

16 July 2013

Overview and Scrutiny Performance Panel

You are invited to attend a meeting of the Overview and Scrutiny Performance Panel to be held in Committee Room 1 on Thursday, 25th July 2013 commencing at 6.30 pm.

AGENDA

1. **Apologies for absence**

2. **Minutes (Pages 3 - 8)**

To approve the minutes of the Overview and Scrutiny Performance Panels held on 11 and 20 March 2013 (enclosed)

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 Council Performance Monitoring Quarter Four 2012/13 (Pages 9 - 18)**

Report of Chief Executive (enclosed)

5. **Chorley Partnership Performance Monitoring Quarter Four 2012/13 (Pages 19 - 24)**

Report of the Chief Executive (enclosed)

6. **Performance Focus - Shared Services (Pages 25 - 30)**

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), Mark Perks (Vice-Chair) and Julia Berry, Keith Iddon (Eccleston and Mawdesley), Marion Lowe and Kim Snape for attendance.
2. Agenda and reports to Gary Hall (Chief Executive), Chris Sinnott (Head of Policy and Communications), Victoria Willett (Partnership Officer), and Dianne Scambler (Democratic and Member Services Officer) for attendance.
3. Agenda and reports to Peter Wilson (Executive Member - Resources, Policy and Performance) for attendance.

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Overview and Scrutiny Performance Panel

Monday, 11 March 2013

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

Also in attendance

Councillors: Councillors Adrian Lowe (Executive Member (Homes and Business))

Officers: Jamie Carson (Director of People and Places), Lesley-Ann Fenton (Director of Partnerships and Planning), Zoe Whiteside (Head of Housing), Michael Coogan (Strategic Housing Officer), Victoria Willett (Performance Improvement Officer) and Dianne Scambler (Democratic and Member Services Officer)

12.OSP.20 APOLOGIES FOR ABSENCE

There were no apologies for absence.

12.OSP.21 MINUTES

- a) Confirmation

RESOLVED – That the minutes of the Overview and Scrutiny Performance Panel meeting held on 17 December 2013 be confirmed as a correct record for signing by the Chair.

- b) Matters arising

12.OSP.13 – Transformation Directorate – Business Plan Monitoring

The Panel were provide with an update on the projects contained with the ICT Plan that showed the progress that had been made to date.

12.OSP.22 DECLARATIONS OF ANY INTERESTS

There were no declarations of any interests.

12.OSP.23 EXCLUSION OF THE PUBLIC AND PRESS

RESOLVED - To exclude the press and public for the following items of business on the ground that it involved the likely disclosure of exempt information as defined in Paragraphs 1 and 3 of Part 1 of Schedule 12A to the Local Government Act 1972.

12.OSP.24 SCRUTINY FOCUS - SELECT MOVE

The Chair welcomed Councillor Adrian Lowe to the meeting who was attending in his capacity as Executive Member for Homes and Business, along with Zoe Whiteside, Head of Housing and Mick Coogan, Strategic Housing Officer.

The Panel considered a confidential report of the Director of Partnerships, Planning and Policy that provided responses to a number of questions raised by Members around the following:

- Time taken to process, determine and allocate priority banding to applicants of Selectmove
- Simplifying the Selectmove application to make it more user friendly but ensuring correct information is received
- Measures that could be taken to help those applicants who know their existing tenancy will be terminated before they become homeless
- Improvements to the interface between Selectmove and members of the public
- Information on the bidding cycle; and
- Ensuring that social housing providers get an allocations service that they value.

Member of the Panel also asked a variety of additional questions with regards to the policies and procedure of the Selectmove processes.

It was explained that although it was difficult to benchmark the service against other authorities, the Council had used comparative information when developing the application forms to make sure that they followed a consistent approach and captured all the relevant information needed from which to form an accurate assessment of the applicant's needs.

Members were informed of the type of information required from Selectmove applicants before an assessment of banding can be made and the common reasons for delay. Additional support and guidance is given when necessary to ensure that all applicants are banded correctly and assurances were given that the service does a lot of work that was over and above what was required to make sure that the bandings were fairly allocated.

A dedicated officer was currently working with Registered Social Landlords to identify those people that were struggling to pay their rents and to ensure offer help and assistance is offered to prevent tenants being at a risk of becoming homeless.

Members had concerns that the online service was not as good as it could be. Some of the Registered Social Landlords did not supply adequate information including photographs, whilst this was something that the Council sympathised with, they had very little control over but with the support of the Executive Member they continued to lobby the companies in an effort to improve the process for the customers and the Council.

RESOLVED - That the report be noted.

12.OSP.25 ADJOURNMENT OF MEETING

Due to the amount of business still to be transacted and the lateness of the hour, the Chair took the decision to adjourn the meeting. The remainder of the business on the agenda would be considered at a meeting of the Overview and Scrutiny Panel on 20 March 2013.

