
Chief Executive's Office

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Date: 14 June 2006

Chief Executive: Donna Hall

Chorley
Borough Council

Town Hall
Market Street
Chorley
Lancashire
PR7 1DP

Dear Councillor

Overview and Scrutiny Committee - Tuesday, 27th June 2006

You are invited to attend a meeting of the Overview and Scrutiny Committee to be held in the Committee Room, Town Hall, Chorley on Tuesday, 27th June 2006 commencing at 6.30 pm.

AGENDA

1. **Apologies for absence**

2. **Declarations of any interests**

Members of the Committee are reminded of their responsibilities to declare any personal interest in respect of matters contained in this agenda in accordance with the provisions of the Local Government Act 2000, the council's Constitution and the Members Code of Conduct. If the personal interest is a prejudicial interest, then the individual member should not participate in the discussion on the matter and must withdraw from the room and not seek to influence a decision on the matter.

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

To confirm as a correct record the minutes of the last meeting of the Overview and Scrutiny Committee held on 2 March 2006 (enclosed)

4. **Executive Cabinet - 29 June 2006**

To consider any reports on the agenda for the Executive Cabinet meeting to be held on 29 June 2006.

Please bring your copy of the Executive Cabinet agenda previously circulated.

5. **Chorley Community Safety Partnership Alcohol Strategy (Pages 7 - 38)**

Report of Director of Streetscene, Neighbourhoods and Environment (enclosed)
Mr David Herne from the Chorley and South Ribble Primary Care NHS Trust will give a short presentation to the Committee.

6. **Future of Mental Health Services in Lancashire - Consultation (Pages 39 - 40)**

The Lancashire Joint Primary Care has requested the Council's views on proposals for changes to the way mental health services are provided in Lancashire. . A copy of the consultation document is attached separately for Members of the Committee and other

Continued....

copies are available for perusal in the Members Room.

The Environment and Community Overview and Scrutiny Panel at its meeting held on 8 June 2006 received a presentation from the Chief Executive of Chorley and South Ribble Primary Care NHS Trust on the proposals and a brief summary and views of the Panel are attached.

The comments of the Committee on the proposals are requested for submission to the Executive Cabinet on 29 June 2006.

7. **Decriminalisation of Parking Enforcement Scrutiny Inquiry (Pages 41 - 76)**

To consider the enclosed Inquiry report of the former Customer Overview and Scrutiny Panel and its recommendations

8. **Overview and Scrutiny Annual Report 2005/06 (Pages 77 - 94)**

To consider the 2005/06 Annual Report (copy enclosed).

9. **Overview and Scrutiny Work Programme 2006/07 (Pages 95 - 104)**

Report of the Chief Executive (copy enclosed).

10. **Forward Plan (Pages 105 - 112)**

To consider the Councils Forward Plan for the four month period 1 July to 31 October 2006 (copy enclosed).

11. **Quarterly Performance Indicators 2005/06 End of Year Monitoring Report (Pages 113 - 152)**

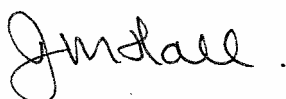
Report of Head of Corporate and Policy Services (enclosed)

12. **Business Plan Monitoring Statement January to March 2006 (Pages 153 - 160)**

To receive the Business Plan Monitoring Statements for the period January to March 2006 (copy enclosed). The report contains information on the Corporate and Policy Services, which falls within the responsibility of this Committee.

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

Yours sincerely



Chief Executive

Distribution

1. Agenda and reports to all Members of the Overview and Scrutiny Committee (Councillor Dennis Edgerley(Chair) Thomas McGowan, Kenneth Ball, Thomas Bedford, Terence Brown, Alan Cullens, Francis Culshaw, Mrs Marie Gray, Harold Heaton, Geoffrey Russell, Mrs Iris Smith and Christopher Snow) and for attendance.
2. Agenda and reports to Donna Hall (Chief Executive), Colin Campbell (Executive Director - Environment and Community (Deputy Chief Executive)), Paul Morris (Executive Director - Corporate and Customer (Deputy Chief Executive)), Jamie Carson (Director of Leisure and Cultural Services), John Lechmere (Director of Streetscene, Neighbourhoods and Environment), Tim Rignall (Head of Corporate and Policy Services), Steve Pearce (Assistant Head of Democratic Services), Iain Price (Parking Manager) and Audrey Harrison (Community Safety Co ordinator) for attendance.
3. Agenda and reports to Councillor Mrs S Walsh for attendance

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

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

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

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Overview and Scrutiny Committee

Thursday, 2 March 2006

Present: Councillor J Walker (Chair), Councillors E Bell, Mrs P Case, M Davies, P Goldsworthy, T McGowan, R Parr, M Perks and Mrs S Walsh

06.OS.16 APOLOGY FOR ABSENCE

An apology for absence was submitted on behalf of Councillor Mrs Wilson.

06.OS.17 DECLARATIONS OF ANY INTERESTS

None of the Members disclosed any interests in relation to matters under consideration at the meeting.

06.OS.18 MINUTES

RESOLVED - That the minutes of the Overview and Scrutiny committee held on 19 January 2006 and the Special meeting of the Overview and Scrutiny Committee held on 16 February 2006 be confirmed as a correct record and signed by the Chair.

06.OS.19 BUSINESS PLANS AND PERFORMANCE MONITORING

The Committee received the third quarter updates of the Business Plans for the period October to December 2005.

Under the Human Resources Business Plan reference was made to the continuing challenge of reducing sickness absence and the need to closely monitor the situation.

Under the Business Plan for Legal Services we were informed of the work dealing with the implementation of the requirements of the Licensing Act 2003 and that no appeals had been lodged.

There had been a reduction in the number of local searches being processed by the Land Charges Unit following a down turn in the property market, resulting in a fall in income for the Unit.

Under the Business Plan for Financial Services it was noted that there had been a slight improvement in the percentage of invoices paid in 30 days but was not enough to make any significant progress to meet the target and that it was unlikely that the year end target would be met. The main reason for this was that in the early part of the year, during the introduction of the new financial system performance reached little more than 61% in the first quarter and it was therefore not possible to pull back performance. Individuals were now familiar with the new system resulting in a performance of 91% in the third quarter.

It was **AGREED** that the Business Plans for Corporate and Policy Services, Finance Services, Human Resources and Legal Services be noted.

06.OS.20 CONSULTATION ON CHANGES TO THE STRATEGIC HEALTH AUTHORITY, THE PRIMARY CARE TRUSTS AND THE AMBULANCE SERVICE NHS TRUSTS IN LANCASHIRE AND CUMBRIA

The Committee received a report of the Head of Leisure and Cultural Services which considered a response to the consultation on changes to the Strategic Health Authority (SHA), Primary Care Trusts (PCT) and Ambulance Service NHS Trusts in Cumbria and Lancashire.

The Committee discussed the three areas of the report in detail and queried several issues with the Head of Leisure and Cultural Services.

The report was submitted to the Customer Overview and Scrutiny Panel and had requested that comments be made to this Committee.

RESOLVED - That the following comments made by the Customer Overview and Scrutiny Panel at its meeting on 1 March 2006 be endorsed by this Committee and forwarded to the Executive Cabinet meeting on 9 March 2006.

Strategic Health Authority

1. To support the proposal for dissolving the existing three SHA's to create a new Strategic North West Strategic Health Authority covering the area of the existing three SHA's and the regional boundary for the Government Office for the North West.
2. To question whether it is true consultation if only one option is given to choose from.

Ambulance Trusts

1. To note the disappointment of the Panel that only one option was given to choose from.
2. To note that the proposed Ambulance Trust for the North West would be too large and therefore less responsive than several smaller trusts to local needs.
3. To propose that the Ambulance Trusts cover Lancashire and Cumbria, to align with the proposed reorganisation of the Police Authorities.
4. To request that local performance data is available to monitor the situation in Chorley.

PCT Reconfiguration

1. To support Option Three; meaning that Chorley could be part of a PCT co-terminous with the local authority boundaries of Chorley, South Ribble, West Lancashire and Preston.
2. To highlight that Option One and Option Two would create a Trust be too large and therefore less responsive to local needs.
3. The Panel recognised that the consultation only offers 3 options but would want any reconfiguration to tie in with the outcome of any future review of local government.

06.OS.21 A PLAN FOR ALL CHILDREN AND YOUNG PEOPLE OF LANCASHIRE - CONSULTATION

The Committee received a report of the Head of Leisure and Cultural Services inviting Members to consider a response to Lancashire County Council's draft 'Plan for all the Children and Young People in Lancashire'.

The report aimed to highlight the issues in the draft 'Plan for all the Children and Young People in Lancashire'.

Lancashire County Council were keen to hear responses to the following points:

- Do you share the vision for children and young people in Lancashire.
- Do you agree with the priorities set out in the plan.

The comments recommended to the County Council indicate that we should take an active involvement in the consultation exercise so that the best outcome for the Borough's children and young people could be achieved.

It was **AGREED** that the following comments form the basis of the Council's response to the consultation.

1. The Council shares the vision for children and young people in Lancashire as set out in the draft plan.
2. The Council is supportive of the county-wide priorities as set out in the draft plan, in principle. However, while the role of district councils can be seen clearly in some of the priorities, they do read as a set of County Council priorities. For example, there is no reference to housing and its impact on children and young people's well being. As partnership working develops further, it is recognised that the priorities should change to more accurately reflect all partners priorities.
3. In terms of the locality priorities for Chorley, South Ribble and West Lancashire, these have come to the fore as a result of the group sessions in the locality 'partners days'. Locality priorities need to be established on shared and agreed evidence, and take into consideration all partners' contributions to children and young people's services. As they stand at the minute, it is not possible to say with any certainty that the local priorities identified in the plan for Chorley, South Ribble and West Lancashire are the highest priority.
4. Some of the local priorities require further clarification so everybody knows what exactly is meant by them, for example 'workforce development across statutory agencies to improve staff retention'. Some of the actions in the plan reinforce the perception of it being a county document and a lack of ownership, to date, of partners. For example, under more things for children and young people it says it will be the Youth and Community Services' responsibility to provide sporting and leisure opportunities. Granted, they are a player, but not the biggest.
5. The Council welcomes the development of Children's Trust Arrangements, which function effectively in the diverse localities of Lancashire. The Council is of the view that decisions are best taken locally and would welcome the speedy development of decisions being taken at the locality 'footprint' level, previously agreed - in our case, covering Chorley, South Ribble and West Lancashire. The 'partner days' at locality level have been useful for the dissemination of information. However, if we are to deliver the maximum improvements for local children and young people, governance arrangements should be developed to allow for improved working at 'footprint' level, including decision-making.

06.OS.22 CHORLEY ECONOMIC REGENERATION STRATEGY

The Head of Development and Regeneration submitted a report on the draft Economic Regeneration Strategy.

Consultants had been commissioned to undertake a study of the area, in consultation with public sector stakeholders and business to produce the Economic Regeneration Strategy for the Borough. It provided a detailed evaluation of the economic strengths and challenges faced by the Borough and proposed to target action across a number of inter-linked strands to enable sustainable growth.

The Strategy provided a framework for action over a 10 - 15 year period and will be reviewed on a regular basis with action taken to implement the Strategy to be monitored annually against a programme of key actions and measures.

It was **AGREED** the draft Chorley Economic Regeneration Strategy be noted.

06.OS.23 CORPORATE STRATEGY,2006/07 - 2008/09

The Head of Corporate and Policy Services submitted a report on the Council's new Corporate Strategy for 2006/07 to 2008/09 which sought to redefine the Council's corporate priorities and provides a strategic framework for business and financial planning during the three year period.

The draft Strategy set out the Council's vision, priorities and strategic objectives for the next three year period up to 2009 and identified a series of measures, targets and key proposals for delivery in 2006/07.

The report accompanied by the Corporate Strategy Overview for 2006/07 to 2008/09, set out the background to the Council's approach to strategic and service planning since its first adoption in 1996.

Our Comprehensive Performance Assessment (CPA) highlighted a number of issues in respect of the current Corporate Plan and these had been addressed as the new Strategy had been developed.

The Committee **AGREED** to endorse the Corporate Strategy for 2006/07 to 2008/09.

06.OS.24 LOCAL STRATEGIC PARTNERSHIPS: SHAPING THEIR FUTURE - A CONSULTATION PAPER

The Head of Corporate and Policy Services submitted a report informing the Committee of the consultation paper produced by the Office of the Deputy Prime Minister which raised a number of specific questions in relation to the future role of Local Strategic Partnership's (LSP's) and suggestions as to how the Council should respond to the paper. Formal responses to the consultation paper were required by 3 March 2006.

The Committee **AGREED** to the draft responses contained under each question raised in the consultation paper and for them to be submitted to the Office of the Deputy Prime Minister on 3 March 2006.

06.OS.25 OVERVIEW AND SCRUTINY IMPROVEMENT PLAN

The Chief Executive submitted a report seeking approval to the draft Overview and Scrutiny Improvement Plan, which had been produced following the completion of the Centre for Public Scrutiny self evaluation framework.

The Committee **AGREED** that the Overview and Scrutiny Improvement Plan be approved.

06.OS.26 DELIVERY OF THE CORPORATE PROCUREMENT STRATEGY

The Committee received a joint report of the Director of Legal Services and Head of Customer, Democratic and Office Support Services on the progress to date in respect of the measures taken to meet the appropriate milestones identified in the National Local Government Procurement Strategy and the targets set out in the Corporate Procurement Strategy approved in May 2004.

The report confirmed that, as at November 2005, 22 of the 24 national milestones had been achieved and that the total savings over the five year life of the strategy had been calculated at £1,078,044 which was far in excess of the savings target of £500,000. In addition, a number of additional areas where there was potential opportunity to achieve savings as a result of the procurement exercise had also been identified.

The Committee **AGREED** to note the report and welcomed the progress achieved on implementing the Corporate Procurement Strategy and meeting the milestones contained in the National Local Government procurement Strategy.

06.OS.27 FORWARD PLAN

The Committee received the Council's Forward Plans for the four month period 1 February 2006 to 31 May 2006 and 1 March 2006 to 30 June 2006 which set out the key decisions which the Executive Cabinet's individual Executive Members or officers were expected to take during that period.

The Committee noted that a number of items had been dealt with and that only one item appeared on the Forward Plan for 1 March 2006 to 30 June 2006.

The Committee **AGREED** to note the revised Forward Plan.

06.OS.28 OVERVIEW AND SCRUTINY WORK PROGRAMME

The Committee received and noted the work programme for the Overview and Scrutiny Committee and its three associated Panels for the remainder of 2005/06, which illustrated the status of current inquiries, ongoing items and issues currently being monitored.

Chair

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Report of	Meeting	Date
Director of Streetscene, Neighbourhoods and Environment	Overview and Scrutiny Committee	27 th June 2006.

CHORLEY COMMUNITY SAFETY PARTNERSHIP ALCOHOL STRATEGY

PURPOSE OF REPORT

- To present to Overview and Scrutiny as a Partner of Chorley Community Safety Partnership, the Chorley and South Ribble Alcohol Harm Reduction Strategy (attached).

CORPORATE PRIORITIES

- Part of the Council's 'Places' priority.

RISK ISSUES

- The issue raised and recommendations made in this report involve risk considerations in the following categories:

Strategy	√	Information	
Reputation		Regulatory/Legal	
Financial	√	Operational	√
People		Other	

- Strategy – The Alcohol Strategy stems from a priority within the Community Safety Strategy, under Substance Misuse.

