a considerable period of time and creates a risk that one authority could set back the other two to the beginning of the decision-making process. Whilst the formalisation of joint work does not necessarily take LDF decision-making away from the individual authorities (if the less formal Section 28 option is chosen), it will streamline the process and reduce the risk of the programme being delayed. This benefit stems from the fact that any key issues will previously have been aired and discussed in full by a formal joint LDF body.
13. The formalisation of joint working would also present an opportunity to increase the involvement of Lancashire County Council particularly bearing in mind its role as local transport authority.

OPTIONS FOR FORMALISED JOINT WORKING

14. Should the three authorities resolve to move towards formalised joint working (that would ultimately need to be a decision of the three individual Councils), a local agreement would need to be prepared and signed. Having looked at the agreements that currently exist between authorities elsewhere in the country that are already signed up to joint working, a local agreement would need to cover the following areas:
 - Governance
 - Project or Programme Management / Co-ordination
 - Administration
 - Procurement
 - Conflict resolution
15. Whilst all the above issues are important and will ultimately require attention, the main issue for discussion at this stage and on which a consensus is sought is the Governance issue. If it is agreed that the three authorities wish to formalise joint LDF working and move towards a joint Core Strategy as recommended by GONW, there are essentially 2 options:
 1. The Section 29 option¹
 2. The Section 28 option

The Section 29 option

16. This is the more formal of the two options. Where authorities agree to establish a Joint Committee under Section 29. The authorities that are in agreement to work jointly must be

¹ Section 28 and 29 refer to the respective sections of the 2004 Planning and Compulsory Purchase Act

resolved to do so and must establish a local agreement - signed and approved by the Council of each constituent authority. The local agreement must set out the local planning authorities who will form the Joint Committee, the matters for which the Joint Committee will be responsible and the area for which the Joint Committee will be responsible (on a map). It must also set out arrangements for issues such as membership of the committee, tenure of office, casual vacancies, meetings and proceedings, staffing the work of the Joint Committee, financial matters and termination of the agreement.

17. Having finalised the local agreement, a request should be sent to establish a Joint Committee to the GONW. Given the legal and parliamentary processes involved, the minimum period in which an Order can be made is approximately 6 months. The advantage is that, once established, the joint committee becomes the local planning authority for the matters set out in the Order, and the decisions of the joint committee don't need separate approval by the constituent authorities, thus considerably simplifying processes and shortening decision times.
18. If the County Council is to be formally involved, then the Section 29 option is the one we must follow. If we decide upon an informal involvement by the County Council then we can still use the Section 28 route. It is crucial that we reach an early agreement about the desired involvement of the County Council, as this clearly underpins the options available.
19. To date, there is only one example in the country (North Northamptonshire authorities) where formal joint working arrangements have been established under Section 29. This has involved establishing a joint Planning Committee with decision making powers (for the joint Core Strategy, not planning applications), supported by a joint Planning Unit (headed by a manager, supported by staff on secondment).

The Section 28 option

20. If it is agreed that the formal Section 29 arrangements are not appropriate, then the alternative is to enter an agreement under Section 28 for the District Councils to prepare a joint Core Strategy. It would be possible for that agreement to include provision for an informal Joint Advisory Body. This body would make recommendations on aspects of the Core Strategy to the constituent authorities for their determination. Decisions at key stages would still need to be taken by each authority's executive or Full Council.
21. Currently each authority has a Member Working Group to advise officers in the preparation of the Local Development Framework. Preston's comprises 7 members, Chorley have 17 members and South Ribble have 10. Whilst joint meetings have been held successfully, the potential membership of some 34 members would be too great to effectively direct joint work on the Core Strategy. The representation from each Council needs to be equal, and the total number of members reduced substantially. Other joint working authorities tend to have 3 or 4 members each on the Joint Advisory Body.
22. Under the informal Section 28 arrangements there is no requirement to involve the County Council, although there are benefits of doing so. For example, the County Council's resources and expertise are particularly valuable in relation to transport matters. There could also be advantages in terms of influencing strategic planning, particularly where LCC has not previously endorsed the three authorities' aspirations in relation to the Regional Spatial Strategy.
23. If it is decided to go down the Section 28 route it would also be possible to establish a Joint Committee of the District Councils under Section 101 (5) of the Local Government Act 1972 and section 20 of the Local Government Act 2000. That Joint Committee could make decisions on behalf of the Executives of each of the Districts. However, key decisions in respect of the Core Strategy such as the approval of the document for formal public consultation, its approval for submission

for independent examination and its adoption would have to be made by each full Council individually.

The 'Do Nothing' Option

24. If Members are not in favour of moving towards formalised joint working and a joint Core Strategy, there is the option of continuing with the current informal / ad hoc arrangements.
25. The options are summarised in a table at the end of the report.

OUTCOMES OF LDF MEMBER WORKING GROUP DISCUSSIONS

26. In the light of the above, the main points that have been discussed by the three Working Groups at their recent joint meeting and subsequently at the meeting of Chorley's Group on 15 October are set out below. Each matter will require a formal decision of each Cabinet at this stage endorsement of the principles are sought.
 - A) Should the three authorities produce a joint Core Strategy (which requires a more formal arrangement for LDF Joint Working)?
 - B) What role should Lancashire County Council play in the new arrangement?
 - C) If the answer to A is yes, should the three authorities pursue the more formal Section 29 option or the less formal Section 28 approach?
 - D) If the Section 28 option is preferred, how many members from each authority should make up the Joint Advisory Body?
 - E) If the Section 28 option is preferred, do we also establish a Joint Committee under Section 101?
27. Both the joint meeting of the Member Working Groups and Chorley's that met on 15 October 2007 supported the preparation of a joint Core Strategy under Section 28 and so with the County Council acting in a non-voting advisory role. Both Sections 29 and 101 approaches were considered inappropriate but Members suggested the possibility of a Section 101 Committee be reviewed at a later date. The Chorley Working Group favoured three Members from each authority to include the appropriate Executive Members and opposition Councillors however these are details that would need to be established later in the detailed wording of a formal local agreement.

BENEFITS OF JOINT WORKING FOR CHORLEY

28. There are various benefits to Chorley of formalising joint working, including:
 - Better co-ordinated planning and infrastructure provision in Chorley in relation to the remainder of Central Lancashire
 - Authorities able to help each other to provide for development to mutual advantage
 - A more streamlined and integrated Member involvement and reporting procedure fully integrating Chorley interests and needs

- Greater opportunities for Officer self help, sharing of good practice and the development of specialists which should help the Council in terms of staff retention and recruitment
- More prospects for cost savings through joint procurement
- Increased Housing and Planning Delivery Grant

IMPLICATIONS OF REPORT

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

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

COMMENTS OF THE CORPORATE DIRECTOR OF GOVERNANCE

30. The legal implications are contained within the report. The decision to reach an agreement under either section 28 nor 29 lies with full Council. If there is a wish to establish a Joint Committee then that is an Executive decision.

JANE E MEEK
CORPORATE DIRECTOR (BUSINESS)

Background Papers

Background Papers			
Document	Date	File	Place of Inspection
Local Government White Paper – Strong and Prosperous Communities	October 2006		Civic Offices, Union St.
Lyons Inquiry into Local Government – Place-shaping: a Shared Ambition for the Future of Local Government	March 2007		Civic Offices, Union St
Planning White Paper – Planning for a Sustainable Future	May 2007		Civic Offices, Union St

Report Author	Ext	Date	Doc ID
Julian Jackson	5280	23 October	LDF JOINT WORKING

Mr John Crellin
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September 2007

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Dear John,

CORE STRATEGY: NEXT STEPS

Thank you for inviting me to join you and colleagues recently as you progress the considerable work involved in developing your core strategies. We have been happy to support your informal joint approach to Core Strategy development thus far. As you know, the process requires you now to make a more formal commitment if you are to pursue a joint Core Strategy through to adoption.

