

# Corporate and Customer Overview and Scrutiny Panel - Efficiency Gains Sub-Group

Agenda and Reports

For consideration on

## Monday, 10th March 2008

In Committee Room 1, Town Hall, Chorley

At 6.30 pm



**PROCEDURE FOR PUBLIC QUESTIONS/SPEAKING AT OVERVIEW AND SCRUTINY MEETINGS**

- Questions must be submitted to the Democratic Services Section by no later than midday, two working days before the day of the meeting to allow time to prepare appropriate responses and investigate issues if necessary.
- A maximum period of 3 minutes will be allowed for a question from a member of the public on an item on the agenda. A maximum period of 30 minutes to be allocated for public questions if necessary at each meeting of the Panel. This will provide an opportunity for members of the public to raise and ask questions on any issue falling within the remit of the Panel.

3 March 2008

Dear Councillor

**CORPORATE AND CUSTOMER OVERVIEW AND SCRUTINY PANEL -  
EFFICIENCY GAINS SUB-GROUP - MONDAY, 10TH MARCH 2008**

You are invited to attend a meeting of the Corporate and Customer Overview and Scrutiny Panel - Efficiency Gains Sub-Group to be held in Committee Room 1, Town Hall, Chorley on Monday, 10th March 2008 commencing at 6.30 pm.

**AGENDA**

1. **Apologies for absence**

2. **Declarations of Any Interests**

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

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

3. **Minutes (Pages 1 - 14)**

To confirm as a correct record the minutes of the meetings of the Corporate and Customer Overview and Scrutiny Panel - Efficiency Gains Sub-Group held on 13 December 2007, 17 December 2007, 30 January 2008, 4 February 2008, 5 February 2008 and 8 February 2008 (enclosed).

4. **Public Questions**

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

5. **Inquiry Documentation (Pages 15 - 24)**

The Sub-Group are asked to consider the enclosed scoping document, project plan, information checklist witness checklist and inquiry action plan.

6. **Consideration of Evidence**

Best Value Performance Indicators – Performance trends 2003/04 to 2006/07 (No 20 in the Inquiry box file).

Schedule of responses from feedback sessions with Directors and other officers (No 24 in the Inquiry box file).

Verbal update on the Value For Money Program.

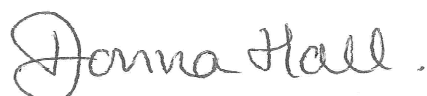
7. **Consideration of the draft final report**

To consider the draft Final Report of the Sub-Group (to follow).

The report will be presented to the meeting of the Corporate and Customer Overview and Scrutiny Panel to be held on 11 March.

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

Yours sincerely



Donna Hall  
Chief Executive

Ruth Hawes  
Assistant Democratic Services Officer  
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**Distribution**

1. Agenda and reports to all Members of the Corporate and Customer Overview and Scrutiny Panel (Councillor Mrs Stella Walsh (Chair) and Councillors Henry Counce, Michael Davies, Mike Devaney, David Dickinson, Keith Iddon, Kevin Joyce, Thomas McGowan, June Molyneaux and Geoffrey Russell) for attendance.
2. Agenda and reports to James Douglas (Business Improvement Manager), Sarah Dobson (Performance Advisor- Corporate and Customer) and Ruth Hawes (Assistant Democratic Services Officer) for attendance.

**This information can be made available to you in larger print or on audio tape, or translated into your own language.**

**Please telephone 01257 515118 to access this service.**



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## Corporate and Customer Overview and Scrutiny Panel - Efficiency Gains Sub-Group

**Thursday, 13 December 2007**

**Present:** Councillor Mrs Stella Walsh (Chair) and Councillors Mike Devaney, David Dickinson and June Molyneaux

**Also in attendance:** Andrew Docherty (Corporate Director of Governance) and Jamie Carson (Corporate Director (People)) James Douglas (Business Improvement Manager) and Ruth Hawes (Assistant Democratic Services Officer)

### 08.35 APOLOGIES FOR ABSENCE

Apologies for absence were submitted on behalf of Councillors Henry Caunce, Michael Davies, Keith Iddon, Kevin Joyce, Thomas McGowan and Geoffrey Russell.