Financial – Actions within the Strategy could have financial implications for the Council, but at the moment there are more immediate implications for the Community Safety Partnership.

Operational – Without action set-out within the Strategy, increases in alcohol misuse will have a negative impact on Council services i.e. more demand on the CCTV and Neighbourhood Warden Service.

BACKGROUND

- Chorley Community Safety Strategy runs from 1st April 2005-31st March 2008. Within the Strategy there are five priorities. These are Safe and Secure Homes, Safe and Secure Streets, Substance Misuse, Target Areas and Partnership Development.

Under the priority Substance Misuse, drugs and alcohol misuse are highlighted as the areas of concern.

The Partnership recognised that there are many services that provide support around drug misuse, but there are not the same support networks or services available for alcohol misuse.

There are also a number of separate issues surrounding agencies working in the alcohol field. These include education, prevention, treatment, crime and disorder and working with the industry. Each of these areas needs to be worked on, to ensure that any work that is successful is long-term and sustainable.

A separate Alcohol Group was set-up to pull together a strategy and look at ways of implementing the strategy.

CURRENT POSITION

6. The Chorley and South Ribble Alcohol Harm Reduction Strategy is attached.
7. The document sets out the background to the problem, the issues that need to be faced and the action plan that needs to be implemented by a number of agencies.
8. Chorley and South Ribble PCT will take the lead with regards to the treatment and education sections. Chorley Community Safety Partnership, through the MAPS Team will take the lead with crime and disorder and working with the industry. Funding has been allocated for a secondment to take place where a Police Officer will implement the action plan within the area.

COMMENTS OF THE DIRECTOR OF HUMAN RESOURCES

9. There are no Human Resource implications at this time.

COMMENTS OF THE DIRECTOR OF FINANCE

10. There are no financial implications at this time.

RECOMMENDATION(S)

11. That the committee supports the Alcohol Harm Reduction Strategy within Chorley and supports its introduction through the work of the MAPS Team..

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

12. There are no alternative options proposed.

JOHN LECHMERE
DIRECTOR OF STREETSCENE, NEIGHBOURHOODS AND ENVIRONMENT.

Chorley and South Ribble Alcohol Harm Reduction Strategy 2006, attached.

Report Author	Ext	Date	Doc ID
Audrey Harrison	5335	15/06/2006	ADMINREP/REPORT

Chorley & South Ribble
Alcohol Harm Reduction Strategy
2006

1.0 INTRODUCTION

The national alcohol harm reduction strategy (2004) identified that “Alcohol plays an important role in our society and in our economy. However, where it is misused alcohol is also a major contributor to a range of harms, at considerable cost.” Suggesting these harms include:

- harms to the health of individuals;
- crime, anti-social behaviour, domestic violence, and drink-driving and its impact on victims;
- loss of productivity and profitability; and
- social harms, including problems within families.

The estimated cost of these impacts dwarfs that of illicit substance use with treatment of health concerns estimated to cost up to £1.7bn, loss of production up to £6.4bn, Crime and Disorder up to £7.3bn and the wider societal impacts on family life and social networks being impossible to quantify (a more detailed appraisal is shown in appendix 1).

It is important to note that alcohol consumption can be beneficial, Britton and McPherson observe that, “at a population level current alcohol consumption in England and Wales may marginally reduce mortality.” Sentiments echoed in the interim analytical report which emphasises that “Drinking in moderation can also confer health benefits: consumed in low amounts at regular intervals, alcohol can lower the risk from coronary heart disease (CHD) and stroke”. Through this protective effect, alcohol is estimated to prevent about 15,000-22,000 deaths annually, roughly equivalent to the number of deaths caused by alcohol misuse. Although health treatment costs are offset by the reduction in CHD this not the case for the other societal impacts outlined above. Current guidance on safe drinking behaviour suggests that:

Sensible Drinking:
For most men: drinking between 3 and 4 units a day or less indicates little or no significant risk to health. Regularly drinking 4 or more units of alcohol a day indicates an increased risk to health.
For most women: drinking between 2 and 3 units a day or less indicates little or no significant risk to health. Regularly drinking over 3 units a day signifies an increased risk to health.
 A pattern of daily drinking without regular drink-free days is not encouraged for both men and women
 Drinking above these levels is described as excessive or **hazardous drinking** and could lead to alcohol related problems. If someone is drinking more than 35 units per week (women) or 50 units per week (men) they are likely to develop physical and/or mental problems, and have a **higher risk** of becoming alcohol dependent.

Individuals who misuse alcohol are not a discrete category of people different to, or separate from, ‘normal’ drinkers. Alcohol misuse and dependence represent the extreme end of a continuum of drinking behaviour, which may be contrasted with the behaviour and experiences of light social drinkers who are at the opposite end of the spectrum. However two patterns of harmful consumption are areas of concern:

Hazardous alcohol consumption which can be defined as a level of alcohol consumption or pattern of drinking that is **likely to result in harm** should present drinking habits persist. **Harmful alcohol consumption** is the consumption of alcohol, **which causes harm** to the psychological or physical well-being of the individual. Those groups experiencing greatest harm from hazardous alcohol consumption include:

- *Binge drinkers*, (over twice the daily guidelines in one day 8+ for men/6+ for women) predominantly but not exclusively those aged between 16-24. Both men and women are at greater risk of accidents and alcohol poisoning; young men in this group are far more likely than women both to commit and to experience alcohol-related violence, whilst young women are at increased risk of sexual assault. Both genders are likely to have lower earnings and higher unemployment than other drinkers;
- *Chronic drinkers*: men over 40 and, to a lesser extent, women are likely to suffer chronic diseases and to die earlier (although for men over 40 and post-menopausal women this has to be offset against lower risk of heart disease). They are less likely than binge drinkers to commit crimes, and up to a point, can continue to be effective at work;
- Some very *vulnerable groups* with multiple problems - for example, rough sleepers;
- *Families of drinkers* suffer as their health, productivity and ability to cope decline: between 0.78 and 1.3m children suffer from parental drinking;

2.0 ALCOHOL RELATED HARM

In this section the current health trends both national and local are summarized from the 2003 Department of Health Statistical Bulletin on alcohol consumption in England, Taking Measures (Centre for Public Health, Liverpool John Moores University; 2004) and an updated version of the 2002 report on the local impact of alcohol by Chorley & South Ribble PCT

2.1 The National Picture

Most recently Leon and McCambridge (2006) reported that:

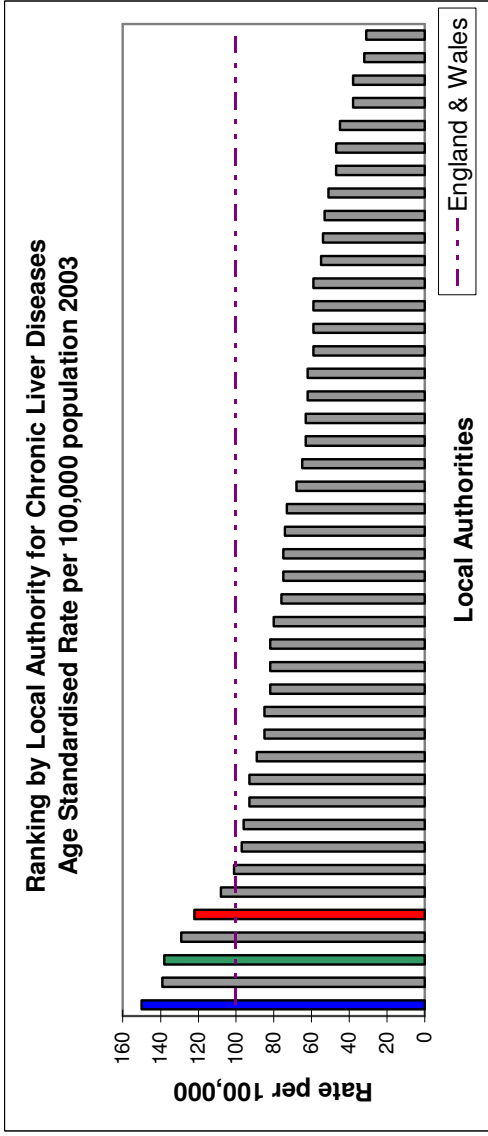
Cirrhosis mortality rates increased steeply in Britain during the 1990s. Between the periods 1987–1991, and 1997–2001, cirrhosis mortality in men in Scotland more than doubled (104% increase) and in England and Wales rose by over two-thirds (69%). Mortality in women increased by almost half (46% in Scotland and 44% in England and Wales). These relative increases are the steepest in Western Europe, and contrast with the declines apparent in most other countries examined, particularly those of Southern Europe. Cirrhosis mortality rates in Scotland are now one of the highest in Western Europe, in 2002 being 45.2 per 100,000 in men and 19.9 in women.

The Department of Health's assessment of current alcohol impact identified that in England in 2001,

- 21% of men had drunk more than 8 units of alcohol on at least one day in the previous week, and 9% of women had drunk more than 6 units, and almost two fifths (38%) of men had drunk more than 4 units of alcohol on at least one day and about one fifth of women (22%) had drunk more than 3 units of alcohol on at least one day.
- Average weekly alcohol consumption in England was 16.9 units for men and 7.5 units for women. Compared with 1992, when the equivalent figures were 15.7 and 5.5 units respectively, this indicates a slight increase in alcohol consumption for men between 1992 and 2001, but a more substantial one for women.
- Among women, those in the three managerial and professional classes of household were more likely than other women to have drunk more than 3 units (26% compared with 19-21%), and also marginally more likely to have drunk more than 6 units in one day (10% compared with 8-9%).
- Among women aged 16- 64, 15% of those who were working full time had drunk more than 6 units on at least one day during the previous week, but only 8% of economically inactive women had done so.
- In 2002, about a quarter (24%) of pupils in England aged 11-15 had drunk alcohol in the previous week:
- In England in 2003, 25% of 11 to 15 year olds said that they had drunk alcohol in the previous week. This figure rose steadily from 20% in 1988 to 27% in 1996.
- Provisional estimates suggest that in 2002, 6 per cent of road traffic accidents involved illegal alcohol levels, and that these accidents resulted in a total of 20,140 casualties.
- In 2000/01 there were 30,700 NHS hospital admissions with a primary diagnosis of "mental and behavioural disorders due to alcohol"
- Seven per cent of adults were assessed as being dependent on alcohol with the majority being mildly dependent.

2.2 The local picture

Using comparisons between Chorley, South Ribble and a cluster of 41 other similar local authorities (identified by OPCS using over 40 indicators to identify groupings of similar authorities) Chorley has the highest level of chronic liver diseases for the cluster and South Ribble the 4th highest rate (both being higher than the rate for England and Wales and Chorley higher than the average rate for the North West).



Using estimates based on information from the Office of National Statistics, the Centre for Public Health at Liverpool JMU calculates that: (see appendix 2 for full details)

- The impact of alcohol on female life expectancy is a one month reduction for women in Chorley and half that for those in South Ribble.
- The Standardised Mortality Ratio (where the expected local death rate based on national figures would be 100) for Chronic Liver Disease is 139 for Males in Chorley and 130 for those in South Ribble and 168 for women in Chorley compared to 109 in South Ribble.
- The Centre for Public Health also calculated the impact of alcohol on local criminal activity suggesting that: (see appendix 2 for full details)
- The annual total for crimes related to alcohol are 541 in Chorley and 505 in South Ribble
- 37% of violent crime against the person is alcohol related equating to 282 crimes in Chorley annually and 310 in South Ribble.

Drinking behaviour

Data from health surveys conducted in Chorley & South Ribble in 1992 and 1997 indicates that at that time approximately 2% of women and 14% of men were unsafe drinkers and around 1% of women and 3% of men drank dangerously.

Whilst there appears to have been little change in overall drinking patterns between 1992 and 1997, there does appear to have been an increase in unsafe and dangerous drinking amongst young people aged 18-39 in South Ribble.

In the same survey, approximately 5% of women and 10% of men who were unsafe drinkers saw alcohol as 'not important for health'.

Information from the 2004 Schools Survey carried out in local schools by the Schools Health Education Survey Unit, showed that overall about one third of pupils surveyed in Chorley and South Ribble had drunk some alcohol in the previous week. The percentage of boys and girls who drink is below the national figures with Year 8 girls well below 16% compared to 30% nationally.

It appears that Boys are higher consumers of alcohol than girls, a pattern that reflects the national data.

Higher proportions (than national) of year 10 pupil's identified that they drank more than 14 units in the previous week, 31% of boys and 20% of girls (9 and 5% for year 8 pupils)

Both boys and girls favour pre-mixed spirits e.g. Bacardi Breezer as their drink of choice

Fewer young people report buying alcohol in a bar or pub than would appear to be the case nationally. However, slightly more boys in Chorley and South Ribble than nationally are buying alcohol under the legal age of 18 years.

Home is the biggest single source of alcohol up to the age of 16 the percentage of teenagers who drink at home with their parents knowledge is about 55% in Chorley and South Ribble. More girls than boys report that they drink with their parent's knowledge.

Alcohol related ill health

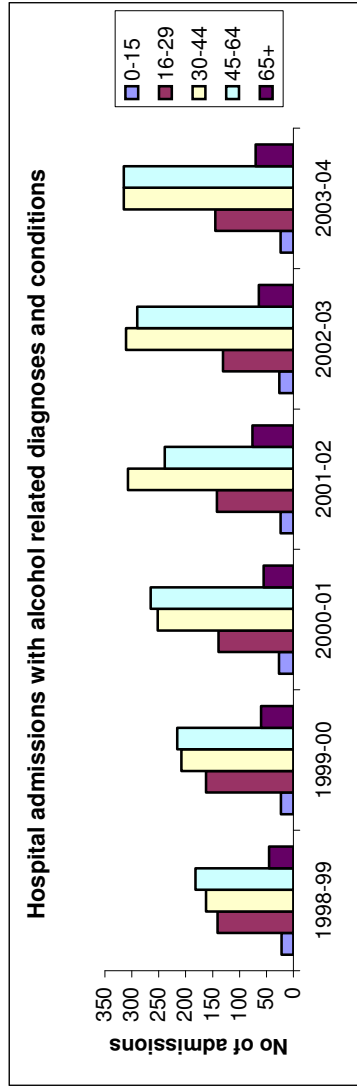
Analyses of hospital admissions for patients registered with Chorley and South Ribble GPs for the financial years 1998/99 to 2003/04 shows that:

During this six year period more than 4,200 people were admitted to hospital with alcohol related diagnoses and 270 people were admitted with alcoholic liver disease.



The number of admissions (Finished Full Consultant Episodes - FFCEs) has increased year on year over the past four years. Detailed analysis shows that this is likely to be an increase in the number of individuals admitted rather than the same individuals being admitted on more than one occasion.

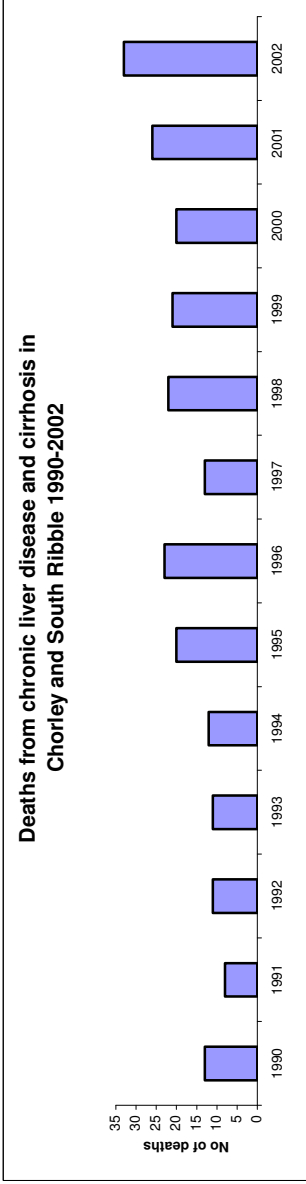
There were more admissions (FFCEs) for men than women (61% compared to 39%).