We support joint working on Local Development Frameworks in principle, for two main reasons.

Firstly, it often provides considerable practical benefits in terms of best use of authorities' resources and time, particularly in putting together and analysing the robust evidence base the LDF system requires. I hope your experience so far would bear that out.

Secondly, strategies covering more than a single district often relate much better to the reality of how places function on the ground, making it easier to develop and deliver effective strategies. Clearly, you as authorities have the best understanding of the situation in Chorley, South Ribble and Preston, but from a regional viewpoint, we see considerable merit in producing a joint Core Strategy for the three districts.

Government is keen to encourage joint working, and, while details are still to be confirmed, we expect the proposed Housing and Planning Delivery Grant regime to include specific financial reward for authorities committed to formal joint working.

Copies of this letter also go to Julian Jackson at Chorley and Janet McDonald at South Ribble. If we can provide any further advice, do let Stephen Ottewell here (0161 952 4203) or myself know.

Yours sincerely

STEVEN FYFE
Head, Local Planning Team

SUMMARY COMPARISON OF THE LDF JOINT WORKING OPTIONS

	Section 29	Section 28 (with s.101 Committee)	Section 28 (without s.101 Committee)	Do nothing
Procedure for setting up	Local agreement sent to GONW. Parliamentary process – approx 6 months	Local agreement required but no parliamentary process	Local agreement required but no parliamentary process	N/a
Decision-making	Joint Committee becomes LPA for all agreed matters. No separate approval required by constituent authorities.	Joint Committee makes decisions which are responsibility of the constituent Council’s Executive (Cabinet) but not the responsibility of the Council	Joint Advisory Body makes recommendations only. Decisions still taken by constituent authorities’ Executives and Councils	Current decision-making processes continue involving LDF Working Groups, Planning Committee (for SRBC), Councils’ Executives and Councils
‘Efficiency’	Simplifies and shortens decision times	Simplifies and shortens decision times for early stages of documents, but not submission and adoption stages	Opportunity to streamline constituent authorities’ decision-making processes. Recommendation from Joint Advisory Body should increase certainty through process	Joint LDF Working Group of 33 members remains. Time-consuming decision-making processes continue
Role of LCC	Must be formally involved and fully represented on Joint Committee	Discretionary informal involvement. LCC can be represented but cannot make decisions	Discretionary informal involvement. LCC can be represented on Joint Advisory Body	Advisory / consultee
Financial Incentives from Government	Qualifies for Housing and Planning Delivery Grant	Qualifies for Housing and Planning Delivery Grant	Qualifies for Housing and Planning Delivery Grant	None



Report of	Meeting	Date
Corporate Director (Business) Introduced by the Executive Member for Economic Development and Regeneration.	Executive Cabinet	15 November 2007

CHORLEY COUNCIL'S ACTIONS TO REDUCE CARBON EMISSIONS AND IMPACT ON CLIMATE CHANGE

PURPOSE OF REPORT

- To up-date Members on the work that the Council is currently undertaking to reduce its carbon emissions through its own activities and its influence on others through its policies, and future proposals.

RECOMMENDATION

- To note the existing work and to support future actions set out in the report.

CORPORATE PRIORITIES

- This report relates to the following Strategic Objective:

Put Chorley at the heart of regional economic development in the central Lancashire sub region		Develop local solutions to climate change.	*
Improving equality of opportunity and life chances		Develop the character and feel of Chorley as a good place to live	
Involving People in their Communities		Ensure Chorley is a performing Organisation	

BACKGROUND

- Climate Change and the reduction in carbon emissions are pressing issues that the Council needs to address in its own work and its influence on others.

EXTERNAL INFLUENCES

- Sustainability and Climate Change issues have moved up the agenda. The Stern Review makes clear that Climate Change is a threat and there is only a small time period in which to react. Recent research suggests that the previously accepted requirement to reduce emissions by 60% by 2050 is too low and to avert unacceptable climate change this figure needs to be raised to at least 80%. Global warming is now a priority for the Chorley Partnership. "Developing Local Solutions to Global Climate Change", is a new priority within the recent refresh of the Community Strategy.
- The Climate Change and Sustainable Energy Act 2006 requires Local Authorities to fulfil their responsibilities in relation to energy efficiency, increasing the use of micro



generation, reducing carbon emissions and the reduction in the numbers of households in fuel poverty. The White Paper requires that local government provide leadership in combating climate change.

7. Current BVPIs do not relate to carbon emissions, although Local Area Agreement Indicators relate to energy efficiency of homes and a reduction in carbon emissions as a result of the installation of domestic micro generation and insulation measures. Climate change measures are to be included in the 2009/10 indicators although it is unclear whether they will be the responsibility of the County or districts.
8. From 2010 the Carbon Reduction Commitment will impact on organisations in the public and private sectors with electricity bills of over £500 000 or electricity consumption of over 6000 MWH. This will require a mandatory reduction in carbon emissions. At the moment smaller organisations such as Chorley Council fall outside this requirement, however, this could change in the future.

PAST ACTIVITY

9. Chorley has signed the Nottingham declaration committing the Council to developing plans with partners to address the causes and impacts of climate change with its partners.
10. In 2005 it undertook the Opportunities for Renewable Energy Study in Chorley, in partnership with Renewables North West and Sustainability North West funded by the Government Office for the North West. This study set out a number of recommendations many of which have been acted upon.
11. The Council has won a number of Green Apple awards for environmental best practice. Most recently for its community skip initiative. This resulted in over 85% of waste being recycled that would otherwise be sent to landfill.

CURRENT ACTIVITY

12. **The Council and Community Leadership.**
13. **Leading by example-** Given the Council's requirement to provide leadership in combating climate change it is important that its own house is in order and climate change is set out as an explicit corporate priority. This has been done. A number of work streams flow from this requirement to, "*Develop Local Solutions to Climate Change*". Some of which, will of necessity, have financial implications but also have considerable potential to make financial savings.
 - Jane Meek (Corporate Director) Business has formed The Climate Change Task Group, made up of heads of service. It is an overarching group cross cutting into all areas of the Council's activities. Its remit is to ensure that the Council undertakes its responsibilities regarding Climate Change, including a reduction in the Council's environmental footprint and an improved local environment. Cllr Malpas is the Member leading on Climate Change. A Climate Change Strategy is to be produced for the Council within the next 6 months. This will consider all aspects of the Council's activities.
 - The Council has joined the Local Government Information Unit Carbon Trading Pilot Project. Its aim is to prepare larger authorities and organisations for the mandatory Carbon Reduction Commitment and to give smaller authorities the opportunity to join a scheme that will act as an external discipline to reduce its carbon emissions. The Council is able to display the logo demonstrating its commitment to addressing climate change.