### 08.36 DECLARATIONS OF ANY INTERESTS

There were no declarations of interest by Members relating to the items on the agenda.

### 08.37 PUBLIC QUESTIONS

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

### 08.38 QUESTION SETTING

Members considered the draft questions enclosed with the agenda, made several amendments and allocated questions to each Member for the feedback session with the Corporate Director of Governance and Corporate Director (People) at the next two items.

**RESOLVED – That the questions be as set out below:**

#### General Questions

1. Please outline the services within the remit of your Directorate.
2. How many Full Time Equivalentents are there in your Directorate?
3. How well do you think the council has done in the achievement of its efficiency targets and what contribution has your directorate made to achieving those gains?
4. What areas of improved efficiency have you targeted for the future?
5. Is there any scope for joint working within your Directorate?
6. How do you manage and improve efficiency within your directorate and how does it link with your Business Improvement plan and the corporate strategy?
7. What is your budget and what are the main heads of expenditure?
8. How do you ensure that any efficiency gains you achieve are corporately collected and reported?
9. What measures have you taken to ensure that effective procurement practice is in place within your directorate and can you give us examples of this in practice?

10. The use of the absence management policy can lead to efficiencies. Is the policy working in your Directorate?

Corporate Director – People

1. How do you see the Contact Centre contributing to the council's future efficiency gains targets?

**08.39 CORPORATE DIRECTOR OF GOVERNANCE**

The Chair welcomed Andrew Docherty to the meeting and thanked him for attending. The feed back session comprised questions and answers collated into a schedule enabling comparison with those responses given by other Directors.

**08.40 CORPORATE DIRECTOR (PEOPLE)**

The Chair welcomed Jamie Carson to the meeting and thanked him for attending. The feed back session comprised questions and answers collated into a schedule enabling comparison with those responses given by other Directors.

Chair



## Corporate and Customer Overview and Scrutiny Panel - Efficiency Gains Sub-Group

**Monday, 17 December 2007**

**Present:** Councillors Mike Devaney and June Molyneaux

**Also in attendance:** Lorraine Charlesworth (Corporate Director of Human Resources), Tim Murphy (Corporate Director of Information and Communication Technology), Lesley-Ann Fenton (Assistant Chief Executive (Policy and Performance)), James Douglas (Business Improvement Manager) and Ruth Hawes (Assistant Democratic Services Officer)

### 08.09 APPOINTMENT OF CHAIR

**RESOLVED – That Councillor June Molyneaux be appointed as the Chair for this meeting of the Sub-Group.**

### 08.10 APOLOGIES FOR ABSENCE

Apologies for absence were submitted on behalf of Councillor Mrs Stella Walsh (Chair), Councillors Henry Counce, Michael Davies, David Dickinson, Keith Iddon, Kevin Joyce, Thomas McGowan and Geoffrey Russell.

### 08.11 DECLARATIONS OF ANY INTERESTS

There were no declarations of interest by Members relating to the items on the agenda.

### 08.12 PUBLIC QUESTIONS

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

### 08.13 QUESTION SETTING

Members considered the draft questions enclosed with the agenda, made several amendments and allocated questions to each Member for the feedback session with the Corporate Director of Human Resources, Corporate Director of Information and Communication Technology and Assistant Chief Executive (Policy and Performance) at the next three items.

**RESOLVED – That the questions be set as below:**

#### General Questions

1. Please outline the services within the remit of your Directorate.
2. How many Full Time Equivalents are there in your Directorate?
3. How well do you think the council has done in the achievement of its efficiency targets and what contribution has your directorate made to achieving those gains?
4. What areas of improved efficiency have you targeted for the future?
5. Is there any scope for joint working within your Directorate?
6. How do you manage and improve efficiency within your directorate and how does it link with your Business Improvement plan and the corporate strategy?

7. What is your budget and what are the main heads of expenditure?
8. How do you ensure that any efficiency gains you achieve are corporately collected and reported?
9. What measures have you taken to ensure that effective procurement practice is in place within your directorate and can you give us examples of this in practice?
10. The use of the absence management policy can lead to efficiencies. Is the policy working in your Directorate?

