

Overview and Scrutiny Committee

Agenda and Reports

For consideration on

Tuesday, 12th February 2008

In Committee Room 1, Town Hall, Chorley

At 6.30 pm



PROCEDURE FOR PUBLIC QUESTIONS/SPEAKING AT OVERVIEW AND SCRUTINY MEETINGS

- Questions must be submitted to the Democratic Services Section by no later than midday, two working days before the day of the meeting to allow time to prepare appropriate responses and investigate issues 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 of the Overview and Scrutiny Committee. This will provide an opportunity for members of the public to raise and ask questions on any issue falling within the remit of the Committee.

1 February 2008

Dear Councillor

OVERVIEW AND SCRUTINY COMMITTEE - TUESDAY, 12TH FEBRUARY 2008

You are invited to attend a meeting of the Overview and Scrutiny Committee to be held in Committee Room 1, Town Hall, Chorley on Tuesday, 12th February 2008 commencing at 6.30 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. **Public Questions**

Members of the public who have requested the opportunity to ask a question(s) on an item on the agenda will be asked to put their question(s) to the Committee. Each member of the public will be allowed to ask one question within his or her allocated 3 minutes

4. **Minutes (Pages 1 - 4)**

To confirm as a correct record the Minutes of the meeting of the Overview and Scrutiny Committee held on 3 December 2007 (enclosed)

5. **Central Lancashire Primary Care Trust**

At the meeting of the Committee held on 25 June 2007 a request was made for Primary Care Trust representatives to attend a future meeting of the Committee to discuss their organisations Statement of Strategic Intent and Financial Strategy. Representatives from the Primary Care Trust will be attending the meeting.

6. **Executive Cabinet - 14 February 2008**

To consider any reports on the agenda for the Executive Cabinet meeting to be held on 14 February 2008

Members of the Committee are requested to notify the Democratic Services Section by 10.00am Friday 8 February 2008 to ensure the attendance of the appropriate Executive Member and officers.

7. **Budget Scrutiny for 2008/2009 (Pages 5 - 28)**

To receive feedback from the two Overview and Scrutiny Panels on the 2008/09 Budget Scrutiny exercise.

A copy of the report by the Assistant Chief Executive (Business Transformation), which was submitted to the Corporate and Customer Overview and Scrutiny Panel and the Environment and Community Overview and Scrutiny Panel, together with the responses of the Panels to the Budget Scrutiny exercise within their areas of responsibility, is enclosed.

The Committee is requested to endorse the responses of the Panels and submit them to the Executive Cabinet for consideration.

8. **Revenue Budget, 2007/08 - Third Quarterly Monitoring Report (Pages 29 - 34)**

Report of Assistant Chief Executive (Business Transformation) (enclosed)

9. **Business Improvement Plan Monitoring Statement - Policy and Performance Directorate (Pages 35 - 42)**

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

10. **Corporate 3rd Quarter Performance Report, 2007/08 - Monitoring Report for the period ending 31 December 2007 (Pages 43 - 62)**

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

11. **Forward Plan (Pages 63 - 68)**

To consider the Councils Forward Plan for the four month period 1 February 2008 to 31 May 2008 (copy enclosed).

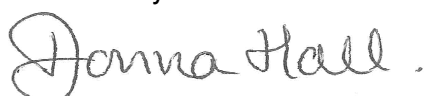
Will Members please note that the Committee has already requested to examine with the appropriate Director the under mentioned reports prior to any decisions being taken by the Executive.

- Approval of Pay and Workforce Strategy
- Streetscene Strategy Document

12. **Overview and Scrutiny Work Programme (enclosed) (Pages 69 - 72)**

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

Yours sincerely



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Chief Executive

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Distribution

1. Agenda and reports to all Members of the Overview and Scrutiny Committee (Councillor Dennis Edgerley (Chair), Councillor Laura Lennox (Vice-Chair) and Councillors Ken Ball, Alan Cain, Mrs Marie Gray, Harold Heaton, Margaret Iddon, Margaret Lees, Greg Morgan, Geoffrey Russell, Edward Smith and Iris Smith for attendance.
2. Agenda and reports to Donna Hall (Chief Executive), Gary Hall (Assistant Chief Executive (Business Transformation)), Lesley-Ann Fenton (Assistant Chief Executive (Policy and Performance)), Sarah Dobson (Performance Advisor - Corporate and Customer), Carol Russell (Head of Democratic and Licensing Services) and Gordon Bankes (Democratic Services Officer) for attendance.

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

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

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Overview and Scrutiny Committee

Monday, 3 December 2007

Present: Councillor Dennis Edgerley (Chair), Councillor Laura Lennox (Vice-Chair) and Councillors Ken Ball, Alan Cain, Mrs Marie Gray, Harold Heaton, Greg Morgan, Geoffrey Russell, Edward Smith and Iris Smith

07.OS.107 APOLOGIES FOR ABSENCE

Apologies for absence were submitted on behalf of Councillors Margaret Iddon and Margaret Lees.

07.OS.108 CHIEF INSPECTOR DEBBIE HOWARD

The Chair welcomed Chief Inspector Debbie Howard, who had been invited to attend the meeting to participate in the discussions on the Crime and Disorder Reduction Strategy (Minute 07.OS.116).

07.OS.109 DECLARATIONS OF ANY INTERESTS

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

07.OS.110 PUBLIC QUESTIONS

No members of the public had requested the opportunity to raise question(s) on any of the agenda items.

07.OS.111 MINUTES

The minutes of the meeting of the Overview and Scrutiny Committee held on 12 November 2007 were confirmed as a correct record for signature by the Chair.

07.OS.112 EXECUTIVE CABINET

The Chair reported that there had been no requests from any of the Committee Members for specific consideration of any of the reports to be presented to the 6 December 2007 meeting of the Executive Cabinet, other than the reports already included on this meeting's agenda.

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

The Committee considered a report of the Assistant Chief Executive (Business Transformation) updating Members on the progress of the 2007/08 Capital Programme and seeking recommendations for the revision of the Programme which would need to be determined by the Executive Cabinet at its meeting on 6 December 2007.

The report outlined the reasons for the recommended revision and increase of the agreed capital budget of £8,798,310 to £10,175,240. Appendices to the report included a scheme-by-scheme analysis of the programme, and identified the proposed changes and slippages to 2008/09.

The Assistant Chief Executive (Business Transformation) commented on the proposed alterations to the capital programme, highlighting in particular, the recommendation for the Executive Cabinet to approve an increase in the overall

budget for the Astley Park project as match funding for the additional grant offered by the Heritage Lottery Fund, following a redesign of certain elements of the scheme.

In addition, a number of Members raised issues in relation to a few identified projects, including concerns regarding the design, quality of material and maintenance costs associated with the Market Street paving scheme. In response to Members' comments, the Officers confirmed that the Market Street environmental improvement scheme was currently being re-examined with a view to a further report being presented to a future Executive Cabinet meeting.

RESOLVED – That the report be noted.

07.OS.114 JOINT DISTRICT AND LANCASHIRE COUNTY COUNCIL LOCALITY PLAN FOR CHORLEY

The Assistant Chief Executive (Policy and Performance) presented a report introducing the Joint Locality Plan for Chorley which had been produced by the Lancashire County Council and Chorley Council.

The Plan had evolved from the enhanced two-tier working arrangements and aimed to identify a number of the main objectives and projects linked to each Council's corporate priorities to be pursued over the next 12 months by both Authorities either separately or jointly.

The Joint Locality Plan was due to be presented to each Council's Executive Cabinet for approval and adoption.

In response to a number of comments implying that the Plan should be more specific on project implementation and management, the Officers stated that the Plan represented an indicative listing of the principal schemes for which both Authorities would be responsible, in order to assist the community's understanding of the two Authorities' distinct functions. More detailed action plans would be produced as part of the delivery process for the Community and Corporate Strategies.

RESOLVED – That the Joint Locality Plan be received and the Chair be requested to advise the Executive Cabinet that, while this Committee considers that there are areas of the Joint Locality Plan which could be improved or made more specific, the Members generally welcome the production of the Plan.

07.OS.115 FORWARD PLAN

The Committee received the Council's Forward Plan setting out details of the key executive decisions expected to be taken between 1 December 2007 and 31 March 2008.

The Committee had previously indicated its wish to have the opportunity of considering and commenting on the Draft Pay and Workforce Strategy in advance of its consideration by the Executive Cabinet.

RESOLVED – (1) That the Forward Plan be noted.

(2) That the Executive Cabinet be notified that this Committee wishes to examine, with the appropriate Director, the draft Streetscene Strategy document before a decision is taken by the Executive.

07.OS.116 CRIME AND DISORDER REDUCTION STRATEGY

The Committee received and considered a report of the Director of Streetscene, Neighbourhoods and Environment reviewing the delivery of the Community Safety Strategy.

The Chorley Community Safety Strategy, launched in March 2005, was due to expire in March 2008 and the report recommended a review of the past achievements of the Strategy and consideration of the arrangements that could replace both the Strategy and, potentially, the Community Safety Partnership from April 2008. The new arrangements should, in particular, encompass means of engaging with the public on community safety issues.

The report reminded Members that the baseline for the current 3 year strategy was to reduce the annual number of crimes within the Borough from 4,901 to 4,166 through the implementation of a range of actions and interventions. The number of recorded annual crimes had, so far, been reduced to 3,774 which represented a reduction of 18% on the previous year's statistics. The Police and Officers were confident that the strategy's overall target would be achieved by a further reduction of crime levels by 1.8% before the end of March 2008. A copy of a letter from the Home Office recognising and commending the continuing high performance of Chorley's Community Safety Partnership was attached to the report.

The Chair raised issues around the continuing funding for, and recruitment of, Police Community Support Officers and Chief Inspector Howard confirmed that it was the Police's policy to aim to recruit as full a complement of PCSOs as possible.

RESOLVED – (1) That the report be noted.

(2) That the Overview and Scrutiny Committee undertakes a review of the past achievements and effectiveness of the current Community Safety Strategy in April 2008.

(3) That the Committee undertakes a further review of the new arrangements to be introduced in Chorley for community engagement in crime, disorder and anti-social behaviour.

07.OS.117 OVERVIEW AND SCRUTINY WORK PROGRAMME

The Committee received the updated Overview and Scrutiny Work Programme for the remainder of the Municipal Year.

The programme included the envisaged timescale for the on-going scrutiny inquiries and the planned monitoring of past inquiry recommendations.

RESOLVED – That the work programme be noted.

Chair

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Report of	Meeting	Date
Assistant Chief Executive (Business Transformation) (Introduced by the Executive Member for Resources, Councillor A Cullens)	Overview and Scrutiny Committee and Panels	

BUDGET SCRUTINY 2008/09

PURPOSE OF REPORT

- To update the members on the Comparative data available in relation to costs and performance of services. This will provide context with regard to the Council delivering on its Corporate Strategy and the budget proposals for 2008/09.

RECOMMENDATION(S)

- That the members of Overview and Scrutiny consider the Executives draft budget proposals, in the context of current spending and the Council's Corporate priorities.
 - That members of Overview and Scrutiny make representations if appropriate to the Executive for consideration during the finalising of the budget proposals.

EXECUTIVE SUMMARY OF REPORT

- This report sets out four for Overview and Scrutiny members:
 - Spending and performance context for key spending areas at the Council.
 - Details of the rationale between the Executives draft budget proposals.
 - Details of the key budget proposals for 2008/09.
- The analysis shows that in the main the Council continues to drive down costs as measured by our relative performance against our nearest neighbours whilst continuing to improve both performance and in the main satisfaction with services.
- That said the overriding aim of the budget is to ensure sufficient resources are committed to deliver the target and measure in the Corporate Plan. The purpose of the contextual financial and performance data is for members to assess whether it would be appropriate to use these resources in other ways and against other priorities which they feel require even more investment.
- The Council has demonstrated that it continues to offer good value for money, resulting in maximum scores for both the use of its resources and value for money in the annual use of resources assessment.

7. The savings and investment proposals are designed to minimise disruption to current service delivery performance and to enhance performance in some areas by investing further sums.

REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

8. To allow the Overview and Scrutiny member to feed into the Council’s budget decision making process.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

9. None

CORPORATE PRIORITIES

10. This report relates to the following Strategic Objectives:

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 Borough Council is a performing organization	

BACKGROUND

11. The Council has recently been subject to its annual Value for Money assessment undertaken by the Audit Commission as part of its Use of Resources review. Members will be aware that the Council scored the highest possible score for the overall use of resources 4 out of 4, and also retained the maximum score on achieving Value for Money.
12. As part of their assessment the Audit Commission have undertaken some benchmarking of costs compared with the Council’s family group that represent other Council’s that exhibits the same attributes as ourselves in terms of demograph, population etc, namely:

<ul style="list-style-type: none"> • Broxtowe • Crewe • Erewash • Gedling • High Peak • Hinckley 	<ul style="list-style-type: none"> • Kettering • Newark • Newcastle • North East • South Derbyshire • South Ribble 	<ul style="list-style-type: none"> • Vale Royal • West Lancashire • Wyre Forest
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13. This information has been compared with the previous years data to provide analysis for the scrutiny review. The report is split into two parts to allow the panels to focus on their particular services, but also allows Members to gain an overview of the overall position of the Council. To date the 2007/08 comparative information usually provided by the Audit Commission is unavailable but unaudited performance data for that year has been used to update the performance benchmarking.
14. The budget has been built upon achieving key targets and measure in terms of the Council’s Corporate Strategy. Some of these targets and measures require additional resources whilst others require working in a different way. Further action was required in the following areas, based upon progress to date:
 - Town Centre visitor satisfaction.

- % of people who feel that their community is a place where people get on well together.
- Affordable dwelling completed.

15. The updated Corporate Strategy also now includes new targets, particularly in relation to:

- Climate change.
- Older and younger peoples activities.

EXPENDITURE AND PERFORMANCE ENVIRONMENTAL PANEL

16. We undertook an analysis of service costs against our nearest neighbours using the VFM profile tool. This provided a starting point for us to drill deeper into the relationship between cost and performance and to compare ourselves with our nearest neighbour group. Cost performance is based upon 2006/7 revenue outturn figures and the 2007/8 estimates. Additionally we used with the performance data for 2006/7. Although unaudited we felt this could give us a more informed picture by enabling us to compare cost and performance at Chorley in the same financial year and to consolidate what we believe is a clear general trend over the past 3 years of reduced costs alongside improved performance.

PLANNING

17. During 2007/08 Planning costs reduced as a result of budget efficiencies and a redesignation of overheads based upon a fairer distribution system. At this level of costs we would still be greater than the next neighbour average, but have seen a significant reduction from previous years.

18. When considering Planning in our assessment we have taken a more in-depth approach and considered the full breadth of Planning Performance Indicators than that provided through the cost/performance assessment. This shows that satisfaction with the service has grown from 61% to 72% during 2007 significantly improving our nearest neighbour ranking 8th in the family group from a previous position of 13th, with plans in place to improve even further.

19. It was also pleasing to see the relatively high proportion of Ombudsman Complaints reducing significantly in 2006/7 as referenced in the Ombudsman's Annual Letter. The Ombudsman makes reference to a general reduction in the number of complaints received about the Council and 'most significantly' a reduction in complaints about planning from 11 in 2005/06 to just 2 in 2006/07, meaning that planning complaints now make up a smaller proportion of the complaints received than is the average nationally.

