

## **OVERVIEW AND SCRUTINY PERFORMANCE PANEL**

THURSDAY, 20TH SEPTEMBER 2018, 6.30 PM  
COMMITTEE ROOM 1, TOWN HALL

### AGENDA

#### **APOLOGIES**

- |          |  |                 |
|----------|--|-----------------|
| <b>1</b> | <b>MINUTES OF MEETING THURSDAY, 14 JUNE 2018 OF OVERVIEW AND SCRUTINY PERFORMANCE PANEL</b>  | (Pages 3 - 6)   |
| <b>2</b> | <b>DECLARATIONS OF ANY INTERESTS</b><br><br>Members are reminded of their responsibility to declare any pecuniary interest in respect of matters contained in this agenda.<br><br>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. |                 |
| <b>3</b> | <b>PERFORMANCE FOCUS - EARLY INTERVENTION AND SUPPORT</b><br><br>To consider and receive the report of the Director (Policy and Governance).   | (Pages 7 - 12)  |
| <b>4</b> | <b>PROGRESS UPDATE BUSINESS PLANNING 18/19</b><br><br>To consider and receive the report of the Director (Policy and Governance).  | (Pages 13 - 16) |
| <b>5</b> | <b>ANY URGENT BUSINESS PREVIOUSLY AGREED WITH THE CHAIR</b>  |                 |

GARY HALL  
CHIEF EXECUTIVE

Electronic agendas sent to Members of the Overview and Scrutiny Performance Panel Councillor John Walker (Chair), Councillor Alistair Morwood (Vice-Chair) and Councillors Matthew Lynch, June Molyneaux, Greg Morgan and Kim Snape.

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**MINUTES OF OVERVIEW AND SCRUTINY PERFORMANCE PANEL**

**MEETING DATE** Thursday, 14 June 2018

**MEMBERS PRESENT:** Councillor John Walker (Chair), Councillor Alistair Morwood (Vice-Chair) and Councillors Matthew Lynch, June Molyneaux and Greg Morgan

**OFFICERS:** Asim Khan (Director (Customer and Digital)) and Catherine Hudspith (Performance and Partnerships Manager)

**APOLOGIES:** Councillor Kim Snape and Adrian Lowe (Executive Member (Customer, Advice and Streetscene Services))

**OTHER MEMBERS:** Councillor Paul Walmsley

**18.OSP.1 Minutes of meeting Thursday, 8 March 2018 of Overview and Scrutiny Performance Panel**

**Decision:** That the minutes of the Overview and Scrutiny Performance Panel held on 8 March 2018 be approved as a correct record for signature by the Chair.

**18.OSP.2 Declarations of Any Interests**

There were no declarations of interest received.

**18.OSP.3 Performance Focus - Customer and Digital Context**

The Performance Panel received a report from Asim Khan, Director (Customer and Digital), which outlined an update on the performance within the Planning team, an update on the newly created Enforcement team and an update on the ICT strategy.

**Planning**

Councillor Paul Walmsley, Executive Member (Public Protection), explained that the performance indicators in relation to Planning for 'Major', 'Minor' and 'Other' are all 100%; this includes extensions of time, which is excellent. There has been a great deal of change this year, with Adele Hayes succeeding Paul Whittingham as Planning Manager. A key member of the team is currently on maternity leave.

Members queried if the current staffing levels are sufficient to deal with the case load and noted that staffing levels were in line with national comparators for caseloads.

Staffing levels are reviewed as cases come in and, if required, contractors can be utilised, both at busy times, and when a specialist opinion is required.

Members noted that a new team is currently being recruited to undertake the Central Lancashire Local Plan Review. This team sits within the Business, Development and Growth Directorate. A Member Learning Session will be held in the next few months on this topic.

## **Enforcement**

Councillor Walmsley explained that enforcement services are now together under one Enforcement Team which will be in operation from July 2018 onwards. This will include Building Control, Licensing (including Long term empty properties), Planning Enforcement and Neighbourhood Officers (including dog fouling and fly-tipping).

