

# Overview and Scrutiny Committee

Agenda and Reports

For consideration on

## Thursday, 2nd August 2007

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 and its appropriate panels. 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 or Panel.

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## Chief Executive's Office

Please ask for: Gordon Banks  
Direct Dial: (01257) 515123  
E-mail address: [gordon.banks@chorley.gov.uk](mailto:gordon.banks@chorley.gov.uk)  
Date: 25 July 2007

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**Chief Executive:** Donna Hall

**Chorley**  
Council

Town Hall  
Market Street  
Chorley  
Lancashire  
PR7 1DP

Dear Councillor

## **OVERVIEW AND SCRUTINY COMMITTEE - THURSDAY, 2ND AUGUST 2007**

You are invited to attend a meeting of the Overview and Scrutiny Committee to be held in the Committee Room, Town Hall, Chorley on Thursday, 2nd August 2007 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. **Minutes (Pages 1 - 6)**

To confirm as a correct record the Minutes of the meeting of the Overview and Scrutiny Committee held on 25 June 2007 (enclosed)

4. **Lancashire County Council Children and Young People Overview and Scrutiny - Partnership Working (Pages 7 - 10)**

Continued....

The Overview and Scrutiny Committee is requested to consider the attached correspondence from Lancashire County Council requesting the District Councils to take part in a piece of work with the County Council Overview and Scrutiny on an undertaking regarding Every Child Matters.

It is intended to look at how partnership working can help to deliver the outcomes of Every Child Matters and will examine partnership working between the County Council and District Councils.

The Committee is requested to consider whether it wishes to take part in this piece of work with the County's Overview and Scrutiny Committee for Children and Young People.

5. **Corporate Fourth Quarter Performance - Receipt of Information Requested (Pages 11 - 14)**

The Committee at its meeting on 21 May 2007 requested information relating to the under mentioned issues and queries when it considered the Corporate Fourth Quarter Performance Monitoring Report.

The Director of Development of Development and Regeneration will report on the following issues:-

- Number of affordable housing units – general input around what action is being taken to drive up performance (report attached)
- Vacant Town Centre Floor Space in various areas of the Town Centre. Verbal update on the actions being taken to drive up performance.
- Local Plan Milestones – What were the stages, which were missed? Are there likely to be further delays in the Municipal Year? (report attached)

6. **Business Plan Monitoring Statement - Policy and Performance Directorate (Pages 15 - 22)**

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

7. **Corporate 1st Quarter Performance Report, 2007/08 - Monitoring Report for the period ending 30 June 2007 (Pages 23 - 46)**

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

8. **Equality and Diversity Overview and Scrutiny Inquiry - Feedback of Executive Response (Pages 47 - 54)**

To inform the Committee of the response by the Executive Cabinet on the recommendations of the Equality and Diversity Sub Group of the Overview and Scrutiny Committee following its review of the Council's approach to the embodiment of equality and diversity in the culture of the Authority.

The report submitted to the Executive Cabinet contained a series of recommendations for measures aimed at ensuring that the Council's services were delivered against equality and diversity objectives so that all communities were afforded equality of access, outcome and opportunity. A copy of the report is attached for Members information.

The Executive Cabinets decision was as follows:

**That approval be given to the implementation of the recommended measures contained in the report which can be implemented within existing resources and that consideration of the measures and actions which are likely to incur additional costs be deferred to await details of the estimated costs.**

9. **Overview and Scrutiny Work Programme (Pages 55 - 58)**

The Committee is requested to consider the updated Overview and Scrutiny Work Programme (enclosed)

The Chair of the Environment and Community Overview and Scrutiny Panel will report that the Panel at its meeting held on 16 July 2007 made a request for the Overview and Scrutiny Committee to include the following issues in the Panels Work Programme:-

- To investigate the Council's environmental footprint and what the Council is currently doing to reduce its carbon emissions.
- To examine the poor public attendance at the Chorley Community Forums, providing an analysis of the attendances across each Forum.
- Town Centres issues and management.

10. **Forward Plan (Pages 59 - 62)**

To consider the Councils Forward Plan for the four month period 1 August 2007 to 30 November 2007 (copy enclosed).

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

Yours sincerely



Chief Executive

**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), Lesley-Ann Fenton (Director of Policy and Performance), Jamie Carson (Director of Leisure and Cultural Services), Jane Meek (Director of Development and Regeneration), Julian Jackson (Planning Policy Manager), Steve Pearce (Assistant Head of Democratic Services) and Gordon Bankes (Democratic Services Officer) for attendance.

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

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

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

## Overview and Scrutiny Committee

**Monday, 25 June 2007**

**Present:** Councillor Dennis Edgerley (Chair), Councillor Laura Lennox (Vice-Chair) and Councillors Alan Cain, Mrs Marie Gray, Harold Heaton, Miss Margaret Iddon, Margaret Lees and Greg Morgan

### **07.OS.48 APOLOGIES FOR ABSENCE**

Apologies for absence were submitted on behalf of Councillors Ken Ball, Geoffrey Russell, Edward Smith and Mrs Iris Smith.

### **07.OS.49 DECLARATIONS OF ANY INTERESTS**

No Members declared an interest in relation to matters under consideration at the meeting.

### **07.OS.50 MINUTES**

**RESOLVED – That the minutes of the meeting of the Overview and Scrutiny Committee held on 21 May 2007 be received as a correct record and signed by the Chair.**

**It was noted that the wording for the column headed Earliest Date decision can be taken on the Forward Plan was being considered by the Chief Executive and the Leader.**

### **07.OS.51 PUBLIC QUESTIONS**

No members of the public requested to speak at the meeting.

### **07.OS.52 JOB EVALUATION**

The Committee received a report of the Director of Human Resources as requested at the previous meeting. The Quality Assurance process is completed and the rank order of all posts was signed off by both Management and Trade Unions at the Project Steering Group on 13 April 2007. Following this management prepared options for the pay modelling and which terms and conditions of employment would form part of the negotiations.

Four successful meetings have been held with the negotiations progressing well. The target is to take recommendations to Council on 10 July 2007 for approval. It is likely that the union will need to have sign off at a national level, but it is hoped that this can be a “rubber stamping” exercise only due to the high level of regional involvement there has been in the negotiations.

The Director of Human Resources advised that there was an issue that due to the high number of restructures in the Council a significant number of new posts have been created. It is hoped these will be evaluated following further Job Evaluation training later this month.

There are two potential risks: equal pay claims and salary reduction. Steps had been put in place to manage these risks, including the completion of a detailed equal pay audit to assess the risks and the consideration of protection options for staff whose salary is reduced.

Ongoing work included the training of at least 12 members of staff and to combine both management and trade union representatives on joint panels for the ongoing process. There would be communication with staff on points, pay information and the appeals procedure, to implement the new pay and grading structure and embed job evaluation as part of the Authorities normal practices.

It was AGREED that the Committee should give further consideration to Job Evaluation with the view to a high level Inquiry being undertaken by the Corporate and Customer Overview and Scrutiny Panel in due course. Issues to be considered would include the cost and impact on the organisation and the percentage of posts that went up, down and stayed the same. In addition, the impact on recruitment and retention and the current situation with other local authorities in Lancashire.

#### **07.OS.53 CORPORATE FOURTH QUARTER PERFORMANCE - RECEIPT OF INFORMATION REQUESTED.**

At the previous meeting the Committee requested Directors to submit information relating to issues and queries that arose from the Corporate Fourth Quarter Performance Monitoring Report.

##### **Refuse and Recycling Collection**

The Director of Streetscene, Neighbourhoods and Environment reported that the target of 100 per 100,000 missed collections had not been met and that the performance against this indicator was 108 per 100,000 in 2007-07. The Committee discussed the indicator, its validity and the method of its compilation from data supplied by the contractor and customers.

The Director of Streetscene Neighbourhoods and Environment expressed the view that there were pressures in the service over the remaining contract period which tended to depress reliability but that additional investment, as well as the investment profile in the original contract which were capable of improving this indicator over 2007/08 and 2008/09.

The Committee had asked about the performance of customer calls directly to the contractor. The Director of Streetscene Neighbourhoods and Environment informed the committee that a small number of complaints were made directly to the contractor but the Chorley Contact Centre officially dealt with complaint, comments and complements. The majority of complaints [approximately 85%] to the Contact Centre regarding refuse and recycling related to missed collections with the remainder concerning miscellaneous complaint categories such as failure to return containers etc.

There are around 800 properties registered for assisted collections from the point of storage of the refuse/recyclate. There is a higher rate of missed collections in this area. This was primarily due to problems with knowledge capture and retrieval particularly with crew rotations and the necessary use of agency staff.

The handling of complaints could be better managed with the introduction of the Customer Relationship Management System in the Contact Centre as customer advisors would be able to see the complete history of complaints for any property. This Customer Relationship Management introduction is an Information Communication Technology project in which Streetscene Neighbourhoods and Environment is participating.

The Committee heard that going forward the Council is holding a listening day with the public on 14 July looking at waste and recycling and that an options report would be presented to Strategy Group on the renewal of the waste management contract in July 2007.



It was AGREED that the results of the listening day be fed back to the Committee as there was a need for specific details as to why the satisfaction with the service had reduced and whether there was a need for one of the Panels to undertake an Inquiry into this issue.

#### **Pollution Control Improvements**

The Director of Streetscene, Neighbourhoods and Environment advised that there are licenses to authorise discharges to atmosphere and that technical improvements to reduce these were introduced statutorily from time to time. The responsibility for some of these lay with the Environment Agency through Integrated Pollution and Prevention Control and others with the Local Authority.

Technical standards were improved and there was a responsibility to ensure these were adhered to by a deadline. The pollution control improvements had been revalidated internally in Streetscene Neighbourhoods and Environment and there was a programme of improvements to ensure the improvements were met by the end of 2007/08. We were assured that the work was being undertaken, but the deadlines had not all been met.

It was AGREED that the Committee were satisfied by the assurances given.

#### **Alley gate schemes**

The Committee were advised that there are 20 schemes on the list for the current year. These had been measured up and awaiting the results of a tender process. All the schemes would go through a data refining exercise against the crime and disorder benefits.

The Committee noted that there was a great deal of interest in the alley gate schemes and that there were other benefits achieved in addition to crime and disorder issues.

#### **Re-tendering the graffiti Removal and Public Toilet Cleaning and Maintenance Contracts.**

The Committee were advised that under the Anti-Social Behaviour Act 2003 the Council has the responsibility to remove graffiti. The contract went through the tender process and the Council was taking action under contract terms to ensure the effective delivery of the service.

The Public Toilet Cleaning and Maintenance Contract went through the tender process, resulting in a cost saving in the provision of the service at the same standard.

#### **Percentage of people satisfied with opportunities to participate in local decision-making**

The Chief Executive and Principal Corporate Support Officer reported that in the previous year the work required during the annual canvass for the electoral register had increased.

Three forms were delivered to properties. On the third occasion if there was still no response the canvasser would knock on the door on two occasions to try and receive details of the occupants. From the door knocking stage there had been approximately 4,000 responses. The rate of return had increased from 87.5% in 2005 to 92% in 2006.

For five years the Council has offered electoral registration using the telephone and internet. The section worked with Council Tax who were now able to give details of properties where people have moved out. Electoral registration forms were sent out to these properties. The number of complaints from the public of not being on the register at election time had reduced since this collaborative working had been introduced.

There would be publicity in Chorley Borough News in August highlighting the need to be on the electoral roll to get credit. Additional information would be sent out to areas where there was a low rate of return. It was AGREED that information about the rate of return per ward to be emailed to the Committee.

Integration with the Land and Property Gazetteer (LLPG) was being investigated to match information about properties. The register did not start from scratch each year and rolling registration meant that electors no longer had to wait until the annual canvass to go on the register. It was key that the public understand and value the process, working with schools was a positive way of getting information and awareness out there.

#### **07.OS.54 EXECUTIVE CABINET - 26 JUNE 2007**

##### **Communications and Marketing Strategy**

The Committee considered the draft Communications and Marketing Strategy to be considered by the Executive Cabinet the following day.

