

## **OVERVIEW AND SCRUTINY PERFORMANCE PANEL**

THURSDAY, 10TH OCTOBER 2019, 6.30 PM  
COMMITTEE ROOM 1, TOWN HALL

### AGENDA

#### **APOLOGIES**

- |          |  |                 |
|----------|--|-----------------|
| <b>1</b> | <b>MINUTES OF MEETING WEDNESDAY, 10 JULY 2019 OF OVERVIEW AND SCRUTINY PERFORMANCE PANEL</b>   | (Pages 3 - 8)   |
| <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 CONTEXT</b><br><br>To receive and consider the report of the Director (Policy and Governance).   | (Pages 9 - 18)  |
| <b>4</b> | <b>PROGRESS UPDATE BUSINESS PLANNING 2019/20</b><br><br>To receive and consider the report of the Director (Policy and Governance).  | (Pages 19 - 30) |
| <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) and Councillors Roy Lees, June Molyneaux, Gillian Sharples, Marion Lowe and Alex Hilton.

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**MINUTES OF OVERVIEW AND SCRUTINY PERFORMANCE PANEL**

**MEETING DATE** **Wednesday, 10 July 2019**

**MEMBERS PRESENT:** Councillor John Walker (Chair), Councillor Roy Lees (Vice-Chair) and Councillors June Molyneaux, Gillian Sharples, Marion Lowe and Alex Hilton

**OFFICERS:** Asim Khan (Director (Customer and Digital)), Victoria Willett (Performance and Partnerships Manager), Rebecca Aziz-Brook (Transformation Programme Coordinator) and Nina Neisser (Democratic and Member Services Officer)

**OTHER MEMBERS:** Councillor Adrian Lowe and Alistair Morwood

**17.OSP.17 Minutes of meeting Thursday, 21 March 2019 of Overview and Scrutiny Performance Panel**

**Decision – That the minutes of the Overview and Scrutiny Performance Panel held on 21 March 2019 be approved as a correct record for signature by the Chair.**

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

There were no declarations of interest received.

**17.OSP.19 Performance Focus - Customer and Digital Context**

The Chair, Councillor John Walker, welcomed Asim Khan, Director (Customer and Digital) and Adrian Lowe, Executive Member (Customer, Advice and Streetscene Services) and Alistair Morwood, Executive Member (Public Protection) to the meeting.

The Performance Panel received a report from Asim Khan, Director (Customer and Digital), which outlined performance at quarter four 2018/19. Rebecca Aziz-Brook, Transformation Programme Co-Ordinator, presented the report.

The services within the directorate are;

- Planning
- Customer services
- Streetscene
- ICT
- Enforcement

Asim Khan welcomed Cllr Alistair Morwood as the new Executive Member for Public Protection which included the responsibility for the regulatory services. Customer and

Digital is a diverse directorate which consisted of the majority of front-line services. Performance had been successful, and the directorate continued to meet aspirations. With regards to the financial position, the budget for the Directorate underspent by £60,000 which had created a 0.9% variance against the original cash budget.

### **Enforcement**

Asim Khan advised that over the last year the new Enforcement Team had been established and the enforcement services were consolidated to deliver services in an effective way. Additional powers such as Section 215 notices have been exercised, and a continued focus and response to community concerns to address fly tipping and dog fouling is being made.

### **ICT**

Work to support the delivery of the council's ICT and Digital strategies had continued, including the roll out of worksmart principles to many teams in the council and the delivery of Office 365. In order to support this work, additional ICT staffing had been appointed to, to ensure that the team could support this work effectively. A notable successful project has been the introduction of public town centre Wi-Fi which was completed on time.

### **Council Tax**

At 98.14%, the percentage of council tax collected was slightly behind target at quarter four in comparison to 2017/18, although this was in line with the trend across other Lancashire authorities. Following queries, Asim Khan ensured Members that any arrears were tracked and advised on the recovery cycle with regards to Council Tax and the debt policy in place for circumstances where payment couldn't be made.

### **Streetscene and Waste**

With regards to Streetscene and waste, a new waste procurement exercise had been concluded with a focus during the fourth quarter to mobilise the contract in April 2019. New refuse collection vehicles had been ordered and supported with technology realising significant savings for the council.

Following Member queries, Asim Khan advised that the annual target for garden waste subscriptions was circa £710,000. There had been 22,370 subscriptions last year which indicated a shortfall against projected figures.

Promotion had taken place but further marketing had been scheduled later on in the year as greater focus had been made on the mobilisation of the new waste contract to mitigate the impact of this. However, in the fourth quarter a paper-based direct debit campaign had taken place to provide support to senior citizens unable to pay by card but could do so through the bank. This exercise had proved successful and was commended by Members who agreed that this be undertaken again next year.

There had been a one-month grace renewal period for garden waste bin collections to facilitate late subscriptions. There had also been a number of cases where residents had subscribed and received the new label but had not placed this on their bin. Under the new waste contract, the team will have devices which enabled them to identify whether a property had subscribed.

*Cllr Gillian Sharples left the meeting at 7pm.*

Following queries, Members were advised that the current software system 'My Work' would be replaced by new software, Alloy by Yotta, which would offer additional functionality and flexibility and improve productivity within the service. The first phase, which was expected to be completed by the end of September, would focus on litter bin emptying and street sweeping. The first year of this software deployment would provide baseline data for the future.