Chair

Overview and Scrutiny Performance Panel

Wednesday, 20 March 2013

Present: Councillor Steve Holgate (Chair) and Julia Berry, Graham Dunn, Hasina Khan and Roy Lees

Also in attendance

Officers: Jamie Carson (Director of People and Places), Lesley-Ann Fenton (Director of Partnerships and Planning), Chris Sinnott (Head of Policy and Communications), Zoe Whiteside (Head of Housing), Michael Coogan (Strategic Housing Officer) and Dianne Scambler (Democratic and Member Services Officer)

12.OSP.26 APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor Kim Snape.

12.OSP.27 DECLARATIONS OF ANY INTERESTS

There were no declarations of any interests.

12.OSP.28 PARTNERSHIPS, PLANNING AND POLICY DIRECTORATE - BUSINESS PLAN MONITORING STATEMENT 2012/13

The Panel received a report of the Director of Partnerships, Planning and Policy on progress made to date in delivering the key actions and performance indicators in the Partnerships, Planning and Policy Directorate Improvement Plan for 2012/13.

Of the 28 action/projects contained within the Directorate Business Plan only three projects were rated amber, the delivery of the second year of the S106 Play and Recreation Fund, the Introduction of supported accommodation for 16/17 year olds and the trial re-opening of Market Street, Chorley. An explanation about the issues and action being taken to address them were provided for the Members.

Of the 17 indicators that can be reported, three were below target and outside the 5% threshold. The processing of minor planning applications was still under performing, although Members were highlighted to the fact that the target had been exceeded for the past couple of months.

Members asked a number of questions relating to a actions contained within the report and information was given on the makeup and remit of the newly established Welfare Reform Group, the difficulties the Council were facing in delivering a consistent Court Desk Service at the Courts and assurances were also given as to how unplanned departures were dealt with at Cotswold House.

Members also asked if the information contained within the Business Plan Monitoring reports could be presented differently to include more detail behind the statistical figures and would show evidence of how the administrations corporate priorities are being delivered.

It was explained that this was an area that had already been discussed at Strategy Group and that in future a direction of travel would be incorporated into the reports which would provide the type of detail that Members were requesting.

RESOLVED – That the information contained within the report be noted.

12.OSP.29 PEOPLE AND PLACES DIRECTORATE - BUSINESS PLAN MONITORING STATEMENT 2012/13

The Director of People and Places presented a report on the progress made to date in delivering the key actions and performance indicators in the People and Places directorate business plan for 2012/13.

At the end of January 19 actions were rated green and had been completed or are on-going. No actions were rated amber and none rated red.

The Director of People and Places reported that the review of neighbourhood working was complete and that 24 projects had been identified in the last round of neighbourhood meetings. A number of changes had also been made to internal reporting procedure and process that would improve how day to day activities were carried out that would ensure better response times to both Elected Members and the public. It was important to know if these changes were effective and Members were encouraged to give feedback as and when required. The Panel were happy with how the neighbourhood working agenda was progressing but there was a view that additional meeting may be needed going forwards to effectively monitor the work of the priorities.

The Chair asked about the present position of the Councillor Community Grant funding and it was reported that over £11,000 had been allocated to various groups and community organisations across the borough with more application pending. There was still funding available; however the deadline for applications was fast approaching on 28 March 2013.

Members received a list of all the performance indicators that the service reported against. Only one, Overall Crime Rate was below target and outside the 5% threshold. A combination of factors had impacted on the performance of this indicator.

Crime levels in the previous year had been low and the 2012/13 target was always going to prove challenging from such a low base. In addition, an Integrated Offender Management framework which was due to be in place had continued to have delivery issues in recent months, and as a consequence, had not effectively managed offenders on release.

The Panel asked if more information could be provide on the type of work that was involved on the Integrated Offender Management framework so that a more holistic view could be achieved and how Councillors could help to influence by having a better understanding of the problems, challenges and work needing to be done.

Members were informed about the implementation of high profile campaigns to highlight to potential victims of acquisitive crime the need to ensure vehicles, property and personal belongings are effectively secured to deter opportunistic crime.

The Panel also requested information on the usage figures at Tatton Community Centre. The type of activity and attendance would be useful for Members in this ward.

RESOLVED

- 1. That the report be noted.**
- 2. That usage figures for all activities at Tatton Community Centre be provided to the Panel.**

12.OSP.30 TRANSFORMATION DIRECTORATE - BUSINESS PLAN MONITORING STATEMENT 2012/13

The Panel received a report of the Chief Executive on progress made in delivering the key actions and performance indicators in delivering the Transformation directorate business improvement plan for 2012/13.

Good progress had been made with a number of key projects completed and large proportion was rated green with notable progress of ICT projects. Where projects were rated as amber; actions were in place to ensure that the project delivers on schedule and by the end of the year.

A number of performance indicators were off track, in particular those relating to sickness absence which was being closely monitored given links with service capacity. Customer satisfaction also continued to be in decline since the change in measurement and the report explained the reasons and actions in place to address this.