20. Planning services have also delivered significant improvements in both processing times with the percentage of major planning applications determined within agreed timescales has improving from 64% in 2003/04 to 75% in 2006/07 moving this service from the fourth to the second quartile nationally and the percentage of minor planning applications determined within agreed timescales improving from 15% to 77%. This improvement is also mirrored in the percentage of other applications determined within agreed timescales, which has improved from 80% in 2003/04 to 88% in 2006/007, moving the service from the third into the second quartile.

21. A significant reduction in costs in 2007/08 has been coupled with consistent and improving performance during this financial year.

WASTE MANAGEMENT

22. The council has invested heavily in waste management in recent years, particularly on recycling. This is reflected in our cost profile which shows an increase of around £3 per head of population between 2003/4 and 2006/7. In terms of performance during the same period we have seen a doubling of the recycling levels whilst maintaining below average costs in the NN group. Additionally the council maintains its top quartile position on recycling. Satisfaction with waste collection has decreased from 2003/04 (92% to 66%). This is explained in part by a policy decision to undertake alternate weekly collections of recyclable and non-recyclable waste, which has resulted in our impressive levels of recycling. This decline is mirrored in the Council's family group for performance benchmarking with some authorities witnessing an up to 38% point decline in satisfaction following the introduction of alternate weekly collections, with an average of a 12% point decline across those authorities in the family group which have taken the policy decision to introduce alternate weekly collections. The Council is working hard to understand and address this decline in satisfaction levels, having recently host a listening day with residents on this subject and sending out over 1,000 questionnaires seeking residents views in the waste collection service to inform the re-letting of the waste contract and the driving up of performance in this area. We have received a 40% response rate and will be using this information to help deliver the service of the future, for which we are currently in the preparation for. In addition a further satisfaction survey is underway.

STREET CLEANSING

23. Costs on street cleansing have risen over the 4 year trend period. In 2003/4 costs stood at £4.66 per 1000 of the population and by 2007/08 had reached £6.18. This rise reflected the council's investment in this service area, although we are still lower in cost than the nearest neighbour average in 2006/7. A rationalisation of street sweeping schedules has meant that with limited investment in the service we have been able to improve the value for money offer with performance on the BVPI on street cleanliness having dramatically improved from 14% in 2003/04 to 7.1% in 2006/07 (smaller is better), moving us into the top quartile and giving Chorley a ranking of third within our family group (compared with a ranking of 5th in 2003/04).

ECONOMIC AND COMMUNITY DEVELOPMENT

24. In 2004/5 and 2005/6 our costs were low in this service area reflecting our disinvestments in economic development. This is now a corporate priority area for the Council, identified in the refreshed corporate strategy and this focus supported by a new Economic Development Strategy, a Town Centre Strategy and an economic sub-group of the Local Strategic Partnership has been accompanied by an increased footfall in the Town Centre. In 2007/08 the costs had increased £4.29 per head.
25. Chorley's commitment to the place shaping agenda and investment in economic development has resulted in medium workplace earnings in Chorley moving from below the Lancashire average to above the national average. Chorley has also been recognised as one of the top 3 nationally to start a new business in terms of business sustainability.
26. Chorley Borough Council and the town's current market traders are working together in partnership to develop a strategy to encourage investment, improve management and increase the potential to make the markets a focus for visitors to the area. Additionally we are seeking advice on best practice from successful market towns such as Bury to help us enhance Chorley's reputation as a vibrant market town.
27. Creation of a new Town Centre Manager post in the budget also confirms the council's determination to invest in the Town Centre and ensure there is a strategic and co-ordinated approach to its future development.

PARKING

28. Our Parking costs are one of the lowest in our family group at – £5.83 per head against a NN average of - £3.57 putting us at 13th lowest of 16. Improved parking has been subject to an Overview and Scrutiny Inquiry.
29. The service was jointly outsourced as part of a County wide consortium introducing decriminalised parking in 2005 and we are now seeing a service delivering increased revenue and usage for off street parking. This closely reflects the council's commitment to investing in the town centre.

COMMUNITY SAFETY

30. This was a relatively high cost area in comparison with our nearest neighbours reflecting the council's strategic aim to invest and work in partnership with other agencies to address the long-term outcome of delivering safer communities.
31. 2007/8 has seen a considerable reduction in cost of this service through a joint working initiative with the police, which saw the transfer in April 2007 of the neighbourhood wardens from the council to the police service and the introduction of the Multi Agency Tasking and Co-ordination approach to community safety which has seen significant reduction in the levels of crime in the Borough.
32. Our performance in this key area has been commended by the Home Office.
33. The Corporate Strategy sets out a commitment to address perceptions of safety and we have delivered significant improvements to both feelings of safety during the day and at night. Improving the percentage of residents who feel safe in Chorley during the day from 75.4 in 2003/04 to 86% in 2006/07 and the percentage of residents feeling safe at night from 31% in 2003/04 to 49% in 2006/07.

SPORTS AND RECREATION

34. This service area shows increasing costs reflecting the council's investment in a number of service areas. Activities for young people which residents identified as one of their key priorities in the Best Value survey of residents was targeted for investment in 2006/7 and this provided over 400,000 opportunities for young people to participate in positive activities during 2006/7.
35. Additionally the Council delivered an investment programme of £2.5 million in the borough's Golf course through our new partnership.
36. We have however also been able to record efficiency gains of £87,400 in the 2006/7 backward looking efficiency statement for this service largely achieved through the new contract put in place for the Golf course. Additionally the innovative approach to management of community services through Community groups delivered the first round of efficiency gains during 2006/7 in what will be a programme of Community Centre management transfer, phased over a number of years with Tatton Community Centre transferring to Community Management during 2007/08.

EXPENDITURE AND PERFORMANCE CORPORATE AND CUSTOMER PANEL

HOUSING BENEFITS ADMINISTRATION AND LOCAL TAX COLLECTION

37. We have considered these as one service because at Chorley they are managed as such. Estimated costs in 2007/08 were £21.20 per head which are slightly higher than the NN average. However performance in these areas is excellent. For processing benefits we are in the top quartile for processing times, accuracy and fraud investigation and prosecutions. Cost have been driven out of this service in 2006/07 and 2007/08 but high levels of performance have been maintained into the first quarter of 2007/08 with top quartile performance in the processing of new claims, changes to circumstances and in accuracy of processing.
38. For all benefit satisfaction indicators we are in the top quartile nationally and for 3 of these we are in the top ten nationally. We are also in the top quartile for Council Tax and NNDR collection.

BVPI Satisfaction Indicator	Family Group Ranking	Quartile	2003/04	2006/07
	2006/07			
Satisfaction with contact with the Benefits Office	2nd	1st	80	85
Satisfaction with service in the Benefits Office	3rd	1st	83	87
Satisfaction with the telephone service	3rd	1st	74	83
Satisfaction with staff in the Benefits Office	1st	1st	85	89
Satisfaction with Benefits forms	2nd	1st	68	67
Satisfaction with speed of service	1st	1st	76	83
Overall satisfaction with the Benefits Office	1st	1st	82	87

39. In local taxation (% of Council Tax collected and % of NNDR collected) the Council continues to perform well (2nd and 7th respectively in family group rankings) IN 2006/07.

CENTRAL SERVICES

40. In respect of central and democratic services the Council ranks 5th of 16 with costs at £27.69 against a NN average of £21.31. This reflects the council's strategic decision to divert resources into corporate, project, policy and business improvement support to underpin our corporate drive to maximising value for money across the organisation. We have however substantially reduced the Central Services budget in 2007/8 by rationalising our Administrative buildings through the closure of Gillibrand St and by disestablishing one of the Executive Director posts saving a total of £224,000.
41. Additionally in 2008/9 a further senior management restructure will achieve an annual saving of around £100k.
42. Sickness absence has been an issue of concern for us in recent years and performance against our nearest neighbours in 2006/7 ranked us at 8th of 16. Following an overhaul of

the monitoring and management procedures for attendance management it is therefore pleasing to see a very good first 9 months results outturn of 5.5 days per employee which if maintained would give us a full year outturn of 6.9 days enabling us to comfortably meet our annual target of 9.2 days and deliver significant non-cashable efficiency gains in 2007/8.

43. This improvement reflects the considerable management effort now being invested at a senior and corporate support level to address this issue. A scrutiny Inquiry panel has also recently been set up to ensure that the monitoring processes put in place are effective and that we see the anticipated significant improvement in 2007/8.

IMPACT OF 2008/09 SAVINGS AND INVESTMENT PROPOSALS

44. Set out in Appendices are details of the budget savings proposals, summarised as :

- The budget rebasing exercise (£315k). Appendix 1
- The savings proposals that require a member decision (£187k). Appendix 2
- The income general proposals that require a member decision (£223k). Appendix 3

45. The rebasing exercise has been completed following a line by line review of committed budgets. The proposed amendments represent the fact that in previous years these budgets have not been spent and may therefore no longer be required.

46. The savings proposals have been drafted on the basis that they are deliverable but will have the minimum amount of impact on the Council’s ability to deliver its objective in the Corporate Plan. The element of savings referring to staffing (£70k) will not be determined before the budget is set but will be a target for 2008/09. The reason for this is firstly the new Director will not start until mid February and she must be given a chance to influence the final outcome. With regard to the other savings there are no fundamental costs reductions that should undermine the Councils ability to deter on its Corporate Plan targets. With regard to income an analysis has been under of: service delivery

- Where it is possible to generate income from additional services.
- The comparative charging levels with other Councils.
- Where possible, price sensitivity of increasing charges.

47. The proposals outlined in Appendix 3 are the conclusion of that work and show that for some areas, the Council has historically been undercharging and subsidising the service (burial fees) and for other fees and charges areas there is scope to increasing change further but still remain competitive.

48. Set out in the table below are the proposals for the commitment of the £265k of headroom in the 2008/09 budget. Again the proposals are based upon the Executives assessment of where additional resources are required to meet its Corporate Strategy targets. The bulk of the investment is committed to:

- Improving Neighbourhood Working.
- Partnership working with the Local Strategic Partnership.

	£'000
Cash spent in neighbourhoods	100
Projects delivered by the Council and 15 parties	90
Extending opening hours at Astley Hall	40
Events and Tourism Officer	25
Extend Get Up and Go Scheme	10
Total	265

49. The commitment to the Neighbourhoods expenditure is borne out of the results of the overview and scrutiny enquiry into Neighbourhood working. The Executive have in the main accepted the proposal from Overview and Scrutiny and committed the funds with regard to the Local Strategic Partnership. There will be a continued emphasis on partnership working to deliver better outcome for Chorley residents. Consequently during 2007/08 a number of successful programmes of work were commissioned by the LSP using both Council funding and matched funding. The intention is to do something similar for 2008/09.

CAPITAL PLANS

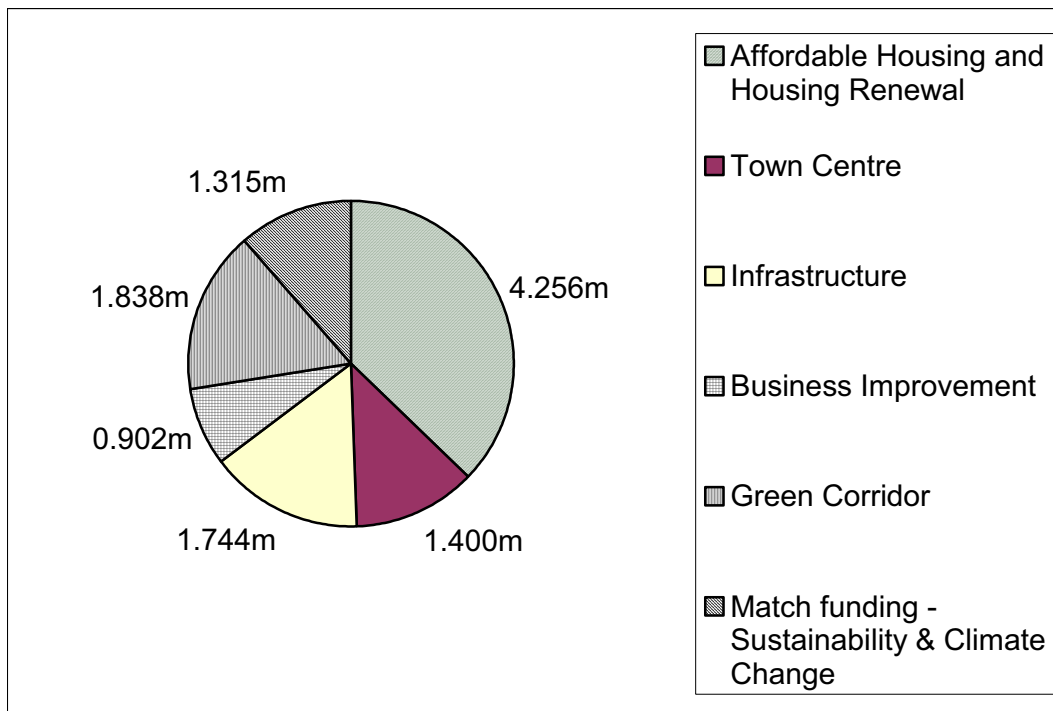
50. It is important that the Council continues to use Capital Resources strategically and in recognition of this, the Executive have identified four key priority areas for investment over the planning period.

51. These priorities are based upon the key objectives contained in the Council’s refreshed Corporate Strategy and upon a measure of our performance to date against that Plan. Consequently the key priority areas are:

- Affordable Housing.
- The Town Centre.
- Sustainability and Climate Change.
- Investing in the Green Corridor.

52. Whilst these four areas will attract the majority of resources there are other projects that also require recognition and as such other areas of investment are also included continuing to invest in the Councils infrastructure ie Property Maintenance, IT infrastructure.

53. A draft programme made up of individual schemes/projects is included at Appendix 4. In drafting this programme all Directorates have had to submit outline Business Cases demonstrating what the projects will deliver. The programme as drafted would see the following resource allocations against the Council’s corporate priorities.



54. The diagram shows that the bulk of the resources available are to be committed to Affordable Housing and other housing projects, the Town Centre and the Council’s Green

Corridor. Importantly the Executive intend to continue to invest in the Council's own assets and infrastructure in order to both maintain and improve the standards of the Council's asset base.

- 55. In addition further funds are committed to an annual match funding pot so that schemes that may require matched funding can be developed and a sum of £185k is allocated to a climate change fund which will be used to support the Council's and the borough's aspirations to improve the carbon footprint.
- 56. Whilst the sum allocated at this stage is relatively low this is because the Council is currently developing its strategic approach to delivering on this agenda and the resources implication will only be identified at this stage. As this priority is new for 2008/09 this incremental approach is sensible. At present no funds have been allocated to spend to save schemes ie if redundancy costs as has been done previously. The reasons for this are not that the schemes will not be developed, but that each scheme will stand or fall on the business case and the payback that is calculated. Only where schemes can demonstrate a return on investment will further borrowing be allowed.