Corporate Director – ICT

1. What impact do you think improving our ICT platform has had on achieving efficiency gains in recent years?
2. Have the leadership and senior management been fully supportive of this drive?
3. What future ICT development is planned to support the council's continuing drive to achieving efficiency gains?
4. Is there scope to make printing in offices more efficient?

Corporate Director – Human Resources

1. Substantial efficiency savings have been made through reduction of the establishment in recent years. What sort of impact has that had on staff?

**08.14 CORPORATE DIRECTOR OF HUMAN RESOURCES**

The Chair welcomed Lorraine Charlesworth to the meeting and thanked her for attending. The feed back session comprised questions and answers collated into a schedule enabling comparison with those responses given by other Directors.

**08.15 CORPORATE DIRECTOR OF ICT**

The Chair welcomed Tim Murphy to the meeting and thanked him for attending. The feed back session comprised questions and answers collated into a schedule enabling comparison with those responses given by other Directors.

**08.16 ASSISTANT CHIEF EXECUTIVE (POLICY & PERFORMANCE)**

The Chair welcomed Lesley-Ann Fenton to the meeting and thanked her for attending. The feed back session comprised questions and answers collated into a schedule enabling comparison with those responses given by other Directors.

Chair

## Corporate and Customer Overview and Scrutiny Panel - Efficiency Gains Sub-Group

**Wednesday, 30 January 2008**

**Present:** Councillor Mrs Stella Walsh (Chair) and Councillors David Dickinson, Keith Iddon, Kevin Joyce, June Molyneaux and Geoffrey Russell

**Also in attendance:** James Douglas (Business Improvement Manager), Sarah Dobson (Performance Advisor - Corporate and Customer) and Ruth Hawes (Assistant Democratic Services Officer)

### 08.17 APOLOGIES FOR ABSENCE

Apologies for absence were submitted on behalf of Councillors Henry Caunce, Mick Davies, Mike Devaney, Thomas McGowan and Mick Muncaster.

### 08.18 DECLARATIONS OF ANY INTERESTS

There were no declarations of interest by Members relating to the items on the agenda.

### 08.19 PUBLIC QUESTIONS

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

### 08.20 MINUTES

**RESOLVED – That the minutes of the meeting of the Corporate and Customer Overview and Scrutiny Panel - Efficiency Gains Sub-Group held on 28 November 2007 be confirmed as a correct record and signed by the Chair.**

### 08.21 QUESTION SETTING FOR THE REMAINING FEEDBACK SESSIONS WITH IDENTIFIED WITNESSES

Members considered questions for the remaining witnesses at the sessions on 4, 5 and 8 February.

**RESOVLED – That the questions be set as below:**

#### Corporate Director (Business)

1. Please outline the services within the remit of your directorate.
2. How many full time equivalents are there in your directorate?
3. How well do you think the council has done in the achievement of its efficiency targets and what contribution has your directorate made to achieving those gains?
4. What areas of improved efficiency have you targeted for the future?
5. Is there any scope for joint working within your directorate?
6. How do you manage and improve efficiency within your directorate and how does it link with your business improvement plan and the corporate strategy?
7. What is your budget and what are the main heads of expenditure?

8. How do you ensure that any efficiency gains you achieve are corporately collected and reported?
9. What measures have you taken to ensure that effective procurement practice is in place within your directorate and can you give us examples of this in practice?
10. The use of the absence management policy can lead to efficiencies. Is the policy working in your directorate?
11. There have been developments on the council's website with the planning portal. Has this produced efficiency savings?

#### Corporate Procurement and Partnerships

1. Please could you outline the responsibilities within your role?
2. What contribution have corporate procurement made to the council's efficiency savings in the period covered by the 04 spending review.
3. Can you broadly tell us how these are made up and give us some more detail on the more notable examples?
4. The efficiency agenda continues as part of the comprehensive spending review 07. What future contribution do you feel corporate procurement can make to securing future efficiency gains?

