



# Overview and Scrutiny Performance Panel

Agenda and Reports

For consideration on

**Monday, 17th December  
2012**

In Committee Room 2, Town Hall, Chorley

At 6.30 pm

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07 December 2012

Dear Colleague

## **OVERVIEW AND SCRUTINY PERFORMANCE PANEL - MONDAY, 17TH DECEMBER 2012**

You are invited to attend a meeting of the Overview and Scrutiny Performance Panel to be held in Committee Room 1, Town Hall, Chorley on Monday, 17th December 2012 commencing at 6.30 pm.

### **AGENDA**

1 **Apologies for absence**

2 **Minutes (Pages 1 - 6)**

To confirm the enclosed minutes of the Overview and Scrutiny Performance Panel meeting held on 17 September 2012 as a correct record for signing by the Chair.

3 **Declarations of Any Interests**

Members are reminded of their responsibility to declare any pecuniary interest in respect of matters contained in this agenda.

If you have a pecuniary 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.

4 **Chorley Partnership Performance Monitoring - Second Quarter 2012/13 (Pages 7 - 14)**

Report of the Chief Executive (enclosed)

5 **Chorley Council Partnership Performance Monitoring - Second Quarter 2012/13 (Pages 15 - 26)**

Report of the Chief Executive (enclosed)

6 **Scrutiny Focus -Streetscene Modernisation (Pages 27 - 34)**

Report of the Chief Executive (enclosed)

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

Yours sincerely



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Chief Executive

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### **Distribution**

1. Agenda and reports to all Members of the Overview and Scrutiny Performance Panel (Steve Holgate (Chair), (Vice-Chair) and Julia Berry, Graham Dunn, Hasina Khan, Roy Lees, Kim Snape for attendance.
2. Agenda and reports to Gary Hall (Chief Executive), Jamie Carson (Director of People and Places), Lesley-Ann Fenton (Director of Partnerships and Planning), Chris Sinnott (Head of Policy and Communications), Carol Russell (Democratic Services Manager) and Dianne Scambler (Democratic and Member Services Officer) for attendance.
3. Agenda and reports to Councillor Terry Brown (Executive Member for Places) for attendance.

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

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

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

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## Overview and Scrutiny Performance Panel

**Monday, 17 September 2012**

**Present:** Councillor Steve Holgate (Chair) and Julia Berry, Hasina Khan, Roy Lees and Kim Snape

**Also in attendance:** Councillors Dennis Edgerley (Executive Member (LDF and Planning)) and Paul Walmsley (Chair of Development Control Committee)

**Officers in attendance:** Jamie Carson (Director of People and Places), Lesley-Ann Fenton (Director of Partnerships and Planning), Rebecca Huddleston (Performance Improvement Manager) and Dianne Scambler (Democratic and Member Services Officer)

### 12.OSP.07 APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor Graham Dunn

### 12.OSP.08 DECLARATIONS OF ANY INTERESTS

No declarations of any interest were received.

### 12.OSP.09 MINUTES

**RESOLVED – That subject to the inclusion of the following paragraph under minute 12.OSP.05**

**Councillor Berry asked that there be more transparency in project reporting in the future to give Members greater confidence in project delivery**

**The minutes of the Overview and Scrutiny Performance Panel meeting held on 23 July 2012 be held as a correct record for signing by the Chair.**

### 12.OSP.10 BUSINESS PLAN MONITORING STATEMENT - PARTNERSHIPS, PLANNING AND POLICY

The Director of Partnerships, Planning and Policy reported progress against the key actions and performance indicators for the Partnerships, Planning and Policy Directorate.

Of the 28 actions/projects contained within the directorates plan, only three were rated as amber and Members fully discussed the issues:

- The delivery of the second year of the Section 106 play and recreation fund had been delayed as there was currently insufficient funding to accommodate a reasonable number of bids. Funding would continue to be monitored and the process would be instigated when sufficient funds were available.
- Further work was required on an agreed service model of the introduction of supported accommodation for 16/17 year olds. It was important that the model met the Supporting People model regarding the number of hours/proposed contract and the intention was to strengthen the support to meet the needs of vulnerable 16/17 year olds, including a concierge service.

The Locality and Commissioning Body had both approved the principle of the service remodelling, however further work was needed to examine the structure and business model. Agreement would need to be secured from Chief Officers and Members regarding the impact on other Supporting People funded services in Chorley. It was highlighted that there were currently no elected Members represented on the Commissioning Body, as Lancashire County Council intended to reduce the funding from 2015 onwards and it would be this body that would ultimately decide on the outcome, the Leader would continue to lobby for the needs of Chorley.

Members requested more information on the supporting people projects in Chorley.

- The trial of the new car parking options would now be implemented from 1 October 2012. Revised pricing options had been proposed in line with feedback received from Town Team representatives and were part of the authority's new commitment to boost local economy and revitalise the town centre.

Of the 18 performance indicators that were reported, seven were below target and outside the 5% threshold at the time of the most recent reporting period as at 30 June 2012. An explanation and updated information was given against each one.

The indicators relating to the processing of planning applications were discussed further down the agenda.

Other queries related to:

- New businesses established
- The number of Homelessness Preventions and Reliefs
- Percentage planned departures at Cotswold

It was agreed that more needed to be done to encourage residents to seek housing and homelessness service advice prior to reaching housing crisis and the Council were currently exploring the introduction of a court desk service at Preston's Magistrate's Court.

#### **RESOLVED**

- 1. That the information within the report be noted.**
- 2. That further information be provided to the Panel on the supporting people projects in Chorley.**

### **12.OSP.11 PERFORMANCE FOCUS: PLANNING CONTEXT**

The Panel received a report of the Chief Executive providing contextual information and some questions that would be asked of the relevant Executive Member in relation to planning performance.

Planning processing performance for minor and other applications had dropped in 2012/13 following excellent performance in 2011/12. Both indicators had been off target at the end of quarter one, with performance dropping again in July.

As the performance for 'minor' and 'other' applications was more than 5% off target, an action plan had been prepared to set out the issues and action that would be taken to improve performance.

The service had experienced a significant increase in the volume of minor applications in April and significant printing demands generating from safeguarded land applications. To compound the situation, there had been printing and indexing issues,

that had impacted the services ability to easily and effectively process the application that were received. As the timescales for these type of applications were relatively short (at 8 weeks), issues such as these, easily impacted on performance.

A number of measures had been put into place, including additional staffing, workflow modifications, management controls and temporary ICT fixes and it was expected that performance would improve for the next quarter. However although the measures had been implemented and customer satisfaction with the service remained high, achievement of the end of year target for Minor applications would not be achieved due to anticipated future volumes and the issues that can arise with this type of application.

Councillor Dennis Edgerley, Executive Member (LDF and Planning) and Councillor Paul Walsmsley, Chair of the Development Control Committee along with the Director of Partnerships, Planning and Performance attended the meeting to answer questions of the Panel and to provide further information as to why the improved performance of the service was being hindered.

The volume of applications still remains high, with around 70 applications being received on average each month. However, four of the last six months had seen applications receiving in excess of 80 and as high as 102 applications received. In addition the service deals with a large volume of pre application work to the region of 700 applications per year.