IMPLICATIONS OF REPORT

- 57. 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

- 58. As set out in the report the effect on staffing of the budget proposals is minimal. However, targets have been set for further reduction in management costs but detailed proposals will not be made until the key part of the new financial year. Once these proposals are drafted the usual consultation process will be followed.

GARY HALL
 ASSISTANT CHIEF EXECUTIVE (BUSINESS TRANSFORMATION)

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Gary Hall	5480	16/01/08	t:/dof/reports/2008/budget scrutiny 2008-09

Appendix 1

Base Budget Review Savings 2008/09**Savings
£****Chief Executive's Office**

Conferences	(1,000)
Car Leases	(3,520)
Refreshments	(2,500)
Stationery/Computer Consumables	(6,000)
Photocopier Leases/Charges	(19,500)
Other Minor Budgets	(5,860)

(38,380)**Customer, Democratic & Legal Services**

Central Emergency Service	(9,940)
Photocopier Leases	(2,700)
Members Subsistence/Hospitality	(5,000)
Legal Publications	(5,000)
Legal Fees	(4,000)
Utilities - various	16,640
Gambling Premises income	(7,200)
Internet charges	(3,000)
Return of approx £3k lodged with court re CPO	(3,000)
Hire of Lancastrian	(22,850)
Other Minor Budgets	(570)

(46,620)**Development & Regeneration**

Stationery, directorate wide.	(2,000)
Development Control/Other Fees	(13,000)
Projects & Regen/Misc Expenses	(15,150)
Misc expenses (Projects & Regen.)	(5,150)
Stationery fees	(2,000)
Postages	(2,000)
Legal Fees (Development Control)	(3,000)
Other Fees (Development Control)	(5,150)
Urban Tree Scheme	(500)
Fences	(450)
Purchase/Maintenance of Furniture	(2,370)
Microfiche/Microfilming	(4,000)
Car Allowances	(4,000)

(58,770)**Finance**

Conferences	(900)
Saving on Financial Accountant post	(6,900)
Saving on Corporate Procurement Officer post	(8,990)
Overtime	(3,000)
Agency Staff	(2,000)
Lone Working System	(3,000)
Health & Safety contract with Bolton Council	(5,000)
Allpay cards	(6,500)
Anite contract	(10,000)

Base Budget Review Savings 2008/09

	Savings
	£
Other Minor Budgets	(2,390)
	<u>(48,680)</u>
<u>Human Resources</u>	
Corporate Training	<u>(17,000)</u>
<u>ICT Services</u>	
Stationery	(2,000)
Computer Equipment - Purchase	(16,000)
Computer Consumables	(2,600)
Computer Equipment/Software - Maintenance	5,700
Internet Charges	(5,760)
	<u>(20,660)</u>
<u>Policy & Performance</u>	
Minor Budgets	<u>(490)</u>
<u>Streetscene, Neighbourhoods & Environment</u>	
Refuse Collection: Target Bonus	20,000
Refuse Collection: External Contractors	(5,390)
Grounds Maintenance	(6,000)
Special Projects	(25,000)
Recycling income	(15,000)
Refuse Collection income from SRBC	(24,000)
Pest Control contracts	5,000
Maintenance of Street Furniture	(6,150)
Maintenance of Bus Shelters	(6,000)
Vehicle disposals -1 Tractor	(4,000)
Reductions in working hours to 29 hours	(8,220)
Reductions in working hours to 29 hours	(9,090)
	<u>(83,850)</u>
TOTAL SAVINGS	<u>(314,450)</u>

SCHEDULE OF POTENTIAL SAVINGS FOR DIRECTORATE SAVINGS TARGETS 2008/09

	2008/09	<u>Comments</u>
	£	
<u>CHIEF EXECUTIVES OFFICE</u>		
Corporate Services	(5,000)	Income from speaker's fees and events. Risk with level of income achievable.
<u>CORPORATE GOVERNANCE</u>		
Replace current Civic car with "Green" car	(3,000)	Civic car would possibly not be as grand as previously but greener
Stop Town Twinning	(4,000)	No town twinning expenditure in 07/08. Nothing planned for 08/09.
Not using agency staff at elections	(4,000)	Would mean using approx 12 council staff for upto 2 weeks. Direct impact on other services.
<u>BUSINESS</u>		
Heritage Conservation Grants	(8,000)	Dissatisfaction from listed property owners.
<u>BUSINESS IMPROVEMENT</u>		
Delete vacant part-time Benefits Officer post. Documents on Line	(13,310) (8,000)	Current vacant post to be deleted from establishment. Additional pressures on existing staff. Stop accepting payments by cheque via Anite. Will impact on staffing resources.
<u>ICT SERVICES</u>		
Provision for adhoc purchases in year	(6,000)	Remaining budget to be used for printers only. Reinforce the need for staff to adopt the less expensive thin client units in place of more expensive equipment such as laptops.
Provision for misc support in year	(10,000)	Reduction will result in additional skills/resources being identified on a project by project basis and funded as part of project costs.
Provision computer support services in GIS/LLPG	(13,600)	Directorate will no longer be able to fund an apprentice. Remainder of this saving was to be used to 'pump-prime' the use of GIS within the Council by funding the purchase of useful datasets. These will now have to be funded through some other mechanism.
<u>PEOPLE</u>		
Reduce funding for Advice Centre project, Market Street	(10,000)	Our contribution will fall from £33k to £8K for LCC Welfare Rights advice centre.
Reduce size of BT listing	(1,000)	In line with a rationalisation of service DDI numbers. Smaller sized advert in BT listing.
Stop cash collection - reduce Securicor costs	(4,000)	Currently cash is collected daily from Union Street & weekly from Astley Hall. This would be reduced to weekly for Union Street & cease for Astley Hall.
Flare Licences	(5,000)	Subject to use of CRM and effective integration via NDL.

SCHEDULE OF POTENTIAL SAVINGS FOR DIRECTORATE SAVINGS TARGETS 2008/09

	2008/09 £	<u>Comments</u>
<u>POLICY & PERFORMANCE</u>		
Communications	(10,000)	Efficiency savings in provision for publicity.
APSE subscription	(5,000)	Cancel annual subscription.
Consultants Fees	(2,000)	Reduce provision for Best Value reviews/Performance Management, etc.
Website Development	(5,000)	Remove provision for one year only for 2008/09.
<u>NON STAFFING OPTIONS</u>		
	<u>(116,910)</u>	
<u>STAFF RELATED OPTIONS</u>		
<u>CORPORATE GOVERNANCE</u>		
Merge Enforcement functions in Corporate Governance & Neighbourhoods.	(21,210)	Detailed work to be completed as part of the current value for money review to be completed in Feb 08
<u>NEIGHBOURHOODS</u>		
Restructure of Neighbourhoods middle management	(48,470)	
<u>TOTAL HIGH RISK OPTIONS</u>		
	<u>(69,680)</u>	
TOTAL SAVINGS OPTIONS		
	<u>(186,590)</u>	
FEES & CHARGES REVIEW OPTIONS		
	(223,301)	
TOTAL POTENTIAL SAVINGS		
	<u>(409,891)</u>	

PROPOSALS FOR INCREASING FEES & CHARGES IN 2008/09

DIRECTORATE	INCOME AREA	BUDGET 2007/08 £	PROPOSAL	ESTIMATED INCREASE £
Corp. Governance	Hackney/Prvt Carriage Licences	(63,410)	Increase charges to coincide with comparable local council charges	(2,246)
Corp. Governance	Other Licences	(1,800)	Increase charges to coincide with comparable local council charges	(1,937)
Business	Local Land Charge Searches	(188,950)	No proposed increase at this stage. Review to be carried out. CBC are in competition with other local authorities and private business. An increase in fees could risk customers going elsewhere.	0
Business	Tolls - General Market	(225,000)	3% inflationary increase on cabins Conversion of 10 unoccupied stalls into 7 cabins at higher rents Creation of café unit from 5 unoccupied stalls Letting 5 of 9 remaining unoccupied stalls following refurb All these options are feasible, there is high demand for cabins and expressions of interest in the café.	(6,750) (5,687) (2,708) (5,200)
Business	BCC'S Plans Fees Inspection Fees Buildg Control	(137,040) (176,130)	3% inflationary increase 3% inflationary increase Comfortable to increase fees by 3%.	(4,111) (5,284)
Business Improvement	Rail Pass Charge	(19,390)	Adding £1.00 to current overhead levied (currently 50p)	(1,175)
People	Casual Hire: Offices And Rooms	(30,430)	3% inflationary increase	(913)
People	Grant Of Right Of Burial Fees	(20,220)	Increase charges from £495 to £800. Which is market rate.	(12,200)
People	Interment Fees	(52,000)	Increase charges to £400 from current charge of £360. Introduce a new charge for cremated remains plots	(3,760) (3,200)
People	Indoor Leisure Charges	(25,000)	A combination of increases to reflect the level of investment in the centres and amending profit share formula	(25,000)

PROPOSALS FOR INCREASING FEES & CHARGES IN 2008/09

DIRECTORATE	INCOME AREA	BUDGET 2007/08 £	PROPOSAL	ESTIMATED INCREASE £
People	Get Up and Go		Additional activities for which we currently charge. Typically 3 day activities offering added value eg visits, payments to be made on-line.	(5,000)
Neighbourhoods	Wheeled Bins	(15,570)	Increase from £32 to £40 per bin	(3,130)
Neighbourhoods	Emptying Dog Waste Bins	(4,610)	Expected new income from annual sponsorship of waste bins	(3,000)
Neighbourhoods	Pest Control Contracts	(21,480)	3% inflationary increase	(490)
Neighbourhoods	Parking Permits	(54,370)	Increase to £265 (from £220) and additional permits.	(22,990)
Neighbourhoods	Parking Fees	(540,800)	New Flat Iron stall layout - extra 50 parking spaces on Tuesdays 50 spaces x 52 weeks x £3.80 daily income/space = £9,880	(9,880)
			Rationalisation of tariffs:- Short Stay car parks	(38,600)
			Rationalisation of tariffs:- Long Stay car parks	(24,000)
			5% increase	(27,040)
Neighbourhoods	Income from amortisation of commuted sums on Public Open Spaces		Based on £90,000 of receipts brought into revenue equally over 10 years.	(9,000)
			ESTIMATED ADDITIONAL INCOME	(223,301)

Appendix 4

Scheme	2008/09 Current Estimate £	Slippage from 2007/08 £	2008/09 Other Changes £	2008/09 Revised Estimate £	2009/10 Current Estimate £	2009/10 Other Changes £	2009/10 Revised Estimate £	2010/11 Current Estimate £	2010/11 Other Changes £	2010/11 Revised Estimate £	Total 2008/09 to 2010/11 £
<u>Town Centre Investment</u>											
Markets Action Plan (Phase I)			125,000	125,000		125,000	125,000			0	250,000
Town Centre Investment			325,000	325,000		825,000	825,000			0	1,150,000
<u>Town Centre Investment Total</u>	0	0	450,000	450,000	0	950,000	950,000	0	0	0	1,400,000
<u>Affordable Housing</u>											
Provision of Affordable Housing (S106 funded)	122,900	0	(122,900)	0							0
Homeless prevention Central Lancos Sanctuary Scheme Project			28,500	28,500							28,500
Affordable Housing HALS Project 2007/08 - 2008/09			920,000	920,000							920,000
Choice Based Lettings			20,000	20,000							20,000
Affordable Housing New Development Project 2008/09 - 2010/11			787,900	787,900		500,000	500,000		500,000	500,000	1,787,900
<u>Affordable Housing Total</u>	122,900	0	1,633,500	1,756,400	0	500,000	500,000	0	500,000	500,000	2,756,400
<u>Sustainability & Climate Change</u>											
Climate Change Pot			180,000	180,000							180,000
<u>Sustainability & Climate Change Total</u>	0	0	180,000	180,000	0	0	0	0	0	0	180,000
<u>Matched Funding Pot</u>											
Matched Funding Pot			100,000	100,000		100,000	100,000		100,000	100,000	300,000
<u>Matched Funding Pot Total</u>	0	0	100,000	100,000	0	100,000	100,000	0	100,000	100,000	300,000
<u>Performing Organisation - Investment in Infrastructure</u>											
Planned Maintenance of Fixed Assets	200,000	0	0	200,000	200,000		200,000	0	200,000	200,000	600,000
Financial Systems Development			62,000	62,000							62,000
<u>Assistant Chief Executive (Business Transformation)</u>	200,000	0	62,000	262,000	200,000	0	200,000	0	200,000	200,000	662,000

Capital Programme - 2008/09 to 2010/11

Scheme

Town Centre Investment

Markets Action Plan (Phase I)

Town Centre Investment

Town Centre Investment Total

Affordable Housing

Provision of Affordable Housing (S106 funded)

Homeless prevention Central Lancos Sanctuary Scheme Project

Affordable Housing HALS Project 2007/08 - 2008/09

Choice Based Lettings

Affordable Housing New Development Project 2008/09 - 2010/11

Affordable Housing Total

Sustainability & Climate Change

Climate Change Pot

Sustainability & Climate Change Total

Matched Funding Pot

Matched Funding Pot

Matched Funding Pot Total

Performing Organisation - Investment in Infrastructure

Assistant Chief Executive (Business Transformation)

Planned Maintenance of Fixed Assets

Financial Systems Development

Assistant Chief Executive (Business Transformation)

Capital Programme - 2008/09 to 2010/11

Scheme

Corporate Director (Neighbourhoods)

- Replacement of recycling/litter bins & containers
- Astley Park Woodland Management
- Play/Recreation Facilities (S106 funded)
- DEFRA Waste Performance & Efficiency Grant scheme
- Memorial Safety St Johns Churchyard
- Memorial Safety
- Alleygates
- Refuse and Recycling Contract Revenue Mitigation
- MATAC CCTV Infrastructure Upgrades

Corporate Director (Neighbourhoods)

Corporate Director (People)

- Leisure Centres Capital Investment
- Duxbury Park Golf Course capital investment
- Astley Park Improvements - Construction
- CRM Process Optimisation

Corporate Director (People)

Performing Organisation - Investment in Infrastructure Total

Capital Programme Total

	2008/09 Current Estimate £	Slippage from 2007/08 £	2008/09 Other Changes £	2008/09 Revised Estimate £	2009/10 Current Estimate £	2009/10 Other Changes £	2009/10 Revised Estimate £	2010/11 Current Estimate £	2010/11 Other Changes £	2010/11 Revised Estimate £	Total 2008/09 to 2010/11 £
	50,000	0	0	50,000	50,000	0	50,000	0	50,000	50,000	150,000
	30,000	0	0	30,000	30,000	0	30,000	0	0	0	60,000
	19,630	0	0	19,630	0	0	19,630	0	0	0	19,630
	0	0	45,000	45,000	0	45,000	45,000	0	45,000	45,000	135,000
	0	0	30,000	30,000	0	0	0	0	0	0	30,000
	0	0	25,000	25,000	0	25,000	25,000	0	25,000	25,000	75,000
	0	0	40,000	40,000	0	30,000	30,000	0	30,000	30,000	100,000
	0	0	1,000,000	1,000,000	0	0	0	0	0	0	1,000,000
	0	0	25,000	25,000	0	0	0	0	0	0	25,000
	99,630	0	1,165,000	1,264,630	80,000	100,000	180,000	0	150,000	150,000	1,594,630
	229,050	0	0	229,050	237,070	0	237,070	0	244,180	244,180	710,300
	34,850	0	0	34,850	0	0	0	0	0	0	34,850
	289,390	1,092,000	0	1,381,390	0	0	0	0	0	0	1,381,390
	0	0	116,000	116,000	0	35,000	35,000	0	0	0	151,000
	553,290	1,092,000	116,000	1,761,290	237,070	35,000	272,070	0	244,180	244,180	2,277,540
	1,686,990	1,123,750	1,527,900	4,338,640	791,270	596,850	1,388,120	0	1,393,530	1,393,530	7,120,290
	1,809,890	1,123,750	3,891,400	6,825,040	791,270	2,146,850	2,938,120	0	1,993,530	1,993,530	11,756,690