Enforcement performance is mixed, with positive results against long term empty properties targets. For planning enforcement complaints during quarter two and three there has been a focus on working to close historic cases. Whilst this has reduced the outstanding caseload it has resulted in a dip in performance for this period. Efficiency gains are anticipated through utilising case management software in the future.

Members noted the positive move in bringing enforcement officers together and the improvement in communication and service this should bring.

Members queried the Council Tax discounts given to empty properties. From 0 to 6 months a discount of 50% applies where a property is empty (unoccupied and substantially unfurnished) and runs from the date that the furniture is removed. The discount ends after a six month period or earlier if furniture is placed in the property. If an empty home becomes occupied, or furnished, for a period of less than six weeks and then falls empty again, it will only resume a 50% discount if there is any of the original six months discount period remaining. Occupation of an empty (unoccupied and substantially unfurnished) home for less than six weeks does not give rise to a new discount period.

A discount of 25% applies where a property is empty (unoccupied and substantially unfurnished) and has been for a period of 6-24 months. A property that has been unoccupied and substantially unfurnished for at least 24 months is subject to a local premium of 50%, this means the council tax charged is 150%. There are many factors which contribute to a long term empty property, including probate. In addition to the enforcement officer, Council Tax have two inspectors who monitor empty properties.

Members discussed the difficulties in securing convictions for dog fouling as enforcement officers have to catch perpetrators in the act. It was noted that, if the Council were delegated the power to enforce on street parking the same officers could also enforce against dog fouling.

## **ICT Strategy**

Asim Khan explained that in 2017 the Council had agreed an ICT strategy to deliver improved and efficient digital services to the residents and businesses of Chorley. This has required a significant amount of planning to protect the day to day running of the Council and to plan for migration to the new data centre and infrastructure. Staff, members and residents rely heavily on ICT for the provision of services.

Members queried several points relating to the new hyper converged data centre and network which will future proof the Council and enable use of cloud services. The fibre infrastructure within the town centre has been replaced, but it is planned that the redundant corporate network fibre will be reused for CCTV in the future.

Members noted that the current thin client desktops do not facilitate voice over IP, but the new devices will and that the software used within Customer Services is not fully integrated, but ICT are aware of the issues and are working to resolve them.

Asim Khan highlighted that the Council have won the SOCTIM Pioneer Challenge for innovation in embracing cloud technology. The funds received in relation to this will be used to test the disaster recovery plan.

**Decision - That the report be noted.**

#### **18.OSP.4 Quarter Four Performance Report**

The Performance Panel considered a monitoring report from the Director (Policy and Governance) which will be presented at the Executive Cabinet on 21 June.

Cath Hudspith, Performance and Partnerships Manager advised that the report set out performance against the Corporate Strategy and key service delivery measures for the fourth quarter of 2017/18, 1 January – 31 March 2018.

Overall, performance of key projects is good, with nine (75%) of the projects rated as green and one (8%) is currently not started. Two (17%) projects are currently rated amber and actions plans for each of these projects are set out in the report.

Performance of the Corporate Strategy indicators and key service delivery measures is also good. 85% of Corporate Strategy measures are performing on or above target and 80% of key service delivery measures are performing on or above target or within the 5% threshold. Those indicators performing below target have action plans outlined with measures to improve performance within the report.

On the priority of 'Involving residents in improving their local area and equality of access for all' Members noted the positive performance in relation to volunteering and the bid for Heritage Lottery funding to develop Astley Hall, Coach House and Park. A reminder for Members to complete the survey will be included in the next edition of intheknow.

The 'Clean, safe and healthy homes and communities' priority includes the delivery of Primrose Gardens. The construction contract is on programme and the operational and strategic aspects are progressing well. Work has continued to manage minor delays due to bad weather, with action plans in place to manage any slippage and completion remains to be expected for March 2019. Work around seeking expressions of interest regarding potential café operators has resulted in a number of interested parties and site visits have been arranged.

The Youth Zone is now open and has had fantastic reviews. Information on the numbers of young people using the Youth Zone will be included within the Annual Report. The indicator in relation to the number of young people taking part in 'Get Up and Go' activities is better than the target.