The transition of the Local Plan and production of a new site allocations DPD had also generating a significant number of safeguarded applications for large sites. Re-consultations outside the control of the Council for the revision of plans to overcome objections is currently circa 170 per annum which extends the application beyond the 8/13 week deadline. The volume of neighbour notifications and responders remains extremely high which can impacts on performance, particularly when IT and printing systems are down. In addition the volume of appeals work remains high which requires the preparation and attendance at appeals and the Council's performance in this regard is high at circa 72% and above the industry average at 65%.

The percentage of decisions delegated is way under the industry target that is considered to impact on planning performance with regards to processing times. There had in fact only been four months since April 2010 when just over the 93% target had been achieved. Members attention was particularly drawn to this fact as the more applications which are delegated or deferred for site visits at Committee will impact on achieving processing times.

The service is continuing to monitor and closely manage performance to determination and following issues in January and February there had been an increase in the number determined per month despite the planning appeal work, on going ICT resilience issues, increase in volumes and handling complex safeguarded sites. The average number of applications determined per annum is in the low 80's and for the period April to August 2012 the average had been 108 per month.

Therefore, cases on hand were reducing but still high and it was demonstrated that it would be highly unlikely that the processing of 'minor' applications would get back on target for the remainder of the year.

The Council had engaged the services of Urban Vision to help keep the 'other' applications on track and other improvements implemented included:

- Workflow review and re-design
- Introduction of traffic light system for the processing stages
- Introduction of red box systems to fast track processing tasks
- Regular (twice weekly) case management discussions to meet targets.

The authority could take a tougher line on applications where amendments were required, although this would come with a risk, particularly in light of the recent planning announcements and reputational impact.

Additional corrective action included:

- New IT software to enable more efficient and intense level of case supervision.
- Improved resilience of IT systems and implement a final long term printing solution.
- Continued use of Urban Vision for some householder applications to free up Local Planning Authority planners to focus mainly on major and minors.
- Consider re-visiting the delegation position.

**RESOLVED – That the information received be noted.**

## **12.OSP.12 PEOPLE AND PLACES DIRECTORATE - BUSINESS PLAN MONITORING**

The Director of People and Places reported progress against the key actions and performance indicators for the People and Places Directorate.

Only three key actions had been rated as amber, with an explanation about the issue and the action being taken to address them:

The improvements to the promotion of Pest Control Service had been delayed due to other priorities and had been rescheduled to begin in September 2012 in line with the Councils new website page.

The Neighbourhood Review would now take account of other initiatives which would impact on the design of a neighbourhood working model.

The Common Bank – Big Wood Reservoir was dependent on Section 106 funding payments from developers and was linked to the Gillibrand Estate adoption.

Only two performance indicators had not been on target and action had subsequently been taken to get these back on track:

- Percentage of streets meeting graffiti standards
- Number of proactive dog patrols

The Chair, Councillor Holgate commented that the Civic Pride Campaign had been in danger of duplicating many aspects of the Neighbourhood Review and that it was important that all the interested parties worked together to ensure that this did not happen and that the reviews original remit be extended to include community development work.

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

## **12.OSP.13 TRANSFORMATION DIRECTORATE - BUSINESS PLAN MONITORING**

The Panel received a report of the Chief Executive presenting the directorates business improvement plan for 2012/13. The Performance Improvement Manager reported progress against the key actions and performance indicators for the directorate.

The report contained those key actions that were rated amber and gave an explanation about the issue and the action being taken to address them, these included:



- Implementation of changes to the management accountancy function
- Compete Bank tender
- Implementation of Virtual Post Room
- Complete review of Information Management
- Develop and deliver a new Intranet

Some of the key actions related to IT difficulties and delays and the ICT Plan that had been reported at the last meeting continued to be regularly updated in line with the progress being made against each task and Members requested if they could have access to the updated ICT programme.

Members asked whether the resources and capacity of the ICT service was thought to be adequate. The service had recognised that there had been an issue in skilling up staff and this was now being addressed.

The report also included a full list of the directorates performance indicators, with only five being reported as being below target and outside the 5% threshold. An explanation of the reasons and action being taken to address the issues were given for each of the following:

- percentage of customers satisfied with the way they were treated by the Council
- percentage of benefits correspondence dealt with in 7 working days
- percentage of draft minutes circulated within 7 days
- percentage turnout for local elections.
- percentage of employees who consider themselves to have a disability

Although the percentage of customers satisfied with the way they were treated by the Council was considerably down, the customer satisfaction indicator had been changed in recent months to one that was more realistic and could identify and address specific issues.

Members were interested to know the full details of the customer satisfaction results and it was agreed that a report currently being drawn up for all the Heads of Service would be made available to the Panel for further scrutiny.

**RESOLVED –**

- 1. That the information in the report be noted.**
- 2. The results of the customer satisfaction survey be circulated to the Panel.**
- 3. That the updated ICT plan be brought back to a future meeting of the Panel.**

Chair

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Report of	Meeting	Date
Chief Executive (Introduced by the Executive Member for Resources, Policy and Performance)	Executive Cabinet	22 November 2012

## **CHORLEY PARTNERSHIP PERFORMANCE MONITORING - SECOND QUARTER 2012/13**

### **PURPOSE OF REPORT**

1. To update the Executive on the performance of the Chorley Partnership during the second quarter of 2012/2013, from 1 July to 30 September 2012.

### **RECOMMENDATION(S)**

2. That the report be noted.

### **EXECUTIVE SUMMARY OF REPORT**

3. This report sets out performance against the Chorley Partnership delivery plan and key performance indicators for the second quarter of 2012/13, 1 July to 30 September 2012. Performance is assessed on the delivery of partnership projects, against the measures in the delivery plan and key service delivery measures.
4. Performance of the Chorley Partnership in achieving the key performance targets remains good. In summary:
  - Latest figures available for alcohol related hospital admissions show a year to date reduction of 11% at quarter four 2011/12 compared to quarter four 2010/11.
  - Primary fires in Chorley are lower than anticipated.
  - Crime overall has increased by 6.7% in quarter one and two compared to the same period last year, there has however been a significant decrease in anti-social behaviour, and domestic abuse detections is performing above target.
5. Overall performance on the key projects / priorities in the Chorley Partnership delivery plan is good, with 74% rated green or completed.
6. Overall performance of the key projects of the Chorley Partnership remains excellent, with all four projects currently rated 'green'.

<b>Confidential report</b> Please bold as appropriate	Yes	No
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<b>Key Decision?</b> Please bold as appropriate	Yes	No
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**REASONS FOR RECOMMENDATION(S)**

**(If the recommendations are accepted)**

- To facilitate the on-going analysis and management of the Chorley Partnership’s performance and delivery of funded projects.

**ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

- None.

**CORPORATE PRIORITIES**

- This report relates to the following Strategic Objectives:

Involving residents in improving their local area and equality of access for all	√	A strong local economy	√
Clean, safe and healthy communities	√	An ambitious council that does more to meet the needs of residents and the local area	√

**PERFORMANCE INDICATORS**

- This section includes an overview of the key performance indicators for the Chorley Partnership. This does not include indicators that are the responsibility of Chorley Council, as they are reported in the Council’s Quarter Two Performance Report.