#### Customer Access Officer

1. Please could you outline the responsibilities within your role?
2. Can you tell us what contribution the creation of the contact centre has made to delivering efficiency savings for the council?
3. A procurement saving of £300,000 has been identified through the Shared Services Contact Centre Partnership. Is this still a justifiable efficiency gain for the council for the remaining 4 partnership years?
4. We are aware that implementation of the customer relationship management system is currently underway. Can you please update us on progress and tell us what efficiency gains you think will be achieved through its implementation?
5. We understand that there is significant variation in the different methods of communicating with the council. Can you elaborate on this issue and tell us what plans there are for future channel optimisation.
6. Are there plans to deliver services for other partner organisations? Is there potential to generate income from this approach as well as improve the service to the customer?
7. How will the council measure the number of times members of the public contact the council to resolve an issue/request for service?
8. According to the Varney report there should be a reduction of 25% in running costs for contact centres in the future. Do you think this is a realistic target for Chorley?

#### Neighbourhoods

1. Please outline the services within the remit of the directorate.
2. How many full time equivalents are there in the directorate?
3. What contribution has the directorate made to achieving those gains?
4. What areas of improved efficiency have you targeted for the future?
5. Is there any scope for joint working within the directorate?
6. How is efficiency managed and improved within the directorate and how does it link with the business improvement plan and the corporate strategy?
7. What is the budget and what are the main heads of expenditure?
8. How is it ensured that any efficiency gains achieved are corporately collected and reported?
9. What measures have been taken to ensure that effective procurement practice is in place within the directorate and can you give us examples of this in practice?
10. The use of the absence management policy can lead to efficiencies. Is the policy working in the directorate?

11. We understand that there will be significant efficiency savings as a result of the mobile working project. How is the project progressing?

External auditor

1. Please could you outline the responsibilities within your role?
2. How do you feel this council has performed in relation to the delivery of its efficiency targets set for the 04 spending review period compared with other local authorities?
3. How would you assess our approach to delivering and improving value for money and are there any efficiency areas where you feel we might have had a greater focus on?
4. What are your views on the targets set by the Government for the comprehensive spending review 07 period?
5. How would you assess Chorley's readiness to deliver against these targets?

## **08.22 CONSIDERING EVIDENCE**

Members considered the comparative information from other Local Authorities on reported efficiency gains and noted the information did not show any areas of concern or work for Chorley. A query was raised as to the average number of staff who worked at the other Local Authorities

Members felt it was unfortunate that the Government would not count non-cashable savings towards the target set for the comprehensive spending review 07.

Officers advised that performance indicator information for each directorate to enable any areas where performance has been affected by efficiency gains would be distributed as part of the agenda for the next meeting of the sub-group.

## **08.23 INQUIRY DOCUMENTATION**

The Sub-Group considered the Inquiry documentation and AGREED the amendments to the Information and Witness checklists.

## **08.24 DATES OF FUTURE MEETINGS**

- 4 February at 2.00pm
- 5 February at 2.30pm
- 8 February at 1.30pm

Chair

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## Corporate and Customer Overview and Scrutiny Panel - Efficiency Gains Sub-Group

**Monday, 4 February 2008**

**Present:** Councillor Mrs Stella Walsh (Chair) and Councillors Mike Devaney, David Dickinson, Keith Iddon, June Molyneaux and Geoffrey Russell

**Also in attendance:** Jane Meek (Corporate Director (Business)), Janet Hinds (Corporate Procurement and Partnerships Manager) and Kris Boardman (Customer Access Officer) James Douglas (Business Improvement Manager) and Ruth Hawes (Assistant Democratic Services Officer)

### **08.25 APOLOGIES FOR ABSENCE**

Apologies for absence were submitted on behalf of Councillors Henry Counce, Mick Davies, Kevin Joyce and Thomas McGowan.

### **08.26 DECLARATIONS OF ANY INTERESTS**

There were no declarations of interest by Members relating to the items on the agenda.

### **08.27 PUBLIC QUESTIONS**

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

### **08.28 QUESTION SETTING**

Members considered the draft questions enclosed with the agenda, made several amendments and allocated questions to each Member for the ensuing feedback sessions with officers.