Members commented on a number of issues contained within the report that included action being taken to address the reduction in customer satisfaction, identifying patterns in relation to long term sickness across the authority and current take-up figures of the collective energy switching programme that was being pushed to residents across Lancashire.

RESOLVED – That the report be noted.

12.OSP.31 SUPPORTING PEOPLE IN CHORLEY

The Panel received a report of the Director of Partnerships, Planning and Policy informing them of the nature of Supporting People in Chorley and the Council's role.

The report explained that the Supported People funding pays for Housing Related Support to assist vulnerable people to live in their own home whilst remaining independent. Members received information on the history of the funding along with the details of support which is eligible and how this is distinct from care.

All supported People funding was now allocated from Lancashire County Council's mainstream funding after being a ring fenced grant until 2009 then part of the area based grant until 2011. The total value of the supporting People programme for Chorley is £1.34M.

There is an established governance structure that oversees the programme and through which decisions regarding services, for example, the commissioning and decommissioning are made. A Locality Group, comprising of a small cluster of local authorities discuss initial recommendations by each district council or partner before being agreed at the Lancashire wide Commissioning Body. Chorley Council are the joint Chair of the Commissioning Body and therefore plays an important role.

However, Members were informed that whilst Chorley had some influence on services commissioned in its area, all decisions had to be made through the governance structure including both the relevant Locality Group and Commissioning Body.

Members were also given a list of Supporting People funding services that were commissioned in Chorley or joint commissioned for a wider area taken from Lancashire County Council Supporting People Team's directory of support services. All services were commissioned on fixed term contracts with the majority up for review at the end of 2013/14.

Members raised concerns that the implementation of one project could have a knock-on effect that would be detrimental to another project. This was because there was simply not enough funding to support all the projects that were needed and had to be prioritised according to need. Partners continued to work together more effectively and the Council were starting to see the benefits of more joined up working that were addressing local need and starting to fill the gaps in service provision.

Officers assured Members that the work of the Supporting People was a more co-ordinated approach than had previously been and that all the relevant partners were collectively making the key decisions that needed to be taken. With the current economic climate there were going to be some difficult decisions to be taken around the delivery of services over the next twelve months as Lancashire County Council have indicated that Supporting People Funding may be reduced in future years.

RESOLVED – That the report be noted.

Chair



Report of	Meeting	Date
Chief Executive (Introduced by the Executive Member for Resources, Policy and Performance)	Executive Cabinet	20 June 2013

CHORLEY COUNCIL PERFORMANCE MONITORING QUARTER FOUR 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 fourth quarter of 2012/13, 1 January to 31 March 2013.

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 fourth quarter of 2012/13, 1 January to 31 March 2013. Performance is assessed based on the delivery of key projects, against the measures in the 2012/13 – 2015/16 Corporate Strategy and key service delivery measures.
4. Overall performance of key projects is good, with a majority of the projects on track or scheduled to start later in the year. One project, the trial reopening of Market Street has been rated amber due to recommendations to amend the scheme, however completion is due to happen by the end of the second quarter 2013/14.
5. Overall performance on the Corporate Strategy measures and key service delivery indicators is satisfactory. 69% of the Corporate Strategy measures and 80% of the key service measures are performing above target or within the 5% tolerance.
6. The Corporate Strategy measures performing below target are; the percentage of customers dissatisfied with the way they were treated by the Council, Town Centre visits, the % of 16-18 year olds who are not in education, employment or training (NEET), growth in the business rate base, and the number of long term empty properties in the borough. Action plans have been developed to outline what action will be taken to improve performance.
7. The key service delivery measure 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.

Confidential report Please bold as appropriate	Yes	No
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Key Decision? 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 Council's performance in delivering the Corporate Strategy.

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	x	A strong local economy	x
Clean, safe and healthy communities	x	An ambitious council that does more to meet the needs of residents and the local area	x

BACKGROUND

- The Corporate Strategy is the key strategic document for the authority and includes performance indicators and key projects which focus on delivering the Council's four priorities. The Corporate Strategy also continues to align to the priorities set out in Chorley's sustainable community strategy, delivery of which is taken forward by the Chorley Partnership.
- This report includes an update on the key projects and targets set out in the 2012/13 – 2015/16 Corporate Strategy.

PERFORMANCE OF KEY PROJECTS

- Following the refresh of the Corporate Strategy in November, there are 20 key projects for 2012/13 – 2015/16. At the end of the fourth quarter overall performance of key projects is excellent. 19 of the 20 projects (95%) are either on track or scheduled to start later in the year.
- At the end of the fourth quarter, sixteen projects (80%) were rated green, meaning that they are progressing according to timescale and plan:
 - Produce an inward investment plan

- Implement a joint employment initiative with Runshaw College
- Develop a town centre master plan
- Implement a programme to support the expansion of local businesses
- Introduce local solutions to address homelessness
- Deliver affordable homes through the use of council assets
- Develop and deliver a scheme to improve housing standards
- Produce a development plan for Astley Park
- Chorley sports village
- Implement improvements to neighbourhood working
- Establish a process to deliver working together with families
- Launch the civic pride campaign
- Migrate services into the front office
- Deliver a project to improve the productivity of council services
- Establish a Chorley Council Youth Council
- Tackling Fuel Poverty

15. Three projects (15%) had not started by the end of the fourth quarter, as they are scheduled to start later in the year in order to balance out project work with core business and manage staff capacity.

