

Executive Cabinet

Agenda and Reports
for consideration on

Thursday, 28th May 2009

in the Council Chamber, Town Hall, Chorley

At 5.00 pm



PROCEDURE FOR PUBLIC QUESTIONS/SPEAKING AT EXECUTIVE CABINET MEETINGS

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

PROCEDURE FOR 'CALL-IN' OF EXECUTIVE DECISIONS

- Each of the executive decisions taken at the Executive Cabinet meeting are subject to the adopted 'call-in' procedure within 10 working days of the Executive Cabinet meeting at which the decision is made, unless the decision has been implemented as a matter of urgency.
- Guidance on the 'call-in' procedure can be accessed through the following internet link:
<http://www.chorley.gov.uk/index.aspx?articleid=1426>
- If you require clarification of the 'call-in' procedure or further information, please contact either:
Tony Uren (Tel: 01257 515122; E-Mail: tony.uren@chorley.gov.uk) or
Carol Russell (Tel: 01257 515196, E-Mail: carol.russell@chorley.gov.uk)
in the Democratic Services Section.

19 May 2009

Dear Councillor

EXECUTIVE CABINET - THURSDAY, 28TH MAY 2009

You are invited to attend a meeting of the Executive Cabinet to be held in the Council Chamber, Town Hall, Chorley on Thursday, 28th May 2009 at 5.00 pm.

AGENDA

1. **Apologies for absence**

2. **Declarations of Any Interests**

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

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

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

To confirm as a correct record the minutes of the meeting of the Executive Cabinet held on 26 March 2009 (enclosed).

4. **Public Questions**

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

ITEMS OF EXECUTIVE MEMBER FOR POLICY AND PERFORMANCE (INTRODUCED BY COUNCILLOR G MORGAN)

5. **Performance Monitoring Report - Fourth Quarter of 2008/09 (Pages 7 - 22)**

To receive and consider the enclosed report of the Assistant Chief Executive (Policy and Performance).

6. **Chorley Partnership Draft Annual Report for 2008/9 (Pages 23 - 40)**

To consider the enclosed report of the Assistant Chief Executive (Policy and Performance), with the attached draft Chorley Partnership Annual Report.

ITEM OF EXECUTIVE MEMBER (NEIGHBOURHOODS) (INTRODUCED BY COUNCILLOR E BELL)

7. **Executive's response to Overview and Scrutiny Inquiry into Streetscene issues (Pages 41 - 46)**

To receive and consider the enclosed report of the Corporate Director (Neighbourhoods) on the suggested response of the Executive Cabinet to the Overview and Scrutiny Task Group's report of its inquiry into Streetscene issues.

8. **Regulatory Enforcement and Sanctions Act 2008 (Pages 47 - 50)**

To receive and consider the enclosed report of the Corporate Director (Neighbourhoods).

ITEM OF EXECUTIVE MEMBER (RESOURCES) (INTRODUCED BY COUNCILLOR K JOYCE)

9. **Business Directorate Value for Money Review - Final Report (Pages 51 - 54)**

To receive and consider the enclosed joint report of the Assistant Chief Executive (Business Transformation) and the Corporate Director (Business).

The Value for Money Review report itself is a lengthy document comprising 68 pages. A copy of the report is available in the Members' Room and can be viewed on the Council's website through the following link:

<http://democracy.chorley.gov.uk/ecCatDisplay.aspx?sch=doc&cat=12871&path=0>

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

11. **Exclusion of Press and Public**

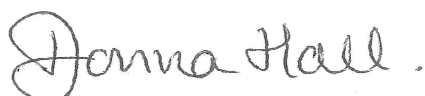
To consider the exclusion of the press and public for the following item of business on the ground that it involves the likely disclosure of exempt information as defined in Paragraph 1 of Part 1 of Schedule 12A to the Local Government Act 1972.

ITEM OF EXECUTIVE MEMBER (NEIGHBOURHOODS) (INTRODUCED BY COUNCILLOR E BELL)

12. **Structure changes to accommodate integration of the Licensing function into Neighbourhoods Directorate**

To receive and consider a report of the Corporate Director (Neighbourhoods) to be tabled at the meeting.

Yours sincerely



Donna Hall
Chief Executive

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Distribution

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

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

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

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

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Executive Cabinet

Minutes of meeting held on Thursday, 26 March 2009

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

Also in attendance:

Lead Members: Councillors Rosie Russell (Lead Member for Health and Older People) and Iris Smith (Lead Member for Licensing).

Other Members: Councillors Dennis Edgerley, Anthony Gee, Marie Gray, Pat Haughton, Catherine Hoyle, Keith Iddon, Roy Lees, Laura Lennox, Adrian Lowe, June Molyneaux, Mick Muncaster, Debra Platt and Ralph Snape.

09.EC.25 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Henry Counce and Geoffrey Russell.

09.EC.26 DECLARATIONS OF ANY INTERESTS

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

09.EC.27 MINUTES

The minutes of the meeting of the Executive Cabinet held on 12 February 2009 were confirmed as a correct record for signature by the Executive Leader.

09.EC.28 PUBLIC QUESTIONS

The Executive Leader reported that there had been no requests from any member of the public to speak at the meeting.

09.EC.29 ANNUAL AUDIT AND INSPECTION LETTER FOR 2007/08

The Executive Cabinet received and considered the Audit Commission's Annual Audit and Inspection Letter which summarised the areas examined and the outcome of the Auditor's work on the Council's 2007/08 activities.

The Executive Cabinet were appreciative of the generally positive tone of the letter, which commended the Authority on its acknowledged efforts and achievements in improving the delivery and access to services across the Borough. The Cabinet noted, in particular, the Council's retention of the highest score of 4 for its overall use of resources.

While representatives of the Commission's Inspection Team were unable to attend the meeting, Councillor Anthony Gee (Chair of the Audit Committee) reported the views of the Audit Committee during its debate on the audit letter at its meeting on 19 March. In particular, the following issues commented on by the Audit Commission were highlighted:

- It was likely that the Council would face difficulties in maintaining a continuous stream of improvement in the face of the current economic downturn.

- While the Audit letter acknowledged the progress that was being made to exceed the Local Area Agreement target for the provision of affordable housing units in 2008/09, the number of units provided in 2006/07 and 2007/08 were below the target figure. The Audit Committee members had requested the Executive, in consultation with the Group Leaders, to devise an action plan for measures to secure the delivery of more affordable housing units, in order to meet past LAA targets, taking account of expanding housing waiting lists.
- The Audit Commission had drawn attention to the need for more effective collaborative partnership working to reduce the level of health inequalities across Lancashire. The view was also expressed that more specific and proactive measures that would address the situation in Chorley were required.

In response to the expressed concerns, the Chair referred to the Executive's efforts to address the matters by pursuing the following actions:

- Having made substantial adjustments to the base budget for 2009/10, the Executive was optimistic that the Council would achieve a balanced budget by the end of the 2009/10 financial year if the agreed monitoring arrangements were maintained.
- A Task Group had been formed to work with local Developers and Registered Social Landlords to identify and examine innovative means of accelerating the development of allocated sites for affordable housing; accessing available funding sources; and mechanisms to bring empty properties back into occupation.
- The Council accepted the need to address the present health inequalities within the Borough and was examining relevant statistics with the Primary Care Trust and appropriate partners, with a view to the production of a Health Equalities Plan.

Decision made:

That the Audit and Inspection Letter for 2007/08, together with the expressed views of the Audit Committee and other Members, be noted and considered.

09.EC.30 DEVELOPING EMPLOYEES AND ELECTED MEMBERS

The Corporate Director (Human Resources and Organisational Development) presented a report outlining the Council's performance over the past year in its delivery of the Workforce Development Plan adopted in May 2008, which aimed to clarify how the Authority anticipated and addressed current and future key workforce challenges.

In addition to the Plan's identified actions, training sessions had also been organised around project management skills; climate change awareness; equality and diversity issues; and NVQ2 business improvement techniques, together with an Organisational Development Programme for Directors and Managers to develop the Officers' knowledge, skills and attitudes.

The report also summarised several activities that had been arranged over the past year as part of a comprehensive programme to develop and improve Members' skills and knowledge base. In this context, in addition to the Authority's reassessment for Level 1 of the North West Employers Member Development Charter, the Council would be seeking the higher Level 2 Charter, citing Members' involvement in the new Neighbourhood Working regime as its main theme.

Decision made:

That the report be noted.

09.EC.31 FINAL SUPPLEMENTARY PLANNING DOCUMENT ON SUSTAINABLE RESOURCES

The Corporate Director (Business) presented a report seeking the Executive Cabinet's approval and adoption of the revised draft Sustainable Resources Supplementary Planning Document, after taking account of the responses to the recent consultation exercise.

The purpose of the Supplementary Planning Document (SPD) was to implement the policies of the Sustainable Resources Development Plan Document approved in September 2008 by providing practical advice and guidance to developers on how to incorporate the sustainable use of resources into new developments.

43 representations had been received during the six weeks consultation on the draft SPD, the majority of which had sought minor changes and/or clarification of a number of issues. Consequently, a few amendments to the SPD maps had been made, together with a number of textual changes, principally to include reference to the designated sites of local, County or regional importance (eg geological or biological heritage sites, historic parks or gardens and local nature reserves).

Decision made:

That the amended Sustainable Resources Supplementary Planning Document be approved and adopted, subject to the Corporate Director (Business) being delegated with authority to agree any minor textual amendments to the Document before final publication.

Reason for decision:

In order to ensure that the views expressed during the statutory consultation period on the Supplementary Planning Document are taken into account and are able to influence the content of the final SPD, which supplements the Sustainable Resources Development Plan Document.

Alternative option(s) considered and rejected:

None.

09.EC.32 NEIGHBOURHOOD ACTION PLANS

The Executive Cabinet considered a report of the Corporate Director (Neighbourhoods) on the current initiatives to progress the Neighbourhood Working model aimed at improving outcomes at the local level through effective collaboration between partner agencies, organisations and residents.

Since the designation of the seven Neighbourhood Areas covering the whole of the Borough, Neighbourhood Profiles had been compiled for each Area from a variety of intelligence and information sources. Ward Walks, led by the respective Councillors, had been held across each of the 20 Borough Wards and a number of consultation meetings and events had been arranged and various mechanisms employed to identify pertinent issues within each Ward.

The results of the consultation exercise had informed the content of draft Neighbourhood Action Plans which set out a series of actions and projects to address the identified issues.

The Corporate Director also gave assurances that further walks around the respective neighbourhoods would be organised early in the new municipal year, as an opportunity for Members to identify issues in other parts of the respective Wards, and that the action plan projects would be monitored closely over the next 12 months period.

Decision made:

That the report be noted and that delegated authority be granted to the Executive Member (Neighbourhoods), following consultation with the Lead Member for Neighbourhoods and the relevant Ward Members, to approve the final versions of the seven Neighbourhood Action Plans.

Reason for Decision:

Neighbourhood working is an important area of development for Chorley. It is, therefore, important that an appropriate approval and monitoring process is agreed for the Neighbourhood Action Plans. It is essential to secure the support of the Executive Member, the Lead Member and the ward members and to ensure that actions are agreed and monitoring arrangements are in place. Delivery of the actions is the responsibility of a number of agencies, including specifically Chorley Council, and it is essential that an element of ownership of the actions, and financial spend, is established from the outset.

Alternative option(s) considered and rejected:

None.

09.EC.33 APPROVAL OF CORE FUNDING GRANTS FOR 2009/10

The Executive Cabinet considered a report of the Corporate Director (People) seeking the Members' instructions on applications for grant assistance from the Council's Core Fund budget provision in 2009/10.

The report contained the Corporate Director's recommendations on the award of grant aid to the organisations whose activities contributed towards the Council's strategic objectives and themes within the Sustainable Community Strategy.