The Chief Executive reported that the document set out the details of this important area of work for the Council. The "You Said, We Did" marketing thread is successful method of showing what the Council is doing to address issues raised by the public. It is a key challenge to find out who our customers are, to use this to shape information about our services and to ensure customers can easily recognise the Council and its services.

Communications and marketing has been bringing resource and expertise into the centre and creating a saving. The way forward is to know more about our audiences so we can break down messages and communicate in the way that suits them, to position ourselves nationally to raise the profile of the Council and the borough as a whole and what we do to look professional and be easy to understand.

**RESOLVED – That the report be noted.**

#### **07.OS.55 REVENUE BUDGET, 2006/07 - PROVISIONAL OUTTURN**

The Committee received a report from the Director of Finance containing the provisional outturn figures for the Council's revenue budget for the financial year 2006/07. The Council has performed well throughout the year and the cash targets have been met. There has been a slight under spend but this is within acceptable tolerances.

The report indicated that the final Compensation payment for the Gillibrand Link Road, as yet not determined by the courts, would have an impact on the revenue budget. A report outlining the Compensation payment would be presented both to Executive Cabinet and this Committee in due course.

The final negotiated position in relation to the transfer of Housing Stock to Chorley Community Housing will have a significant impact on the final position. The Housing Revenue Account would close in 2007/2008.

Significant variations since the last report were noted, including concessionary fares at £88,000.00.

**RESOLVED – That the report be noted.**

**07.OS.56 CAPITAL PROGRAMME - OUTTURN FOR 2006/07 AND MONITORING OF 2007/08 PROGRAMME**

The Committee received a report from the Director of Finance the provisional outturn for the Council's Capital Programme for 2006/07 and a progress update for the 2007/08 Capital Programme. The provisional outturn was £13,269,246.

The report indicated that the Council is proceeding well in the delivery of the Capital Programme. The most significant change was the addition of the Eaves Green Link Road to the 2006/07 programme. This scheme had slipped from 2005/06. The Committee discussed the proposed financing of the Gillibrand Link Road land assembly expenditure and noted the use of Section 106 resources.

Three new projects to be considered by the Executive Cabinet for approval were noted as Astley Park – Woodland Management, Coppull PlayZone and Charnock Richard Football Club – Pitch Improvements.

**RESOLVED – That the report be noted.**

**07.OS.57 OVERVIEW AND SCRUTINY ANNUAL REPORT 2006/07**

The Committee received the Overview and Scrutiny Annual Report outlining the achievements and activities of the Overview and Scrutiny function for 2006 2007.

This included various Inquiries, involvement in the budget process and monitoring of the budget, consideration of Best Value Performance Indicators and Business Plan Monitoring Reports.

**RESOLVED – That the report be noted.**

**07.OS.58 OVERVIEW AND SCRUTINY IMPROVEMENT PLAN - UPDATE**

The Committee considered the updated Overview and Scrutiny Improvement Plan.

The recent Overview and Scrutiny training delivered by the IDeA had been well attended and received. It was important that Members and officers now took the issues raised forward.

There are plans in place to improve the publicity surrounding the work of Overview and Scrutiny and to revise the structure of the function following the deliberations in Parliament on issues in the Local Government and Public Involvement in Health Bill, which include Community Call for Action.

**RESOLVED – That**

- 1. The report be noted and**
- 2. That quarterly meetings be arranged between the Leader, Chief Executive and the Overview and Scrutiny Chairs.**

**07.OS.59 FORWARD PLAN**

The Committee received the Council's Forward Plan setting out details of the key executive decisions expected to be taken between 1 June 2007 to 30 September 2007.

**RESOLVED – That the report be noted.**

**07.OS.60 OVERVIEW AND SCRUTINY WORK PROGRAMME**

The Committee considered the Overview and Scrutiny Work Programme for the ensuing Municipal Year.

The programme included the envisaged timescale for the ongoing scrutiny inquiries and the planned details of the periodic monitoring of past inquiries.

**RESOLVED – That the work programme be noted.**

**07.OS.61 CENTRAL LANCASHIRE PRIMARY CARE TRUST**

The Chair noted that the Central Lancashire Primary Care Trust would have been established for 12 months in September.

It was AGREED that the Statement of Strategic Intent and Financial Strategy Overview documents be requested and that a representative of the organization be invited to a future meeting of the Committee.

Chair

**From:** Evans, Claire (OCE)

**Sent:** 02 July 2007 12:09

**To:** Wyre - Rachael Grist; Burnley - Imelda Grady ; Chorley - Gordon Bankes; Fylde - Annie Womack; Fylde - Carolyn Whewell; Hyndburn - Paul Preston; Lancaster - Liz Bateson; Pendle - Kath Haydock; Preston - Stephen Dugdale ; Ribble Valley - Committee Services; Rossendale - Pat Couch; South Ribble - Joanne Heron; Wyre - Peter Foulsham; West Lancs - Cathryn Jackson

**Subject:** Lancashire County Council Children and Young People O&S - Partnership Working

Dear Overview and Scrutiny Colleagues

For your information, a colleague of mine from our Children and Young People Directorate has just sent out - at my request - a letter requesting expressions of interest from Districts to take part in a piece of work that our Children and Young People Overview and Scrutiny Committee would like to undertake at its meeting on 28 August. The letter has been addressed to Every Child Matters (ECM) lead officers in each of the District authorities.

The attached letter explains what is intended with this piece of work, but in brief, the intention is to look at how partnership working is helping to deliver the outcomes of the Every Child Matters agenda (Be Healthy, Stay Safe, Enjoy and Achieve, Make a Positive Contribution, Achieve Economic Well-Being). This is something that the county council has a duty to co-ordinate effectively. Specifically, the O&S Committee would like to focus on partnership working between the County Council and District Councils (as laid out in a study last year by the Audit Commission) and it would very much welcome ECM-"leads" - both officer and councillor - from some of the Districts to share their views on how this is working and what the challenges and opportunities might be.

I would be grateful if you could inform your respective O&S Committees about this intended piece of work. I am waiting now to hear which Districts would like to take part and I shall keep you all fully informed of progress. If you think that this is something your authority would be particularly well-placed to engage in, then you may wish to touch base with your ECM lead officer or councillor. Obviously, I shall keep in especially close touch with those Districts that do take part. Do give me a call if you have any questions.

Kind regards

Claire Evans  
Principal Officer Overview and Scrutiny  
01772 532422  
mobile: 07917 836700

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**Directorate for Children and Young People**

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TO: DISTRICT ECM LEAD OFFICERS

Your Ref  
 Our Ref SR/POL/GH/AL  
 Date 29 June 2007

Dear Colleague

### **SCRUTINY OF PARTNERSHIP WORKING IN DELIVERING EVERY CHILD MATTERS OUTCOMES**

I have been advised that the County Council's Overview and Scrutiny for Children and Young People intends to consider how partnership working is helping to deliver the outcomes of Every Child Matters (ECM). Specifically, it would like to focus on partnership working between the County Council and District Councils as laid out in last year's Audit Commission study. In being able to properly understand how those partnerships for ECM are operating in Lancashire, the Committee would welcome some active input from Districts to give their perspectives.

The approach the Committee would like to take is as follows:

1. To have brief presentations from the County Council on the overall approach to ECM (basically the model we have adopted and how we are working with districts on CTA etc).
2. Two equally brief presentations from a district perspective, looking in a little more detail on how the agenda is being taken forward.
3. An opportunity then for the Committee to ask questions and invite further comment from contributors. David Ledsham and I have discussed this approach with Claire Evans who has responsibility for this aspect of Overview and Scrutiny with the County Council. Claire would be happy to talk with you in more detail regarding what the Committee is seeking to do and what they would like to come out of it (telephone 01772 3532422 or 07917 836700).

The position is as follows:

- The O&S session will take place on the morning of the 28 August, venue to be confirmed, although it will be outside of County Hall in an appropriate community setting. It will last for no more than two hours.

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**Geoff Hiscox**, Policy Development Team  
 PO Box 61, County Hall, Preston PR1 8RJ

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- 2 -

- If your District authority would like to take part, we would suggest that the presentations will be given by the lead member and lead officer for each council. In our case we expect Pat Jefferson will want to have David in attendance as the common thread for all three presentations. You will need to take a view regarding appropriate attendance. For those Districts that do not take part, we shall keep you fully up to speed with any outcomes. Clare will also make sure that her Scrutiny colleagues around the County are kept informed.
- The Committee would like to stress their intention to take a constructive approach in considering this topic. The Chair of the Committee, County Councillor Pat Case (also Chorley Borough Council) says that the aim is to create an opportunity for councillors to identify and discuss the challenges and opportunities that exist in Lancashire in this area of ECM work. The Committee hopes in the future to develop its joint working with Districts in scrutinising Children's Services as the ECM Agenda and Children's Trusts develop.
- We have no definitive views on the choice of districts. In part this will be dictated by the availability of the key players but clearly there may be other issues – one of which is CC Case's expectation that Chorley will be one of the districts involved.

David and I are keen to emphasise that we are all on the same journey but starting from different positions. There is no 'right' answer that we could share with O&S.

What are your thoughts?

- We need to agree contributions as soon as possible as Claire will need to liaise with her peers in your councils over the arrangements. Claire agreed that it would make sense if the initial contact came from the ECM perspective.

We can give further detail if required but the immediate task is:

- to gain your support in the exercise and agree two Districts to take part.

Sorry about the timing with this. Ideally we would have liked to discuss it at our joint meeting but diaries didn't quite work. Given our less than glorious attendance on Wednesday it probably didn't matter after all.

Looking forward to your assistance.

Yours sincerely



Geoff Hiscox  
Head of Policy Development



**CHORLEY B.C. PERFORMANCE MANAGEMENT  
ACTION PLAN**

**FINANCIAL YEAR 2007 / 2008**

**Indicator Number: PL006**

**Indicator Short Name: Affordable dwellings completed**

Year End	
Performance	Target
8	62.5

**Please explain the reasons why the performance measure has not reached target:**

The Borough is not a priority for Housing Corporation funding because other parts of the North West are considered to be in greater need. The opportunities for cross-subsidy from market housing schemes have been limited because of the overall restriction on house building which has only recently been eased. Of those schemes obligated to contribute to providing affordable housing a number of large sites are at an early stage of construction or have not yet started. At Buckshaw Village most of the affordable housing is, for logical scheme layout purposes, being provided just over the Borough boundary in the South Ribble part of the site. The commitment by Adactus Housing Association to provide 40 units per year for 5 years is only just starting with the acquisition of two sites from the Council. The post of Housing Needs and Investment Officer was vacant for most of last year significantly reducing our capacity to liaise with housing associations and developers about affordable housing opportunities.

**Please detail corrective action to be undertaken to improve performance in the next financial year, including full details of timescales for implementation:**

Contact is being maintained with the Housing Corporation in case any grant funding windfalls becomes available. Joint working with Preston and South Ribble is being developed in 07/08 to strengthen the case for funding assistance and bids for innovative schemes currently are being pursued. The recent easing of the overall housing restrictions was coupled with an increase in the minimum proportion of affordable housing to be sought from market housing schemes rising from 20% to 30% and should soon bear fruit. Housing land availability and market housing assessments are planned this year with the aim of improving information about available sites and increasing the justification for seeking more affordable housing from market housing schemes. This should put the authority in a good position to respond to the likely further relaxation of house building controls when the Regional Spatial Strategy is finalised early in 2008. The Housing Needs and Investment Officer post will be filled from 8 May 2007.

**Action Plan Owner: Julian Jackson/Roger Bailey  
Unit: Development and Regeneration  
Contact Number: 5280/5711**

**Date: 30 April 2007**

*Please contact Policy and Performance on Ext 5325 if you have any queries.*

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**CHORLEY B.C. PERFORMANCE MANAGEMENT  
ACTION PLAN**

**FINANCIAL YEAR 2007 / 2008**

**Indicator Number: BV 200b**

**Indicator Short Name: Plan-making: milestones**

Year End	
Performance	Target
No	Yes

**Please explain the reasons why the performance measure has not reached target:**

The milestones in the Local Development Framework timetable/programme – the Local Development Scheme - were not met because the plan documents concerned were not acceptable to GONW after two attempts at the previous Preferred Options stage. The changes required by GONW were too extensive to enable further Preferred Options documents to be prepared in time to allow progress on to the next (Submission) stage by the milestone dates.