- Friday Street health centre (due to start in the first quarter,2013/14)
- Improving access to services
- Develop volunteering in the Borough (due to start in the first quarter, 2013/14)

16. One project (5%) is currently rated as ‘amber’, which is early warning that there may be a problem with this project.

Project Title		Project Status
Trial re-opening of Market Street		Amber
Explanation	<p>Lancashire County Council have made some recommendations to amend the scheme. Following the redesign further consultation with Lancashire County Council will need to take place and the amended scheme will need to be resubmitted for a safety audit.</p> <p>Work completed:</p> <ul style="list-style-type: none"> • Lancashire County Council response received recommending changes to the scheme • Meeting held with Lancashire County Council to discuss the recommended changes 	

Action Required	<ul style="list-style-type: none"> • Redesign consultation has taken place with Lancashire County Council Officers in April • The safety audit is currently being re-submitted. • Formal consultation on a zebra crossing (if required) - June 2013 • Award of experimental order - June 2013 • Tender for contract to Lancashire County Council - June/July 2013 <p>The project completion date would then be September 2013.</p>
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PERFORMANCE OF CORPORATE STRATEGY MEASURES

17. At the end of the fourth quarter, it is possible to report on 17 of the key performance indicators within the Corporate Strategy. 10 (59%) indicators were performing on or better than target. The full outturn information for the performance indicators is included at Appendix A.
18. The following indicators are performing better than target:
- % of the population with NVQ level 3 and above
 - Median workplace earnings in the borough
 - % of working age people on out of work benefits
 - % of domestic violence detections
 - The number of visits to Council's leisure centres
 - Number of young people taking part in 'Get Up and Go' activities
 - Number of affordable homes delivered
 - Number of homelessness preventions and reliefs
19. Two indicators are baseline indicators in order to establish a meaningful target:
- Number of jobs created through targeted interventions – this is a new indicator and we will continue to review trends over time.
 - % of households living in fuel poverty - although this is a baseline indicator further analysis can be done and 14.8% of the borough's households were experiencing fuel poverty in 2011, this is a 12% decrease from 2010 which was 16.8%. Chorley is the lowest in Lancashire, and the county-wide average for 2011 is 18.4%.
20. Two indicators (12%) are performing slightly below target, but are within the 5% tolerance threshold:
- The % of businesses ceasing to trade: Performance is at 11.2% against the target to be better than the North West average. This is currently 10.7%. These figures are based on VAT registered businesses and businesses have to be VAT registered if their level of turnover is greater than £77,000. It may be in the business interest to de-register if their turnover falls below this threshold; however the business still continues to be operational, which could explain some of the increase in this indicator. Some businesses deliberately aim for turnover levels below the VAT threshold with the objective of deregistering.

- Overall employment rate: Performance is at 76.6% against a target of 80%, Chorley is the third highest district in Lancashire. Performance also remains above the Lancashire (71.3%), North West (69.3%) and England (71.6%) average.

21. Five indicators (29%) performed below target; the percentage of customers dissatisfied with the way they were treated by the Council, Town Centre visits, the % of 16-18 year olds who are not in education, employment or training (NEET), growth in the business rate base, and the number of long term empty properties in the borough.
22. The table below gives the reasons for this worse than anticipated performance, and the steps that are being taken to improve performance. A brief analysis of trend has also been provided to give some context to the performance value:

Performance Indicator		Target	Performance
Town Centre Visits		37,500	34,692
Reason below target	At the refresh of the corporate strategy in November, the target for was made more challenging, to recognise the council's ambitions to develop a vibrant town centre. Most of the plans for the town centre will take place over a longer timescale – such as the redevelopment of the Pall Mall triangle, town centre masterplan.		
Action required	The council has identified a series of key projects and budget investment over the past twelve months, including the development of a town centre masterplan, the redevelopment of Market Street/Gillibrand Street and a town centre marketing campaign.		
Trend	Performance at the end of quarter four 2011/12 was 33,339, therefore over the last twelve months performance has continued to improve.		