- Liberata have been instructed to provide baseline information on the energy consumption of the Council's operational property with a view to reducing carbon emissions and making financial savings.
 - The Council has a sustainable procurement policy. For example, all the fleet vehicles run on bio-diesel, all paper is recycled and all the Council's electricity is from renewable energy. The decision to replace existing computers with a rolling programme of "thin clients" (just a screen) will make considerable emission and energy savings.
 - The Local Strategic Partnership has global warming as one of its top priorities. "Developing Local Solutions to Global Climate Change", has been added as a new priority within the proposed refresh of the Community Strategy. The Council will help its partners to meet the specific targets relating to Climate Change.
14. **Promotional Activity-** The Council has considerable opportunity to publicise the potential impact of climate change in all its activities and to positively promote ways of reducing carbon emissions acting as a facilitator.
- "Trucking with Climate Change", an interactive climate change activity aimed at primary schools came to Chorley in early October. Over 100 children enjoyed learning about climate change and left with an idea of how they could make a difference. Educational work with children will continue.
 - Applications for Council funding aimed at community groups for capital works will require consideration of climate change.
 - The Economic Development team are working with local businesses and the Groundwork Trust and Envirolink in encouraging businesses to embrace the green agenda whilst becoming more competitive.
 - The Council's website has links to sources of grant funding and information on climate change.
15. **Operational and Statutory Functions-**
16. The Council has a statutory duty to reduce fuel poverty as well as operational and statutory functions that have a direct impact on carbon emissions.
- It already exceeds its statutory target for recycling and composting waste. Its target is that by March 2010 at least 50% of household waste should be either recycled or composted.
 - The Council is committed to stopping over 1000 tonnes of carbon dioxide being emitted by 2010. This will be done through increasing the amount of grants to vulnerable households to improve the energy efficiency of homes via the local Home Improvement Agency.
 - Planning can reduce carbon emissions by influencing the location and design of developments, as well as, via policy development insisting on new developments including renewables.

FUTURE ACTION

17. The current activities outlined above are likely to continue and form part of the wider Climate Change Strategy. This will be the subject of a further report and will include further detailed programmed actions. Some of these actions are likely to have some cost, which although these may be recouped in the future will require prioritisation by Members.
18. In order to ensure that all Chief Officers, Directors and Portfolio holders are fully aware of the full impact of climate change and the responsibilities and opportunities for action, they will be invited to attend a free two hour tailored briefing sessions on climate change. This is being run as part of the NW Climate Change Action Plan (Produced by NWRA, GONW, NWDA and other stakeholders) by Quantum Strategy & Technology.
19. Other Council staff and Members should be included in further small scale training sessions. This is vital to ensure that everyone is aware that all aspects of the Council's work have an impact on Climate Change and that it cannot be seen as a self-contained activity.
20. The public, including businesses, should continue to be included in a wider promotion of the potential impacts of climate change on them and on Chorley and how to mitigate against it.

IMPLICATIONS OF REPORT

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

Finance	*	Customer Services	
Human Resources	*	Equality and Diversity	
Legal			

COMMENTS OF THE ASSISTANT CHIEF EXECUTIVE (BUSINESS TRANSFORMATION AND IMPROVEMENT)

22. This paper forms part of the thinking in relation to the Council's approach to tackling climate change. Detailed business cases are currently being produced to identify what the financial implications are likely to be. The results of this analysis will be fed into the 2008/09 budget cycle for consideration by Members.

COMMENTS OF THE CORPORATE DIRECTOR OF HUMAN RESOURCES

23. Climate Change and the reduction in carbon emissions is something that everyone needs to understand both as an employee of the Council and as a citizen within the Community. The activities highlighted within the report will ensure our employees are aware of their own and the Council's responsibility in relation to this agenda. The impact this currently has on Climate Change and also what changes will be made in the future.

CHIEF OFFICER NAME – JANE E. MEEK

CHIEF OFFICER DESIGNATION – CORPORATE DIRECTOR (BUSINESS)

Background Papers			
Document	Date	File	Place of Inspection
N/A	-	-	-

Report Author	Ext	Date	Doc ID
Louise Nurser	5281	26 October 2007	Louise/reports/ Final Exec cabinet report October 2007

Report of	Meeting	Date
Corporate Director (Business) (Introduced by the Executive Member for Economic & Regeneration)	Executive Cabinet	15 November 2007

SALE OF LAND AT FAIRVIEW FARM, ADLINGTON

PURPOSE OF REPORT

1. To seek approval for the transfer of land at Fairview Farm, Adlington to Places for People Housing Association at nil value for the development of affordable housing.

RECOMMENDATION(S)

2. To recommend the Council to transfer the land to Places for People Housing Association at nil value subject to the Association being successful in obtaining funding from the Housing Corporation in the 2008-2011 National Affordable Housing Program and satisfactory nomination negotiations to the properties.

REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

1. To ensure that a supply of low cost and social housing is maintained in the Borough.
2. The Council has a corporate target of providing 250 units of affordable housing by 2009, last year a total of 9 units were completed and none were granted planning permission. This development alone has the potential to provide almost 20% of the corporate target.
3. Places for People have also indicated that they will recycle £900,000 of their Social Homebuy Grant on the development, which in turn reduce the amount that is requested from the Housing Corporation.
4. The land was recommended for the use of affordable housing in 1999, when the original planning permission was granted for the Fairview Farm development.
5. The development of the site was identified in the Council's 2005 Housing Strategy as a proposed development of key strategic relevance.
6. If successful the development will provide approximately 42 units of affordable housing, It is currently proposed to place five 2-bed houses and nine 3-bed house on the site for social renting, and twelve 2-bed houses, three larger 2-bed houses, and thirteen 3-bed houses for

low cost sale, however ongoing discussions are taking place with Development Control.

7. If Places for People Housing Association are unsuccessful in the bid for funds, the land would remain in Council ownership and it would be able to enter into negotiations with other providers.
8. The Housing team are currently negotiating over nomination rights to the development. Although not agreed it is envisaged that the Council will have 100% nomination rights to initial lets and 50% of all subsequent lets.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

9. Transfer of the land at market value, the scheme would be at risk due to the additional funding required from the upcoming National Affordable Housing Program 2008-2011. The consequence of requesting additional funding is less funding will be available for other proposed new developments within the borough. The Housing Corporation who fund the National Affordable Housing Program may choose not to offer funding to the development due to high costs per unit.
10. Transfer the land to another Registered Social Landlord. The Council could negotiate with another social housing provider, however, discussions with Places for People have been ongoing for a number of years and any agreement reached with another Association would ‘sour’ the working relationship between the Council and Places for People, who are the borough’s second largest housing provider. Any Housing Association would be faced with the same difficulties in securing funding if purchasing the land at market value.

CORPORATE PRIORITIES

11. This report relates to the following Strategic Objectives:

Put Chorley at the heart of regional economic development in the central Lancashire sub region		Improved access to public services	
Improving equality of opportunity and life chance	✓	Develop the character and feel of Chorley as a good place to live	✓
Involving People in their Communities		Ensure Chorley is a performing Organisation	

BACKGROUND

12. A report named Provision of Affordable Housing – Fairview Farm, Adlington was discussed during the June 2007 Executive Cabinet. This report recommended that Chorley Council enters into an agreement with Places for People Housing Association to transfer the land at Fairview Farm for the purposes of providing 42 affordable housing units and to include social rented and low cost housing.
13. Liberata have conducted a land valuation on the plot which has been identified for low cost housing purposes. Strategic Housing have been informed that the current valuation taking into consideration the sale to a Housing Association its designated use for affordable housing, the sites restricted access, culvert and hilly incline is £650,000.

IMPLICATIONS OF REPORT

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

Finance	✓	Customer Services	
Human Resources		Equality and Diversity	
Legal	✓		

COMMENTS OF ASSISTANT CHIEF EXECUTIVE (BUSINESS TRANSFORMATION)

15. By offering the land at nil value is effectively sacrificing a potential capital receipt in exchange for the nomination rights. The Council is at liberty to do this in order to achieve its corporate objectives.

COMMENTS OF THE CORPORATE DIRECTOR OF GOVERNANCE

16. As this will be a disposal of land at less than the best consideration than can reasonably be obtained it will need the consent of the Secretary of State. There is though a general consent which applies where:

a) the local authority considers that the disposal is likely to contribute to the promotion or improvement of the economic, social or environmental well-being of the area, its inhabitants or some of them and

b) the difference between the unrestricted value of the land to be disposed of and the consideration for the disposal does not exceed £2,000,000

The disposal will also need to comply with the European Commission's state aid rules."