The highest numbers of admissions (FFCEs) was amongst those aged between 30 and 64 and it is the admissions in the 30-44 and 45-64 age groups which appears to have increased,

Amongst the younger age groups the most common diagnoses on admission were related to acute intoxication with alcohol.

There appears to have been an increase in the number of deaths from chronic liver disease and cirrhosis in Chorley and South Ribble over the last twelve years. The Chief Medical Officer has noted increases in death rates nationally from chronic liver disease and cirrhosis particularly amongst the 35-44 and 45-54 age groups.



17%-41% of suicides are estimated to be attributable to alcohol. Between 1998 and 2002 there were 90 deaths from suicide and undetermined injury in Chorley and South Ribble.

2.3 Summary of key alcohol related public health issues

In summary the key alcohol harm related challenges are:

- Alcohol consumption has been rising consistently in recent years
- Chorley and South Ribble Districts have higher levels of alcohol related morbidity in comparison with their local authority peers and the North West average
- Admission to hospital with alcohol related conditions have been rising consistently for several years
- Increasing numbers of women are engaged in both hazardous and harmful drinking - particularly amongst younger professional groups
- The gap between male and female consumption and alcohol related ill health is narrowing as a consequence
- The age of onset of drinking alcohol is reducing
- Rising numbers of young people are experiencing harm from alcohol with a significant number being admitted through A&E with alcohol related intoxication each year
- Chorley and South Ribble in line with the rest of the UK exhibits a binge drinking culture based on a desire to drink to get drunk
- Promoting sensible drinking is hampered by its complex message, which unlike tobacco does not rely on the simple promotion of abstinence

3.0 ATTITUDES TO ALCOHOL USE

As a nation we appear to hold contradictory views about alcohol the report “Alcohol’s on Everyone’s Lips” shows that whilst most people drink alcohol (83% according to a NOP survey in 2000) 70% (66% men and 74% women) also agree that the UK would be a healthier and better place to live if we reduced the amount of alcohol we drink.

There is little within the report to suggest widespread reflection by adults on their own drinking for example, 45% agree that they don’t take much notice of health promotion campaigns on alcohol and 11% feel they cannot enjoy themselves without a drink (rising to 14% among 25-35 year olds). Although 50% think they are fairly well informed about alcohol associated risks, and 58% say they’d heard of weekly limits over two thirds (67%) have never heard of the current sensible drinking message based on daily benchmarks, emphasizing that adults are probably underestimating their own “Binge drinking”. (MORI survey for The Portman Group of a representative sample of 1,511 people in Feb/March 2000)

The emphasis on binge drinking has clearly seeped into the national consciousness with 63% thinking that binge drinking is a major problem in Britain today. However this appears to demonstrate the misappropriation of the term and its application to drinking associated with anti-social behaviour as opposed to that which exceeds the recommended daily limits. This pattern of drinking is an issue both for adults and young people yet adults clearly attribute problematic drinking to younger age groups for example

- 80% think that children under 18 start drinking at a younger age than they and their friends did
- 57% think teenage street drinking is a problem
- 88% support heavier penalties for retailers selling to under 18 year olds
- 91% support the wider use of ID cards to curb under-age drinking

This relationship between alcohol and anti social behaviour is clearly one that the public now accept. In a 2000 MORI poll,

- 88% believe alcohol misuse is a major cause of violence,
- 52% think alcohol-related violence in pubs, clubs and bars is increasing,
- 61% think alcohol-related violence in the street is increasing and
- 40% think alcohol-related violence in the home is increasing

Thereby demonstrating both the increasing level of concern about alcohol and the damage it causes to society but also the routine acceptance of alcohol as a part of everyday life where over 80% of the adult population enjoys it whilst rarely questioning their own use.

4.0 EXISTING ALCOHOL HARM REDUCTION ACTIVITY

This document will build upon a long standing commitment by local partners to reduce the harm caused by alcohol misuse in the locality. There is already considerable activity to deliver this goal through:

4.1 Local authority activities

Both Councils, in their capacity as Licensing Authorities, have a duty ensure that any premises in their areas providing licensable activities are duly authorised. Four Licensing Objectives underpin the Licensing Act 2003, namely:

- the prevention of crime and disorder;
- public safety;
- prevention of public nuisance; and
- the protection of children from harm.

Having come into full effect on the 24th November 2005, this new regime is in its infancy. It is anticipated that over the coming years, a close working relationship will be developed with the

Licensed trade that can be utilised to promote a reduction in alcohol related harm through improvements in management practices.

Both districts have supported Operation Nightsafe, the introduction of test purchasing for off-licences, the promotion of the age check scheme and the use of fixed penalty tickets.

Chorley Council has developed a town centre Pub Watch and is currently extending this to its outlying areas. Exclusion orders have been used with problem clients. This means that a person banned from one pub can be excluded from all pubs in the Pub Watch scheme. Additionally, an integrated Town Centre CCTV and Radio Scheme provide a comprehensive link between licensed premises and police.

Joint agency meetings occur between the public and private sector to ensure safer streets with the dangers from alcohol abuse being minimised. Work with new Licensees assists them to run orderly establishments; initiatives include free soft drinks during festive periods, for non-drinkers. This also assists in reducing further dangers caused by 'drinking and driving.'

Chorley has introduced a 'yellow card' scheme. This will ensure that disorderly establishments will be punished and forced to contribute to keeping the environment clean, safe and quiet. If pubs and clubs fail to keep control of their immediate vicinity they will be placed 'on notice,' and if rowdy behaviour, by their patrons, continues they will be forced to contribute to cleansing services, the NHS and the police budget.

In South Ribble Pub-watch and Off-watch Schemes are well established in four of the village and town centres and support information sharing to prevent crime associated with the evening economies. CCTV surveillance cameras have been installed in four town and village centres with the installation of several more cameras planned for next year.

South Ribble also offers diversionary activities for those at risk of alcohol related offending and anti-social behaviour (in association with the Youth and Community Services' Drug Support Team). During the period 1st April to 31st December 2005 thirty nine events were held in the evening and at weekends with eighteen in identified "hot spot" localities.

South Ribble has also developed the Caretaker Project, which aims to reduce alcohol related criminal damage. This includes a "Beer mat" campaign directed to pub customers, which identifies that drinking too much can result in criminal charges being made for damage; and a youth poster and storyboard competition identifying the consequences of drinking and causing damage.

4.2 Treatment Services

Treatment services in Chorley and South Ribble are provided under a partnership between the Voluntary and Community (non-statutory) and NHS (statutory) sectors. Alcohol & Drug Services (ADS), a registered charity established since 1973 in the North West, has delivered the local Community Alcohol Service (CAS) for almost 15 years and offers a Tier 2 treatment service. Tier 2 services are accessed easily by people with alcohol-related problems who can self-refer, or who may be referred by other professionals such as GPs. Open Monday-Friday, with availability on one late weekday evening and Saturday mornings, Chorley ADS provide individual assessments of need and care-planned counselling and support, including a range of groups such as anxiety management, ear acupuncture, relapse avoidance and abstinence support.

Following a comprehensive appraisal of local alcohol treatment services Chorley & South Ribble has committed to invest in the region of an additional £250,000 over the period 2005-8. This extra investment will enhance the existing local community based services providing brief interventions at both Tiers 2 and 3. The Tier 2 service will extend to provide specialist primary healthcare alcohol workers at a variety of primary care settings throughout the PCT area and there will be an innovative service user development post, located within Chorley ADS. For Tier 3 specialist therapeutic treatment services, this additional investment will provide for a specialist alcohol clinician in each local authority district and a specialist alcohol nurse located in the hospital.

Lancashire Care NHS Trust has provided tier III Services for alcohol since 1993, including case management and specialist home detoxification for those presenting with complex needs. A close working relationship exists between ADS Tier II Services, and the Tier III service. The development of integrated care pathways between services facilitates the clients journey through the treatment system, enabling those high risk vulnerable clients appropriate access to Tier III. Given the co-morbidity between alcohol and mental illness LCT is ideally placed to offer appropriate expertise and treatment. LCT is also responsible for the provision of drug treatment services at Tier III and are therefore, able to assess and offer intervention for those experiencing problems with illicit drug use.

4.3 County Alcohol Project: Protecting Children and Improving Communities

The young person's Alcohol Project is funded by Lancashire Children's Fund and Lancashire Drug Action Team, in order to facilitate a countywide co-ordinated approach to tackling local community alcohol-related issues. It is a multi-agency project managed by a Steering Group. The aims of the project are:

- To raise young people's awareness of alcohol issues through countywide consultation and marketing campaigns

- To facilitate a countywide co-ordinated approach, developing best practice protocols to tackle local community alcohol-related issues

The Alcohol Project, in partnership with the Schools Effectiveness Service, has recently commissioned the production of a 'lifestyle' website aimed at children under the age of 10, before they formulate their ideas and attitudes to alcohol use. The interactive site will include alcohol awareness messages, support materials, downloadable lesson plans for teachers and an information section for parents.

The Alcohol Project has consulted with over 1000 young people across Lancashire (aged 9-13) to provide a snap-shop of the views and experiences of alcohol use in the context of young people's lifestyles. A key finding of this study was that many of Lancashire's young people were accessing alcohol through their parents. The Alcohol Project subsequently consulted with over 100 parents in order to identify key messages for incorporation into an awareness raising campaign.

4.4 Trading Standards alcohol enforcement

During the course of 2005/6 Lancashire County Council Trading Standards in South Ribble and Chorley districts conducted the following intelligence led test purchase operations for alcohol sales to minors: -

Chorley	1 operation.	6 test purchase attempts.	0 sales	(0%)
South Ribble	2 operations.	16 test purchase attempts.	3 sales	(19%)

The County average for retailers failing test purchase attempts is currently 26% with the regional average being 35%.

Age Check packs-point of sale literature designed to empower retailers to refuse approaches by underage people has been distributed in South Ribble and Chorley. In addition an interactive CD-Rom based training resource for business has been developed and distributed to all retailers selling alcohol and other age restricted goods such as tobacco. Endorsed as a model of best practice by the Trading Standards Institute, the resource broadcasts in 4 Asian languages as well as in English. A local launch of the resource in partnership with the Alcohol Project and Community Safety Partnership took place in South Ribble where over 60 businesses attended. Evaluation of the event was extremely positive.

4.5 Health Education Campaigns

For the first time two major alcohol related campaigns were commissioned locally in 2005.

Beer Goggles was a central Lancashire public health campaign to raise awareness on sensible drinking which ran throughout August 2005. The campaign consisted of radio advertising, web based information, flyers and news and features. The Beer Goggles web page received over 170 000 hits and the campaign generated press coverage worth an estimated £5000. The total campaign cost was £5600.

Get It On ran in December 2005 and January 2006 to encourage safer sex particularly when drinking alcohol. It included a distinct brand identity, outdoor advertising e.g. bus shelters, posters, branded condoms and condom distribution, radio advertising

and web based information (the Beer Goggles information was linked to the Get It On page as part of the web site). The campaign has not yet been fully evaluated, but the Get It On page received over 180,000 hits.

4.6 The Lancashire Healthy Schools Programme & Healthy Schools National Status.

All schools are encouraged to commit to the Lancashire Healthy Schools programme and are supported by professionals from both education and health. To achieve 'National Status', introduced in September 2005, schools must demonstrate they have met four core areas of provision:

Personal, Social, Health Education (*this includes policy and programmes of drug, alcohol and tobacco education*), Healthy Eating, Physical Activity and Emotional Health and Well-Being.

By 2009, the government aims to support all schools to be working towards achieving national status and would like to see half of all schools achieving this by end of 2006. To help schools identify if they satisfy these requirements and their development needs where they don't, the Lancashire Healthy Schools Team has developed an audit tool which schools use to self assess their current practice.

4.7 Secondary Drug Education Consortia and Primary Clusters

To deliver the National Drug Education Strategy and support schools in the delivery of drug, alcohol and tobacco education, teacher advisers from the School and Community Partnerships Team co-ordinate and chair County-wide networks for schools. Chorley and South. Ribble schools are invited to termly meetings (the secondary phase consortium includes representatives from local statutory and voluntary agencies) where best practice and information is shared and training takes place. Resources for Alcohol education are distributed via these networks.

4.8 Lancashire Fire and Rescue Service Home Safety Plus checks

Within LFRS there has been a change in focus from one of intervention to one of prevention and protection. They now provide free Home Fire Safety Checks throughout the county which includes, home fire safety advice along with the development of an escape plan and the fitting of free smoke alarms (with 10 year battery). LFRS has also recently employed it's first Community Fire Safety Practitioners who have specific roles to engage with groups such as Substance users, older people, Younger people, Black and minority ethnic people, Disabled people and Tenants.

These advocates will build relationships with other local agencies and target such hard to reach and "at risk" groups in order to keep them safe from harm in their own homes. Alcohol misusers are at a particularly high risk a fact recognised by the service who are now referring people to alcohol treatment services where appropriate and receiving referrals for home fire safety checks for clients in treatment services.

5.0 "TAKING MEASURES" – RECOMMENDED ACTION FOR LOCAL PARTNERSHIPS

The framework for a local action plan can be found in the recent needs assessment for alcohol harm reduction in the North West “Taking Measures”. This suggested that Local Strategic Partnerships provide the framework required for local collaboration on alcohol issues between a wide range of groups, including public services, private industry and communities. It recommended that Local Strategic Partnerships should adopt a governance role across the alcohol agenda, engaging all sectors in community interventions and suggested that local alcohol strategies should:

Treatment services

- Review gaps in current alcohol service provision at all levels
 - Ensure maximum integration between different agencies and different levels of care by developing clear care pathways
 - Ensure routine collection and collation of intelligence and information on treatment service use
 - Ensure treatment seekers know how to access the services for advice and assistance.

Wider community action

- Encourage the development of comprehensive alcohol policies in all environments (schools, workplaces, community settings)
- Encourage the development of integrated community projects to address alcohol related harm
- Community interventions should be developed which involve all sectors, including schools, further education institutes, workplaces and community groups.
- Modification of the external alcohol environment (e.g. public places, parks) to promote safety and reduce risk of alcohol-related crime and violence should be widely encouraged.
- Issues of public transport (frequency and access), private transport (e.g. taxis), adequate lighting, other night time service locations (e.g. food bars) and CCTV use, all play a role in safely managing the wider environment where alcohol is consumed.
- Provision of alternative forms of transport including community or club based shuttle services, or taxi vouchers, should be encouraged.

Commercial premises

- The internal environments of drinking places should be considered key in reducing both internal and street-related crime and violence. Particular strategies which can contribute to alcohol harm reduction and can be addressed through licensing conditions where appropriate, include:
 - Bar and door staff training, provision of non-alcohol drinks and food, appropriate physical lay out to minimise excessive vertical drinking
 - Discontinuation of inappropriate promotions.
- The role of door supervisors as key players in the night-time environment should be recognised and as such easy access to training schemes and smooth processes to enable acquisition of licensing requirements should be supported.