Performance Indicator		Target	Performance
The % of 16-18 year olds who are not in education, employment or training (NEET)		5%	5.3%
Reason below target	The nature of NEET amongst young people is split into two areas: 1. Young people with high academic levels (at least 5 A-C GCSEs) who are unable to access, or have left, College/Work Based Training. 2. Young people who have no qualifications on leaving school, which is a barrier to gaining education, employment and training opportunities.		
Action required	Positive activities continue by the Children's Trust. The NEET Task and Finish Group have developed a poster to promote a new web page designed specifically for Chorley NEETs, held on the Young People's Services web site. The purpose of the website is to help with employment, education and training options and should support young people with their future options. The project to implement a joint employment initiative with Runshaw College aims to reduce the NEET figure, this commenced delivery in quarter one.		
Trend	Performance at the end of quarter four 2011/12 was 5.5%, over the last twelve months the number of NEETs has reduced by 5.1% (from 197 to 187). Previous performance for 2012/13 was; quarter one 5.3%, quarter two 5.8% and quarter three 4.8%. Current performance is better than the Lancashire County Council target of 6.2%, and Chorley is currently the second best district in Lancashire.		

Performance Indicator		Target	Performance
Growth in business rate base		3%	0%
Reason below target	Growth in the business rate base is a new target and our economic development projects which will ultimately achieve business growth are now increasing momentum.		
Action required	<p>The Business Support function has been established as follows:</p> <ul style="list-style-type: none"> • Business Advisors for start-up and existing businesses • Starting in Business Grant Programme of workshops (Business JIGSAW, 'Ask the Expert', Boost Your Business seminars) • Choose Chorley for Business Network (with over 100 businesses attending) • Choose Chorley e-newsletter (first edition released in Feb 2013) • Chorley Business Investment for Growth (BIG) grant to support the capital expansion of existing Chorley companies where growth is linked to job creation. <p>The projects to create a Town Centre Masterplan and Inward Investment Plan are now well underway, with the ultimate aim of attracting new investment into the Borough.</p>		

Performance Indicator		Target	Performance
Number of long term empty properties in the borough		240	265
Reason below target	Within the 265 figure there are 12 Registered Provider properties of which 4 will shortly be removed from the list due to demolition or re-let. There are 33 long term vacant rented flats out of a total of 78 in one development, and the reasons why they have been vacant for so long needs to be investigated further. The current list also includes 6 pubs, 2 club premises and 14 farms. Such properties which combine businesses will be more difficult to sell due to changes in the leisure and agricultural industries.		
Action required	The effect of Council Tax changes for 6 months from April to September 2013 will be monitored to establish whether owners are taking action to sell or rent their property in view of their Council Tax bill which will also support targeted action. Further analysis will be carried out with options developed for additional activity to reduce the total figure and a report to be prepared for future consideration. As at end of April 2013, the figure had reduced to 255.		

Performance Indicator		Target	Performance
% of customers dissatisfied with the way they were treated by the Council		20%	32.2%

Reason below target	The email survey is a more efficient and effective way of understanding customer satisfaction and provides a greater opportunity for customers to express their views, although this may result in a more negative response than if the feedback were provided to a person (via telephone for example). Dissatisfaction due to lack of response following an enquiry or not keeping the customer informed of progress continue to be key causes although new reports are now available to managers to help tackle issues within specific services or teams.
Action required	The results of the survey, including customer reasons and comments, continue to be reported to Strategy Group on a monthly basis and Information Exchange to enable Heads of Service to address any service related issues. The survey has been optimised to ensure that respondents are able to quickly and easily give their views. Further year end analysis will be used to identify key themes or trends and develop interventions both internally and with partners (LCC) to target recurring issues.
Trend	The email survey was only collected from May 2012. In May 2012 dissatisfaction was 29%, and by March 2013 the in month figure had reduced to 17%. Fluctuations throughout the year have resulted in the year to date performance of 32.2%.

PERFORMANCE OF KEY SERVICE DELIVERY MEASURES

23. 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.

24. The following are performing better than target:

- 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
- Number of families in temporary accommodation

25. 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 gives the reasons for this worse than anticipated performance, and the steps that are being taken to improve performance:

Performance Indicator	Target	Performance
Processing of planning applications as measured against targets for 'minor'	65%	55.7%

<p>Reason below target</p>	<p>The issues which affected performance, as reported in quarter one, continued to impact on the performance of this indicator throughout the rest of the financial year. The issues as reported previously include:</p> <ul style="list-style-type: none"> • a significant increase in the volume of minor applications; • significant printing demands generated from safeguarded land applications <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>
<p>Actions required</p>	<p>A number of measures have been put in place including additional staffing, workflow modifications and management controls. 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"> • implemented improvements to processes and workflow; • introduced a traffic light system for the processing stages; • introduced a red box system to fast track processing tasks; and • introduced twice weekly case management discussions. <p>This has resulted in a slight improvement in performance over the financial year, however the indicator remains below target.</p>

IMPLICATIONS OF REPORT

26. 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

Background Papers			
Document	Date	File	Place of Inspection
Previous report	21 February 2013	Online	http://democracy.chorley.gov.uk/ielIssueDetails.aspx?Ild=29358&Opt=3

