

Overview and Scrutiny Committee

Agenda and Reports

For consideration on

Thursday, 22nd May 2008

In Committee Room 1, Town Hall, Chorley

At 6.30 pm



PROCEDURE FOR PUBLIC QUESTIONS/SPEAKING AT OVERVIEW AND SCRUTINY MEETINGS

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

13 May 2008

Dear Councillor

OVERVIEW AND SCRUTINY COMMITTEE - THURSDAY, 22ND MAY 2008

You are invited to attend a meeting of the Overview and Scrutiny Committee to be held in Committee Room 1, Town Hall, Chorley on Thursday, 22nd May 2008 commencing at 6.30 pm.

AGENDA

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

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

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

3. **Public Questions**

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

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

To confirm as a correct record the Minutes of the meeting of the Overview and Scrutiny Committee held on 25 March 2008 (enclosed)

5. **Executive Cabinet - 29 May 2008**

To consider any reports on the agenda for the Executive Cabinet meeting to be held on 29 May 2008 which are not already on the agenda.

Members of the Committee are requested to notify the Democratic Services Section by 10.00am Tuesday 27 May 2008 to ensure the attendance of the appropriate Executive Member.

Please bring your copy of the Executive Cabinet agenda previously circulated.

6. **Forward Plan (Pages 7 - 14)**

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

A new Plan is due to be published on the Monday 19 May and this will be forwarded to Members before the meeting.

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

- Approval of Workforce Development Plan

7. **Crime and Disorder Reduction Partnership**

Report of Corporate Director (Neighbourhoods) (to follow)

8. **Business Plan Monitoring Statements - 1 January 2008 to 31 March 2008 (Pages 15 - 60)**

To consider the final quarter Business Plan and Performance Monitoring Statements for the following services.

- Leisure and Culture (People Directorate)(enclosed)
- Development and Regeneration (Business Directorate) (enclosed)
- Streetscene, Neighbourhoods and Environment (Neighbourhoods Directorate) (enclosed)
- Customer, Democratic and Legal Services (enclosed)
- Human Resources (enclosed)
- Financial Services (to follow)
- Information and Communication Technology Services (enclosed)
- Policy and Performance Directorate (enclosed)

9. **Corporate Final Quarter Performance Report, 2007/08 - Monitoring Report for the period ending 31 March 2008**

Report of Assistant Chief Executive (Policy and Performance) (to follow)

10. **Task and Finish Groups**

To appoint Members to each of the following Task and Finish Groups

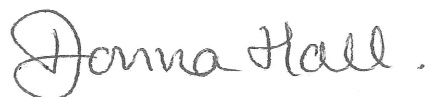
- To examine the contract and other issues relating to the services provided by Chorley Community Housing (CCH)
- Streetscene Issues
- Chorley Town Centre Audit and Design Strategy (Continuation from 2007/08). Members have been involved in the Town Centre Audit and Design Strategy and the Audit will shortly be available.
- Joint Central Lancashire Scrutiny Inquiry into Affordable Housing (this was started in February 2008 and was represented by Councillors Edgerley, Lennox and Cain) (to appoint 3 Members)

To allocate the topics for Task and Finish Groups to the following agreed meeting dates:

Thursday 5 June 2008
Tuesday 10 June 2008
Thursday 24 July 2008
Tuesday 29 July 2008
Thursday 11 September 2008
Wednesday 24 September 2008
Thursday 16 October 2008
Tuesday 21 October 2008
Tuesday 18 November 2008
Thursday 20 November 2008
Tuesday 20 January 2009
Thursday 22 January 2009
Thursday 5 February 2009
Tuesday 10 March 2009
Thursday 12 March 2009

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

Yours sincerely



Donna Hall
Chief Executive

Gordon Bankes
Democratic Services Officer
E-mail: gordon.bankes@chorley.gov.uk
Tel: (01257) 515123
Fax: (01257) 515150

Distribution

1. Agenda and reports to all Members of the Overview and Scrutiny Committee for attendance.

2. Agenda and reports to Donna Hall (Chief Executive), Lesley-Ann Fenton (Assistant Chief Executive (Policy and Performance)), Gary Hall (Assistant Chief Executive (Business Transformation)), Jamie Carson (Corporate Director (People)), Jane Meek (Corporate Director (Business)), Tim Murphy (Corporate Director of Information and Communication Technology), Ishbel Murray (Corporate Director (Neighbourhoods)), Carol Russell (Head of Democratic and Licensing Services), Gordon Bankes (Democratic Services Officer) and Lorraine Charlesworth (Corporate Director of Human Resources) for attendance.

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

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

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

01257 515823 کیجئے:

Overview and Scrutiny Committee

Tuesday, 25 March 2008

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

Also in attendance: Councillor Eric Bell (Executive Member for Streetscene, Neighbourhoods and Environment), and Chief Inspector Debbie Howard

08.OS.13 APOLOGIES FOR ABSENCE

An apology for absence was submitted on behalf of Councillor Mrs Marie Gray.

08.OS.14 DECLARATIONS OF ANY INTERESTS

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

08.OS.15 PUBLIC QUESTIONS

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

08.OS.16 MINUTES

RESOLVED – That the minutes of the meeting of the Overview and Scrutiny Committee held on 12 February 2008 were confirmed as a correct record for signature by the Chair.

08.OS.17 EXECUTIVE CABINET - 27 MARCH 2008

A request had been received in the specified time for the Committee to consider the undermentioned report which was on the agenda for the Executive Cabinet meeting to be held on 27 March 2008.

08.OS.18 CRIME AND DISORDER REDUCTION PARTNERSHIP

The Committee received a report of the Corporate Director (Neighbourhoods) informing members on the proposal to merge Chorley, South Ribble and West Lancashire Community Safety Partnerships into a Lancashire South Strategic Crime and Disorder Reduction Partnership.

The report indicated that the current three year Community Safety Strategy for Chorley would be coming to an end on 31 March 2008. There had been a requirement from 2007 for each Crime and Disorder Reduction Partnership to produce a Strategic Assessment. Chorley along with the local authorities of South Ribble and West Lancashire had undertaken a joint Strategic Assessment under the agreement and guidance of the three Chief Executives and Chief Superintendents.

The principle of merging the Crime and Disorder Reduction Partnerships to form larger strategic partnerships was supported by the Home Office in order to further reduce crime and disorder and in tackling the misuse of drugs. Other beneficial factors included the pooling of resources to increase capacity, the co-ordination of displacement and the ability to focus resources on front line action.

Attached to the report was a document prepared by Chief Inspector Debbie Howard proposing the merging of the three Crime Reduction Partnerships to form a larger Strategic Partnership for Chorley, South Ribble and West Lancs. This would result in a more streamlined process for meetings with each area maintaining a platform for local issues.

A number of Members expressed their concern at the speed of implementing the new structure. This was a significant change to the existing structure and it was considered that greater consultation was necessary.

RESOLVED – That the following recommendations be submitted to the Executive Cabinet meeting to be held on 27 March 2008.

- 1) That implementation of the proposals be delayed by 6 weeks, to allow for greater consultation.
- 2) That the proposal be brought back to the Overview and Scrutiny Committee at its 19 May 2008 meeting.
- 3) That the suggested pilot runs for a period of 12 months.
- 4) That success criteria be developed against which the project can be measured.
- 5) That an interim review be done 6 months after the implementation of the pilot.

08.OS.19 CAPITAL PROGRAMME, 2008/09 - MONITORING

The Committee considered a report of the Assistant Chief Executive (Business Transformation) updating Members on the 2007/08 capital programme and seeking recommendations for the revision of the Programme which would need to be determined by the Executive Cabinet at its meeting on 27 March 2008. The report showed the split between slippage and other budget changes that were taken into account in the revision to the programme.

The report outlined a number of additions to the 2007/08 programme and other budget adjustments totalling around £381,000.

The Assistant Chief Executive (Business Transformation) commented on the proposed alterations to the capital programme, highlighting in particular a major recommended change to the programme in 2007/08 being the capitalisation of interest in respect of the land assembly required for the Gilibrand Link Road, for which the Council had received the necessary capitalisation direction. The interest would otherwise be charged to the revenue budget which would save the revenue budget £213,000.

RESOLVED – That the report be noted.

08.OS.20 SCRUTINY INQUIRIES - EFFICIENCY GAINS AND ABSENCE MANAGEMENT

The Chair welcomed the final reports from the Corporate and Customer Overview and Scrutiny Panel on its inquiries into Efficiency Gains and Absence Management.

The Chair of the Corporate and Customer Overview and Scrutiny Panel introduced the reports outlining the objectives and the outcomes of both inquiries.

Members discussed the reports and the recommendations made, noting that they expressed a wish to amend recommendation 12 of the Efficiency Gains inquiry.

RESOLVED – 1) That the following recommendations of the Efficiency Gains inquiry be forwarded to the Executive Cabinet for approval.

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

The sub-group found that the council has achieved the targets set by the government a year in advance and therefore have made no recommendations in this area.

Objective Two – To ensure that efficiency gains do not adversely affect our customers

1. To ensure that cost reduction/efficiency gains do not adversely affect front line services robust service performance monitoring arrangements identified continue to be strictly followed, including the retention of a number of performance indicators as set out in the report.

Objective Three – To identify the Council's future plans to tackle the efficiency agenda

2. A strategy be prepared setting out how the Council intends to meet the challenging target to reduce the operating costs of the Contact Centre by 25% by 2011.
 3. A corporate plan setting out our strategic approach be prepared by Officers, indicating how the gains demanded through Comprehensive Spending Review 07 will be delivered.
 4. A strategic approach be taken to service procurement through partnership, collaboration and shared services.
 5. The programme of business process re-engineering (commenced through integration of waste management public contact and the Customer Relationship Management) be continued, to maximise efficiency gains.
 6. To continue to develop the transactional functionality of the Council's website as part of channel optimisation.
 7. To increase the information relating to efficiency gains presented to the Executive Cabinet.
 8. To recognise the drive to thin client technology and focus on new ways of working (for example reducing inkjet printers by encouraging two sided copying).
 9. To add the transformation agenda to the remit of the member development steering group.
 10. To implement a sustainable procurement policy and action plan to ensure the council's commitment to the environment, equality and diversity issues.
 11. To suggest a future scrutiny inquiry topic of the provision of information and communication technology for members and staff.
 12. To investigate the extent to which Members might be included in the health and well-being initiatives provided for council staff.
- 2) That the following recommendations of the Absent Management Inquiry be forwarded to the Executive Cabinet for approval.