Councillor Adrian Lowe advised that the council had procured new street cleansing vehicles which would soon be operational. The service and maintenance of the vehicles was built into the new contract to improve breakdown performance.

Following discussion, Members agreed that there had been a drastic improvement with regards to grass cutting with 94% resident satisfaction.

### **Planning**

Asim Khan advised that the Planning team had performed extremely well over the last year. There had been changes to staff with a new member of staff due to start soon. Councillor Alistair Morwood reiterated the planning team's efficient progress and advised that there had been a decrease in the number of major planning applications the council was receiving.

### **Customer Services**

Members recognised that there had been an improvement with customer service call times. Cllr Adrian Lowe advised that the council would be changing phone suppliers which meant that the out of hours numbers would be unavailable overnight on Tuesday 16 July 2019, however there was an emergency contact number in place and information would be sent out about this. This work would provide the wider transformation of front-line services by supporting staff to have more phone functionality.

The Chair thanked Asim Khan and Councillors Adrian Lowe and Alistair Morwood for the attendance.

### **Decision – That the report be noted.**

*Asim Khan and Cllr Alistair Morwood left the meeting at 7.15pm*

## **17.OSP.20 Chorley Council Performance Monitoring – Fourth Quarter 2018/19**

The Performance Panel considered a monitoring report from the Director (Policy and Governance) which was represented at the Executive Cabinet on 14 June 2019.

Vicky Willett, Performance and Partnerships Manager advised that the report set out the performance against the delivery of the Corporate Strategy and key performance indicators during the fourth quarter of 2018/19, 1 January to 31 March 2019.

Overall, performance of key projects was very good, with nine (75%) of the projects rated as green or scheduled to start in quarter one 2019/20. Three (25%) projects

were rated amber and the action plans for each of these were contained within the report.

Performance of the Corporate Strategy indicators and key service delivery measures were also very good with 75% of Corporate Strategy measures and 89% of key service delivery measures performing on or above target within the 5% threshold. Those indicators performing below target have action plans outlined with measures to improve performance.

On the priority of 'Involving residents in improving their local area and equality of access for all' the three projects were rated as green, meaning they were progressing according to timescale and plan. The projects included; development of Astley Hall and Park as a visitor destination, supporting people from across the borough to be digitally included, and to develop a framework for building community resilience and delivery of identified projects.

The 'Clean, safe and healthy homes and communities' priority consisted of two projects rated as green and progressing according to plan. These were the development of a wholly owned company (formerly delivering the Housing Company) and to deliver improvements to the playing pitches in the borough. One project, the delivery of the Primrose Gardens retirement village was rated amber due to operational elements of the development being slightly behind schedule. Following queries, Members were advised that take up at Primrose Gardens was currently around 70%.

The 'Strong Local Economy' priority had two projects rated as green and one, delivery of the Market Walk extension was rated as amber. Two indicators were performing above target and four were performing below target and outside the 5% threshold. Following queries, Members were advised that although the percentage increase in visitor numbers was below target, 2018/19 had still seen an improvement on last year's performance. It was advised that the approach to tourism would be reviewed.

The priority for 'an ambitious Council that does more to meet the needs of residents and the local area' had one project rated as green, one as amber, and one not yet started. Both indicators were performing better than target. With regards to the performance of key service delivery measures, one indicator, the average working days per employee (FTE) per year lost through sickness absence, was performing below target.

Members held concerns regarding the levels of staff sickness absence, in particular with 611.08 days being lost to mental health and 45% leaving the organisation following a period of long-term sickness due to mental health. Members also recognised the pressure this put on existing staff and the potential for losing work.

Members were reassured that a comprehensive piece of work had been undertaken to support existing staff and there was a shared point of access for teams work to reduce risk of work being lost. Proactive steps had been taken to address mental health issues and mental health first aiders would be established. Members welcomed this work and suggested that this be looked into again and be discussed at the upcoming Overview and Scrutiny meeting.

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

Chair

Date

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Report of	Meeting	Date
Director of Policy and Governance	Overview and Scrutiny Performance Panel	October 2019

## PERFORMANCE FOCUS – EARLY INTERVENTION AND SUPPORT CONTEXT

### PURPOSE OF REPORT

1. To provide contextual information for the panel with regards to:

- Overall Directorate summary including budget position
- Key performance summary for 2019/20
- Key project update for 2019/20

### RECOMMENDATION(S)

2. That the context and information contained within it be discussed at the Overview and Scrutiny Performance Panel, with a view to understanding performance in these areas.

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

#### Directorate Overview

4. Performance of the Early Intervention and Support directorate was last considered by the Overview and Scrutiny Performance Panel in September 2018. The Early Intervention and Support directorate portfolio includes the following council services:

- Housing
- Regulatory Services
- Health and Wellbeing
- Integrated Community Wellbeing Service

5. Over the last year (2019/20) the Early Intervention and Support directorate has delivered work to support the delivery of the corporate strategy through the development of a business case for the creation of a wholly own company and providing operational support to the opening of Primrose Gardens including creation of a show apartment, application process and provisional offers to suitable applicants.
6. There has also been successful delivery of service level business plan projects through a review of the community funding and grants process including developing recommendations for the future programme, successful settlement of 10 Syrian families as part of the resettlement programme, a review of community centres fees, charges and future delivery models and work to strengthen housing interventions in preparation for the introduction of Universal Credit.