**11. All Crime**

The table below shows the crime levels at the end of quarter two:

Category	Q2 Last Year	Q2 This Year	% Change	YTD	% Change
All Crime	1441	1589	+10.3%	3059	+6.7%
Serious Acquisitive Crime	165	198	+20.0%	411	+18.8%
Burglary Dwelling	60	74	+23.3%	142	+11.8%
Vehicle Crime	104	123	+18.3%	260	+22.1%
Robbery	1	1	-	9	+50%
All Violent Crime	375	387	+3.2%	760	+4.5%
Violence Against the Person	353	365	+3.4%	711	+4.7%
Domestic Abuse	137	191	+39.4%	362	+23.1%
Domestic Abuse Detections (70%)	77%	75%		76%	
Domestic Violence Murder	0	0		0	
Criminal Damage (inc arson)	208	285	+37.0%	519	+18.8%
Anti Social Behaviour	1440	1375	-4.5%	2717	-6.8%
Detected Arsons (20%)	0.0%	9.1%		9.5%	

- Crime levels in quarter two have been unseasonably high, and these factors have impacted on performance year to date (+6.7%). It should be noted that the actual numbers in these crime categories are relatively low.

13. Several factors may have contributed to the spike in crime, which bucks the national crime figure trend, this quarter:
- The police Division has experienced a high level of detection rates in recent months which reflects offenders asking for further offences to be considered which inflate the crime figures observed.
  - Changes to sentencing practice by the courts earlier in the year has led to alleged offenders being released with bail conditions where previously they may have been remanded.
  - An integrated offender management framework which was due to be in place has had delivery issues in recent months and, as a consequence, has not effectively managed offenders on release
  - A number of previously unknown offenders have come to police attention which would indicate an increase in opportunistic crimes
14. In order to deal with this the following actions are being taken:
- Detection rates in the Division remain the highest in the constabulary and one of the highest in the Country. This will inevitably and perhaps counter intuitively impact on recorded crime figures.
  - Pressure is being brought to bear on the services that deliver the integrated offender management framework in order to ensure offenders are effectively rehabilitated and deterred from reoffending
  - High profile targeted campaigns are in progress to highlight to potential victims of acquisitive crime the need to ensure vehicles, property and personal belongings are effectively to deter opportunistic crime.
15. Domestic Abuse detections remain high recording a year to date of 76% compared to a target of 70%.
16. Overall, in this quarter, there have been significant decreases in anti-social behaviour.

**Detection Rates for All Crime in 2011/12**

17. As previously requested the table below shows the most recent reportable detection rates.

2011/12 Detection Ratio (Year to date)						
All Crime	Serious Acquisitive Crime	Vehicle Crime	Domestic Burglary	All Violent Crime	Domestic Abuse	Criminal Damage & Arson
40.6%	63.5%	59.4%	73.3%	54.9%	76.6%	22.5%

**18. Fire related Key Performance Indicators**

Indicator	Target	YTD Performance
Deliberate Primary Fire	16	14
Accidental Primary Fire	27	22

**19. Alcohol Related Admissions**

Latest data published by the North West Public Health Observatory for Q4 2011/12 shows a reduction of 11% for Chorley when compared to the same period last year, and 6% year to date.

<b>Rate of alcohol related admissions per 100,000 population</b>			
	<b>2010/11</b>	<b>2011/12</b>	<b>% reduction</b>
<b>Quarter Four</b>	590	525	<b>11%</b>
<b>Year to date</b>	2343	2210	<b>6%</b>

**SUSTAINABLE COMMUNITY STRATEGY DELIVERY PLAN 2011/12**

20. The Chorley Partnership has 53 key projects/priorities in the delivery plan for 2012/2013. These projects/priorities are being delivered by eight of the key partners of the Chorley Partnership; Chorley Council, Lancashire County Council, Lancashire Constabulary, Lancashire Fire and Rescue, NHS Central Lancashire, Lancashire Teaching Hospitals, Runshaw College, and the Voluntary, Community and Faith Sector (VCFS), as well as partnership projects.

21. In quarter two 37 (72%) of the key priorities/projects were reported as green, 10 (10%) were reported as amber, and 2 (4%) are now complete. The other four remain unreported at this moment in time.

For those that are reported as amber, explanations and action plans for improvement have been provided by the lead organisation.

<b>Organisation</b>	<b>Priority/Project</b>	<b>Reasons / Actions</b>
Chorley Council	Explore the development of a service package for accommodation of 16 and 17 year olds	This project is the responsibility of Chorley Council, and has been reported in the council's quarter two performance report elsewhere on this agenda.
It is worth noting that the following have been reported as amber by partners and whilst the issue that the priority/project has been put in place to address may remain a problem, the planned work to tackle the issues appear to be progressing well.		
Lancashire Constabulary	Embed a multi-agency ASBRAC (Anti-Social Behaviour Risk Assessment Conference) approach to assist in the reduction of anti-social behaviour, thereby reducing the number of victims, the harm caused to them and the impact of anti-social activity on our communities.	ASBRAC process is now in place, a new system to identify the vulnerability of victims has been introduced and is working effectively. This will undoubtedly lead to an increase in the number of ASBRAC referrals.  Chorley borough is showing a repeat asb rate of 6.8% which is roughly equivalent to last year, is best in the Division and compares favourably with most of the county.


<p>Lancashire Constabulary</p>	<p>Reduce domestic abuse repeat rates by providing perpetrator interventions including addressing alcohol and drug issues</p>	<p>The current repeat rate is 23%. This is a huge reduction from the peak figure of 33% just over 6 months ago.</p> <p>Work will continue to be done with regards to repeat offenders in identifying opportunities to intervene and prevent further offending.</p>
<p>Lancashire County Council</p>	<p>Ensure that the local community is effectively engaged in the provision of public services, in particular the development, delivery and management of the library service including continued support for independence amongst older people through provision of Home Library Service and IT related developments in District Libraries.</p>	<p>The Home Library service continues to provide a service in the Chorley District. Promotions have been carried out to extend the service to Coppull and Eccleston. Go On Sessions take place on a weekly basis at 5 libraries in the district with the aim of introducing members of the public to computers and the internet. It was hoped that this would be extended to Coppull Library during September, but due to changes in staffing, this will now be January 2013. Silver Surfer sessions have taken place at Chorley Library during Older People's Week to encourage older people to use IT.</p>
<p>NHS Central Lancashire</p>	<p>Improve Health Services in relation to the priority areas of cardiovascular disease, respiratory disease, mental health and cancer, taking a life course approach</p>	<p>A range of initiatives have been put forward for 2012/13 which are at varying stages of implementation. For example, 24 hour blood pressure monitoring equipment has been provided to all GPs to enable better detection of hypertension and specialist tertiary treatment for serious heart attacks is now accessible from Blackpool. Longer term initiatives include development of a proposal for the healthy living pharmacy model and re-tendering of the Primary Care Mental Health service to improve access, service consistency and recovery outcomes</p>
<p>NHS Central Lancashire</p>	<p>Reduce Health Inequalities by working together to increase access to leisure opportunities and facilities, particularly for older, high risk and vulnerable groups</p>	<p>A pilot programme of early detection / primary prevent of diabetes [Walk Away from Diabetes] has been commissioned and plans are in place to extend the community food growing programme.</p> <p>A single point of access for weight management is now being promoted although more work is needed physical activity provision for the target population.</p> <p>Following the Chorley Health Mela in May, a report has been compiled with follow up actions to tackle health inequalities.</p>
<p>NHS Central Lancashire</p>	<p>Improve the health of our residents by raising awareness of the impact of lifestyle on health through health improvement programmes, uptake of screening programmes and uptake vaccination and immunisations programmes</p>	<p>The PCT is achieving all childhood immunisation schedules for under 2 year olds across central Lancashire. Uptake at 5 years continues to improve, however is below target. Actions to improve uptake includes on-going data cleansing with GP practices to ensure correct data held and the Specialist immunisation nurse continues to arrange home visits to provide information and offer vaccination to those that are currently not up to date with immunisations.</p>