The Corporate Director also reminded the Executive Cabinet that the Council's Core Funding grants represented only one of a number of grant sources for community and voluntary organisations. The Corporate Director considered that a review of the core funding streams might provide an opportunity to improve the co-ordination of the grants systems between partners.

Decisions made:

(1) That approval be given to the making of the following Core Fund grants, subject to the Corporate Director (People) agreeing and signing off a Core Funding Agreement with each organisation:

- **Chorley and South Ribble Shopmobility – Grant of £10,500;**
- **Preston and West Lancashire Racial Equality Council – Grant of £1,500;**
- **Chorley Women's Centre – Grant of £4,460;**
- **Chorley and South Ribble Council for Voluntary Service – Grant of £4,165;**

- **Chorley Lifestyle Centre 50+ - Grant of £2,250, plus £4,270 towards accommodation costs and other additional support during the organisation's transitional period;**
 - **The Arts Partnership – Grant of £7,000, subject to the Partnership providing an analysis of activity across Chorley, South Ribble and West Lancashire districts and funding from each district;**
 - **Help the Homeless (Chorley) – Grant of £650;**
 - **Chorley, South Ribble and District Citizens' Advice Bureau – Grant of £67, 240 to be paid in two 6 monthly payments in advance, plus £18,200 to cover administration costs, subject to the Bureau providing the same level of service during 2009/10 are provided in 2008/09 as a minimum, maintaining the Community Legal Services Quality Mark and agreeing a process for the referral of people for debt advice by the Council;**
 - **Chorley and District Sports Forum – Grant of £5,435, subject to a robust methodology being put in place and a limit being placed on the grants made to talented individuals;**
 - **Chorley Pensioners' Association – Grant of £350;**
 - **Lancashire Sport – Grant of £5,125;**
 - **Home-Start Chorley and South Ribble – Grant of £5,125;**
 - **Central Lancashire Dial-A-Ride – An in-principle grant of £2,080, subject to clarification of other sources of external funding provided to the organisation;**
 - **Preston and Lancashire Survivors – Grant of £410;**
 - **Groundwork Lancashire West and Wigan – Grant of £22,000.**
- (2) **That no core fund grant be made to Victim Support, pending clarification of the organisation's impact in the Borough.**
- (3) **That the Saheliyaan Asian Women's Forum be offered both support to develop its business case and advice on the submission of applications for funding.**
- (4) **That no core fund grant be made to Age Concern Lancashire at this stage, but that Officers be requested to assist with the Lancashire County Council, the Community Legal Service and other partners to discuss how gaps in advice provision within the Borough can be funded.**
- (5) **That a report be presented to a future Executive Cabinet meeting on the outcome of a review of the various sources of core funding aid to local organisations to examine the potential improvement of the co-ordination of future financial support.**

Executive Leader

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Report of	Meeting	Date
Assistant Chief Executive (Policy and Performance) (Introduced by the Executive Member for Policy and Performance)	Executive Cabinet	28 th May 2009

4th QUARTER PERFORMANCE REPORT 2008/09

PURPOSE OF REPORT

1. This monitoring report sets out performance against the Corporate Strategy and the Council's National Indicators for the fourth quarter of 2008/09, 1st January to 31st March 2009.

RECOMMENDATION(S)

2. That the report be noted.

EXECUTIVE SUMMARY OF REPORT

3. This report sets out performance against the Corporate Strategy and the Council's National Indicators for the fourth quarter of 2008/09, 1st January to 31st March 2009. Performance is assessed based on the delivery of Key Projects in the Corporate Strategy and the performance against the National Indicators for which the Council is responsible.
4. The Corporate Strategy 2008/9 – 2010/11 identifies 36 Key Projects. 97% of projects (35) are complete or rated 'Green' and progressing ahead of, or on, plan by the end of March 2009 or are in their initiation phase with work planned to start later in the year. This figure includes 3 projects (8%) which have completed since the last quarterly report. 1 project is now rated as being 'red' due to falling behind schedule.
5. At the end of the fourth quarter 19 national indicators can be reported. 17 of these indicators have targets set and 2 are being reported for the first time. Of the 17 the majority (12) have matched or exceeded target, 1 has missed target but by less than 5% and 4 have missed target by 5% or more.
6. Action plans have been included for those indicators where performance is lower than anticipated. It is not possible to compare Chorley's performance against other authorities as comparative data has not yet been published. Comparative performance will be covered in a future report when information is available.

REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

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

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

8. None.

CORPORATE PRIORITIES

9. This report relates to the following Strategic Objectives:

Put Chorley at the heart of regional economic development in the Central Lancashire sub-region	✓	Develop local solutions to climate change.	✓
Improving equality of opportunity and life chances	✓	Develop the Character and feel of Chorley as a good place to live	✓
Involving people in their communities	✓	Ensure Chorley Borough Council is a performing organisation	✓

BACKGROUND

- 10. The Corporate Strategy is the key strategic document for the authority and is focused on delivering the Council’s six strategic objectives that underpin the priorities of: people, place, prosperity and performance. The Corporate Strategy mirrors, and outlines the Council’s contribution to, the Sustainable Community Strategy, delivery of which is taken forward by the Chorley Partnership.
- 11. The Corporate Strategy 2008/9 identifies a programme of 36 key projects, which contribute to the achievement of our objectives. These key projects are delivered using the Council's corporate project management toolkit, which has been used successfully to improve performance for other key areas of work, such as the Capital Programme. The Strategy also contains a series of key measures to monitor the success in delivering improved outcomes for residents.
- 12. National Indicators (NIs) are indicators collected in accordance with definitions issued by the Department for Communities and Local Government.
- 13. Quarterly Business Plan Monitoring Statements have also been produced by directorates separately, and will be sent to the Overview and Scrutiny Committee. Quarterly Business Plan Monitoring Statements outline the performance of key Directorate Performance Indicators and the key messages emerging from Directorates in the fourth quarter of 2008/09.

REPORT OVERVIEW

- 14. The report provides information covering the following areas:
 - The Council's progress in delivering the 36 key projects identified in the Corporate Strategy 2008/9.
 - The Council's progress in achieving against targets that can be measured on a quarterly or an annual basis at this point in time.
 - Action Plans which outline reasons for lower than expected performance, and the action to be taken to improve performance in the next quarter are included for those indicators which have missed targets by 5% or more.

KEY PROJECT PERFORMANCE OVERVIEW

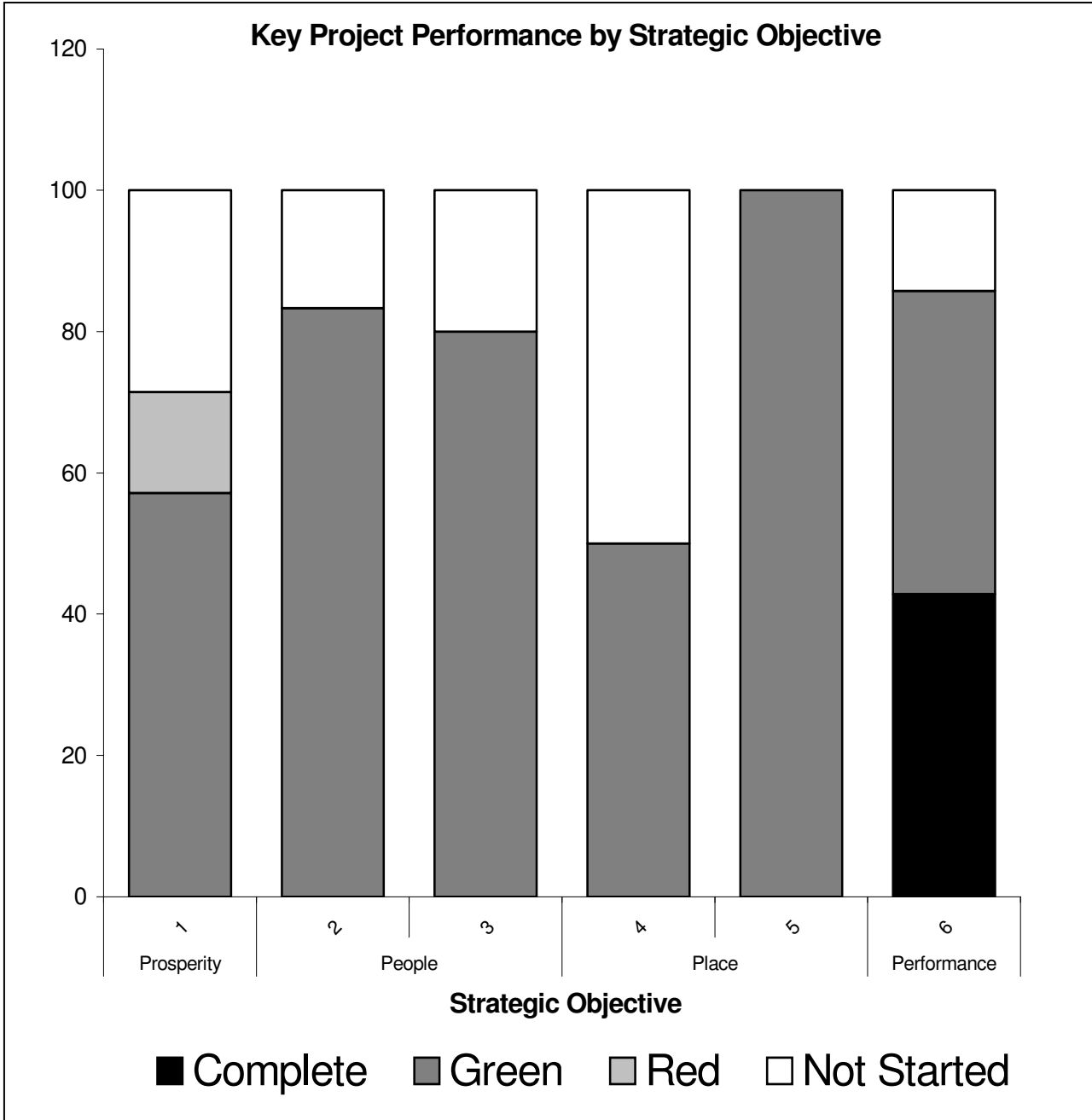
- 15. This section looks at the performance of the key projects to the end of the fourth quarter of 2008/09, 1st January to 31st March 2009.
- 16. In order to manage our key projects lead officers have been asked to complete a high-level project plan, a business case, project initiation documentation and quarterly highlight reports.
- 17. The highlight reports provide a brief update on the work carried out during the last quarter (1st January to 31st March 2009), what achievements are expected in the next quarter, any current risks and issues affecting the project, and an overall rating of either ‘Green’, ‘Amber’ or ‘Red’.
- 18. If the project is not going as planned, then an exception report is produced instead. This is similar to the action plans used for performance indicators that are below target. They provide a brief analysis of the problem(s), and options for bringing the project back on track.
- 19. It should be noted that while this is a year-end report, the key projects have only been running since the Corporate Strategy was refreshed in November 2008. Therefore this report on key projects is essentially a mid-year report as far as the key projects are concerned.
- 20. The table below shows the overall performance of the key projects is excellent. 97% of projects are rated ‘Green’ and progressing ahead of, or on, plan by the end of March 2009 or are in their initiation phase with work scheduled to start later in the year. 3 projects (8%) have completed since the last quarterly report. 70% (25 out of 36 projects) are rated ‘Green’ and progressing ahead of, or on, plan. 19% (7) projects are in their initiation phase and have yet to start, while only one project is behind schedule. In the case of this project plans are in place to address the issues affecting the project which are described in more detail below.