- Use of the police accreditation scheme introduced under the Police Reform Act 2002, which provides accredited individuals with limited police powers, should be promoted for door supervisors and others working in nightlife areas or affected by nightlife activity (e.g. Accident and Emergency staff).

Enforcement

- Provisions within the relevant alcohol and related legislation should be effectively and consistently enforced through:
 - Supporting the routine implementation of effective enforcement activities including the use of test purchasing in pubs and clubs. Developing and implementing systematic and routine monitoring of drinking environments for illegal sale of alcohol to minors, serving to intoxication etc.
 - Promoting the use of test purchasing results as a monitoring tool to identify problem management.
- When reviewing new and existing licensing applications, community, social and health harms, as well as policing resources, need to be taken into consideration.
- Local authorities should consider using licensing conditions to set minimum drinks prices and reduce irresponsible drinks promotions.
- Use of Fixed Penalty Notices should be encouraged for minor alcohol-related offences such as public intoxication and noise.

Workforce development

- Training should be made available to staff in all relevant sectors (e.g. teachers, employers, non-alcohol specialist health staff) to increase their awareness of alcohol issues, their ability to deliver integrated alcohol information, and their ability to recognise and, where appropriate, address alcohol-related problems:
- Alcohol issues should be incorporated into vocational training programmes where course participants are likely to encounter people with drinking problems.
- Existing training providers should be encouraged to include alcohol issues and effective intervention strategies as a standard part of their education packages (e.g. door supervisor training, health and safety training).
- Employers and employees should be educated about the effects of alcohol, including 'day after' effects of heavy drinking on work performance and safety.
- Specific training on screening and brief interventions should be made available to staff in various settings who are most likely to come into contact with those at risk from alcohol-related harm (e.g. those working in Accident and Emergency departments, GP surgeries, walk in centres and outpatient clinics)

The action plan, which follows, addresses many of these recommendations. However the training agenda for the wider workforce suggested in this last section presents a longer-term challenge than the life span of this document. References to training within the action plan should be viewed as "first steps" towards this type of approach particularly with relation to the integration of alcohol related training into other training and education packages:

6.0 Review Period

Recognising the pace at which legislation has recently changed in the field of alcohol control, it is intended to review the action plan for this document on an annual basis to ensure actions are progressing and can be replaced with up to date additional areas for future work.

Reduce Alcohol Related Harm through better prevention

	OBJECTIVES	ACTIONS	LEAD	TIMESCALE	FUNDING
P1	General Public are more aware of the broader health consequences associated with drinking alcohol	Develop a range of specific health education campaigns targeting specific age ranges including: 1. 13-17 year olds who drink in public spaces (ie not licensed premises) to identify the vulnerability/risks associated 2. Under 25s using licensed premises to identify the risks associated with binge drinking 3. 35-55 home drinkers to raise awareness of safe drinking levels and parental role in modelling sensible drinking 4. Age 60+ to identify the link between alcohol consumption and fire deaths / falls 5. A general campaign to identify the link between alcohol and criminal damage/behaviour	PCT/SHA With young person's Alcohol Project	Develop briefs for at least three campaigns by September 2006 Deliver at least two by August 2006	Cost per campaign approximately £5000 + total of £15K/yr – joint funded by PCT & Community Safety Partnerships
P2	General Public to be more aware of the consequences associated with excessive alcohol consumption and accidental fires.	Provide additional support in awareness campaigns specifically targeting age groups already identified with 13-17yrs, under 25's, 35-55yrs, and 60+yrs. In particular, Chip pan fires, cigarette fires and fires as a result of A.S.B	PCT/ LFRS		
P3	Local licensed premises are engaged with the promotion of safer drinking messages	Draw up a discussion paper for local licensing committee to identify the possible opportunities for use of the new licensing act to include promotion of safer drinking	BC licensing officers	Present to Licensing committee by December 2006	Mainstream funding
P4	There is less use of alcohol as an award or prize which reinforces the positive image of alcohol in society	Develop a set of guidelines to cover the use of alcohol as an incentive/reward or prize for members of the local community partnerships to adopt	PCT/CP officers	Present to the partnerships for adoption by March 2006	
P5	Parents and carers are	Identify and evaluate existing resources which can be	PCT/LEA	Materials	

	<p>enabled to discuss the issue of alcohol consumption with their children</p>	<p>supplied to parents Ensure schools and other services in contact with parents are adequately supplied with materials to provide to parents</p>	<p>Teacher advisors & Young Person's Alcohol Project</p>	<p>available identified August 2006 Supply arrangements in place December 2006</p>	
<p>Reduce Alcohol Related Harm through better prevention</p>					
	<p>OBJECTIVES</p>	<p>ACTIONS</p>	<p>LEAD</p>	<p>TIMESCALE</p>	<p>FUNDING</p>
<p>P6</p>	<p>Parents of young people who are identified as being vulnerable or at risk because of their alcohol consumption have access to appropriate support</p>	<p>Evaluate parents support structures which are available elsewhere in the North West Present findings of the evaluation together with recommendations for future developments to the Locality JCG for young peoples drug and alcohol services Commission relevant support services</p>	<p>LDAT Locality commissioning mgr</p>	<p>Review of other projects completed August 2006 Report available December 2006</p>	<p>LDAT Human Resource</p>
<p>P7</p>	<p>Young people in local high schools have access to high quality alcohol education</p>	<p>1. Evaluate the current practice in local high schools with regard to alcohol policy and curriculum 2. Evaluate the opportunities for using the crime beat/choices packages for promoting safer drinking messages</p>	<p>LEA Teacher advisors With young person's Alcohol Project</p>	<p>Audit of school practice completed and recommendations made November 2006</p>	<p>LCC CS Mainstream funding</p>
<p>P8</p>	<p>Young people in Primary Schools have access to high quality alcohol education</p>	<p>1. Evaluate the resources for use in primary schools 2. Identify which resource should be promoted for local school use 3. Provide schools with copies of the resource together with supportive training in how best to use the materials</p>	<p>LEA Teacher advisors With young person's Alcohol Project</p>	<p>Identify best resource August 2006 Resource & Training advertised to schools October 2006</p>	<p>LCC CS Mainstream funding</p>
<p>P9</p>	<p>Young people are supported with their alcohol related choices through the development of peer support</p>	<p>Evaluate current peer support provision across the county Develop peer led alcohol harm reduction provision within the secondary schools and their localities in Chorley & South Ribble.</p>	<p>LEA Teacher advisors/ Y&C</p>	<p>Evaluation available December 2006 Proposals for new peer support</p>	<p>LCC CS PCT Y&C Mainstream</p>

	models		service/ PCT	initiatives presented to CDRPs January 2007	m funding
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Reduce Alcohol Related Harm through better prevention

	OBJECTIVES	ACTIONS	LEAD	TIMESCALE	FUNDING
P10	Young people have easy access to local substance misuse services	Carry out a whole system appraisal of access to substance misuse services for young people Develop a whole system model for local substance misuse services for young people which identifies the contributions for extended school provision, school nursing, Wise up sexual health services, GP services, Connexions, Youth & Community etc Develop commissioning proposals which will deliver the model	LDAT YP cmsg Lead CSR PCT	Services in place by April 2007	LDAT - to be confirmed
P11	Employees of organizations who are partners in the local community partnerships are supported through effective workplace alcohol policies	1. Provide awareness sessions to local employers regarding the importance of comprehensive workplace policies and a toolkit to guide them in the creation of appropriate policies. 2. Work with significant local employers to disseminate alcohol misuse information and to develop, where they do not exist, workplace alcohol policies referral mechanisms. Major lead organisations to develop in-house workplace alcohol policies e.g. Councils, Prisons, Police, Fire, PCT, Colleges, Schools.	PCT workplace PHDS	December 2006	PCT Human Resource
P12	Employees with alcohol related problems have easy access to local services	Establish a baseline and work with local employers to encourage the development of confidential employee assistance programmes [EAP's].	PCT workplace PHDS	December 2006	PCT Human Resource
P13	The links between alcohol and sexual health and other forms of substance use is acknowledged and screened for by sexual health services	Training in awareness and understanding of Alcohol misuse is provided to key sexual health service and drug staff.	PCT/sexual health providers	December 2006	PCT Human Resource

Reduce Alcohol Related Harm through better treatment services

	OBJECTIVES	ACTIONS	LEAD	TIMESCALE	FUNDING
TS1	People can access an extended brief intervention service in primary care setting	Develop a specification for an enhanced service for tier 2 services with a capacity to deal with hazardous drinkers either by engaging a limited number of practices in developing enhanced services or through an external provider with access to primary care settings in which to deliver the service.	PCT Alcohol & Drugs Services (ADS)	October 2005	2005/6 - £50,000 2006 onwards £100,000
TS2	Inmates in the two local prisons have equality of access to tier 2 & 3 services	To be integrated into specifications for development of tier 2 & 3 services for wider community The PCT should develop a model for alcohol service provision in the two prisons – possibly based on an enhanced GP contract provision with tier 3 in reach.	PCT (ADS)	December 2005	Within costs for tier 2 provision see C3
TS3	Local services identify and deal effectively with the Hep C issues of their alcohol clients	Review existing and future contracts to ensure include a clear expectation that all providers will ensure their staff undertake basic Hep C awareness training which includes aspects such as lifestyle issues, testing procedure/ referral pathway, harm minimisation/ relapse prevention, etc	PCT	December 2005	Nil
TS4	Training needs of local tier 1 workers are established	PCT with the support of the local Drug and Alcohol Action Group, develop and deliver a local training needs analysis of tier1 and tier 2 workers locally	PCT (ADS)	April 2006	Nil
TS5	Practitioners in tiers 1 and 2 are competent and provide a quality service	Encourage a more systematic approach to the way in which services deal with possible alcohol presentations through the development of an awareness raising training strategy for tiers 1&2 – this should be based on the local training needs analysis Service specifications for tier 2&3 providers will include a remit to deliver the training for tier 1 providers	PCT (ADS)	April 2006	
TS6	Involve Clients in the development, delivery, evaluation and monitoring of Tiers 1 and 2 services	Establish a half-time development worker post within the Tier 2 service to engage with clients, service providers and commissioners, and to provide training, advocacy and support to clients, thereby facilitating their involvement	PCT (ADS)	April 2006	
TS7	Clients can access the relevant services and move smoothly through the local service system	Commission consultant support to work with local providers on drawing up clear care pathways and referral protocols to work across the four tiers	PCT	April 2006	£10,000

Reduce Alcohol Related Harm through better treatment services					
	OBJECTIVES	ACTIONS	LEAD	TIMESCALE	FUNDING
TS8	Adequate tier 3 provision exists for both local authority areas and within the hospital setting	The PCT to engage with providers in developing proposals for a tier 3 team to cover both community and hospital settings with specific expertise for working with older people. Tender for delivery of the service and establish the new service at capacity	PCT	April 2006	2005/6 - £80,000 2006 onwards £120,000
TS9	The model for future provision of detox and the appropriate level of resourcing necessary to support this has been identified and agreed at the Strategic Health Authority level	Undertake a rapid review of local detox services in association with other local PCTs to ensure that adequate provision of the right mix (inpatient and community based) is available. Review existing contracts with inpatient providers, consult local tier2&3 providers as to their client inpatient needs and draft revised specification for inpatient support	PCT	February 2006	2005/6 - £35,000 2006 onwards £35,000
TS10	Where appropriate, alcohol treatment objectives are aligned with other strategies, policies and plans to support multi agency working to reduce alcohol related harm	Identify strategies, policies and plans (e.g. National Treatment Agency Models of Care for Alcohol Misusers, Department of Health 'Choosing Health' priorities, Every Child Matters) which are relevant to the alcohol harm reduction agenda Identify relevant actions to ensure that, where appropriate and feasible, alcohol treatment objectives are aligned	PCT & Alcohol Treatment Services	Throughout the period of the strategy	

Reduce Alcohol Related Harm through Community Safety Initiatives

	OBJECTIVES	ACTIONS	LEAD	TIMESCALE	FUNDING
CS 1	Partners and the wider community are aware of: <ul style="list-style-type: none"> • current information about local impact of alcohol related harm • strategies and actions to reduce that harm 	<p>Develop a communication plan to enable the co-ordination of:</p> <ul style="list-style-type: none"> • consultation activity; • health education campaigning • information sharing amongst partners • awareness raising of the Alcohol Harm Reduction Strategy and local initiatives developed as part of the strategy • integrate the alcohol agenda into other partnership groups <p>Develop a forum for the co-ordination of delivery of the communication plan</p>	Borough Councils & PCT	June 2006	<p>£2880 (Chorley)</p> <p>£2,000.00 (South Ribble for alcohol/criminal damage Initiative)</p> <p>Further funding to be sought</p>
CS2	All partner agencies ensure that staff remain up to date with emerging issues, evidence of effectiveness and good practice	<p>Provide timely training and briefings on the strategy, Provision of at least one update workshop to disseminate effectiveness/good practice information supported by: Half yearly briefing paper for local partners</p>	Borough Councils & PCT Police	<p>Throughout the period of the strategy</p> <p>Workshop September 2006 with briefing paper to coincide</p>	<p>£4260 (Chorley)</p> <p>(South Ribble Funding to be secured)</p>
CS3	Multi-agency data exchange and analysis supports and informs the development of local services to reduce alcohol related harm	<p>Agree the data to be used to inform strategic and tactical responses to alcohol related crime and anti-social behaviour.</p> <p>Develop multi-agency protocols for data exchange, analysis and distribution</p> <p>Agree data interpretation and analysis processes</p>	Police Borough Councils & PCT	June 2006	<p>£640 (Chorley)</p> <p>(South Ribble provisionally £2000 towards MADE)</p>

Reduce Alcohol Related Harm through Community Safety Initiatives

	OBJECTIVES	ACTIONS	LEAD	TIMESCALE	FUNDING
CS4	Alcohol objectives are integrated into other strategies, policies and plans to support multi agency working to reduce alcohol related harm	Identify strategies, policies and plans which are relevant to the alcohol harm reduction agenda Identify relevant actions which can be integrated into them Ensure the actions are integrated into those strategies, policies and plans.	Borough Councils & PCT LDAT	Throughout the period of the strategy	£1280 (Chorley) Mainstream funding South Ribble amount to be s determined
CS 5	Young people at greatest risk of offending, (where alcohol is an influencing factor) are effectively identified and referred into appropriate treatment services	Agree screening and assessment arrangements for young people at risk of offending where alcohol is an influencing factor. Ensure clear pathways into treatment, education and support services have been mapped and agreed with local service providers. Monitor and evaluate the effectiveness of the services provided, in influencing the alcohol use and offending behaviour of those referred	LDAT & Treatment Providers PCT Lancashire Constabulary YOT LCC Childrens services Community Safety Partnership (PPO Scheme)	Throughout the period of the strategy	£43,000 (South Ribble)
CS 6	Alcohol related crime, disorder and anti-social behaviour (and the related fears) have been reduced	Employ intelligence led tactical policing operations and targeted patrols Agree the range of enforcement powers which will combine to effectively reduce alcohol related crime and disorder Implement these enforcement powers	Borough Councils & Lancashire Constabulary Neighbourhood Wardens	Throughout the period of the strategy	£3480 (Chorley) (South Ribble mainstream funding costs to be determined)