1. **Employees should speak to their manager (or a nominated officer if their manager is not available) when phoning in sick rather than a colleague. *In addition to the Manager being aware immediately of the absence and reasons it also gives the opportunity to discuss any diary appointments or outstanding workload that the Manager can redistribute.***
2. **To enable managers to check the absence employees diary and activate an “out of office” message on e-mails, informing senders that the person is unavailable and who to contact if the message is urgent. *This will ensure that all e-mails are responded to.***
3. **To set an annual target of 8.5 working days lost due to sickness for internal Council use. *This would be top quartile performance.***
4. **Return to work interviews should be carried out by managers (or a nominated officer if their manager is not available) on the first day back in work. They should be held in private and handled sensitively ensuring the employee is fully fit to return to work. *It also gives the Manager the opportunity to discuss any issues that may have contributed to the absence and welcome the employee back into work as a valued member of the team.***
5. **To report long-term and short-term sickness as well as the overall figure. *This will highlight trends to the management team.***
6. **To support the implementation of a workplace listeners scheme. *This will support the mental well-being (health and well-being strategy).***
7. **To continue to provide antibacterial hand wash in all toilets and kitchens. *This works towards creating a safe and healthy workforce (health and well-being strategy).***
8. **Encourage staff to take up the Active at Work and new initiatives offered. *This promotes physical activity (health and well-being strategy).***
9. **Feedback on the new Occupational Health contract as part of the monitoring of inquiry recommendations. *It is important to continually monitor the Occupational Health contract to ensure that staff receive the best possible service.***

08.OS.21 REVIEW OF THE COUNCIL'S SCRUTINY PROCESS

The Committee received a report of the Director of Corporate Governance setting out the review that had taken place over the last 12 months on the Council's overview and scrutiny function.

The report indicated the means to address concerns that the current structure was not as efficient as it could be and to increase Member engagement with the scrutiny process by promoting scrutiny reviews undertaken by small task and finish groups.

The report set out the background with a consultation exercise carried out with discussions on the proposal with political groups.

The proposal was for an overarching Overview and Scrutiny Committee, with the two current scrutiny panels (Corporate and Customer and Environment and Community) being disbanded. The Membership of the Overview and Scrutiny Committee was suggested to be 12 with the Committee establishing and appointing task and finish groups to undertake reviews. A task and finish group would consist of four or five members from the membership of the main committee but could include other Council

Members (other than Executive Members) who would be interested in the topics under scrutiny.

Some Members expressed concern that the membership of 12 Councillors for the Committee would be too small and suggested 15 would be more appropriate.

Discussions took place on the size of task and finish groups with a view that two Members from the Overview and Scrutiny Committee would be a more appropriate number with other interested Members.

The Chair pointed out that he would express his views to the Executive Cabinet and other Members would voice their opinions through their respective political groups, or at the Council meeting on 22 April 2008.

RESOLVED – That the report be noted.

08.OS.22 OVERVIEW AND SCRUTINY WORK PROGRAMME 2008/09

The Committee received a report of the Corporate Director of Governance seeking approval to the Overview and Scrutiny Work Programme for 2008/09 which identified the proposed areas of work to be undertaken by the Overview and Scrutiny Committee and the Task and Finish Group.

The Committee was recommended to consider the topics suggested for scrutiny inquiries and to choose an initial three topics for the 2008/09 Municipal Year.

It had become apparent following the I&DeA training session with Members that a large number of ideas for topics could be scrutinised. Other topics had also been suggested since those training sessions.

It was noted that the Overview and Scrutiny Committee would be continuing into the 2008/09 Municipal Year with the Joint Central Lancashire Inquiry into Affordable Housing as well as the Chorley Town Centre Audit and Design Strategy.

RESOLVED – 1) That the following scrutiny inquiries be undertaken during 2008/09 by the Overview and Scrutiny Task and Finish Groups.

- **To examine the contract and other issues relating to the service provided by Chorley Community Housing (CCH).**
- **Streetscene Issues**

2) That the second meeting of the Overview and Scrutiny Committee in the 2008/09 Municipal Year considers a third topic for an inquiry.

08.OS.23 OVERVIEW AND SCRUTINY WORK PROGRAMME 2007/08

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

The programme included the scrutiny inquiries and the planned monitoring of the past inquiry recommendations as well as the work undertaken by the Committee and Panels.

RESOLVED – That the work programme be noted.

08.OS.24 FORWARD PLAN

The Committee received the Council's Forward Plan setting out details of the key executive decisions expected to be taken between 1 March 2008 and 30 June 2008.

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

RESOLVED – That the Forward Plan be noted.

Chair

CHORLEY BOROUGH COUNCIL FORWARD PLAN FOR THE FOUR MONTH PERIOD 1 MAY 2008 TO 31 AUGUST 2008

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

A Key Decision is defined as:

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

The current members of the Executive Cabinet are:

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

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

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

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

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

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

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

Members of the public are welcome to attend meetings of the Executive Cabinet which are held at the Town Hall, Chorley. The dates and times of the meetings are published on www.chorley.gov.uk or you may contact the Democratic Services Section on telephone number 01257 -515122 for further details.

D Hall
Chief Executive

Publication Date: 18 April 2007

Details of the Decision to be taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date decision can be taken	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representation s may be made to the following officer by the date stated
Sale of land at Gillibrand, Chorley (Parcel 10)	Executive Member for Resources	Executive Member for Resources	19 May 2008	Strategy Group.	Draft report circulated to Consultees.	Report of Corporate Director (Business)	Corporate Director (Business) Tel: 01257 515285 jane.mEEK@cho rley.gov.uk Tuesday, 13 May 2008
Affordable Housing Framework	Executive Cabinet	Executive Member for Economic Development and Regeneration	29 May 2008	Strategy Group	Draft Framework document to be circulated to consultees	Draft Affordable Housing Framework	Corporate Director (Business) Tel: 01257 515285 jane.mEEK@cho rley.gov.uk Tuesday, 13 May 2008
Approval of Sustainable Procurement Policy	Executive Cabinet	Executive Member for Resources	29 May 2008	Strategy Group	Draft policy to be circulated to consultees	Draft Sustainable Procurement Policy	Assistant Chief Executive (Business Transformation) Tel: 01257 515480 gary.hall@chorl ey.gov.uk Tuesday, 13 May 2008

Details of the Decision to be taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date decision can be taken	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representation s may be made to the following officer by the date stated
Climate Change Strategy for Chorley	Executive Cabinet	Executive Member for Economic Development and Regeneration	29 May 2008	Strategy Group and Local Strategic Partnership	Draft Strategy document to be circulated to consultees	Draft Climate Change Strategy	Corporate Director (Business) Tel: 01257 515285 jane.meek@chorley.gov.uk Tuesday, 13 May 2008
Proposed submission of bid to Government for the designation of the Central Lancashire and Blackpool areas as a 'Growth Point'	Executive Cabinet	Executive Member for Economic Development and Regeneration	29 May 2008	Strategy Group	Draft report to be circulated to consultees	Report of Corporate Director (Business)	Corporate Director (Business) Tel: 01257 515285 jane.meek@chorley.gov.uk Tuesday, 13 May 2008
Approval of Workforce Development Plan	Executive Cabinet	Executive Member for Resources	29 May 2008	Trade Unions, Staff Members, Staff Forum and Strategy Group	Draft Plan to be circulated and available for comments on the website	Draft Plan	Corporate Director of Human Resources Tel: 01257 5151 lorraine.charlesworth@chorley.gov.uk Tuesday, 13 May 2008

Details of the Decision to be taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date decision can be taken	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representation s may be made to the following officer by the date stated
Annual Report of Chorley Council for 2007/08	Executive Cabinet	Executive Leader	26 Jun 2008	Strategy Group	Draft final report to be circulated to consultees	Draft final Annual Report	Chief Executive Tel: 01257 515104 donna.hall@chorley.gov.uk Monday, 9 June 2008
Capital Programme and Revenue Budget for 2008/09 - Outturn	Executive Cabinet	Executive Member for Resources	26 Jun 2008	Strategy Group	Draft report to be circulated to consultees	Report of Assistant Chief Executive (Business Transformation)	Assistant Chief Executive (Business Transformation) Tel: 01257 515480 gary.hall@chorley.gov.uk Monday, 9 June 2008
Chorley Community Safety Partnership - Local Action Plan	Executive Cabinet	Executive Member for Streetscene, Neighbourhoods and Environment	26 Jun 2008	Crime and Disorder Reduction Partnership Strategy Group	Draft action plan to be circulated to consultees.	Draft report and action plan	Corporate Director (Neighbourhoods) Tel: 01257 515720 ishbel.murray@chorley.gov.uk Monday, 9 June 2008

Details of the Decision to be taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date decision can be taken	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representation s may be made to the following officer by the date stated
Corporate Governance Directorate - Review of Democratic Services Section	Executive Cabinet	Executive Member for Customer, Democratic and Legal Services	26 Jun 2008	Staff members, Trade Unions and Strategy Group	Draft report to be circulated to consultees	Report of Director of Corporate Governance	Corporate Director of Governance andrew.docherty@chorley.gov.uk Monday, 9 June 2008
Framework for Partnership Working	Executive Cabinet	Executive Member for Corporate Policy and Performance	26 Jun 2008	Strategy Group	Draft Framework document to be circulated to consultees	Draft Framework for Partnership Working document	Assistant Chief Executive (Business Transformation) Tel: 01257 515480 gary.hall@chorley.gov.uk Monday, 9 June 2008
Award of Waste Contract	Executive Cabinet	Executive Member for Streetscene, Neighborhoods and Environment	14 Aug 2008	Evaluation Panel Strategy Group	Draft report circulated to consultees	Report on Evaluation of Tenders	Corporate Director (Neighbourhoods) Tel: 01257 515720 ishbel.murray@chorley.gov.uk Monday, 28 July 2008

Details of the Decision to be taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date decision can be taken	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representation s may be made to the following officer by the date stated
Local Development Framework - Approval of Central Lancashire Preferred Options Agreement	Executive Cabinet	Executive Member for Economic Development and Regeneration	14 Aug 2008	Strategy Group	Draft Document to be circulated to consutees	Draft Central Lancashire Preferred Options Document	Corporate Director (Business) Tel: 01257 515285 jane.meek@cho rley.gov.uk Monday, 28 July 2008

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BUSINESS IMPROVEMENT PLAN MONITORING STATEMENT FOR THE LEISURE AND CULTURAL SERVICES DIRECTORATE FOR THE PERIOD: 1 January 2008 to 31 March 2008

1. KEY MESSAGES

The Directorate has made good progress across all areas during 2007/08. There are no significant variations to report. This report covers part of the People Directorate. The Directorate's performance, as a whole, will be reported from the first quarter of 2008/09.