Capital Programme - 2008/09 to 2010/11

Scheme

Financing the Capital Programme

Prudential Borrowing
 Unrestricted Capital Receipts
 Housing Investment Programme Restricted Capital Receipts
 Preserved RTB Capital Receipts from CCH

CBC Resources

Ext. Contributions - Developers
 Ext. Contributions - Lottery Bodies
 Ext. Contributions - Other

Government Grants - Disabled Facilities Grants
 Government Grants - DEFRA
 Government Grants - Housing Capital Grant

External Funding

Total capital resources

TOTAL CAPITAL FINANCING

	2008/09 Current Estimate £	Slippage from 2007/08 £	2008/09 Other Changes £	2008/09 Revised Estimate £	2009/10 Current Estimate £	2009/10 Other Changes £	2009/10 Revised Estimate £	2010/11 Current Estimate £	2010/11 Other Changes £	2010/11 Revised Estimate £	Total 2008/09 to 2010/11 £
	364,460	215,910	(580,370)	0	761,270	(679,450)	81,820	0	513,530	513,530	595,350
	508,930	12,400	(24,540)	496,790	0	403,210	403,210	0	200,000	200,000	1,100,000
	190,670	0	129,330	320,000	0	141,890	141,890	0	500,000	500,000	461,890
	0	0	750,000	750,000	0	500,000	500,000	0	500,000	500,000	1,750,000
	1,064,060	228,310	274,420	1,566,790	761,270	365,650	1,126,920	0	1,213,530	1,213,530	3,907,240
	172,530	0	3,105,400	3,277,930	30,000	1,056,200	1,086,200	0	55,000	55,000	4,419,130
	254,300	895,440	(33,420)	1,116,320	0	0	0	0	0	0	1,116,320
	139,000	0	0	139,000	0	0	0	0	0	0	139,000
	180,000	0	0	180,000	0	180,000	180,000	0	180,000	180,000	540,000
	0	0	45,000	45,000	0	45,000	45,000	0	45,000	45,000	135,000
	0	0	500,000	500,000	0	500,000	500,000	0	500,000	500,000	1,500,000
	745,830	895,440	3,616,980	5,258,250	30,000	1,781,200	1,811,200	0	780,000	780,000	7,849,450
	1,809,890	1,123,750	3,891,400	6,825,040	791,270	2,146,850	2,938,120	0	1,993,530	1,993,530	11,756,690
	1,809,890	1,123,750	3,891,400	6,825,040	791,270	2,146,850	2,938,120	0	1,993,530	1,993,530	11,756,690

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Corporate and Customer Overview and Scrutiny Panel

Tuesday, 22 January 2008

08.CCS.05 BUDGET SCRUTINY FOR 2008/2009

The Panel considered the report of the Assistant Chief Executive (Business Transformation) on budget scrutiny. The report set out the spending and performance context for key spending areas at the Council, details of the rationale between the Executives draft budget proposals and details of the key budget proposals for 2008/09.

Members noted that the budget proposals aimed to achieve the objectives set out in the refreshed corporate strategy. It was noted that the updated Corporate Strategy includes new targets, particularly in relation to climate change and older and younger peoples activities.

The Assistant Chief Executive (Business Transformation) outlined the spending and performance context for key spending areas at the Council and answered a number of queries raised by Members. The Panel congratulated the Council on the achievement of maximum scores for both the use of its resources and value for money in the annual use of resources assessment. Improvements in satisfaction have been seen alongside improvements in performance and this score demonstrates that the Council continues to offer good value for money.

Members made several general suggestions for the Executive Cabinet to consider:

- 1. To increase the number of Environmental Wardens.**
- 2. To provide another vehicle for the Environmental Wardens.**
- 3. To improve the process to request the cleaning of footpaths, clearing of hedgerows and ditches outside the urban core. Currently there can be confusion as to where the responsibility for this lies and how best to deal with Lancashire County Council when the responsibility lies with them.**
- 4. To increase the use of the machine that removes chewing gum throughout the Borough.**
- 5. To distribute to Members the schedule of work for street cleaning and grass cutting for their information and comments.**
- 6. To identify areas where there is a lack of recreational facilities and either provide additional facilities or improve transport links to existing facilities nearby.**
- 7. To explore concessionary arrangements with South Ribble where residents would be entitled to concessions within Chorley but South Ribble recreational facilities are closer.**

The Panel made observations on the following:

1. The customer service received when a missed bin was reported was excellent and the bin had then been collected promptly.
2. The conditions of the new waste and recycling contract to put financial penalties on the contractor for not returning the receptacle to the point of collection and new style receptacles for recycling were commended.
3. It was hoped that the issue of waste littering areas after collection would be reduced under the new contract.
4. It was hoped that the plans for Market Walk phase 2 would come into fruition in the future.

On the base budget review savings 2008/09 Members asked for clarification on several items and commented that the maintenance of bus shelters and street furniture, although not the responsibility of Chorley Council, did have a positive impact on the streetscene. It was noted that one of the corporate priorities was to “develop the character and feel of Chorley as a good place to live”. The increase in charges for the hire of the Lancastrian was noted with some concern.

Members considered the schedule of potential savings for Directorate savings targets 2008/09. It was highlighted that proposed savings should not have a negative impact on the service delivered to the customer. Support was given to merging the enforcement functions currently delivered by Governance and Neighbourhoods.

The Panel discussed the proposals for increasing fees and charges in 2008/09. **Members discussed the increase proposed for grant of right of burial fees and a suggestion was made that the increase be phased.**

Members considered the plans for Capital Resources and noted that the priorities were affordable housing, the town centre, sustainability and climate change and investing in the green corridor. Members clarified several points and supported the proposals relating to affordable housing and the green corridor. It was noted that Chorley Council would manage the homelessness function in the future.

The Chair thanked the Assistant Chief Executive (Business Transformation) for his report and attendance at the meeting. It was noted that the discussion on budget scrutiny had been useful and the approach to budget scrutiny had been an improvement on last year.

RESOLVED – That the

- 1. report be noted and**
- 2. comments of the Panel be forwarded to the Executive Cabinet.**

Environment and Community Overview and Scrutiny Panel

Thursday, 24 January 2008

08.ECS.6 BUDGET SCRUTINY FOR 2008/2009

The Assistant Chief Executive (Business Transformation) submitted a report setting out the spending and performance context for key spending areas at the Council, details of the rationale between the Executive draft budget proposals and the details of the key budget prospects for 2008/09.

The analysis of comparative data had shown that in the main the Council continued to drive down costs as measured by our relative performance against our nearest neighbours whilst continuing to improve both performance and in the main satisfaction with services.

The budget proposals aimed to achieve the key targets and increase in terms of the Council's Corporate Strategy with some of those requiring additional resources whilst others required working in a different way. New targets included climate change and older and younger people activities.

The Council continued to demonstrate good value for money resulting in maximum scores for both the use of its resources and value for money in the annual use of resources assessment.

The report set out an analysis of service costs against our nearest neighbours using the value for money profile tool for the following services within this Panel's remit, planning, waste management, street cleansing, Economic and Community Development, parking, community safety and sport and recreation.

Members of the Panel were requested to consider the Executive's draft budget proposals in the context of current spending and the Council's corporate priorities and make appropriate representations to the Executive for consideration during the finalising of the budget proposals.

The Assistant Chief Executive (Business Transformation) reported that the Corporate and Customer Overview and Scrutiny Panel held on 22 January 2008 had put forward several suggestions for the Executive Cabinet to consider and Members noted that a majority of them related to this Panel.

Members also considered the Capital Programme 2008/09 to 2010/11 and noted that the priorities were town centre investment, affordable housing, sustainability and climate change and investing in the Green Corridor. These priorities were based upon the key objectives contained in the Council's refreshed Corporate Strategy and upon a measure of our performance to date against that plan.

It was **AGREED** that the Overview and Scrutiny Committee be recommended to submit the following suggestions to the Executive Cabinet as part of this year's budget consultation exercise.

1. To increase the number of Environmental Wardens.
2. To provide another vehicle for the Environmental Wardens.
3. That the hours of the Environmental Wardens be made flexible as currently they work to a restrictive core time pattern.
4. To improve the process of requesting the cleaning of footpaths, clearing of hedgerows and ditches outside the urban core and reporting of faulty street lights. Currently there can be confusion as to where the responsibility for this

lies and how best to deal with Lancashire County Council when the responsibility lies with them.

5. To increase the use of the machine that removes chewing gum throughout the Borough.
6. To distribute to Members the schedule of work for street cleaning and grass cutting for their information and comment.
7. To identify areas where there is a lack of recreational facilities and either provide additional facilities or improve transport links to existing facilities nearby.
8. To explore concessionary arrangements with South Ribble where residents would be entitled to concessions within Chorley but South Ribble recreational facilities are closer.
9. That the proposed increase for grant of right of burial fees be phased.



Report of	Meeting	Date
Assistant Chief Executive (Business Transformation) (Introduced by the Executive Member for Resources)	Executive Cabinet	14 February 2008

REVENUE BUDGET MONITORING 2007/08 REPORT 3 (END OF DECEMBER 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.

RECOMMENDATION(S)

2. Executive Cabinet are asked to note the contents of the report.

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. The analysis shows that significant progress has been made since the last budget monitoring report in September in reducing the budget deficit.
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 and the fact that we now have better information about usages for example in concessionary travel.
6. No major action is required at this stage of the year as the position is as expected and the Council is on track to balance its budget for 2007/08, with the vast majority of savings required already achieved.

REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

7. To ensure the Council's budgetary targets are achieved.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

8. None.



CORPORATE PRIORITIES

9. This report relates to the following Strategic Objectives:

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 Borough Council is a performing organization	✓

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

BACKGROUND

10. 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.

CURRENT FORECAST POSITION

- 11. The projected outturn shown in appendix 1 shows the summary forecast position for the Council based upon actual spending in the first nine 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.
- 12. The directorate cash budgets have been amended to reflect the new corporate structure following the recent Senior Management Review.
- 13. In my last report to the Executive Cabinet I advised on the projected outturn which forecast an overspend of £91,000 at the end of September. This position has since improved and the current projection is now for a small overspend of around £30,000.
- 14. 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
Net Financing Costs	(92)
Car Parking income	(49)
DPE Cash Collection costs	35
Building Control/Planning Application Fee income	(19)
Insurance Premiums	(33)
Target Bonus recycling contract	20
Benefits payments	35
Concessionary Travel	26
Other minor forecasts	16
Net change since September report	(61)

15. Clearly one of the most significant changes being reported here is the change in Net Financing costs. 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 in the net credit from the previous estimate of £327,500 to £419,880. 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; and receipt of S106 contributions from developers to finance capital schemes in future years. 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 increase in estimated interest receivable is offset in part by a recalculation of the provision to repay debt, following the audit of the 2006/07 accounts.
16. A significant change in the forecast this time is an increase in Car Parking income. The continued use of parking spaces following the delay in the Market Walk development together with a volume increase in parking permits has generated additional income for 2007/08. The forecast is for a further increase of £49,000 from the figure reported in September.
17. The cost of collecting cash from car parking pay and display machines has been brought into the revenue account for 2007/08 following clarification of agency contractual terms with LCC. After further negotiation with the County Council, an additional cost of £35,000 will be incurred in the current financial year.
18. Income from Building and Planning Application Fees has been consistently above the profiled budget levels over the last three months. Development Control had previously identified a number of larger applications generating additional income in the current year. Allowing for these larger applications and the steady flow of "everyday applications", the forecast is now for an additional income of £19,000 for the year.
19. The Council's Insurances premiums were based initially on information supplied to the insurance company several months prior to the 2007/08 financial year. Mid-way through the year, the insurance company asks for updated information on items such as staffing levels and revised budget figures so that it can make adjustments to the premiums already charged. Due to the significant changes within the Council over the last twelve months, in particular the housing stock transfer, there has been a delay in receiving the adjusted premium figures for 2007/08. The adjustments have now been made and as a result the premiums for the current year have been reduced. This has resulted in a budget saving of around £33,000.
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 previous forecast in my last report was based on approx. 9,000 tonnes giving a total cost of £400,000 for the year. The projected total tonnage is now forecast to be around 9,500 giving a total cost of £420,000, an increase of £20,000 from the figure reported in September monitoring.
21. Following on from my previous reports 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 £35,000.
22. Another demand-driven budget is Concessionary Travel. As more up to date information has become available from County Council, it is clear that the number of journeys has increased and with a continuing higher level of ridership anticipated, a further increase in costs is likely for 2007/08. There is also a risk that ridership may increase in March if the DfT publicity campaign for the new national scheme results in cardholders using their cards immediately. The current forecast is for an additional cost of £26,000 this year above previously reported levels.

- 23. Taking into account the points raised above, the current forecast position is that General Fund balances will be £30,000 lower than anticipated and further savings are needed to balance the budget. On a positive note it is still likely that further 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 the final outcome will be less than expected, but still a significant extra cost to the Council of around £40,000 in 2007/08.
- 24. The revenue budget for 2007/08 has been prepared on the understanding that the Council will receive permission from the Government to capitalise expenditure normally chargeable to revenue budgets, in particular the statutory redundancy costs and associated pension fund contributions arising from the restructuring of directorates. In addition, permission has been sought to capitalise the interest payment incurred on the land assembly costs for the Gillibrand Link Road. This report has been prepared on the assumption that the Council will be able to capitalise redundancy and pension costs, as approved in previous years, but will not be able to capitalise the £213,000 interest payment. We will be informed in the near future whether we can capitalise some or all of the interest, in which case there will be an improvement in the revenue budget position to report.

IMPLICATIONS OF REPORT

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

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

- 26. The financial implications are detailed in the body of the report.