JANE MEEK
CORPORATE DIRECTOR (BUSINESS)

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Ian Aldred	5552	15 Oct 07	***

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Report of	Meeting	Date
Corporate Director (People) (Introduced by the Executive Member for Health, Leisure and Well Being)	Executive Cabinet	15/11/07

CENTRAL LANCASHIRE HEALTH AND WELL BEING BOARD

PURPOSE OF REPORT

1. To confirm the Council's membership on the Central Lancashire Health and Well Being Board.

RECOMMENDATION

2. That the Council becomes a member of the Central Lancashire Health and Well Being Board.

EXECUTIVE SUMMARY OF REPORT

3. The report recommends that the Council becomes a member of Central Lancashire Health and Well Being Board. The detailed proposal for the Board is attached as an appendix to the report. The intention of the Board is to maximise partnership working between the PCT and local government to improve health and well being for local people. The report's recommendations support the Council's ambitions regarding healthy communities and reducing health inequalities.

REASONS FOR RECOMMENDATION

(If the recommendations are accepted)

4. The Health and Well Being Board is an exciting opportunity to enable senior decision makers across Central Lancashire to foster good relationships, to develop joint training opportunities across their structures and explore innovative approaches to improving the population's health and well being and to reduce health inequalities.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

5. One option would be not to sign up to the Central Lancashire Health and Well Being Board. This was rejected on the grounds that not being members would seriously limit our ability to achieve our corporate ambitions relating to healthier communities and reducing health inequalities.



CORPORATE PRIORITIES

6. This report relates to the following Strategic Objectives:

Put Chorley at the heart of regional economic development in the central Lancashire sub region		Improved access to public services	
Improving equality of opportunity and life chances	3	Develop the character and feel of Chorley as a good place to live	
Involving people in their communities		Ensure Chorley is a performing organisation	3

BACKGROUND

- 7. Council officers have been working with Central Lancashire Primary Care Trust, Lancashire County Council and district colleagues from Preston, South Ribble and West Lancashire to explore the potential for a Health and Well Being Board covering the Central Lancashire PCT footprint.
- 8. The establishment of a Health and Well Being Board was included under the Local Government and Public Involvement in Health Bill 2007. Concerns of establishing such a board on a Lancashire basis were contained in each of the four district authorities' responses to the consultation to the Lancashire Partnership. Central Lancashire PCT's joint response to this consultation reinforced the work of the officer group by establishing a Central Lancashire Well Being Board which would accommodate the respective districts' interests.
- 9. Attached as an appendix to this report is the proposal document for a Central Lancashire Health and Well Being Board and the terms of reference.
- 10. The intention of the Board is to maximise partnership working between the PCT and local government in the area in order to improve health and well being for local people. The Board provides a structure through which public agencies across Central Lancashire can, with the local population:
 - a. agree a common work programme;
 - b. ensure a cohesive approach to the development of the Joint Strategic Needs Assessment;
 - c. support providers to contribute priorities by achieving SMART targets and allocating executive leadership;
 - d. recommend the use of joint resources to maximise health and well being gain and reduce health inequalities through the development of a joint framework;
 - e. implement international best practice for the design of services;
 - f. align commissioning regimes and mechanisms.

CHORLEY LOCAL STRATEGIC PARTNERSHIP

11. The Local Strategic Partnership have considered the proposal and given it their support.

IMPLICATIONS OF REPORT

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

Finance		Customer Services	
Human Resources		Equality and Diversity	3
Legal		No significant implications in this area	

COMMENTS OF THE CORPORATE DIRECTOR (PEOPLE)

13. As mentioned previously, our involvement with the Central Lancashire Health and Well Being Board will help us achieve our ambitions around healthy communities and reducing health inequalities. A Board on this footprint strikes a balance between economies of scale and being local enough to focus.

JAMIE CARSON
CORPORATE DIRECTOR (PEOPLE)

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Jamie Carson	5815	25 October 2007	

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(Consent required for use of logo's)

Optimising Partnerships between Central Lancashire Primary Care Trust and Local Government in Central Lancashire to Improve Health and Wellbeing

A Proposal for a Central Lancashire Wellbeing Board

October 2007

Proposal to Optimise Partnerships between the PCT and Local Government in Central Lancashire to Improve Health and Wellbeing

1.0 Background

1.1 This document sets out:-

- A working definition of the concept of wellbeing
- A suite of performance indicators appropriate to improving health and “wellbeing”
- Examples of successful partnership working between NHS and local authorities; and
- Examples of how Local Strategic Partnerships (LSP’s) play a fundamental role both individually and collectively in making policy decisions which impact on improving health and wellbeing.

1.2 It also makes a number of proposals, including the:-

- Development of a Central Lancashire Wellbeing Board as a mechanism through which two tier partnership working may be facilitated to identify common priorities and opportunities for integration.
- Central Lancashire Wellbeing Board to develop processes for joint procurement and joint commissioning of health and wellbeing services and initiatives;
- Development of partnership principles to guide and support the work of the Board;
- Development of integrated approaches to meet common goals and priorities applying the concept of wellbeing and the wider determinants of health (social model of health) to outputs and performance management frameworks.
- Sharing of best practice, skills, resources and economies of scale
- Development of a range of practical support measures, resources and tools to advise and support the work of Local Strategic Partnerships and Local Area Agreement delivery structures, around health improvement and wellbeing. Examples include secondment opportunities and specialist expertise.
- Tactical positioning of the Central Lancashire Wellbeing Board as “one needle through which the “golden thread” of community engagement and development may be spooled” i.e. Parish and Village Plans and local Quality of Life surveys feeding up through CVFS networks via local LSP’s to enrich and inform the Joint Strategic Needs Assessment and health and wellbeing commissioning processes.
- Formation and monitoring of a shared work plan for public health activities across Central Lancashire, with the Wellbeing Board receiving the annual Public Health report.
- The Central Lancashire Wellbeing Board will be the vehicle through which the partnership elements of Central Lancashire PCT’s emerging organisational strategy will be delivered.

2.0 Wellbeing – A Definition

2.1 Research into the concept of wellbeing is copious and extensive. Concurrent work has also been undertaken by Central Government (the Whitehall Wellbeing Group); Care Services Improvement Partnership, and the Scottish Executive. Findings from these initiatives have been incorporated into research carried out by the Co-Production Team at Central Lancashire PCT and are available on request, attached are a number of definitions used during the research phase.

Positive mental health is a “state of wellbeing in which the individual realizes his or her own abilities, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a positive contribution to his or her society” (WHO 2004)

[Wellbeing]...comprises objective descriptors and subjective evaluations of physical, material, social and emotional wellbeing, together with the extent of personal development and purposeful activity, all weighted by a personal set of values (Felce and Perry 1995)

Wellbeing is a positive and sustainable condition that allows individuals, groups or nations to thrive and flourish. Wellbeing.....requires an integrated approach, one that embraces mind, body, society and the environment. Understanding how individuals and communities can be helped to thrive and flourish could be of great benefit to our citizens, our educators and our leaders (Huppert et al 2005)

Wellbeing is a positive physical, social and mental state; it is not just the absence of pain, discomfort and incapacity. It arises not only from the action of individuals, but from a host of collective goods and relationships with other people. It requires that basic needs are met, that individuals have a sense of purpose, that they feel able to achieve important personal goals and participate in society. It is enhanced by conditions that include supportive personal relationships, involvement in empowered communities, good health, financial security, rewarding employment, and a healthy and attractive environment (Defra)

Well-being The subjective state of being healthy, happy, contented, comfortable and satisfied with one’s quality of life. It includes physical, material, social, emotional (‘happiness’), and development and activity dimensions (Felce and Perry 1995; Danna and Griffin 1999; Diener 2000) – Department of Health