Report Author	Ext	Date	Doc ID
Louise Wingfield	5061	30 May 2013	Fourth 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
% of the population with NVQ level 3 and above	Bigger is better	50%	58.1%	
Town Centre Visits	Bigger is better	37500	34692	
% of businesses ceasing to trade	Smaller is better	10.7%	11.2%	
Median workplace earnings in the borough	Bigger is better	£458	£459.6	
Overall employment rate	Bigger is better	80%	76.6%	
Number of jobs created through targeted interventions		Baseline	54	
% of working age people on out of work benefits	Smaller is better	11.7%	10%	
The % of 16-18 year olds who are not in education, employment or training (NEET)	Smaller is better	5%	5.3%	
Growth in business rate base	Bigger is better	3%	0%	
% of domestic violence detections	Bigger is better	70%	70.5%	
The number of visits to Council's leisure centres	Bigger is better	1,000,000	1,008,586	
Number of young people taking part in 'Get Up and Go' activities	Bigger is better	15000	24743	
Number of affordable homes delivered	Bigger is better	100	183	
Number of Homelessness Preventions and Reliefs	Bigger is better	200	246	
Number of long term empty properties in the borough	Smaller is better	240	265	
% of households living in fuel poverty		Baseline	14.8%	
% of customers dissatisfied with the service they have received from the council	Smaller is better	20%	32.2%	

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	10Days	9.65Days	
(NI 157a) Processing of planning applications as measured against targets for 'major' application types	Bigger is better	70%	70.59%	
(NI 157b) Processing of planning applications as measured against targets for 'minor'	Bigger is better	65%	55.66%	
(NI 157c) Processing of planning applications as measured against targets for 'other' application types	Bigger is better	80%	80.62%	
Number of households living in Temporary Accommodation (NI 156)	Smaller is better	25	11	



Report of	Meeting	Date
Chief Executive (Introduced by the Executive Member for Resources, Policy and Performance)	Executive Cabinet	20 June 2013

CHORLEY PARTNERSHIP PERFORMANCE MONITORING QUARTER FOUR 2012/13

PURPOSE OF REPORT

1. To update the Executive on the performance of the Chorley Partnership during the fourth quarter of 2012/2013, from 1 January to 31 March 2013.

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 fourth quarter of 2012/13, 1 January to 31 March 2013. 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 5.3% at quarter two 2012/13.
 - Primary fires in Chorley are lower than anticipated.
 - Crime overall has shown a decrease of 11.6% in quarter four compared to the same period last year, following the trend over the past twelve months this has resulted in an overall increase of 1%.
5. Overall performance on the key projects / priorities in the Chorley Partnership delivery plan is good, with 79% rated 'green' or complete.
6. Overall performance of the key projects of the Chorley Partnership remains excellent, with all four projects now complete.

Confidential report Please bold as appropriate	Yes	No
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Key Decision? 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 Four Performance Report.

11. All Crime

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

Category	Q4 Last Year	Q4 This Year	% Change	YTD	% Change
All Crime	1416	1252	-11.6%	5686	+1%
Serious Acquisitive Crime	169	167	-1.2%	754	+12%
Burglary Dwelling	52	55	+5.8%	260	+10%
Vehicle Crime	113	109	-3.5%	478	+14%
Robbery	4	3	-25%	16	-11%
All Violent Crime	369	330	-10.6%	1453	0%
Violence Against the Person	342	301	-12%	1335	-1%
Alcohol related violence	110	108	-1.8%	413	+12%
Domestic Abuse	141	160	+7.5%	702	+18%
Domestic Abuse Detections (70%)	70%	65%		73%	
Domestic Violence Murder	0	0		0	
Criminal Damage (inc arson)	247	203	-17.8%	702	+4%
Anti Social Behaviour	1016	947	-6.8%	4702	-6%
Detected Arsons (20%)	10.0%	14.0%		12.0%	

The year-end figures were slightly higher than anticipated due to the figures for quarter three which have had a negative impact on the overall total. There has been a focus on increasing the detections for Domestic Abuse which has had a positive effect.

12. **Fire related Key Performance Indicators**

Indicator	Target	Performance
Deliberate Primary Fire	29	25
Accidental Primary Fire	56	53
Vulnerable people including single occupancy households to receive home fire safety checks	60%	73%

13. **Alcohol Related Admissions**

Latest data for quarter two 2012/13 shows a reduction of 5.4% for alcohol related hospital admissions in Chorley when compared to the same period last year.

Rate of alcohol related admissions per 100,000 population				
		2011/12	2012/13	% change
Quarter two	Chorley	552	523	- 5.2%
	Lancashire	564	545	- 3.3%
	North West	613	606	- 1.2%
	England	491	492	+ 0.4%
Year to date	Chorley	1099	1041	- 5.3%
	Lancashire	1125	1094	- 2.8%
	North West	1209	1203	- 0.5%
	England	965	975	+ 1.1%

This represents the latest information published by the North West Public Health Observatory and further analysis of these results is not yet available. The most recent detailed analysis available is from 2010/11.