GARY HALL
 ASSISTANT CHIEF EXECUTIVE (BUSINESS TRANSFORMATION)

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Dave Bond / Michael Jackson	5488 / 5490	25/01/08	***

General Fund Revenue Budget Monitoring 2007/08 - Forecast Outturn as at December 2007

	(1) Original Budget	(2) Impact of Council Restructure	(3) Agreed Changes (Directorates)	(4) Agreed Changes (Other)	(5) Original Cash Budget	(6) Contribution to Corp. Savings (Staffing)	(7) Contribution to Corp. Savings (Other)	(8) Current Cash Budget	(9) Forecast Outturn	(10) Variance	(11) Variance
	£	£	£	£	£	£	£	£	£	£	%
Chief Executive's Office	924,170	-	(92,980)		831,190	(83,000)		748,190	676,370	(71,820)	-9.60%
Corporate Governance	2,092,340	(744,630)	151,090	31,700	1,530,500	(61,600)		1,468,900	1,443,900	(25,000)	-1.70%
Business	1,061,650	-	(206,030)	10,000	865,620	(22,000)	(20,450)	823,170	821,170	(2,000)	-0.24%
Business Improvement	1,616,050	-	118,020		1,734,070	(5,000)		1,729,070	1,725,830	(3,240)	-0.19%
Human Resources	483,020	-	(41,550)	53,040	494,510			494,510	533,510	39,000	7.89%
Information & Communication Technology Services	998,230	-	(2,930)	34,270	1,029,570			1,029,570	1,019,570	(10,000)	-0.97%
People	1,231,770	738,020	(19,700)		1,950,090			1,950,090	1,943,090	(7,000)	-0.36%
Policy & Performance	625,810	-	7,260	65,000	698,070	(25,000)		673,070	678,890	5,820	0.86%
Property Services	82,040	-	84,630		166,670			166,670	356,560	189,890	113.93%
Neighbourhoods	4,988,550	6,610	2,190	(10,000)	4,987,350	(82,000)		4,905,350	4,891,350	(14,000)	-0.29%
Budgets Excluded from Finance Unit Monitoring:											
Benefit Payments	(250,340)				(250,340)			(250,340)	(115,370)	134,970	-53.91%
Concessionary Fares	550,580				550,580			550,580	664,180	113,600	20.63%
Pensions Account	225,000				225,000			225,000	225,000	-	0.00%
Corporate Savings Targets											
Management of Establishment				(278,050)	(278,050)	278,600		550	-	(550)	-100.00%
Efficiency/Other Savings				(60,000)	(60,000)		36,850	(23,150)	-	23,150	-100.00%
Salary Related Savings				(50,000)	(50,000)	0		(50,000)	-	50,000	-100.00%
Total Service Expenditure	14,628,870	-	-	(204,040)	14,424,830	-	16,400	14,441,230	14,864,050	422,820	2.9%
Non Service Expenditure											
Contingency Fund	50,000				50,000			50,000	-	(50,000)	0.0%
Contingency - Job Evaluation	255,680				255,680			255,680	25,000	(230,680)	0.0%
Contingency - Management of Establishment	(278,050)			278,050	-			-	-	-	0.0%
Contingency - Procurement Savings	(35,000)			35,000	-			-	-	-	0.0%
Contingency - Gershon Savings	(25,000)			25,000	-			-	-	-	0.0%
Contingency - Salary Related Savings	(50,000)			50,000	-			-	-	-	0.0%
Revenue Contribution to Capital	40,000			234,510	274,510			274,510	185,070	(89,440)	0.0%
Net Financing Transactions	(307,900)				(307,900)			(307,900)	(419,880)	(111,980)	36.4%
Parish Precepts	549,835				549,835			549,835	549,835	-	0.0%
Total Non Service Expenditure	199,565	-	-	622,560	822,125	-	-	822,125	340,025	(482,100)	-58.6%
Total Expenditure	14,828,435	-	-	418,520	15,246,955	-	16,400	15,263,355	15,204,075	(59,280)	
Financed By											
Council Tax	(6,569,235)				(6,569,235)			(6,569,235)	(6,569,235)	-	0.0%
Aggregate External Finance	(8,008,230)				(8,008,230)			(8,008,230)	(8,008,230)	-	0.0%
Collection Fund Surplus	(59,970)				(59,970)			(59,970)	(59,970)	-	0.0%
Use of Earmarked Reserves - capital financing	-			(234,510)	(234,510)			(234,510)	(144,860)	89,650	38.2%
Use of Earmarked Reserves - revenue expenditure	(151,000)			(184,010)	(335,010)		(16,400)	(351,410)	(351,410)	-	0.0%
Contribution to or use of General Balances	(40,000)				(40,000)			(40,000)	(40,000)	-	0.0%
Total Financing	(14,828,435)	-	-	(418,520)	(15,246,955)	-	(16,400)	(15,263,355)	(15,173,705)	89,650	0.6%
Net Expenditure	-	-	-	-	-	-	-	-	30,370	30,370	0.21%

General Balances Summary Position	Budget £	Forecast £
General Fund Balance at 1.4.07	1,000,000	768,610
Budgeted use of General Balances		(40,000)
Forecast (Over)/Under Spend		(30,370)
Forecast General Fund Balance at 31.3.08	1,000,000	698,240

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Report of	Meeting	Date
Assistant Chief Executive (Policy & Performance)	Overview and Scrutiny Committee	12 February 2008

BUSINESS IMPROVEMENT PLAN MONITORING STATEMENT – POLICY & PERFORMANCE DIRECTORATE

PURPOSE OF REPORT

1. To report progress against the key actions and performance indicators in the Policy and Performance Business Improvement Plan for 2007/2008.

RECOMMENDATION

2. To note the report.

EXECUTIVE SUMMARY OF REPORT

3. The Directorate has delivered all the actions set out in the Business Improvement Plan scheduled for completion during the 3rd quarter of 2007/08. In particular, there has been considerable activity to support the work to continue the development of the Chorley Partnership, the highlight of which was a successful IDeA Peer Review of the Local Strategic Partnership. The IDeA findings endorsed the improvements made in a short period of time and recognised that the Partnership is on track to make a real difference. In addition, following the approval of a new Sustainable Community Strategy in the Autumn, we have commenced work on introducing a range of new partnership projects which will enable us to monitor and demonstrate delivery against our key priorities in the Sustainable Community Strategy over the next twelve months.
4. The Directorate supported the progression of our application for Beacon Status by organising a visit to Chorley for the Beacon Panel in November and then supported the preparation for the subsequent presentation to the Beacon Panel in London in January. Beacon awards will be announced in early March and if successful, will be a significant achievement for the Council, given that the theme “Transforming Services, Citizen Engagement and Empowerment” is about best practice across the whole organisation and not just within a small service area which has been the case for most other Beacon awards.
5. The Communications and Marketing team have had a busy period, publicising and organising a number of public events including the Town Hall open day, Christmas Dickensian evening and a young persons local democracy week event and designing and publishing a range of publications and newsletters. A notable success this quarter has been “The Make Chorley Smile” campaign launched in November which is going from strength to strength and already our partners are keen to engage with and endorse the campaign through a number of ways including involvement in the planned weeks of action.
6. Sickness levels within the Directorate remain low and well below the target and our performance in processing invoices has improved significantly and we have now exceeded both targets.

7. All risks identified are being managed and we are on track to deliver our planned cashable and non-cashable efficiencies.

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	✓

BACKGROUND

9. The Business Plan Monitoring Statement reports progress against the key actions and performance indicators included in the 2007/08 Business Improvement Plan for the Policy and Performance Directorate. The report covers the period 1st October to 31st December 2007.

KEY MESSAGES

10. A key area of focus for the Directorate during the third quarter of 2007/08 was the preparation for the successful IDeA Peer Review of the Chorley Local Strategic Partnership (LSP) that took place in November. Members will be aware that there has been considerable work undertaken by the Policy and Performance Directorate during the last 12 months to strengthen the structure, membership, operation and effectiveness of the Chorley Partnership. The five-person inspection team spent three days on site speaking to members, officers, partners and staff about the work of the partnership and the report on their findings was received and reported to members in December. In particular, we were commended on our revised structure, our new Sustainable Community Strategy (SCS) and our strengthened performance management framework. The reports overall message was that the LSP is “now poised to make a real difference”. An improvement plan is now in place to carry out the review’s recommendations to enhance further partnership working in Chorley.
11. The Sustainable Community Strategy (SCS) was approved by the LSP Executive on 10th October and includes a re-freshed vision, five priorities including a new priority on tackling climate change and a range of indicators and targets that we will monitor with our partners to measure our success. A joint action planning workshop with thematic leads and supporting officers from partner organisations, facilitated by the directorate was undertaken in November in order to commence the development of an accompanying SCS action plan and to identify future joint working projects. The initial ideas for projects are now being discussed and further developed in the respective theme groups supported by the Performance Advisor (Partnerships) and proposals are expected by the end of March 2008 for consideration by the LSP Executive.
12. In October it was announced that we had been short listed for the Beacon Scheme under the theme “Transforming Services: Citizen Engagement and Empowerment”. Out of 15 applications five authorities had been short-listed: Chorley, London Borough of Haringey, Portsmouth, Staffordshire Moorland’s, and Tameside. To progress the application, a panel of assessors spent half a day in Chorley in November, where we brought the bid to life through site visits to All Seasons Leisure Centre, the contact centre and one stop

shop, as well as through meeting some of our key partners contributing to Chorley's success. .

13. Finally, the directorate supported a team of 5 people lead by the Chief Executive and the Executive Member for Children & Young People who were invited to present our bid to the Beacon Panel in London on 8th January. This included working with ITN consulting to film a three minute video, titled 'you said - we did' which showcased our work and included footage at All Seasons, Tatton Community Centre, Chorley Markets, on location in an area we are working with vulnerable households and the OSS. The winners will be announced in London on 4th March 2008.
14. During the late Autumn and early Winter period the Council received its annual external audit of our approach to data quality, which generates considerable work for the Directorate in preparing for the detailed examination of our collection systems for BVPIs. The outcome of the review was very positive with no reservations or qualifications placed on any of our performance data and a recognition that Leadership and support on data quality provided by the Policy and Performance Directorate was good. The report and accompanying action plan to address the limited no of recommendations was considered by the Audit Committee in January and to ensure we continue to build on our strong approach, data quality workshops have been set up for January which will be led and facilitated by the Policy & Performance Directorate
15. Members may recall from the last Business Plan Monitoring Statement for the 2nd quarter of 2007/08, that following issues with current distribution methods, the Communications and Marketing Function within the Directorate was looking to introduce a new distribution system for the November edition of Borough News using the Royal Mail. In addition, "dump bins" containing copies of the newspaper were introduced in key locations in the town centre. As a consequence, I am pleased to report that the feedback we have received from the public and members has been extremely positive and we now have significant coverage across the borough with many households receiving the publication for the first time.
16. The third quarter period was a particularly busy time for the Communications and Marketing Team particularly with regard to marketing campaigns and for developing and publishing key council documents. Their work included:
 - Providing the marketing and support for the Christmas Dickensian and Christmas lights switch on event in November;
 - Providing the Marketing and support for the Town Hall open day in November which was attended by around 500 members of the public;
 - Organising the official re-opening of the All seasons Leisure Centre, including the opening event and commemorative plaque, advertising and media relations and designing the new signage for the building;
 - Organising an event for Local Democracy Week with five high schools and the Executive Cabinet taking part, including media coverage;
 - Drafting and designing the budget consultation document;
 - Design and production of the "Talk of the Town" and the "Winter Food News" newsletters; and
 - Design and production of the "Get up and Go" half term brochure.

BUDGET UPDATE**17. SERVICE LEVEL BUDGET MONITORING 2007/2008****POLICY & PERFORMANCE****DECEMBER 2007**

£'000 £'000

ORIGINAL CASH BUDGET**626**

Add Adjustments for In year cash movements

Virements to/from other Services

- Chief Officer Car Lease Scheme (2)

- Transfer of Reprographics Officer to Communications 9

- Insurances 2007/08 (1)

- Business Improvement 1

Transfer from Reserves:

- Local Strategic Partnership 65

ADJUSTED CASH BUDGET**698**

Less Corporate Savings:

- Corporate & Policy (vacant posts) (25)

(25)

CURRENT CASH BUDGET**673****FORECAST****EXPENDITURE**

- Staffing Costs (31)

- Computer Equipment - Purchase 9

- Publicity 5

- Conference costs 5

- Consultants Fees 3

- Copyright Licence Fees (2)

- Other 2

Expenditure under (-) or over (+) current cash budget**(9)****INCOME**

Contributions to Conference fees

(5)

Income under (+)/ over (-) achieved**(5)****FORECAST CASH OUTTURN 2007/2008****659****Key Assumptions**

- Assumes no cover provided for External Funding Officer maternity leave.

Key Issues/Variables**Key Actions**

SERVICE DEVELOPMENTS

- 18. As part of the work on enhanced Two-Tier, Chorley and Rossendale Councils led on the development of a Locality Plan for their respective areas. As a consequence, over the Autumn period, the Policy and Performance Directorate led on the Borough Council;’s contribution to the Locality Plan and at the time of writing this report the Plan has now been approved by Lancashire Locals and the respective District and County Executive Cabinets. We are now working to communicate to local people the contents of the plan and already work has started through the Council’s Business Planning Process to identify opportunities for joint working during 2008/09.
- 19. Following the enactment of the Local Government and Public Involvement in Health Act on 30th October 2007, the government has produced draft statutory guidance for consultation on a range of issues which includes the role of the LSP, the new statutory framework for Local Area Agreements and a new simplified Best Value regime which includes a new local performance framework and a new duty to involve the local community. In addition, the Audit Commission have developed a consultation paper on Comprehensive Area Assessment (CAA) the replacement for CPA from April 2009. As a consequence, the Directorate has been involved in developing and submitting responses to these consultations by the agreed deadlines on behalf of the Council and the LSP. Final guidance for these areas are expected during the Spring of 2008, and work has already commenced to prepare the organisation for the changes particularly in relation to the collection of the new indicator set and issuing a place shaping survey in Autumn of 2008.
- 20. The Chorley Smile Campaign was launched at the Town Hall open day in November and since then we have distributed 10,000 pledge cards throughout the borough encouraging residents to sign up to the pledge to make Chorley a great place to live. The campaign has been supported by the local media and following the first three months of the campaign over 500 people have signed the pledge. Future plans include the Make Chorley Smile Awards planned for the Summer and introducing weeks of action, covering environmental clean-ups, enforcement, community re-assurance and engagement. The first week of action is the 18th February.

PERFORMANCE INDICATORS

- 21. There are only two performance indicators that can be reported on this quarter as the remainder are reported on at year end:

Indicator Description	Annual Perf 06/07	2nd Qtr Perf 07/08	3rd Qtr Target 07/08	3rd Qtr Perf 07/08	Comments
Sickness absence (Lower better)	13.14 fte days	1.05 fte days	6.9 fte days	1.11fte	On track
% of undisputed invoices processed within 30 days (Higher better)	89.03%	95.35%	96.71%	97.12%	On track

- 22. Sickness absence continues to be low within the Directorate and there has been a marked improvement in the Directorates performance in the processing of invoices and we have now achieved the target for this indicator. Every effort will be maintained during the last quarter of the year to maintain this performance.

EQUALITY AND DIVERSITY UPDATE

- 23. In line with the Business Improvement Plan, there has been continued activity during this period to strengthen the Council’s approach to Equality and Diversity and included the directorate undertaking quality assurance of all the Equality Impact Assessments to inform business planning for 2008/09.
- 24. Further to the development of our Consultation and Participation Strategy last quarter, in order to make sure that all venues used for consultation purposes cater for the needs of people with disabilities, a consultation/meeting venue checklist has been produced and will be published on the Loop shortly.
- 25. Work also commenced this quarter on the organisation of an event for the Holocaust Memorial Day on 26th January.