2. BUDGET UPDATE

	£'000	£'000
ORIGINAL CASH BUDGET		1,232
Add adjustments for in year cash movements		
Slippage from 2006/2007		
- Use of AMF Reserve		
Virements for other Services		
- Tourism transferred to Dev & Regen		(7)
- Corporate Restructure changes (SNED)		(6)
- Corporate Restructure changes (Customer Services to People Directorate)		745
- Insurances 2007/08		(13)
- Transfer of HR budgets-Training/Recruitment		13
- Transfer of Maintenance/Repair budgets		45
ADJUSTED CASH BUDGET		2,010
Less Corporate Savings		(20)
Chief Officer car lease scheme		-
CURRENT CASH BUDGET		1,990

FORECAST

EXPENDITURE

>Savings from staff vacancies - including pay in lieu of notice	(86)	
>Saving re Tatton CC to Community Management	-5	
>Insurances	(9)	
>Special Repairs re Duxbury entrance road	3	
>Utilities	16	
>Rent Of Premises	9	
>Car Allowances/car leases/staff travelling expenses	3	
>Printing/Stationary/Postages	-3	
>Security Service	3	
>Survey Expenses	1	
>Service Fees to Other Local Authorities	2	
>Provision of Fixtures and Fittings	-6	
>ICT	-2	
>NW Arts Board Subs	-7	
>Other Contributions	-3	
>Sports Initiatives	-3	
>Arts Initiatives	-3.5	
>Tatton CC to Community Management	-5	
>Consultants	3	
>Sports centre repairs to squash courts	10	
>CLS contract	29	
Expenditure under (-) or over (+) current cash budget		(54)

INCOME

>Chorley/Adlington Cemetery	(20)	
>Coach House Service Charge	(5)	
>Community Centres Room Hire	(4)	
Get Up and Go income	(6)	
>Customer Services SLA with CCH	(2)	
Income under (+)/ over (-) achieved		(37)

FORECAST CASH OUTTURN 2007/2008**1,900****3. SERVICE DEVELOPMENTS**

Progress has been made in a number of areas:

- Green Flag status was retained at Yarrow Valley Country Park for 2008.
- Secured £208,000 Big Lottery funding for play initiatives in the Borough, working closely with the Chorley Play Partnership. This includes Play Rangers and the lighting project on Coronation Recreation Ground.
- Good progress has been made with the Astley Park HLF project. This has involved extensive negotiations with HLF and has resulted in a further £373,000 worth of HLF funding.
- The £1.3m refurbishment of All Seasons Leisure Centre was completed to time and budget. To date we have seen an 18% increase in usage on the corresponding period for the previous year.
- £190,000 refurbishment of Brinscall Swimming Pool was completed, again to time and to budget. This has seen a significant increase in usage at Brinscall Pool in the final quarter compared to the final quarter of the previous year.
- In partnership with Lancashire County Council and Groundwork Wigan and West we have completed a weir access project at Yarrow Valley Country Park which has improved access for people with mobility problems.
- Progress has been made with the refurbishment of Clayton Green Leisure Centre. This work is scheduled for 2008/09.
- Phases 1 and 2 of the drainage works at Duxbury Park Golf Course have been completed. Planning permission has been obtained for the new clubhouse facility. In the final quarter of the year demolition work commenced and building work is now underway.
- We have continued to develop activities for children and young people, under the banner Get Up and Go! This work resulted in the Council being finalists in the Municipal Journal's awards and receiving an award from Chorley Civic Society.
- Tatton Community Centre was transferred into community management on 1 September 2007.
- We have secured Stage 1 approval, through Chorley's Sport and Physical Activity Alliance, for £170,000 of Sport England funding to develop opportunities for women and girls, 14 to 24 year olds and the 50+ age group. The outcome of our Stage 2 application is expected in the first quarter of 2008/09.

- The Directorate have been involved in a range of partnerships that link into the Local Strategic Partnership, for example Chorley’s Children and Young People’s Thematic Group, the Older People’s Partnership Board for Chorley and a group looking at joint working with the new Primary Care Trust.

4. **PERFORMANCE INDICATORS**

All indicators are exceeding target or are within the acceptable limit.

Indicator Description	Performance 2006/07	Target 2007/08	Actual 2007/08	Performance Alert
Number of young people participating in activities organised by the Directorate eg ‘Get Up and Go’	14,875	12,000	15,445	Green Star
Percentage of young people participating in activities, events and programmes organised by the Directorate who reside in priority areas for intervention.	51%	40%	48.31%	Green Star
Number of visits to/usages of Leisure and Cultural facilities.	977,862	985,000	1,041,411	Green Star
Leisure and Cultural Services – sickness absence.	8.44	9.22	5.54	Green Star
Leisure and Cultural Services – invoices processed within 30 working days.	89.94%	96.71%	94.86%	Blue Circle
Visits to/usage of museums per 1000 population (BV170a)	270	240	288	Green Star
Visits to museums in person per 1000 population (BV170b)	164	164	165	Green Star
Visits to museums and galleries by pupils in organised groups (BV170c)	1,489	1,500	1,489	Blue circle

Equality and Diversity Update

Equality Impact Assessments have been completed for all services during this period. The actions from our Assessments are included in the People Directorate's Business Improvement Plan for 2008/09.

Risk Management Update

The Directorate's Business Improvement Plan includes risks relating to staffing, efficiency savings, job evaluation, partnership working and health and safety. Measures are in place to manage these risks. During the year we have prepared shared risk registers with key partners, for example CLS and Glendale.

Value for Money/ Efficiencies Update

As mentioned earlier, the transfer of community centres into community management has been a significant area of work. Tatton Community Centre transferred to Tatton Community Association on 1 September 2007.

5. CONCLUSION

Good progress has been made, with no significant variations to report during 2008/09.



Signature: _____

CORPORATE DIRECTOR (PEOPLE)



BUSINESS IMPROVEMENT PLAN MONITORING STATEMENT FOR THE BUSINESS DIRECTORATE

FOR THE PERIOD 1 JANUARY TO 31 MARCH 2008

1. KEY MESSAGES

The past 12 months has seen progress in a number of areas as well as some new challenges. Key posts at a management level have been filled. These include the Development and Building Control Manager, the Strategic Housing Manager and the Regeneration and Urban Design Manager.

At the beginning of the year we set challenging targets for the time taken to deal with Planning applications. In spite of staff shortages the targets have been achieved and with regards major applications are in the upper quartile when compared with other authorities.

Following the housing stock transfer the Strategic Housing function has been significantly strengthened with recruitment of staff to key posts. Initially the team have focused on strengthening the Housing Options Service a key element of which was the decision to bring the Housing Options and Allocations team back in house. This is already beginning to pay dividends with a reduction in the number of households in Bed and Breakfast reduced from 17 to 3.

Following extensive negotiations Market Walk Phase II has been put on hold. This was mainly due to a down turn in the market and increasing development costs. We are currently investigating alternatives to ensure that the town centre continues to attract retailers and shoppers.

The Directorate has led on the development Climate Change Strategy which has been drawn up in conjunction with the LSP. The Strategy will be presented to Executive Cabinet in the new administrative year.

2. BUDGET UPDATE

SERVICE LEVEL BUDGET MONITORING 2007/2008**Corporate Director (Business)**

March 2008	£'000	£'000
ORIGINAL CASH BUDGET		1,062
Add Adjustments for In year cash movements		
Virements for other Services		
- Markets Transferred from Property Services		(90)
- Land Charges Transferred from Legal Services		(92)
- Tourism Transferred from Leisure & Culture		7
- Agreed funding to Customer Services at Star Chamber		(20)
- Insurances 2007/08		(11)
- Allocation of LSP scheme budget		10
- Transfer to Gnds Maintenance for work at Withnell & Coppull Nature Reserves		(9)
- Transfer of Town Centre Promotion from Property Services		(1)
ADJUSTED CASH BUDGET		856
Less Corporate Savings - Vacancy savings		(22)
Less Corporate Savings - PDG		(21)
Town Centre Marketing		10
Chief Officer car lease scheme		(1)
HR Training budget		32
CURRENT CASH BUDGET		855

FORECAST**EXPENDITURE**

>Salary savings on vacant posts	(128) ***see key issue below
>Bed & Breakfast costs for the year	120
>NNDR savings	(3)
>Private Lifeline Alarms-cash budget	41
>Planning Consultants Fees	29
>Consultancy re enhancement of Markets	20
>Consultancy re Town centre audit/design strategy	20
>Heritage/Conservation Grants	(5)
>Car Allowance	(5)
>Land Charges Network Fees	(3)
>Renovation Other Fees	(9)
>Staff conferences/Publicity/Special Events	2

Expenditure under (-) or over (+) current cash budget **79**

INCOME

>Profiled income for Land Charges 22

>Profiled income for Building/Planning Applications	(70)
>Markets Toll Income	11
<Misc Contributions	(2)
>Additional PDG	(12)
>Slum Clearance, revenue sals to capital schemes	<u>2</u>
Income under (+)/ over (-) achieved	(49)
FORECAST CASH OUTTURN 2007/2008	<u><u>884</u></u>

Key Assumptions

Key Issues/Variables

Forecast December Salaries savings	-82
Allowance for 2 months of Housing Agency Staff, not materialised	-10
Five vacant posts expected to have been filled early January 2008 (Planing Officer, Princ Plg Officer, Plg Assist, Town Centre Manage, BC Officer)	-36
	-128

Key Actions

- >Closely monitor the cost of B&B.
- >Computacenter invoice, any progress
- >Projects & Regen grants. Where are we up to?
- >Closely monitor use of consultants on Plg Applications (Urban Vision)

3. **SERVICE DEVELOPMENTS**

Economic Development

An Employment Charter has been produced in conjunction with partners. There will be a formal launch in May.