#### **RESOLVED – That the questions be set as below:**

##### Corporate Director (Business)

1. Please outline the services within the remit of your Directorate.
2. How many Full Time Equivalentts are there in your Directorate?
3. How well do you think the council has done in the achievement of its efficiency targets and what contribution has your directorate made to achieving those gains?
4. What areas of improved efficiency have you targeted for the future?
5. Is there any scope for joint working within your Directorate?
6. How do you manage and improve efficiency within your directorate and how does it link with your Business Improvement plan and the corporate strategy?
7. What is your budget and what are the main heads of expenditure?
8. How do you ensure that any efficiency gains you achieve are corporately collected and reported?
9. What measures have you taken to ensure that effective procurement practice is in place within your directorate and can you give us examples of this in practice?
10. The use of the absence management policy can lead to efficiencies. Is the policy working in your Directorate?
11. There have been developments on the Council's website with the Planning Portal. Has this produced efficiency savings?

Corporate Procurement And Partnerships Manager

1. Please could you outline the responsibilities within your role?
2. What contribution have corporate procurement made to the council's efficiency savings in the period covered by the 04 Spending Review.
3. Can you broadly tell us how these are made up and give us some more detail on the more notable examples?
4. The efficiency agenda continues as part of the CSR07 review. What future contribution do you feel corporate procurement can make to securing future efficiency gains?

Customer Access Officer

1. Please could you outline the responsibilities within your role?
2. Can you tell us what contribution the creation of the Contact Centre has made to delivering efficiency savings for the council?
3. A Procurement saving of £300,000 has been identified through the Shared Services Contact Centre Partnership. Is this still a justifiable efficiency gain for the council for the remaining 4 partnership years?
4. We are aware that implementation of the Customer Relationship Management system is currently underway. Can you please update us on progress and tell us what efficiency gains you think will be achieved through its implementation?
5. We understand that there is significant variation in the different methods of communicating with the council. Can you elaborate on this issue and tell us what plans there are for future channel optimisation.
6. Are there plans to deliver services for other partner organisations? Is there potential to generate income from this approach as well as improve the service to the customer?
7. How will the Council measure the number of times members of the public contact the Council to resolve an issue/request for service?
8. According to the Varney report there should be a reduction of 25% in running costs for contact centres in the future. Do you think this is a realistic target for Chorley?

**08.29 CORPORATE DIRECTOR (BUSINESS)**

The Chair welcomed Jane Meek to the meeting and thanked her for attending the meeting. The feed back session comprised questions and answers collated into a schedule enabling comparison with those responses given by other Directors.

**08.30 CORPORATE PROCUREMENT AND PARTNERSHIPS MANAGER**

The Chair welcomed Janet Hinds to the meeting and thanked her for attending the meeting. The feed back session comprised questions and answers collated into a schedule enabling comparison with those responses given by other officers.

**08.31 CUSTOMER ACCESS OFFICER**

The Chair welcomed Kristian Boardman to the meeting and thanked him for attending the meeting. The feed back session comprised questions and answers collated into a schedule enabling comparison with those responses given by other officers.

Chair



## Corporate and Customer Overview and Scrutiny Panel - Efficiency Gains Sub-Group

**Tuesday, 5 February 2008**

**Present:** Councillor Mrs Stella Walsh (Chair) and Councillors Mike Devaney, David Dickinson and June Molyneaux

**Also in attendance:** Gary Hall (Assistant Chief Executive (Business Transformation)) James Douglas (Business Improvement Manager) and Ruth Hawes (Assistant Democratic Services Officer)

### **08.32 APOLOGIES FOR ABSENCE**

Apologies for absence were submitted on behalf of Councillors Henry Counce, Mick Davies, Keith Iddon, Kevin Joyce, Thomas McGowan and Geoff Russell.

### **08.33 DECLARATIONS OF ANY INTERESTS**

There were no declarations of interest by Members relating to the items on the agenda.

### **08.34 PUBLIC QUESTIONS**

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

### **08.35 QUESTION SETTING**

Members considered the draft questions and allocated questions to each Member for the ensuing feedback session.

#### **RESOLVED – That the questions be set as below:**

1. Please outline the services within the remit of the directorate.
2. How many Full Time Equivalentts are there in the directorate?
3. What contribution has the directorate made to achieving those gains?
4. What areas of improved efficiency have been targeted for the future?
5. Is there any scope for joint working within the directorate?
6. How is efficiency managed and improved within the directorate and how does it link with the business improvement plan and the corporate strategy?
7. What is the budget and what are the main heads of expenditure?
8. How is it ensured that any efficiency gains achieved are corporately collected and reported?
9. What measures have been taken to ensure that effective procurement practice is in place within the directorate and are there examples of this in practice?
10. The use of the absence management policy can lead to efficiencies. Is the policy working in the directorate?
11. We understand that there will be significant efficiency savings as a result of the mobile working project. How is the project progressing?