<p>NHS Central Lancashire</p>	<p>Support the achievement of all the SCS priority areas by working in partnership to enable mental health and wellbeing resilience across the population through effective strategic commissioning support</p>	<p>Work is underway to strengthen intelligence in this area and develop asset based approaches to community mental health and wellbeing.</p>
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**PARTNERSHIP PROJECTS DELIVERY**

22. The Chorley Partnership has four key projects for delivery during 2012/2013. These projects support the delivery of the vision, themes and priorities of the Sustainable Community Strategy 2010-2020. Each project uses Chorley Council’s project management methodology to manage and monitor delivery. Included in the table below is a summary of the progress made in the last quarter, alongside any issues that have been encountered which may impact on the project.

23. Overall performance of the key projects remains good, with all of the projects rated ‘green’.

<p><b>Increasing Opportunities for NEET young people in Chorley</b></p>	
<p><b>What is it?</b></p>	
<p>This project will look at the current levels of young people who are not in employment, education or training in Chorley and the current provision for these young people, working to identify gaps in provision and put actions in place to ensure that these gaps can be filled.</p>	
<p><b>Lead Partner:</b> Chorley Council</p>	
<p><b>RAG Status</b></p> <p></p>	<p>This project is now complete. Key outcomes include:</p> <ul style="list-style-type: none"> <li>- additional apprenticeship places for NEET young people</li> <li>- more effective communication between training and education organisations through the establishment of regular NEET provider meetings resulting in better information sharing and coordinated matching of young people to opportunities.</li> <li>- more effective marketing of employment and training opportunities through a new section on YPS website and the development of targeted publicity aimed at young people in Chorley.</li> <li>- partner commitment to delivering the LCC NEET Action Plan which is now over seen by the Chorley Children’s Trust.</li> </ul>



<b>Embedding the NHS Reform in Chorley</b>	
<b>What is it?</b>	
<p>The project aims to enable the NHS reform changes to be embedded locally within Chorley. It will work with the emerging Clinical Commissioning Groups and county wide structures to ensure that an appropriate local structure and strategy is put in place.</p>	
<b>Lead Partner:</b> Chorley Council	
<p><b>RAG Status</b></p> <div style="background-color: green; color: white; padding: 2px; display: inline-block; margin: 5px;">G</div>	<p>The partnership is now functioning and has developed a local health and wellbeing plan which augments partner strategies e.g. the GPCCG and the Health and Wellbeing Board at County level.</p> <p>Links into wider health and wellbeing structures have been strengthened through additional representation from the Lancashire Health and Wellbeing Board in the form of Cllr Bridget Hilton, central districts Member representative, who will sit alongside Dr Bennett.</p> <p>The partnership are currently being consulted on the development of a ‘public health offer’ detailing how LCC will work with Districts in addressing public health issues and this is expected to be finalised in the new year. The partnership has also been consulted on the Chorley and South Ribble CCG Integrated Commissioning Plan.</p> <p>The next milestone for this work will be when LCC structures are formalised in April 2013 and delivery will commence.</p>

<b>Volunteering in Chorley</b>	
<b>What is it?</b>	
<p>The project will aim to develop actions to increase recruitment, retention and support for volunteers in Chorley. Managed by the sector, it will assess the current provision for volunteers and put in place actions to increase recruitment, retention and support.</p>	
<b>Lead Partner:</b> Chorley VCFS Network	
<p><b>RAG Status</b></p> <div style="background-color: green; color: white; padding: 2px; display: inline-block; margin: 5px;">G</div>	<p>The Volunteer Development Officer (VDO) has now been recruited and continues to engage with voluntary organisations and groups across Chorley.</p> <p>During September a survey was devised and distributed to 216 voluntary organisations and groups across Chorley, the survey was devised to establish a ‘base-line’ of volunteering activity across the local area, capturing information on volunteer numbers, volunteering hours, local requirements and training requirements.</p> <p>It has also been agreed to create an online hub for volunteering opportunities by working in partnership with the Community PowWow website which is expected towards the end of this year.</p>

<b>Managing personal finances – protecting vulnerable people</b>	
<b>What is it?</b>	
<p>The project will aim to help protect vulnerable families in Chorley by tackling social isolation, and working to identify economic causes of isolation among vulnerable families. In phase one, it will work to identify issues with social isolation which could be the result of mobility issues, transport issues, financial concerns or a wide range of other factors and then to identify an action plan to tackle them. In phase two, it will work to identify economic causes of isolation among vulnerable families by taking into account the changes being made nationally (around welfare reform) and locally which are having an impact on vulnerable families. It will assess what support may be needed from a range of partners to ensure that these families are protected.</p>	
<b>Lead Partner:</b> Chorley Council	
<p><b>RAG Status</b></p> <div style="background-color: green; color: white; padding: 2px; display: inline-block; margin-bottom: 5px;"><b>G</b></div>	<p>The action plan resulting from phase 1 of this project is now complete with any on-going activity to be incorporated as part of phase 2.</p> <p>To date, work on phase 2 has focussed on understanding the potential impacts of the Welfare Reform's as well as profiling and mapping data on vulnerable families in Chorley (including the results of baseline survey of local families) to better understand the needs of this group.</p> <p>This work will inform the development and targeting of a range of interventions, in cooperation with the Working Together With Families programme, to prepare families for future changes.</p>

**IMPLICATIONS OF REPORT**

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

Finance		Customer Services	
Human Resources		Equality and Diversity	
Legal		Integrated Impact Assessment required?	
No significant implications in this area	✓	Policy and Communications	

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<b>Background Papers</b>			
Document	Date	File	Place of Inspection
Quarterly Data: 2008/09 Quarter 1 to 2011/12 Quarter 4 - Updated 5/9/2012	September 2012	<a href="http://www.lape.org.uk/downloads/NI39%20Quarterly%20Trend%20Q1_2008-09%20to%20Q4_2011-12%20Provisional%20Summary.xlsx">http://www.lape.org.uk/downloads/NI39%20Quarterly%20Trend%20Q1_2008-09%20to%20Q4_2011-12%20Provisional%20Summary.xlsx</a>	Online

Report Author	Ext	Date	Doc ID
Louise Wingfield	5061	26 July 2012	Chorley Partnership 1 <sup>st</sup> Quarter Report



Report of	Meeting	Date
Chief Executive (Introduced by the Executive Member for Resources, Policy and Performance)	Executive Cabinet	22 November 2012

## **CHORLEY COUNCIL PERFORMANCE MONITORING - SECOND QUARTER 2012/2013**

### **PURPOSE OF REPORT**

1. This monitoring report sets out the performance against the delivery of the Corporate Strategy and key performance indicators during the second quarter of 2012/13, 1 July to 30 September 2012.