- 2.2 It is clear that the definition of wellbeing is less important than its determinants. The most useful definition of wellbeing is **‘the quality of people’s or communities experience of their lives’**.
- 2.3 Wellbeing is interchangeably used with such terms as happiness or quality of life as is perhaps more easily identified in individuals than in communities but is recognised as a core objective of all public sector strategies and operations.
- 2.4 It is clear that there are a number of factors that impact upon wellbeing. The key ones are as follows:-
- a) Enhancing wellbeing will mean influencing a number of policy domains and therefore calls for an integrated approach across public sector agencies as well as private and voluntary, community and faith sector organisations;
 - b) Improving wellbeing (where people feel they have a greater sense of control over their lives; greater self esteem and confidence) is probably more beneficial than traditional health promotion approaches that rely on behaviour change models;
 - c) Increasing economic productivity negatively impacts upon wellbeing (there is no correlation between greater wealth leading to greater happiness) whilst financial security and rewarding employment are key determinants of wellbeing;

- d) Developing a sense of place through attractive physical environments is key. This is achieved through the development of integrated and supportive infrastructures such as transport, criminal justice, employment and education systems;
- e) Relative inequalities of access to, quality of and outcomes from services and opportunities matter significantly;
- f) Ensuring the nurturing of supportive personal relationships and empowered communities is key to improving health and wellbeing. This can be achieved through asset based community development to increase the sense, level and range of community control and corporate citizenship.

2.5 The measurement of wellbeing is also subject to extensive research. A collation of performance indicators will be needed and it is important that they align into local Sustainable Community Strategy / LAA thematic group action plans. Key elements within the measurement of wellbeing include:-

- a) the degree to which communities and individuals have influence and control over the factors and services affecting them;
- b) the ease which communities and individuals are able to navigate around systems to access services;
- c) the extent to which individuals and communities are able to choose services which suit their particular needs.

3.0 Partnership Working

3.1 There is a significant body of evidence which showcases good practice examples of joint work between NHS and local authorities. Most of this evidence is related to partnerships between Social Services, NHS and the third sector. Little is available in relationship to PCT's working in partnership with two tier local authorities. The Central Lancashire Wellbeing Board will use best practice particularly the Audit Commission's work on health inequalities and the partnership work by University of Birmingham, through the adoption of partnership principles

3.2 Principles to optimise partnership working on wellbeing issues in Central Lancashire

- a) Partnership working needs to be outcome focussed and add value to existing activity within individual partner organisations. Partnerships should focus on the things that require a partnership approach and not issues that are the business of a single agency.
- b) Strategic agreement to common outcomes must mean a commitment to deliver on the part of all partners involved.
- c) The delivery of solutions to identified issues should be at the level most appropriate for the issue – Lancashire wide, Central Lancashire, district council, ward, neighbourhood.
- d) Districts should be the footprint for collecting data (broken down further to SOAs when necessary) Data should be described and analysed in such a way as to relate social inequalities in health by gender, age, ethnic background or geography to socioeconomic background.

- e) Emerging partnership structures need to take account of and integrate with existing partnership structures across / within the county (as long as they are fit for purpose) – e.g CTA, Partnership Boards, etc.
- f) Partnership working arrangements need to take account of the capacity and resources available within partnership organisations to support them, and look to pool resources where appropriate.
- g) Partnerships need to have robust governance arrangements, and develop clear objectives and SMART goals.
- h) There needs to be clarity about the priority setting process within partnerships, which is the lead organisation ,and accountability for delivery back into partner organisations
- i) Partnerships should facilitate the development and exchange of evidence based good practice across the county and beyond.
- j) Partnership working between the NHS and local authorities in Central Lancashire should support health and wellbeing, the whole of the Local Area Agreement and, where relevant, any multi area agreements. The LAA needs to be relevant to district councils and district LSPs.
- k) Partnerships need to develop effective communications strategies.
- l) Partnership should invest in programmes where there is a clear evidence base. Actions should be concerned with tackling the social determinants of health inequalities.
- m) When considering policies to tackle social inequalities in health, partnerships should adopt three main approaches which should be seen as interdependent – focusing on people in poverty; narrowing the health divide and taking a whole population approach.
- n) Partnerships are based on principles of integrity, common understanding, transparency, trust, mutual respect, openness, honesty and collaboration.
- o) Policies, strategies and action plans should strive to level up, not level down. This principle emphasizes that the only way to narrow the health gap in an equitable way is to bring up the level of health of the groups of people who are worse off to that of the groups who are better off. Levelling down is not an option

3.3 There is evidence nationally that partnership working can improve efficiency and reduce duplication. However, there is limited evidence to support the assumption that partnerships lead to better outcomes for service users. In order to explore the partnership factors in this research, a particular framework of partnership is adopted. This identifies three different approaches to partnership working: individual, organisational and structural. Central Lancashire PCT has approached UCLAN who are happy to assist partners in optimising opportunities for and enhancing current partnership working.

3.4 The opportunities regarding partnership may be summarised by the following possibilities:

- a) Using existing statutory powers
 - (i) Developing integrated approaches to commissioning, provision and procurement through s.31 Health Act 1999;

- (ii) Using NHS financial resources to secure wellbeing through activities outside NHS by s.28A Health Act 1977.
- b) Changing service delivery
 - (i) Reviewing service provision, commissioning and procurement across three agencies to identify efficiencies and possibilities of commissioning an integrated approach from a third party.
- c) Organisational development
 - (i) Developing new organisations to deliver joint activities.

4.0 Local Strategic Partnerships

- 4.1 Research into partnership working or multi-sectoral collaboration to improve public health is extensive. In addition, there has been an extensive review of Local Strategic Partnerships (LSPs) including those in two tier local authority areas. LSPs have recently been reinforced as the central forum for local policy development and implementation; the effectiveness and potential of LSPs as a way to advance public health has also received a degree of attention.
- 4.2 Districts in Central Lancashire have led and are contributing to ways in which enhanced two tier working can be established. A further opportunity exists to expand this work within a “three tier structure” – one that embraces the findings of Parish and Village Plans, local survey information and valuable anecdotal, often subjective information funnelled through voluntary, community and faith networks. The latter is an important element in generating information about subjective factors which impact on the health and wellbeing of individuals in a community i.e. how people feel, their attitudes and whether their fundamental human needs are being satisfied. Linking to local Voluntary, Community Faith networks is an important part of the work of District LSP thematic groups. This offers the opportunity through the establishment of the Central Lancashire Wellbeing Board to create “the golden thread” through which communities and parishes may be linked to Districts and further linked up to County activities, fulfilling one of the objectives in the County’s Community Engagement Strategy.
- 4.3 Discussions with LSPs in Central Lancashire conclude that there would be some advantages to LSPs in the area working together to:-
 - a) Share examples of good practice;
 - b) Identify successful solutions to common issues, in particular reducing the stark social inequalities which exist across all Central Lancashire local authorities;
 - c) Increase capacity to deliver approaches to issues such as planning, transport and Children’s Trusts.
 - d) Move towards building and sustaining communities based on the principles of community development, social justice and mutual respect.