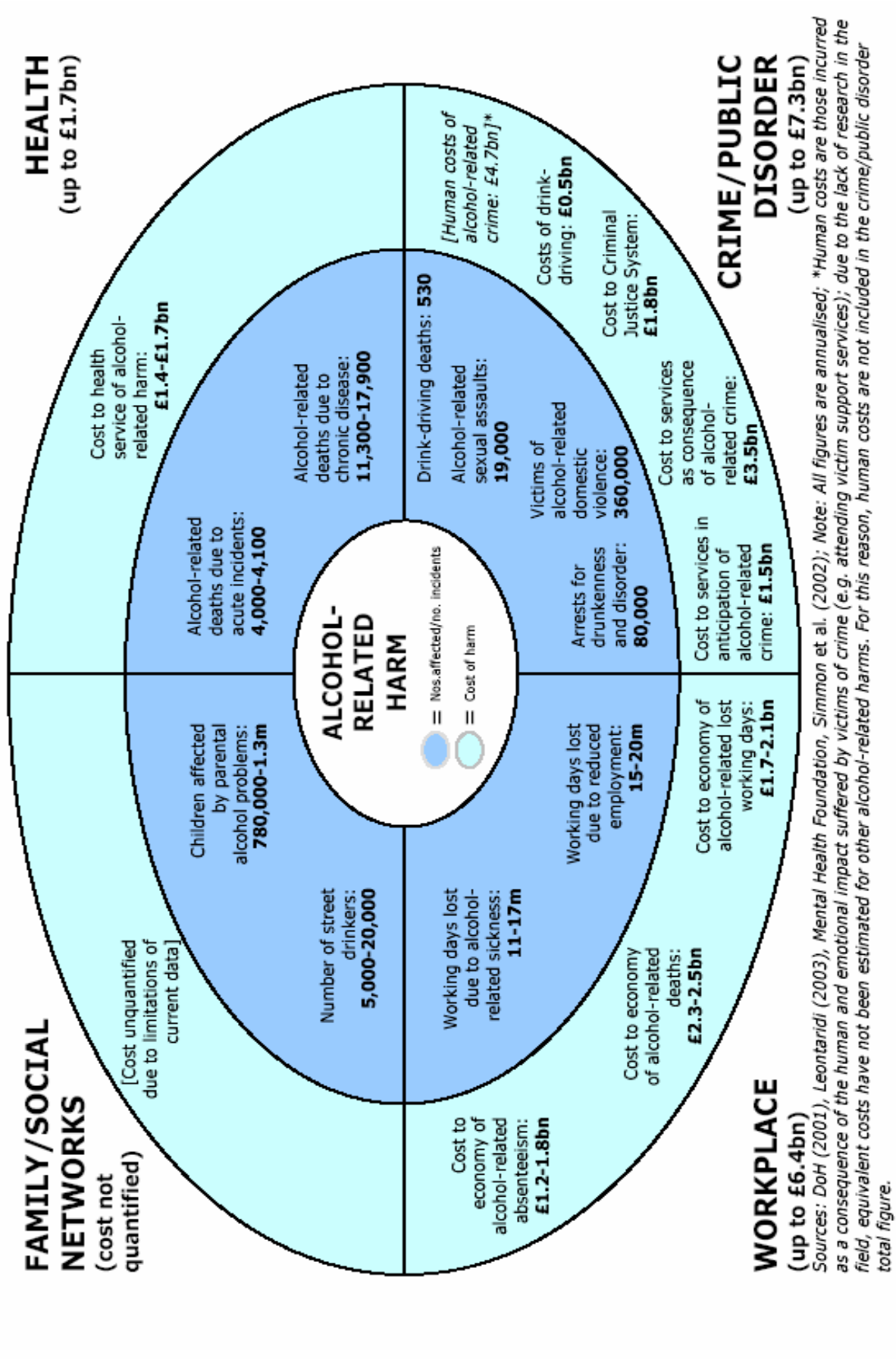
Reduce Alcohol Related Harm through Community Safety Initiatives					
	OBJECTIVES	ACTIONS	LEAD	TIMESCALE	FUNDING
CS 7	Offenders in the Criminal Justice System identified as having an alcohol misuse problem can access appropriate treatment services	<p>Agree screening and assessment arrangements where alcohol is an influencing factor.</p> <p>Ensure clear pathways into treatment, education and support services have been mapped and agreed with local service providers.</p> <p>Monitor and evaluate the effectiveness of the services provided, in influencing the alcohol use and offending behaviour of those referred</p>	LDAT/PCT Community Safety Partnership (PPO Scheme)	Throughout the period of the strategy	
CS8	To carry out Home Fire Safety Checks within homes of alcohol consumers at risk of accidental fires.	To identify such groups through partnerships and other agencies and encourage Home Fire Safety Checks. To devise a partnership referral form to generate HFSC's amongst at risk groups.	LFRS/ PCT	Present to partnerships for adoption by March 2006	

Reduce Alcohol Related Harm through joint working with the business community					
	OBJECTIVES	ACTIONS	LEAD	TIMESCALE	FUNDING
BC1	Enforcement and awareness initiatives are effectively co-ordinated with the licensed trade	<p>In Chorley, review the existing membership of the licensing forum to assess its ability to provide a co-ordination of enforcement and awareness initiatives with the licensed trade</p> <p>In South Ribble, develop a forum of responsible authorities and multi-agency partners to co-ordinate enforcement and awareness initiatives with the licensed trade including: licensing review processes; the implementation of conditions; awareness initiatives and enforcement procedures.</p>	<p>Chorley BC</p> <p>South Ribble BC</p>	June 2006	<p>£1600 (Chorley)</p> <p>(South Ribble mainstream funding costs to be determined)</p>
BC2	Regeneration of the Leyland Town Centre night time economy ensures there is no increase in alcohol related harm	<p>Identify of concerns about community safety in the night time economy in Leyland</p> <p>Develop and implement a Night Time Economy Study to inform the regeneration of a safer night time economy and reduce crime and fear of crime associated with alcohol consumption in one of the borough's regeneration areas</p>	<p>South Ribble Borough Council</p> <p>Trading Standards LCC</p> <p>BSII Licensees</p>	September 2006	<p>£20,000 for BC2&3 combined</p> <p>(South Ribble)</p>
BC3	Environmental design and security systems are routinely used to reduce alcohol related crime and disorder in town centres and sub-urban neighbourhoods.	Encourage developers and land owners to employ Secure By Design and similar good design principles in the development and refurbishment of open space.	Borough Councils	Throughout the period of the strategy	

Reduce Alcohol Related Harm through joint working with the business community

	OBJECTIVES	ACTIONS	LEAD	TIMESCALE	FUNDING
BC4	<p>The night time economy trade, employ good management practice to reduce alcohol related harm</p>	<p>Encourage local licensed premises to adopt the following measures which can reduce alcohol related harm:</p> <ul style="list-style-type: none"> • Adoption of the Lancs County “Age Check” scheme (through distribution of the packs and other training resources to all licensees) – ensure employees complete minimum training to enable them to identify and deal with potential under age purchasers • Ensure their employees complete minimum training on managing alcohol misuse, specifically to understand the adverse effects of alcohol consumption and how to recognise and respond effectively to customers who are intoxicated • Provide affordable soft drinks and free drinking water to customers • Ensure information on safer drinking is displayed on their premises • Ensure licensed premises are designed to minimise risk of harm • Ensure information on safer drinking is displayed on the premises • Use of safer forms of glassware 	<p>Borough Councils & PCT</p>	<p>Throughout the period of the strategy</p>	<p>£960 (Chorley) (South Ribble) Mainstream funding costs to be agreed</p>
BC 5	<p>Proposals for a “Best Bar None” or similar scheme have been presented to the two community safety partnerships.</p>	<p>Investigate the potential for a Best Bar None Scheme, which might draw together the measures in BC1 to reduce alcohol related harm. Evaluate pilot schemes operating in other Lancashire boroughs and assess the likelihood of a countywide scheme being developed in the near future. Consider the estimated costs and personnel resources of introducing a local scheme or participating in a Lancashire wide initiative. Provide advice to potential funding providers and partners on the anticipated outcomes and cost benefits of developing Best Bar None in Chorley and South Ribble.</p>	<p>Borough Councils & PCT</p>	<p>September 2006</p>	<p>South Ribble Funding to be sought (South Ribble)</p>

Appendix 1



**Appendix 2
Local Authority Profiles for measures of life expectancy and mortality**

Local Authority	Life Expectancy (years at birth) Males 2000-2002	Life Expectancy (years at birth) Females 2000-2002	Months (a) contribution to Life Exp due to Alcohol Males, 1996-2000	Months (a) contribution to Life Exp due to Alcohol Females, 1996-2000	Mortality from chronic liver disease Males (SMR b) 2001-02	Mortality from chronic liver disease Females (SMR b) 2001-02	Deaths Attributable to alcohol (all causes) Males 2002: (estimate-c)	Deaths attributable to alcohol (all causes) Females 2002: (estimate-c)	Deaths attributable to alcohol (all causes) Males 2002 (rate/1,000) Maximum (estimate-c)	Deaths attributable to alcohol (all causes) Females 2002 (rate/1,000) Maximum (estimate-c)
Chorley	75.6	79.5	0.31	-0.93	139	168	20-30	18-29	0.6	0.57
South Ribble	76	80.5	-0.31	-0.55	130	109	23 to 35	17 to 31	0.69	0.58

a – Months deviation from England & Wales average, using attributable deaths as defined by Office of National Statistics
 b – Standardised Mortality Ratio (SMR)
 c – Using the attributable fraction for all causes

(source Taking Measures 2003 Centre or Public Health)

Estimated Crime associated with alcohol

Local Authority (Estimated numbers)	Violence against the Person (AF* 37%)	Sexual (AF* 13%)	Robbery (AF* 12%)	Burglary dwelling (AF* 17%)	Theft of a motor vehicle (AF 13%)	Theft from a vehicle (AF 13%)	Total Crimes due to alcohol	Crime rate due to alcohol / 1,000 pop	Violence rate due to alcohol / 1,000 pop
Chorley	282	8	5	98	49	99	541	5.38	2.8
South Ribble	310	7	7	55	40	86	505	4.86	2.98

* AF = the attributable fraction

(source Taking Measures 2003 Centre or Public Health)

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Environment and Community Overview and Scrutiny Panel

Thursday, 8 June 2006

Present: Councillor Alan Cullens, Peter Baker, Alan Cain, Michael Davies, Doreen Dickinson, Anthony Gee, Daniel Gee, Keith Iddon, Miss Margaret Iddon, Roy Lees and Edward Smith

06.ECOS.21 **WORKING TOGETHER TO IMPROVE MENTAL HEALTH IN LANCASHIRE - CONSULTATION ON MODERNISATION OF HOSPITAL SERVICES**

The Panel received a consultation document compiled by the Lancashire Joint Primary Care Trust requesting the authority to respond to their proposals by 14 July 2006.

Ms J Faux, Chief Executive of Chorley and South Ribble Primary Care Trust attended the meeting and gave a presentation consulting and advising Members of the mental health public consultation.

In summary the changes will affect people over the age of 16 years who live in Lancashire who come into contact with mental health services.

The Primary Care Trust wanted to develop services that help and support people in their own homes and communities. The Government supports the PCT's views.

In summary the PCT wanted mental health services to:

- support people in their recovery from the effects of their mental health problems.
- provide more mental health services to people in their homes and communities.
- provide more support to help people with their own personal development and help them to have access to the same opportunities enjoyed by all citizens.
- promote positive mental health and well-being in all communities.
- provide better support to carers.

There were currently 15 specialist adult and older mental health service hospital sites across Lancashire which will be directly affected by the proposed changes. They are of various size and generally the buildings are of poor quality and inadequate.

The new community mental health services will, in the near future, reduce the need for people to go into hospital. Because of this we would need fewer hospital beds. At the moment there are 707 beds and PCT think they will need about 450 in the future. However, the final number of beds will be worked out locally. It would cost less money to build new hospital sites, than it would to improve the current units.

Having new hospital sites would allow the PCT to make huge improvements and offer hotel-like quality rooms and facilities. Also the PCT could offer more specialist hospital services like a young person unit and services for people who are disabled.

The PCT want to develop local crisis and respite houses as alternatives to going into hospital. Any money saved from hospital changes will go into these types of new community mental health services.

The PCT are seeking your views on the following proposals to:

- provide more services to local communities to support people at home or as near to home as possible.

- fewer NHS beds.
- build three new state-of-the-art mental health hospital sites, one in each of the following areas:
 - Central and West Lancashire
 - East Lancashire
 - Fylde Coast
- The 15 existing mental health hospital units provided by Lancashire Care NHS trust will no longer be needed.

The proposals were not about saving money but investing and improving the mental health service in Lancashire.

The PCT had requested the Council's views on their proposals for change to mental health services in Lancashire and opinions on the following questions, by answering either yes, no or don't know.

1. Do you agree with the general principles for improving mental health services?
2. Do you agree with our proposals to convert or close the existing mental health units, create three new mental health in-patient sites and release funding to provide improved community services such as crisis support and respite services?
3. Do you agree that the main elements of a good mental health crisis service are provided by a range of professionals from different health and social care agencies?
4. Do you have any other ideas for improving and modernising mental health services which you think that we should consider?

Members welcomed the proposals for care in the community and to increase the standard and better service for mental health and raised several issues and welcomed the fact that there would be no impact on existing Primary Care Trust arrangements.

In general the Panel supported the proposals.

Chair

Chorley

Borough Council

Final Report of the Customer Overview and Scrutiny Panel into Decriminalisation of Parking Enforcement



June 2006



www.chorley.gov.uk

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1. PREFACE

At the request of the Overview and Scrutiny Committee the Customer Overview and Scrutiny Panel was asked to investigate the effectiveness of the Decriminalisation of Parking Enforcement, which came into effect in September 2004. The Panel was also asked to assess the impact the introduction of the Parkwise Scheme had on residents, visitors, motorists, traders and businesses in Chorley and to identify any future improvements for customer service.

The Panel has now completed the Inquiry and the recommendations will be forwarded to the Overview and Scrutiny Committee for their consideration and then to the Executive Committee for final approval.

May I take this opportunity, on behalf of the Customer Overview and Scrutiny Panel, to thank all who took part in this Inquiry.

STELLA M WALSH
CHAIR - CUSTOMER PANEL

2. EXECUTIVE SUMMARY/LIST OF RECOMMENDATIONS AND COSTS

The Customer Overview and Scrutiny Panel undertook a Scrutiny Inquiry into the Decriminalisation of Parking Enforcement.

The objective of the Inquiry was to investigate the effectiveness of Decriminalisation of Parking Enforcement in Chorley, to assess the impact the introduction of the Parkwise scheme has had on residents, visitors, motorists, traders and businesses; to compare with best practice elsewhere and to identify any future improvements for customer service.

During the late 1980's, police forces across England and Wales were under increasing pressure to provide more officers on the beat and this led to redeployment of Traffic Wardens. As a result of this, Central Government passed the Road Traffic Act 1991. Lancashire Constabulary gradually reduced their Traffic Wardens over the years, and in 2001 gave formal notice to Lancashire County Council that all enforcement of parking by police would cease on 5th April 2004. In response to this, Lancashire County Council, as the Highway Authority, and after consultation with all the Districts, applied to Department for Transport for the powers to carry out Decriminalised Parking Enforcement across the county. This came into effect on 6th September 2004.

Lancashire County Council devolved responsibility to the district Councils for the day to day running of Decriminalisation of Parking Enforcement. Operational matters relating to the Parking Attendants would be dealt with in each district between the Parking Manager and the Area Manager for the contractor (National Car Parks). Parkwise were a department of Lancashire County Council and not a private contractor.