The 'A strong local economy' priority has two projects rated amber: 'Bring forward key sites for development' and 'Market Walk Extension'. Members noted the action required. At the last meeting Members had queried if Eric Wright Construction employ local people, including apprentices. This was confirmed.

In relation to Key Service Delivery Measures Members noted that 'Average working days per employee (FTE) per year lost through sickness absence' is performing worse than target, and outside the threshold. This may be an area for scrutiny to review again.

The overall employment rate is 86.5% which is excellent.

**Decision - That the report be noted.**

Chair

Date



Report of	Meeting	Date
Director of Policy and Governance	Overview and Scrutiny Performance Panel	20/09/18

## PERFORMANCE FOCUS – EARLY INTERVENTION AND SUPPORT

### PURPOSE OF REPORT

- To provide contextual information to the panel on performance relating to the Early Intervention and Support directorate.

### RECOMMENDATION(S)

- That the performance information should be used as a basis to inform a discussion at this meeting, with a view to further understanding the performance in the Early Intervention and Support directorate and what actions are being taken to address any areas of concern.

### EXECUTIVE SUMMARY OF REPORT

- The report provides performance information for each of the four services areas within the Early Intervention and Support directorate. Performance is very good with most performance indicators and all key projects performance on track or above target.
- Each of the services areas have either been subject to or impacted by restructures within the last 12 months.

<b>Confidential report</b> Please bold as appropriate	Yes	<b>No</b>
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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 homes and communities		An ambitious council that does more to meet the needs of residents and the local area	✓

### BACKGROUND

- Performance of the Early Intervention and Support directorate was last considered by the Overview and Scrutiny Performance Panel in June 2017.
- The performance information set out below is up to date as of quarter one 2018/19 and includes both corporate indicators and projects which are presented to Executive Cabinet

as part of the quarterly monitoring reports, as well as local indicators which are used by directors and service managers to monitor the performance of their services.

- 8. The Early Intervention and Support directorate is made up of three main teams:
  - a. Health and Wellbeing
  - b. Housing Solutions
  - c. Regulatory Services
  - d. Integrated Wellbeing Service

**HEALTH AND WELLBEING**

- 9. The key aim of the Health and Wellbeing team is to build community resilience and promote wellbeing within the borough.
- 10. It has a wide remit, which includes; community engagement (supporting community groups to develop and grow, encouraging volunteering and community activity); managing the council’s leisure contracts for the leisure centres and Duxbury golf; managing community centres; neighbourhood working; employability; and, the home improvement agency (including DFGs and adaptations).
- 11. The team was restructured earlier this year in response to the council’s focus on developing more resilient communities, the development of the Youth Zone, the leisure contract review and the partnership of the Integrated Community Wellbeing Service.
- 12. The team is responsible for the directorate’s four corporate strategy indicators, all of which are performing above target.

Indicator	Target	Performance	
% increase in the number of volunteering hours earned	20%	20%	★
The number of visits to Council's leisure centres	250000	250000	★
Number of young people supported through council health and wellbeing opportunities	3600	3600	★
% of households living in fuel poverty	11.20%	11.20%	★

- 13. They also monitor their performance through 11 local indicators. Performance is good with nine of the eleven local indicators performance better than target.

Indicator	Target	Performance	
No. volunteer hours earned (Time credit notes)	6000Hours	12008Hours	★
No. of groups signed up to Time Credits Programme	112	83	▲
No. new volunteers recruited	150	541	★
The number of young people visiting Council's leisure centres	85000	92043	★
Number of older people (65+) visiting Council's leisure centres	12500	16119	★
Community centres - percentage of occupancy	51%	63.60%	★
Average time from grant approval to completion (DFG's)	12Weeks	6.83Weeks	★
Number of Chorley residents referred to an	25	30	★



Employability provision			
Number of 8 week placements sourced	7	10	★
Number of people who have secured paid employment through Chorley Works	9	7	▲
No of Chorley residents attending bespoke training provided through the Council's H&W team that supports employment prospects	14	37	★

14. The team is also responsible for delivering the directorates two corporate strategy projects, both of which are rated 'green' and being delivered as planned