**08.36 ASSISTANT CHIEF EXECUTIVE (BUSINESS TRANSFORMATION) ON THE NEIGHBOURHOODS DIRECTORATE**

The Chair welcomed Gary Hall to the meeting and thanked him for attending the meeting to discuss the Neighbourhood Directorate. The feed back session comprised questions and answers collated into a schedule enabling comparison with those responses given by other officers.

Chair

## Corporate and Customer Overview and Scrutiny Panel - Efficiency Gains Sub-Group

**Friday, 8 February 2008**

**Present:** Councillor Mrs Stella Walsh (Chair) and Councillors David Dickinson, Keith Iddon, Kevin Joyce, June Molyneaux and Geoffrey Russell

**Also in attendance:** Mike Thomas (Audit Commission), James Douglas (Business Improvement Manager) and Ruth Hawes (Assistant Democratic Services Officer)

### **08.37 APOLOGIES FOR ABSENCE**

Apologies for absence were submitted on behalf of Councillors Henry Counce, Mick Davies, Mike Devaney, Thomas McGowan.

### **08.38 DECLARATIONS OF ANY INTERESTS**

There were no declarations of interest by Members relating to the items on the agenda.

### **08.39 PUBLIC QUESTIONS**

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

### **08.40 QUESTION SETTING**

Members considered the draft questions and allocated questions to each Member for the ensuing feedback session.

#### **RESOLVED – That the questions be set as below:**

1. Please could you outline the responsibilities within your role?
2. How do you feel this council has performed in relation to the delivery of its efficiency targets set for the 04 Spending Review period compared with other Local Authorities?
3. How would you assess our approach to delivering and improving value for money and are there any efficiency areas where you feel we might have had a greater focus on?
4. What are your views on the targets set by the Government for the Comprehensive Spending Review 07 period?
5. How would you assess Chorley's readiness to deliver against these targets?

### **08.41 EXTERNAL AUDITOR**

The Chair welcomed Mike Thomas from the Audit Commission to the meeting and thanked him for attending the meeting. The feed back session comprised questions and answers collated into a schedule enabling comparison with those responses given by other officers.

Chair

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**OVERVIEW AND SCRUTINY INQUIRY PROJECT OUTLINE**

<p><b>Review Topic:</b> Efficiency gains at Chorley Council during 2004 and 2007 and plans for the future.</p>	<p><b>Investigation by:</b> Corporate and Customer Overview and Scrutiny Panel.</p> <hr/> <p><b>Type:</b> Inquiry.</p>
<p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li>To assess the performance of the Council in achieving the efficiency targets set by the Government.</li> <li>To identify the Council's future plans to tackle the efficiency agenda.</li> <li>To ensure that efficiency gains do not adversely impact on our customers.</li> </ol>	<p><b>Desired Outcomes:</b></p> <ol style="list-style-type: none"> <li>To identify any lessons learned so far and to assess how these can be applied to the future efficiency agenda.</li> <li>To ensure that Chorley Council is on target to achieve it's efficiency savings.</li> <li>To ensure suitable monitoring arrangements are in place to enable action if required.</li> <li>To identify potential areas for efficiency not already being considered.</li> </ol>
<p><b>Terms of Reference:</b></p> <ol style="list-style-type: none"> <li>To examine the Annual Efficiency Statement sent to the Government.</li> <li>To consider the Councils' approach to planning and achievements of efficiency gains ensuring:             <ul style="list-style-type: none"> <li>That opportunities are maximised to help the Council achieve its corporate priorities,</li> <li>That Government targets set are achieved.</li> </ul> </li> <li>To examine the procedure and methodology for measuring and driving the efficiency agenda.</li> <li>To report the findings to the Overview and Scrutiny Committee.</li> </ol>	
<p><b>Key Issues:</b></p> <ol style="list-style-type: none"> <li>Is the Council achieving the current efficiency targets?</li> <li>How does the Council identify / report efficiency gains?</li> <li>To compare performance with other CIPFA Family Authorities and private companies providing Local Authority services.</li> <li>To identify potential areas for efficiency not already being considered.</li> </ol>	<p><b>Risks:</b></p> <p>(For the Inquiry)</p> <ol style="list-style-type: none"> <li>Having expectations beyond the capacity to deliver.</li> </ol> <p>(For the Efficiency agenda)</p> <ol style="list-style-type: none"> <li>That Government targets will not be hit.</li> <li>That the maximum opportunities for efficiencies will not be taken.</li> </ol>
<p><b>Venue(s):</b></p> <p>Town Hall, Market Street, Chorley</p>	<p><b>Timescale:</b></p> <p><b>Start:</b> July 2007</p> <p><b>Finish:</b> March 2008</p>