RISK MANAGEMENT UPDATE

- 26. All risks are currently being managed in line with the planned actions and to-date have not been an issue e.g. The Directorate is fully staffed, the initial view of the impact of job evaluation on the Directorate is minimal, we are on track to achieve the savings target and through the “keeping in Touch” days, the External Funding Officer currently on maternity leave is keeping abreast of funding opportunities.

VALUE FOR MONEY/EFFICIENCIES UPDATE

- 27. The Directorate anticipates in the region of £77k of cashable and non cashable efficiency savings in 2007/08, most of which arising from the re-structure of the Directorate in 2006, changes to the way in which we communicate to staff and a revision in our approach to the development of our marketing, publicity and communications materials. So far we are on track with achieving our efficiencies and to date have achieved £31k from the restructure of the directorate, £16.5k from introducing an on-line staff newsletter rather than a printed version and £6k from a communications re-structure. The other savings are also expected to be realised but will not be known until later in the year.

IMPLICATIONS OF REPORT

- 28. 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 (POLICY & PERFORMANCE)

- 29. Please note the comments in paragraphs 23-25

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

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Lesley-Ann Fenton	5323	30/01/2008	V:/DPPREP2007/BUSINESS IMPROVEMENT PLAN MONITORING STATEMENT

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Report of	Meeting	Date
Assistant Chief Executive (Policy and Performance) - Introduced by the Executive Member for Corporate Policy and Performance.	Overview and Scrutiny Committee	12/02/08
	Executive Cabinet	14/02/08

3rd Quarter Performance Report 2007/08

1. PURPOSE OF REPORT

This monitoring report sets out performance against the Corporate Strategy and the Council's Best Value Performance Indicators for the third quarter of 2007/08, 1st Oct – 31st Dec 2007.

2. RECOMMENDATION(S)

That the report be noted.

3. EXECUTIVE SUMMARY OF REPORT

This report sets out performance against the Corporate Strategy and the Council's Best Value Performance Indicators for the third quarter of 2007/08, 1st Oct to 31st Dec 2007. Performance is assessed based on the delivery of Key Projects in the Corporate Strategy and the performance of national Best Value Performance Indicators.

This is the first report on the key projects since the Corporate Strategy was refreshed in October 2007 and already the overall performance of the key projects is excellent with 84% of the projects either completed, progressing ahead of plan or on plan.

Two projects have been identified as 'amber' and three as 'red' due to varying degrees of over-run on time. However, project managers are confident that they will be delivered in the foreseeable future. With regards to the red projects, an extension to the timescales for the project to develop a climate change strategy has been requested. This is to ensure the energy management plan being developed by Liberata can be taken into consideration in order to provide a more complete climate change strategy for the Council.

The project to develop locality plan to improve two tier local government has been delayed due to the rescheduling of Lancashire County Councils cabinet meeting which was due to take place in December. This was beyond our control. However, the locality plan has since been approved at LCC's rescheduled cabinet meeting on the 23rd January, only one month behind schedule. Outcomes from this project will be reported next quarter.

Finally, the project to develop a workforce plan has been delayed due to a staffing restructure within the HR directorate and the Job Evaluation process which has taken a considerable amount of the directorates resources. The restructure is now complete and the final JE appeals are currently being completed therefore capacity will start to be released to enable work to commence on this project which will be a priority from the next quarter.

The BVPI performance trend shows a positive picture of continued improvement, with limited instances of deteriorating performance, which are being carefully monitored and managed into the final quarter. 67% (26) of indicators showed improved or consistent performance with 33% (13) showing a downturn in performance when compared with the third quarter of 2006/07. Most of these indicators have seen a small deterioration and are not causing great cause for concern. This is an improvement on the same period last year, with a greater percentage of indicators improving.

The picture in terms of quartile comparisons and achieving targets is also very positive, with 41% of indicators in the top quartile and 64% indicators achieving target. The performance of those indicators that are currently not reaching their target, or demonstrating improvement will be monitored and action taken to bring about improvement.

In addition, outside the basket of quarterly indicators reported above. Work has been undertaken through the performance round tables to identify potential issues in those indicators that are reported at year end and take action to tackle them. This has already had some positive impact, with a number of indicators showing improvement and achieving target.

For Members' information, we have now received from the Audit Commission the Council's score in relation to its use of resources. I am pleased to report that the Council received an overall 4 out of 4 and a 4 out of 4 on Value for Money. To put this in context, only 13 Councils nationally received an overall 4 and only 7 received a maximum on Value for Money. This leaves us well placed with regard to our impending CPA inspection.

4. REASONS FOR RECOMMENDATION(S)

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 priorities of: people, place, prosperity and performance. The Corporate Strategy mirrors, and outlines the Council's contribution to, the Sustainable Community Strategy, delivery of which is being taken forward by the Chorley Partnership.

The Corporate Strategy identifies a programme of 31 key projects, which contribute to the achievement of our objectives. These key projects will be delivered using the Council's corporate project management toolkit, which has been used successfully to improve performance for other key areas of work, such as the Capital Programme.

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 third 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 progress in delivering the 31 key projects in the current Corporate Strategy
- The overall trend of change for Best Value Performance Indicators in the third quarter of 2007/08 when compared to the third quarter of 2006/07.
- The Council's progress in achieving targets that can be measured on a quarterly basis.
- The Council's position in comparison with 2005/06 national quartile data where comparative data is available. This is the most recent quartile information available.
- Performance against the targets contained within the Lancashire LAA which Chorley are currently required to report against along with a general overview of progress in delivery of the LAA.
- Action Plans which outline reasons for declining performance, the action to be taken to improve performance in the next municipal year are included for those indicators which are 5% or more below target and have continued to decline over this year.
- 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 for the third quarter of 2007/08, 1st Oct – 31st Dec 2007.

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 (1st Oct – 31st Dec 2007), 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’.

If the project is not going as planned, then an exception report is produced instead. This is similar to the action plans used for performance indicators that are below target. They provide a brief analysis of the problem(s), and options for bringing the project back on track.

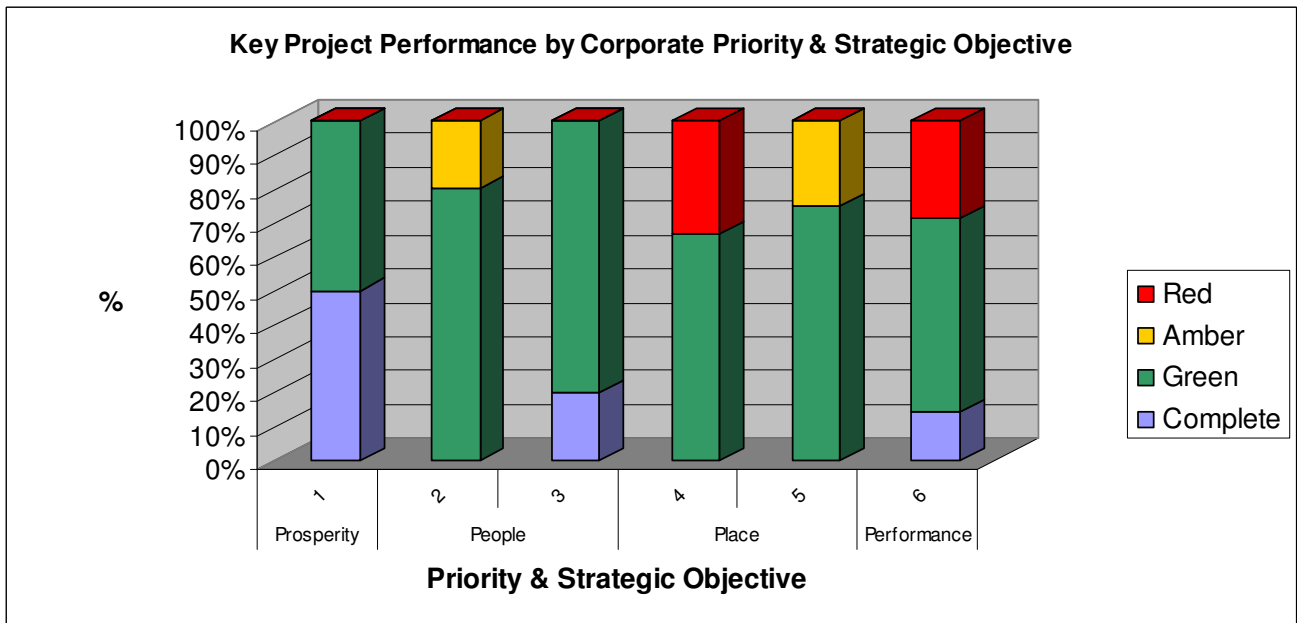
The table below show performance of the key projects is excellent with 84% of the projects either completed, progressing ahead of plan or on plan. The remaining projects are either giving an early indication that there may be a problem or are behind schedule. In all cases plans are in place to address the issues affecting the projects, as described in more detail below.

	No. Projects	Percentage
Completed Projects	6	19%
Projects rated as ‘Green’	20	65%
Projects rated as ‘Amber’	2	6%
Projects rated as ‘Red’	3	10%
Total	31	100%

Table 1 - Summary of key project performance for the 3rd Qtr (Oct-Dec 07)

10. KEY PROJECT PERFORMANCE BY CORPORATE PRIORITY & STRATEGIC OBJECTIVE

The graph below shows strategic objectives one, to put chorley at the heart of regional economic development in the central Lancashire sub-region and strategic objective three, involving people in their communities are performing well with all project with on track, ahead of schedule or completed.



Of the 31 key projects five have been identified as ‘red’ meaning the project is behind schedule or ‘amber’ which is an early warning that there may be a problem These affect strategic objectives two, four, five and six as shown in the graph above.

Explanations and recommended actions to address the issues which are delaying the projects are detailed later in the report.

11. COMPLETED KEY PROJECTS

The table below shows the key outcomes from the projects, which have completed in the third quarter of 2007/08 between 1st October and 31st December. In total six (19%) key projects in the refreshed Corporate Strategy have now been completed.

Key Project	Key Outcomes
Submit a proposal for an enterprise/green technology Centre	<ul style="list-style-type: none"> • Proposal for an enterprise and green technology centre submitted. • Future outcomes include: <ol style="list-style-type: none"> 1. An innovative building built to high environmental standards 2. 4,000 sq m of floor space created 3. 300 new jobs 4. £9M private sector leverage
Develop Chorley's first employment charter	<ul style="list-style-type: none"> • Chorley's first employment charter developed • Future outcomes include: <ol style="list-style-type: none"> 1. Local people recruited into new jobs 2. Employers signed up to the Charter
Develop a 3 year investment strategy for the Town Centre including Market Walk	<ul style="list-style-type: none"> • Three year investment strategy for the town centre including Market Walk developed • Future outcomes include: <ol style="list-style-type: none"> 1. Increase in town centre visits 2. Increase visitor satisfaction with the range and choice of shops 3. A decrease in the vacant town centre floor space 4. Investment in the town centre 5. Improvements to the town centre offer 6. Improvements to the public realm
Implement the Chorley BPA Blueprint	A refocused organisational structure and the annual saving of £100k.
Undertake customer profiling and develop an action plan	<p>We are now in a position to understand the types of customers who request each service, this will inform service take up strategies, channel optimisation thinking and allow a more targeted approach to services.</p> <p>The council has established the cost to access for face to face and telephone channels through participation in this project. The costings methodology employed was approved by the cost to serve project and the Audit Commission.</p> <p>The authority now has a customer profile for every household in the borough as at September 2007.</p> <p>We now able understand the costs to access for the telephone and face to face channel. By understanding these costs together with the Mosaic groups and types we are able to understand groups who may have a high propensity to switch to more optimum channels. This will feed into relevant business cases for channel optimisation. It is envisaged achievement of this objective (and other activities taking place within the council) will hopefully go some way to achieving strategic objective 3 in the corporate plan, more specifically outcome 3.1 "Increase the number of self services transactions through the councils website.</p> <p>Through participating in the CPP we are now able to</p>

	understand which customers use the following council services: Leisure activities, Housing Benefit/Council Tax Benefit, citizens who don't pay council tax by direct debit and customers who contact us around a range of services provided by the Neighbourhoods directorate.
Refresh the consultation and participation strategy and develop an action plan	<ul style="list-style-type: none"> • A consultation toolkit and database has been produced to accompany the strategy. Together, they will lead to a more consistently high quality approach being adopted when consultation is undertaken. • More, high quality, engagement of equality target groups will take place as those organising consultation events will take their needs and wishes into account. • Better quality consultation will, in turn, lead to better policy development and more satisfaction among residents who feel more engaged with the Council.

12. LIST OF KEY PROJECTS RATED 'GREEN'

A 'green' rating is where performance is as planned or ahead of schedule with progress on target and costs within or under budget.

1	Develop a succession strategy for the strategic regional site
2	Deliver Market Walk phase 2
3	Develop and deliver a markets action plan
4	Develop a sustainable resources development plan for the Borough
5	Implement Joint Finance Service with SRBC
6	Deliver the vulnerable families project
7	Determine neighbourhood working arrangements
8	Recycling and refuse contract renewal
9	Continue to develop the Multi Agency Task and Coordination project to improve community safety
10	Establish Chorley's children's trust arrangements
11	Deliver the 50+ active generation project
12	Develop the sport and physical activity alliance
13	Develop a community plan for Buckshaw
14	Continue to improve the green corridor of Chorley
15	Implement CRM
16	Deliver the five pump primed projects in the LSP
17	Improve the Councils CPA score
18	To deliver a civic pride campaign (Chorley Smile) including a mayors award for local people
19	Produce an action plan for the community forum areas
20	Develop a choice based lettings scheme

13. LIST OF KEY PROJECTS RATED 'AMBER'

An amber rating is where performance is forecast to overrun on time or cost. It's an early warning that there may be a problem.

Implement the Chorley Council Elements of the Play Strategy

Progress has slipped in terms of timescales. The planning application for the lighting scheme at Coronation Recreation Ground was initially planned to be in place by 31 December 2007, allowing work to commence early in 2008, with an anticipated completion date of 31 March 2008.

The application was withdrawn to allow for extra consultation and is due to be resubmitted to the development control committee in February/March followed by Full Council on 22nd April.

This is likely to delay the final completion date to mid June approximately 2.5 months behind schedule.

Develop an affordable housing framework

This project is in the process of being fully established. The Strategic Housing Team has experienced significant transition and upheaval following the LSVT. The capacity of the team at present is insufficient to complete the workloads created by core functions and additional project work.

In particular, homelessness, the preparation of a Places of Change Bid and contract management issues have created additional work for the team and this has reduced available capacity within the team. This has resulted in a been a delay in the achievement of some the initial proposed milestones. Two temporary agency staff are to be recruited to assist the Strategic Housing Officer in developing this project.

It is envisaged that the range of objectives within the Affordable Housing Framework will be completed by April 2008. Key milestones will include

- To produce a draft affordable housing policy document – estimated completion date 31st end of March 2008
- To produce a standard Section 106 Agreement – Estimated completion date 28th February 2008

14. KEY PROJECTS IDENTIFIED AS 'RED'

The following key projects have been identified as 'red', meaning that they are not on track. This could be that they are behind schedule, over budget, or there is a serious risk affecting the delivery of the project.