Project	RAG Status	Update summary
<b>Improve the look and feel of local neighbourhoods across the borough</b>	<b>Green</b>	Work this quarter has included the creation of new tools and processes to manage accurate scoping of neighbourhood priorities. In addition to this, to oversee delivery and support reporting and communicating of progress on neighbourhood priorities there has been a dedicated role created, a Neighbourhood Priorities Officer, and this quarter the post has been appointed to.
<b>Deliver a borough wide programme to help people overcome barriers to employment</b>	<b>Green</b>	Work has included a review of all employability provision available in Lancashire, which has enabled us to identify the existing support within Chorley and 63 organisations have been identified as offering employment support in the Chorley area. The Employment service is trialling an online referral system to test its feasibility for supporting a new pathway from the Integrated Community Wellbeing Service to support people into employment. There has been continued development of the community research to determine gaps in employability provision within the Integrated Community Wellbeing Service this quarter, with identification of the low level mental wellbeing provision in Chorley and collaboration with providers to deliver opportunities for individuals to overcome low self-confidence and esteem as barriers to employment.

**HOUSING SOLUTIONS**

15. The housing options team support people to secure and sustain suitable accommodation – providing advice for people who are homeless or at risk of becoming homeless. Includes managing Cotswold Supported Accommodation and the management of Primrose Gardens.
16. The housing options team have also been restructured earlier this year in response to the Homelessness Reduction Act 2017 and to refocus and maximise the offer of housing related support following the end of the Supporting People funding arrangement with Lancashire County Council.
17. They have five local indicators which they use to monitor performance. Two of these relating to Cotswold House were off track at the end of quarter one.

Indicator	Target	Performance	
% rent collected at Cotswold Supported Housing	24.63%	19.50%	▲
% voids Cotswold House	20%	22.80%	▲
New Customers Requiring Housing Advice (Monthly not YTD)	57	73	

Number of Homelessness Preventions and Reliefs	150	175	★
Number of Personal Housing Plans created	40	43	★

**REGULATORY SERVICES**

- 18. Regulatory services providing environmental health (which includes food safety, neighbourhood quality, air quality, housing standards and public health), community safety (including anti-social behaviour and working in partnership to reduce crime and disorder) and animal welfare (including stay dogs).
- 19. The remit of the service has changed in the last year following the enforcement restructure which transferred responsibility for licensing and empty properties from regulatory services into a new enforcement team in the Customer and Digital directorate.
- 20. They have four local indicators which they use to monitor their performance. Three out of the four indicators are performing better than target.

Indicator	Target	Performance	
Food establishments in the area which are broadly compliant with food hygiene law	95%	95.41%	★
Number of proactive housing inspections	20	13	▲
Average time from initial service request to response (Reg Services)	2Days	0.8Days	★
Average time to deal with investigations (Reg Services)	40Days	7.5Days	★

**INTEGRATED WELLBEING SERVICE**

- 21. The service is a partnership between Chorley Council and Lancashire Care NHS Foundation Trust involving around 170 members of staff. The teams within the Early Intervention and Support directorate work alongside teams from LCFT including, Mindsmatter, Community Restart, Community Therapies, Learning Disabilities and the 0 to 19 service with an aim of changing how we deliver services to improve prevention and early intervention and reduce demand on public services.

**IMPLICATIONS OF REPORT**

- 22. 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	✓

**COMMENTS OF THE STATUTORY FINANCE OFFICER**

- 23. N/A

**COMMENTS OF THE MONITORING OFFICER**

24. N/A

REBECCA HUDDLESTON  
DIRECTOR OF POLICY AND GOVERNANCE

There are no background papers to this report.

<b>Report Author</b>	<b>Ext</b>	<b>Date</b>	<b>Doc ID</b>
Rebecca Huddleston	5779	13/09/18	Performance Focus – EI&S

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Report of	Meeting	Date
Director (Policy and Governance)	Overview and Scrutiny Performance Panel	20 September 2018

## PROGRESS UPDATE BUSINESS PLANNING 18/19

### PURPOSE OF REPORT

1. To provide an update on the progress of delivery for the service level projects outlined in the service business plans.