5.0 Recommendations

- 5.1 Establish a Central Lancashire Wellbeing Board to influence and support Local Strategic Partnerships and two tier working arrangements (Membership & Terms of Reference attached).
- 5.2 Establish partnership principles to be endorsed by PCT, Local Authorities and LSPs (see above).
- 5.3 Through partnership working develop integrated approaches to meet common goals and priorities applying the concept of wellbeing (subjective factors and objective descriptors) and the wider determinants of health to outputs and performance management frameworks.
- 5.4 The Central Lancashire Wellbeing Board to develop and offer a range of practical support measures, resources and tools to help advise and support the work of Local Strategic Partnerships including the Lancashire Partnership and Local Area Agreement strategic and operational structures.
- 5.5 As a first task of the Central Lancashire Wellbeing Board, develop a work plan, to include the following headings with support functions identified under each:

Joint Strategic Needs Assessment:

- 1. Public health expertise to assist health needs assessments and lifestyle or quality of life surveys (to feed into the Joint Strategic Needs Assessment)
- 2. Access to public health analysts for data collection and analysis, in particular at small area level. Sharing and using information more effectively. Building “soft data” such as anecdotal and attitudinal information (from Parish Plans and local surveys) into the needs assessment process (subjective wellbeing factors).
- 3. Qualitative and quantitative research knowledge and skills eg to facilitate focus group work;

Joint Commissioning and Procurement:

- 4. The application of health economics techniques to inform joint commissioning and decommissioning decisions, to promote efficiency and effectiveness and ensure equity of access to scarce health and social care resources. One such technique is cost utility analysis in which the outcomes of alternative health care procedures or health programmes are expressed as a unit of measurement – the “Quality Adjusted Life Year” or QALY.. Such techniques can help to ensure maximum social benefit is obtained from constrained health producing resources through investing in programmes which have the greatest outcome in terms of best use of resource for optimal health and wellbeing gains.
- 5. Resources to develop the evidence base on effective approaches to developing community capacity and improving the health and wellbeing of the population – eg review of guidance issued by the National Institute of Clinical Excellence (NICE) and Strategic Action for Community Engagement (SAFEC).

Opportunities for Integration and sharing of:

- 6. Community engagement and development knowledge, skills and resources;
- 7. Research, information and evidence based practice on tackling social inequalities in health (focus on the social model of health); pooling of resources and expertise when conducting lifestyle surveys.

8. Health Impact Assessments and Equity Audits on major new policies, strategies and plans (e.g. a regeneration initiative)
9. Hosting and supporting topical workshops and seminars on common themes and challenges, updates on evidence based practice, research findings, guest speakers.
10. Facilitating methods of joint communications including consultations with stakeholders and across all client groups (including children).
11. Social marketing and branding knowledge, skills and resources.
12. Approaches including the collation of joint community asset registers and joint work to review and commission third sector services. Relevant to the review of Fair Access to Care Services and development of the community Gateway model.
13. Approaches to monitoring and evaluation of programmes, using a single health and social care framework which incorporates health economic principles and techniques.
14. Development of joint estate strategies to review use of estates and promote co-location

Joint workforce and stakeholder development:

15. Joint training / development sessions for public sector staff, elected members and executive members e.g. on topics including partnership working, joint commissioning, joint procurement, evidenced based practice, application of health economics, community development, supporting social enterprises and social marketing.
16. Staff development opportunities i.e. secondments, action learning sets, job shadowing, job swaps.

Co-Production for Health
Central Lancashire PCT
October 2007

TERMS OF REFERENCE

1. Title

Central Lancashire Health and Wellbeing Board

2. Membership

Chairs or delegates from Lancashire Partnership (County LSP) Chorley Partnership, Preston Strategic Partnership, South Ribble Strategic Partnership and West Lancashire Local Strategic Partnership

Chief Executives or delegates from Lancashire County Council Chorley Council, Preston City Council, South Ribble Borough Council and West Lancashire District Council.

Chief Executive, Director of Commissioning, Director of Public Health and Associate Director Co-Production for Health, Central Lancashire Primary Care Trust

Health Policy Officer, Wellbeing Director and Assistant Director Children's Services, Lancashire County Council

Voluntary Sector Representative(s) – e.g. LINKS

3. Purpose/Duties

3.1 Purpose: To optimise opportunities to enhance wellbeing across Central Lancashire and support and contribute to County wide priorities for health improvement, including supporting the work of the county wide Health & Wellbeing Partnership

3.2 Functions: To influence and support the work programmes of Health & Wellbeing Thematic Groups of LSPs, contribute towards the delivery of appropriate Local Area Agreement targets and take forward enhanced two tier working with regard to wellbeing across Central Lancashire.

3.3 Outputs

The Wellbeing Board would aim to: -

- a) Identify common priorities across Central Lancashire LSPs
- b) Propose ways that these common priorities could be more effectively delivered by way of a co-ordinated approach through integration, joint procurement and commissioning
- c) Propose best structures and mechanisms for the planning and delivery of joint health and well being priorities.

- d) Establish and implement a shared commitment to enhanced two-tier working and develop an appropriate programme management approach in order that it secures the agreed benefits and objectives, and establish baseline measures for these.
 - e) Ensure effective communication and consultation about enhanced two tier working with all partners and stakeholders
 - f) Propose a governance framework for agencies across Central Lancashire to collectively identify, improve and monitor indicators of wellbeing.
 - g) Propose the best approach to develop, produce and review the Joint Strategic Needs Assessment
 - h) Prepare Central Lancashire for and ensure that it benefits from Multi Area Agreements and Comprehensive Area Assessments
 - i) Act as a conduit for the collection, analysis and dissemination of emerging best practice and new thinking / developments on wellbeing.
 - j) Clarify existing planning structures across Lancashire at strategic, tactical and operational levels and removes chances of parallel planning procedures
 - k) Develop and implement a risk management strategy to ensure that all potential risks are identified and monitored, and that action is taken to minimise and control these, with appropriate escalation arrangements.
 - l) Review existing assets, procedures and decisions of County, District and PCT regarding commissioning third sector organisations with a view to integration
 - m) Develop joint processes for corporate citizenship, community engagement and development across Public Sector organisations in Central Lancashire (building on work led by Home Office – community development workers and PACT);
 - n) Identify more effective ways of communicating priorities across partners across all client groups (including children).
 - o) Identify populations that are the hardest to reach and develop new and specific proposed approaches to those sectors of the population
 - p) Enhance community engagement and participation approaches to provide the tools, the information and the mechanisms necessary for citizens to exercise effective influence over services and develop action learning sets for elected members and non-executive directors regarding social model of health¹
 - q) Consider and address a range of issues currently acting as barriers to effective joint working including the collation of joint asset registers; monitoring implementation of comprehensive assessment frameworks and single assessment procedures and optimise links to projects being implemented in District Councils
 - r) Ensure local government policy decisions are considered in light of their potential impact on health inequalities through the use of Health impact assessments.
-

- s) Ensure that arrangements with those who hold resources and responsibilities for commissioning services (e.g. GP Practices, schools) reflect the priorities of the Central Lancashire Wellbeing Board.

4. **Frequency of Meetings**

Meetings will normally take place on a quarterly basis.

5. **Servicing and Support**

The Board will have a nominated Chair and vice Chair and will be co-ordinated and serviced by (the PCT for the first 12 months then rotated between partners).

6. **Accountability**

The Central Lancashire Health and Wellbeing Board supports The Lancashire Partnership and Local Strategic Partnerships Health & Wellbeing Thematic Groups. Members will ensure reporting to their respective agencies, as appropriate.

7. **Standard Agenda Items**

Partnerships

Community development and engagement
Communications
Local Strategic Partnership Update
Enhanced two tier working

¹ “A conceptual framework within which improvements in health and well-being are achieved by directing effort towards addressing the social and environmental determinants of health, in tandem with biological and medical factors” Department of Human Services, Towards a Community Health Policy Framework Discussion Paper, Community Health Unit DHS, Melbourne, 2002

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Report of	Meeting	Date
Director of Streetscene, Neighbourhoods and Environment (Introduced by the Executive Member, Councillor E Bell)	Executive Cabinet	15 November 2007

REFUSE AND RECYCLING CONTRACT – PROCUREMENT EVALUATION MODEL

PURPOSE OF REPORT

To seek Members approval of the criteria to be used in the evaluation of tenders that will be submitted in the procurement process for the Refuse and Recycling Collection Contract in accordance with Council standing orders. (Contract Procurement Rule 9.3)

EXECUTIVE SUMMARY OF REPORT

1. This report proposes that tenders are evaluated on a broad split of 40% cost and 60% quality. The quality element is subdivided into several categories which are weighted to reflect the relative importance that the categories bring to service delivery. The cost element is scored relative to the lowest bid received. Overall the evaluation criteria when applied to the received bids will ensure that tenders are evaluated in a fair, open and consistent manner.