### Financial position

7. The below table outlines the General Fund Revenue Budget monitoring provisional outturn for 2018/19 for the Early Intervention and Support Directorate:

<b>Provisional Outturn 2018/19</b>	<b>- £</b>
<b>Customer and Digital</b>	
<b>Original Cash Budget</b>	2,443,870
<b>Agreed changes</b>	(180,290)
<b>Current Cash Budget</b>	2,263,580
<b>Forecast outturn</b>	2,117,101
<b>Variance</b>	<b>(146,479)</b>
<b>Variance</b>	<b>6.9%</b>




8. The biggest spend in this directorate is within the health and wellbeing service; this is due to the leisure contract management being managed within this service and the staffing resource required for this service.
9. The directorate budget is currently underspending by just under £150k, which has created a 6.9% variance against the original cash budget. The biggest underspend variance is due to the timing of receipt of funding for Disabled Facilities Grant administration which was received near the end of the financial year and therefore has created a large underspend. The biggest income was from the casual hire of the community centres.

### **PERFORMANCE CONTEXT**

10. The below provides key performance information for the Early Intervention and Support directorate over 2019/20.

### Housing



11. The below table outlines performance against a number of local indicators relating to the housing service:

		Target (19/20)	Q1 2018/19	Q1 2019/20	
% voids at Cotswold Supported Housing	Smaller is better	20%	22.8%	<b>22%</b>	
% rent collected at Cotswold Supported Housing	Bigger is better	24.63%	19.5%	<b>18%</b>	
Number of homelessness preventions and reliefs	Bigger is better	200	175	<b>189</b>	

12. Performance against the service level indicators for the Housing service in quarter one is lower than anticipated, with three of the indicators performing under target.
13. For the indicators relating to the Cotswold Supported Housing, the % of voids are higher for quarter one and this has had a knock-on effect on the % of rent collected which is also lower than anticipated. This trend is due to multiple factors including; a reduction in the number of referrals coming into the service; tenants are moving on quicker due to new builds and the improved service provided by Calico (Accommodation Providing Service).
14. The number of homelessness preventions and reliefs is also lower than anticipated. Quarter one falls within the summer period which historically sees lower numbers of people presenting as homeless; therefore, there has been a reduction in the number of preventions and reliefs provided.

Health and Wellbeing

15. The below table outlines performance against a number of local indicators relating to the health and wellbeing service:

		Target (19/20)	Q1 2018/19	Q1 2019/20	
Average time from grant approval to completion (DFGs)	Smaller is better	10 weeks	6.83 weeks	<b>7.52 weeks</b>	
Number of Chorley residents attending bespoke Council training which supports employment	Bigger is better	25	37	<b>38</b>	

- 16. Performance against the majority of service level indicators for the Health and Wellbeing service in quarter one is positive.
- 17. The average time from grant approval to completion remains significantly below the target of 10 weeks with the average time for processing at 7.52 weeks. The average time has increased slightly compared to quarter one 2018/19; however this indicator is still performing well.
- 18. The number of Chorley residents attending bespoke Council training which supports employment is performing well, with 38 people attending for quarter one which is 52% above target.

Regulatory Services

- 19. The below table outlines performance against a number of local indicators relating to the regulatory services:

		Target (19/20)	Q1 2018/19	Q1 2019/20	
Average time from initial service request to response	Smaller is better	2 days	0.8 days	<b>1.63 days</b>	★
Food establishments in the area which are broadly complaint with food hygiene law	Bigger is better	95%	95.03%	<b>95.15%</b>	★

- 20. Performance against the majority of service level indicators for Regulatory Services in quarter one is positive.
- 21. Both the average response time to a service request and the percentage of food establishments which are broadly complaint are performing well; this demonstrates good performance for the reactive work undertaken by the regulatory services team.

Integrated community wellbeing service

- 22. The Integrated Community Wellbeing Service was set up in April 2017 with a partnership between Chorley Council and Lancashire Care NHS Foundation Trust which brought together around 170 members of staff to improve prevention and early intervention and reduce demand on public services.
- 23. Good progress has been made against the key objectives set out in the outline business case for the service including;
  - Improvements to outcomes and reduction in costs to the major and minor adaptations since the implementation of the Integrated Community Wellbeing Service;

- Creation of the integrated referral hub to deliver integrated case management and connectivity based on a model developed and tested through the Chorley Public Service Reform Partnership;
- Introduction of the new referral system, Refernet in partnership with LCFT and Citizens Advice Lancashire which supports better connectivity between organisations and also helps understand support available at an early point of intervention;
- Jointly appointed social prescribing link workers with GP's to help patients to connect with non-clinical support within the community such as activities, groups and networks. This should encourage independence, make the most of support available in the community and achieve more sustainable health and wellbeing outcomes.

24. Since its inception the Integrated Community Wellbeing service has made good progress. It is now the primary delivery vehicle for new ways of working developed through the Chorley Public Service Reform Partnership. To further embed early intervention and prevention, the service will focus on working more closely with GP's as new place based networks are established for the delivery of health and care services.