### **RECOMMENDATION(S)**

2. That the report be noted.

### **EXECUTIVE SUMMARY OF REPORT**

3. This report sets out performance against the Corporate Strategy and key performance indicators for the second quarter of 2012/13, 1 July to 30 September 2012. Performance is assessed based on the delivery of key projects, against the measures in the Corporate Strategy and key service delivery measures.
4. Overall performance of key projects remains excellent, with a majority of the projects on track or completed. Only two projects have been rated 'amber', 'explore the development of a service package for accommodation for 16/17 year olds', and 'Implement the framework for strategic partnerships', further explanation of the reasons and the actions being taken to bring the projects back on track is provided within the body of the report.
5. Following the refresh of the Corporate Strategy, this report provides a progress update on all projects which have not yet been completed and identifies those that will be managed and monitored through service improvement plans from now on. The report also includes details of the one project that has been carried over into the new corporate strategy. This is the project to implement the customer services migration plan.
6. Overall performance on the Corporate Strategy measures and key service delivery indicators is good. 67% of the Corporate Strategy measures are performing above target or within the 5% tolerance, and 80% of the key service measures are performing above target or within the 5% tolerance.

7. The Corporate Strategy measures performing below target, are ‘the % of 16-18 year olds who are not in education, employment or training (NEET)’, ‘new businesses established’, and ‘% of customers satisfied with the way they were treated by the Council’. In each case an action plan has been developed to outline what action will be taken to improve performance.
8. The key service delivery measures performing below target is the processing of minor planning applications and again an action plan is included within the report that outlines what actions are being taken to improve performance.

<b>Confidential report</b> Please bold as appropriate	Yes	No
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<b>Key Decision?</b> Please bold as appropriate	Yes	No
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**REASONS FOR RECOMMENDATION(S)**

**(If the recommendations are accepted)**

9. To facilitate the on-going analysis and management of the Council’s performance in delivering the Corporate Strategy.

**ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

10. None

**CORPORATE PRIORITIES**

11. This report relates to the following Strategic Objectives:

Involving residents in improving their local area and equality of access for all	√	A strong local economy	√
Clean, safe and healthy communities	√	An ambitious council that does more to meet the needs of residents and the local area	√

**BACKGROUND**

12. This is the first monitoring report since the refreshed Corporate Strategy approved by Full Council on the 6 November 2012. The strategy has been completely revised this year, including a new vision for the council, replacing of the nine strategic objectives with four new priorities, and setting out 19 projects and 29 measures most of which are new.
13. Monitoring of the new Corporate Strategy will commence from quarter three onwards.

**PERFORMANCE OF KEY PROJECTS**

14. There are 17 key projects in the Corporate Strategy for 2011/2012 – 2014/15. Overall performance of key projects is excellent. 15 of the 17 projects (88%) are either completed, on track or scheduled to start later in the year.

15. Following the refresh of the Corporate Strategy the table below provides an update on the key projects that have not yet completed from the 2010/2011 – 2013/14 Corporate Strategy. These will now be managed and monitored through service improvement plans.

Project	Q2 Rating	Progress to date and next steps
Develop and deliver a bus shelter improvement plan	Green	<p>Contracts have been awarded for the refurbishment and repainting of existing bus shelters and the purchase of 40 display boards.</p> <p>The procurement for the replacement bus shelters is also underway.</p> <p>All work is expected to be completed by the end of January 2013, at a cost of £52,000, £23,000 less than the original budget.</p>
Deliver phase two of the support for high quality independent businesses	Green	<p>This project extends the successful shop floor refurbishment and business rate subsidies to local service centres.</p> <p>The new scheme has been launched in the local press and three shop floor improvement applications have been received.</p> <p>Further promotion and marketing of the scheme is being planned to improve uptake.</p>
Start up support for local businesses	Green	<p>A new business advisor has now been in post since May 2012. To date 60 clients have been seen, 15 start ups identified, a number of events have been held or are being planned and a new starting in business grant has been introduced.</p>
Develop a scheme to encourage volunteering among older people	Green	<p>Analysis of the opportunities and barriers to volunteering among older people has been carried out. This has led to the development of a guide to encourage more people to volunteer. Additional actions, identified as part of this work will be delivered through the Uplift time credits (Spice) project or improving volunteering works which is being delivered by the VCFS network. It should be noted that Uplift time credits has already delivered over 160 volunteering hours in Chorley in the past few months.</p>
Refresh the council's website	Green	<p>The Council's new website is on track to go live at the end of October. The new website will increase self-service functionality and encourage customers to transact with the Council online. In addition it will centralise a range of transactional elements including forms with integrated payments, service information, mapping, social media and account functionality. All processes will be integrated through a single platform to ensure the best possible customer experience.</p>
Deliver the allotment project	Green	<p>Council-owned land has been identified for allotment creation and site investigations have been carried out. These included soil sampling, ecological surveys, historical checks, utility</p>

		<p>checks, land registry amendments and consultation with statutory and non statutory organisations.</p> <p>Consultation with local residents and ward councillors together with planning applications have seen some sites discounted, while others such as Manor Rd, Clayton-le-Woods has been approved and constructed.</p>
<p>Deliver the Lex s106 open spaces scheme</p>	<p>Green</p>	<p>The scope of this project focuses solely on the improvements to the existing council-owned Recreation Ground. This includes:</p> <ul style="list-style-type: none"> <li>• Improvements to the play facilities;</li> <li>• Creation of a footpath and safe cycling route through the spine of the site;</li> <li>• Lighting to the new central spine;</li> <li>• Allotment provision; and</li> <li>• Landscaping improvements.</li> </ul> <p>While some progress has been made on each of the points above, there are a number of issues that are impacting on the timescales and are likely to impact on cost of this project. These include issues with surface water run-off, the discovery of a second mine shaft within the area and securing permissions for allotment provision from trustees.</p>
<p>Relocate the council's depot</p>	<p>Green</p>	<p>This project has been split into two phases. The first phase is to identify a preferred option for a new depot site and the second phase is to implement it. Phase one is substantially complete. Most staff have been relocated to Union Street and the remaining staff are due to move by the end of November. The options to relocate the depot will be presented to Executive Cabinet in December. Phase two, the implementation of any move will then commence in the new year.</p>
<p>Deliver the SharePoint EDMS project</p>	<p>Green</p>	<p>Negotiations with both Northgate and an independent supplier for the provision of a council wide solution for customer documentation management have been successful.</p> <p>The solution has already been extended to several new service areas within the council and plans to upgrade the software are in place and expected to be completed in early November.</p> <p>Customer services and housing are expected to be involved in the software rollout before Christmas by which time most front line services will have been included.</p>
<p>Explore the development of a service package for accommodation for 16/17 year olds</p>	<p>Amber</p>	<p>This project is amber due to issues and delays which are beyond the Council's control.</p> <p>The aim of the project was to remodel the service provision at the Parker Street, in order to provide</p>