**Please detail corrective action to be undertaken to improve performance in the next financial year, including full details of timescales for implementation:**

As allowed by the Local Development Framework approach a new Local Development Scheme has been prepared and submitted to GONW in March 2007 with new, later milestones including for the Sustainable Resources plan document. Another document on Chorley town centre, retail and leisure policies has been withdrawn in June 2007. The Sustainable Resources document was published in revised form for a third round of Preferred Options consultation in March 2007 and only attracted minor comments from GONW and other consultees so clearing the way to meeting the revised Submission milestone on time in October 2007

**Action Plan Owner: Julian Jackson  
Unit: Development and Regeneration  
Contact Number: 5280**

**Date: 8 June 2007**

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Report of	Meeting	Date
Director of Policy & Performance (Assistant Chief Executive)	Overview and Scrutiny Committee	2 <sup>nd</sup> August 2007

## **BUSINESS IMPROVEMENT PLAN MONITORING STATEMENT – POLICY AND PERFORMANCE DIRECTORATE**

### **PURPOSE OF REPORT**

To report progress against the key actions and performance indicators included in the Policy and Performance Business Improvement Plan.

### **RECOMMENDATION(S)**

1. To note the report

### **EXECUTIVE SUMMARY OF REPORT**

2. During this quarter we have made significant progress on developing and strengthening our approach to data quality, business planning, project management and equality and diversity, all areas which will have a positive impact on any future CPA re-assessment.

The production of the Annual Report (Best Value Performance Plan) and the development of the Beacon bid for “Transforming Services, Citizens Engagement and Empowerment” were both key, large pieces of work that were high quality and delivered by their end of June deadline. The audit of the Annual Report will take place in July and August, the findings of which will be reported on later in the year, and Chorley will be notified if we have been shortlisted for the Beacon award in October.

Our lead regarding the development of enhanced two-tier is resulting in improved collaborative working across Lancashire and a paper on the next steps produced by the Director of Policy and Performance (Assistant Chief Executive) is being considered by Leaders and Chief Executive’s across Lancashire in early August.

Development of the Chorley Partnership is now moving on a pace with the development of a new performance management framework for the LSP and the launch of a re-refresh of the Community Strategy, with the final document expected to be agreed by the Chorley Partnership Board in September. Finally, the new website was launched to deadline and a major national marketing and PR showcase for the Council’s Intranet system has been successfully delivered with both being well received.

Sickness levels within the Directorate are low. However, due to a change over in authorisation responsibilities we experienced problems in approving a few invoices within the 30 day timescale and as a consequence did not meet the target this quarter. This has now been resolved and every effort will be made to recover the position and aim to achieve

the target. However, due to the limited turnover of invoices within the Directorate, it is possible that the target may not be achieved.

The Directorate now has a full complement of Staff covering the Directorates Policy & Performance and Communications functions and we are on track to deliver our planned cashable and non-cashable efficiencies.

### CORPORATE PRIORITIES

3. 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

4. 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 1<sup>st</sup> April to 30<sup>th</sup> June 2007.

### KEY MESSAGES

5. During the first quarter 2007/08, all the remaining vacant posts within the team were filled covering both policy and performance and communications activity, and for the first time since October 2006 the Communication and Policy and Performance elements of the Directorate is now fully staffed. This is a very positive position to be in given that the Council will from quarter 2 onwards be concentrating on seeking application for CPA re-assessment and preparing for the on-site inspection expected in the early part of 2008.

A key focus of the Directorate during this period was the development and publication of the Annual Report 2006/07, the Council's Best Value Performance Plan by the statutory deadline of 30<sup>th</sup> June. The document is available on the Council website and hard copies are available in libraries and the One Stop Shop. The Directorate also included extracts from the Annual Report in the June edition of Borough News.

The Annual Report looked back over the past year and outlined how we used our resources, some of our key achievements in 2006/07 and included details of how the council performed against the range of Best Value Performance Indicators (BVPIs) for District Councils. The document also looked to the future and set out some of the activity we will be undertaking during the next twelve months to deliver our vision, priorities and strategic objectives.

Overall, the Annual Report provided a very positive picture of performance by the Council. The Annual Report (Best Value Performance Plan) and in particular the BVPIs will be subject to audit during July and August, the outcomes of which will be reported to the Council later this year, usually around Christmas time.

### BUDGET UPDATE

## 6. SERVICE LEVEL BUDGET MONITORING 2007/2008

### POLICY & PERFORMANCE

<b>JUNE 2007</b>	<b>£'000</b>	<b>£'000</b>
<b>ORIGINAL CASH BUDGET</b>		<b>626</b>
Add Adjustments for In year cash movements		
<b>ADJUSTED CASH BUDGET</b>		<b>626</b>
Less Corporate Savings:		
- Corporate & Policy (vacant posts)	(20)	
		(20)
<b>CURRENT CASH BUDGET</b>		<b>606</b>
<b>FORECAST</b>		
<b>EXPENDITURE</b>		
- Staffing Costs (Communications)	(8)	
- Computer Equipment - Purchase	7	
- Staffing Costs (Corporate & Policy)	(3)	
- Consultants Fees	3	
- Other	1	
<b>Expenditure under (-) or over (+) current cash budget</b>		<b>-</b>
<b>INCOME</b>		
<b>Income under (+)/ over (-) achieved</b>		<b>-</b>
<b>FORECAST CASH OUTTURN 2007/2008</b>		<b>606</b>

**Key Assumptions**

**Key Issues/Variables**

**Key Actions**

## SERVICE DEVELOPMENTS

7. During this period there has been considerable focus on supporting the implementation of our revised business planning arrangements ensuring greater integration of equality, risk, efficiency and vfm within the directorates business improvement plans for 2007/08.

In addition, as part of the work to further embed project and performance management across the organisation, there has been considerable activity working alongside colleagues in Internal Audit to ensure our new Data Quality Policy is applied, which will ensure robust data collection and validation methods are in place for all Best Value Performance Indicators. The Directorate also supported the introduction of regular project manager briefings involving all Chorley's project managers to share the benefits and good practice currently operating and to discuss and resolve any barriers.

During May/June the Directorate facilitated a working group and wrote a Beacon bid under the theme "Transforming Services, Citizen Engagement and Empowerment" The bid was submitted on 29<sup>th</sup> June, one of 15 for this theme and we will find out if we have been successful in making it to the next stage on 9<sup>th</sup> October. If we progress through to the shortlist, the Beacon assessors will visit Chorley sometime between early November and early December.

During the last quarter of 2006/07, the Directorate chaired and led a cross-Lancashire Policy Group comprising representatives from all twelve Districts and the County Council to develop Lancashire's response to the White Paper on enhanced two-tier. As a consequence, the "Transforming Local Government in Lancashire" document was submitted to the DCLG on 25<sup>th</sup> January providing a joint vision for improved two-tier working and some outline proposals for a way forward. Following the announcement of the short list for the Unitary submissions in April, the Policy Group re-convened in May and Chorley have led on pulling together proposed next steps for taking this document forward which will be considered by Lancashire Leaders and Chief Executives in early August.

One of the proposals includes the development of a Locality Plan for the District setting out what the County Council and the District Council will be delivering in Chorley during the next twelve months. The Directorate is currently in the process of developing a Locality Plan for Chorley and liaising with the other Directorates and the County Council on its contents. A draft plan is expected to be available for consideration and approval by members in September.

Further work on strengthening Chorley's Strategic Partnership has continued a pace during this period. The directorate has been working with the theme groups and the Local Public Service Board in developing the action plans for the projects receiving a share of the £80k pump priming monies allocated by the Council to the LSP and most projects are now underway.

At the beginning of this year, Lancashire County Council launched a re-refresh of the Lancashire-wide Community Strategy "Ambition Lancashire", in order to have in place an agreed community strategy which will be used as the basis for the second generation LAAs being introduced from Summer 2008.

Given that Chorley's priorities would need to feed into the Ambition Lancashire refresh and the priorities in Chorley's Community Strategy are now three years old, in-line with the approach being taken by other districts in Lancashire it was considered appropriate to revisit and if necessary re-refresh Chorley's Community Strategy. As a consequence, at the



Chorley Partnership meeting in June, the Directorate launched a re-refresh of the Chorley Community Strategy and workshops were held with the LSP Board representatives present at the meeting on the future priorities of the Community Strategy.

Based on this feedback, a draft Community Strategy is currently being developed and is scheduled for release to all partners and stakeholders including elected members at the end of July for a four-week consultation period, following which a final draft will be considered and approved by the Chorley Partnership at its meeting in September. The agreed priorities for Chorley will then be fed into the current consultation on the re-refresh of Ambition Lancashire.

Finally, a performance management framework has also been developed and approved by the LSP Executive and work will commence to introduce the new arrangements post September when new action plans and targets are developed to ensure delivery of the re-freshed Community Strategy.

After considerable work in the latter part of 2006/07 including source and installation of a new content management system and full content provision of circa 3000 new pages, the Council's new website was launched on 2<sup>nd</sup> April. The communications team will continue to provide on-going web support to the entire Council, further develop the Council's website and ensure it is kept fresh and up to date.

The Marketing and Communications Strategy was finalised during this period and approved at Cabinet. Work is now underway to develop action plans to support the delivery of the Strategy and ensure the Council's profile and reputation both locally, regionally and nationally is further developed.

During the 1<sup>st</sup> quarter, the Communications Manager led the preparations for a national joint SOCITIM event held in the Lancastrian, to showcase the Council's success with the Loop. Around 80 local authority delegates from across the country attended, the majority from outside the North West and the event raised £7000.

**PERFORMANCE INDICATORS**

- 8. 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	1 <sup>st</sup> Qtr Target 07/08	1 <sup>st</sup> Qtr Perf. 07/08	Comments
Sickness absence	13.56 fte Days	2.31 fte Days	0.66 fte Days Green Star	On track
% of undisputed invoices processed within 30 days	89.03%	96.71%	90.63% Red Traingle	Action plan appended

**EQUALITY AND DIVERSITY UPDATE**

- 9. During this quarter as planned, benchmarking has been undertaken against the requirements for level 2 of the National Equality Standard and work is in progress to ensure all Equality Impact Assessments are completed. In line with the Equality Scheme, the Council is currently on track to achieve level 2 of the Standard in the Autumn of 2007.

During the first quarter the review of the Council's complaints system was completed and a new procedure developed for recording complaints which will now allow us to analyse complaints by race, gender and disability. The 'Dialogue' recording procedure will be introduced over the Summer of 2007.

The Directorate alongside the Director of Finance who has the responsibility for Property, is continuing to work with the Disability Liaison Group to ensure their access requirements to Council and other public buildings are met.

Finally, during this period, the Directorate in conjunction with Human Resources reviewed the Council's approach regarding Equality and Diversity training and as a result have revised the induction programme for new starters to ensure they are made aware of the Council's Equality Scheme.

**RISK MANAGEMENT UPDATE**

- 10. One of the risks identified which would have implications for the delivery of the Business Improvement Plan was the inability to recruit to the vacant posts within the Directorate covering communications staff and in particular the Performance Advisor post which we had been unable to fill in two previous recruitment attempts. However, following a series of actions including re-configuring roles and responsibilities of the posts we have been successful in recruiting high calibre staff to the organisation.

**VALUE FOR MONEY/EFFICIENCIES UPDATE**

- 11. 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 and £13.5k from introducing an on-line staff newsletter rather than a printed version. The other savings are also expected to be realised but will not be known until later in the year.

**IMPLICATIONS OF REPORT**

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

Finance		Customer Services	
Human Resources		Equality and Diversity	√
Legal			

**COMMENTS OF THE DIRECTOR OF POLICY & PERFORMANCE**

- 13. The actions outlined above will support the delivery of the Council's Equality Scheme approved by cabinet in December 2006.

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

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Lesley-Ann Fenton	5323	23 <sup>rd</sup> July 2007	***

**% Invoices Processed within 30 days****FINANCIAL YEAR 2007 / 2008***Indicator Short Name: Invoices processed*

Q3		End of Year Target
Performance	Target	
90.63%	96.71	96.71
	%	

**Please explain the reasons why progress has not reached expectations:**

This indicator is the joint responsibility of the Finance Directorate and Policy and Performance.