Key projects update

25. The Early Intervention and Support Directorate is responsible for delivering a number of the Council's key strategic projects. An update on quarter one performance for the corporate strategy projects can be seen below:

Project Title		Project Status
<b>Develop a framework for building community resilience and delivery of identified projects</b>		<b>AMBER</b>
<b>Project update</b>	<p>This project will deliver a community resilience framework, alongside conducting research, consultation and engagement with communities, to draw together responses for long term plans to build community resilience across the borough of Chorley.</p> <p>The project is rated as Amber for quarter one due a delay in producing a draft of the community resilience framework. The delay to this was due to reduced capacity within the Health and Wellbeing team, as there were issues with back filling a post within the team.</p> <p>In addition to this, there has been a delay in reviewing and sign off of the locality plans which feed into the development of the framework, caused by the development of the plans taking significantly longer than anticipated to gather the data and research required to provide enough guidance and direction.</p>	
<b>Risks</b>	<p>The following have been highlighted as the key risks for this project:</p> <ul style="list-style-type: none"> <li>• Community resilience projects not effectively scoped and designed to achieve intended outcomes</li> <li>• Scope of the community resilience framework</li> <li>• Lack of wider organisational and partnership collaboration limiting outcomes</li> </ul>	

Project Title		Project Status
<b>Deliver a wholly owned company</b>		<b>GREEN</b>
<b>Project update</b>	The project to deliver a wholly owned company is making good progress with the following having been completed for quarter one: <ul style="list-style-type: none"> <li>• Taxation advice has been received</li> <li>• The property acquisition strategy has been completed.</li> <li>• The business case and draft covering report for full council has been presented to Portfolio Exchange</li> </ul>	
<b>Risks</b>	The following have been highlighted as the key risks for this project: <ul style="list-style-type: none"> <li>• Lack of clarity about the rationale and strategic direction of the wholly owned company</li> <li>• Increased costs of taxation for assets held within the company</li> <li>• Financial loss resulting in incorrect treatment of VAT</li> <li>• Legal challenge of commercial activities managed through the general fund</li> </ul>	

**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	x	Policy and Communications	

**COMMENTS OF THE STATUTORY FINANCE OFFICER**

27. N/A

**COMMENTS OF THE MONITORING OFFICER**

28. N/A

CHRIS SINNOTT  
DIRECTOR OF POLICY AND GOVERNANCE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Rebecca Aziz-Brook	5348		Early intervention and support performance paper

## Appendix A – corporate and service level indicators for Early Intervention and Support

Indicator name	Polarity	Target Value	Performance Value	Symbol	Trend
<b>Corporate Strategy</b>					
% of households living in fuel poverty (EIS)	Smaller is better	13.1%	9.8%	★	Better than Q1 2018/19
The number of visits to Council's leisure centres (EIS)	Bigger is better	250000	300967	★	Worse than Q1 2018/19
Number of community groups supported and developed by the Council (EIS)	Bigger is better	19	39	★	Worse than Q1 2018/19
% increase in the number of volunteering hours earned (EIS)	Bigger is better	25%	19.6%	▲	Worse than Q1 2018/19
<b>Housing Solutions</b>					
Number of verified / active select move applications	None	40	66	N/A	Better than Q1 2018/19
% rent collected at Cotswold Supported Housing	Bigger is better	24.63%	18%	▲	Worse than Q1 2018/19
% voids Cotswold House	Smaller is better	20%	22%	▲	Worse than Q1 2018/19
New Customers Requiring Housing Advice (Monthly not YTD)	None	57	59	N/A	Worse than Q1 2018/19
Number of Homelessness Preventions and Reliefs	Bigger is better	200	189	▲	Better than Q1 2018/19
Number of Personal Housing Plans created	None	135	139	N/A	Better than Q1 2018/19
% of undisputed invoices processed within 30 days (Housing Options and Support)	Bigger is better	99%	100%	★	Same as Q1 2018/19
<b>Communities</b>					
No. volunteer hours earned (Time credit notes)	Bigger is better	6000Hours	6069Hours	★	Worse than Q1 2018/19
No. of groups signed up to Time Credits Programme	Bigger is better	112	128	★	Better than Q1 2018/19
No. new volunteers recruited	Bigger is better	122	20	▲	Worse than Q1 2018/19
The number of young people visiting Council's leisure centres	Bigger is better	85000	89336	★	Worse than Q1 2018/19
Number of older people (65+) visiting Council's leisure centres	Bigger is better	12500	16702	★	Better than Q1 2018/19
Community centres - percentage of occupancy	Bigger is better	51%	52.21%	★	Worse than Q1 2018/19
Average time from grant approval to completion (DFG's)	Smaller is better	10Weeks	7.52Weeks	★	Worse than Q1 2018/19
Number of community groups supported via the Health and Wellbeing team	None	12	27	N/A	Better than Q1 2018/19

No. of existing community groups developed via support from the Health and Wellbeing team	None	3	5	N/A	Worse than Q1 2018/19
Number of new community groups established via support from the Health and Wellbeing team	None	2	7	N/A	No data
Number of Chorley residents referred to an Employability provision	None	25	26	N/A	Worse than Q1 2018/19
Number of 8 week placements completed on Chorley Works	None	8	1	N/A	Worse than Q1 2018/19
Number of people who have secured paid employment through Chorley Works	Bigger is better	9	5	▲	Worse than Q1 2018/19
No of Chorley residents attending bespoke training provided through the Council's H&W team that supports employment prospects	Bigger is better	25	38	★	Better than Q1 2018/19
Residents benefitting from opportunities created by Health and Wellbeing team	None	0	529	N/A	No data
% of undisputed invoices processed within 30 days (Health and Wellbeing)	Bigger is better	99%	97.37%	●	Worse than Q1 2018/19
% of undisputed invoices processed within 30 days (Neighbourhoods)	Bigger is better	99%	100%	★	Same as Q1 2018/19
<b>Regulatory Services</b>					
Food establishments in the area which are broadly compliant with food hygiene law	Bigger is better	95%	95.15%	★	Worse than Q1 2018/19
Number of proactive housing inspections	Bigger is better	20	0	▲	Worse than Q1 2018/19
Average time from initial service request to response (Reg Services)	Smaller is better	2Days	1.63Days	★	Worse than Q1 2018/19
Average time to deal with investigations (Reg Services)	Smaller is better	40Days	9.3Days	★	Worse than Q1 2018/19
% of undisputed invoices processed within 30 days (Regulatory Services)	Bigger is better	99%	100%	★	Same as Q1 2018/19