ERDF

Bids for European funding have been submitted for an Enterprise Green technology centre and a succession strategy for the Strategic Regional Site.

Climate Change Strategy

The Climate Change Strategy has been drafted and will be presented to Members in May.

Town Centre Strategy

The Town Centre Audit and Design Strategy is currently being undertaken and has included workshops and presentations. The Strategy will provide the basis for any development in the future.

Covered Market

Designs for the refurbishment of the Covered Market have been produced. A consultation event will be held in May prior to a Planning Application being submitted.

Development Management

The Council is one of 9 authorities chosen by CLG to pilot the Development Management project.

Joint LDF Core Strategy

In order to move this project forward a joint team has been established with officers from the 3 authorities led by Julian Jackson from Chorley.

4. PERFORMANCE INDICATORS

Indicator Description	Target at 31 March 08	Performance at 31 March 08	Comments
% of Planning Applications processed on time- Major	73%	90.48%	Green Star
% of Planning Applications processed on time- Minor	77%	74.75%	Blue Circle
% of Planning Applications processed on time - Other	88%	86.96%	Blue Circle
% Of Building Plans Determined by Statutory Target	Not yet measured		
Development and Regeneration % invoices processed within 30 Working Days	96.71%	92.29%	Blue Circle

JANE E MEEK

CORPORATE DIRECTOR (BUSINESS)

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BUSINESS IMPROVEMENT PLAN MONITORING STATEMENT FOR THE NEIGHBOURHOODS DIRECTORATE

FOR THE PERIOD January - March 2008

1. KEY MESSAGES

During this final quarter, and following the formation of the new directorate, the Neighbourhoods Directorate has begun to establish itself as a collective team in response to the developing neighbourhoods agenda for Chorley. A number of initiatives, involving the joint working of service teams within the directorate, have successfully been delivered to contribute towards the Council's Strategic Objectives including 'Involving people in their communities' and 'Develop the character and feel of Chorley as a good place to live'.

Undertook first '**Week of Action**' in Chorley East – Community Skip Days; Lancashire Fire and Rescue; Automatic Number Plate Recognition; advice on council services; advice on healthy eating; advice on college education and training courses.

- *Waste/Cleansing – 4 walls of graffiti cleaned; 100 bags of rubbish removed.

- *Trading Standards - 7 off-licence test purchases - 5 failed

- *Fire Service - 35 home fire safety checks with alarms fitted

- *Police/ DVLA/Customs & Excise (sample of results)

- 12 x 'No Insurance' seizures (£200 fine, 6 points, £105 towing fee)

- 3 x Mobile Phone use - Fixed Penalty Notices (£60 fine, 3 points)

- 2 x 'No MOT' - Fixed Penalty Notices (£30 fine)

- 1 x Red Diesel (£500 fine, towing fee £105)

Tender process ongoing with **Refuse and Recycling Waste Management Contract** with acknowledgements received from 5 contractors with intention to submit contract bids.

Neighbourhood Officers have been successful on the enforcement against environmental crime in with four **prosecutions** for littering and fly tipping.

Executive Cabinet gave the green light to take forward the **neighbourhood working** agenda and establishment of seven neighbourhood working areas.

In line with the Crime and Disorder Act 1998, the **Community Safety Partnership** undertook a **joint Strategic Assessment** – Chorley, South Ribble and West Lancashire - of crime and disorder within the Southern Lancashire area. This assessment has been utilised to inform a draft Community Safety Action Plan for Chorley for 2008/09.

Revision of **Car Park** charging tariffs.

CHORLEY B.C. PERFORMANCE MANAGEMENT
ACTION PLAN

Following the **Value for Money Review**, members of the Neighbourhoods Directorate team have been involved in developing an action plan to take forward efficiencies and service improvements across the Directorate.

2. BUDGET UPDATE

SERVICE LEVEL BUDGET MONITORING 2007/2008

STREETSCENE, NEIGHBOURHOODS & ENVIRONMENT

OUTTURN 2008	£'000	£'000
ORIGINAL CASH BUDGET		4,988
Add Adjustments for In year cash movements		
Slippage from 2006/2007		-
- Use of AMF Reserve		
Car leasing adjustment re Director		(1)
Virements from other Services		
- Transfer Christmas Lights budget from CUDLS		20
Virements to other Services		
- Transfer Cost Centres to People Directorate		7
- Insurances 2007/08		(17)
Transfer to Maintenance of Grounds Reserve		(10)
- Astley Hall Farmhouse transferred to People Directorate		(2)
- Recharge GM, work for Regeneration		9
- Yarrow Bridge Depot transferred to Property Services		(4)
- H.R. Expenses (Training/Recruitment)		35
- Property Services - Maint/Repairs		15
ADJUSTED CASH BUDGET		5,040
Less Corporate Savings - Vacancy savings		(82)
CURRENT CASH BUDGET		4,958
FORECAST		
EXPENDITURE		
Target Bonus recycling contract	143	
DPE cash collection costs	74	
PILON, severance pay and settlement costs	44	
Other Contributions (Crime and Disorder)		(18)
Food Hygiene/ Hlth Education (Smoke free grant)		(16)
Environmental Grant		(7)
Refuse Collection (Skips Bengal St)	22	
Insurance		(14)
Vehicle Fuel	20	
Servicing	15	
Annual Licences & maintenance		(19)

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

CHORLEY B.C. PERFORMANCE MANAGEMENT
ACTION PLAN

Public Convenience contract	(16)
Contaminated Land	(8)
Special Projects	(8)
External Contractors	23
PCSO vacant posts	(9)
Hartwood Roundabout (S106)	6
Town Centre paving: general repairs (S106)	8
Fleet St car park alterations (S106)	6
Supplies	39
Games/playing field equip main	14
Consultants - .Scrutiny Inquiry - Neighbourhood Working	5
Maintenance Street furniture	(7)
Other minor variances	1
	1
Expenditure under (-) or over (+) current cash budget	298
 INCOME	
Reduction in lost car parking income following delay in Market Walk project	(217)
Parking Permits	(20)
Green Waste Processing rebate	(20)
Rechargeable Works	(20)
LCC Agency Reimbursement	(10)
Pest Control Contracts	5
Recycling/civic amenity coll	(15)
S106 contributions	(25)
	(25)
Income under (+)/ over (-) achieved	(322)
 FORECAST CASH OUTTURN 2007/2008	
	<u><u>4,934</u></u>

Key Assumptions

Reduction in lost car parking income following delay in contract start for Market Walk Phase 2.

Key Issues/Variables

Tonnages of recycle collected expected to be higher than budgeted.

Town Centre paving general repairs financed by S106 contribution.

Fleet St car park works financed by S106

Hartwood Roundabout works financed by S106

High demand for pest control services necessitating employment of external contract staff. Financial effect to be quantified.

Contribution of £82k to Corporate Savings target in September from salary savings.

Key Actions

Closely monitor tonnages of recycle collected and report financial effect on recycling bonus payments

Monitor pest control costs and income and report adverse variances as soon as possible.

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

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

3. **SERVICE DEVELOPMENTS**

Neighbourhood Management and Engagement Strategy

At its meeting of 14th February 2008, Executive Cabinet approved recommendations for 'Improving Neighbourhoods in Chorley'. This included agreement on the establishment of seven neighbourhood areas, the creation of additional staffing resources for neighbourhood working and the establishment of an implementation budget for neighbourhood working. Actions are being taken forward to develop profiles for each of the neighbourhood areas and which will be used to assist in informing neighbourhood action plans.

Town Centre Car Parking

A review of the Town Centre car parking arrangements, including revision of car parking tariffs has been undertaken and which was approved for implementation, as part of the 2008/09 budget process, from 1st April 2008.

Deliver Key Actions in the Community Safety Strategy

Chorley Crime and Disorder Reduction Partnership has reported a 26% reduction in crime over three years against the British Crime Survey tracker. This is significantly better than the targets set, with a 15% reduction against the actual target set for 2007/08.

Improve Customer Satisfaction with Kerbside Recycling

The latest customer satisfaction levels which have been reported have returned a satisfaction rating of 73%, which is a credible increase on the previous years return of 67%.

Notably, the delivery of the service improvement plan has contributed towards this and has included activities such as the favourable extension of the 'Cow Bin' recycling scheme in to the Gillibrand development and improved communications of key waste recycling messages through the ordering of signage secured on the waste vehicles.

Improve Customer Satisfaction with Cleanliness of the Borough

Outturn against Best Value Performance Indicator – BV 199 – was better than target, with a number of activities contributing towards this achievement.

- A programme of 'spring clean' activities for identified 'hot spot' areas was undertaken during March and was delivered as part of the 'Chorley Smile' campaign.
- 'Week of Action' delivered in February included targeted clean-up and enforcement activity, with reduced instances of fly-tipping.
- Greater consideration of operational activities by recycling collection contractor.
- Successful prosecutions for littering and fly-tipping offences.

Recycling and refuse contract renewal

Tender process ongoing with **Refuse and Recycling Waste Management Contract** with acknowledgements received from 5 contractors with intention to submit contract bids.

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

Timeline for award of contract is still on track to be achieved by the middle of June 2008.