Due to a change in staff turnover a request was made to Exchequer to revise the named officers responsible for authorising invoices. Unfortunately, when the revisions were made, a technical problem arose where one of the two main authorisers (Communications Manager) who generates most invoices for the Directorate was no longer receiving invoices for approval. As a consequence, unknown to the Director, a few invoices during this period were automatically being passed to the Director's area in radius for authorisation. Normally, the Director is aware of the limited no of invoices she has authorised, therefore only checks the system periodically. As a consequence the failure to pick up these invoices for payment has had a disproportionate impact on processing performance due to the relatively small number of invoices processed by the directorate.

**Please detail corrective action to be undertaken:**

The technical issue has now been resolved and as previously, the Communications Manager is now able to authorise invoices.

- A Senior Exchequer Officer attended Policy & Performance Team meeting in June to support the Directorate in improving their BVPI performance and reinforce good practice. In addition, the Director will examine weekly reports issued by finance listing those invoices which are in danger of moving out of the prescribed timescales and will intervene where necessary.

**Action planned through financial year:**

See above

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

Every effort will be made to achieve the target however given that this is a cumulative indicator and the Directorate has limited invoices it may not be possible to achieve the target.

Action Plan Owner: Lesley-Ann Fenton, Director of Policy and Performance  
 Contact Number: 01257 515323

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Report of	Meeting	Date
Director of Policy and Performance (Assistant Chief Executive)	Overview & Scrutiny	2nd August 2007

## 1<sup>st</sup> Quarter Performance Report 2007/08

### PURPOSE OF REPORT

1. This monitoring report sets out performance against the Corporate Strategy and the Council's Best Value Performance Indicators for the first quarter of 2007/08, 1<sup>st</sup> April 2007 –30<sup>th</sup> June 2007.

### RECOMMENDATION(S)

2. That the report be noted.

### 3. EXECUTIVE SUMMARY OF REPORT

This report sets out the Council's performance in the first quarter of 2007/08 (1<sup>st</sup> April 2007 to 30<sup>th</sup> June 2007). Performance is assessed based on the delivery of Key Projects in the Corporate Strategy and the performance of national Best Value Performance Indicators.

Overall the performance of the key projects is excellent. 66% of projects are now completed (an increase of 7% since the last quarter) and with a further 25% of projects rated as green this demonstrates that 91% of the projects in the Corporate Strategy are either completed, progressing ahead of plan or on plan.

*Two projects have been identified as 'amber' and two 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 remaining red projects the development of carbon emissions measures inked to the LDF process project, is recommended to be subsumed under a proposed project to develop and implement a climate change strategy, while the project to pursue opportunities for joint working with neighbouring authorities, is behind it's original schedule, but is due to complete at the end of July as per the revised plan.*

*The BVPI performance trend shows a generally positive picture of continued improvement, with limited instances of deteriorating performance, which are being carefully monitored and managed into the second quarter. 66% (21) of indicators showed improved or consistent performance with 34% (11) showing a downturn in performance when compared with the first quarter of 2006/07, this is a slight increase on the same period last year but with only four BVPIs deteriorating by 5% or more this is limited in both the breadth and degree of deterioration.*

*The picture in terms of quartile comparisons is also generally positive with 16 indicators in the top quartile out of a total basket of 28. There has been an increase in*

*the number of BVPIs in the third quartile 7 as opposed to 1 in the first quarter of 2006/07, and this situation is also being carefully monitored and will be addressed through performance round tables.*

*The percentage of indicators achieving target in the first quarter of 2007/08 is 63%, this is slightly lower than the first quarter of 2006/07 at 71%. This may be accounted for in part, by the setting of more challenging targets this year. We will continue to monitor this situation and use the performance round tables to identify actions to drive up performance so that a greater percentage of BVPIs hit target.*

*There are only 4 BVPIs where performance is 5% or more below target and performance is deteriorating when compared to the first quarter of 2006/07 and are listed below. Action plans have been developed for all indicators and we will report on progress in addressing these areas in the 2<sup>nd</sup> quarter report later in the year.*

- *% of disabled employees*
- *Fraud investigations*
- *Robberies per 1000 of the population*
- *Abandoned vehicles removed within 24 hours of notification.*

*Performance in the first quarter is particularly prone to seasonal influences and does not facilitate the development of strong conclusions regarding performance trends, but rather presents an indicative picture of where we may wish to focus attention in coming months in terms of performance and project management. The issues highlighted in this report will be closely monitored in the second quarter and reported against in the second quarter performance report with a view to undertaking further detailed analysis of trends and relative positioning.*

**4. REASONS FOR RECOMMENDATION(S)**

**(If the recommendations are accepted)**

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

**5. ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

None

**6. CORPORATE PRIORITIES**

This report relates to the following Strategic Objectives:

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

## 7. BACKGROUND

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

The Corporate Strategy identifies a programme of 44 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.

Performance of the key projects will continue to be monitored throughout the year, together with those performance indicators, which can be monitored quarterly, to provide quarterly updates on how we are performing in the delivery of the Corporate Strategy.

A review of both the Community and Corporate Strategies is currently underway. A refreshed Community Strategy is expected to be approved by the Chorley partnership in September. In line with the Council's business planning process, a revised Corporate Strategy will be considered by Council on 30<sup>th</sup> October 2007.

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 first 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 44 key projects in the current Corporate Strategy

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

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

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

Performance against the targets contained within the Lancashire LAA 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 declining from 2006/07.

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



**9. KEY PROJECT PERFORMANCE OVERVIEW**

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

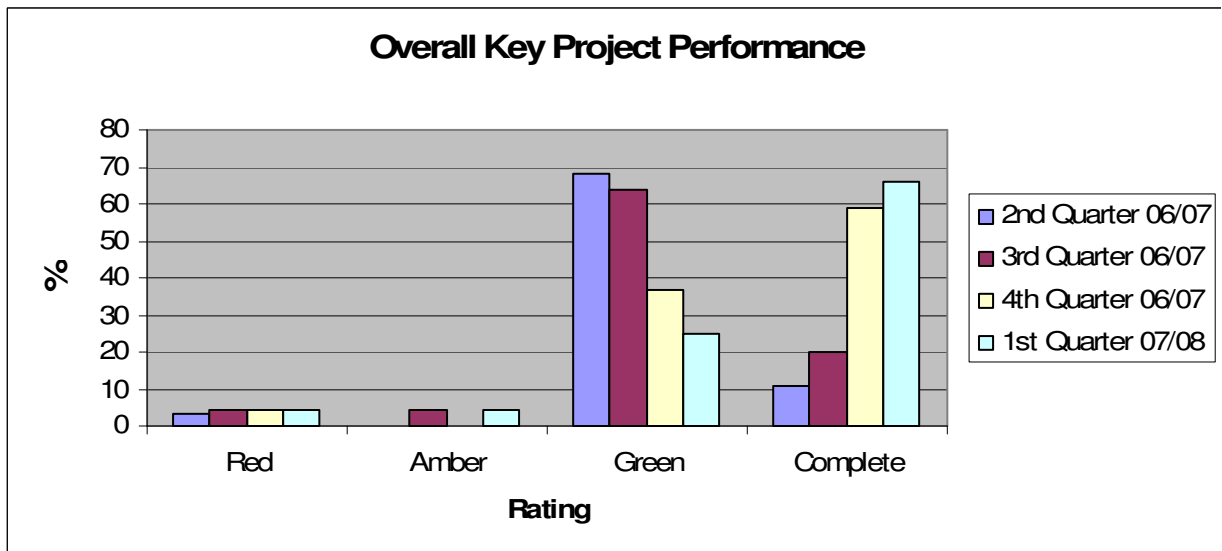
In order to report on progress lead officers have been asked to complete a high level project plan, a business case and a highlight report.

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

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.

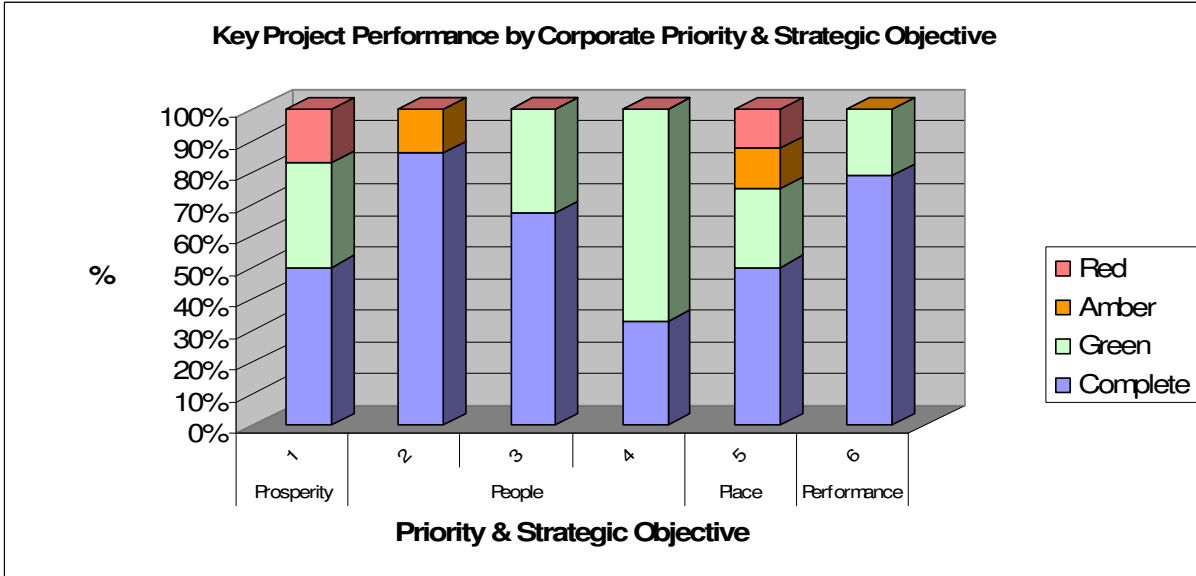
- 3. The table and graph below continues to show performance of the key projects is excellent with 91% of the projects either completed, progressing ahead of plan or on plan. The reduction in the number of projects rated as ‘green’ is due the majority of them now being complete, and therefore should be seen as being a positive.

	2 <sup>nd</sup> Qtr %	3 <sup>rd</sup> Qtr %	Year End %	1 <sup>st</sup> Qtr %	Variance %
Completed Projects	11	20	59	66	+7
Projects rated as ‘Green’	68	64	36.5	25	-11.5
Projects rated as ‘Amber’	0	4.5	0	4.5	+4.5
Projects rated as ‘Red’	3	4.5	4.5	4.5	0
Project not started	18	7	0	0	0



**10. KEY PROJECT PERFORMANCE BY CORPORATE PRIORITY & STRATEGIC OBJECTIVE**

The graph below shows that strategic objectives three, 'Involving People in their Communities', four, 'Improved access to public services', and six, 'Ensure Chorley Borough Council is a performing organisation' are all 100% complete or on track.



Out of the 44 key projects four 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 one, two and five 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 first quarter of 2007/08 between April and June. In total 29 (66%) key projects have now been completed this is an increase of 7% since last quarter.