		<p>a bespoke homeless service for 16 and 17 year olds.</p> <p>Proposals about changes required to the existing service model of Parker Street, were developed with Supporting People (SP) and we are waiting for the existing service provider to respond with a revised business model and costings.</p> <p>It is however likely that the whole service will require re-tendering, but due to the timetable for SP to extend all contracts for existing SP services across Lancashire it is most likely the new service will not be retendered before March 2013 and therefore the existing service will continue as it is for 2013/14.</p> <p>Due to the uncertainties around this site, other options and sites will now be explored.</p>
<p>Implement the framework for strategic partnerships</p>	<p>Amber</p>	<p>Meetings with service heads have enabled a list of potential options to be identified for potential partnership arrangements and insourcing opportunities. This work has now been placed on hold due to the dependencies on other projects such as the transactional services review.</p>
<p>Deliver year two of the play and recreation fund</p>	<p>Not started</p>	<p>The play and recreation fund has not currently commenced as the Council wishes to collect additional commuted sums which are for Borough wide and not specific site provision in order to make a second bidding round of value to the applicants. This project will be re-started and managed as part of Planning's service improvement plan once enough funds are in place to warrant delivery of the scheme.</p>

16. One project (6%) have been completed during the last quarter, and the initial outputs of this project are detailed below:

Project Title		Project Status
Develop an action plan to tackle social isolation in the borough		Complete
Key Outcomes	<p>A task and finish group was established with cross-cutting representation from Age UK, Lancashire County Council adult services commissioning, LGBT groups, Cross Roads Care, Lancashire Fire and Rescue, Disability Equality North West and local Parish Councils. Members of the Youth Council for Chorley also provided feedback.</p> <p>The work of the task and finish group has confirmed the initial assumption that social isolation is very complex and therefore requires a longer term more complex solution. However there are a number of initial recommendations that were implemented as first steps towards having a positive impact on social isolation locally. These recommendations were:</p> <ol style="list-style-type: none"> <li>1. Communicate findings with key partners to raise awareness and further develop local insight</li> <li>2. Coordinate community activity, outreach and volunteering work to target those at risk of social isolation</li> <li>3. Work with partners to develop a more joined up approach including a single point of contact</li> <li>4. Influence future service commissioning and design to take a preventative approach</li> <li>5. Develop a package of future work on vulnerable families to identify and better understand the economic causes of social isolation and assess support.</li> </ol> <p>An action plan was drawn up using these recommendations which has now been completed.</p>	

17. The implementation of the customer services migration plan is the only existing key project being carried out in the new Corporate Strategy. The scope of the project, however, has been extended to also include the migration of service into the new transactional services team. The project title has also been revised and will now be known as 'Migrate services into the front office'.
18. A new project mandate has been developed that sets out what the revised aims, objective and scope of the project are. This includes, but is not limited to;
- a. Reviewing and updating the current customer service migration plan, to ensure realistic dates and incorporate any further services as required.
  - b. Developing a plan for migrating services into the new transactional services team. This will initially include new processes and progressively take responsibility for the processing of customer requests that are unable to be resolved at the first point of contact.
19. In terms of progress of the current project at the end of quarter two, the project is rated green. The Land Charges service is now delivered on a self-service basis via the website with a small number of appointment only searches being carried out in Customer Services, training for NNDR is underway, work has begun on scoping the licensing processes and a preliminary meeting has been held with housing to discuss the scope of the transfer of the service.



**PERFORMANCE OF CORPORATE STRATEGY MEASURES**

20. At the end of the second quarter, it is possible to report on 9 of the key performance indicators within the Corporate Strategy. Performance in those indicators is good, with 6 (67%) performing on or better than target. The full outturn information for the performance indicators is included at Appendix A.
21. The following indicators are performing better than target:
- Overall employment rate
  - Street and environmental cleanliness - Litter
  - Street and environmental cleanliness - detritus
  - Street and environmental cleanliness - graffiti
  - Street and environmental cleanliness - flyposting
  - Vacant town centre floor space
22. Three indicators (33%) performed below target; this is the number of new businesses established, the % of 16-18 year olds who are not in education, employment or training (NEET), and the percentage of customers satisfied with the way they were treated by the Council.
23. The tables below give the reasons for this worse than anticipated performance, and the steps that are being taken to improve performance:

Performance Indicator		Target	Performance
<b>The % of 16-18 year olds who are not in education, employment or training (NEET)</b>		<b>5.1</b>	<b>5.8</b>
<b>Reason below target</b>	A high level of clients were recorded as 'not known' in September. A certain percentage of the 'not knowns' are then included within the NEET category, which shows our performance to be worse than actual. The majority of 'not knowns' were young people who had left college courses and had not enrolled on a further option of study. This is quite normal for this time of year. It should also be noted that while we report against this target throughout the year, the official measurement should take place between November and February, which is the relevant period for this target		
<b>Action required</b>	Many of the 'not knowns' will be transferred out of the NEET category once the enrolment data from colleges has been provided. The college enrolment lists are received by mid to late October. As of 31 October 2012 the NEET figure was 5.2 % young people against the Lancashire target of 6.2% and the Chorley target of 5.1%. We also continue with the positive activities to reduce levels of NEET as part of our partnership based NEET Task and Finish Group.		

Performance Indicator		Target	Performance
<b>New businesses established</b>		26	16
<b>Reason below target</b>	The previous business start-up programme, which was contracted out to a third party, ceased in December 2011. Subsequent to that date there was no support provision until the appointment of the Business Adviser who started work at the beginning of June.		
<b>Action required</b>	Since this time, whilst only 16 new starts have been identified, a total of 77 clients have been seen. The clients seen have been at varying stages of the start-up process. It is estimated that there will be 11 starts within the next month, with a further 10 within the next quarter, bringing the actual starts closer to the target. A programme of fortnightly Business JIGSAW Workshops has been set up. The 'Boost Your Business' events have been organised for September, October and November 2012, with further events in the pipeline for 2013. The 'Starting In Business Grant' has been introduced. A wide network of referral organisations has been developed, including working relationships with local banks, accountants and solicitors.		

Performance Indicator		Target	Performance
<b>% of customers satisfied with the way they were treated by the Council</b>		80%	62%
<b>Reason below target</b>	In order to reduce the amount of staff time taken and increase the amount of information provided, an email survey has replaced the existing face to face and telephone survey with changed questions which are now more balanced and provide a greater opportunity for users to express dissatisfaction. This approach may result in a slightly more negative, response as the feedback is no longer provided to a person. As such, the lower satisfaction score may reflect the change in the approach to this survey since the end of 2011/12.		
<b>Action required</b>	<p>The information gathered through the survey is being reviewed on a monthly basis by Heads of Service so that they can plan actions to address the issues. The overriding issues however appear to be due to lack of response or follow up to customer queries. This matter has been discussed by all Heads of Service, who have agreed to ensure customer calls and enquires are dealt with promptly.</p> <p>In addition, the measure in the new Corporate Strategy has been changed to target underperformance through measuring dissatisfaction levels, rather than satisfaction levels.</p>		

## PERFORMANCE OF KEY SERVICE DELIVERY MEASURES

24. There are some important indicators that are not included within the Corporate Strategy, but are measured locally as indicators of service performance. There are five indicators that can be reported at the end of the fourth quarter. The full outturn information for this is included at Appendix B: Key Service Delivery Measures.