Multi Agency Tasking and Co-ordination [MATAC]

A jointly funded data analyst post - supported by the Chorley, South Ribble and West Lancashire Councils, the Police and Primary Care Trust – has been recruited and appointed to. Co-ordinated technical data support and intelligence reports are now being provided through this Data Analyst for MATAC and which will enhance the range and scope of intervention activities co-ordinated across the neighbourhoods of Chorley.

Partner organisations are continuing to deliver an improved level of commitment, with visibly improved working relationships at front line service delivery, for example the Weeks of Action.

CCTV Management and Maintenance

Following a tender exercise, new contract arrangements have been secured to ensure the continued maintenance of the CCTV system for a further 3 years.

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

4 PERFORMANCE

Indicator title		2006/07	2007/08
■ BV82ai % waste recycled	Actual	25.99	25.68
	Target	15	24
	Perf vs Target	★	★
■ BV82bi % waste composted	Actual	14.4	21.61
	Target	21	23
	Perf vs Target	▲	▲
BV084a Household Waste Collection (kgs)	Actual	409.96	397.5
	Target	400	405
	Perf vs Target	●	●
■ BV084b.05 Household Waste % change	Actual	3.7	-0.96
	Target	6.6	1
	Perf vs Target	★	★
BV091a. % households served by kerbside recyclables	Actual	96.4	98.2
	Target	97	98
	Perf vs Target	●	●
■ BV091b % households served by 2 or more kerbside recyclables	Actual	96.4	98.2
	Target	97	98
	Perf vs Target	●	●
■ Number collections missed per 100,000 collections of household waste	Actual	113	99
	Target	100	100
	Perf vs Target	▲	●
BV216b % of contaminated land sites with complete information	Actual	1	1
	Target	1	1
	Perf vs Target	●	●
BV217.05 % Pollution control improvements	Actual	23	90.5
	Target	100	100
	Perf vs Target	▲	▲
■ BV166a % of Environmental Health Checklist complete	Actual	100	100
	Target	100	100
	Perf vs Target	●	●
BV218a % Abandoned vehicles-investigate	Actual	96	95.36
	Target	100	100
	Perf vs Target	●	●
■ BV218b % Abandoned vehicles- removal	Actual	90.67	100
	Target	85	85
	Perf vs Target	★	★

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

	Actual	88.68	81.95%
	Target	75	75
% Fly tipping removed within 2 working day	Perf vs Target	★	★
	Actual	15.47	5
	Target	12	5.3
BV199a Street dirtiness - litter & detritus	Perf vs Target	▲	★
	Actual	2.81	1
	Target	2	1
BV199b.05 Street dirtiness - graffiti	Perf vs Target	▲	★
	Actual	1.25	0
	Target	2	0
BV199c.05 Street dirtiness - flyposting	Perf vs Target	★	★
	Actual	2	1
	Target	3	2
BV199d.05 Street dirtiness - flytipping	Perf vs Target	★ ★	★ ★
	Actual	7.41	5.82
	Target	8.74	8.45
BV126a Domestic Burglaries per 1000 households	Perf vs Target	★	★
	Actual	15.94	12.35
	Target	14.1	14.1
BV127a Violent Crime / 1,000 pop.	Perf vs Target	▲	★
	Actual	0.3	0.3
	Target	0.23	0.23
BV127b Robberies / 1,000 pop.	Perf vs Target	▲	▲
	Actual	6.44	5.52
	Target	7.6	7.6
BV128a Vehicle Crimes per 1000 pop	Perf vs Target	★	★
	Actual	63.64	63.6
	Target	50	63
BV225 Actions against Domestic Violence	Perf vs Target	★	●
Invoices processed within 30 days	Actual		
	Target	96.50	96.71
	Perf vs Target		
Sickness Absences (Days)	Actual		14.26
	Target	9.00	9.22
	Perf vs Target		▲

CHORLEY B.C. PERFORMANCE MANAGEMENT
ACTION PLAN

Equality and Diversity Update

Equality impact assessments were completed for all the services within the directorate in the previous quarter. These are currently being utilised to form the basis of an equalities action plan. The key tasks from the action plan will be included within the directorate's business improvement plan for 2008/09.

Risk Management Update

No serious risks have been manifest during the quarter.

Value for Money/ Efficiencies Update

As previously established, the Neighbourhoods Directorate has recently undergone a Value for Money review. Following the identification of areas for improvement and potential areas of efficiency, an action plan is currently being drafted which will provide for a programme of action for the entire Neighbourhoods Directorate team. Key areas for improvement will focus on systems, processes and asset efficiencies.

5. CONCLUSION

The Neighbourhoods Directorate has continued to perform well during the fourth quarter, with a greater number of indicators being on target or showing improvement. What has been significant is the developing co-ordination of activity and communications across services within the directorate, sharing responsibilities for improving performance and understanding the need to co-ordinate actions to deliver against and achieve the Strategic Priorities, the increasing expectations and customer satisfaction levels for Chorley.

ISHBEL MURRAY
CORPORATE DIRECTOR (NEIGHBOURHOODS)

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

Indicator Short Name: Sickness Absence

Year End	
Performance	Target
14.26	9.22

Please explain the reasons why progress has not reached expectations:

Continued number of long-term absence of employees within the directorate has made it exceptionally difficult to make any impression upon the figures already recorded as the year has progressed.

Please detail corrective action to be undertaken:

The Corporate Director has been working with the Human Resources directorate to identify the reasons for increasing sickness absence and is taking action to tackle such issues. This also includes a potential review of the procedure to ensure that repeat occurrences are tackled more effectively. In the case of the long-term absences, the cases are currently being dealt with in accordance with Council procedure.

In addition, to tackle short term sickness absence, which also impacts upon the figures, team leaders are ensuring that return to work interviews are carried out, as is consistent with the sickness absence policy. The Corporate Director also schedules to meet with those repeat short term absentees.

Action planned through financial year:

As above

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

The target has not been achieved at year-end. Due to the subject matter, the inability to directly target/influence return to work and the timescales involved it has not been possible to achieve a reduction on what was an increasing figure from the start of the year.

**Action Plan Owner: Ishbel Murray
Unit: Neighbourhoods
Contact Number: 5720**

Date: 9th May 2008

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

FINANCIAL YEAR 2007 / 2008

Indicator Number: BV127b

Indicator Short Name: Robberies / 1,000 pop.

Year End	
Performance	Target
0.3	0.23

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

The actual number of robberies taking place and counted towards the outturn of this indicator are very small. Therefore this, challenging, target has been affected by a very small number of robberies above the target.

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

The current and ongoing MATAC process will enable the targeting of resources to this area at a local level through the continual review of our joint operations. Actions will be agreed on an intelligence-led basis, and any areas of underperformance against targets will be quickly identified and tackled.

Action Plan Owner: Paul Lowe
Unit: Neighbourhoods Directorate
Contact Number: 515758

Date: 9th May 2008

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

FINANCIAL YEAR 2007 / 2008

Indicator Number: BV217.05

Indicator Short Name: %Pollution control improvements

Year End	
Performance	Target
90.5	100

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

2 operators failed to upgrade their techniques by the 31/10/07 deadline for 2 minor issues – which are being addressed but prevented the Directorate from being able to post a 100% upgrade return

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

An improved inspection regime is now in place and will ensure operators are complying with conditions regardless of whether those upgrades are required by the BVPI which is of limited value as it only identifies a small number of improvements for each year – it does not necessarily reflect the operators overall compliance

**Action Plan Owner: Simon Clark
Unit: Neighbourhoods Directorate
Contact Number: 515732**

Date: 9th May 2008

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

CHORLEY B.C. PERFORMANCE MANAGEMENT
ACTION PLAN

FINANCIAL YEAR 2007 / 2008

Indicator Number: BV82bi

Indicator Short Name: % waste composted

Year End	
Performance	Target
21.61	23

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

An increase in occurrences of prolonged periods of wet weather during summer 07 and spring 08 resulted in less gardening occurring to produce cuttings for composting.

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

Targetted activities re participation ensured an increase on the previous year's performance despite the weather and these activities will continue into the coming year (08/09) to continue with the positive trend.

Action Plan Owner: Simon Clark
Unit: Neighbourhoods Directorate
Contact Number: 515732

Date: 9th May 2008



Report of	Meeting	Date
Corporate Director of Governance	Overview and Scrutiny Committee	22 nd May 2008

BUSINESS IMPROVEMENT PLAN MONITORING STATEMENT FOR THE CUSTOMER, DEMOCRATIC AND LEGAL SERVICES DIRECTORATE

PURPOSE OF REPORT

1. To report progress against the key actions and performance indicators included in the Corporate Governance Business Improvement Plan for the final quarter of 2007/08.

RECOMMENDATION(S)

2. To note the report and actions included in it.

EXECUTIVE SUMMARY OF REPORT

3. Service developments progressed in line with anticipations. The budget remained on track and performance met targets.

CORPORATE PRIORITIES

4. 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

5. The Business Plan monitoring statement reports progress against the key actions and performance indicators included in the 2007/08 Business Improvement Plan for the Directorate. The report covers the period from 1st January 2008 to 31 March 2008.