Key Project	Key Outcomes
Develop a communications and marketing strategy	<ul style="list-style-type: none"> <li>We have a strategy to guide marketing and communications activity for the next three years.</li> <li>The strategy is a public document which enables us to have a transparent approach to communications and marketing.</li> <li>The strategy will enable us to formulate short, medium and long term action plans, setting out activity to help the Council achieve it's objectives.</li> <li>We have an agreed set of objectives approved by councillors.</li> <li>We can use the agreed objectives to raise the standard and consistency of communications and marketing across the Council and report success.</li> </ul>
Property Outsourcing	<ul style="list-style-type: none"> <li>7 year partnership agreement signed with Liberata UK -</li> </ul>

	<p>commenced 2.7.07</p> <ul style="list-style-type: none"> <li>• Transfer of Risk from the Council to Liberata UK for the management and maintenance of the Council's Property Assets</li> <li>• Savings achieved of £65,570 per annum, when compared with previous costs</li> <li>• Comprehensive specification agreed for enhanced property management and maintenance arrangements.</li> <li>• Transfer of Chorley Borough Council Property staff to Liberata UK</li> <li>• Lease agreed with Liberata UK for the Gillibrand St Annex, keeping both the service and providing additional employment opportunities within the borough of Chorley</li> <li>• Contract open for other authorities to use, providing further income and collaborative working opportunities for the Council</li> </ul>
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**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 and implement Economic regeneration strategy and priority actions
2	Complete and implement town centre strategy and priority actions
3	Produce a LSP community cohesion strategy
4	Prepare a neighbourhood management and engagement strategy
5	Develop an deliver an action plan for the Customer Focussed access and service design strategy
6	Deliver Contact Chorley and the Shared Services Partnership
7	Establish a choice based lettings scheme within the borough in conjunction with Registered Social Landlords (RSL's) covering 50% of the housing stock by March 2009.
8	Delivery key actions in the community safety strategy
9	Develop and strengthen the LSP
10	Seek CPA reassessment
11	Maximise the opportunities given by the white paper.

**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.

<p><b>Deliver the sustainable resources development plan for the Borough to include actions to reduce carbon emissions in line with agreed targets -</b>                  Performance of the project is almost as planned. Slippage has reflected timing of Member meeting dates. It is likely that the project would be completed in time subject to national and regional policy considerations.</p>
<p><b>Prepare area profiles for our most deprived SOA's and prepare action plans -</b>                  The project has now commenced. The Lead Officer (External Funding Officer) has now gone on maternity leave, so this project will now be lead on by the Performance Advisor (Partnership), with support from the Graduate Policy Trainee. However, progress against the original project plan has slipped and the deadline has been revised.</p>

#### 14. KEY PROJECT 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 an initial basket of measures and targets for carbon emission reductions for consultation through the LDF process**

The issue of the reduction in carbon emissions is significant. In the Corporate Strategy there are two overlapping key projects both of which refer to the reduction in carbon emissions through the Local Development Framework (LDF).

The key project of producing the Sustainable Resources Development Plan includes targets and indicators that relate to new build development, fuel poverty, improved SAP rating for housing in the public and private sectors, cavity wall insulation, tonnes of CO<sub>2</sub> per capita, and in terms of domestic emissions, percentage of household waste recycled, percentage of household waste composted and percentage of properties served by kerbside collections.

These targets are to be consulted on in autumn 2007 as part of the submission stage of preparing the Development Plan document. However, these targets are ones that cut across both the Council's activities and those of other agencies.

It is important that another more specific set of targets and indicators is brought together that relate solely to the Council's own activities and thus matters that the Authority will be able to commit to and control.

This set of targets and indicators would require considerable work within the Council including the collection of baseline information on carbon emissions.

This information in respect of Council buildings is required to be provided by Liberator as part contract of providing property services for the Authority. Given the delay in the contract signing the transfer of these responsibilities has taken a considerable time to commence.

Council energy use and reduction of carbon emissions is a priority within the contract and is required to be done within three months of the signing of the contract.

##### **Lead Officers Comments**

As part of the refresh of the Corporate Strategy, consideration should be given to establishing and implementing a new Corporate Key Project based on the Council's own carbon emissions and a consequential commitment to produce and implement a Climate Change Strategy.

This will create an overlap with the project to develop an initial basket of measures and targets for carbon emission reductions for consultation through the LDF process, therefore it is proposed that the basket of measures project is subsumed within the potential Climate Change Strategy project.

##### **Pursue opportunities for joint working with neighbouring authorities**

This project is a collaboration with South Ribble Borough Council and the North West Centre of Excellence to determine if joint financial services is possible and practical. The project is key to dealing with a number of operational issues facing small councils and is innovative in that it will be one of a kind, should a solution be agreed.

The project is well underway and has already achieved a lot including presentations to partnership board briefings, and employees, newsletters, skills audit questionnaire, and a customer satisfaction survey.

However there are a number of issues which have affected the project, and have lead to an overrun in terms of time. These include delays due to changes to project team members part way through the project, lack of capacity of the lead sponsor, staff absences and issues with the consultants not fully understanding the concerns raised or how to address them, and they are therefore not providing the information required.

#### Lead Officers Comments

The project has overrun in terms of time. The final consultants report was due at the end of March, but is now at final draft stage with completion due at the end of July. The Partnership Board will then meet to agree a way forward with relevant timescales.

### **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. Four of these measures are to be reported quarterly and we are awaiting information from the County Council about the format and targets for three of the four (All Safer and Stronger Communities, Housing element). Representation on behalf of the Council is being made to the County Council to draw this issue to a close but until this is addressed we are only able to report against one quarterly indicator for the LAA. This indicator continues to perform well

- BVPI 225, Actions against Domestic Violence. Looks at the number of actions as set out on a checklist which we have implemented. Performance at the end of the first quarter is good at 63.60% (7/11). This represents a significant improvement on performance last year at 45%, and meets the year-end target of 63%.

### **16. PERFORMANCE OVERVIEW BEST VALUE PERFORMANCE INDICATORS**

This section looks at the BVPI information collected for the first quarter of 2007/08. This facilitates the production of a comprehensive position statement, setting out comparisons with last year, performance trends and quartile analysis. This is a smaller subset of the total number of BVPIs reported at year-end as it is not practical or possible to collect and report against the full suite of BVPIs through the year. For a full list of Best Value Performance Indicators please refer to the Loop at <http://theloop/section.asp?sectionType=list&catid=12606>

Note on methodology- as a smaller subset of BVPIs are assessed on a quarterly basis, comparisons have been drawn with the first quarter of the previous financial year as a comparison with the fourth quarter trends is not possible. As the data is subject to some seasonal trends, comparison with the same quarter of the financial year allows us to draw useful conclusions regarding comparison with previous years.

**17.TREND**

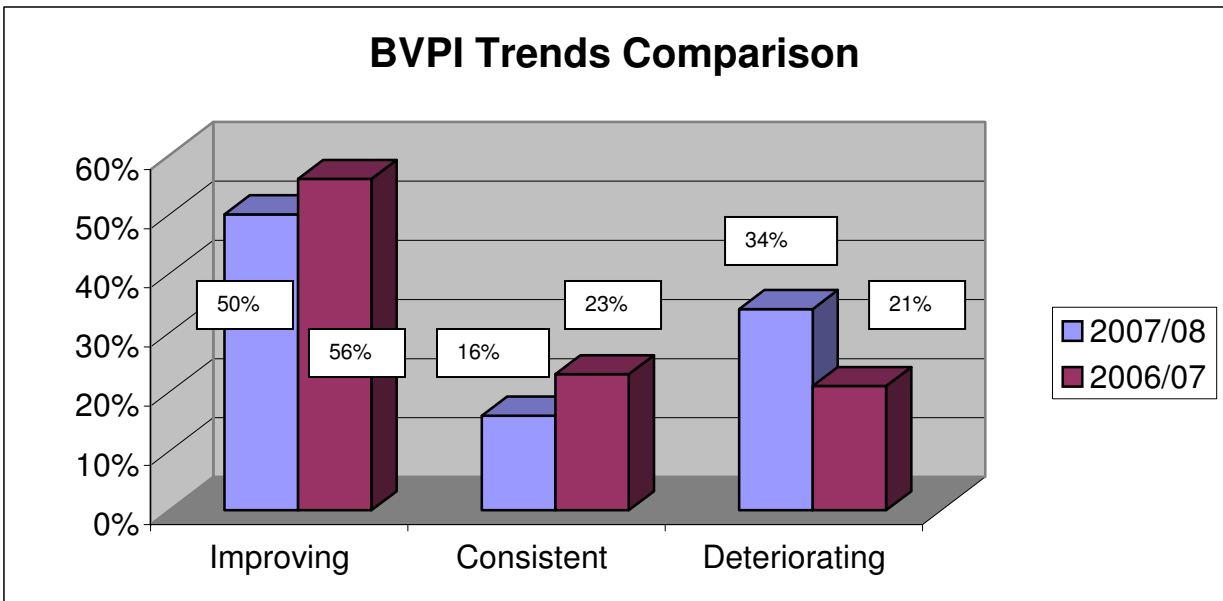
The BVPIs have been examined to assess whether performance compared to the first quarter of 2006/07 has improved, declined or has stayed the same. For CPA purposes it is critical that we demonstrate that our already excellent levels of service performance are continuing to improve and that we are taking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

At first quarter 2007/08, 50% of indicators (16 out of 32) have improved when compared to 56% in the first quarter 2006/07.

16% (5) showed consistent performance, of which 1 is achieving the highest possible level of performance and so cannot show any further improvement. Overall 66% (21) indicators showed maintained or improved performance when compared to the first quarter of 2006/07.

34% (11) showed deterioration in performance when compared with the same time period in 2006/07. Of those indicators which have shown a deterioration performance from the first quarter 2006/07, four have shown a deterioration of 5% or more. Two of these four have still exceeded target by 5% or more, is within the 5% tolerance of target and one is outside of the 5% tolerance threshold, for which an action plan has been developed (abandoned vehicles investigated within 24 hours) and can be found on page 17 of this report.

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

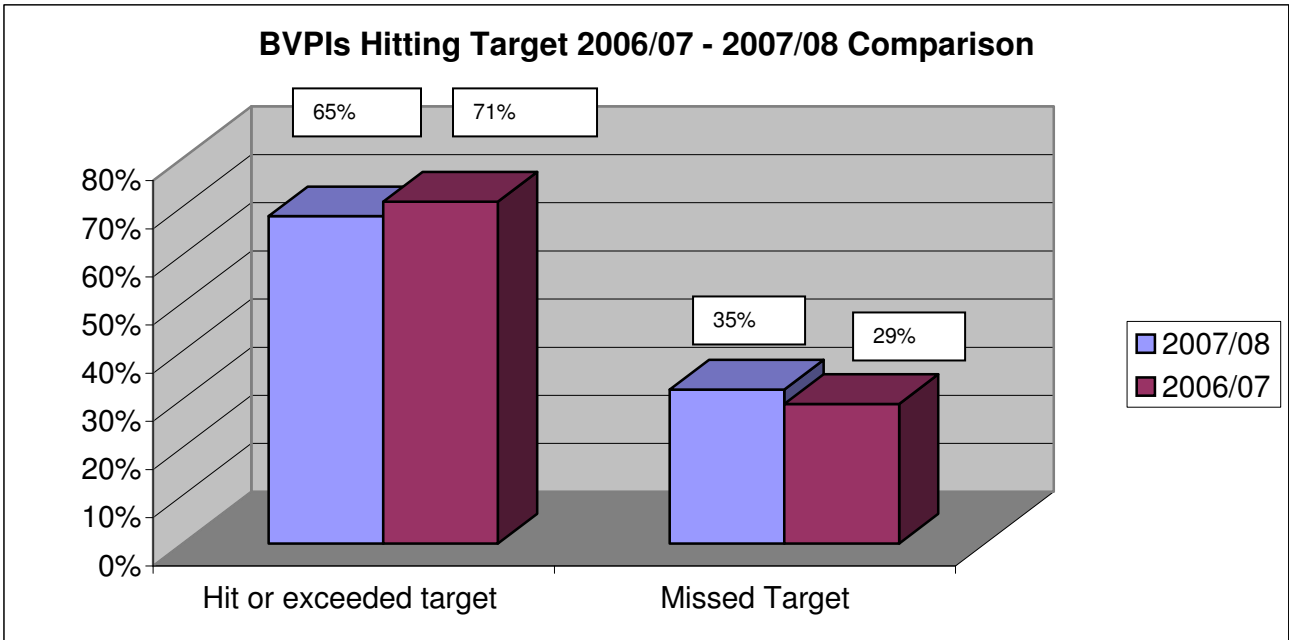


**18. TARGETS**

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 as targets are our first and most basic test of performance. Targets are set to deliver continuous improvement on previous performance and to move us forward as an authority. Targets have been set in 2007/08 to be challenging but achievable with detailed reasoning and reference to the national picture having been explored at the target setting stage

With 65% (22 out of 34) of BVPIs achieving target performance is positive but is slightly down on last years 1<sup>st</sup> quarter performance at 71%. Given this initial dip, those indicators which have failed to hit target by a significant margin in the first quarter of 2007/08 will be examined in the first round of performance round tables, with particular reference to CPA and Corporate Strategy BVPIs. The second Quarterly report which examines performance from June 2007 to September 2007 will focus on those BVPIs which have failed to hit target in the first two quarters of 2007/08 with a view to refocusing attention and resource on these indicators to drive up the performance of these BVPIs specifically.