It should be noted that the implementation of Decriminalisation of Parking Enforcement in Lancashire was the first time a County Council and a number of district councils have operated Decriminalisation of Parking Enforcement in a partnership arrangement. As there are 12 districts and the County Council this was a complex operation over a large area.

A high proportion of Decriminalisation of Parking Enforcement was governed by statute. The old system could not be resurrected once it was in place. The procedure for the issuing of Penalty Charge Notices and the way that appeals were dealt with was, in the main, set out in statute. There were road safety reasons for Traffic Regulation Orders such as the flow of traffic, pedestrian and driver visibility and to prevent vehicles being an obstruction at junctions.

The approach of the Parking Attendants a year in to Decriminalisation of Parking Enforcement has developed into a more relaxed style, especially with members of the public. It was noted that some of the initial criticism might have been justified.

The investigations have highlighted key points, including:

- There were no targets set for the number of Penalty Charge Notices issued. The motorists set the number of Penalty Charge Notices issued as if no one parked in contravention no notices would be issued.
- Less than 1% of Pay and Display tickets bought received a Penalty Charge Notice.
- A Parking Attendant issued a Penalty Charge Notice based on the information available to them.

- Ongoing interest from the press must be expected in relation to Decriminalisation of Parking Enforcement. On the day of the site visit to Sefton Borough Council,

Decriminalisation of Parking Enforcement was front-page news in the local paper five years after implementation.

- Preston, Burnley and Lancaster deploy a higher percentage of Parking Attendants per head of population than Chorley. There were 7 Parking Attendants deployed at any one time in Chorley.
- Decriminalisation of Parking Enforcement was self-financing and would not cost Chorley Borough Council anything as the costs were carried over until it made a surplus.
- Parking Attendants provided other services to the public such as, directions, where disabled drivers could and could not park, where to purchase things, lost property such as keys and delivered residents parking permits. Parking Attendants reported faulty lighting, broken glass and litter and looked after people if they were taken ill.
- Blue Badge holders received a high proportion of the Penalty Charge Notices issued. This was partly due to confusion over which side of the badge should be displayed. It was a security risk if people displayed the wrong side as it displayed a photograph of the disable person.
- There are instances where Parking Attendants were physically and verbally assaulted.
- The suggested alternatives to pay and display car parks were not suitable for Chorley.

Customer Overview and Scrutiny Panel Membership

Councillor Mrs. S Walsh (Chair)	Councillor Miss J Molyneaux
Councillor A Cullens	Councillor Russell
Councillor Mrs. D Dickinson	Councillor E Smith
Councillor M Lees	Councillor Mrs. J Snape
Councillor Malpas	Councillor C Snow

Officer Support

Lead Officer

Mr. Iain Price

Parking Manager

Democratic Services

Miss Ruth Hawes

Assistant Democratic Services Officer

Contribution of Evidence

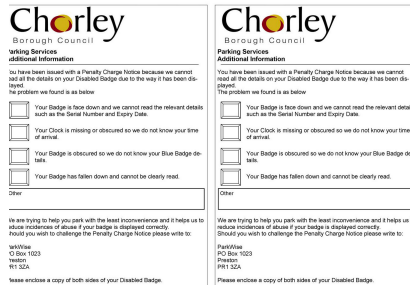
The Panel would like to thank Members of the Public, Chorley Borough Councillors, Parish Councillors and representatives of the Disability Liaison Group, the Markets Liaison Group and the Town Centre Forum who have provided evidence and contributed to the Inquiry. The Panel would also like to thank officers of Sefton Borough Council, representatives from the contractor (National Car Parks) and Councillor D Gee (Executive Member for Traffic and Transportation) for their contributions to the inquiry.

Recommendations

The Customer Overview and Scrutiny Panel, after taking account of all the evidence, recommend the following:

Recommendations to Chorley Borough Council

1. That it be noted that in the early stages there was some cause for concern that generated media interest. There have been improvements since the Inquiry has been ongoing. Recommendations 4, 5, 6, 11c have already begun.
Cost: There are no costs associated with this recommendation.
2. That the Director of Customer, Legal and Democratic Services be requested to resolve the outstanding issues in relation to the agency agreement as soon as possible.
Cost: Officer time (Chorley Borough Council).
3. That the Parking Manager liaise with the contractor (National Car Parks) to ensure that Parking Attendants make a note of circumstances when a driver returned to their vehicle, had been issued with a Penalty Charge Notice and was encouraged by the Parking Attendant to follow the appeals procedure.
Cost: Officer time (Chorley Borough Council/(National Car Parks).
4. That the Parking Manager liaise with the contractor (National Car Parks) to ensure that Parking Attendants record verbal abuse on the hand held equipment and in the pocket book.
Cost: Officer time (Chorley Borough Council/National Car Parks).
5. That the Parking Manager liaise with the contractor (National Car Parks) to ensure that Parking Attendants use a leaflet showing additional information as to why a Penalty Charge Notice had been issued to Blue Badge holders, similar to that used in Bolton.
Cost: Lancashire County Council have taken up this idea and will produce the leaflets for all Lancashire districts.



6. That the Parking Manager meet the Parking Attendants on their first day of employment to highlight certain points, for example, the importance of customer services.
Cost: Officer time (Chorley Borough Council).
7. That the Director of Streetscene, Neighbourhoods and Environment initiate Traffic Regulation Orders on the zig zag lines in front of schools in Chorley in conjunction with the “safer routes to school” initiative with Lancashire County Council.
Cost: Officer time, around £500 per advert per Traffic Regulation Order. There were six schools interested in this. (Chorley Borough Council).

8. To undertake the following to address the negative perception of the public in relation to Decriminalisation of Parking Enforcement:

b, That the Director of Policy and Performance include a question relating to Decriminalisation of Parking Enforcement on any suitable surveys, with the citizens' panel to identify any concerns that the community have.

Cost: Officer time. (Chorley Borough Council).

c, That the Parking Manager distribute of publicity leaflets to local businesses and market traders such as, "pavements are for people" and "parking tips" to educate drivers that they can return to the vehicle and purchase additional time.

Cost: The leaflets have been designed and printed in house (Chorley Borough Council).



d, That the Parking Manager arrange for a sign to be erected on site where revenue from Decriminalisation of Parking Enforcement had funded projects, for example, road safety schemes.

Cost: £500 per sign, the total cost would depend on the number of funded projects (Chorley Borough Council).

e, That the Parking Manager place a helpline number on all of the car park tariff boards to enable the public to report faults or problems to the contractor (National Car Parks).

Cost: £200 in total (Chorley Borough Council).

f, That a leaflet be produced showing where the Car parks were in Chorley. The leaflet to be produced by an external company but co-designed with the Council with sponsored adverts in from local businesses. The leaflets to be distributed to local businesses, Market Traders and the One Stop Shop.

Cost: Officer time (Chorley Borough Council).

g, That if an infomercial, or a new corporate video, was produced references should be made to Decriminalisation of Parking Enforcement.

Cost: Corporate cost.

9. That the Parking Manager trial the use of mystery shoppers with Internal Audit. The Panel would monitor the results and regularity of mystery shoppers. A dispensation could be given to allow a vehicle to park in contravention on a car park allowing the mystery shopper to assess:

- Whether a vehicle parked in contravention was issued with a Penalty Charge Notice,
- How the customer was dealt with,
- The quality of information given by the Parking Attendant and
- How the appeal was dealt with by Parkwise.

Cost: £5 levy per Penalty Charge Notice and officer time (Chorley Borough Council)

10. That the Director of Streetscene, Neighbourhoods and Environment write to all Chorley Borough Councillors and Parish Councillors requesting that any requests for parking enforcement be made to the Parking Manager on an annual basis.

Cost: Officer time and postage (Chorley Borough Council).

11. That the Parking Manager organise spot checks by Parking Attendants in residents parking areas out of hours, especially in the summer months.
Cost: Officer time (Chorley Borough Council).
12. To support the recent trial of a Parking Attendant using a scooter in the rural areas.
Cost: This information is commercially sensitive.
13. That the Parking Manager, in conjunction with the Director of Human Resources, create a welcome pack for new Parking Attendants, including the Customer Charter and useful numbers including the Parkwise helpline, Borough Council Contact Centre and Police.
Cost: Officer time, in house printing (Chorley Borough Council).

Recommendations to Lancashire County Council

14. That Lancashire County Council Social Services be requested to highlight which side of the Blue Badge should be displayed using a sticker.
Cost to Lancashire County Council £100 for 3,500 stickers. (This would commence in June 2006).
8. To undertake the following to address the negative perception of the public in relation to Decriminalisation of Parking Enforcement:
 - a, To request Lancashire County Council to produce a marketing toolkit for use by the districts, for example posters, leaflets, bus or radio advertising.
Cost to Lancashire County Council: The cost would depend on the size of the project. It is estimated between £5 and £10,000.
15. That Lancashire County Council be requested to create a recognised permit for registered carers within Chorley and South Ribble Primary Care Trust area.
Cost to Lancashire County Council: Officer time, production of permit.

Recommendations to the contractor (National Car Parks)

16. That the contractor (National Car Parks), in conjunction with Lancashire County Council be requested to review the Parking Attendant uniform
Cost: (The cost would be shared between Lancashire County Council and the Districts). This information is commercially sensitive.
17. To support the use of technology to enhance service provision, for example, the use of electronic hand held devices.
Cost: Ongoing costs. (The Contractor).

Recommendations to the Department for Transport

18. To support the following recommendations of the Childs report:

That the British Parking Association invites the Department for Transport:

 - To undertake urgent work to make more widely known the link between road safety, free flow of traffic and kerb space management and parking control (R1).
 - To seek from Local Authorities a full and audited annual disclosure which identifies income, expenditure and those specific areas in which any Decriminalisation of Parking Enforcement surpluses have been spent and the benefit they bring to all stakeholders and
 - Prescribe a national model for how this information should be provided and ensure that it was in a form that was easily understood (R2).
 - To specifically encourage the adoption of an appropriately balanced Model Contract for use by Local Authorities and contractors (R4).
 - To require Local Authorities to undertake regular and local public opinion surveys into parking controls and Decriminalisation of Parking Enforcement and identify key concerns the community have (R5).
 - To develop a communication strategy around parking control and Decriminalisation of Parking Enforcement aimed at improving the public understanding and perception of them (R6).
 - To consider how parking control and enforcement and the benefits they bring can be better represented in the Highway Code (R7).
 - To require Local Authorities to undertake regular audits of traffic regulation orders and signs to ensure that they remain relevant and necessary and signs are

accurate, understandable and visible and that changes needed in regulations be made within a published time frame (R12).

To emphasise to Local Authorities the importance of regular reviews of traffic regulation orders and signage and seek the publication of a plan to achieve this (R13).

To consider whether through legislation, the name "Parking Attendant" should be changed to better reflect the role of such staff on the street (R15).

To consider ways in which it can be made obligatory to Parking Attendants to have undergone independently assessed training e.g. through the new City and Guilds qualification, either before appointment or within a set period of being appointed (R17).

To support an approach to the Home Office to explore how the victimisation of Parking Attendants might be made a higher priority for the Police (R23).

To urge Local Authorities to fully investigate and respond to requests to have a penalty charge notice withdrawn on receipt of the first communication from the driver (R32).

To urge Local Authorities to reinstate a full 14-day discount period if a road user can satisfy them that he/she did not receive the original Penalty Charge Notice (R33).

To encourage Local Authorities to publish annually the

- Number of Penalty Charge Notices issued each year
- Number of Penalty Charge Notices paid at the reduced rate
- Number of requests for Penalty Charge Notices to be withdrawn before the Notice to Owner was issued (R34)
- Number of formal representation made and allowed
- Time taken to respond to all requests

To collaborate with the British Parking Association in undertaking research to establish the most effective way of providing National good practice in parking control and the development of a good practice guide (R41).

That the British Parking Association

Explores the way in which the status and recognition given to Parking Attendants can be improved (R14).

Engages with specialist training advisors and reviews whether the levels of interpersonal skills and conflict resolution training in the Parking Attendant training syllabus was sufficient for the role they perform (R18).

Encourage Local Authorities and contractors who employ Parking Attendants, to provide specific financial support for those who wish to undertake job related and externally validated training, if the employer does not provide suitable training (R19).

Approach the Association of Chief Police Officers and seek to develop an enhanced response in case of Parking Attendant victimisation (R22).

Considers the establishment of an appropriate qualification for parking managers as a development on its work on training for Parking Attendants (R28).

And

That there was no change in the level of discretion given to Parking Attendants "on the street" (R27).

Cost: Officer time (Chorley Borough Council).

19. That the Department for Transport be requested to develop a guide to parking to be sent to drivers with their drivers license and to consider parking issues in more detail in the driving test.

Cost: Officer time (Chorley Borough Council).

Total Cost Implications

Authority	Recommendations	Cost	Total £
Chorley Borough Council	2, 3, 4, 6, 7, 18, 19, 8b, 8c, 8d, 8e, 8f, 8g, 9, 16, 10, 11, 13	Officer time,	
	8b, 8c, 13	In house printing	
	8b, 8c, 13	In house design	
	7,	£500 per advert x 6 schools = £3,000.	£3,000.
	8d,	Depending on how many projects are funded £500 per sign	£500 per sign
	8e,	£200 in total.	£200 in total.
	8g	Corporate Communications	
	9,	£5 levy per Penalty Charge Notice	£5 levy per Penalty Charge Notice
	16,	Cost of uniform (commercially sensitive)	
	10,	Postage £22	£22
	12,	Cost of scooter hire (commercially sensitive)	
	Lancashire County Council	14, 5, 8a, 16, 15	Officer time,
5		In-house design and printing	
14		£100 for 3,500 stickers	£100
8a,		Depending on project size £5,000 to £10,000	£5,000 to £10,000
16,		Cost of uniform	
	15	Production of permit	
Contractor (National Parks) Car	3, 4, 16,	Officer time,	
	17	Ongoing costs	

3. INTRODUCTION

Background

The Overview and Scrutiny Committee referred an Inquiry entitled Decriminalisation of Parking Enforcement to the Customer Overview and Scrutiny Panel.

The subject of the Inquiry came to the attention of the Overview and Scrutiny Committee on 6 January 2005 after a suggestion by Councillor Mrs I Smith, scoring three for importance (Good evidence linking topic to Council's key aims and priorities) and four for impact (Substantial potential benefits community wide or for a significant proportion or section of the community) in the scrutiny topic selection assessment criteria set out in the Council's Overview and Scrutiny Toolkit.

Aims/objectives

The Panel's aims and objectives for the scrutiny Inquiry were identified as follows:

- (a) To investigate the effectiveness of Decriminalisation of Parking Enforcement in Chorley,
- (b) To assess the impact the introduction of the Parkwise scheme has had on residents, visitors, motorists, traders and businesses.
- (c) To compare with Best Practice elsewhere.
- (d) To identify any future improvements for customer service.

Terms of Reference

The terms of reference for the Inquiry were:

- (a) To conduct an investigation into Decriminalisation of Parking Enforcement and Parkwise and to identify (if any) improvements to the service.
- (b) To assess the current service provision.
- (c) To report on the investigations findings and make recommendation initially to Overview and Scrutiny Committee consistent with the Inquiry's objectives and desired outcomes.

Inquiry Project Outline

The Panel completed the "Overview and Scrutiny Inquiry Project Outline". This document was Appendix A to this report.