6. Budget Update

SERVICE LEVEL BUDGET MONITORING 2007/2008**DIRECTOR OF CORPORATE GOVERNANCE**

MARCH 2008	£'000	£'000
ORIGINAL CASH BUDGET		2,092
Add Adjustments for In year cash movements		
Slippage from 2006/2007		
- Customer profiling esd toolkit		20
Virements to/from other Services:		
- Transfer Land Charges Staff to Development and Regeneration		(48)
- Transfer Land Charges to Development and Regeneration		140
- Move Mayoral budgets to Civic Services		52
- Transfer Christmas Lights budget to SNED.		(20)
- Transfer Bookings & Support Assistant from Chief Exec's		10
- Contribution to Customer Services from Development & Regeneration		20
- Chief Officer Lease Car changes		1
- Corporate Restructure changes (Customer Services to People Directorate)		(745)
- Insurances 2007/08		(3)
- Transfer contribution from election reserve to the appropriations account		12
- Transfer from Asset maintenance fund to Union St Offices		4
- H.R. Expenses (Training/Recruitment)		21
- Property Services - Maint/Repairs		56
ADJUSTED CASH BUDGET		1,612
Less Corporate Savings -		
- staffing		(62)
CURRENT CASH BUDGET		1,550
FORECAST		
EXPENDITURE		
Staffing	(20)	
Parking Permits	(3)	
Elections	7	
Utilities	12	
Publications	3	
Members Allowances and other member expenses	(14)	
Town Hall office moves	5	
Other	(6)	
Expenditure under(-) or over (+) current cash budget		(16)
INCOME		
Licence Fee Income	(38)	
SLA Income	(2)	

Recharge to capital schemes	(8)
Other income	<u>(3)</u>
Income under (+)/ over (-) achieved	(51)

FORECAST CASH OUTTURN 2007/2008	<u><u>1,483</u></u>
----------------------------------------	---------------------

7. Service Developments

The table below shows progress against key actions planned for this period:

Actions	Progress
Complete Departmental restructure	Appointments have now been made to three of the four vacant posts in legal services with new staff starting work in May and June.
To review the Directorate' s equality Impact assessments and prepare revised action plans	Completed and actions agreed for 2008/2009.
Review the Constitution	New arrangements were agreed by Council in April for Scrutiny and other Committees
Implement a CRM solution for Chorley shared with neighbouring Councils	The bulk of the project and work packages were completed but the go live date was revised to 30 th April 2008
Produce delivery plan for moving customers to more effective channels for accessing Council services/reduce abandon rate of calls to contact centre.	This action is now complete. A Service Excellence delivery plan was approved by Cabinet in March. Huge improvements have been made to the abandoned call rate over the year.
To ensure that effective support is given to the waste collection contract from a legal and customer services perspective	The tender process is now underway. Legal services have been fully involved in drafting contract documentations and in responding to queries from prospective contractors.
To promote effective records management across the Council	An Officer level group has now been established to move this forward and tasks allocated to relevant members of staff.

8. Performance Indicators

Indicator Description	Target at 31 March 2008	Performance at 31 March 2008	Comments
% decision sheets published within 2 days	90%	88.23%	Blue circle
Average Number of days to process personal license applications	12	0.49	Green Star
Average number of days to process premises/club licences	17	0.33	Green Star

Customer, Democratic and Legal Services Budget Spend – Year End Forecast	100	95.7%	Blue circle (largely overachieved income)
Customer, Democratic and Legal % Invoices Processed within 30 Working Days	96.71	95.41	Blue circle
Customer, Democratic and Legal Services Sickness Absence Days	9.22	7.16	Green Star

Equality and Diversity Update

9. The Directorate has reviewed its equality action plans.

Risk Management Update

10. The key Directorate risks remain as set out in the business improvement plan.

Value for Money/ Efficiencies Update

11. The key role in relation to the services covered by this business plan centres on the Customer Access Strategy and on the CRM system. Updates on these projects appear earlier in the report.

IMPLICATIONS OF REPORT

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

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

COMMENTS OF THE ASSISTANT CHIEF EXECUTIVE (POLICY AND PERFORMANCE)

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

ANDREW DOCHERTY
CORPORATE DIRECTOR OF GOVERNANCE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Andrew Docherty	5102	14 May 2008	CGOVREP/1405JA

Report of	Meeting	Date
Corporate Director (Human Resources and Organisational Development)	Overview and Scrutiny Committee	19 May 2008

BUSINESS IMPROVEMENT PLAN MONITORING STATEMENT – HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT DIRECTORATE

PURPOSE OF REPORT

- To report progress against the key actions and performance indicators included in the HR and OD Business Improvement Plan for the final quarter of 2007/08.

RECOMMENDATION(S)

- To note the report and actions included in it.

EXECUTIVE SUMMARY OF REPORT

- The Directorate has made significant progress against key actions within the business improvement plan including successful implementation of the JE project within budget and with minimal disruption to staff and service delivery, development of a Health and Wellbeing strategy resulting in a move from bottom to top quartile in sickness absence during 07/08 and the introduction of a workforce development plan.

Performance has seen an improvement in the number of BVPIs identified as green stars.

The budget shows an overspend due to recruitment advertising and staffing costs for which there are explanations for within the report.

CORPORATE PRIORITIES

- This report relates to the following Strategic Objectives:

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

BACKGROUND

- The Business Plan monitoring reports progress against the key actions and performance indicators included in the 2007/08 Business Improvement Plan for the HR and OD Directorate. The report covers the period of 1 January 2008 to 31 March 2008.

6. SERVICE LEVEL BUDGET MONITORING 2007/2008**HUMAN RESOURCES**

OUTTURN 2008	£'000	£'000
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ORIGINAL CASH BUDGET		483
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Add Adjustments for In year cash movements

Transfer from Earmarked Reserve		17
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Slippage from 2006/2007		36
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Virements for other Services

- Transfer of Health & Safety from H.R. to Finance		(40)
----------------------------------------------------	--	------

- Insurances 2007/08		(1)
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ADJUSTED CASH BUDGET		495
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Less Corporate Savings:

CURRENT CASH BUDGET		495
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FORECAST**EXPENDITURE**

- Staffing	21
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- Recruitment Costs	28
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- HR Approved Occ Health Fees	4
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- Professional Fees	4
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- Lead Consultants Fees	3
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- Job Evaluation	1
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- Legal Fees	3
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- Boton Council	(3)
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- Agency Staff	(7)
----------------	-----

- Car Leasing Payment	(6)
-----------------------	-----

- Training	(2)
------------	-----

- Insurance	(1)
-------------	-----

- Parking Permits	(2)
-------------------	-----

- Other	(3)
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Expenditure under (-) or over (+) current cash budget		40
-------------------------------------------------------	--	----

INCOME

- Staff secondment		
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(12)

Income under (+)/ over (-) achieved

(12)

FORECAST CASH OUTTURN 2007/2008Key Assumptions

- Job Evaluation pay modelling additional costs to be funded from a combination of savings already achieved (JE Reserve £17,477) and virement to be identified from within Human Resources.

Key Issues/Variables

The income from staff secondment has decreased as post holder left the authority in Jan '08
A 6 months contract extension for temporary/agency staff has been included, to maintain levels of service pending restructure of Directorate
Training savings earmarked for slippage to 08/09 (£8K)

Key Actions

Closely monitor activity against Recruitment and Training budgets.

<u>523</u>

The budget shows an overspend during the year due to a number of temporary positions that were extended in order to maintain service delivery particularly during job evaluation, whilst two Senior HR Officers were on maternity leave. The restructure of the Directorate now ensures a fit for purpose structure with a multi skilled team that is able to adapt to the changing needs and priorities of the Authority within the salary budget outlined for 2008/09.

The recruitment to a number of key positions including Corporate Director Neighbourhoods and Head of Legal Services has resulted in an overspend in the recruitment advertising budget. The purchase of an on line recruitment software package and the joint commitment with other Lancashire Authorities to a Lancashire Portal should assist in a reduction in advertising costs.

SERVICE DEVELOPMENTS

7. During the fourth quarter the following key actions have been undertaken.

Milestone	Progress
Job Evaluation – Adopt the new pay policy Undertake all outstanding employee appeals	Actions Completed
Produce a workforce development plan	Draft workforce development plan currently being consulted on with staff and trade union.
Establish a policy framework timetable and action plan	A number of policies following consultation with the Trade Unions have been equality impact assessed and adopted.
Introduce a comprehensive health and wellbeing strategy Achieve Health Works Award Achieve top quartile BVPI 12	Actions Completed Achieved Bronze and Silver Awards Sickness reduced from 10.32 days to 7.79 days
Enable HR services	Computerised all paper based personal files Archived onto DVD all paper based leavers personal files Draft online recruitment software package produced
To provide a fit for purpose Directorate structure aligned to the needs of the service	Restructure effective from 1 st January 2008

PERFORMANCE INDICATORS

8. Set out in the table below is a summary of the key performance indicator data for the final quarter

Indicator Description	Target 2007/08	Performance at 31 March 2008	Comments
BVPI 11a % of women in top 5% of earners	35	37.5	Green Star
BVPI 11b % of black and ethnic minority employees in top 5% of earners	5.0	6.25	Green Star
BVPI 11c % of disabled employees in top 5% of earners	9.57	6.25	Red Triangle
BVPI 12 number of days lost to sickness absence (corporate)	9.22	7.79	Green Star
BVPI 14 % of early retirements	0.43	2.47	Red Triangle
BVPI 15 % of ill health retirements	0	0	Blue Circle
BVPI 16a % of disabled employees as % of workforce	4.02	4.49	Green Star
BVPI 17a % of black and ethnic minority employees as % of workforce	1.95	2.53	Green Star
Human Resources number of days lost to sickness absence	9.22	1.46	Green Star
Human Resource invoices processed within 30 working days	96.7	94.6	Blue Circle

In summary the position is as follows:

Status	Number
Green Star	6
Blue Circle	2
Red Triangle	2

Overall performance is positive, but the following indicators have not reached their targets in the final quarter:

- % of disabled employees in the top 5% of earners
- % of early retirements

As a result of Directorate restructures significant staffing savings have been achieved as a number of people left the Authority on early retirement. The senior management restructure which achieved substantial savings in the third quarter also resulted in a reduction of employees in the top 5% of earners who considered they had a disability.

RISK MANAGEMENT UPDATE

9. A major risk to the performance and achievement of not only the Human Resources Business Improvement Plan has been the implementation of Job Evaluation. Examples from other Councils have included severe disruption to services, a drop in staff morale and a breakdown in industrial relations. Management and Trade Unions officials have worked together on the job evaluation project, with constructive and meaningful negotiations taking place between the two sides therefore reducing the risk. All employee appeals have now been completed, and 15 employees have submitted equal pay claims that are currently being dealt with.

The restructure of the Directorate previously identified as a risk, was successfully implemented with effect from the 1st January 2008.