25. The following are performing better than target:
- Number of families in temporary accommodation
26. Three indicators (11%) are performing slightly below target, but within the 5% tolerance threshold:
- Time taken to process housing benefit/council tax new claims and change events
  - Processing of planning applications as measured against targets for 'major' application
  - Processing of planning applications as measured against targets for 'other' application types
27. There is currently one indicator that is performing worse than target. This indicator relates to the percentage of 'minor' planning applications determined within a timely manner. The table below give the reasons for this worse than anticipated performance, and the steps that are being taken to improve performance:

Performance Indicator		Target	Performance
<b>Processing of planning applications as measured against targets for 'minor'</b>		65%	51.754%
<b>Reason below target</b>	<p>The issues which effected performance at the beginning of the year, continue to impact on the performance of this indicator, which is likely to remain below target for the rest of the year.</p> <p>The issues include:</p> <ul style="list-style-type: none"> <li>• a significant increase in the volume of minor applications;</li> <li>• significant printing demands generated from safeguarded land applications; and</li> <li>• problems with printing and indexing have also impacted on the service's ability to easily and effectively process applications as they are received.</li> </ul> <p>Overall, as the target timescales for these types of applications are relatively short (8 weeks), issues such as these can easily impact on performance.</p>		
<b>Actions required</b>	<p>A number of measures have been put in place including additional staffing, workflow modifications, management controls and temporary ICT fixes. The enterprise module to improve the ability to monitor and manage workflow has been implemented and is enabling managers to more easily monitor and manage performance within the service. In addition the service has:</p> <ul style="list-style-type: none"> <li>• implemented improvements to processes and workflow;</li> <li>• introduced a traffic light system for the processing stages;</li> <li>• introduced a red box system to fast track processing tasks; and</li> <li>• introduced twice weekly case management discussions.</li> </ul>		

**IMPLICATIONS OF REPORT**

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

Finance		Customer Services	
Human Resources		Equality and Diversity	
Legal		Integrated Impact Assessment required?	
No significant implications in this area	✓	Policy and Communications	


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CHIEF EXECUTIVE


There are no background papers to this report.










Report Author	Ext	Date	Doc ID
Louise Wingfield	5061	1 November 2012	Second Quarter Performance Report 2012/13

**Appendix A: Performance of Corporate Strategy Key Measures**

 Performance is better than target


 Worse than target but within threshold


 Worse than target, outside threshold






Indicator Name	Polarity	Target Value	Performance Value	Symbol
The % of 16-18 year olds who are not in education, employment or training (NEET)	Smaller is better	5.1%	5.8%	
Overall employment rate	Bigger is better	68%	77.8%	
Street and environmental cleanliness - Litter	Smaller is better	4.6%	2.25%	
Street and environmental cleanliness - detritus	Smaller is better	6%	5.25%	
Street and environmental cleanliness - graffiti	Smaller is better	1.5%	0.25%	
Street and environmental cleanliness - flyposting	Smaller is better	1%	0%	
New businesses established	Bigger is better	26	16	
Vacant Town Centre Floor Space	Smaller is better	7.5%	6.62%	
% of customers satisfied with the way they were treated by the Council	Bigger is better	80%	62%	

**Appendix B: Performance of key service delivery measures**

 Performance is better than target

 Worse than target but within threshold

 Worse than target, outside threshold

Indicator Name	Polarity	Target Value	Performance Value	Symbol
NI 181 YTD Time taken to process HB/CT benefit new claims and change events	Smaller is better	10 Days	10.17 Days	
(NI 157a) Processing of planning applications as measured against targets for 'major' application types	Bigger is better	70%	69.565%	
(NI 157b) Processing of planning applications as measured against targets for 'minor'	Bigger is better	65%	51.754%	
(NI 157c) Processing of planning applications as measured against targets for 'other' application types	Bigger is better	80%	77.21%	
Number of households living in Temporary Accommodation (NI 156)	Smaller is better	25	22	



Report of	Meeting	Date
Chief Executive	Overview and Scrutiny Performance Panel	17 December

**PERFORMANCE FOCUS: STEETSCENE CONTEXT**

**PURPOSE OF REPORT**

- To provide contextual information and initial questions for focus to the performance panel for the performance of streetscene.

**RECOMMENDATION(S)**

- That the context and questions be discussed at the Overview and Scrutiny performance panel, with a view to understanding performance

<b>Confidential report</b> Please bold as appropriate	Yes	No
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**CORPORATE PRIORITIES**

- This report relates to the following Strategic Objectives:

Involving residents in improving their local area and equality of access for all		A strong local economy	
Clean, safe and healthy communities		An ambitious council that does more to meet the needs of residents and the local area	✓

**BACKGROUND**

- In its terms of reference, the overview and scrutiny performance panel agreed that at each meeting, as well as considering performance reports, one area of service delivery would be identified for a focus at the meeting. For the December meeting, streetscene performance has been selected.
- This report provides contextual information about the current performance in streetscene, and suggests some questions for initial discussion. This will enable the panel and relevant officers and Members to prepare in advance of the meeting.

**PERFORMANCE CONTEXT**

Performance Indicators

- Performance against the key performance indicators in streetscene is excellent compared to the targets set, with all being achieved.

Indicator	Polarity	Target	Performance
% of streets meeting	Bigger is better	95.4%	97.75%

litter standard on inspection			
% of streets meeting detritus standard on inspection	Bigger is better	94%	94.75%
Number of missed collections per 100,000 collections of household waste	Smaller is better	49	33

Modernisation

7. The service undertook a modernisation project over the last year, to review the working practises and ensure that they were fit for purpose. The objectives of the review were:
  - Identifying areas to improve service delivery, efficiency and giving elected Members policy choices regarding savings and / or additional service improvements.
  - Improving flexibility across the workforce through a ‘one team’ approach to match resources to service demands and the needs of the business.
  - Developing the workforce to become more responsive at adapting services to meet the complex and individual needs and aspirations of customers.
  - Reducing bureaucracy and utilising technology to improve services making them more efficient and more user friendly.
  - Making sure that all the staff working in Streetscene are engaged with the proposed changes and provided with the necessary support, personal development and training.
  - ‘Sweating’ the assets and ensuring fleet, plant and equipment is fully utilised.
  
8. The Strategy was developed during 2012, and approved by the Executive Member on 12 July. The action plan from the strategy is appended at Appendix A.