## APPENDIX B – all service level business plan projects for Early Intervention and Support

Project	Status
<b>Communities</b>	
Roll out the Community Resilience Framework	Ongoing
Review and recommendations for IHIS survives and DFG process	Ongoing
Review of Time Credits programme	Ongoing
Delivery of the Employability pathway and evaluation of impacts	Ongoing
Review and recommendations for further development of Neighbourhood Working (Neighbourhood Priorities)	Ongoing
Deliver the review and procurement of the Leisure Contract	Ongoing
Community Centre Management process improvement proposals – phase two	Ongoing
Review and recommendations to develop the community funding and grants process	Complete
Assess the benefits of developing a fair recruitment service	Ongoing
<b>Housing Solutions</b>	
Support the opening of Primrose Gardens including creating a show apartment, completing furniture and interior design, setting up a joint allocations panel and process applications and make provisional offers to suitable applicants	Complete
Support the Syrian Resettlement Programme by fitting out 5 properties, provide support to help set the families up in the UK, host a welcome event.	Ongoing
The Welfare Reform Partnership	Ongoing
Supported Housing Forum	Ongoing
Cement referral pathways with key partner organisations	Ongoing
<b>Regulatory Services (Public Protection)</b>	
Air Quality Strategy- Production of an Air Quality Strategy, the annual Air Quality Report and input into the Central Lancashire Local Plan	Ongoing
Hoarding Cases- Identify a lead officer to explore the commissioning or use of 'out of the box' principles for hoarding cases	Ongoing
Special Treatments- Implementation of appropriate bylaws and policy to provide licensing of special beauty treatments	Ongoing
Housing Standards in Owner Occupied Dwellings- Carry out a review to identify the risks and benefits to intervention in this complex matter. Develop a policy where an appropriate level of intervention and funding are clarified	Not started
Review of Pest Control Service and consideration of shared service/ commissioning of South Ribble Borough	Ongoing

Council to provide services on behalf of Chorley Council	
<b>Spatial Planning</b>	
Progress Westway Sports Campus	Ongoing
Progress King George V Pitch and Change improvements	Ongoing
Deliver Issues and Options Consultation incl. Citizenspace	Ongoing
Progress Central Lancashire Local Plan	Ongoing
Delivery of Local Plan evidence	Ongoing
Put in place Interim Housing Planning Policy mechanism	Ongoing
Complete Construction of Primrose Gardens	Complete
Produce Chorley OSSRA Action Plan 2020 - 2025	Ongoing
Deliver all necessary statutory Monitoring	Ongoing
Complete Homes England Audit	Complete
Complete full implementation of Exacom S106 & CIL monitoring	Complete
Complete implementation of Exacom PFM & TLC link.	Ongoing
Complete road adoption at Crosse Hall Lane.	Ongoing
Delivery of the Open Space, Playing Pitch & Play Strategy Action Plan 2019/20	Ongoing
Transport Strategy/Masterplan	Ongoing
CIL Review & Infrastructure Funding Statement	Ongoing
Review of Low Cost Home Ownership Scheme	Ongoing



Report of	Meeting	Date
Director of Policy and Governance	Overview and Scrutiny Performance Panel	October 2019

## PROGRESS UPDATE BUSINESS PLANNING 19/20

### 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 19/20 was agreed at SMT on 13 February 2019. It was agreed that a similar approach would be taken to 18/19 with services encouraged to identify the activity they would be undertaking to support the achievement of the priorities set out in the Corporate Strategy. The process would include engagement with staff and teams, 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 in June 2018 and service level projects are now recorded and managed on the MyProjects system to ensure organisation wide visibility and support business continuity.
6. This paper gives an update on all the service level business plan projects for 19/20.