SUSTAINABLE COMMUNITY STRATEGY DELIVERY PLAN 2012/13

- 14. The Chorley Partnership has 52 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.
- 15. Of these 52 key priorities/projects, 41 (79%) were reported as either green, complete or re-categorised to business as usual. There are eleven key priorities/projects which remain unreported at this moment in time. This includes five which were the responsibility of NHS Central Lancashire, which was abolished on 1st April 2013 and all services transferred to the responsibility of the Chorley and South Ribble Clinical Commissioning Group, Lancashire County Council and Lancashire Care Trust.

PARTNERSHIP PROJECTS DELIVERY

- 16. 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.
- 17. Overall performance of the key projects is excellent, with all four of the projects now complete. Two projects ‘Increasing opportunities for NEET young people in Chorley’ and ‘Managing personal finances – protecting vulnerable people’ were completed in earlier quarters as reported in previous reports.
- 18. Two projects have been completed during the last quarter, and the initial outputs of these projects are detailed below:

Volunteering in Chorley	
<p>The aim of the project was to develop actions to increase recruitment, retention and support for volunteers in Chorley.</p> <p>Managed by the sector, it would assess the current provision for volunteers and put in place actions to increase recruitment, retention and support.</p>	
Lead Partner: Chorley VCFS Network	
<p>RAG Status:</p> <p>Complete</p>	<ul style="list-style-type: none"> • The aims of the project were delivered and the data is available. • The VCFS Committee has demonstrated its ability to deliver a project on behalf of the sector and to manage a member of staff. • Chorley VCFS along with Chorley Council has increased its visibility and network links in the sector and will continue to do so within the successful joint bid with West Lancashire CVS and Volunteering Lancashire. • The project has been working with SPICE to enable volunteers in Chorley to be valued for their contributions to volunteering through the time credits and this continues to build upon its success.

Embedding the NHS Reform in Chorley	
<p>The aim of this project was to enable the NHS reform changes to be embedded locally within Chorley. It would work with the emerging Clinical Commissioning Groups (CCG) and county wide structures to ensure that an appropriate local structure and strategy is put in place.</p>	
Lead Partner: Chorley Council	
<p>RAG Status</p> <p>Complete</p>	<p>The Chorley and South Ribble Health and Wellbeing Partnership is now functioning and is developing a local health and wellbeing plan which augments partner strategies e.g. the CCG and the Health and Wellbeing Board at County level.</p> <p>The Chorley and South Ribble Clinical Commissioning Group and the Lancashire County Council structures for public health are now formalised and delivery is commencing.</p>

FUTURE CHANGES TO PARTNERSHIP REPORTING

19. Following a review of the Chorley Partnership during 2012/13, a new approach to delivery planning has been implemented for the next financial year. This will provide greater clarity on the links and performance of the sub groups as well as partner organisations. The performance reports will be adapted to reflect this, and Members will see a new format of report from quarter one 2013/14.

IMPLICATIONS OF REPORT

20. 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

Background Papers			
Document	Date	File	Place of Inspection
Previous report	21 February 2013	Online	http://democracy.chorley.gov.uk/ieIssueDetails.aspx?IID=29360&Opt=3

Report Author	Ext	Date	Doc ID
Louise Wingfield	5061	30 May 2013	Chorley Partnership 4th Quarter Report

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Report of	Meeting	Date
Chief Executive	Overview and Scrutiny Performance Panel	25 July 2013

OVERVIEW AND SCRUTINY PERFORMANCE PANEL – SHARED SERVICES FOCUS

PURPOSE OF REPORT

- To provide contextual information and initial questions for focus to the performance panel for shared services performance.

RECOMMENDATION(S)

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

Confidential report 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	x

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 July meeting, shared services have been selected.
- This report provides contextual information about the current performance of shared services, 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

SHARED FINANCIAL AND ASSURANCE SERVICES

Governance

1. The Shared Services Joint Committee was established under Section 101 of the Local Government Act 1972 and provides the overall governance for the Shared Services Partnership.
2. The terms of the Partnership are set out in an Administrative Collaborative Agreement which has been signed by both sponsoring Councils. The Collaborative Agreement in turn incorporates a Service Level Agreement which sets out the key outputs required of the Partnership and the performance measures against which it will be judged.
3. The Business Improvement Plan translates these outputs and measures into specific deliverables and targets against which performance is measured and reported on a quarterly basis.