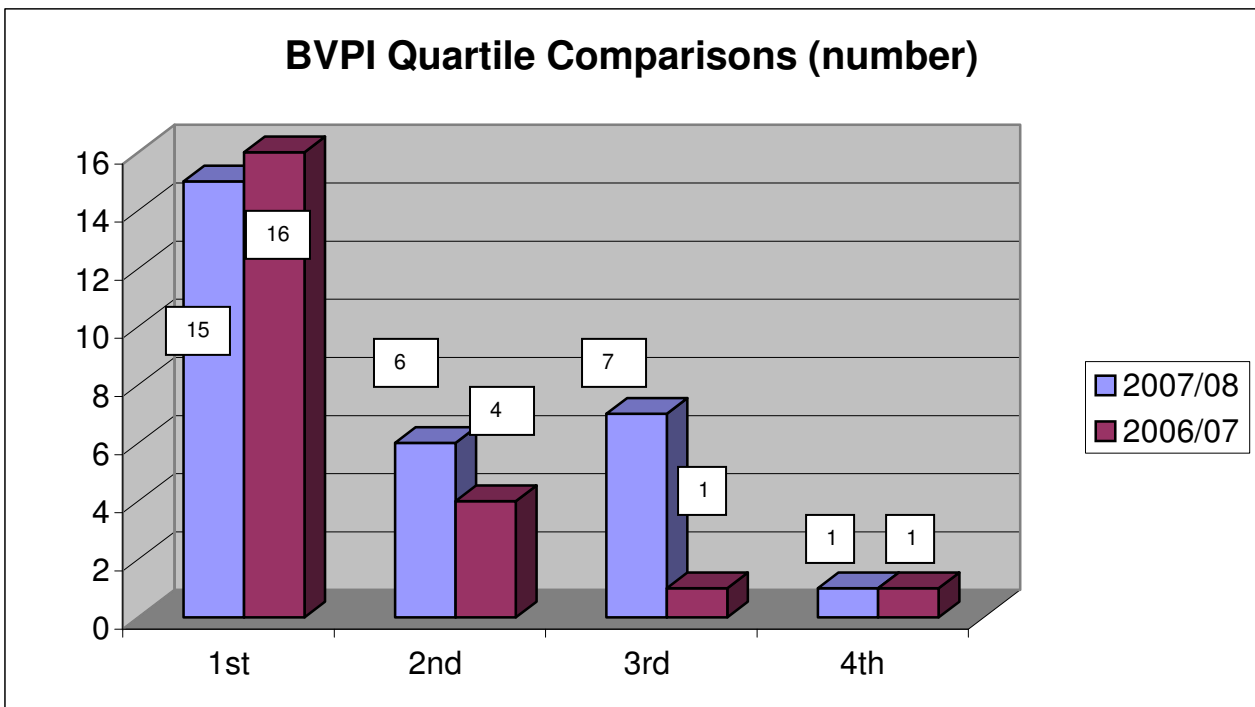


**19. QUARTILE POSITIONS**

The Council’s quartile positioning has dropped slightly in comparison to the first quarter of 2006/07, with 15 BVPIs in the top quartile in 2007/08 as opposed to 16 in 2006/07. The most significant shift is around the number of BVPIs in the third quartile, which has increased from 1 to 7. It is worth noting that there has been an increase in the total number of BVPIs against which it is possible to benchmark our quartile position (26 as opposed to 28), which may account for some shift in the profile of quartile comparisons. There is an action plan in place for 1 of the 7 indicators in the third quartile (robberies per 1000 of the population) and all others will be targeted (along with the only indicator in the fourth quartile) in the first series of performance round tables of 2006/07.

We will carefully monitor this situation in the second quarter of 2007/08 to establish whether or not the Council’s quartile positioning has improved, if further action is then required those BVPIs which have dropped in terms of quartile positioning will be targeted at the second round of performance round tables with a view to instigating actions to drive up performance.

National quartile data can be accessed on the Loop at:  
[http://theloop/upload/public/Files/75/bm\\_comp\\_data\\_2005\\_2006.xls](http://theloop/upload/public/Files/75/bm_comp_data_2005_2006.xls)



**20. FOCUS ON SUCCESS**

A great deal of focus was placed in 2006/07 on the performance is BVPI 12, number of days sickness absence per employee. In the first quarter of 2007/08 performance with regards to minimising levels of Sickness Absence has significantly improved when compared to the first quarter of 2006/07. Performance is 1.73 days against a target of 2.28 days (smaller is better). This places the Council in the top quartile nationally and puts us on track to deliver our corporate target for levels of sickness absence if this performance is maintained.



**21. DELIVERING ACTION PLANS**

Although performance overall is a picture of good and improving performance there remains a need to understand and carefully manage performance where it is not meeting our expectations and has not shown improvement. Below are a series of action plans for indicators which have triggered a risk criteria because performance is 5% or more below target and performance is deteriorating when compared to the first quarter 2006/07.

Those indicators which fall into this categorisation are

- o BVPI 16a % of Disabled Employees
- o BVPI 76c Fraud Investigations
- o BVPI 127b Robberies per 1000 of the Population
- o BVPI 218a Abandoned Vehicles removed within 24 Hours of Notification

**BVPI 16a**  
**Percentage of disabled employees**

Qtr 1 Performance	Target	Previous performance
3.44	4.02	3.52

This performance places us in the second quartile nationally and slightly above the national average of 3.22%. Work is ongoing within Human Resources to review the full suite of policies and the new positive duty around disability equality will be a key driver for this activity.

**BVPI 76c**  
**The number of fraud investigations per '000 caseload.**

Qtr 1 Performance	Target	Previous performance
11.79	14.4	16.55

Annual leave in the team in June has impacted upon performance for a short period of time. This meant that out of 42 'man days' (2x21 working days in June) 21 were lost in annual leave.

- Consequently, investigators weren't in work to
- a) complete and close investigation cases; and
  - b) move current cases along

The figures for April and May extrapolated over the 12 months would have put performance ahead of the target demonstrating that it was June's performance which impacted upon Q1 performance.

The closed cases for July have been examined and from 1.7.07 to 19.7.07 we have closed 24 cases which extrapolated for the month puts performance at about 37 investigations. This will bring the number to 18.31 (April - July) which extrapolates to 54.93 at year end putting performance of this indicator back on track for 2007/08.

**BVPI 127b**

**Indicator Short Name: Robberies per 1000 of the Population**

Q1		End of Year Target
Performance	Target	
0.13	0.06	0.23

The actual figures for robbery equate to a target for this quarter of less than 6 crimes.

The number of robberies for this quarter are 13, 11 personal robbery and 2 business robberies.

Detections this quarter are 50% (1) for business robbery and 36% for personal robbery (4).

Robbery, by its nature (personal) is usually hard to detect so these figures represent a significant success for the police service. The increase in robberies, this quarter, have been committed by offenders identified as 'High Priority' targets via the Prolific and Persistent Offenders forum.

A Detective Sergeant, who is a member of the CDRP at Chorley, manages this process. He identified these offenders as High Priority Targets and they have now been arrested and charged with 4 of the additional robberies.

In essence, although we have failed to achieve our target by virtue of the additional robberies, four have been detected and are attributable to offenders identified via the PPO process. This gives credence to the present processes within the CDRP.

A large volume of personal robbery is minor, in terms of value and spontaneous in its nature. The *other* outstanding robberies are not similar in pattern, although there are suspects on some of them and police enquiries are continuing to establish sufficient evidence on which to bring charges.

Please detail corrective action to be undertaken:

Under the Multi Agency Tasking and Coordinating (MATAC) forum extra patrols have been funded for our target areas. Although they are not specifically deployed for robbery detection purposes they are nevertheless a deterrent to a 'would-be-robber' by their sheer presence.

High visibility policing will form the cornerstone of robbery initiatives and once a pattern emerges they will be deployed to those areas subject of this offence.

Prolific offenders have been identified and have been targeted by the police resulting in detections; Offenders (subject of the arrests) are in custody and are either serving or awaiting sentences. It is possible that with these persistent offenders in custody that the overall crime rate for this offence will drop.

The robbery offences will be highlighted at the next MATAC meeting with an appeal for information and intelligence from the various agencies.

Action planned through financial year:

If the problem persists patrols will be increased in the areas and tasks will be allocated via the Prolific and Persistent Offenders forum in order to target certain criminals for extra attention by police patrols.

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

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

**BVPI 218a**

**Abandoned vehicles investigated within 24 hours**

Q1		End of Year Target
Performance	Target	
83.33	100	100

**Please explain the reasons why progress has not reached expectations:**

*The restructure taking place in SNED had an impact on operational provision during the first month of the quarter, before job responsibilities were clarified and reassigned to the new Neighbourhood Officer team.*

**Please detail corrective action to be undertaken:**

*Procedure has now been reviewed and re-established with the procedure and targets reiterated to the relevant officers in a team meeting.*

**Action planned through financial year:**

*Ongoing monitoring and feedback on status of cases.*

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

*The year-end target is 100%, and cannot therefore be met based on performance to date. All possible action is being taken to address issues with this performance indicator and to drive performance as close to 100% as possible.*

**22. CONCLUSION**

Overall BVPI performance continues to improve and our quartile positioning remains positive with 66% of BVPIs showing consistent or improved performance and 15 (54%) in the top quartile nationally. 65% of BVPIs are on course to meet the year-end target (as profiled quarterly).

Overall the organisation continues to deliver good performance in terms of outcomes (performance information) and delivering a programme for change (project and programme management). Performance has continued to improve, building on the already impressive record of achievement over the last three years. As we move into the next quarter emphasis will be placed on examining those indicators which are showing a continuous downward trend, have failed to achieve target for two consecutive reporting periods, or have failed to recover or improve upon their previous quartile positioning. The main vehicle for this activity will be performance round tables where directors and portfolio holders will be required to submit action focused plans designed to turn around performance. The impact of this activity will be monitored in the third quarterly report of 2007/08.

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

There are no background papers to this report.











<b>Report Author</b>	<b>Ext</b>	<b>Date</b>	<b>Doc ID</b>
Lesley-Ann Fenton	5323	24 <sup>th</sup> July 2007	

**Appendix One- Performance Charts**

		30/06/2006	30/06/2007	Quartile	Polarity
BVPL Service Delivery Outcome : BV109a.02 % Planning apps - major	Actual (TD)	57	83	1	Bigger is better
	Target (TD)	60	73		
	Perf vs Target (TD)				
BVPL Service Delivery Outcome : BV109b.02 % Planning apps - minor	Actual (TD)	90	74	3	Bigger is better
	Target (TD)	65	77		
	Perf vs Target (TD)				
BVPL Service Delivery Outcome : BV109c.02 % Planning apps - other	Actual (TD)	91	88	2	Bigger is better
	Target (TD)	80	88		
	Perf vs Target (TD)				
BVBen Strategic Objective : BV076c Number of fraud investigations	Actual (TD)	16.55	11.79na		None
	Target (TD)	10	14.4		
	Perf vs Target (TD)				
BVBen Strategic Objective : BV076d Number prosecutions & sanctions	Actual (TD)	2.5	3.47na		None











	Target (TD)	9	3.25			
	Perf vs Target (TD)	★	★			
■	BVBen Service Delivery Outcome : BV079a % Benefit calculations correct	Actual (TD)	99.2	99.2	1	Bigger is better
	Target (TD)	99	99.5			
	Perf vs Target (TD)	●	●			
■	BVCor Management of Resources : BV008 % Invoices paid within 30 days	Actual (TD)	95.32	92.09	3	Bigger is better
	Target (TD)	96.5	96.71			
	Perf vs Target (TD)	●	▲			
■	BVCor Management of Resources : BV009 % Council Tax collected	Actual (TD)	30.13	30.2	1	Bigger is better
	Target (TD)	28.95	24.69			
	Perf vs Target (TD)	●	★			
■	BVCor Management of Resources : BV010 % NNDR collected	Actual (TD)	31.36	30.7	1	Bigger is better
	Target (TD)	24.75	24.78			
	Perf vs Target (TD)	★	★			