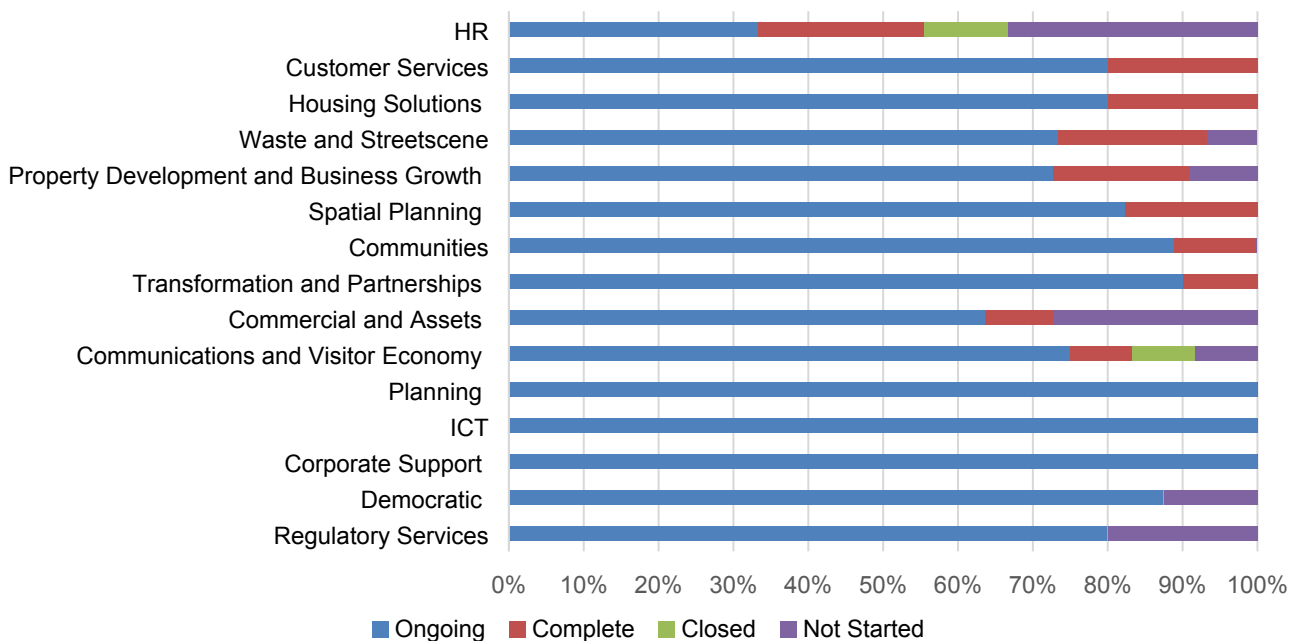
### POSITION UPDATE FOR 2019/20 BUSINESS PLANNING PROJECTS

7. A review of 15 business plans for 2019/20 has been completed based on the information provided within the MyProjects system and discussions with service leads. The plans identified an overall total of 141 projects and of those:

- 111 are ongoing (77.1%)
- 19 are complete (13.2%)
- 1 is closed (0.7%)
- 10 have not started (7.1%)

8. The graph below provides an overview status by service. A full list of projects and status by directorate is at Appendix A.

Business Plan Projects by Service



9. As the above graph indicates, most of the projects across all service areas are ongoing. Most of the ongoing projects have identified completion dates which fall before the end of this financial year. A number of key projects have completed so far, the following outline some of the key achievements:

- The completion of Primrose Gardens; the build for this has been completed;
- The completion of the Strawberry Fields Digital Office Park development; this is now operational and work is ongoing to fill lettings;
- New waste contract mobilisation with a successful transition to the new provider FCC and utilisation of new in-cab technology. The new contract will save the council more than £1 million a year;
- Procurement of new street sweeping vehicles. The new vehicles have ‘Euro 6’ engines which use less fuel and are more environmentally friendly. The HGV sweeper is also larger and has more capacity;
- Automation of processes to align with the implementation of Universal Credit which ensure a more efficient process;
- A review of the security around Market Walk and the wider town centre to align with new town centre developments and to further improve resident’s safety.

10. There are 10 projects which have not started for 2019/20. These are outlined below, alongside their service:

<b>Service</b>	<b>Project</b>	<b>Reason</b>	<b>Action</b>
<b>Communications and Visitor Economy</b>	Supporting the 2020 all out elections	Scheduled start date is later in year	N/A
<b>HR</b>	Update all aspects of employer branding related to all aspects of the HR service	Scheduled start date is later in year	N/A
	Revise recruitment, retention & succession planning processes and develop new graduate recruitment scheme	Lack of resources and other projects taking priority	This will be resourced once the service has recruited to their vacant post.
	National fraud initiative	Lack of resources and other projects taking priority	This is a biennial requirement and is not scheduled to take place again until August 2020 when it will be actioned.
<b>Democratic services</b>	Review of Members' Allowances with the Independent Remuneration Panel	Scheduled start date is later in year	N/A
<b>Regulatory Services</b>	Housing Standards in Owner Occupied Dwellings- Carry out a review to identify the risks and benefits to intervention in this complex matter. Develop a policy where an appropriate level of intervention and funding are clarified	Scheduled start date is later in year	N/A
<b>Property Development and Business Growth</b>	One Public Estate 7: Bengal Street	Not started due to staffing levels and service delivery demands	The service lead has prepared a brief, with the view to procuring a consultant team within the next few weeks. Once this is in place a new start date will be agreed.
<b>Market Walk, Markets &amp; Town Centre</b>	Implementation of lift access at Chorley Station	Delay due to awaiting further information from Network Rail to progress.	Once further information has been obtained from Network Rail a start date will be agreed.
	Team Accommodation	This has been delayed due to current tenant not set to move until next year	Due to the current tenant not longer needing to move before Christmas, the timescales have been reprofiled for this project.

<p><b>Waste and Streetscene</b></p>	<p>Route optimisation and waste collection round changes</p>	<p>Planned for September but postponed due to delay with the new fleet of vehicles. Now expected later in the year</p>	<p>Waiting on waste contractor FCC to make proposals for changes. These will then be considered by officers and members for approval. Once the changes are approved, a new start date will be agreed.</p>
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11. The above projects have not started due to having start dates for later in the year and a lack of capacity and resource which has resulted in lower priority projects being rescheduled. The majority of the projects above are of lower priority and can therefore be rescheduled with no detrimental impact on overall business improvement delivery.
  