Performance Indicators

4. At the end of quarter 4 2012/13, the overall KPI performance for Shared Financial and Shared Assurance Services has improved from last year's year end out-turn.
 - 80% of financial service indicators are green in comparison to 50% in 2011/12.
 - 46% of assurance service indicators are green in comparison to 42% in 2011/12
5. The majority of projects were also rated green with just 2 financial services projects rated amber.
6. KPI's and projects rated red or amber specifically related to Chorley Council are shown below:

Indicators	Target	Actual	Rating	Reason
Assurance				
Planned Time Utilised	90%	84%	Red	A temporary reduction in audit resources due to the in-year departure of 2 senior auditors was absorbed due to some planned audit assignments being no longer required or rescheduled for completion in 2013/14.
Audit Plan Completed	100%	82%	Red	
Customer Satisfaction Rating	90%	88%	Amber	Only marginally below target & no issues arising.
Financial services				
Underspends within 1% of manageable/cash revenue budget	<+/- 1.0%	4.8%	Red	(1) Underspends against estimates mainly attributable to employee budgets which is the highest area of spend. (2) Two planned temporary breaches of prudential indicators with no adverse financial consequences.
Achievement of prudential indicators	100%	89%	Red	
Statutory grant claims and returns to be submitted on time	100%	97.4%	Amber	

Projects	Rating	Reason
<ul style="list-style-type: none"> Development of the current level/programme of financial training packages for Members and Budget Holders to include use of systems, process improvement and financial management techniques 	Amber	<p>This project has been paused as priority is being assigned to the restructuring arrangements and budget preparation processes. In addition the large scale changes to public sector financing arrangements review are in the process of being implemented.</p> <p>These changes will be incorporated into the project which has been rolled over and continued in 2013/14.</p>
<ul style="list-style-type: none"> Review of the Management Accountancy processes post FMIS implementation with a view to establishing a common basis for methodology, calculation and budget holder and corporate reporting. 	Amber	<p>This project has been paused to be rolled over and continued into 2013/14. Priority has been focussed on budget preparation, dealing with a late settlement announcement and the fundamental changes to public sector core funding regimes. Resources are now available to assist in the finalisation of the project next year.</p>

Efficiencies

- The initial feasibility study recommending a shared service suggested savings of up to £0.280m or 10% on the current cost base of the two Councils.
- Since the partnership was launched at the beginning of January 2009 over £0.550m worth of budget efficiencies have been achieved on a recurring basis from the original budget position which was less than £2.0m.

Year	Budget Adjustments		Annual Budget
		£000	£000
2008/09 (Jan to Mar)	<i>Budget Efficiencies Partnership Launch Jan 2009</i>	<i>(0.102)</i>	part year
2009/10	Full Year 2008/09 Budget		1.786
	Budget Efficiency Target - One off	(0.050)	1.736
2010/11	Net budget efficiency target/volumetric/ committed growth	(0.002)	1.734
2011/12	One off budget savings re-instated	0.050	1.784
	Net budget volumetric/ committed growth	0.020	1.804
	<i>Budget Efficiencies - recurring</i>	<i>(0.291)</i>	1.513
	Transfer FMIS to SFS	0.095	1.608
2012/13	Net budget volumetric/ committed growth	0.010	1.618
	<i>Budget Efficiencies - recurring</i>	<i>(0.100)</i>	1.518
2013/14	Net budget volumetric/ committed growth	0.030	1.548

	Budget Efficiencies - recurring	(0.060)	1.488
	TOTAL RECURRING BUDGET EFFICIENCIES TO DATE	(0.553)	
	As % of the pre-partnership budget provisions	29%	

OTHER SHARED SERVICES:

9. **Local Development Framework (LDF):** Work on the LDF was delivered in partnership with South Ribble and Preston Council's although this is now coming to an end following adoption of the core strategy.
10. **Community safety:** Currently delivered through the shared Chorley and South Ribble Community Safety Partnership with savings of £64,837 recorded subsequent to the agreement of a collaborative working model in 2010. Following a long period of decreasing crime levels, a slight increase in overall crime of 0.9% was recorded at the end of quarter 4 2012/13.
11. **Revenues and benefits:** Work was undertaken to map processes used by both councils in revenues and benefits, led by South Ribble and funded by Team Lancashire. The shared service was not implemented as both councils had significantly different approaches and priorities for the services, and Chorley made larger savings through its recent restructures. Some elements around fraud are now shared.

QUESTIONS

To support those involved at the meeting to prepare, and to aid discussion, some initial questions to be addressed are set out below:

1. A number of actions related to SFAS performance indicators and improvement projects have been rolled over into 2013/14. Please provide an update on current performance for quarter 1 with reference to those PI's and projects rated red or amber as above.
2. In relation to SFAS, a number of budget efficiencies have already been identified for 2013/14.
 - Are any further savings anticipated in this financial year either cashable or non-cashable?
 - What is the potential to achieve further efficiencies in future years?
3. Other shared service functions currently exist although not to the scale and integration of the financial and assurance services function. Also, other options such as plans for the wider sharing of revenues and benefits and the approved proposal for shared ICT services have not yet been progressed.
 - Aside from Shared Financial and Assurance Services, what is the overall appetite/direction for shared services at Chorley Council in the light of necessary efficiency savings?

IMPLICATIONS OF REPORT

6. 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
Vicky Willett	5348	05 July 2013	Shared service performance focus

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