RECOMMENDATION

2. It is recommended that the evaluation criteria and weighting system proposed in this report are approved for use in the evaluation of the tenders submitted as part of the procurement of the next refuse collection and recycling contract.

REASONS FOR RECOMMENDATION

(If the recommendations are accepted)

3. To ensure the procurement process complies with Council contract procurement rules.
To ensure the Council can obtain the most economically advantageous bid for the service.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

4. No alternative methods of evaluation are considered appropriate.

CORPORATE PRIORITIES

5. This report relates to the following Strategic Objectives:

Put Chorley at the heart of regional economic development in the central Lancashire sub region		Improved access to public services	✓
Improving equality of opportunity and life chance		Develop the character and feel of Chorley as a good place to live	✓
Involving People in their Communities		Ensure Chorley is a performing Organisation	✓

BACKGROUND

- 6. The Councils Standing Orders and Contract Procurement Rules (9.3) state that contracts with a value greater than £75,000 must be procured through a tender process and European legislation requires that public services exceeding a contract value of £144,000 are subject to EU procurement rules.
- 7. As part of the procurement process the Council should determine the criteria on which tenders will be evaluated and those criteria approved by Executive Cabinet.
- 8. As part of the procurement process the Council has convened a Procurement Group which is made up of internal representatives from the financial, customer service, legal and waste teams. In addition external support is provided by representatives from the waste disposal authority, specialist waste services procurement consultants and neighbouring authorities.

EVALUATION CRITERIA

- 9. The evaluation process is critical to securing the best contractor equipped to provide the service at a cost within the Councils affordability envelope. The process will involve close scrutiny of bidder submissions and awarding scores against predetermined elements of the bid which are deemed to be crucial to service delivery and contract performance.
- 10. The Procurement Group have determined that in broad terms the evaluation of tenders should be split on the basis of 60% of marks are awarded for qualitative aspects of the bid and 40% of marks for the overall cost of the service. This means that the Council will be able to choose the most economically advantageous bid and not necessarily the cheapest one.

11. The table below details the whole life cost and qualitative elements of tender submissions for the service that will be scrutinised and evaluated together with their respective weightings:

Table 1

<u>Evaluation Criteria</u>	<u>Weighting</u>
Strategic Commitment	5%
<i>Commitment to LWP strategy</i>	
<i>Commitment to continuous improvement</i>	
<i>Commitment to wider community benefits</i>	
<i>Commitment to customer service</i>	
Kerbside Collection	20%
<i>Overall service design</i>	
<i>Collection arrangements for Residual HW</i>	
<i>Collection arrangements for Recyclable HW</i>	
<i>Arrangements for missed collections</i>	
<i>Communal household solutions</i>	
<i>Arrangements for crew supervision</i>	
Container Replacement Service	5%
<i>Stock levels</i>	
<i>Container specification</i>	
<i>Container labelling</i>	
<i>Delivery system</i>	
Bulky/Clinical Waste Collection Service	5%
<i>Service design</i>	
<i>Customer service</i>	
<i>Appointment system (Bulkies)</i>	
<i>WEEE arrangements (Bulkies)</i>	
Bring Site Management Service	5%
<i>Development plan</i>	
<i>Servicing arrangements</i>	
Overarching Standards	20%
<i>Resources - fleet profile and crew levels</i>	
<i>Customer Service - incl image, marketing</i>	
<i>Recycling destination/processing arrangements</i>	
<i>Administrative support</i>	
<i>Depot facilities</i>	
<i>Mobilisation and Exit Plans</i>	
Whole Life Costs	40%
<u>Total Weighting</u>	<u>100%</u>

12. Each element is weighted according to its level of importance in the overall service so for example a greater weighting is placed on the proposed collection system than on the management of bring sites. Furthermore, within each category the individual elements carry additional weightings according to the effect they have on service delivery. The weighting system will ensure that tender submissions are scored according to the Council's priorities in the delivery of the overall service.

IMPLICATIONS OF REPORT

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

Finance	✓	Customer Services	
Human Resources		Equality and Diversity	
Legal	✓		

**COMMENTS OF THE ASSISTANT CHIEF EXECUTIVE
(BUSINESS IMPROVEMENT)**

14. A verbal report will be made by the Assistant Chief Executive (Business Improvement) at the meeting.

COMMENTS OF DIRECTOR OF CORPORATE GOVERNANCE

15. The recommendation will ensure compliance with EU procurement Rules and the Council's contract procedure rules.

JOHN LECHMERE
DIRECTOR OF STREETSCENE NEIGHBOURHOODS AND ENVIRONMENT

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
S Clark	5732	24 October 2007	

Report of	Meeting	Date
Assistant Chief Executive (Business Transformation and Improvement) (Introduced by the Executive Member for Resources)	Overview & Scrutiny Committee Executive Cabinet	12/11/07 15/11/07

REVENUE BUDGET MONITORING 2007/08 REPORT 2 (END OF SEPTEMBER 2007)

PURPOSE OF REPORT

1. This paper sets out the current financial position of the Council as compared against the budgets and efficiency savings targets it set itself for 2007/08 for the General Fund.

RECOMMENDATIONS

2. Executive Cabinet are asked to:
 - a) Note the contents of the report in relation to the Council's Financial position.
 - b) Approve the recommendation to give notice to Chorley Community Housing that it is the Council's intention to terminate the current agreement for them to provide the Homelessness Service into the Council.

EXECUTIVE SUMMARY OF REPORT

3. The report contains details of the Council's expected spending for 2007/08 and summarises the main variations from the original budget.
4. Whilst presently the analysis shows that the budget is not on track to be balanced, significant progress has been made since the last budget monitoring report in June to identify the savings required to bring the budget into balance. However, the effect of the Gillibrand arbitration result means further savings are now required. Further savings should be made throughout the year which will mean other things being equal the budget will be balanced.
5. There have been some significant variations to the original budget which are in the main due to the demand led nature of the budget the fact that we now have better information about usages for in particular concessionary travel and the judgement on the Gillibrand Link Road has now been received.
6. No action is required at this stage of the year even though further savings are required in the second half of the financial year. I shall continue to monitor the position regularly and should I feel any action is required, that action should be taken and reported to members.

REASONS FOR RECOMMENDATIONS

(If the recommendations are accepted)

- 7. To ensure the Council’s budgetary targets are achieved.

CORPORATE PRIORITIES

- 8. This report relates to the following Strategic Objectives:

Put Chorley at the heart of regional economic development in the central Lancashire sub region		Improved access to public services	
Improving equality of opportunity and life chance		Develop the character and feel of Chorley as a good place to live	
Involving People in their Communities		Ensure Chorley is a performing Organisation	✓

Ensuring cash targets are met maintains the Council’s financial standing.

BACKGROUND

- 9. The Council’s budget for 2007/08 included real cash savings targets of £278,000 from the management of the establishment and a further £60,000 of savings to come from efficiency and procurement related activities. In my last report I indicated that I was happy with progress being made on delivering a balanced budget. This report updates that position.