12. All services were asked to complete a service level risk register during the business planning process and the risk registers have been populated on the GRACE system in order to allow services to record and manage risk. The key risks themes identified in 2019/20 are around staff resources and capability, ICT facilities, operational demands, budget and funding provision and reputational damage.

**IMPLICATIONS OF REPORT**

13. 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**

14. No comments

**COMMENTS OF THE MONITORING OFFICER**

15. No comments

CHRIS SINNOTT  
DIRECTOR POLICY AND GOVERNANCE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Rebecca Aziz-Brook	5348	02/10/19	Business planning update October 2019

## Appendix A- List of all business plan projects by directorate

### POLICY AND GOVERNANCE

Project	Status
<b>Communications and Visitor Economy</b>	
Delivering and improving events programme	Ongoing
Development of digital communications	Ongoing
Communications support for major projects (Primrose Gardens, Strawberry Fields, Markey Walk)	Ongoing
Delivering Internal communications plan	Ongoing
Supporting the creation of a new corporate website	Ongoing
Supporting the 2020 all out elections	Not started
Delivering the improvements to Astley Hall and Park	Ongoing
Events and exhibition development linked to new spaces	Ongoing
Museum accreditation review	Completed
Applications for funding (arts council, tapestries, match funding for future HFL bids, paintings review)	Ongoing
Astley Hall buildings review and maintenance	Ongoing
<b>Transformation and Partnerships</b>	
Core funding review- large commissions	Not started
Meals on Wheels re-tender	Ongoing
Consulations- review of tools and approach	Ongoing
Equality – refresh of objectives for 2020 including consultation with relevant bodies	Ongoing
Transformation Programme refresh	Complete
OD Strategy	Ongoing
External Website refresh	Ongoing
Accommodation review	Ongoing
Review of approach to partnership working	Ongoing
Peer review	Ongoing
<b>HR</b>	
Update all HR policies & procedures with all associated documents / forms	Ongoing
Update all aspects of employer branding related to all aspects of the HR service	Not started
Support change projects within the organisation as required including management restructure, SFO	Ongoing
Support opening of Digital Office Park & Primrose Gardens	Complete



Revise recruitment, retention & succession planning processes and develop new graduate recruitment scheme	Not started
Support the development of the proposed Housing Company	Closed
Pensions re-enrolment	Complete
Ongoing updates for GDPR	Ongoing
National fraud initiative	Not started
<b>Democratic</b>	
Supporting additional meetings to help deliver the transformation agenda: Market Walk Steering Group, Chorley Integrated Wellbeing Service – ESG, Shared Services Joint Committee, Public Services Transformation WG	Ongoing
Member Development: Member Development Programme for 2018/19 to include Emerge opportunities and ensure that Members are fully informed about organisational change. Other sessions to include Office 365 / Windows 10, Child Sexual Exploitation, Equality and Diversity, Personal Resilience and Emotional Wellbeing	Ongoing
Completion of Personal Development Plans for all Members	Ongoing
Appointment of second Independent Person for Governance Committee and a new member of the Independent Remuneration Panel	Ongoing
Review of Members' Allowances with the Independent Remuneration Panel	Not Started
Review of Council Chamber furniture and technology – to be complete by May 2020	Ongoing
Implement the officer decision module on modern.gov	Ongoing
Local Democracy events: “Question Time @ Runshaw” and “Your Chorley Your Council” with primary schools	Ongoing
<b>Corporate Support</b>	
Tailored support in response to senior management/organisational change	Ongoing
Support meetings to help deliver the Corporate Strategy and transformation agenda	Ongoing
Appoint FOI Co-Ordinator and Executive Assistant	Ongoing
Embed reports management on mod.gov	Ongoing
Roll out Executive Member Decisions released on the system	Ongoing

### EARLY INTERVENTION AND SUPPORT

Project	Status
<b>Communities</b>	
Roll out the Community Resilience Framework	Ongoing
Review and recommendations for IHIS survives and DFG process	Ongoing
Review of Time Credits programme	Ongoing
Delivery of the Employability pathway and evaluation of impacts	Ongoing
Review and recommendations for further development of Neighbourhood Working (Neighbourhood Priorities)	Ongoing