	QTR 3	QTR 4	Variance
Completed projects	0 (0%)	3 (8%)	+3 (+8%)
Projects rated as ‘Green’	26 (72%)	25 (70%)	-1 (-2%)
Projects rated as ‘Amber’	1 (3%)	0 (0%)	-1 (-3%)
Projects rated as ‘Red’	0 (0%)	1 (3%)	+1 (+3%)
Projects yet to start	9 (25%)	7 (19%)	-2 (-6%)

Table 1 - Summary of key project performance for the 4th Qtr (Jan-March 09)

- 21. The table shows improved performance in comparison with the third quarter. There has been an 8% increase in the number of completed projects. 78% of projects are now either rated green or complete in comparison with 72% in the last quarter.
- 22. The council’s performance on the Key Projects has improved when compared to the end of the 4th quarter 2007/8 when fewer projects (55%) were rated green and more were rated amber (19%).

KEY PROJECT PERFORMANCE BY CORPORATE PRIORITY & STRATEGIC OBJECTIVE



Priority	Strategic Objective	Complete	Green	Amber	Red	Not Started
Prosperity	1	0	4	0	1	2
People	2	0	5	0	0	1
	3	0	4	0	0	1
Place	4	0	2	0	0	2
	5	0	7	0	0	0
Performance	6	3	3	0	0	1

23. The graph and table above demonstrate that all projects addressing Strategic Objective; Two 'Improving equality of opportunity and life chances'; Strategic Objective Three 'Involving people in their communities; Strategic Objective Four 'Develop local solutions to global climate change'; Strategic Objective Five 'Develop the character and feel of Chorley as a good place to live' and Six 'Ensure Chorley is a performing organisation' are either completed, on track, or are in their initiation phase.

- 24. Of the 36 key projects, only 1 has been identified as 'Red', which means that there is a problem which has had an impact in terms of time or budget. The graph above shows that this affects Strategic Objective One 'Strengthen Chorley's Position in the Central Lancashire Sub-region'.
- 25. Explanations and recommended actions to address the issues which have delayed this project are detailed later in the report (in paragraph 30).

COMPLETED KEY PROJECTS

- 26. The table below shows the key outcomes from the projects which have completed in the fourth quarter of 2008/09, 1st January to 31st March 2009. In total 3 (8%) of the key projects in the Corporate Strategy 2009/10 have now been completed, an improvement on the position at the end of the third quarter.

Key Project	Key Outcomes
Achieve Level 3 of the Equality Standard	<p>The project has established Chorley Council as a Level 3 Authority under the Equality Standard for Local Government, and therefore to immediately migrate the Council to 'Achieving' status on the new Equality Framework for Local Government. The award of 'Achieving' is formally recognised under the new Comprehensive Area Assessment (CAA) Framework.</p> <p>Outcomes include:</p> <ul style="list-style-type: none"> • 280 staff carrying out online Equality and Diversity training. A member learning hour was provide on our approach to equality and diversity. • All high risk services, and new policies have received Equality Impact Assessments. • Equality monitoring introduced across all services. • The Council's procurement process has been strengthened. The procurement handbook was particularly praised by the inspection team.

<p>Implement Shared Financial Services with SRBC</p>	<p>The shared financial services project has been completed on time and on budget. The project has helped to strengthen relationships between the two Councils which may provide a much stronger platform for further strategic and operational alliances.</p> <p>Outcomes include:</p> <ul style="list-style-type: none"> • A new staffing structure which will release an annual cashable efficiency savings saving of £101,643 in 2009/10 - the first full year of operation. • Projected procurement savings of £100,000 <p>Non-cashable efficiencies:</p> <ul style="list-style-type: none"> • Combined internal audits – for example in relation to the new shared financial systems only one audit will be required rather than two. • Streamlining of financial processes – for example in relation to the management, completion and assessment of the closure of accounts processes. • The project will provide both Councils the potential to make further efficiency gains as the service develops and expands such as reductions in the spend with third parties from increased joint spending power and from sharing appropriate procurement approaches.
<p>Establish New CRM solution</p>	<p>The project was successfully delivered on time and within the 5% budget tolerance. The CRM went live with 7 waste management processes and corporate complaints having been migrated on the 1st April 09. The completion of the project will help the council to meet increasing customer expectations.</p> <p>Outcomes and improvements include:</p> <ul style="list-style-type: none"> • Enabling the council to use innovative technology such as confirmation of completion of service requests via SMS or email to customer. • Efficiencies being realised as service requests go directly to the waste contractor in real-time and payments are taken within CRM as part of the process. • The council's new CRM will allow customer contact to be better recorded. NI14 data will be collected for every contact giving a more accurate picture of levels of avoidable contact. Every front-line customer contact is recorded, this contact history will provide us with a complete picture of the customers interactions with us. As such the new CRM will help the council to reduce avoidable contact and generate future efficiencies.

KEY PROJECTS IDENTIFIED AS 'GREEN'

27. A 'green' rating indicates that project performance is as planned or ahead of schedule with progress on target and costs within or under budget. The following projects are rated green.

1	Develop a succession strategy to sustain businesses for the future
2	Implement new car parking contract arrangements

3	Develop and deliver an action plan to support businesses through the economic downturn
4	Deliver the redundancy support project
5	Deliver the Families First project
6	Involve young people in their communities and deliver Chorley's Children's Trust priorities for year one
7	Implement the Chorley elements of the play strategy
8	Implement the 50+ Active Generation project
9	Develop an action plan to reduce health inequalities in the borough
10	Develop an action plan for leisure and cultural provision for 2009-2012
11	Develop a framework for Buckshaw Village
12	Deliver the next phase of Chorley Smile
13	Deliver a major public event in summer 2009
14	Develop and deliver the first year of the council's climate change action plan
15	Implement recycling and refuse contract - mobilisation
16	Continue to improve the green corridor of Chorley
17	Investigate the extension of the green corridor to Ellerbeck
18	Develop seven neighbourhood action plans working with parish councils, other partners and community groups
19	Develop and implement a solution for temporary accommodation
20	Work with partners to make sites available for the development of affordable housing
21	Establish a choice based lettings scheme
22	Pilot and review the proposed Chorley SRBC CDRP merger
23	Develop and embed a new staff competency framework
24	Achieve Level 2 of the Member Development Charter
25	Develop a customer service and insight action plan

KEY PROJECTS IDENTIFIED AS 'NOT STARTED'

28. The following projects are in their planning and initiation phase but are still on schedule to be delivered on time as they are not due to start until later in the year.

1	Develop options for the next phase of Town Centre development
2	Identify and design key projects from the Town Centre Audit and Urban Design Strategy
3	Deliver the Rurality Awareness Project
4	Develop community governance options in response to the Local Government and Public Involvement in Health Act
5	Develop a green travel plan for staff
6	Deliver an invest to save programme for the Council's use of energy
7	Prepare for the I&DeA Peer Review of the LSP

LIST OF KEY PROJECTS RATED 'AMBER'

29. An 'amber' rating indicates that project performance is forecast to overrun on time or cost. It is an early warning that there may be a problem. No projects are currently rated as amber.

KEY PROJECTS IDENTIFIED AS 'RED'

30. Projects can be identified as 'red', meaning that they are not on track. This could be that they are behind schedule, over budget, or there is a serious risk affecting the delivery of the project. One key project has been identified as 'red' at the end of the fourth quarter.

Develop and Deliver a markets action plan

Work on the covered market is now behind schedule due to incorrectly installed steelwork on insufficient foundation pads which do not meet building control requirements. The following elements have been completed: Painting, Electrical works, Café, Drains, and Flooring but as a consequence of the poorly installed steelwork the entrance canopies and follow-on trades cannot be completed until the steelwork faults are rectified.

As a result the market opening has been postponed. Liberata have worked with the contractors to resolve issues with the steelwork and foundations and despite the delays caused by the contractor the project should be delivered in the first quarter 2009/10.

PERFORMANCE OVERVIEW: NATIONAL INDICATOR SET

31. It is not yet possible to undertake the full analysis on performance that was previously undertaken in the quarterly performance reports which measured BVPIs, as information on performance at a national level is not yet available to enable this. This includes, analysis of trend compared to previous years and quartile positioning. As it becomes possible to make these comparisons, information and analysis will be included in future performance reports.

PERFORMANCE AGAINST TARGET

32. The performance of the national indicators that can be reported at the end of the fourth quarter is shown in the tables in Appendix 1.
33. This is a smaller subset of the total number of NIs for which the Council is responsible, as it is not possible to collect and report against the full suite of NIs at this point. All the indicators for which the Council is responsible that can be reported on at this point in time have been reported. However for several indicators the Council is reliant on third parties such as DEFRA to provide information. Performance on these indicators will be reported when this data is available. In addition, a report is made on a bi-annual basis to report on the progress made against a wider set of indicators for which the LSP is responsible.
34. The majority of the indicators are performing at, or above, target. At the end of the fourth quarter, of the 17 indicators for which targets have been set, 12 have matched or exceeded target, 1 has missed target but by less than 5% and 4 have missed target by 5% or more.

Trend Analysis

35. Analysis has been undertaken where possible to compare the performance of indicators in this quarter to when they were reported earlier in the year. It is possible to make this comparison for fifteen indicators.
36. Seven indicators out of the fifteen have shown an improvement and achieved target at the end of the year.
37. One indicator, NI 182 (Satisfaction of businesses with local authority regulatory services) has shown static performance, but has achieved target by some margin.
38. Three indicators have deteriorated slightly in performance, but are still above target. They are:
 - NI 16 (Serious acquisitive crime)
 - NI 157b (Processing of planning applications as measured against targets for 'minor')
 - NI 192 (Household waste recycled or composted)
39. One indicator, NI 195c (Improved street and environmental cleanliness: levels of graffiti) has improved in performance since earlier in the year, but has still missed target. An action plan has been prepared at paragraph 52.
40. Three indicators have deteriorated in performance and missed target. Action Plans have been prepared for these indicators at paragraph 52. The indicators are:
 - NI 195a Improved street and environmental cleanliness: levels of litter
 - NI 195b Improved street and environmental cleanliness: levels of detritus
 - NI 195d Improved street and environmental cleanliness: levels of fly posting

More information about specific indicators

National Indicator 14: Reducing Avoidable Contact

41. NI14 is designed to highlight the need for possible improvements in the way the council deals with contact from customers and provides information. This new National Indicator is a complex one so the following section is designed to provide some contextual background and information.
42. NI 14 measures the proportion of contacts made by customers with the Council that are avoidable. A contact that is avoidable is a contact that is of low or no value to a customer. This is any circumstance when a customer should not have had to contact us, and includes seeking clarification about a contact from the Council, reporting that a service has not been completed properly, or a customer chasing progress on a particular issue.
43. In line with the definition four collection days were held during 2008/2009 to make an accurate representation of contact by taking in the average peaks and troughs in customer contact through the year. Over the four days, 2484 contacts were recorded. 20.5% (509 contacts) of these were classified as 'avoidable'. This is below the level initially predicted by CLG of around 40% and, as such, could be seen as an initial indication that the authority is performing well. However benchmarking data which would make comparisons to be made will not be available until later in the year.
44. The Council has benchmarked performance across all services and means of contact to identify trends and issues that should be tackled and provide a platform to improve, Telephone contact has been identified as the most common contact channel and also that with the highest level of avoidable contact. Service improvements have been highlighted to reduce the level of avoidable contact and improvement actions have been agreed by Directors. For example, standard letters sent to residents by the Council are being

reviewed to ensure that they are clear and easy to understand to prevent customers from having to contact the Council for more information.

Food Safety Service Performance

45. During 2008/09, the Food Standards Agency undertook an audit of the Council's food safety service. The audit found that the service complied with the overall standards framework, and identified some areas of best practice. One requirement is that the Council should report annually on the performance of the service.
46. Performance of the service has remained consistently high this year. There are approximately 850 registered food businesses within the Chorley area and each one is risk rated according to the nature of food preparation, the confidence in food safety management systems, the structure and hygiene of the premises and the vulnerability of target customers. The level of risk rating dictates the frequency of visit and in 2008/09 we were required to undertake 468 inspections of food business. All inspections were undertaken, ensuring the service maintained its 100% inspection rate. In addition, two new National Indicators NI 182 (satisfaction of local business with regulation visits) and NI 184 (% food business broadly compliant with food safety legislation) were introduced and hit target.