RISK ISSUES

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

Strategy	✓	Information	
Reputation	✓	Regulatory/Legal	
Financial	✓	Operational	✓
People		Other	

- 11. Actions to manage the budget have the potential to impact on all of the above risk categories.

CURRENT FORECAST POSITION

- 12. The projected outturn shown in appendix 1 shows the summary forecast position for the Council based upon actual spending in the first six months of the financial year, adjusted for future spending based upon assumptions regarding vacancies and service delivery. No individual service directorate figures are attached. These are available for inspection in the Members Room.
- 13. The directorate cash budgets have been amended to reflect the new corporate structure following the recent Senior Management Review.
- 14. In my last report to the Executive Cabinet I advised on the projected outturn which forecast an overspend of £103,000 at the end of June. This position has since improved slightly and the current projection is now for an overspend of £91,000.

15. The significant movements since my last report are shown in the table below. Further details are contained in the directorate analysis available in the members room.

Table 1 – Significant Variations since the last monitoring report

	£'000
Additional salary savings in forecast	(166)
Senior Management Review salary savings	(43)
Bed & Breakfast costs	100
Private Lifeline Alarms	41
Building Control/Planning Application Fee income	(53)
Target Bonus recycling contract	70
Car Parking income	(44)
Benefits payments	50
Net Financing Costs	(102)
Interest on Gillibrand Development	215
Job Evaluation	(50)
Other minor forecasts	(30)
Net change since June report	(12)

16. Clearly one of the most significant changes being reported here is the additional savings relating to salaries. In the period to the end of September we have already identified the full £278,000 savings required to meet the corporate savings target for managing the establishment. The savings that have been identified are as a result of savings arising from staff vacancies within Corporate Governance, Policy & Performance, and Neighbourhoods directorates, together with savings from the Senior Management Review. I expect further salary savings from vacancies to accrue over the remaining part of the year.
17. A significant change in the forecast this time is the increase in Bed and Breakfast costs. The original budget for 2007/08 estimated the costs to be £15,000. The latest figures provided by Chorley Community Housing suggest an increase of around £100,000 for the year. The Strategic Housing section is currently in the process of implementing changes to minimise any future increase in costs.
18. When setting the budget for 2007/08 it was anticipated that the provision of Private Lifeline Alarms would be a function of the Council and that this would generate a surplus of income over expenditure of around £41,000. Chorley Community Housing has since taken over the role resulting in a loss of revenue to the Council. This has been offset by an increase in income from garage rents previously reported.
19. Income from Building and Planning Application Fees has been consistently above the profiled budget levels over the last three months. Development Control has identified a number of larger applications for the remainder of the financial year. Allowing for the larger applications and the steady flow of “everyday applications” should keep the income levels above budget resulting in additional income of around £53,000 for the year.
20. Additional expenditure on Target Bonus Recycling Payments is due to tonnage volumes exceeding those in the base contract as a result of higher levels of glass, paper and cans being recycled. The budget was based on approx. 6,800 tonnes @ £44 per tonne, giving a total cost of £300,000 for 2007/08. The projected total tonnage is forecast to be just over

9,000 tonnes for 2007/08, giving a total £400,000. This generates a budget overspend of £100,000 for the year, an increase of £70,000 from the figure reported in June monitoring.

21. The budget for 2007/08 made allowances for a reduction in car parking income due to reduced parking spaces following the phase 2 development of Market Walk. On the assumption that the development will not now start before the end of the financial year, an additional £61,000 of car parking income should be generated. This is likely to be offset by a £17,000 reduction in income as a result of changes in fee tariff on the Flat Iron car park.
22. Following on from my previous report in which I have advised of the volatility of the housing benefits budget and the potential to impact on the revenue outturn, I feel it is prudent at this stage to increase the forecast overspend by a further £50,000.
23. The forecast for the 'net financing transactions' budget, which is interest earned on the Council's cash balances less provision to repay debt incurred in financing the capital programme, is an increase of £101,800 in the net credit. The previous forecast of £225,700 credit is expected to increase to £327,500 credit. Cash balances invested to earn interest have been at a substantial level during 2007/08, following the transfer of the housing stock at the end of the previous financial year. The core of the cash balance is the HRA-related borrowing repaid to the Public Works Loan Board on behalf of the Council by the DCLG; the Council kept the cash borrowed from the PWLB under this arrangement. In addition, interest rates have increased above the estimated level, which is proving to the Council's benefit so far in respect of this budget. The forecast outturn is that net interest receivable will be £372,500, less £45,000 provision to repay debt.
24. The compensation awarded to the Gillibrand link road and housing developers following arbitration is £2.8m rather than the £2.2 previously provided for the 2006/07 accounts. The Council will need to budget for the increased capital cost of this land assembly in the capital programme, and this will be reported once all associated costs have been identified. At the time of preparing this report, the compensation has not yet been paid to the developers and both sides will need to agree some of the figures. Interest is payable on the compensation, so there will be a further impact on the revenue budget of around £215,000 covering the period from 2001/02 onwards. Had it not been for this additional interest cost in respect of Gillibrand, the underlying picture was that there would have been a significant underspend against the revenue budget for 2007/08.
25. Taking into account the points raised above, the current forecast position is that General Fund balances will be £91,000 lower than anticipated and further savings are needed to balance the budget. However at this stage in the year I recommend no further action is taken. There are some risks contained in the budget the effect of which will only be known later in the financial year, particularly the cost of concessionary travel and the cost of benefits which could have a significant impact on the Council's bottom line. However, on a positive note it is still likely that further staffing savings will be achieved and this should bring the budget back into balance. In addition to the significant variations identified in table 1, the assumptions regarding the potential cost of job evaluation have also been amended. Whilst no final figures are available it is now anticipated that final outcome will be less than expected, but still a significant extra cost to the Council.
26. Members will have noted the reported increase in the cost of bed and breakfast to the Council. The reasons for the increases are reported in detail in the Quarterly Performance Management report elsewhere on this agenda. As a consequence, it is now felt appropriate to consider terminating the Housing Agency Agreement we currently have with Chorley Community Housing.

The main reasons for this are:

- Failure to meet contractual obligations including service delivery and reporting performance targets.
- The use of bed and breakfast accommodation is significant. The current spend to date is £62k. The Council has provided support and assistance to CCH staff in order to try to address this issue, but guidance has not been followed.
- The focus of the service is reactive and does not provide the range of advice and sign posting service, which it could provide.
- A number of key BVPI are currently under performing.
- At present the service will not achieve the expected performance required by the Audit Commission in any future CPA Inspections.

Clearly managing a contracted arrangement rather than the staff and service directly can create management issues. Having more direct control will enable service improvements to be undertaken more quickly and without the need for consultation with a third party.

SUMMARY

26. Excellent progress has been made in achieving the Corporate Savings Target of £278,000 for the year. It is likely that further savings will be made as the year progresses and more vacancies occur which should ensure the budget is balanced.
27. Further contributions towards the Efficiency Savings Target of £60,000 have still to be achieved, but work is in progress to achieve this.
28. There are a number of areas that will be monitored closely as the year progresses, these are:
 - Contribution to Corporate Savings and Efficiency Targets
 - Increased refuse collection costs
 - Concessionary travel and benefit costs
29. No action is proposed at this stage in the year even though further savings are still required. If later in the year the situation requires it, then further steps may be necessary and I will advise Members should I feel action is appropriate.
30. Members should note the action proposed in relation to bringing back the management of the Homelessness Service from Chorley Community Housing for the reasons outlined in the report.

GARY HALL
 ASSISTANT CHIEF EXECUTIVE
 (BUSINESS TRANSFORMATION AND IMPROVEMENT)

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Dave Bond/Michael Jackson	5488/5490	25/07/07	DOF/REPORT/REVENUE MONITORING