Desired Outcome

The Panel hoped firstly, to identify methods to show Decriminalisation of Parking Enforcement and Parkwise as reasonable and customer friendly to residents and visitors to the town and, secondly, to maximize operational efficiency of the service.

General Information

Information on Chorley Borough Council's overview and scrutiny toolkit policies and procedures can be found on the Council's website: www.chorley.gov.uk/scrutiny

4. METHOD OF INVESTIGATION

Documentary Evidence

The Panel received and considered several reports and documents, these included:

- Background information on Decriminalisation of Parking Enforcement and Parkwise
- Penalty Charge Notice statistics: On street/Off street (on car parks), Appeals successful/not successful and Appeals by offence
- Comparisons with other local authorities in Lancashire for numbers of tickets, numbers of Parking Attendants, number of Penalty Charge Notices issued and cancelled
- Information relating to Disabled Badge holders
- A summary of letters to the local press
- The recommendations of the Childs report (an independent report commissioned by the British Parking Association)
- The training manuals for the Parking Attendants produced by the contractor
- Evidence submitted by the public

The Scrutiny Inquiry Information Checklist (Appendix B) details the written documents assessed by the Panel.

Witnesses

The Panel consulted the Disability Liaison Group on 21 November 2005, the Town Centre Forum on 7 December 2005 and the Markets Liaison Group on 21 February 2006 and considered the views and experiences that were shared.

The Panel, at its meeting on 7 December 2005, interviewed the following persons:

- Contract Manager for Lancashire
- Contract Supervisor
- Communications Officer, Chorley Borough Council
- Accountant for Decriminalisation of Parking Enforcement, Chorley Borough Council

The Panel, at its meeting on 22 March 2006, interviewed Councillor Mrs. I Smith and the Deputy Director of Legal Services. On 6 April 2006 the Panel discussed the issues raised during the Inquiry and the draft recommendations with Councillor D Gee (Executive Member for Traffic and Transportation).

A copy of the Scrutiny Inquiry Witness Checklist was attached to the report as Appendix C.

Research

Members of the public, Chorley Borough Councillors and Parish Councils, completed a questionnaire, undertaken by Beacon Research, in relation to Decriminalisation of Parking Enforcement.

The Panel undertook a site visit to Sefton Borough Council, as an authority who had implemented Decriminalisation of Parking Enforcement five years ago.



Members and Officers during the site visit to Sefton Borough Council.

Panel Meetings

The agendas, reports and minutes of the Customer Overview and Scrutiny Panel held on 9 August 2005, 17 August 2005, 7 September 2005, 5 October 2005, 9 November 2005, 24 November 2005, 7 December 2005, 22 March and 6 April can be found on the Councils website: www.chorley.gov.uk

5. FINDINGS

Objective/Key Issue 1 To investigate the effectiveness of Decriminalisation of Parking Enforcement in Chorley,

Evidence	Findings	Recommendation
<p>Panel 9 August 2005 Sub-Group 7 December 2005</p>	<p>Contrary to popular belief Parkwise was a department of Lancashire County Council and not a private contractor. Prior to the implementation of Decriminalisation of Parking Enforcement in September 2004 there had been 1.5 full time equivalent Police Traffic Wardens in the Borough of Chorley. Since implementation there were 7 full time equivalent Parking Attendants. One Parking Attendant used a mobile patrol in the outskirts of the Borough. Parking Attendants were assigned a beat in the town centre and were monitored by two supervisors. Each beat was different and they were rotated.</p>	<p>1. That it be noted that in the early stages there was some cause for concern that generated media interest. There have been improvements since the Inquiry has been ongoing. Recommendations 4, 5, 6, 11c have already begun. <i>Cost: There are no costs associated with this recommendation.</i></p>
<p>Sub-Group 7 December 2005</p>	<p>Prospective Parking Attendants now shadowed a Parking Attendant, not in uniform, before any formal training to get an idea of the job. The performance of Parking Attendants was monitored through the tour log and the activity log, whether registrations were noted and then rechecked after allocated times. Feedback was received from the Parking Manager and members of the public. There were no targets set for the numbers of Penalty Charge Notices issued.</p>	
<p>Panel 9 August 2005 Panel 22 March 2006</p>	<p>The Parking Attendant could only issue a Penalty Charge Notice on the basis of the information available to them. A Penalty Charge Notice would be issued if a pay and display ticket was not displayed in the vehicle or the vehicle was parked in contravention</p>	

	<p>of a Traffic Regulation Order. A warning notice would be issued if a Traffic Regulation Order had changed only recently. A Parking Attendant could not cancel a Penalty Charge Notice once it had been issued or give a warning. This was to protect the Parking Attendant from potential allegations of bribery. The appeals procedure was on the reverse of the Penalty Charge Notice and was set out in Regulations. If the ticket was face down or the person could prove that they were loading or unloading the Penalty Charge Notice would be cancelled. Parking Attendants would encourage drivers to follow the appeals procedure.</p>	
<p>Sub Group 7 December 2005 Panel 22 March 2005</p>	<p>Due to the nature of the job it was difficult for the contractor to reward their staff, as there could be no suggestion of incentives. Per month there were 200 Argos points distributed across the whole of Lancashire, comprising 140 staff with a maximum of 20 points per Parking Attendant for examples of teamwork, integrity, customer focus and knowledge. One point equated to one pound.</p>	
<p>Panel 9 November Panel 22 March 2006</p>	<p>The comparison of car parking charges with other local authorities in the area shows that Chorley was competitive on car parking prices. The numbers of pay and display car park tickets had remained the same, and for some months had increased, since the implementation of Decriminalisation of Parking Enforcement.</p>	
<p>Sub-Group 7 December 2005 Panel 22 March 2005</p>	<p>A Parking Attendant would take a photograph of the issued Penalty Charge Notice on the windscreen on the vehicle, the pay and display machine and the reason why the car was in contravention; for example, there was no valid pay and display ticket. In some cases loading and unloading was permitted and a Parking Attendant would allow an observation period. In certain other cases, for example a bus stop no observation time was required and a Penalty Charge Notice would be issued straight away.</p>	

<p>Sub-Group 7 December 2005 Panel 22 March 2006</p>	<p>Preston, Burnley and Lancaster deploy a higher percentage of Parking Attendants per head of population than Chorley. There are 7 Parking Attendants deployed at any one time in Chorley, unless training was ongoing or a Parking Attendant was being supervised. The number of Parking Attendants had been devised after consideration of the number of car parks, Traffic Regulation Orders and residents parking schemes. The report of the consultant originally suggested 14, but this was re-evaluated as the ring road could be removed from the calculation.</p>	
<p>Panel 22 March 2006</p>	<p>There were issues outstanding in relation to the agency agreement that was discussed with Legal Services.</p>	<p>2. That the Director of Customer, Legal and Democratic Services be requested to resolve the outstanding issues in relation to the agency agreement as soon as possible. <i>Cost: Officer time (Chorley Borough Council).</i></p>
<p>Sub-Group 7 December 2005</p>	<p>The number of Penalty Charge Notices issued by Parking Attendants in error had decreased since the first few months of implementation.</p>	
<p>Sub-Group 7 December 2005</p>	<p>Decriminalisation of Parking Enforcement was self-financing and would not cost Chorley Borough Council anything as the costs were carried over until it made a surplus. All costs and income were held in a separate trading account.</p>	

Objective/Key Issue 2 To assess the impact the introduction of the Parkwise scheme has had on residents, visitors, motorists, traders and businesses.

Evidence	Findings	Recommendation
Panel 22 March 2005	Less than 1% of customers who used the car parks in Chorley were issued with a Penalty Charge Notice. The number of pay and display tickets did not include Blue Badge holders (for disabled people) as they do not have to purchase a pay and display ticket. Of this number 50% of the Penalty Charge Notices were issued for not displaying a ticket or not purchasing a ticket at all.	
Panel 9 November 2005	The instances of people parking in a selfish manner, for example, across two spaces had decreased since the implementation of Decriminalisation of Parking Enforcement. It was now easier to find a car parking space at busy times.	
Sub-Group 7 December 2005 Panel 22 March 2005	Parking Attendants provided other services to the public such as, directions, where disabled drivers could and could not park, where to purchase things, lost property such as keys and delivered residents parking permits. Parking Attendants reported faulty lighting, broken glass and litter, looked after people if they were taken ill and liaised with the Closed Circuit Television operators to keep an eye on car doors/windows that had been left open. Tax warning notices were issued if the vehicle tax was out of date.	
Panel 9 November 2005	A survey was undertaken of members of the public during September 2005 with 365 respondents to examine the attitudes towards parking facilities within Chorley Town Centre. In particular, the survey looked at car parking provision and the role of parking attendants. The vast majority of respondents (76.3%) agreed that Parking Attendants were always around and provided a visible deterrent to illegal parking, with 46.3% agreeing that Parking Attendants provided	

<p>Panel 24 November 2005 Panel 22 March 2006</p>	<p>effective enforcement for the outer and residential areas. Opinions were divided on the subject of Parking Attendants as might be expected.</p> <p>As a result of Decriminalisation of Parking Enforcement Traffic Regulation Orders and related signs were subject to an ongoing audit. The car parks and pay and display machines were regularly maintained. The pay and display machines were checked each day to be within one minute of the Parking Attendants watch. Resident parking areas have been reviewed to allow parking in limited waiting bays. Comments received from applications in relation to Parking Attendants for residents parking permits had been positive.</p>		
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Objective/Key Issue 3 To compare with Best Practice elsewhere.

Evidence	Findings	Recommendation
<p>Panel 7 September 2005 Site visit 9 November 2005 Panel 22 March 2005</p>	<p>The appeals procedure was set out in Regulations. The fact that Penalty Charge Notices were cancelled showed that there was a robust appeals procedure in place. The appeals procedure laid down in the Road Traffic Act 1991 set out the actions to be followed at each stage. The first stage under the Act was the formal representation and service of the Notice to Owner. At this point the charge reverted to its full amount of £60. Parkwise do accept informal challenges prior to the issue of the Notice to Owner. Whilst this was not a statutory requirement, Parkwise treats this as "best practice" in common with most authorities across the country.</p>	<p>3. That the Parking Manager liaise with the contractor (National Car Parks) to ensure that Parking Attendants make a note of circumstances when a driver returned to their vehicle, had been issued with a Penalty Charge Notice and was encouraged by the Parking Attendant to follow the appeals procedure. <i>Cost: Officer time (Chorley Borough Council/National Car Parks).</i> 4. That the Parking Manager liaise with the contractor (National Car Parks) to ensure that Parking Attendants record verbal abuse on the hand held equipment and in the pocket book. <i>Cost: Officer time (Chorley Borough Council/National Car Parks).</i></p>
<p>Sub-Group 17 August 2005 Panel 7 September 2005 Sub-Group 7 December 2005 Site visit 9 November 2005</p>	<p>Blue Badge holders received a high proportion of the Penalty Charge Notices issued. This was partly due to confusion over which side of the badge should be displayed. It was a security risk if people displayed the wrong side as it displayed a photograph of the disable person. In instances where a Penalty Charge Notice had been issued because the Blue Badge had been displayed incorrectly the Penalty Charge Notice would be cancelled on the first offence and a letter sent explaining how the Blue Badge should be displayed. The Disabled Drivers Association had lobbied central government for the enforcement of Blue Badges due to the large-scale abuse of the badges.</p>	<p>14. That Lancashire County Council Social Services be requested to highlight which side of the Blue Badge should be displayed using a sticker. <i>Cost: £100 for 3,500 stickers (Lancashire County Council). (This would commence in June 2006).</i> 5. That the Parking Manager liaise with the contractor (National Car Parks) to ensure that Parking Attendants use a leaflet showing additional information as to why a Penalty Charge Notice had been issued to Blue Badge holders, similar to that used in Bolton. <i>Cost: Lancashire County Council have taken up this idea and will produce the leaflet for all Lancashire Districts).</i></p>
<p>Site visit 9 November 2005</p>	<p>The training received by the Parking Attendants did have a module on customer service, but it was highlighted that the Borough Council Parking Manager could stress points that were particularly important to the Council. Parking Attendants from Chorley were not seconded out to other districts in Lancashire, although if required Parking Attendants</p>	<p>6. That the Parking Manager meet the Parking Attendants on their first day of employment to highlight certain points, for example, the importance of customer services. <i>Cost: Officer time (Chorley Borough Council).</i></p>

<p>Site visit 9 November 2005 Panel 5 October 2005</p>	<p>from other districts could be seconded to Chorley, by agreement with the Parking Manager. There could be a lot of vehicles parked directly in front of schools at the start and end of school. This was a road safety issue.</p>	<p>7. That the Director of Streetscene, Neighbourhoods and Environment initiate Traffic Regulation Orders on the zig zag lines in front of schools in Chorley in conjunction with the “safer routes to school” initiative with Lancashire County Council. <i>Cost: Officer time, around £500 per advert per Traffic Regulation Order. There were six schools interested in this. (Chorley Borough Council).</i></p>
<p>Panel 24 November 2005</p>	<p>The British Parking Association commissioned an independent report entitled the “Childs report”. The report was an overview of Decriminalisation of Parking Enforcement. The report highlighted that the negative perception of the public in relation to Decriminalisation of Parking Enforcement was an issue that needed to be addressed. This included the issue of verbal and physical abuse towards Parking Attendants.</p>	<p>18. To support the following recommendations of the Childs report: That the British Parking Association invites the Department for Transport: To undertake urgent work to make more widely known the link between road safety, free flow of traffic and kerb space management and parking control (R1). To seek from Local Authorities a full and audited annual disclosure which identifies income, expenditure and those specific areas in which any Decriminalisation of Parking Enforcement surpluses have been spent and the benefit they bring to all stakeholders and Prescribe a national model for how this information should be provided and ensure that it was in a form that was easily understood (R2). To specifically encourage the adoption of an appropriately balanced Model Contract for use by Local Authorities and contractors (R4). To require Local Authorities to undertake regular and local public opinion surveys into parking controls and Decriminalisation of Parking Enforcement and identify key concerns the community have (R5). To develop a communication strategy around parking control and Decriminalisation of Parking Enforcement aimed at improving the public understanding and perception of them (R6). To consider how parking control and enforcement and the benefits they bring can be better represented in the Highway Code (R7). To require Local Authorities to undertake regular audits of traffic regulation orders and signs to ensure that they remain relevant and necessary and signs are accurate, understandable and visible and that changes needed in regulations be made within a published time frame (R12). To emphasise to Local Authorities the importance of regular reviews of traffic regulation orders and signage and seek the publication of a plan to achieve this (R13). To consider whether through legislation, the name “Parking Attendant”</p>

		<p>should be changed to better reflect the role of such staff on the street (R15).</p> <p>To consider ways in which it can be made obligatory to Parking Attendants to have undergone independently assessed training e.g. through the new City and Guilds qualification, either before appointment or within a set period of being appointed (R17).</p> <p>To support an approach to the Home Office to explore how the victimisation of Parking Attendants might be made a higher priority for the Police (R23).</p> <p>To urge Local Authorities to fully investigate and respond to requests to have a penalty charge notice withdrawn on receipt of the first communication from the driver (R32).</p> <p>To urge Local Authorities to reinstate a full 14-day discount period if a road user can satisfy them that he/she did not receive the original Penalty Charge Notice (R33).</p> <p>To encourage Local Authorities to publish annually the</p> <ul style="list-style-type: none"> • Number of Penalty Charge Notices issued each year • Number of Penalty Charge Notices paid at the reduced rate • Number of requests for Penalty Charge Notices to be withdrawn before the Notice to Owner was issued (R34) • Number of formal representation made and allowed • Time taken to respond to all requests <p>To collaborate with the British Parking Association in undertaking research to establish the most effective way of providing National good practice in parking control and the development of a good practice guide (R41). That the British Parking Association</p> <p>Explores the way in which the status and recognition given to Parking Attendants can be improved (R14).</p> <p>Engages with specialist training advisors and reviews whether the levels of interpersonal skills and conflict resolution training in the Parking Attendant training syllabus was sufficient for the role they perform (R18).</p> <p>Encourage Local Authorities and contractors who employ Parking Attendants, to provide specific financial support for those who wish to undertake job related and externally validated training, if the employer does not provide suitable training (R19).</p> <p>Approach the Association of Chief Police Officers and seek to develop an enhanced response in case of Parking Attendant victimisation (R22).</p>
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		<p>Considers the establishment of an appropriate qualification for parking managers as a development on its work on training for Parking Attendants (R28).</p> <p>And</p> <p>That there was no change in the level of discretion given to Parking Attendants "on the street" (R27).</p> <p><i>Cost: Officer time (Chorley Borough Council).</i></p> <p>19. That the Department for Transport be requested to develop a guide to parking to be sent to drivers with their drivers license and to consider parking issues in more detail in the driving test.</p> <p><i>Cost: Officer time (Chorley Borough Council).</i></p>
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Objective/Key Issue 4 To identify future improvements for customer service.