**Information Requirements and Sources:**

**Documents/evidence:** *(what/why?)*

1. Annual Efficiency Statements (AES).
2. Annual Use of Resources Assessments.
3. Value for Money (VFM) Strategy.
4. Customer Access Strategy.
5. Relevant reports to Chorley’s Executive Cabinet.

**Witnesses:** *(who, why?)*

1. Assistant Chief Executive (Business Transformation).
2. Customer Access Officer.
3. Directors / managers as identified through the Inquiry.
4. Other Local Authority officers as identified through the Inquiry.

**Consultation/Research:** *(what, why, who?)*

1. Audit Commission family group.
2. Chartered Institute of Public Finance and Accountancy (CIPFA).
3. Association for Public Service Excellence (APSE).

**Site Visits:** *(where, why, when?)*

As identified through the Inquiry, potentially Blackburn with Darwen, Pendle, Thameside, Trafford.

**Officer Support:**

**Lead Officer:**

James Douglas (Business Improvement Manager).

**Policy and Performance Officer:**

Sarah Dobson (Performance Advisor – Corporate and Customer).

**Democratic Services Officer :**

Ruth Hawes (Assistant Democratic Services Officer).

**Likely Budget Requirements:**

<b><u>Purpose</u></b>	<b><u>£200.00</u></b>
<b>Total</b>	<b><u>£200.00</u></b>

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

Overview and Scrutiny Committee, Executive Cabinet.



SCRUTINY	Efficiency Gains																
	2007						2008										
TASK	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	
1. TOPIC SELECTED	■																
2. SCOPE INQUIRY					■												
3. COLLECT EVIDENCE						■	■										
4. CONSIDER EVIDENCE							■		■	■	■	■	■	■	■	■	■
5. REPORT																	
6. FEEDBACK & ACTION																	■
7. MONITOR																	

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<b><i>SCRUTINY INQUIRY INFORMATION CHECKLIST</i></b>
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**Name of Inquiry:** Efficiency Gains

**Scrutiny Body:** Corporate and Customer Overview and Scrutiny Panel

Ref.	Information Required	Date received by the Sub-Group
1	Annual efficiency statement - backward look 2004/2005	24 August 2007
2	Annual efficiency statement - forward look 2005/2006	24 August 2007
3	Annual efficiency statement - backward look 2005/2006	24 August 2007
4	Annual efficiency statement - forward look 2006/2007	24 August 2007
5	Annual efficiency statement - backward look 2006/2007	24 August 2007
6	Annual efficiency statement - forward look 2007/2008	24 August 2007
7	Value For Money Framework 2006 – 2009 (Finance Directorate)	24 August 2007
8	Use of Resources: Value for Money Self Assessment October 2006	24 August 2007
9	Achieving Value for Money Report to Executive Cabinet 24 May 2007	24 August 2007

10	Customer Focused Access and Service Design Strategy, August 2005	24 August 2007
11	Overview and Scrutiny Inquiry – A Background to the National Efficiency Agenda	24 August 2007
12	Transforming Local Government in Lancashire	26 September 2007
13	Corporate Procurement Strategy 2004 – 2009	26 September 2007
14	Staff Guide To Procurement	26 September 2007
15	Property Services Draft Contract Management Pack	26 September 2007
16	Value For Money Self Assessment report to Executive Cabinet October 2007	6 November 2007
17	Property Services – Outsourcing report to Executive Cabinet November 2006	6 November 2007
18	Efficiency Statements Preparation Process	6 November 2007
19	Briefing note on comparisons for 2005/2006 and 2006/2007 with Audit Commission Nearest Neighbours	28 November 2007
20	Best Value Performance Indicators – Performance trends 2003/04 to 2006/07	10 March 2008
21	Audit Commission – Briefing for Councils “Efficiency of back office functions in local government national study	28 November 2008
22	Research questions – Audit Commission study	28 November 2008
23	Information from Sevenoaks, an authority that scored a 4 in Value for Money theme in the Use of Resources Assessment	28 November 2008