Place Survey Indicators

47. Several of the new National Indicators are measured through the new biennial Place Survey. The survey is a Government requirement and all councils across the country during October to December 2008 asked the same questions of their local residents enabling national trends and comparisons to be made. The survey was sent to over 3,000 households across the district to enable them to give their views on a whole range of issues from crime and anti-social behaviour to health and well-being. 1287 surveys were returned, this represents a return rate of 39% which is higher than the Lancashire response rate of 37.5%.
48. The National Indicators which are measured through the Place Survey are set out in Appendix 2 **However, please note the results of the survey are provisional and may be subject to change nationally as the final data is being checked and has not yet been signed off by the Department for Communities and Local Government. Comparative data is available for Lancashire and our position compared to the other districts is set out in Appendix 2. National comparative data will not be available until later in the year.**

DELIVERING ACTION PLANS

49. In the third quarter performance report, five indicators were below target (NI 156 'Number of Households in Temporary Accommodation', NI 157a 'Processing time of 'major' planning applications', NI 181 'Average time taken to process changes to Council Tax and housing benefits', NI 195b 'levels of detritus' and NI 195d 'levels of fly posting') and triggered the production of 5 action plans.
50. Four of the five indicators with action plans have shown an improvement in performance: NI 156, NI 181, NI 157a and NI 195d, one indicator NI 195b 'levels of detritus' did not improve.
51. NI 156 'Households in Temporary Accommodation' has improved and exceeded target with a reduction from 32 households to 24. Performance on NI 181 improved dramatically from a processing time of 12.33 days to 8.93 days, exceeding the target of 9.35 days. NI 157a 'Processing time of 'major' planning applications' has also shown an improvement from 76.19% to 80.77% of applications being processed within 13 weeks, very narrowly

missing the target of 81%. An improvement in performance on NI 195d 'Improved street and environmental cleanliness: Fly posting' from 3% down to 2% was also achieved but the final out-turn remained below target at year-end. An action plan has been produced to improve performance (see below).

ACTION PLANS: INDICATORS BELOW TARGET

52. The following indicators have actions plans as they have fallen below the targets for 2008/9:
- NI 195a Improved street and environmental cleanliness: levels of litter
 - NI 195b Improved street and environmental cleanliness: levels of detritus
 - NI 195c Improved street and environmental cleanliness: levels of graffiti
 - NI 195d Improved street and environmental cleanliness: levels of fly posting

Indicator Number	NI 195a & NI 195b
Indicator Short Name	Improved street and environmental cleanliness: levels of litter (NI 195a) and detritus (NI 195b)

Quarter Four	
Performance	Target
Litter NI 195a - 6%	Litter NI 195a - 4.5%
Detritus NI 195b - 10%	Detritus NI 195b – 4.5%

Please explain the reasons why progress has not reached expectations

The definition of the street cleanliness indicators changed for 2008/09, including the re-labelling of some of the scoring categories. This may have had some impact on the overall scoring in this indicator.

Performance in Chorley remains high, when compared to other councils for street cleanliness. In addition, the lower than anticipated performance relates to a small number of streets falling below the required standard, normally by a small margin.

The transition period to neighbourhood based operations has involved re-scheduling of work in areas which may have resulted in a longer gap between cleansing operations and which have been noted through the inspection regime.

Please detail corrective action to be undertaken

As the neighbourhood operations are now established, issues with scheduling should now have been overcome.

Analysis of the inspection results identified some hotspot areas. These are now being targeted. For example, we have undertaken a targeted operation within the Chorley East area.

Areas included in the inspection, such as industry and warehousing and other highways, are also those which the Council does not have direct responsibility for. As established in response to our current Local Environmental Quality Survey of England (LEQSE) report, we are attempting to work with other agencies to influence their standards of cleanliness.

Indicator Number	NI 195c
Indicator Short Name	Improved street and environmental cleanliness: levels of graffiti

Quarter Four	
Performance	Target
2%	1%

Please explain the reasons why progress has not reached expectations

The second and third tranche inspections revealed a spate of graffiti on recreational areas which was reacted to and the graffiti removed within service standard time periods. Similarly the third tranche identified an increase in graffiti in the main retail/commercial areas. Again these were removed within specified times.

Please detail corrective action to be undertaken

Neighbourhood officers have increased proactive patrols to identify graffiti incidents and our graffiti removal contractor is targeting recreational and retail areas on a weekly basis.

Indicator Number	NI 195d
Indicator Short Name	Improved street and environmental cleanliness: levels of fly posting

Quarter Four	
Performance	Target
2%	1%

Please explain the reasons why progress has not reached expectations

The first tranche of inspections identified a hotspot of fly posting in 5 streets throughout the inspection area which have been subsequently dealt with. No subsequent inspections have identified any issues and therefore the target was not achieved as a result of the first tranche inspection.

Please detail corrective action to be undertaken

Neighbourhood officers have increased proactive patrols to identify fly post incidents and particularly target the hotspot areas identified.

CONCLUSION

- 53. The performance in this fourth quarter report shows that the Council continues to perform well. The progress made in delivering key projects is excellent and the performance against indicator targets also demonstrates that we continue to deliver against our priorities.
- 54. The action plans and other steps to be taken where performance is lower than anticipated should help to drive improvement in performance indicators and project delivery.

IMPLICATIONS OF REPORT

55. 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	X

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

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
David Wilkinson	5248	April 28th 2009	Fourth Quarter Performance Report 2008 09

Appendix 1: National Indicator Performance

Performance Against Target



= Performance is better than the target set for 2008/09.



= Performance is within the 5% tolerance set for this indicator.










= Performance is worse than the 5% tolerance.

The performance symbols denote performance against the target.

Code	Indicator Title	Target	Quarter 4	Performance
NI 14	Avoidable contact	Set Baseline	20.49	N/A
NI 16	Serious acquisitive crime	8.09 per 1,000 population (211 incidents in this quarter)	6.82 per 1,000 population (183 incidents in this quarter)	★
NI 20	Assault with injury crime rate	6.3 per 1,000 population (165 incidents in this quarter)	5.97 per 1,000 population (129 incidents in this quarter)	★
NI 156	Number of households living in Temporary Accommodation	30 households	24 households	★
NI 157a	Processing of planning applications as measured against targets for 'major' application types	81%	80.77%	●
NI 157b	Processing of planning applications as measured against targets for 'minor'	80%	82.42%	★
NI 157c	Processing of planning applications as measured against targets for 'other' application types	89%	93.62%	★
NI 180 ¹	Changes in Housing Benefit/ Council Tax Benefit entitlements within the year	8928 changes	12,528 changes	★
NI 181	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	9.35 days	8.93 days	★
NI 182	Satisfaction of businesses with local authority regulation services	80%	92%	★
NI 184	Food establishments in the area which are broadly compliant with food hygiene law	75%	96%	★
NI 187	Tackling fuel poverty - % of people receiving income based benefits living in homes with a low energy efficiency rating	Baseline year	4.26%	N/A

¹ NI 180 and 181 are taken directly from the Council's systems by the Department for Work and Pensions. Therefore, the nationally published result may not exactly match this reported outturn, although the figure gives a good indication.

NI 188	Planning to adapt to climate change	1	1	
NI 192 ²	Household waste recycled and composted	48%	48.43%	
NI 195a	Improved street and environmental cleanliness: levels of litter	4.5%	6%	
NI 195b	Improved street and environmental cleanliness: levels of detritus	4.5%	10%	
NI 195c	Improved street and environmental cleanliness: levels of graffiti	1%	2%	
NI 195d	Improved street and environmental cleanliness: Fly posting	1%	2%	
NI 196	Improved street and environmental cleanliness: fly tipping	1%	1%	

² The waste figures are up-to-date in the current position at the end of February. The outturn for these figures will change as more information is received.

Appendix 2 : Place Survey National Indicators Performance

The following National Indicators are measured through the new biennial Place Survey.

Please note these figures are provisional and may be subject to change as the final data has not yet been signed off by the Department for Communities and Local Government.

Code	Indicator Title	Chorley's Provisional Result	Rank in Lancashire (of 12)
NI 1	% of people who believe people from different backgrounds get on well together in their local area	81.9%	4 th
NI 2	% of people who feel that they belong to their neighbourhood	63.4%	5 th
NI 3	Civic participation in the local area	13.7%	7 th
NI 4	% of people who feel they can influence decisions in their locality	31.4%	2 nd
NI 5	Overall / general satisfaction with local area	84.2%	3 rd
NI 6	Participation in regular volunteering	23%	8 th
NI 17	% rating ASB as problem in their area (lower % is good)	13.5%	3 rd
NI 21	Dealing with local concerns about anti social behaviour and crime by the local council and police	30.6%	6 th
NI 22	Perceptions of parents taking responsibility for the behaviour of their children in the area	32.9%	4 th
NI 23	Perceptions that people in the area treat one another with respect and consideration (lower % is good)	23.5%	2 nd
NI 27	Understanding of local concerns about anti social behaviour and crime by the local council and police	28.2%	7 th
NI 37	Awareness of civil protection arrangements in the local area	15%	4 th
NI 41	Perceptions of drunk or rowdy behaviour as a problem (lower % is good)	24%	3 rd
NI 42	Perceptions of drug use or drug dealing as a problem (lower % is good)	27.5%	6 th
NI 119	Self reported measure of people's overall health and wellbeing	73.2%	7 th
NI 138	Satisfaction of people over 65 with both home and neighbourhood	84.2%	7 th
NI 139	The extent to which older people receive the support they need to live independently at home	32.9%	7 th
NI 140	Fair treatment by local services	73.4%	6 th

Report of	Meeting	Date
Assistant Chief Executive (Policy & Performance) (Introduced by the Executive Member for Policy and Performance)	Executive Cabinet	28 th May 2009

DRAFT CHORLEY PARTNERSHIP ANNUAL REPORT 2008/9

PURPOSE OF REPORT

1. This reports provides a summary of the progress made by Chorley's Local Strategic Partnership over 2008/9. The report includes an update on the Sustainable Community Strategy indicators, projects and also on Chorley's performance against the first year of the Local Area Agreement.

RECOMMENDATION(S)

2. Members are asked to note the contents of the report, before it is presented to the LSP Board.

EXECUTIVE SUMMARY OF REPORT

3. The key points from this year's report are:
 - Crime is down overall by 2.2% on last year
 - Despite the recession, business start-up rates have exceeded target
 - Teenage pregnancy has fallen by another 10% since last year
 - More people feel that Chorley is a place where people get on well together than last year
 - More people are volunteering than last year
 - Recycling has gone up
 - 96% of new businesses in Chorley are surviving at least 12 months despite the recession
 - Chorley has seen 82 new business start ups this year

 - Hospital admission rates for alcohol related harm have risen
 - Unemployment has risen
 - Average weekly earnings of Chorley residents have fallen
 - House prices have fallen
 - CO2 emissions have gone up
 - Street cleanliness has fallen
 - Violent crime has risen slightly

The Local Area Agreement is progressing well, although there is insufficient district level data available at this time to update on all 35 indicators. An update has been provided on the targets which we have that information for at this time. A full update on Chorley's input into the LAA will be reported in the Chorley Partnership's 2nd Quarter report later this year.

REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

4. N/A

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

5. N/A

CORPORATE PRIORITIES

6. This report relates to the following Strategic Objectives:

Put Chorley at the heart of regional economic development in the Central Lancashire sub-region	X	Develop local solutions to climate change.	X
Improving equality of opportunity and life chances	X	Develop the Character and feel of Chorley as a good place to live	X
Involving people in their communities	X	Ensure Chorley Borough Council is a performing organization	X

IMPLICATIONS OF REPORT

7. This report has no implications in the following areas:

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

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

There is one background paper attached to this report.