■ BVBen Service Delivery Outcome : BV078a Ave time new claims (Cal days)	Actual (TD)	18.6	17.96	1	Smaller is better
	Target (TD)	25	18.5		
	Perf vs Target (TD)	★	★		
■ BVBen Service Delivery Outcome : BV078b Ave time for changes (Cal days)	Actual (TD)	7	7.44	1	Smaller is better
	Target (TD)	8	6.3		
	Perf vs Target (TD)	★	●		
■ BVHou Fair Access : BV183a Length of stay in B&B accom'n	Actual (TD)	0	Data not provided		Smaller is better
	Target (TD)	0	0		
	Perf vs Target (TD)	●	NA		
■ BVHou Fair Access : BV183b Length of stay in hostel accom'n	Actual (TD)	7	Data not provided		Smaller is better
	Target (TD)	12	11		
	Perf vs Target (TD)	★	NA		
■ BVCor Staff Development : BV011a.02 Women in top 5% earners	Actual (TD)	29.17	33.33		Bigger is better
	Target (TD)	32	35		
	Perf vs Target (TD)	▲	●		





■ BVCor Staff Development : BV011b.02 Black/ethnic in top 5%	Actual (TD)	0	0	Bigger is better
	Target (TD)	0.75	5	
	Perf vs Target (TD)			
■ BVCor Staff Development : BV011c.05 Top 5% with a disability	Actual (TD)	8.33	11.11	Bigger is better
	Target (TD)	6	9.57	
	Perf vs Target (TD)			
■ BVCor Staff Development : BV012 Days / shifts lost to sickness	Actual (TD)	2.28	1.73	Smaller is better
	Target (TD)	2.25	2.31	
	Perf vs Target (TD)			
■ BVCor Staff Development : BV014 % Early retirements	Actual (TD)	0	0.31	Smaller is better
	Target (TD)	0.17	0.43	
	Perf vs Target (TD)			
■ BVCor Staff Development : BV015 % Ill health retirements	Actual (TD)	0	0	Smaller is better
	Target (TD)	0.17	0	
	Perf vs Target (TD)			
■ BVCor Staff Development : BV016a % Disabled employees	Actual (TD)	3.52	3.44	Bigger is better
	Target (TD)	3.65	4.02	



	Perf vs Target (TD)				
■	BVCor Staff Development : BV017a % Ethnic minorities employees	Actual (TD)	1.66	2.01	Bigger is better
	Target (TD)	1.6	1.95		
	Perf vs Target (TD)				
■	BVCul Service Delivery Outcome : BV170a Visits to / usage of museums	Actual (TD)	88.24	92.81	3 Bigger is better
	Target (TD)	62.4	60		
	Perf vs Target (TD)				
■	BVCul Service Delivery Outcome : BV170b Visits to museums in person	Actual (TD)	61.94	62.16	3 Bigger is better
	Target (TD)	50.1	41.01		
	Perf vs Target (TD)				
■	BVCul Service Delivery Outcome : BV170c Pupils visiting museums and galle	Actual (TD)	190	437	3 Bigger is better
	Target (TD)	195	375		
	Perf vs Target (TD)				
■	BV Community Safety :	Actual (TD)	2	0NA	None

BV174 Racial incidents per 1000 pop	Target (TD)	4.5	2.5	
	Perf vs Target (TD)			
BV Community Safety : BV175 Racial incidents - further action	Actual (TD)	100	100	1 Bigger is better
	Target (TD)	100	100	
	Perf vs Target (TD)			
BVCor Customers & the Community : BV156 % LA public buildings disabled	Actual (TD)	83	83	Bigger is better
	Target (TD)	88	88	
	Perf vs Target (TD)			
SNED Data Entry : EN BV82ai.05 % waste recycled	Actual (TD)	20.7	21.94	1 Bigger is better
	Target (TD)	15	17	Note this performance information is provided 2 months in arrears
	Perf vs Target (TD)			
SNED Data Entry : EN BV82bi.05 % waste composted	Actual (TD)	23.22	27.02	1 Bigger is better
	Target (TD)	21	23	
	Perf vs Target (TD)			Note this performance information is provided 2 months in arrears

<p>■</p> <p>BVEnv Service Delivery Outcome : BV218a.05 Abandoned vehicles- investigate</p>	<p>Actual (TD)</p>	<p>98.33</p>	<p>83.33</p>	<p>3 Bigger is better</p>
	<p>Target (TD)</p>	<p>100</p>	<p>100</p>	
	<p>Perf vs Target (TD)</p>			
<p>■</p> <p>BVEnv Service Delivery Outcome : BV218b.05 Abandoned vehicles- removal</p>	<p>Actual (TD)</p>	<p>62.5</p>	<p>100</p>	<p>1 Bigger is better</p>
	<p>Target (TD)</p>	<p>85</p>	<p>85</p>	
	<p>Perf vs Target (TD)</p>			
<p>■</p> <p>BV Community Safety : BV225.05 Actions against Domestic Violence</p>	<p>Actual (TD)</p>	<p>45</p>	<p>63NA</p>	<p>Bigger is better</p>
	<p>Target (TD)</p>	<p>45</p>	<p>63</p>	
	<p>Perf vs Target (TD)</p>			
<p>■</p> <p>BV Community Safety : BV126a Domestic Burglaries/1000 h'holds</p>	<p>Actual (TD)</p>	<p>0.7</p>	<p>1.06</p>	<p>1 Smaller is better</p>
	<p>Target (TD)</p>	<p>2.1</p>	<p>2.1</p>	
	<p>Perf vs Target (TD)</p>			
<p>BV Community Safety : BV127a.05 Violent Crime / 1,000 pop.</p>	<p>Actual</p>	<p>Not reported</p>	<p>3.88</p>	<p>2 Smaller is better</p>

	Target	NA	3.54	
	Perf vs Target			
	Target			
BV Community Safety : BV127b.05 Robberies / 1,000 pop.	Actual (TD)	0.06	0.13	3 Smaller is better
	Target (TD)	0.06	0.06	
	Perf vs Target (TD)			
BV Community Safety : BV128a Vehicle Crimes per 1000 pop	Actual (TD)	Not reported	1.31	1 Smaller is better
	Target (TD)	1.89	1.89	
	Perf vs Target (TD)	NA		

Report of	Meeting	Date
Director of Policy and Performance (Assistant Chief Executive) (Introduced by the Chair of the Overview and Scrutiny Committee)	Executive Cabinet	24 May 2007

## OVERVIEW AND SCRUTINY SUB GROUP EQUALITY AND DIVERSITY FINDINGS AND RECOMMENDATIONS

### PURPOSE OF REPORT

- To provide the executive cabinet with an overview of the work undertaken by the equality and diversity sub- group and to present the committee with suggested recommendations.

### CORPORATE PRIORITIES

- Ensure equality of opportunity and life chances, ensure Chorley Borough Council is a performing organisation.

### RISK ISSUES

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

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

- Failure to continue to properly embed equality and diversity across the authority, may impact upon the reputation of the authority. Equality and diversity is also critical to the revised Comprehensive Performance assessment Framework for District Councils. The recommendations set out in the report will have an operational impact on all Directorates. Equality and diversity outcomes will be key to the result of any future CPA assessment.
- The aims of the Sub Group**
  - To develop an understanding of how equality and diversity fits with CPA and how equality and diversity can act as a driver to excellence
  - To develop the Council's approach to engagement and consultation and the way in which this informs service delivery
  - To gain an understanding of the various tools and information systems we could use to drive our progress around equality and diversity

- To explore ways of addressing issues of urban and rural splits within the Borough and the impact this has upon catering for different communities with differing needs
- To understand how we can establish satisfaction and service needs baselines across all of our communities
- To develop mechanisms to ensure that our work around equality and diversity is making a difference for those communities most at disadvantage
- To explore we go about achieving level three of the equality standard, given the capacity issues we face as a district Council
- Establish some real practical ideas which we can take forward to improve outcomes for our communities.
- Change the culture internally
- Develop mechanisms to make service areas accountable for their performance in delivering equitable opportunities and outcomes for all
- To find ways of mainstreaming equality principles into everyday work

## 6. **Summary of the approach**

Members of the sub group met independently of the Overview and scrutiny committee on four occasions. A presentation and general discussion of equality and diversity, the opportunities, current gaps took place at the first meeting, which informed future activity of the sub group.

The manager of the Council's Customer Services met with the group to explore the provisions made at the for meeting the needs of customers with differential needs at the One-Stop Shop and Contact Centre at the Union Street Offices.

The council's GIS officer attended a meeting to discuss the potential use of the Council's GIS software which enables information to be fed into the system to be represented graphically on digital mapping sources.

It was agreed that the system could be developed to provide demographic and deprivation information and identify the localities of particular community groups within the Borough. This information could be useful in determining the specific parts of the Borough to which resources and action should be targeted.

Members of the sub group visited Staffordshire Moorlands District Council to explore their approach to equality and diversity. Staffordshire Moorlands comprises a population of 94,000 within three distinctive market towns, urban fringe settlements and surrounding rural areas. The Council, which employed 309 full time staff, has a current 'good' CPA rating, but was aiming for excellence, and had achieved Level Three of the Equality Standard in March 2006 and so it was felt that we could take some useful lessons from their journey. The visit also involved the examination the operation of one Staffordshire Moorlands 'Rural Kiosks' as part of the visit.

7. **RECOMMENDATIONS FOR ACTION**

Objective	Action	Financial Implications	Timescale	Lead
<p><b>Leadership and commitment</b> Ensure that we have a comprehensive overview of our current position in terms of equality and diversity and the actions required to drive up performance</p>	<p>Conduct an equality audit as a starting point for driving up performance</p>	<p>To be met within existing resources</p>	<p>April 2007</p>	<p>Policy and Performance</p>
<p>Ensure that a strategic overview of equality and diversity is maintained and the equality and diversity implications of decisions are fully explored and understood</p>	<p>Amend the Committee report template so that Equality and Diversity implications have to be outlined in standard reports in the same way as financial and human resources implications. Ensure that all reports are sent to Equality and Diversity lead officer for quality assurance and if necessary ensure that implications templates are completed. Also send reports to communications manager so that a proactive approach to communications around equality and diversity can be taken.</p>	<p>To be met with in existing resources</p>	<p>June 2007</p>	<p>Policy and Performance/ Democratic Services</p>
<p>Clearly articulate to staff, members, and customers our equality and diversity principles.</p>	<p>Establish a set of diversity principles and promote them. Include in the induction pack for new employees and members.</p>	<p>To be met within existing resources</p>	<p>April 2007</p>	<p>Policy and Performance</p>
<p>Inform our understanding of the needs of our Customers and Communities to drive forward our work around equality and diversity.</p>	<p>Undertake our own mini census and or Big Debate to provide additional baseline data so that we are able to understand and meet the needs of our communities</p>	<p>There would be an additional cost associated with this activity.</p>	<p>October 2007</p>	<p>Policy and Performance</p>
<p>Ensure that the needs of our customers and communities in Rural areas of the borough are fully accounted for in service design and delivery.</p>	<p>Include Rural and Urban considerations in Equality Impact Assessments. For example the impact upon rural areas of planning policies which limit building on small areas of land.</p>	<p>To be met within existing resources.</p>	<p>April 2007</p>	<p>Policy and Performance</p>
<p>Ensure that all of our policies and</p>	<p>Undertake an Equality and Diversity Desk top exercise on</p>	<p>To be met within</p>	<p>May 2007</p>	<p>Policy and</p>



procedures comply with Equality legislation and our diversity principles.	policies and strategies	existing resources		Performance
Ensure that we take a partnership approach to addressing the issue raised by demographic change	Undertake partnership review of economic migration and an enquiry into how we collaboratively meet any identified needs.	To be met within existing resources	June 2007	Policy and Performance
Ensure that accountability for driving forward the equalities agenda across the authority is clearly established and a strategic approach to delivering equality is embedded across the authority.	Establish an equality and diversity steering group (senior officers) and equality and diversity working group- Equality Champions.	To be met within existing resources	April 2007	Policy and Performance
<b>Consultation and Communication</b>				
Ensure that we use the proper tools to develop and understanding of the differential needs of our various communities.	Use GIS to map our communities according to a variety of socio-economic and demographic characteristic and use this to inform service provision. Provide all new members and staff with summary information.	To be met within existing resources	May 2007	Policy and Performance/ ICT
Ensure that the good work ongoing around equality and diversity is effectively captured and communicated and all staff, customers and members are aware of the provisions available for customers with specific needs.	Establish a mechanism to centrally collate information about the services provided for hard to reach groups and activity share this information with staff, councillors, customers and the community. Via the Loop?	To be met within existing resources	June 2007	Policy and Performance
Ensure that adjustments made for customers who may experience language barriers when trying to access our services are fit for purpose.	Review the use of translating and interpreting services	To be met within existing resources	June 2007	Policy and Performance
Gain a better understanding of the types of queries hard to reach/ hard to hear groups are approaching the Council with	Conduct a survey of customers attending the Youth and Community Service's surgeries at the One-Stop Shop, together with the nature of the enquiries	To be met within existing resources	June 20007	Customer Services
Ensure that all staff and members are aware of the agencies operating within the borough who can help to progress equality and diversity outcomes for all of our communities	Compile a register of all details of Community Groups and partnerships in Chorley and work with the Chorley Guardian to ensure that these are reflected in their publication.	To be met within existing resources	June 2007	Leisure and Culture
Ensure that we address a gap in consultation forums and mechanisms to address our statutory duty around Gender Equality	Review our approach to consulting on Gender issues	To be met within existing resources	July 2007	Policy and Performance