### RECOMMENDATION(S)

2. That the report be considered by members of the Overview and Scrutiny Performance Panel.

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

3. 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 homes and communities		An ambitious council that does more to meet the needs of residents and the local area	✓

### BACKGROUND

4. The business planning approach and process for 18/19 was agreed at SMT on 31 January 2018, it was agreed that a similar approach would be taken to 17/18 including engagement with staff, the production of a plan on a page per service and monitoring/reporting through the MyProjects system.
5. All service level business plans were approved by SMT on the 20 June 2018 and all service level projects are now recorded and managed on the MyProjects system. The progress updates contained within this are for the period April – August 2018.

### PROGRESS UPDATE

6. A total of 16 business plans were developed, the plans identified an overall total of 139 projects and of those:
  - 115 ongoing (82%)
  - 5 completed (4%)

- 19 have not started (14%)
7. The majority of projects are ongoing with completion dates later this year or will continue to be delivered over the next year if linked to larger programmes of work. The majority of projects are on track and below are some highlights of work completed across the period April – August 2018:

### **Policy and Governance**

- The Attendance Policy has been reviewed and a new version has been approved which outlines an improved and simpler process to manage absenteeism.
- The delivery of the internal communications plan has included the creation of a new leadership team to improve channels of communication across middle management.
- The implementation phase of GDPR is now complete ensuring that we are compliant with the new EU regulations.
- The delivery of the Events Programme for 2018 is on track, including the successful delivery of the Chorley Flower Show, A Taste of Chorley and the Chorley Grand Prix.

### **Customer and Digital**

- The Apprenticeship Programme has been delivered with five apprentices recruited and a training and development programme in progress.
- The procurement of the new waste and recycling contract is near completion, the tender process is complete and a bidder has been selected to take over the contract.
- The implementation of the Universal Credit full service is now complete; this enables housing benefit to be administered in accordance with the new Universal Credit legislation.

### **Early Intervention and Support**

- The Health and Wellbeing service has been restructured to deliver the targeted plan for future focus on community resilience.
- An operational model for Primrose Gardens has been developed and is in the process of being implemented.
- A review of two contracts within Regulatory Services has been completed to identify the best value and appropriate provision of services.

### **Business Development and Growth**

- The Garden of Reflection is now complete and was officially opened by the MP at the Chorley Flower Show.
- Implementation of Central Lancashire Local Plan Team is now complete and the delivery of the Local Plan Refresh has now commenced.
- The building of the Digital Hub has begun, with aspect of preliminary works complete and the programme of works on track.
- The improvement works for Harpers Lane Recreation have been completed, including a new artificial grass ball court, a new tarmac path and a new pump track, with an official opening event is organised for September.

8. Services were asked to consider risk as part of the service level business planning process and to populate a service level risk register on the GRACE system. At present 56% of service areas have a populated service level risk register in place.
9. No significant risks have been identified and for most of the projects that have not started start dates have been identified for later this year. The following projects start dates have passed and remain not started;

Service	Projects
Property, Development and Business Growth	<ul style="list-style-type: none"> <li>Develop a Business Engagement Strategy</li> <li>Review of Garage sites and agree a retention, disposal and maintenance programme and associated rent review.</li> </ul>
Development Control	<ul style="list-style-type: none"> <li>Review 'Scheme of Delegation'</li> <li>Review Householder Pre-application Process</li> </ul>
Housing	<ul style="list-style-type: none"> <li>Review current and develop new protocols to strengthen pathways for persons with particular needs – in anticipation of the introduction of the 'duty to refer'.</li> </ul>

10. This slippage in timescales for project delivery is primarily due to resourcing and restructures and timescales for delivery will be reviewed and re-scoped.

**IMPLICATIONS OF REPORT**

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

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

**COMMENTS OF THE STATUTORY FINANCE OFFICER**

12. No comments

**COMMENTS OF THE MONITORING OFFICER**

13. No comments

REBECCA HUDDLESTON  
DIRECTOR POLICY AND GOVERNANCE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Rebecca Aziz-Brook	5348	12/09/2018	PROGRESS UPDATE BUSINESS PLANNING 18/19

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