Report Author	Ext	Date	Doc ID
Claire Thompson	5348	8 th May 2009	

Background Papers			
Document	Date	File	Place of Inspection
Chorley Partnership Draft Annual Report 2008/9	May 2009	Policy & Performance	

Draft Annual Report
2008/9



Executive Summary

This report outlines the performance of the Chorley Local Strategic Partnership over 2008/9. Since last year's report, the picture in Chorley, as elsewhere in the country, is very different. The recession has taken its toll on our unemployment figures, and we have a serious challenge ahead of us to ensure that the economy remains strong, people have jobs, their health is improved and the environment is protected.

This report updates on the progress against the targets outlined in the Sustainable Community Strategy (which is due to be re-freshed in 2010) and an update – where possible – on Chorley's progress against the first year of the Local Area Agreement.

The key points from this year's report are:

- Crime is down overall by 2.2% on last year
- Despite the recession, business start-up rates have exceeded target
- Teenage pregnancy has fallen by another 10% since last year
- More people feel that Chorley is a place where people get on well together than last year
- More people are volunteering than last year
- Recycling has gone up
- 96% of new businesses in Chorley are surviving at least 12 months despite the recession
- Chorley has seen 82 new business start ups this year
- Hospital admission rates for alcohol related harm have risen
- Unemployment has risen
- Average weekly earnings of Chorley residents have fallen
- House prices have fallen
- CO2 emissions have gone up
- Street cleanliness has fallen
- Violent crime has risen slightly

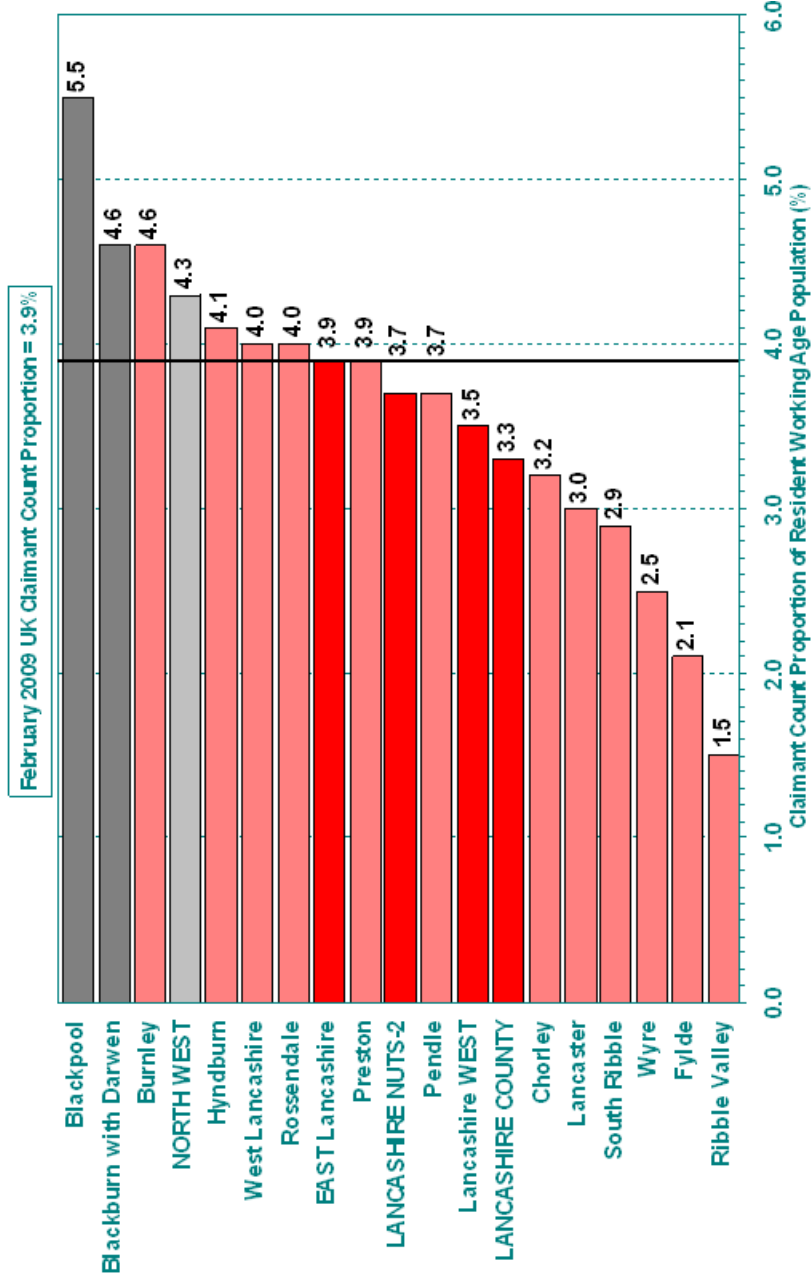
The State of Chorley 2008/9

Each year we provide an overall view on the picture of Chorley. The economic picture this year is very different to last year, due to the credit crunch and the resulting recession having a serious impact on the local economy, although not quite to the extent of other areas.

Unemployment

The recession is having an impact on Chorley just like the rest of the UK. The unemployment benefit claimant count for Chorley has risen by almost double since last year. In February 2009 it was at 3.2% of the working age population, compared to 1.7% in March 2008. In numerical terms, it amounts to 2083 claimants, an increase of 1012 claimants on last year's figure of 1071 claimants.

Figure 1 February 2009 Claimant Count Proportions (%) of the Resident Working Age Population



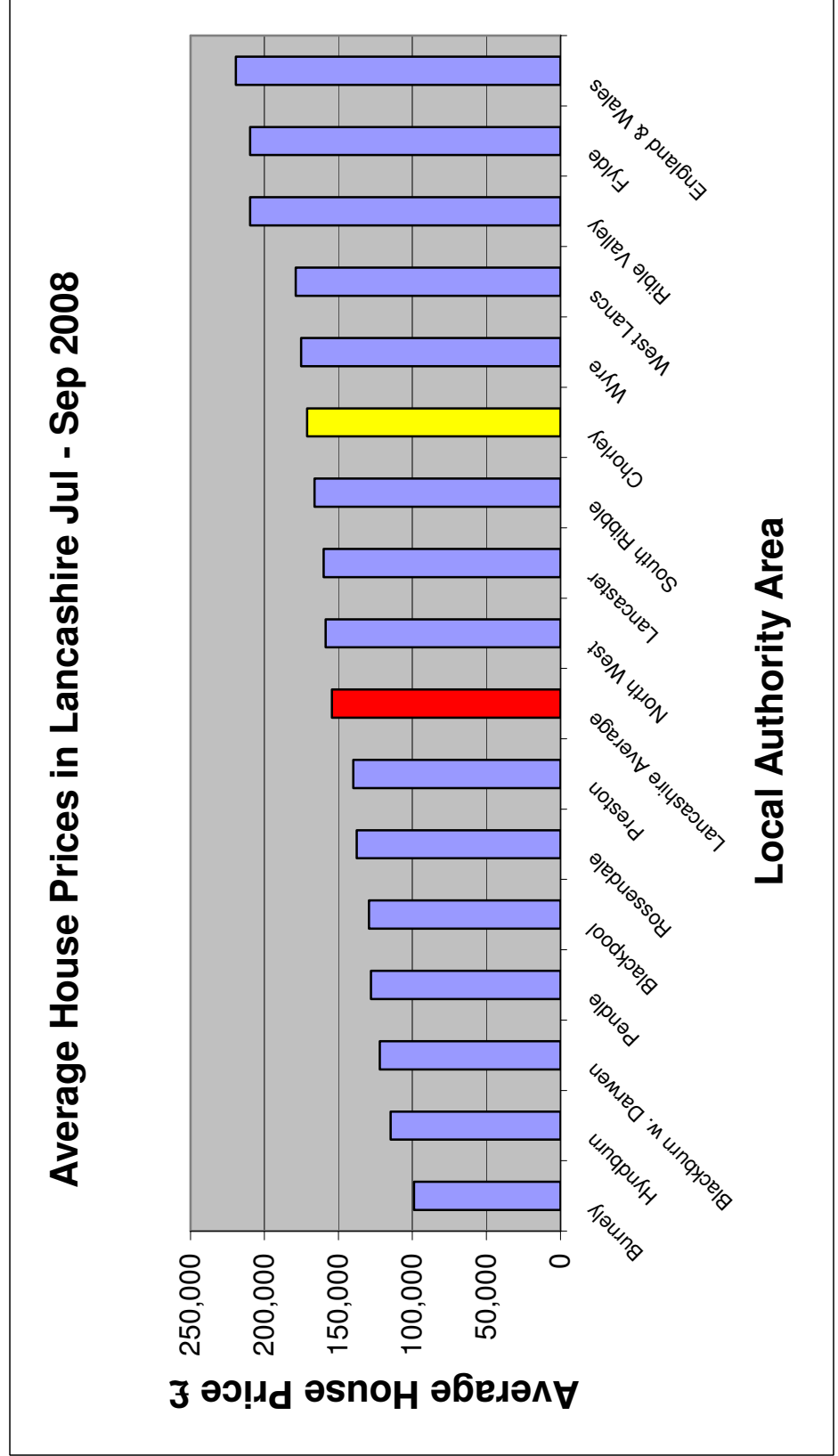
Resident Working Age Population = Males aged 16-64 and Females aged 16-59.
 Source Office for National Statistics via the National On-line Man-Power Information System (NOMIS)

House Prices

Last year, the average house price in Chorley was £172,919, which was an overall increase of 8.8% on the previous year.

However the recession has taken its toll on house prices this year. The latest figures to be released for Chorley, which were for the 2nd Quarter of 2008/9, showed that the average house price in Chorley had fallen to £171,187.

Although the Land Registry have not yet confirmed the average house prices for the end of 2008/9, the council's local market intelligence shows that **in April 2009 the average house price in Chorley had fallen to £168,000, a decrease of 2.8%.**



Crime

In 2008/9 crime overall fell in Chorley since 2007/8 by 2.2%. All types of crime fell, apart from incidents of Serious Violent Crime, which rose by 8.5%, or 5 incidents more than last year (however this is likely to be caused by changes in the collection of this data by the Home Office in 2008, not necessarily as result of an actual increase in violent crime). Chorley still remains one of the safest places to live, compared to the national average.

This table shows the number of incidents of crime by type in Chorley and how it compares with last year's figures.

Category	2007/08	2008/09	Year To Date % Change
All Crime	6042	5910	-2.2%
Serious Acquisitive Crime (NI16)	839	707	-15.7%
Burglary Dwelling	246	181	-26.4%
Vehicle Crime	562	502	-10.7%
Robbery	31	24	-22.6%
All Violent Crime	1422	1379	-3.0%
Serious Violent Crime	59	64	+8.5%
Assault with Less Serious Injury (NI20)	654	619	-5.4%
Criminal Damage (inc arson)	1458	1423	-2.4%
Anti Social Behaviour	9974	8403	-15.7%

Health

The health Profile summary published by the North West Public Health Observatory in 2008 shows that the health of people in Chorley is varied. There are significant health inequalities within Chorley, by gender and level of deprivation. For example, men from the most deprived areas have over three years shorter life expectancy than men from the least deprived areas, and women from the most deprived areas live over five years less.

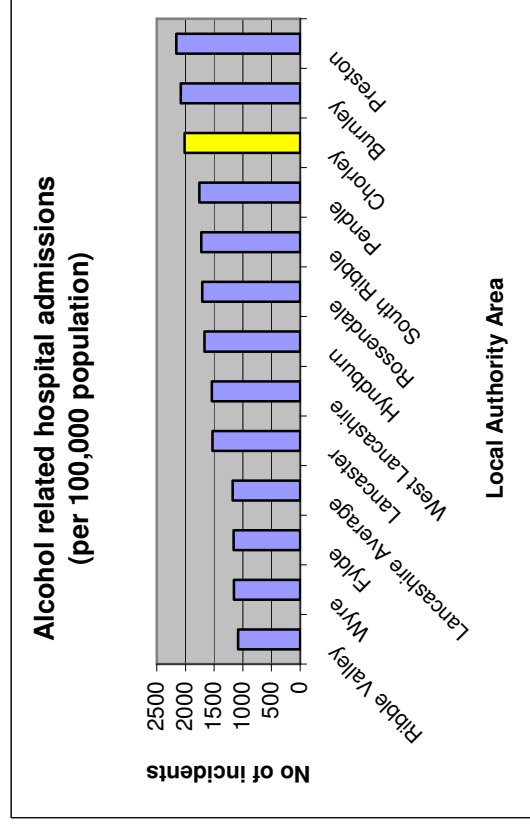
Over the last ten years there have been decreases in the early death rates from cancer as well as heart disease and stroke. Although the rates remain above the England average, the gaps between the Chorley and England rates have narrowed.