Customer Satisfaction

9. A survey is undertaken each month against a sample of customers who have been in contact over the previous month to gather information about their satisfaction and where services could be improved. The latest available figures for streetscene (of satisfaction between April and October) are:
  - Satisfaction with parks: 40.9%
  - Satisfaction with street cleaning: 57.7%
  - Satisfaction with waste collection: 75%
  - Overall satisfaction with the council: 60.3%

Budget investment

10. For 2012/13, the council made investment within streetscene. The investments were:
  - £75,000 to replace 300 litter bins (25% of the total stock) – to improve the street furniture but also to improve the operational efficiency by installing larger bins
  - £75,000 for a bus shelter improvement programme.
  - £100,000 for a Clean up Chorley campaign

**QUESTIONS**

11. To support those involved at the meeting to prepare, and to aid discussion, some initial questions to be addressed are set out below:
  - Does the service use any other indicators than those set out above to monitor and manage performance?
  - The appendix includes an action plan to implement the modernisation strategy?
    - Can an update be given about progress made in delivering actions to date?



- What specific benefits have been achieved by implementing the strategy since July?
- Customer satisfaction with some parts of streetscene is lower than the council average. Have the reasons for the lower satisfaction been established? What action has been taken to address any issues?
- Has the investment in new litter bins had an impact on operational efficiency? Has it reduced complaints about the service, or reduced the frequency of emptying?
- What has been achieved through the investment in the Clean Up Chorley campaign?

**IMPLICATIONS OF REPORT**

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

Finance		Customer Services	
Human Resources		Equality and Diversity	
Legal		Integrated Impact Assessment required?	
No significant implications in this area	✓	Policy and Communications	

GARY HALL  
CHIEF EXECUTIVE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Chris Sinnott	5337	6 December 2012	Streetscene context and questions

## APPENDIX A – STREETSCENE MODERNISATION ACTION PLAN

1. LEADERSHIP DEVELOPMENT				
Priority H/M/L	Description of Development Action	Responsible Lead Officer	Additional resources required	Completion Date
H	Putting in place regular and consistent face to face team briefs for all operational staff.	BW	SH / AB	AUG 2012
H	Developing measures to communicate up to date, accurate performance data to all staff.	BW	SH / AB	OCT 2012
H	Providing visible leadership style by developing “walkabout” and “back to the floor” initiatives.	JD	BW	ONGOING
H	Providing coaching, mentoring and training support to all staff with formal leadership responsibilities.	JD	HR	SEP 2013
H	Arrange for Streetscene staff to attend community / neighbourhood meetings.	JD	BW	SEP 2012
M	Providing work shadowing and secondment opportunities for Streetscene, Customer Services and Neighbourhoods staff.	JD	SC / AC	ONGOING
M	Reinforcing key behavioural messages using reward, posters, team briefs etc. Selling the success of the teams and individuals at every opportunity	JD	BW	ONGOING
M	Developing an externally focused ‘one team’ approach to proactively respond to a wide range of community based issues and ensuring that this is promoted and championed by managers.	JD	BW	MAR 2013
M	Providing staff with more opportunities to work together with other Council teams and external partners to deliver joint working.	BW	-	ONGOING
L	Developing a protocol on staff engagement in operational changes. Identifying key leading figures within the workforce to develop as ‘service messengers’	JD	BW	MAR 2013

## 2. MODERN WORKING ARRANGEMENTS

Priority H/M/L	Description of Development Action	Responsible Lead Officer	Additional resources required	Completion Date
H	Develop a simplified Streetscene standard will clear examples of what the various competencies should look in practice.	JD	HR	NOV 2012
H	Review of overtime arrangements with a target to improve efficiency by 10%.	JD	BW	DEC 2012
H	Providing bespoke customer service training centred on the services staff deliver and including this as part of induction process.	HR		MAR 2013
H	Reviewing shift patterns, working hours and arrangements for seasonal work.	JD	BW	MAR 2013
H	Putting in place a staff suggestion scheme that supports an 'eyes and ears' style initiative.	BW		DEC 2012
H	Review downtime and unproductive activity and processes.	JD	BW	MAR 2013
H	Establish regular operational meetings to support closer working with the Neighbourhood teams to co-ordinate resources and develop stronger links link with neighbourhoods / community working.	JD	BW	ONGOING
M	Developing methods to champion good behaviours and addressing poor performance.	JD	BW	DEC 2012
M	Reviewing recruitment and induction practices and processes to ensure that from day one staff are clear the required Streetscene standard.	BW	HR	DEC 2012
M	Review of out-of-hours call-out arrangements to provide a more streamlined system with a target to improve efficiency by 10%.	JD	HR	MAR 2013
M	Establish regular service update meetings with Customer Services.	JD	SC / AK	SEP 2012
M	Continue to closely manage sickness absence and communicate performance to staff together with preventative measures – seasonal flu jabs and free health checks.	JD	BW	ONGOING
L	Business process re-engineering all service areas and developing the use of new technology.	JD	BW / POLICY	SEP 2013

### 3. SERVICE DELIVERY AND SUPPORT SERVICE ISSUES

Priority H/M/L	Description of Development Action	Responsible Lead Officer	Additional resources required	Completion Date
H	Mobile working technology embedded into the Streetscene operations: <ul style="list-style-type: none"> <li>• Unscheduled work (service requests)</li> <li>• Scheduled work (grounds maintenance &amp; street cleansing)</li> </ul>	BW	ICT	JUL 2012 DEC 2012
H	Explore and consider the Streetscene structure and implement any changes identified.	JD	HR	OCT 2012
H	Implement the fleet management strategy with a target to realise 10% efficiency improvements.	JD	BW	MAR 2014
H	Develop the vehicle tracking technology to manage day to day operations and allocation of resources.	BW	-	MAR 2013
H	Ensure that the future service needs are fully considered and incorporated into the new Bengal Street depot relocation.	JD	BW	OCT 2013
M	Undertake service cost benchmarking with other local authorities to fully understand service delivery efficiency.	JD	POLICY	MAR 2013
M	Review of future training needs and succession planning.	BW	HR	DEC 2012
M	Review arrangements for vehicle maintenance including options for joint vehicle procurement.	JD	Procurement / BW	MAR 2013
M	Implement business process re-engineering to reduce bureaucracy and improve Streetscene processes.	BW	POLICY	MAR 2013

## 4. BUSINESS DEVELOPMENT OPPORTUNITIES

Priority H/M/L	Description of Development Action	Responsible Lead Officer	Additional resources required	Completion Date
H	Agreement for longer term arrangements to undertake the outer Chorley area grass cutting with LCC.	JD	Finance	MAR 2013
H	Reviewing the costs and arrangements for charging out additional work to the parish councils.	JD	Finance / BW	JAN 2013
M	Identify and consider further opportunities to transfer land into community management.	JD	BW	MAR 2013
M	Considering the options for joint working with other local authorities such a tree inspections, annual play area inspections and vehicle procurement.	JD	Procurement / BW	MAR 2013
M	Agreeing operational arrangements for the delivery of Streetscene services across the Buckshaw Village boundary.	JD	BW	MAR 2013
M	To continue to evaluate parcels of work to identify the best procurement option	JD	BW	ONGOING
L	Developing the probation service arrangements and community / voluntary group work and ensuring that it links into the priorities identified through the neighbourhood / community forums.	BW	NH	MAR 2013
L	Further consideration of public realm improvements with LCC such as enforcement of obstructions on the highway and roundabout maintenance.	JD	SC	MAR 2013

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