<b><i>SCRUTINY INQUIRY WITNESS CHECKLIST</i></b>
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**Name of Inquiry:** Efficiency Gains

**Scrutiny Body:** Corporate and Customer Overview and Scrutiny Panel

Ref.	Witness	Date	Venue
1	Assistant Chief Executive (Business Transformation)	28 November 2007	Committee Room 2, Town Hall
2	Corporate Director of Governance Corporate Director (People)	13 December 2007	Committee Room 2, Town Hall
3	Corporate Director of Human Resources Corporate Director of ICT Assistant Chief Executive (Policy & Performance)	17 December 2007	Committee Room 2, Town Hall
4	Corporate Director (Business) Corporate Procurement Officer Customer Access Officer	4 February 2008	Committee Room 1, Town Hall
5	Assistant Chief Executive (Business Transformation)	5 February 2008	Committee Room 2, Town Hall
6	External Auditor	8 February 2008	Committee Room 2, Town Hall

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**Term of Reference**

1. To examine the annual efficiency statements sent to the government

**Objectives**

To assess the performance of the council in achieving the efficiency targets set by the government

**Action required by the panel**

- a) Consider the 2005/6 and 2006/7 Back and Forward looking statements and the 2007/8 forward looking statement – focus on financial gains
- b) Compare the financial gains achieved against the target set for the council
- c) Compare the financial gains achieved against those attained by our nearest neighbour family group

**Term of Reference**

2. To consider the council's approach to planning and achievement of efficiency gains ensuring;

- That opportunities are maximised to help the council achieve its strategic objectives
- That government targets set are achieved

**Objectives**

To ensure that efficiency gains do not adversely affect our customers

To assess the performance of the council in achieving the efficiency targets set by the government

To identify the council's future plans to tackle the efficiency agenda

**Action required by the panel**

- a) Assess the efficiency statement gains against the various categories against which gains have been declared – Procurement, Transactions, Corporate Services, Productive Time, Cultural and Leisure.
- b) Compare the anticipated gains reported in the Forward Looking 2006/7 statement with the actual gains reported in the 2006/7 backward looking statement. Identify changes and ascertain why they have occurred.
- c) Determine how the efficiency agenda has been planned for and tackled and how it is linked to our strategic objectives
- d) Draw out key areas where further explanation or clarification is necessary
- e) Identify any areas or services where there is an apparent lack of efficiency gains
- f) Identify any apparent good practice in our nearest neighbour's statements and investigate further through contact/interviews
- g) Identify any areas where there is a potential impact on customers and assess the council's performance indicators during the 04 Spending review period
- h) Identify the targets set by the government for the spending review period 2008-2011
- i) Assess the council's strategic readiness to meet these future targets.
- j) Determine where efficiency gains made through savings have been reinvested.

**Term of Reference**

3. To examine the procedure and methodology for measuring and driving the efficiency agenda.

**Objectives**

To ensure that a robust and effective process is in place to identify, gather, calculate and report efficiency gains

**Action required by the panel**

- a) Examine the current procedures and processes in place to deal with the efficiency agenda
- b) Assess their robustness and effectiveness

**Term of Reference**

4. To report the findings to the Overview and Scrutiny Committee

**Objectives**

To undertake the inquiry to programme schedule and to prepare a report which clearly sets out findings, conclusions and recommendations of the Inquiry Panel.

**Action required by the panel**

- a) Gather evidence set out above through assessment of documentation and interviews with key council officers
- b) Determine which officers need to be interviewed and prepare a list of questions to be put to them.
- c) Compile a comprehensive report, which addresses the terms of reference set for the Inquiry and meets the deadline for completion.