Develop a climate change strategy for Chorley Council

A fundamental, and integral part of the Climate Change Strategy for the Council is how the Council manages energy use in its buildings and activities, and in particular, how employees of the Council take responsibility for the Council's carbon emissions.

The Carbon Trust have surveyed the main Council buildings in relation to their energy efficiency and the potential for carbon savings in September 2007. Liberata are in the process of producing a programme to deliver the proposed outcomes. As yet this Energy Management Plan has not been finalised. Given the overlap between the two pieces of work there is considerable risk that the deadline set out in the Project Plan for the Climate Change Strategy to be submitted to Executive Cabinet by the 6 March 2008 will be missed.

In addition, the officer responsible for putting together the Climate Change Strategy is also responsible for producing the Sustainable Resources Development Plan Document. Following the submission of this document considerable additional work has been required at the request of the Planning Inspectorate.

The potential impact of this is that the project will overrun in terms of time and the Climate Change Strategy will not be in the public arena from April 2008 and the proposed time table set out in the Business Case will be difficult to meet.

This will result in a delay to the reduction in the Council's own carbon emissions and hence impact on the objective to alleviate climate change.

There should be no impact on the costs of the project (except in delay to efficiencies in working practices and energy costs).

Unless the Carbon Management Plan, and the Climate Change Strategy are effectively dovetailed together the quality of the project will be considerably affected. It is vital that there is a clear message underpinning all the Council's activities that "developing local solutions to climate change" is a high priority. A fragmented initial approach will make implementation and cultural change considerably more difficult.

The lead officer has requested that the timescale for the project be extended to allow the integration of the conclusions set out in the Council's Energy Management Plan which would provide a robust strategy of high quality. It would also ensure that the Climate Change Strategy operates as the Key Project tool through which the Council's long term outcome 4.1 can be implemented effectively.

Develop a locality plan to improve two tier local government

The Locality Plan was due to be completed and approved by Lancashire County Council's Cabinet by the end of 2007. The plan, whilst completed, fell behind schedule as it awaited final approval prior to publication.

It was originally intended that the plan should go to LCC Cabinet in December but was delayed until January due to the scheduling of Lancashire Locals and LCC Cabinet meetings which were beyond Chorley Council's Control.

The Locality Plan was approved at Lancashire County Council's Cabinet on the 23rd January and the project is now complete.

Develop a Workforce Plan

The workforce plan was due to commence in September with a completion date of March 2008. However due to a staffing restructure within the HR Directorate and the Job Evaluation process which has taken a considerable amount of the Directorates resources the workforce plan project will not now commence until January 2008.

If the workforce plan is not completed as scheduled at the end of March 2008 the delay will affect the Councils ability to plan for the future, by linking into Directorate Business Improvement Plans, to ensure we have the right people with the right skills at the right time to deliver effective services to the community of Chorley.

The restructure is now complete and the Directorate is fully staffed, the final JE appeals are currently being completed and will release capacity to work on the workforce plan. Extra resources within the HR Directorate will be made available to update the date workforce data required to complete the plan.

It is envisaged that a draft workforce plan will be produced by the end of March 2008.

15. 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, Action against Domestic Violence. This indicator measures the number of actions as set out on a checklist that we have implemented. Performance at the end of the third quarter is good at 63.6%

16. PERFORMANCE OVERVIEW BEST VALUE PERFORMANCE INDICATORS

This section looks at the BVPI information collected for the third quarter of 2007/08. This is a smaller subset of the total number of BVPIs reported at year-end, as it is not 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 methodology- as a smaller subset of BVPIs is assessed on a quarterly basis, comparisons have been drawn with the third 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 more useful conclusions.

17. TREND

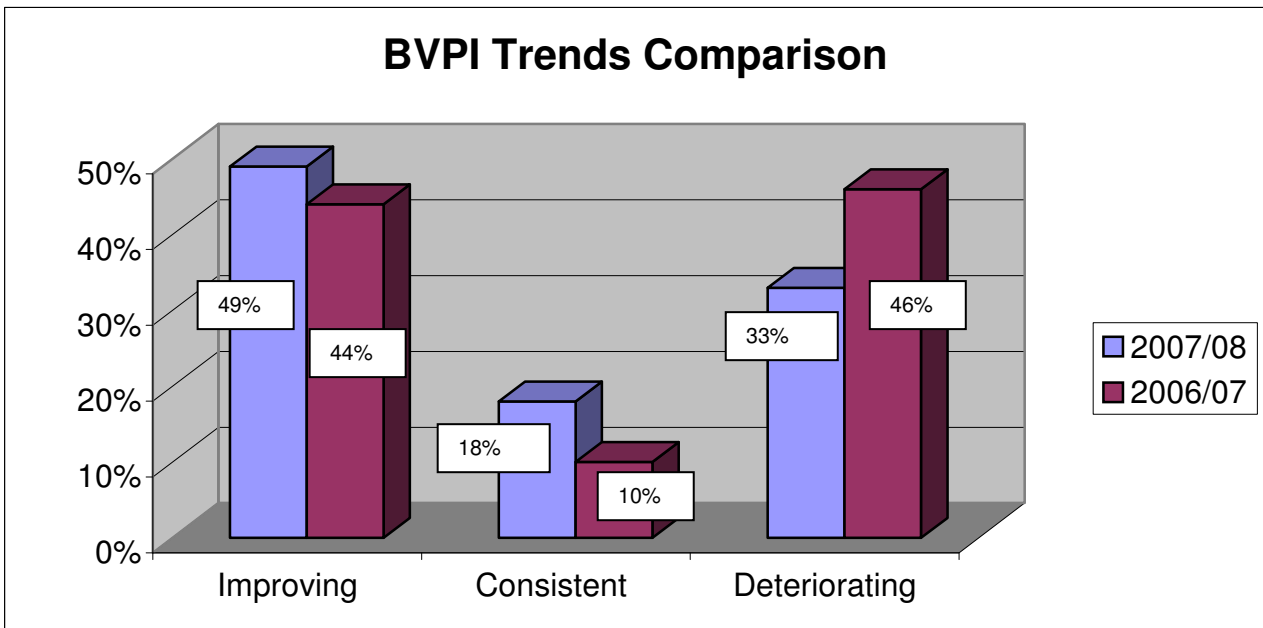
The BVPIs have been examined to assess whether performance compared to the third quarter of 2006/07 has improved, declined or has stayed the same. For CPA purposes, it is critical that we demonstrate that our already excellent levels of service performance are continuing to improve and that we are taking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

At the end of the third quarter 2007/08, 49% of indicators (19 out of 39) have improved when compared to the third quarter 2006/07. This is an improvement on the same time last year, when 44% of indicators were improving in comparison to the third quarter of 2005/06. Furthermore, it is an improvement when compared to earlier in the year, in the second quarter 47% of indicators were showing improvement.

18% of indicators showed consistent performance, when compared to last year; of which 3 are achieving the highest possible level of performance and so cannot show any further improvement. Overall, 67% showed maintained or improved performance when compared to the third quarter of 2006/07.

33% of indicators showed deterioration in performance when compared with the same time period in 2006/07.

Overall, this is a picture of continued improvement, with limited instances of deteriorating performance which are being carefully monitored and managed into the final quarter.



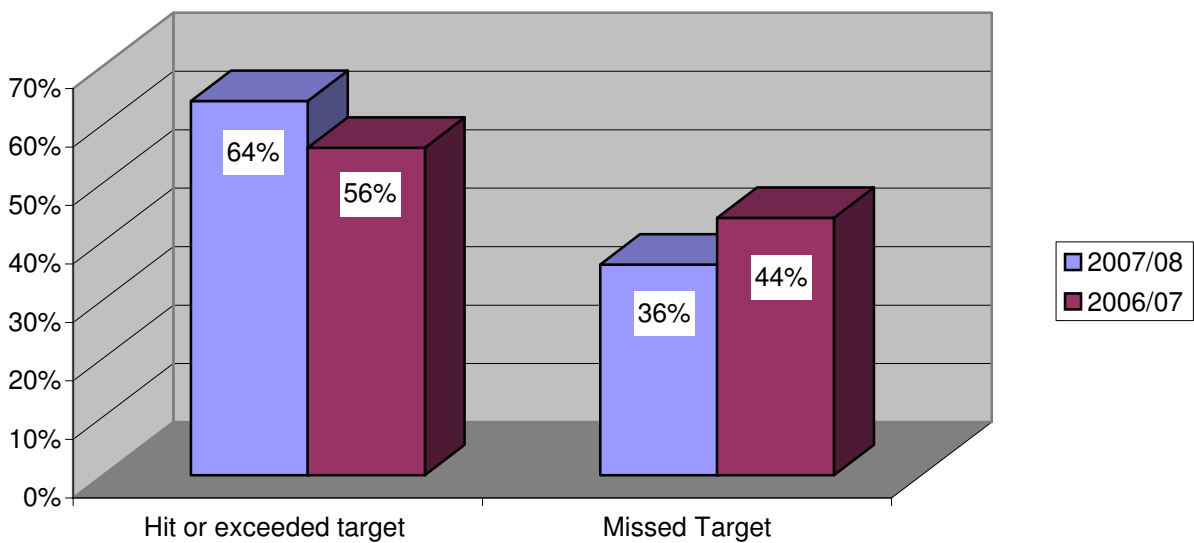
18. TARGETS

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. 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 at the target setting stage

64% (25 out of 39) of BVPIs are achieving target. This is an improvement when compared to the same basket of indicators in the third quarter last year, as can be seen in the graph below.

BVPIs Hitting Target 2006/07 - 2007/08 Comparison



There are currently nine indicators that have failed to achieve target for two consecutive reporting periods. There are a number of explanations for these indicators missing target.

Some have missed the target by a small amount because of minor fluctuations:

- BVPI14 Early retirements
- BVPI 16 % employees with a disability
- BVPI 127b Robberies per 1000 population
- BVPI 76c Number of fraud investigations
- BVPI 16a % disabled employees

Others are continuing to improve, but have failed to achieve target because of poor performance earlier in the year:

- BVPI 8 Invoices processed within 30 working days
- BVPI 109b % of minor planning applications processed on time
- BVPI 183b Average length of stay in hostel accommodation for homelessness
- BVPI 218a Abandoned vehicles investigated within 24 hours

Finally, the remaining indicators have failed to reach target and have continued to deteriorate. Action plans are attached on page 13 for the following:

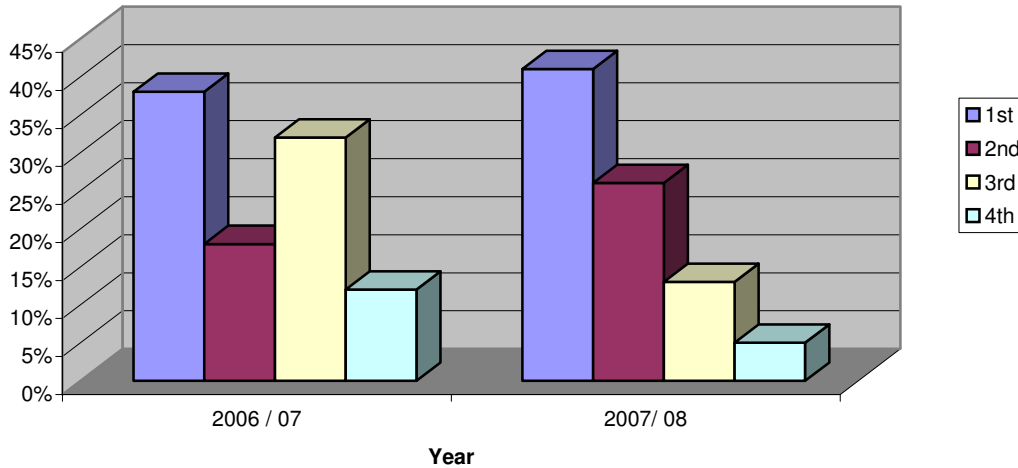
- BVPI 78b Average time taken for changes to benefits claims
- BVPI 109c % of 'other' planning applications processed on time
- BVPI 183a Average length of stay in B&B accommodation for homelessness

19. QUARTILE POSITIONS

The Council’s quartile positioning has improved, when compared to the same period last year. 16 indicators are currently in the top quartile, 10 in the second, 5 in the third and 2 in the bottom quartile. The two indicators in the bottom quartile are the percentage of the workforce taking early retirement and the average length of stay in bed and breakfast accommodation.

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

BVPI Quartile Comparisons (%)



20. FOCUS ON SUCCESS

The sickness absence indicator has continued to improve, and is still within the top quartile nationally. In addition to examining the performance of those indicators that are reported quarterly, work has been to identify the position of all indicators, including those normally reported at year-end, to give an indication of their current standing in relation to targets. Some indicators were identified that may require further attention to ensure they achieve target by year-end. Through performance round tables, actions were identified to increase performance on a number of indicators. The actions taken and impact that has been seen to date are illustrated in the table below.

BVPI	Title	Target 2007/08	Action Taken	Impact
91a	% households served by kerbside collection of recyclables	98	The Neighbourhoods Directorate has re-examined the information they hold on households served by kerbside recycling to ensure it includes newly built households.	Information has been updated and performance is currently at 98.2%, which is above target.
91b	% households served by kerbside collection of 2 recyclables	98		
199a	Street Cleanliness: Litter and Detritus	5.3	The Streetscene Manager has identified some changes in the streetscene improvement plan to bring about an improvement in the final tranche of surveys that are currently being undertaken.	Improvement was identified in the second tranche of surveys, and the target should be met by year end.
219b	Conservation Areas: Character Appraisals	20%	A Conservation Officer has recently come in post, and will have this indicator as a priority.	The target is likely to be missed, but performance should improve by year-end.

21. ACTION PLANS**Indicator Number: 78b**

Indicator Short Name: Change of circumstances processing

Q3		End of Year Target
Performance	Target	
7.42	<6.3	<6.3

Please explain the reasons why progress has not reached expectations:

This ambitious target was set, based on previous years performance. This target is increasingly difficult to achieve due to changes in benefit regulations over the past two 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 to process a change of address, delays are sometimes inevitable. It is also heavily reliant on customers providing information timeously.

The Department for Work and Pensions has recognised the increasing difficulties with this performance indicator and has amended the number of days for an 'excellent' score in the Performance Standards from 9 last year to 10 this.

Performance in the third quarter has deteriorated slightly as a result of the impact of the Christmas period whereby working days lost are not accounted for and evidence takes longer to collect. The most recent performance information available indicates that changes in circumstances are being processed in five days which will have an impacts on performance in the fourth quarter.

However, our current performance is still top quartile, in addition, is almost 2 days faster than the governments '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:

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

Indicator Short Name: *Time spent in Bed and Breakfast Accommodation*

Q3		End of Year Target
Performance	Target	
5.96	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 as set out in more detail below:

- 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) Homelessness is a key priority of the Council and the Strategic Housing Team are currently developing a 'Chorley Strategic Housing Action Plan 2008' which includes the objective to

"To tackle the issue of homelessness and ensure that every case of homelessness which is preventable, is so."

A key outcome of this objective will be to significantly reduce the use of bed and breakfast accommodation as many of local housing authorities have successfully done. This will be part of a SMART action plan, which will include increasing the range of prevention measures regularly used by the Housing Options Team (upon return to the Council). Examples of these include use of mediation, floating support, rental bond scheme, debt & welfare benefit advice and private sector leasing.

b) The Housing Market in Chorley does not meet local need because of the issue of affordability & the lack of social housing in the Borough, creating "stalemate" and a lack of move on accommodation.