VALUE FOR MONEY AND EFFICIENCIES UPDATE

10. Set out in the table below is a summary of the progress against the expected efficiency gains for 2007/08.

	ESTIMATED VALUE OF GAIN £	VALUE OF GAIN ACHIEVED IN FOURTH QUARTER £
Procurement of Occupational Health Service	5,000	5,000
Restructure of the HR Directorate	67,940	0
Total	72,940	5,000

The efficiency gains expected as a result of the Directorate restructure have not materialised in this financial year due to the extension of temporary contracts to cover maternity leave and the delay in the implementation of the restructure.

Tighter monitoring of the Occupational Health Contract has seen savings, following a review of the contract the provider was changed with effect from the 1st April 2008, this will improve the service provided and increase efficiency savings.

EQUALITY AND DIVERSITY UPDATE

11. As outlined in the key actions earlier, a number of HR policies have been introduced in the last quarter that have been equality impact assessed in accordance with the Councils Equality Scheme.

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 AND PERFORMANCE

13. The actions outlined above will support the delivery of the Council's Equality Scheme.

LORRAINE CHARLESWORTH
CORPORATE DIRECTOR (HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT)

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Lorraine Charlesworth	5159	09/05/08	

Report of	Meeting	Date
Corporate Director (ICT)	Overview and Scrutiny Committee	22 May 2008

BUSINESS IMPROVEMENT PLAN MONITORING STATEMENT – ICT SERVICES DIRECTORATE

PURPOSE OF REPORT

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

RECOMMENDATION(S)

That the Committee note the report.

EXECUTIVE SUMMARY OF REPORT

1. The Directorate has continued to make good progress through the year. It has faced a number of challenges, including staffing reductions and the planning and execution of a number of fundamental infrastructure projects that will radically change the way in which the Council will deliver ICT services going forward.
2. Performance against defined performance indicators was good. Although sickness and invoice payment performance fell below target, this does not indicate endemic failings and performance rallied strongly in the final two quarters of the years.
3. In the main, project performance against the targets defined in the plan has been good.

CORPORATE PRIORITIES

4. 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

5. The Business Plan Monitoring Statement reports progress against the key actions and performance indicators included in the 2007/08 Business Improvement Plan for the ICT Services Directorate. The report is a review of the year 1st April 2007 to 31st March 2008.

KEY MESSAGES

The Council has moved forward strongly during the period of this report. Examples of this progress are;

- Partnership procurement of a new, more cost effective telephone system managed by the Council.
- The implementation of state of the art thin client technology that will improve performance, realise savings and contribute to a reduction in our carbon footprint.
- Achieved the 75% target for making services available on-line
- Implemented significant e-services in Planning, Revenues and Benefits.
- Implemented a new web-site with an improved content management system
- Reviewed the GIS Strategy
- Highly commended for our work with our LLPG
- Development of a number of in-house applications including a consultation database and a Bedroom entitlement calculator.
- Extended the availability of home-working facilities
- Taken responsibility for the support and maintenance of the Contact Centre and One-Stop-Shop PC's.
- Awarded status 1 for the Local Land and Property Gazetteer (LLPG) data against the new national standard (BS7666:2006).
- Information Security is now included in the induction of all new staff.

Other main areas within the Business Plan that have not achieved target are detailed below with reasons and proposed actions.

Task	Reason for non-achievement	Proposed action
Implement Integration Strategy	Resources allocated to other key projects	Carry forward for completion by end of quarter 2 of 2008/9
Review Internet Service Provider	Exploring partnership options	Carry forward for completion by end of quarter 4 2007/8
Self-service helpdesk	Resources allocated to other key projects	Carry forward for completion by end of quarter 4 2007/8
Home-working	Target re-defined for 2008/9	Consider as part of 2008/9 business planning process
Streetscene, Neighbourhoods and Environment Directorate support	Project to be re-defined	Consider as part of 2008/9 business planning process
Support of HR Business Plan	HR system procurement and implementation delayed	Consider as part of 2008/9 business planning process

BUDGET UPDATE**SERVICE LEVEL BUDGET MONITORING 2007/2008****INFORMATION & COMMUNICATION TECHNOLOGY SERVICES****FORECAST OUTTURN 2008**

£'000 £'000

ORIGINAL CASH BUDGET**998**

Add Adjustments for In year cash movements

Slippage from 2006/2007

- Telephony Consultancy	15	
- Caps Solutions * 2 modules	14	
- GPS Device	4	
- Consultancy to upgrade Anite	1	
- Insurances 2007/08	(2)	32
		<hr/>

ADJUSTED CASH BUDGET**1,030**

Less Corporate Savings:

- Staffing		
- Chief Officer Lease Car changes	(1)	
- Policy and Performance	(1)	(2)
		<hr/>

CURRENT CASH BUDGET**1,028****FORECAST****EXPENDITURE**

Staffing (Pay Award)	(3)
Staffing (JE)	1
Insurance	(2)
Other Fees	(6)
Car Leasing	(3)
Computer Software-Maintenance	3
Computer Equipment-Maintenance	7
Internet charges	(8)
Other	(1)
Internet charges- Slippage	(17)
Computer Equipment-Purchase (Thin Client)	(7)
Computer Equipment-Purchase (GIS)	(12)
Computer Equipment-Leasing	(9)
Other Fees- (Slippage Aerial Photographs)	(4)
Telephony- Slippage	(12)
	<hr/>

Expenditure under(-) or over (+) current cash budget**(73)**

INCOME

Income under (+)/ over (-) achieved

-

FORECAST CASH OUTTURN 2007/2008**955****SERVICE DEVELOPMENTS**

6. The tendering of the Telephony contract has resulted in the Council bringing the provision of the telephony service in-house. This is to result in the ICT Directorate implementing and supporting telephone systems in the 3 town centre buildings. The procurement work was carried out in partnership with South Ribble Borough Council resulting in significant savings.

PERFORMANCE INDICATORS

Indicator Description	Annual Perf. 06/07	Annual Target 07/08	Annual Perf. 07/08	Comments
Sickness absence	11.69 fte Days	6.9 fte Days	11.55 fte Days	
% of undisputed invoices processed within 30 days	94.13%	96.71%	95.5%	
Server Availability	99.5	99.5%	99.89%	
Network Availability	99.7	99.5%	99.92%	

EQUALITY AND DIVERSITY UPDATE

7. The Directorate has now received the Equality Impact Assessments for its key projects. The recommendations will be considered during the review of the Council's ICT Strategy and included in the Directorate Business Improvement Plan for 2008/9 where appropriate.

RISK MANAGEMENT UPDATE

8. The year has seen a number of risk management developments including;
- The implementation of thin client infrastructure that will centralise data storage
 - New starters and leavers process to improve information management and security
 - Improved business continuity arrangements with the new telephone system
 - The implementation of a monthly ICT Change Management Group

VALUE FOR MONEY/EFFICIENCIES UPDATE

9. The efficiency savings identified and agreed during the process of setting the current budget were absorbed in the Directorates base budget. The Directorate continues to operate within budget and is on target to achieve the savings. Work continues to identify any further savings.
10. The efficiencies expected as part of the joint telephony procurement exercise are being realised. Consultancy costs have been halved and the tender responses have indicated that substantial savings can be expected as a result of the joint procurement approach.

IMPLICATIONS OF REPORT

11. 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

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

TIM MURPHY
CORPORATE DIRECTOR (ICT)

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Tim Murphy	5455	25 April 2008	ICT 2007 4th Qtr BIP MS.doc

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

Q4		End of Year Target
Performance	Target	
95.5%	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 ICT Services.

Performance in this area has shown significant improvement since the first quarter and performance has been maintained during the final quarter with an increase from 94.14% to 95.5 in this quarter.

Please detail corrective action to be undertaken:

The procedures that resulted in the improvements seen in the last 3 quarters will be maintained in the next financial year with a view to exceeding our target next year.

Action planned through financial year:

See above

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

The target was not achieved but significant progress was made during the last half of the year with all invoices received being paid within the 30 day period.

Action Plan Owner: Tim Murphy, Corporate Director (ICT)

Contact Number: 01257 515455

Report of	Meeting	Date
Assistant Chief Executive (Policy & Performance)	Overview and Scrutiny Committee	23 rd May 2008

BUSINESS IMPROVEMENT PLAN MONITORING STATEMENT – POLICY & PERFORMANCE DIRECTORATE

PURPOSE OF REPORT

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

RECOMMENDATION

2. To note the report.

EXECUTIVE SUMMARY OF REPORT

3. The Directorate has delivered all the actions set out in the Business Improvement Plan scheduled for completion during the 4th quarter of 2007/08. There have been a number of notable successes during this quarter of the year which the Directorate had a key role in delivering including: approval of our request for CPA re-categorisation; a positive Direction of Travel report contained within the Annual Audit and Inspection letter; receiving the Beacon Award for “Transforming Services through Citizen Engagement and Empowerment”; achieving a Project Management Award from Right Track and a Recognising Diversity Award from the North West Employers for the Reach Disability Awareness event.
4. We continued to support the development and delivery of the Chorley Partnership and during this period have published the first LSP Community Cohesion Strategy and action plan. Work has also commenced on developing a Communications and Marketing Strategy for the LSP and a partnership Climate Change Strategy. Working closely with our LSP partners there has been considerable activity this period to influence the development of the new LAA for Lancashire and ensure the targets set at a district level for the 35 indicators are challenging but realistic for the Chorley LSP to deliver.
5. The Communications and Marketing team in addition to handling significant media communication activity and maintaining regular internal communication have also written and organised distribution of the March edition of Borough News, designed and produced a number of key communication and publicity documents, provided support to the weeks of action and continued to take forward the Chorley Smile Campaign.
6. All Performance Indicators relating to the Directorate have all been met and in most instances exceeded in particular, sickness levels within the Directorate have improved dramatically and our performance in processing invoices has also improved significantly on last years performance.
7. All risks identified are being managed and we have delivered our planned cashable and non-cashable efficiencies.

CORPORATE PRIORITIES

8. This report relates to the following Strategic Objectives:

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

BACKGROUND

9. The Business Plan Monitoring Statement reports progress against the key actions and performance indicators included in the 2007/08 Business Improvement Plan for the Policy and Performance Directorate. The report covers the period 1st January to 31st March 2008.