Risk taking behaviour is a key area of concern for Chorley. The number of women who smoke during pregnancy is significantly worse than the England average. Teenage pregnancies on average are reducing in numbers, and as a borough our figures are now lower than the national and regional average, but in some wards (particularly deprived wards), this teenage pregnancies are still double the national average.

The number of alcohol related hospital admissions is also above the national and regional average. Chorley has one of the highest rates of alcohol related harm in Lancashire and is way above the NW and England average.

- In 2006/7 there were 2410 hospital admissions caused by alcohol (including ill health and injury), compared to a Lancashire average of 1845 admissions
- When we compare this by population size, Chorley is 3rd worst out of all of Lancashire, behind only Preston and Burnley. Chorley's figures are also worse than those of Blackburn and Blackpool, two significant nearby areas of deprivation.
- Compared to the North West and National averages, Chorley is significantly worse off, with rates per 100,000 of 1835 and 1384 respectively).

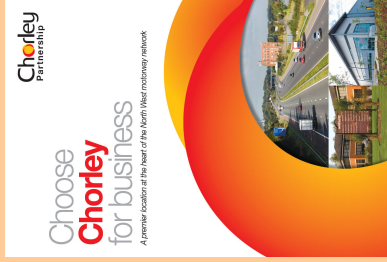
The Chorley Partnership is currently producing a health inequalities strategy and action plan to tackle the most pressing health issues for Chorley.



The Sustainable Community Strategy

Performance and Projects

Priority 1: Ensuring that Chorley is the pulse of a thriving Central Lancashire economy












Marketing Chorley Inward Investment brochure

The Chorley Partnership has produced an inward investment pack to attract new business to Chorley. The pack will be used to sell Chorley's strong points, such as our enviable transport links and skilled local workforce.

This initiative will be even more important as we continue through the recession and to ensure that Chorley is prepared for the economic upturn.

Supporting rural businesses

The Economic Regeneration thematic partnership has been supporting rural business to sustain operations throughout the economic downturn. 5 new rural businesses have been given support to start up. Five rural businesses have been supported with grant assistance to remain in business through their first year and three rural businesses have been supported to remain in operation into their second year.

Indicator	2007/8 Actual	2008/9 Target	2008/9 Actual	Target Status	Improvement on last year?
No. of jobs created/preserved	1340	300	226		
No. of new businesses established per year	74	53	82		
M ² of business floor space created/improved	66,143m ²	55,834m ²	4,581m ²		
Vacant town centre floor space	7%	6.5%	10.46%		
Increase median workplace earnings gap between Chorley and Lancashire	No data had been published	+2% above average earnings	3.32% below Lancashire average earnings		

The Redundancy Task Force

Chorley Council has set up a partnership infrastructure to respond to businesses making redundancies. The team is made up of a mix of committed, professional public/private sector organisations and provides quality advice, information, guidance and support to people in a redundancy situation. So far a number of businesses have been supported, and an event was held to support local businesses during the credit crunch.

Priority 2: Improving Life Chances for All

Girls Allowed

The 'Girls Allowed' project was a 9-week course delivered to Year 9 girls at Albany High School. Focusing on raising girls self esteem, the course taught girls about the realities of becoming a teenage parent, as well as the consequences of other risky behaviours such as drugs and alcohol. Culminating in a virtual baby and residential exercise, the course was hailed as a huge success by school staff who have noticed a notable improvement in the girls behaviour and motivation at school. The girls themselves found the course extremely enjoyable and changed their outlook on having children early on in life.

The Chorley Children's trust has now re-commissioned 'Girls Allowed', as well as a second project aimed at young boys 'Boys Own'. Albany High school staff are now rolling this training out to other secondary schools in Chorley.

We are starting to see an impact on our teenage pregnancy figures. The latest figures released show that in 2007/8, bucking the central Lancashire, County, regional and national trend, we reduced teenage pregnancy by 10% on the previous year.



Homestart – Family Support

Thanks in part to the support of the Chorley Partnership, not to mention a whole host of dedicated volunteers, Homestart managed to support 113 families in Chorley in total this year, including complex issues such as families with substance or domestic abuse issues, families on Child Protection Plans or who are undertaking the CAF process. Homestart managed to support 33 families through intensive weekly home visits and a large number of families were supported through two support groups.

This project enabled Homestart to recruit and train 30 new volunteers to work with families in desperate need of support.

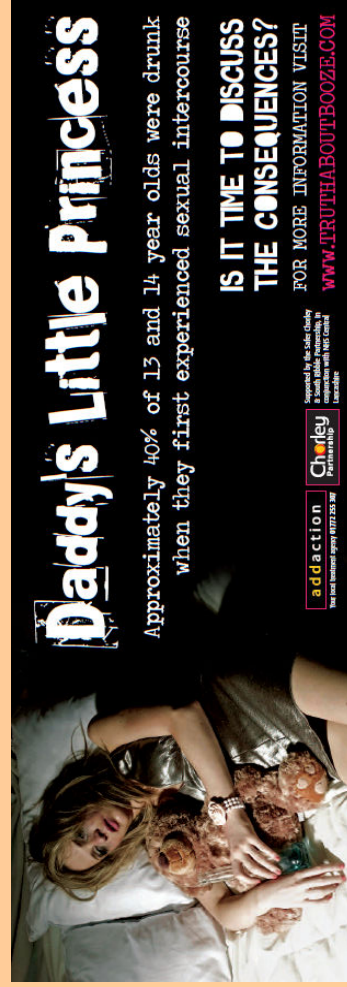
Indicator	2007/8 Actual	2008/9 Target	2008/9 Actual	Target status	Improvement on last year?
Reduction in teenage pregnancy rate per 1000 15-17 year olds	40.3 in 2006	35.4 in 2007	35.6 in 2007	☹️	😊
Increase in number of affordable houses built	68 (cumulative figure since Jan 2006)	50	Can't be updated until HSSA return has been completed in August 2009	-	-

'Chorley's Got the H Factor' Health & Wellbeing Event

Over 400 people attended a free Health and Wellbeing event at the Town Hall in March. Organised by CVS, and funded by the Chorley Partnership, people were invited to participate in health checks for diabetes, BMI and cholesterol and blood pressure. 60 people underwent health checks, and out of these 14 were referred onto their GP for further treatment. 3 new cases of hypertension were identified along with 3 high cholesterol levels. Other activities such as alternative stress relieving therapies and fitness activities were available throughout the day. The event was hailed as a great success by everyone who attended.

Alcohol Consequences

The Chorley Partnership sponsored a social marketing campaign designed to raise awareness of the dangers of underage drinking. Run in conjunction with LDAAT (Lancashire Drug and Alcohol Action Team) and the Crime and Disorder Reduction Partnership, the campaign targeted young people's drinking particularly over Christmas, and was displayed in prominent places round Chorley, such as the train station and on the sides of buses.



Families First

Families First, formerly known as the 'Vulnerable Households project', is our family intervention project run in conjunction with the South Ribble Partnership. The project involves a wide range of agencies that work with families who have been identified as 'vulnerable' (for reasons such as anti social behaviour, drug and alcohol abuse, persistent school truancy, mental health issues, etc) and focuses support through a single lead professional.

The project has so far worked with over 110 people within 12 families in Chorley to help restore normal family life and to tackle the problems they face. It also helps streamline public sector support to these families by having one lead professional acting as a contact for all the other agencies which are involved with the family.

If successful, this project could revolutionise the way in which we deal with families who are in trouble and in need of support.

Priority 3: Developing local solutions to global climate change

Supporting Businesses to Save Energy

Working in Partnership with Chorley Council, Groundwork and Lancashire County Developments Ltd, we have put in place a package of support to small and medium sized businesses in Chorley to undertake free environmental audits and make changes to their premises, in order to become more efficient with the way that they use energy. Chorley Council has put £120,000 of funding into this grant scheme, to be allocated over the next two years to businesses who have undertaken audits carried out by Groundwork or the Carbon Trust.. The project being run by LCDL alongside Chorley's programme also encourages the use of renewable energy, and provides grants for businesses to purchase renewable energy installations.

So far over 30 businesses have had, or are undertaking, environmental audits in Chorley.



Indicator	2007/8 Actual	2008/9 Target	2008/9 Actual	Target status	Improvement on last year?
A reduction in domestic CO2 emissions (Kt per capita)	2.55	2.47 by 2010	2.61	☹️	☹️
A reduction in Chorley's overall CO2 emissions (Kt per capita)	5.6	0.8% reduction	5.7	☹️	☹️
An increase in household recycling (including household waste recycled and household waste composted) in Chorley	47.29%	48%	48.43%	☺️	☺️

Priority 4: Developing the Character and feel of Chorley as a good place to live, work and play

Indicator	2007/8 Actual	2008/9 Target	2008/9 Actual	Target Status	Improvement on last year?
Reduce crime in the Borough	6042	Reduction of 1% over 3 years	5910	😊	😊

Weeks of Action

This year, the Chorley Partnership funded 5 more 'Weeks of Action', the environmental and community safety targeted intervention weeks in key areas around Chorley. Weeks of Action are multi-agency interventions including the council's Streetscene teams, Police, Trading Standards, Lancashire Fire and Rescue, local colleges, HM Courts, DVLA, VOSA, Registered Social Landlords, Primary Care Trust, and many more.

The Weeks involve the local community in tidying up their area, such as litter picking and removal of rubbish from estates. The weeks have been highly successful and we are now rolling them out to rural areas. So far the areas that have had a Week of Action are:



Chorley East
 Clayton Brook
 Coppull
 Chorley South West
 Chorley North East

And a Day of Action in Astley Village



Priority 5: Building stronger communities with improved access to services

Indicator	2006/7 Actual	2008/9 Target	2008/9 Actual	Target Status	Improvement on last year?
% of people who feel that their communities are places where people get on well together	63%	72%	81.9%	😊	😊

Timebanks

Timebanks are a new approach to volunteering and community cohesion whereby volunteers who give up their time can 'bank' them to be redeemed in the future when they need help in return.

This project is being run by Age Concern Lancashire, who have already got a successful Timebanks project up and running in Lancaster. We have based the pilot project in Liptrott, at the Community House. Liptrott was chosen as our research showed that this area historically has the lowest levels of volunteering in Chorley.

Circle of Need – Older People's Services

Chorley Council have been involved in the Circle of Need concept, which helps identify customer hidden or related customer needs. This particular project asks older people who have a council related customer service enquiry whether they would like any related services from partners. At the moment this centres around making sure older people know they are entitled to concessionary travel, flu jabs and other universal services. The council is currently implementing Customer Relationship Management, which will allow it to record customer enquiries so that it can more proactively offer residents services that they may be entitled to.



The Local Area Agreement

For many of the 35 LAA indicators, we cannot update final outturn figures at this point, however an update will be given in the LSP's 2nd Quarter 2009/10 performance report on the full set, once we have the final audited results of the first year of the LAA.

The indicators updated here are where district updates are available at the time of producing this report.