Deliver the review and procurement of the Leisure Contract	Ongoing
Community Centre Management process improvement proposals – phase two	Ongoing
Review and recommendations to develop the community funding and grants process	Complete
Assess the benefits of developing a fair recruitment service	Ongoing
<b>Housing Solutions</b>	
Support the opening of Primrose Gardens including creating a show apartment, completing furniture and interior design, setting up a joint allocations panel and process applications and make provisional offers to suitable applicants	Complete
Support the Syrian Resettlement Programme by fitting out 5 properties, provide support to help set the families up in the UK, host a welcome event.	Ongoing
<b>Regulatory Services (Public Protection)</b>	
Air Quality Strategy- Production of an Air Quality Strategy, the annual Air Quality Report and input into the Central Lancashire Local Plan	Ongoing
Hoarding Cases- Identify a lead officer to explore the commissioning or use of 'out of the box' principles for hoarding cases	Ongoing
Special Treatments- Implementation of appropriate bylaws and policy to provide licensing of special beauty treatments	Ongoing
Housing Standards in Owner Occupied Dwellings- Carry out a review to identify the risks and benefits to intervention in this complex matter. Develop a policy where an appropriate level of intervention and funding are clarified	Not started
Review of Pest Control Service and consideration of shared service/ commissioning of South Ribble Borough Council to provide services on behalf of Chorley Council	Ongoing
<b>Spatial Planning</b>	
Progress Westway Sports Campus	Ongoing
Progress King George V Pitch and Change improvements	Ongoing
Deliver Issues and Options Consultation incl. Citizenspace	Ongoing
Progress Central Lancashire Local Plan	Ongoing
Delivery of Local Plan evidence	Ongoing
Put in place Interim Housing Planning Policy mechanism	Ongoing
Complete Construction of Primrose Gardens	Complete
Produce Chorley OSSRA Action Plan 2020 - 2025	Ongoing
Deliver all necessary statutory Monitoring	Ongoing
Complete Homes England Audit	Complete

Complete full implementation of Exacom S106 & CIL monitoring	Complete
Complete implementation of Exacom PFM & TLC link.	Ongoing
Complete road adoption at Crosse Hall Lane.	Ongoing
Delivery of the Open Space, Playing Pitch & Play Strategy Action Plan 2019/20	Ongoing
Transport Strategy/Masterplan	Ongoing
CIL Review & Infrastructure Funding Statement	Ongoing
Review of Low Cost Home Ownership Scheme	Ongoing

## COMMERCIAL SERVICES

Project	Status
<b>Property Development and Business Growth</b>	
Complete the Digital Office Park development & fit out	Complete
Alker Lane development	Ongoing
Shady Lane development	Ongoing
Cowling Farm development	Ongoing
Chorley Economic Development Framework/Industrial Strategy	Ongoing
Procurement of contractors for reactive & planned maintenance	Complete
Development of FM regime & Asset Management Plan	Ongoing
One Public Estate 6: Tatton	Ongoing
One Public Estate 7: Bengal Street	Not started
Develop Business Engagement Strategy	Ongoing
Deliver Market Walks Extension	Ongoing
<b>Commercial and Assets (Market Walk, Markets &amp; Town Centre)</b>	
Market Walk	Ongoing
Future High Street Fund Bid	Ongoing
Review Car Park Strategy	Ongoing
Evaluation of Market Walk & Town Centre Security	Complete
Implementation of lift access at Chorley Station	Not started
Covered market improvements	Ongoing
Team Accommodation	Not started
Digital signage/wayfinding	Ongoing
Develop Group Travel to market	Ongoing
Develop Upcycling centre at the Market	Ongoing

## CUSTOMER AND DIGITAL

Project	Status
<b>Waste and Streetscene</b>	
Corporate strategy project - Deliver a borough wide programme of improvements to street services	Ongoing
Procurement of new ground maintenance equipment	Ongoing
Chorley in Bloom and Green Flag awards for parks	Complete
Supporting Council events and other services	Ongoing
Implementation of Yotta	Ongoing
Procure new street sweeping vehicles	Complete
Resourcing review	Ongoing
Review process and implementation of improvements in litter bin emptying	Ongoing
Review process and implementation improvements in street cleaning	Ongoing
Maintain improved grass cutting service	Ongoing
Neighbourhood projects (6)	2 out of 6 Complete
Implement new risk assessment process	Ongoing
New waste contract mobilisation – successful transition to FCC, utilise new in-cab technology	Complete
Route optimisation and waste collection round changes	Not started
Improve recycling rates – introduce additional material collections and campaign to improve recycling performance (aim 3% increase)	Ongoing
<b>ICT</b>	
Deliver ICT Strategy 2017-2020	Ongoing
Deliver Digital strategy 2017-2020	Ongoing
Deliver Streetscene Modernisation Strategy 2017-2020	Ongoing
LFTN funding for dark fibre network	Ongoing
Renewal and expansion CCTV infrastructure	Ongoing
<b>Customer Services</b>	
Produce and published a revised Statement of the Principles under the Gambling Act 2005	Ongoing
Review and Update the Hackney Carriage Table of Fares	Complete
Review and Update the Safeguarding, Suitability and Convictions Statement Policy for Taxis	Ongoing

Deliver Enforcement Service Improvements	Ongoing
Single Front Office Review	Ongoing
Single Front Office Review	Ongoing
Deliver Apprenticeship Programme	Ongoing
Progress Staff Development Programme 2019/20	Ongoing
Implement Cemetery Project improvements	Ongoing
Undertake Direct Debit Promotions	Ongoing
Implement intelligence Led Empty Property System	Ongoing-
Review of Customer Care Policy	Ongoing
Implement A365 Contact Centre Telephony	Ongoing
Review of Discretionary Housing Payments Policy	Ongoing
Support SFO Accommodation Changes	Ongoing
Enhance AI in HB & CT Processing	Ongoing
Test and implement maximum use of software functionality for Universal Credit decision automation	Complete
DWP Automation of updating CIS markers on DWPs system	Complete
DWP New process of requesting third party deductions for Council tax arrears allowing DWP automation of ESA TP deductions	Complete
Undertake Council Tax Discount Review	Ongoing
<b>Planning</b>	
Fulfilling statutory planning compliance and obligations	Ongoing
Provision of support for services across the council to ensure statutory compliance	Ongoing

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