Please detail corrective action to be undertaken:

a) There are negotiations currently ongoing with Chorley Community Housing which is envisaged will culminate in the transfer back of the Housing Options & Allocations team by mutual agreement.

Key dates for this programme are:

- 29/1/08 – The transfer is to be tables at the Board of CCH with a key decision to accept the Heads of Terms.
- 1/3/08- agreed target date for the completion of the transfer and will be the first day of operational service at Union Street.
- 31/1/08- Agreed back up date for completion of transfer should issues (operational or otherwise) delay progress.

b) The provision of affordable housing is a key priority of the Council and this is illustrated by the significant amount of capital (approximately £3 m), which is to be invested by the Council over the next three years. A selection of partner RSLs is to be undertaken in addition to developing a robust Affordable Housing Policy, which should facilitate more affordable housing which meets local needs and ensure that the Council maximise planning obligations for housing required under Section 106 agreements.

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

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

Indicator Number: 109c

Indicator Short Name: % of planning applications (other) processed within agreed time limits

Q3		End of Year Target
Performance	Target	
86.96	88	88

Please explain the reasons why progress has not reached expectations:

The period from April 07 until present has been subject to significant staff shortages and high numbers of applications and limited delegation of decisions and significant numbers of legal agreements which have inevitably sent applications over the target period.

Please detail corrective action to be undertaken:

Already agreed a two weekly delegated meeting, new 106 handling process and alternative ways of dealing with commuted sum payments and an instruction to legal that no old 106 agreements will be issued, temporary staff have been brought in and Urban Vision employed to deal with householder applications with a review of the staff structure being undertaken concurrently and being prepared for approval.

Action planned through financial year:

As above

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

As at 20.12.07 performance was Majors 86% (exceeding target) Minors 73.95% (short of target) Others 87.7% (short of target)

As at 23.01.08 performance is Majors 89.28% (exceeding target) Minors 76.4% (short of target) Others 88.29% (exceeding target)

There has been a significant increase in performance and this can be further managed to achieve the target, however this will be at the expense of issuing decisions on old 106 applications. These permissions will have to be released at some point so the minors figure will not exceed the target significantly by the end March.

Action Plan Owner: Paul Whittingham
Unit: Development & Building Control
Contact Number: 515349

Date: 23.01.08

22. CONCLUSION

Overall, the organisation is continuing to perform strongly, continuing to improve when compared to the same period last year. 41% of BVPIs are in the top quartile nationally, an improvement when compared to last year and the previous quarter in 2007/08. Performance continues to improve, with 67% of indicators showing improving or consistent performance.

The work to identify and target, through performance round tables, those indicators that have shown a performance below expectations has had a positive impact on a number of indicators and it is expected that improved performance should be seen by year-end. Those indicators that have failed to achieve target, or to demonstrate an improvement will need to be managed closely to ensure that any issues are tackled. This will be done through the performance management framework and performance round tables.

The delivery of the new corporate strategy key projects is also largely positive, with the majority of projects being rated 'green'. Those projects that have raised issues with their delivery have had actions identified to rectify any potential problems. The progress of projects in the corporate strategy will continue to be monitored through the Council's project management system.

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

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Sarah Dobson & Rebecca Ostapski	5325/5779	25 th January 2008	Monitoring Report Third Quarter 2007 08

Appendix One- Performance Charts

		31/12/2006	31/12/2007
BVPL Service Delivery Outcome : BV109a.02 % Planning apps - major	Actual	69	90.48
	Target	60	73
	Perf vs Target	★	★
BVPL Service Delivery Outcome : BV109b.02 % Planning apps - minor	Actual	81	74.75
	Target	65	77
	Perf vs Target	★	●
BVPL Service Delivery Outcome : BV109c.02 % Planning apps - other	Actual	90	86.96
	Target	80	88
	Perf vs Target	★	●
BVBen Strategic Objective : BV076c Number of fraud investigations	Actual	55	52.1
	Target	40	57.54
	Perf vs Target	★	▲
BVBen Strategic Objective : BV076d Number prosecutions & sanctions	Actual	11.5	13.85
	Target	9	9.75
	Perf vs Target	★	★
BVBen Service Delivery Outcome : BV079a % Benefit calculations correct	Actual	100	98.4
	Target	99	99.5
	Perf vs Target	●	●
BVCor Management of Resources : BV008 % Invoices paid within 30 days	Actual	93.21	95.45
	Target	96.5	96.71
	Perf vs Target	●	●
BVCor Management of Resources : BV009 % Council Tax collected	Actual	86.9	87.33
	Target	86.85	74.07
	Perf vs Target	●	★
BVCor Management of Resources : BV010 % NNDR collected	Actual	88.37	88.21
	Target	74.25	74.34
	Perf vs Target	★	★
BVBen Service Delivery Outcome : BV078a Ave time new claims (Cal days)	Actual	16.7	16.64
	Target	25	18.5
	Perf vs Target	★	★
BVBen Service Delivery Outcome : BV078b Ave time for changes (Cal days)	Actual	6.48	7.42
	Target	8	6.3
	Perf vs Target	★	▲
BVHou Fair Access : BV183a Length of stay in B&B accom'n	Actual	4	5.96
	Target	0	0
	Perf vs Target	▲	▲
BVHou Fair Access : BV183b Length of stay in hostel accom'n	Actual	7	11.43
	Target	12	11
	Perf vs Target	★	●
BVCor Staff Development : BV011a.02 Women in top 5% earners	Actual	31.82	37.5
	Target	32	35
	Perf vs Target	●	★
BVCor Staff Development : BV011b.02 Black/ethnic in top 5%	Actual	0	6.25
	Target	0.75	5
	Perf vs Target	▲	★
BVCor Staff Development : BV011c.05 Top 5%: with a disability	Actual	9.09	6.25
	Target	6	9.57
	Perf vs Target	★	▲
BVCor Staff Development : BV012 Days / shifts lost to sickness	Actual	7.53	5.53
	Target	6.75	6.93
	Perf vs Target	★	★
BVCor Staff Development : BV014 % Early retirements	Actual	0.65	2.16
	Target	0.17	0.43
	Perf vs Target	▲	▲
BVCor Staff Development : BV015 % Ill health retirements	Actual	0	0
	Target	0.17	0
	Perf vs Target	▲	●

BVCor Staff Development : BV016a % Disabled employees	Actual	0.66	3.56
	Target	3.65	4.02
	Perf vs Target		
BVCor Staff Development : BV017a % Ethnic minorities employees	Actual	1.64	3.56
	Target	1.6	1.95
	Perf vs Target		
BVCul Service Delivery Outcome : BV170a Visits to / usage of museums	Actual	220.46	233
	Target	187.2	180
	Perf vs Target		
BVCul Service Delivery Outcome : BV170b Visits to museums in person	Actual	144.24	146.2
	Target	150.3	123.03
	Perf vs Target		
BVCul Service Delivery Outcome : BV170c Pupils visiting museums and galle	Actual	748	817
	Target	1000	800
	Perf vs Target		
BV Community Safety : BV174 Racial incidents per 1000 pop	Actual	2	2
	Target	13.5	7.5
	Perf vs Target		
BV Community Safety : BV175 Racial incidents - further action	Actual	100	100
	Target	100	100
	Perf vs Target		
BVCor Customers & the Community : BV156 % LA public buildings - disabled	Actual	83	88
	Target	88	88
	Perf vs Target		
+ SNED Data Entry : EN BV82ai.05 % waste recycled	Actual	25.46	23.18
	Target	15	24
	Perf vs Target		
+ SNED Data Entry : EN BV82bi.05 % waste composted	Actual	15.16	26.93
	Target	21	23
	Perf vs Target		
BVEnv Service Delivery Outcome : BV218a.05 Abandoned vehicles-investigate	Actual	90.29	93.08
	Target	100	100
	Perf vs Target		
BVEnv Service Delivery Outcome : BV218b.05 Abandoned vehicles-removal	Actual	91.67	100
	Target	85	85
	Perf vs Target		
BV Community Safety : BV225.05 Actions against Domestic Violence	Actual	63.64	63.6
	Target	50	63
	Perf vs Target		
BV Community Safety : BV126a Domestic Burglaries/1000 h'holds	Actual	5.88	4.28
	Target	6.3	6.3
	Perf vs Target		
BV Community Safety : BV127a.05 Violent Crime / 1,000 pop.	Actual	12.81	9.94
	Target	10.62	10.62
	Perf vs Target		
BV Community Safety : BV127b.05 Robberies / 1,000 pop.	Actual	0.24	0.26
	Target	0.17	0.18
	Perf vs Target		
BV Community Safety : BV128a Vehicle Crimes per 1000 pop	Actual	5.01	4.1
	Target	5.67	5.67
	Perf vs Target		
EN Data Entry : EN BV82ai.05 % waste recycled	Actual	25.46	23.18
	Target	15	24
	Perf vs Target		
EN Data Entry : EN BV82bi.05 % waste composted	Actual	15.16	26.93
	Target	21	23
	Perf vs Target		

CHORLEY BOROUGH COUNCIL FORWARD PLAN FOR THE FOUR MONTH PERIOD 1 FEBRUARY 2008 TO 31 MAY 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 January 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
Sale of land at Gillibrand, Chorley (Parcel 10)	Executive Member for Resources	Executive Member for Resources	1 Feb 2008	Strategy Group.	Draft report circulated to Consultees.	Report of Corporate Director (Business)	Corporate Director (Business) Tel: 01257 515285 jane.meek@chorley.gov.uk Friday, 25 January 2008
Approval of Community Cohesion Strategy	Executive Cabinet	Executive Member for Corporate Policy and Performance	14 Feb 2008	Chorley Local Strategic Partnership; Ethnic Minorities Consultative Committee; Community and Faith Groups; Strategy Group.	Draft Strategy to be available on the Council's website and circulated to consultees.	Draft Strategy Document	Assistant Chief Executive (Policy and Performance) Tel: 01257 515323 lesley-ann.fenton@chorley.gov.uk Monday, 28 January 2008

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 Householder Design Guidance Supplementary Planning Document	Executive Cabinet	Executive Member for Economic Development and Regeneration	14 Feb 2008	Local Development Framework and Community Strategy Working Group and Development Control Committee	Draft Supplementary Planning Document has been provided to the consultees	Draft Supplementary Planning Document	Corporate Director (Business) Tel: 01257 515285 jane.meek@chorley.gov.uk Monday, 28 January 2008
Introduction of Neighbourhood Working in Chorley	Executive Cabinet	Executive Member for Streetscene, Neighbourhoods and Environment	27 Mar 2008	Strategy Group.	Draft proposals to be available on the Council's web-site and circulated to consultees.	Report of the Executive Cabinet Task Group	Chief Executive Tel: 01257 515104 donna.hall@chorley.gov.uk Monday, 10 March 2008
Approval of Streetscene Strategy Document	Executive Cabinet	Executive Member for Streetscene, Neighbourhoods and Environment	27 Mar 2008	Strategy Group	Draft documentation to be circulated to consultees.	Strategy Document	Corporate Director (Neighbourhoods) Tel: 01257 515720 ishbel.murray@chorley.gov.uk Monday, 10 March 2008

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
Proposed submission of bid to Government for the designation of the Central Lancashire and Blackpool areas as a 'Growth Point'	Executive Cabinet	Executive Member for Economic Development and Regeneration	27 Mar 2008	Strategy Group	Draft report to be circulated to consultees	Report of Corporate Director (Business)	Corporate Director (Business) Tel: 01257 515285 jane.mEEK@cho rley.gov.uk Monday, 10 March 2008
Approval of Pay and Workforce Strategy	Executive Cabinet	Executive Member for Resources	22 May 2008	Trade Unions, 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 Tuesday, 6 May 2008

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OVERVIEW AND SCRUTINY WORK PROGRAMME – 2007/08

Function/topic	Assigned to	Scoping completed by	Evidence Sessions (detail)	Recommendations by	Executive Response	Feedback to Executive Response
1. Scrutiny Inquiries						
Neighbourhood Working	ECOSP	Version 1 Sept 06 Version 2 Nov 06	December 2006 to August 2007	November 2007	November 2007	January 2008
The Council's current performance against the key lines of inquiry to be assessed by the Audit Commission during the CPA and Direction of Travel	O&S	October 2006	October 2006 to present (Capacity & Achievement element) October 2006 to March 2007 (Equality & Diversity element)	March 2007	24 May 2007	2 August 2007
Gershon Efficiencies) Attendance Management) Combined	CCOSP CCOSP	July 2007 July 2007	Sept 07 to Dec 07 Sept 07 to Dec 07	February 2008 February 2008	March 2008 March 2008	
Town Centre Audit and Design Strategy	ECOSP	November 2007	January 2008			
2. Scrutiny Overview Subjects						
To investigate the Council's environmental footprint and what the Council is currently doing to reduce its carbon emissions.	ECOSP	Reported to Committee 22/11/07				
To examine the poor public attendance at the Chorley Community Forums providing an analysis of the attendance across each meeting.	ECOSP					
Town Centre issues and management.	ECOSP					

Function/topic	Assigned to	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May
1. Holding the Executive to Account														
Annual Budget Consultation	OSC										12			
Budget Scrutiny	OSC CCOSP ECOSP									22 24	12			
Provisional full year Performance Indicator	OSC	21												
Quarterly Business Plan Monitoring Statements	ECOSP		7			13		22				13		
	CCOSP		12			25		20				11		
	OSC	21			2			12			12			
Quarterly Performance Report (Corporate Strategy and Best Value Performance Indicators)	OSC	21			2			12			12			
2. Policy Development and Review														
Overview and Scrutiny Improvement Plan	OSC		25											
Corporate Strategy	OSC						1							
OSC – Overview and Scrutiny Committee														
ECOSP – Environment and Community Overview and Scrutiny Panel														
CCOSP – Corporate and Customer Overview and Scrutiny Panel									3					

MONITORING OF PREVIOUS SCRUTINY RECOMMENDATIONS – 2007/08

Scrutiny Inquiry	Assigned to	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May
Chorley Markets	CCOSP					23					11		
Decriminalised Parking Enforcement	CCOSP				25						11		
Contact Centre	CCOSP						20						

Monitoring of Budget Scrutiny Recommendations	Assigned to	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May
Environmental Services	ECOSP								24				
Planning Services	ECOSP								24				
Revenues and Benefits	CCOSP								22				

Rolling Programme of Scrutiny Inquiries to be Implemented

Priority Order	Topic/Issue Title	Date Included	Priority Score	Source
	<u>Full Scrutiny Inquiries</u>			
	Overview and Scrutiny Committee			
1.	Job Evaluation	June 2007	All within the Corporate Strategy	Corporate Strategy
2.	Review of the past achievements and effectiveness of the current Community Safety Strategy (to be undertaken in April 2008).	3 Dec 2007		
3.	Further review of the new arrangements to be introduced in Chorley for community engagement in Crime, disorder and anti-social behaviour).	3 Dec 2007		
	Environment and Community Panel			
	Inequalities in the Borough			