Indicator	Baseline	Target	Outturn	Target Status
NI 1 People from different backgrounds getting on well together (including neutral responses)	81%	82%	81.9%	
NI 4 People who feel that they can influence decisions in their locality	34%	35%	31.4% (2 nd in county)	
NI 6 Participation in regular volunteering	17%	18%	23%	
NI 16 Serious acquisitive crime rate	8.27 crimes per 1000 population	8.09 crimes per 1000 population	6.79 crimes per 1000 population	
NI 20 Assault with injury crime rate	6.3 crimes per 1000 population	6.1 crimes per 1000 population	5.95 crimes per 1000 population	
NI 39 Alcohol-harm related hospital admission rates	2013 (revised figure)	2040 (allowing for population increases)	Awaiting District outturn from PCT	
NI 49 Number of primary fires and related fatalities and non-fatal casualties, excluding precautionary checks	225	177	194	
NI 112 Under 18 conception rate	40.4 per 1000 15-17 year old females	35.4 per 1000 15-17 year old females	35.6 per 1000 15-17 year old females	
NI 117 16 - 18 year olds who are not in education, employment or training (NEET)	6.3%	5.6%	5.2%	
NI 119 Self-reported measure of people's overall health and wellbeing	77.1%	78.1%	73.2%	
NI 139 People over 65 who say that they receive the information, assistance and support	-	No target – 2008/9 is the baseline year	32.9%	-

Indicator	Baseline	Target	Outturn	Target Status
needed to exercise choice and control to live independently				
NI 153 Working age people claiming out of work benefits in the worst performing neighbourhoods	27.6%	-1% over 3 years	26.26%	😊
NI 166 Average earnings of employees in the area	£419.40	£447.50	£428.20	😞
NI 186 Per capita CO2 emissions in the LA area (tonnes per capita)	5.6	0.8% reduction	5.7	😞
NI 187 Tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating	-	No target set – 2008/9 is the baseline year	4.26%	-
NI 188 Adapting to climate change	Level 0	Level 1	Level 1	😊
NI 192 Household Waste recycled and composted	47.19%	1% improvement	48.4%	😊
NI 195 Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting)	Litter 5% Detritus 6% Graffiti 1% Fly posting 1%	*Litter 4.7% *Detritus 4.9% Graffiti 1% Fly posting 1%	Litter 6% Detritus 10% Graffiti 2% Fly posting 2%	😞

*These targets were negotiated before we set the corporate strategy target, hence the slight difference

Other LAA Indicators (no reward grant attached)

Indicator	Baseline	Target	Outturn	Direction
NI 156 Temporary accommodation	26	30	24	😊
Local No. of new homes granted planning permission (NI 154)	No baseline set	No LAA target set	Can't report until Aug 09	-
Local No of new homes constructed	No definition agreed	No LAA target set	Awaiting definition from LCC	-



Report of	Meeting	Date
Corporate Director (Neighbourhoods) (Introduced by the Executive Member for Neighbourhoods)	Executive Cabinet	28 May 2009

OVERVIEW AND SCRUTINY INQUIRY - STREETSCENE

PURPOSE OF THE REPORT

- 1 An Overview and Scrutiny Task Group report of a Streetscene inquiry was considered at the Executive Cabinet meeting of 8th January 2009 whereupon it was determined that the decisions on the recommendations be reported to a future meeting.

RECOMMENDATION(S)

- 2 That the Overview and Scrutiny Task Group report recommendations be received and endorsed by the Executive Cabinet.

EXECUTIVE SUMMARY OF REPORT

- 3 The report outlines the recommendations of the original Overview and Scrutiny Task Group report of the Streetscene inquiry and of the associated response to those recommendations. It is particularly helpful that these recommendations are grouped into thematic areas to support action on scheduling and monitoring; resources; policy development; and, information and communication.
- 4 As members will be aware, a Transformation Action Plan has been developed and implemented in response to the Value for Money review of the Neighbourhoods Directorate. This action plan contains a number of process improvement actions to support the implementation of the recommendations of the Overview and Scrutiny Inquiry. Examples of such include the review and determination of appropriate schedules for cleaning and emptying of litter bins; the mapping and numbering of assets, including litter bin locations, on the Geographical Information System (GIS).
- 5 As part of the recent restructure of the Neighbourhoods Directorate, the operational teams within the Streetscene function were re-aligned to support the development and implementation of the Neighbourhood Working agenda. The teams are initially reviewing the current schedule operations for all streetscene activities, including mowing, litter collection and street sweeping, with the intention of establishing more efficient and effective arrangements for each neighbourhood area. In addition, training and development activities are programmed to support customer response, partnership working and empowerment.

**REASONS FOR RECOMMENDATION(S)
(If the recommendations are accepted)**

6 A series of findings and recommendations were reported as a result of an Overview and Scrutiny Inquiry Task Group of Streetscene activities. A decision has been sought from the Executive Cabinet on those recommendations.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

7 The recommendations included in the Overview and Scrutiny Task Group report support the development of the service.

CORPORATE PRIORITIES

13 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	X
Improving equality of opportunity and life chance		Develop the character and feel of Chorley as a good place to live	X
Involving People in their Communities	X	Ensure Chorley is a performing Organisation	X

BACKGROUND

8 An Overview and Scrutiny Task Group undertook a scrutiny inquiry into issues around the Council’s Streetscene service. The main objective of the inquiry was to investigate and evidence the service currently provided by the Streetscene section of the Neighbourhoods Directorate.

9 A decision has been sought from Executive Cabinet on the recommendations. The following detail summarises the support of such recommendations and identifies the source of action in response. As members will be aware, the Neighbourhoods Directorate has been restructured to support the delivery of the Council’s Neighbourhood Working agenda and a Transformation Action Plan is being implemented to support the findings of the Neighbourhood Directorates Value for Money Review.

RECOMMENDATIONS OF THE INQUIRY

10 Schedules

a. That the bin collection document be made available to all Parish Councils and Borough Councillors to assist with service monitoring and made accessible on the internet. A master copy to be made available in the Members Room.

Current schedules will be included on the Neighbourhood Web pages

b. That the relevant Officer looks at the cleaning schedules and considers further strategic sweeping of streets and litterbin routes.

Action within the Transformation Action Plan/Neighbourhoods Restructure

- c. That a mapping exercise is undertaken to identify and target littering 'hotspots' and frequently full litterbins to target improvements in those areas of the borough. There should be more detailed mapping and targeting of those areas and we should target resources more effectively to maximise performance.

Action for the new operational Neighbourhood Teams

- d. That team leaders and operatives should be empowered to depart from scheduled activity to deal with other problems, as appropriate.

Action within the Transformation Action Plan/Neighbourhoods Restructure

11 Monitoring

- a. To investigate the current cost of collecting/emptying of litterbins, particularly around hot spot areas such as schools, and consider installation of either further bins or larger bins.

Action within the Transformation Action Plan/Neighbourhoods Restructure

- b. To give consideration of a 'hit squad' to respond to problem areas.

Action delivered in Neighbourhoods restructure – Response Team

- c. To continue to pursue the Capital Programme on the mobile work system.

Action within the Transformation Action Plan

12 Bin sizes and related issues

- a. Develop a bin provision policy in Chorley to identify the suitable design, size and material of bin for the location.

Action a litter bin policy within Business Improvement Plan 2009/10

13 Reporting

- a. Promote the use of the Contact Centre telephone number to enable calls to be monitored and actioned.

Action delivered through Neighbourhoods Restructure

- b. That a hotline number be issued on a notice on the litterbins and street furniture. The notice also to show the bin identification number and a dedicated e-mail address is created to the reporting of incidents.

Action within the Transformation Action Plan

- c. Improve Communication amongst the workforce regarding procedures and review the schedules to avoid operatives from passing full bins and failing to collect from them.

Action within the Transformation Action Plan/Neighbourhoods Restructure

- d. Use of feedback from the operatives using the work schedule to shape how work is carried out.

Action within the Transformation Action Plan

- e. To encourage the use of the Neighbourhood Officers and other Neighbourhood/Council employees to report problem areas.

Action delivered through the Neighbourhoods Restructure

- f. To encourage Council Staff and Members of the public to monitor and report on local environmental issues.

Action within the Transformation Action Plan

- g. That all Members be given the opportunity to go out on a litter collection scheduled route providing sufficient notification is given.

Action – available to be delivered

14 Communication and Publicity

- a. That a campaign of awareness be undertaken with the fast food outlets as to their Community responsibilities and the powers of the Council with regard to setting up control zones.

Action included in Business Improvement Plan 2009/10

- b. To request all fast food outlets to display a notice reminding people to take their rubbish home and as an example of good practice for takeaway premises in terms of prevention of nuisance.

Action included in Business Improvement Plan 2009/10

- c. That a programme of education with the community and within schools is initiated to increase awareness and promote pride in the Community and knowledge of environmental issues.

Action included in Business Improvement Plan 2009/10

- d. To seek to maximise publicity for the fact that the Council will not tolerate littering, fly tipping and associated anti-social behaviour and a system be introduced whereby any successful prosecution for such offences are automatically notified to the Communication Team and are subject of a Press Release.

Action included in Business Improvement Plan 2009/10

- e. Issue periodic reminders of collection days and other information, to assist residents, including the use of various newsletters.

Action within the Transformation Action Plan

15 **Joint Working**

- a. That in the light of the review, all Parish Councils be requested to give consideration to how the Council can assist them in the delivery of an efficient service.

Action on Neighbourhood Working

- b. To improve partnership working with the County Council and request more frequent sweeping and litter picking in any identified problem areas.

Action for Neighbourhood Action Plans/Neighbourhood Teams

- c. The Council will liaise with the County Council with regard to keeping the verges on highways tidy and litter-free in order to improve the perception of the Councils Service with the Parishes.

Action for Neighbourhood Action Plans/Neighbourhood Teams

- d. To support the development of Lengthsmen in the Parishes in the provision of storage and the purchase and use of equipment.

Action on Neighbourhood Working

16 **Enforcement**

- a. That a policy be developed identifying the procedure for escalating issues from clearing up to enforcement in all areas of the service.

Action included in Business Improvement Plan 2009/10

ISHBEL MURRAY
CORPORATE DIRECTOR (NEIGHBOURHOODS)

Report Author	Ext	Date	Doc ID
Ishbel Murray	5720	14 May 2009	StreetsceneO&S

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Report of	Meeting	Date
Corporate Director (Neighbourhoods) (Introduced by the Executive Member (Neighbourhoods))	Executive Cabinet	28 May 2009

REGULATORY ENFORCEMENT AND SANCTIONS ACT 2008

PURPOSE OF REPORT

1. To advise Members of the Regulatory Enforcement and Sanctions Act 2008 and its implications for enforcement work undertaken by the Council.

RECOMMENDATION(S)

2. It is recommended that Executive Cabinet note the report.

SUMMARY

3. The Regulatory Enforcement and Sanctions Act 2008 (RES Act) is a new piece of legislation which sets a framework for enforcement functions within local authorities. The Act formalises the recommendations made in the Hampton Review which highlighted the need for a risk based approach with transparent, consistent and proportionate enforcement by local authorities when dealing with business.
4. Within the new legal framework there are mechanisms to ensure local authorities take enforcement action appropriately and these are administered by a new agency the Local Better Regulation Office (LBRO) which reports directly to the Secretary of State for Business Enterprise and Regulatory Reform (BERR). BERR have required each local authority to identify a Key Point of Contact, through whom communication between BERR and LBRO can be conducted. The Service Manager – Environment has been nominated as Chorley Councils Key Point of Contact.
5. The RES Act has created a Primary Authority scheme whereby a business which has operations in 2 or more local authority areas can request that a single local authority acts on its behalf for specified regulatory enforcement matters such as food safety, health and safety at work and environmental enforcement activity. This effectively means that any authority wishing to pursue enforcement action against a business within a Primary Authority arrangement has to defer to the Primary Authority before taking action.
6. The RES Act further requires Local Authorities to undertake a review of how it applies legislation as well as any local bye laws and Acts of Parliament to ensure it does not prejudice any business within the European Community wishing to trade in the locality. This review must be completed by December 2009 and will require Chorley Council to

have established electronic access to any licences, permits or permissions processes that a business would need to have before trading in the Chorley area.

REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

- 7. To make Members aware of the implications of this new legislation and the potential impact on local business and the Councils enforcement relationship with business.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

- 8. There are no alternative recommendations.

CORPORATE PRIORITIES

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

Put Chorley at the heart of regional economic development in the Central Lancashire sub-region	√	Develop local solutions to climate change.	
Improving equality of opportunity and life chances		Develop the Character and feel of Chorley as a good place to live	√
Involving people in their communities		Ensure Chorley Borough Council is a performing organization	√

BACKGROUND

- 10. The Regulatory Enforcement and Sanctions Act (RES Act) 2008 is in four distinct parts:

- 11. Part 1: Local Better Regulation Office (LBRO)

Firstly, it gives the Local Better Regulation Office (LBRO) statutory powers. Originally a limited company, the LBRO promotes more consistency across local authorities in the way they enforce regulations and work with central government.

Part 2: Coordination of regulatory enforcement

The second part of the Act establishes a Primary Authority Principle, overseen by LBRO, which delivers the Government's commitment to place the current Home and Lead Authority Principles on a statutory footing.

Part 3: Civil sanctions

Part three of the Act also provides a framework of administrative sanctions that will allow regulators to tackle non-compliance in ways that are: transparent, flexible and proportionate to the offence.

Part 4: Regulatory burdens

Finally, the Act places a duty on specified regulators to review the burdens they impose on business and reduce any that are unnecessary and unjustifiable and report on their progress annually.

- 12. Parts 1, 3 and 4 commence on 1 October 2008 with Part 3 commencing 1 April 2009.

ENFORCEMENT PRINCIPLES

13. Chorley Council voluntarily signed up to the Governments Enforcement Concordat in 2001 and has been observing the Hampton enforcement principles through our publication of an enforcement policy and distribution of enforcement information to businesses when formal action is being considered by any of our regulatory services. The Hampton enforcement principles now enshrined in legislation will continue to be applied by officers when undertaking regulatory work with business.
14. The introduction of the RES Act 2008 now supersedes the voluntary Enforcement Concordat and places a legal duty on local authorities to ensure regulatory services such as food safety, licensing, health and safety enforcement are delivered using a risk based approach and that any action is proportionate, consistent and transparent.
15. There will be very little change in the Councils approach since we have been delivering regulatory services to the new legal standard for several years and have well established processes to ensure our regulatory service delivery to business is risk based, consistent and proportionate.

KEY POINT OF CONTACT

16. The Department of Business, Enterprise and Regulatory Reform (BERR) have required each local authority to nominate a Key Point of Contact to act as the initial point of communication with themselves, the Local Better Regulation Office (LBRO) and the local authority. In the case of Chorley Council the Service Manager – Environment within the Neighbourhoods Directorate has been nominated since the majority of regulatory services are delivered through teams within the Neighbourhoods Directorate. Chorleys Key Point of Contact will take responsibility for ensuring any guidance, advice and direction from BERR is disseminated to the appropriate enforcement officers and that any information or returns required by BERR are collated and provided. In some cases this will cut a cross a number of Directorates dependant on the issue.

PRIMARY AUTHORITY

17. The RES 2008 sets up a new regulatory arrangement whereby businesses that operate across two or more local authority boundaries can seek a Primary Authority relationship. This effectively means that the Primary Authority acts as the sole contact point for any other local authority regulatory services to which the arrangement applies.
18. At this time it is not envisaged that Chorley will be approached to become a Primary Authority, however we will inevitably be required to undertake the additional administrative processes that apply as an enforcing authority, should we be contemplating enforcement action against a business with a Primary Authority arrangement. It is unclear what additional resource this might involve but Members should be aware that in time, as and when the number of Primary Authority arrangements increase, then the resource implications will also increase.

REGULATORY REVIEW AND BUSINESS ACCESS

19. The RES 2008 places a duty on national and local government to review all regulatory legislation and determine its impact on business throughout the European Union. The primary purpose of this is to ensure compliance with the European Services Directive which requires Member States to remove any prejudicial barriers to businesses that operate anywhere in the European Union.

- 20. Work on this review has commenced with colleagues in the Corporate Governance Directorate and it is anticipated that we will meet the review deadline of December 2009.

SINGLE POINT OF CONTACT

- 21. The RES Act 2008 places a duty on BERR to provide a single point of contact for EU business wishing to operate in the UK. This means that each local authority will need to provide an electronic means for business to make applications for any regulatory or licensing provisions that apply to a particular local authority area which would then be accessed through a single electronic contact point within the Business Enterprise and Regulatory Reform Department at national level. The Councils Key Contact (Service Manager – Environment) is currently establishing the implications for Chorley Council and will be liaising closely with the Corporate Director (Information and Communications Technology) to ensure we meet our obligations in this regard.

IMPLICATIONS OF REPORT

- 22. 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	√

ISHBEL MURRAY
CORPORATE DIRECTOR (NEIGHBOURHOODS)

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Simon Clark	5732	5 May 2009	***

Report of	Meeting	Date
Assistant Chief Executive (Business Transformation) and Corporate Director (Business) (Introduced by the Executive Member for Resources)	Executive Cabinet	28 May 2009

VALUE FOR MONEY REVIEW OF THE BUSINESS DIRECTORATE

PURPOSE OF REPORT

1. To present the findings of the value for money review into the Business Directorate, undertaken as part of the Council's programme of service reviews.

RECOMMENDATION(S)

2. That the report be noted and the recommendations be approved for development and implementation.

EXECUTIVE SUMMARY OF REPORT

3. During 2008/2009, a value for money review of the Business Directorate was undertaken to assess the directorate's effectiveness in delivering high quality services and value for money, and to make recommendations about possible improvements that could be made.
4. The review found that the directorate generally offers good value for money, but that there were some improvements that could be made. A series of recommendations were made, and these have been translated into a transformation plan to drive improvements. Some changes have already been made, with a restructure that has led to £125,000 of savings.

REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

5. The Value for Money reviews are an integral part of the Council's drive to improve services and transformation across the Council. The report outlines possible improvements that can be made within the Business Directorate to make the services more effective and efficient.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

6. N/A

CORPORATE PRIORITIES

7. This report relates to the following Strategic Objectives:

Put Chorley at the heart of regional economic development in the Central Lancashire sub-region		Develop local solutions to climate change.	
Improving equality of opportunity and life chances		Develop the Character and feel of Chorley as a good place to live	
Involving people in their communities		Ensure Chorley Borough Council is a performing organisation	✓

BACKGROUND

8. The Council developed a programme of value for money reviews, approved by Executive Cabinet in May 2007, to ensure the Council can continue to demonstrate that it is delivering high quality, value for money services to its residents. The review of the Business Directorate was the second undertaken as part of that programme.
9. A team of officers from the Business Improvement team, Policy and Performance, ICT, HR, Customer Services and the Business Directorate, undertook the review. It looked at each service in turn to establish the extent to which value for money was been secured. A high degree of value for money is found where there is a relatively low whole-life cost, high productivity and successful outcomes to meet the customer requirements.
10. To determine whether a service was delivering value for money, the following factors were examined:
 - The rationale for providing a service, and the rationale of the method of service delivery.
 - How efficiently the service is provided.
 - Whether the service delivers good economy, through good procurement practice and understanding of staff costs.
 - How effectively the service achieves service objectives and performs in comparison to others.
 - The impact the service has on the Council’s strategic objectives and the wider community.
11. In addition, the review looked at how well the directorate was delivering transformed services following the business process architecture project. The following themes were looked at:
 - Technology
 - Workforce Development
 - Procurement
 - Performance Management
 - Customer Satisfaction
12. This report summarises some of the main conclusions drawn in the report and the recommendations made. The final report is a long document and so has been made available in the Members’ Room.

MAIN FINDINGS

13. Overall, the review identified a great deal of good practice in the directorate. The directorate works well with neighbouring authorities and local partners to deliver improved services and outcomes for Chorley. For example, the joint work on the Local Development Framework and work carried out through the Economic Regeneration Partnership have shown that improved outcomes can be delivered in partnership for reduced costs.

14. In addition, the directorate generally exceeds targets set in corporate and national performance indicators. The rough cut costing also showed that directorate services, where comparison could be made, generally compare favourably to other local authorities in terms of the cost of services.
15. Each service within the directorate was examined in each of the factors set out in paragraph nine above and given a score out of four. The scores for each service are set out in the table below:

	Rationale	Efficiency	Economy	Effectiveness	Impact	Total
Building and Development Control	2.5	2	3	2.5	2.5	12.5
Business Support	2	2	2	2.5	2.5	11
Economic Development	2.5	2.5	2.5	2.5	2.5	12.5
Strategic Housing	3.5	3	2	2.5	2.5	13.5
Planning Policy	3	3	2.5	2.5	2.5	13.5
Regeneration and Urban Design	2.5	2.5	2.5	2.5	2	12

16. The table below gives a qualitative indication of the level of value for money each overall score represents:

SCORE	JUDGEMENT
5	The service is not performing well or offering value for money. There is the potential to dramatically improve the service by considering alternative methods of service delivery. Options should be explored as a matter of urgency
6 - 10	The service is offering limited value for money. There is the potential to improve the service by considering alternative methods of service delivery. Options should be explored.
11 - 15	The service is generally offering value for money. There is the potential to improve efficiency and performance through exploring alternative methods of service delivery; examples of best practice should be explored and alternative methods of service delivery considered where appropriate.
16 - 20	The service is performing well and offering clear value for money, there is currently no identified need to explore alternative methods of service delivery and potential for increased efficiency or performance is low.

17. The total scores awarded indicate that the services all generally offer value for money, but that there is potential to improve efficiency and performance through exploring alternative methods of service delivery. This is particularly the case for the services that scored less than 12.
18. The Business Support function could be further strengthened. At present, the team works largely within development control, but needs a more clearly defined role and rationale within the directorate. The land charges functions needs to be more fully integrated into the team. The Regeneration and Urban design function is relatively new as a separate team, and needed to develop its position within the directorate.
19. The review found that there was some inconsistency in the directorate around ensuring that work was customer focused and that best use was made of performance management.

More focus on the customer and performance management would help to drive improvements in the service offered. Some possible improvements were suggested, including; making better use of the project management toolkit, implementing a directorate performance management framework and focusing on the customer.

- 20. The report makes a series of recommendations that should drive improvement in the directorate, to ensure that high levels of value for money continue to be achieved. These have been developed into a transformation project plan and workforce development plan, which are attached as appendices for information.

VALUE FOR MONEY FOLLOWING THE RESTRUCTURE

- 21. Following this review, the Business Directorate was restructured as part of the 2009/2010 budget setting process. This restructure addressed some of the issues raised in the review’s report, but some improvements could still be made. In the light of the restructure, some further recommendations have been made in Section 5 of the main report.

IMPLICATIONS OF REPORT

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

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

COMMENTS OF THE CORPORATE DIRECTOR OF HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT

- 23. A workforce development action plan has been produced following the Business Directorate Value for Money review that deals with the key themes identified, including Communication, Management Development and technical skill requirements. This action plan will be delivered over the next 12 months.
- 24. The review also identified the need to restructure and realign some of the services within the Directorate in order to make maximum effective use of resources. The Council’s HR policies and procedures will be adhered to throughout this change process.

GARY HALL
ASSISTANT CHIEF EXECUTIVE (BUSINESS TRANSFORMATION AND IMPROVEMENT)

JANE MEEK
CORPORATE DIRECTOR (BUSINESS)

Background Papers			
Document	Date	File	Place of Inspection
Key Reference Documents in support of the final value for money review report	Various		Policy and Performance, Town Hall

Report Author	Ext	Date	Doc ID
Chris Sinnott	5337	15 th April 2009	Business Directorate Value for Money Report