Ensure that the work of existing groups is actively communicated.	Activity publicise the work of the Asian Women's forum and work more effectively in partnership with the form to deliver improvements for target groups.	To be met within existing resources	July 2007	Policy and performance
<b>Service provision</b>				
Inform a review of translation and interpreting services.	When people come into the one stop shop and use interpretation services monitor the take up of this service to inform our work around equality and diversity.	To be met within existing resources	April 2007 Onwards	Customer Services
Ensure that customers accessing our services who do not speak English as a first language are made aware of the support services available	Signpost information for non-English speakers about English classes- partnership with Local College?	To be met within existing resources	April 2007 Onwards	Customer Services
Ensure that the licensing service is able to respond to service request from customers who do not speak English as a first language.	Give a copy of the Language Line leaflet to Licensing. The Council's Licensing Section could be encouraged to use the 'Language Line' facility in its dealings with customers	To be met within existing resources	April 2007	Customer Services
Ensure that those who are licensed through the Council are able to fully meet the needs of customers with a disability.	Introduce specifically tailored training in licensing on the needs of customers with disabilities.	To be met within existing resources	July 2007	Customer, Democratic and Legal Services
Ensure that we fully understand the needs of our customers and build a picture of where service delivery failure is disproportionate for particular groups or failing to meets the needs of various diverse groups.	Complaints Monitoring- monitor all complaints in line with the six strands of diversity and use this to inform service provision	To be met within existing resources	April 2007	Policy and performance
Ensure that we offer the highest possible level of support to customers with particular needs with in the one stop shop.	Explore ways of ensuring the Customer Advisors within the one stop shop provide the optimum level of support to customers with particular needs, within resource limitations.	To be met within existing resources	April 2007	Customer Services/ Policy and Performance
Ensure that customers who may be hard to reach or hard to hear are afforded with equitable access to our services, using advocate services as possible/ necessary.	Extend surgeries in One Stop Shop for Hard to Reach Groups- Age Concern/ Job Centre Plus. Explore possibility of working with partners (eg PCT to deliver services from the One Stop Shop).	Additional costs would be associated with this activity.	April 2007 Onwards	Customer Services
Ensure that we fully understand the needs of our customers and build a picture of where service delivery failure	Ensure equality monitoring is included in all employee and customer feedback	To be met within existing resources	August 2007	Policy and Performance

is disproportionate for particular groups or failing to meet the needs of various diverse groups.					
Ensure that we take a community leadership approach to actively address harassment and discrimination against equality target groups.	Extend remit of Multi Agency Diversity Incidents Panel to address hate incidents relating to all six strands of equality and diversity	To be met within existing resources	April 2007	Policy and Performance	
<b>Employment</b>					
Ensure that all staff are aware of and comply with statutory requirements around equality and diversity and are able to meet the needs of all of our customers.	Review our approach to equality and diversity training to ensure that it meets statutory requirements and the needs of our staff, customers and communities.	To be met within existing resources	April 2007	Human Resources	
Ensure that the Council as an employer is able to offer equitable employment opportunities and that our policies fully embed an equalities approach.	Review the Council's suite of Human Resources policies amend and introduce new policies to further our equality objectives as an employer- possibly consider introducing a religious observances policy, time off for dependants policy, adoption policy.	To be met within existing resources	April 2007 Ongoing	Human Resources	
Ensure that staff have the skills necessary to enable us as a Council to properly engage with different groups within the Borough.	The personal specification for the new Customer Access Officer post with special responsibility for hard to reach groups could include a desirability for applicants to be able to speak one or more languages other than English.	To be met within existing resources	April 2007	Human Resources/ Customer Services	
Ensure that people from hard to reach groups are aware of vacancies within the Council as see Chorley as an equal right employer.	Advertise posts in a series of targeted publications – Stonewall, Carers UK, Disabled Go,	Additional costs may be associated with this activity.	April 2007 Ongoing	Human Resources	
<b>Member Involvement</b>					
Ensure that members receive equality and diversity training	Provide equality and diversity training for members. (Specifically tailored for chairs of diversity-targeted focus groups).	To be met within existing resources	June 2007	Human Resources/ Policy and Performance	
Ensure that members take every opportunity to engage with young people in the Borough	Gain a greater understanding of the ways in which members engage with young people and explore innovative ways of furthering this.	May attract additional costs	April 2007 Ongoing	Democratic Services	

There are two outstanding issues which the sub group has not to date been able to fully address,

- **Access to services in Rural Areas**
- **Addressing satisfaction** Further consideration will be given on an ongoing basis to how we tackle these issues as part of our bid to be recognised as an excellent Council.

**8. CONCLUSION**

It is clear that equality and diversity covers a broad ranging agenda, can incorporate Race, Disability, Gender, Age, Sexuality, Religion, elements of Community Cohesion and more- the remit is very comprehensive.

In its purest sense equality and diversity is about delivering equality of access, equality of quality and equality of outcome for all and ensuring that our diverse communities are valued and enabled to prosper. The recommendations outlined above set out the clearest ways in which we as a Council can achieve this using the tools at our disposal and learning from the journey that others have taken in embedding equality and diversity in their organisations. In delivering against equality and diversity objectives and ensuring that all of our customers are afforded equality of outcome and opportunity we will also be meeting many of the requirements of the CPA and embedding best practice across the organisation.

**COMMENTS OF THE DIRECTOR OF HUMAN RESOURCES**

9. The director of Human Resources approves the recommendations in the above report.

**COMMENTS OF THE DIRECTOR OF FINANCE**

10. The report contains no direct financial implications.

**RECOMMENDATION(S)**

11. That all of the recommendations at section seven be approved in principle subject to further costing details.

**REASON FOR RECOMMENDATION**

To ensure that we are able to make progress in meeting the CPA requirements for Equality and Diversity

**ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

12. That none, or a number of, the recommendations set out above be approved in principle subject to further costing details.

LESLEY-ANN FENTON  
DIRECTOR OF POLICY AND PERFORMANCE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Sarah Dobson	5325	9 <sup>th</sup> May 07	ADMINREP/REPORT



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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 Repose	
		May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March		April
<b>1. Scrutiny Inquiries</b>														
Neighbourhood Working	ECOSP		Version 1 Sept 06 Version 2 Nov 06	December 2006 to July 2007				August 2007						
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 New Inquiry to be determined	CCOSP ECOSP	July 2007		Sept 07 to Dec 07 Sept 07 to Dec 07				January 2008 January 2008						
<b>Function/topic</b>	<b>Assigned to</b>	<b>May</b>	<b>June</b>	<b>July</b>	<b>Aug</b>	<b>Sept</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>March</b>	<b>April</b>	<b>May</b>
<b>1. Holding the Executive to Account</b>														
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 CCOSP		7 12			13 25		22 20				13 11		
Quarterly Performance Report (Corporate Strategy and Best Value Performance Indicators)	OSC	21			2			12			12			
<b>2. Policy Development and Review</b>														
Overview and Scrutiny Improvement Plan	OSC		25						3					
Corporate Strategy	OSC							12						
OSC – Overview and Scrutiny Committee ECOSP – Environment and Community Overview and Scrutiny Panel CCOSP – Corporate and Customer Overview and Scrutiny Panel														

**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						
Juvenile Nuisance	ECOSP				13								
Provision of Youth Activities in Chorley	ECOSP					18							

Monitoring of Budget Scrutiny Recommendations	Assigned to	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May
Environmental Services	ECOSP						22		24				
Planning Services	ECOSP						22		24				
Revenues and Benefits	CCOSP						20		22				

## Rolling Programme of Scrutiny Inquiries to be Implemented

Priority Order	Topic/Issue Title	Date Included	Priority Score	Source
<b><u>Full Scrutiny Inquiries</u></b>				
<b>Overview and Scrutiny Committee</b>				
1.	Job Evaluation	June 2006	All within the Corporate Strategy	Corporate Strategy
2.	The effectiveness of the Community Safety Partnership in the delivery of reduced levels of crime in the Borough.			
<b>Environment and Community Panel</b>				
1.	Inequalities in the Borough Town Centre Strategy			
2.				

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# CHORLEY BOROUGH COUNCIL FORWARD PLAN FOR THE FOUR MONTH PERIOD 1 AUGUST 2007 TO 30 NOVEMBER 2007

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](http://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](http://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 July 2007**

<b>Details of the Decision to be taken</b>	<b>Decision to be taken by</b>	<b>Relevant Portfolio Holder</b>	<b>Earliest Date decision can be taken</b>	<b>Proposed Consultees</b>	<b>Method(s) of Consultation</b>	<b>Documents to be considered by Decision taker</b>	<b>Representation s may be made to the following officer by the date stated</b>
Approval of Streetscene Strategy Document	Executive Cabinet	Executive Member for Streetscene, Neighbourhoods and Environment	9 Aug 2007	Internal Stakeholders	Draft documentation to be circulated	Strategy Document	Director of Streetscene, Neighbourhoods and Environment Tel: 01257 515720 john.lechmere@chorley.gov.uk Thursday 12 July 2007
Approval of terms for acquisition of property required to construct the Gillibrand Link Road	Executive Cabinet	Executive Member for Resources	9 Aug 2007	None	None	Report of the Arbitrator appointed to determine compensation due	Director of Development and Regeneration Tel: 01257 515285 jane.meek@cho rley.gov.uk Thursday 12 July 2007

<b>Details of the Decision to be taken</b>	<b>Decision to be taken by</b>	<b>Relevant Portfolio Holder</b>	<b>Earliest Date decision can be taken</b>	<b>Proposed Consultees</b>	<b>Method(s) of Consultation</b>	<b>Documents to be considered by Decision taker</b>	<b>Representation s may be made to the following officer by the date stated</b>
Approval of Pay and Workforce Strategy	Executive Cabinet	Executive Member for Resources	6 Sep 2007	Trade Union's, Staff Members, Staff Forum and Strategy Group	Draft Plan to be circulated and available for comments on the website	Draft Plan	Director of Human Resources Tel: 01257 5151 lorraine.charlesworth@chorley.gov.uk Thursday 9 August 2007
Approval of Neighbourhood Management and Engagement Strategy	Executive Cabinet	Executive Member for Streetscene, Neighbourhoods and Environment	6 Sep 2007	Internal and External Stakeholders	Draft Strategy	Report of the Director of Streetscene, Neighbourhoods and Environment	Director of Streetscene, Neighbourhoods and Environment Tel: 01257 515720 john.lechmere@chorley.gov.uk Thursday 9 August 2007