KEY MESSAGES

- 10. During this period the Council was formally notified by the Audit Commission that its application for re-assessment was successful. In response, the Directorate commenced initial planning and preparation for the CPA inspection including the development of a 20 page self-assessment document with supporting evidence which will be used by the inspection team to determine the areas of focus during the week long on-site inspection scheduled for mid June 2008. During February we also received a very positive annual Direction of Travel judgement from the Audit Commission following their consideration of our self-assessment developed by the Directorate and submitted last October.
- 11. The third quarter report informed members that Chorley had been short listed for the Beacon Scheme under the theme “Transforming Services: Citizen Engagement and Empowerment”. On the 4th March Chorley along with only two other council’s Tameside and Staffordshire Moorlands, were awarded Beacon Status. The Directorate was responsible for leading on the bid and initially, post success, has been working with the IDeA to plan the dissemination of our best practice and develop supporting documentation. The dissemination work has now been transferred to the People Directorate and work has commenced within the Policy & Performance Directorate on preparing a bid for round ten of the Beacon Scheme “Better Outcomes for People and Places”. This is an overarching theme where we will need to show excellent outcomes against priorities across the board.
- 12. In January the Directorate led and facilitated data quality workshops to ensure all performance data collection and reporting is robust and to ensure we maintain our positive track record of no reservations or qualifications placed on any of our performance data. We have also been working with other Directorates to prepare the organisation for the collection of the new set of performance indicators from April 2008.
- 13. The fourth quarter period was a busy time for the Directorate particularly with regard to organising budget consultation with a focus group from the Citizen’s Panel and ensuring Business Improvement Plans are developed and quality assured for each Directorate following approval of the Corporate Strategy in November and setting of the Council’s budget for 2008/09.

14. Work continued to develop and support the work of the LSP which included finalising the Chorley Partnership's Community Cohesion Strategy "One Chorley – Forward Together" following consultation with thematic groups, partners, elected members and the Ethnic Minorities Consultative Committee and securing endorsement from the Cabinet and adoption by the LSP. The Directorate will commence work with partners during the first quarter of 2008/09 to develop a Marketing and Communications Strategy for the LSP and a Climate Change Strategy.
15. In addition to 53 pro-active press releases and 58 reactive press statements being researched, drafted, approved and issued, Enews and Views staff newsletter produced weekly and monthly core briefs drafted and uploaded to the loop, the Communications Team also delivered a range of other communications and marketing activity including in particular:
 - The drafting and design of the Council Tax leaflet working with LCC and the local taxation Team;
 - Designing and producing the "Get up and Go" half term brochure;
 - Researching and drafting two MJ award applications "Transforming Public Services Achievement" and "Best Use of Resources". The latter bid was Commended by the MJ;
 - Producing the March issue of Chorley Borough News;
 - Providing support to the weeks of action organised by the Neighbourhoods Directorate including awareness leaflets, media relations, photography and re-branding of the mobile vehicle; and
 - Linking with the Chorley Guardian, launching the Chorley Smile Awards which will be presented in June including seeking external sponsorship for all 13 categories.
16. Members may recall that in November 2007 the Executive Cabinet approved a proposal by the Chief Executive for the Assistant Chief Executive (Policy & Performance) and her team to work in partnership with Blackpool Borough Council in the field of policy & performance management and communications and in particular, develop proposals for restructuring their Policy and Communications Division, produce their Corporate Plan, provide advise on the development of their Community Strategy and the strengthening of their performance management frameworks. The joint working concluded at the end of March for which the council will be paid £25k. The contribution from Chorley has been well received and recently acknowledged by Blackpool's Deputy Chief Executive in a letter to the Assistant Chief Executive (Policy & Performance) and the proposals for re-structuring are in the process of being adopted.

BUDGET UPDATE**17. SERVICE LEVEL BUDGET MONITORING 2007/2008**

MARCH 2008	£'000	£'000
ORIGINAL CASH BUDGET		626
Add Adjustments for In year cash movements		
Virements to/from other Services		
- Chief Officer Car Lease Scheme		(2)
- Transfer of Reprographics Officer to Communications		9
- Insurances 2007/08		(1)
- Business Improvement		1
- Allocation of LSP scheme budget		(10)
- Transfer of Capital Recharge Income to Finance		20
- Contribution from ICT Services for PC storage equipment		1
Transfer from Reserves:		
- Local Strategic Partnership		65
ADJUSTED CASH BUDGET		709
Less Corporate Savings:		
- Corporate & Policy (vacant posts)	(35)	
		(35)
CURRENT CASH BUDGET		674
FORECAST		
EXPENDITURE		
- Staffing Costs	(29)	
- Computer Equipment - Purchase	9	
- Publicity	5	
- Conference costs	5	
- Training Expenses	(4)	
- Consultants Fees (CPA, LSP related work)	(25)	
- Copyright Licence Fees	(2)	
- Other	4	
Expenditure under (-) or over (+) current cash budget		(37)
INCOME		
Contributions to Conference fees	(5)	
Income under (+)/ over (-) achieved		(5)
FORECAST CASH OUTTURN 2007/2008		632

Key Assumptions**Key Issues/Variables**

- Slippage requested for Training Expenses and Consultants Fees (CPA, LSP, related work)

SERVICE DEVELOPMENTS

18. During this quarter the Directorate has led on the Chorley LSP's input into the development of the new Lancashire Local Area Agreement. This has involved us working with our LSP partners to identify those measures within the new national indicator set which best reflect the priorities within Chorley's Community Strategy, feeding this information in to the various theme groups and negotiating groups and lobbying for their inclusion in the final 35 measures for Lancashire. We are pleased that a significant number of the measures in the LAA reflect Chorley's priorities and over recent weeks we have worked with our partners to agree three-year targets (up to 2011) for those measures. The negotiation with government should conclude in June 2008 and we will continue to input in to the process. Once finalised we will integrate reporting of our performance in delivering the new LAA within our quarterly performance report to members and the LSP commencing 2nd quarter 2008/09.
19. The Directorate has been engaged in supporting the VFM transformation work focused on the neighbourhoods directorate and includes developing an initial draft performance management framework to support delivery and monitoring of neighbourhood working and developing area profiles for all of Chorley's 8 SOAs in the bottom 20% most deprived areas which will be used to inform our approach to neighbourhood planning and delivery.
20. Members may recall that in previous monitoring statements we have highlighted that our project management approach has received external recognition from the North West Centre of Excellence and as a consequence Chorley was invited to take part in an Expert Guidance Group organised by the North West Improvement Network. Work undertaken by this group to support improvement in project management across the region has recently been awarded the Right Track Best Practice User Group Award for the Best Management Practice Partnership for leading edge innovation. Chorley will be displaying the award for a few months during the summer period.
21. During this quarter Chorley led a piece of work on behalf of the Lifting the Burdens Task Force (LBTF) on performance management requirements proposed by the Electoral Commission and recently been invited to comment on the development of performance standards for Returning Officers. Again this work was well received and is being used by LBTF in discussion with the Electoral Commission to reduce the reporting burden and streamline the approach.

PERFORMANCE INDICATORS

Indicator Description	Annual Perf 06/07	Target 07/08	Performance 07/08	Comments
Sickness absence (Lower better)	13.14 fte days	9.22fte days	2.76fte days	Exceeded Target
% of undisputed invoices processed within 30 days (Higher better)	89.03%	96.71%	97.85%	Exceeded Target
Equality Standard level (High better)	1	2	2	Met Target
% of BVPIs improving	75%	77%	84%	Exceeded Target
Direction of Travel Judgement	Positive	Positive	Positive	Met target
Qualified Best value performance Indicators (Lower better)	0	0	0	Met target
Recorded value of grant offers (£) to the Borough Area (Higher better)	£897k	£800k	£1,231k	Exceeded Target

Indicator Description	Annual Perf 06/07	Target 07/08	Performance 07/08	Comments
% of total project costs contributed by Chorley Council (Lower better)	19.7%	25%	19%	Exceeded Target
% of priority BVPIs in the upper quartile (Higher better)	39%	41%	45%	Exceeded Target
Satisfaction with the way the Council runs things (Higher better)	50%	53.75%	63%	Exceeded Target
Number of Neighbourhoods in the worst 20% nationally (Lower better)	8	8	8	Met Target

22. All targets have been met and for most of them the target has been exceeded. Of particular note is the reduction in sickness absence within the Directorate, the processing of invoices, the number of BVPIs improving and the number of BVPIs in the upper quartiles.

EQUALITY AND DIVERSITY UPDATE

23. In line with the Business Improvement Plan, there has been continued activity during this period to strengthen the Council's approach to equality and diversity and included working with departments to develop equality actions as part of developing our Business Improvement Plans for 2008/09.
24. In order to continually refresh and strengthen our approach to equality and diversity, during this period we also researched, procured and customised an equality training package which will be launched shortly and made available to all staff and can be accessed electronically.
25. In previous reports we have made reference to the introduction of a new national indicator set from April 2008 which will replace the existing BVPI regime. During the fourth quarter, Chorley was invited by the North West Employers Organisation to work with them to look at the feasibility of disaggregating as many of the new indicators as possible to provide information by the six strands of diversity. This work will continue into the next financial year and the outcome will be reported to a future O&S Committee.
26. Finally, following a submission to the North West Employers Organisation working with the People Directorate, we received a Recognising Diversity Award for our Reach Disability Awareness Event held in Summer 2007.

RISK MANAGEMENT UPDATE

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

VALUE FOR MONEY/EFFICIENCIES UPDATE

28. The Directorate has achieved the £77k of cashable and non cashable efficiency savings in 2007/08, £55k cashable, most of which arising from the re-structure of the Directorate, 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 and £24k non-cashable from changes in the way we operate as a result of the Loop.

IMPLICATIONS OF REPORT

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

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

COMMENTS OF THE ASSISTANT CHIEF EXECUTIVE (POLICY & PERFORMANCE)

30. Please note the comments in paragraphs 23-26

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

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Lesley-Ann Fenton	5323	12 th May 2008	V:/DPPREP2007/BUSINESS IMPROVEMENT PLAN MONITORING STATEMENT