Evidence	Findings	Recommendation
<p>Site visit 9 November 2005 Panel 7 September 2005 Panel 9 November 2005</p>	<p>There had been adverse press relating to Decriminalisation of Parking Enforcement. There was a need to highlight to the public the correct position. On the day of the site visit to Sefton there was a front-page story about Decriminalisation of Parking Enforcement years 5 after implementation. Officers at Sefton advised that if businesses talked down parking to the press this was negative for the town centre and therefore bad for business. The Local Authority would not define the number of Penalty Charge Notices that were issued as the motorists dictate this. This also applies to Chorley.</p>	<p>8. To undertake the following to address the negative perception of the public in relation to Decriminalisation of Parking Enforcement:</p> <p>a, To request Lancashire County Council to produce a marketing toolkit for use by the districts, for example posters, leaflets, bus or radio advertising. <i>Cost: The cost would depend on the size of the project. It is estimated between £5 and £10,000 (Lancashire County Council).</i></p> <p>b, That the Director of Policy and Performance include a question relating to Decriminalisation of Parking Enforcement on any suitable surveys with the citizens' panel to identify any concerns that the community have. <i>Cost: Officer time. (Chorley Borough Council).</i></p> <p>c, That the Parking Manager distribute of publicity leaflets to local businesses and market traders such as, "pavements are for people" and "parking tips" to educate drivers that they can return to the vehicle and purchase additional time. <i>Cost: The leaflets have been designed and printed in house (Chorley Borough Council).</i></p> <p>d, That the Parking Manager arrange for a sign to be erected on site where revenue from Decriminalisation of Parking Enforcement had funded projects, for example, road safety schemes. <i>Cost: £500 per sign, the total cost would depend on the number of funded projects (Chorley Borough Council).</i></p> <p>e, That the Parking Manager place a helpline number on all of the car park tariff boards to enable the public to report faults or problems to the contractor (National Car Parks) <i>Cost: £200 in total (Chorley Borough Council).</i></p> <p>f, That a leaflet be produced showing where the Car parks were in Chorley. The leaflet to be produced by an external company but co-designed with the Council with sponsored adverts in from local businesses. The leaflets to be distributed to local businesses, Market Traders and the One Stop Shop. <i>Cost: Officer time (Chorley Borough Council).</i></p> <p>g, That if an infomercial, or a new corporate video, was produced references should be made to Decriminalisation of Parking Enforcement. <i>Cost: Corporate cost.</i></p>

<p>Sub-Group 17 August 2005</p>	<p>There was a lack of concrete information on how Parking Attendants deal with customers face to face.</p>	<p>9. That the Parking Manager trial the use of mystery shoppers with Internal Audit. The Panel would monitor the results and regularity of mystery shoppers. A dispensation could be given to allow a vehicle to park in contravention on a car park allowing the mystery shopper to assess:</p> <ul style="list-style-type: none"> • Whether a vehicle parked in contravention was issued with a Penalty Charge Notice, • How the customer was dealt with, • The quality of information given by the Parking Attendant and • How the appeal was dealt with by Parkwise. <p><i>Cost: £5 levy per Penalty Charge Notice and officer time (Chorley Borough Council)</i></p>
<p>Sub-Group 7 December 2005</p>	<p>The basic uniform was implemented across the County and districts and the individual logos were then put on the uniform. There was a cycle of change for uniforms.</p>	<p>16. That the contractor (National Car Parks), in conjunction with Lancashire County Council be requested to review the Parking Attendant uniform <i>Cost: (The cost would be shared between Lancashire County Council and the Districts). This information is commercially sensitive.</i></p>
<p>Panel 9 November 2005 Panel 22 March 2006</p>	<p>Alternatives to pay and display car parks were considered. The alternatives suggested were pay on exit and pay on foot. Pay on Exit relied on staff manning exit barriers, verifying the amount of time the customer has been on the car park and charging accordingly. Time bands were often set at half hour intervals. It was expensive to install and operate, since it was labour intensive. Other major drawbacks as for "Pay on Foot." Pay on Foot was a very similar system as above, with barriers at the entrance and exits, but with centralised pay stations where the customer paid for their parking on the way back to their vehicle. Again, it was expensive to install, and running costs, whilst not as high as Pay on Exit, would still be higher than current, as the car park office would have to be manned for all the hours of operation. Drawbacks of both systems were that they rely on a secure layout on the car parks to prevent unauthorised egress bypassing the barrier. Therefore</p>	

	<p>the layout of the car park was important. Installation costs were high, as a barrier is required at the entrance and exit points, with associated wiring to the barriers and induction loop installation to prevent accidental activation of the barrier when a vehicle is on the loop. Suitable accommodation is required for the staff, either at the exit points (pay on exit) or a control room for pay on foot. Spaces would be lost on the car parks to accommodate this. The pay of foot system required pay stations to be located at convenient locations and presented a security risk. They would need some protection from the elements. A robust traffic survey would have to be carried out, but at peak times the consequences of vehicles queuing to gain access to the car park could cause severe disruption to the town's road network. The Panel were not aware of any surface car parks operating a pay on foot system. Recently, a pay on foot system was installed on a multi storey car park in Preston at a cost of approx. £70K, and the tariffs were increased shortly afterwards.</p>	
<p>Panel 22 March 2006</p>	<p>Residents Parking areas in general were to be reviewed in the near future. Car parks were free between 6pm and 8am.</p>	
<p>Panel 22 March 2006</p>	<p>There was no recognised permit for registered carers within Chorley and South Ribble Primary Care Trust areas.</p>	<p>15. That Lancashire County Council be requested to create a recognised permit for registered carers within Chorley and South Ribble Primary Care Trust area. <i>Cost: Officer time, production of permit. (Lancashire County Council).</i></p>
<p>Panel 5 October 2005 Sub Group 7 December 2005 Panel 6 April 2006</p>	<p>There were areas in Chorley that experienced enforcement problems at certain times and days. The number of Penalty Charge Notices issued in rural areas was monitored. There was a mobile patrol that enforced the rural areas, but this was not currently enough to resolve the problems. A trial was carried out using a scooter (3 – 15 April 2006). There would be implications in relation to health and</p>	<p>10. That the Director of Streetscene, Neighbourhoods and Environment write to all Chorley Borough Councillors and Parish Councillors requesting that any requests for parking enforcement be made to the Parking Manager. <i>Cost: Officer time and postage (Chorley Borough Council).</i> 11. That the Parking Manager organise spot checks by Parking Attendants in residents parking areas out of hours, especially in the summer months. <i>Cost: Officer time (Chorley Borough Council).</i> 12. To support the recent trial of a Parking Attendant using a scooter in</p>

	<p>safety and lone working arising from having additional Parking Attendants alone in rural areas. Risk assessments would have to be conducted. If a Parking Attendant was to be dropped off in the outer core the hand held equipment would have to be trialled in relation to the radio being able to reach base. Mopeds had proven effective in city centres. The visibility of a Parking Attendant itself would move people on who had parked in contravention.</p>	<p>the rural areas. <i>Cost: This information is commercially sensitive.</i></p>
<p>Panel 22 March 2006</p>	<p>There was no Chorley Borough Council induction pack for new Parking Attendant as they commenced their duties in Chorley.</p>	<p>13. That the Parking Manager, in conjunction with the Director of Human Resources, create a welcome pack for new Parking Attendants, including the Customer Charter and useful numbers including the Parkwise helpline, Borough Council Contact Centre and Police. <i>Cost: Officer time, in house printing (Chorley Borough Council).</i></p>
<p>Sub-Group 7 December 2005</p>	<p>There were plans to stop the Parking Attendants using notebooks and use electronic hand held devices more extensively. This helped if it was raining and meant that the devices could be viewed in 'real time'. Digital cameras were already used to take quality photographs to help with the appeal process.</p>	<p>17. To support the use of technology to enhance service provision, for example, the use of electronic hand held devices. <i>Cost: Ongoing costs. (The Contractor).</i></p>

6. CONCLUSION

General observations

After taking account of all the documentary and verbal evidence presented and the outcome of the visit to Sefton Borough Council the Customer Overview and Scrutiny Panel has identified a number of recommendations which, if implemented, the Members consider will enhance the service provided to the Public.

It has become clear, throughout the Inquiry, that Parking Enforcement is an emotive issue both locally and nationally. It is a complex topic, governed by statute with a lot of processes and background information to understand.

Lessons learned for Scrutiny

The site visit to Sefton Borough Council was helpful in many ways and proved how important site visits are when undertaking an Inquiry. The Citizens Panel would be asked to take part in any future surveys.

7. APPENDICES

Appendix A
Appendix B
Appendix C

Overview and Scrutiny Project Outline
Scrutiny Inquiry Information Checklist
Scrutiny Inquiry Witness Checklist



OVERVIEW AND SCRUTINY INQUIRY PROJECT OUTLINE

Review Topic:
Decriminalisation of Parking Enforcement

Investigation by:
Customer Overview
and Scrutiny Panel

Type: Inquiry

Objectives:

1. To investigate the effectiveness of Decriminalisation of Parking Enforcement in Chorley,
2. To assess the impact the introduction of the Parkwise scheme has had on residents, visitors, motorists, traders and businesses.
3. To compare with Best Practice elsewhere.
4. To identify any future improvements for customer service.

Desired Outcomes:

1. To identify methods to show Decriminalisation of Parking Enforcement and Parkwise as reasonable and customer friendly to residents and visitors to the town.
2. To maximize operational efficiency of the Decriminalisation of Parking Enforcement service.

Terms of Reference:

1. To conduct an investigation into Decriminalisation of Parking Enforcement and Parkwise and to identify (if any) improvements to the service.
2. To assess the current service provision.
3. To report on the investigations findings and make recommendation initially to Overview and Scrutiny Committee consistent with the Inquiry's objectives and desired outcomes.

Key Issues:

1. Off Street Parking
2. On Street Parking
3. Customers experience and satisfaction.
4. Experience of Staff, e.g. security, training.
5. The publics understanding of the regulations
6. The publicity of the regulations and Decriminalisation of Parking Enforcement service.
7. How appeals are managed.
8. Best Practice in other Authorities.

Risks:

1. The Council must comply with 1991 Road Traffic Act and Lancashire County Council Procedure Manual in relation to DPE.
2. Finance and resource implications.
3. Having desired outcomes beyond the capacity to deliver.
4. Town centre viability/perception of Chorley Borough Council

Venue(s):

Town Hall, Chorley; agreed site visits

Timescale: 6 months

Start: July 2005

Finish: January 2005

Information Requirements and Sources:

Documents/evidence: (what/why?)

- Background information on Decriminalisation of Parking Enforcement and Parkwise
- Ticket statistics: On Street/Off Street, Appeals: successful/not successful,
- Tickets and Appeals by type of offence
- Training manuals for Parking Attendants
- Regulations and relevant contracts
- Comparisons with other areas for numbers of tickets, numbers of Penalty Charge Notices issued/cancelled and numbers of Parking Attendants.
- Comparisons with rural and urban settings
- Best Practice in other Authorities.

Witnesses: (who, why?)

- Head of Public Space Services
- Executive Member for Traffic and Transportation
- Chorley Borough Councillors, including Councillor Mrs I Smith
- Representative from contractor (National Car Parks)/ Parking Attendants
- Representative from Chorley Chamber of Trade, Disability Liaison Group, Markets Liaison Group
- Members of the Public/residents?

Consultation/Research: (what, why, who?)

- Letters to the local press
- Views of Town Centre Forum
- Questionnaire by Members of the Public, Councillors, Parish Councillors
- Parking Attendants

Site Visits: (where, why, when?)

- Town Centre
- A neighbouring authority or an authority outside of Lancashire: to be determined
- A Parking Attendant training session

Officer Support:		Likely Purpose	Budget	Requirements:
				£
Lead Officer:	Alan Capstick			
Democratic Services:	Ruth Hawes	Site visits		50
		Questionnaire		1,100
		Postage and administration		50
Corporate Policy Officer:	To be identified as required	Total		1,200

Target Body¹ for Findings/Recommendations

Overview and Scrutiny Committee

<i>SCRUTINY INQUIRY INFORMATION CHECKLIST</i>
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Name of Inquiry: Decriminalisation of Parking Enforcement

Scrutiny Body: Customer Overview and Scrutiny Panel

Ref.	Information Required	Date	Venue
1	Background information on Decriminalisation of Parking Enforcement and Parkwise	9 Aug 05	Union Street
2	Ticket Statistics On Street/Off Street, Appeals Successful/Not Successful, Appeals By Offence	9 Aug 05	Union Street
3	Comparisons with other areas for numbers of tickets, numbers of Parking Attendants, number of Penalty Charge Notices issued and cancelled	9 Aug 05	Union Street
4	Articles regarding two reports on the public perception of Decriminalisation of Parking Enforcement (Childs report and report by the University of Birmingham)	7 Sept 05	Town Hall
5	Information relating to Disabled Badge holders	7 Sept 05	Town Hall
6	An example of a Penalty Charge Notice	7 Sept 05	Town Hall
7	Publicity information to raise awareness for drivers who park inconsiderately	7 Sept 05	Town Hall
8	Comparison with rural and urban areas within Chorley	5 Oct 05	Town Hall
9	Result of questionnaire in relation to Decriminalisation of Parking Enforcement undertaken by members of the public, Councillors and Parish Councils	9 Nov 05	Town Hall
10	Summary of letters to the local press	9 Nov 05	Town Hall
11	Best practice from other Authorities	9 Nov 05	Town Hall
12	Consideration of the recommendations of the Childs report	24 Nov 05	Town Hall

13	Consideration of Mid-Bedfordshire, Westminster and Sefton Parking Services Scrutiny Report	24 Nov 05	Town Hall
14	Consideration of the Parking Attendant Tours Log	7 Dec 05	Duxbury
15	Consideration of evidence submitted by the public	7 Dec 05	Duxbury
16	Training Manuals for the Parking Attendants	7 Dec 05	Duxbury
17	Additional Information leaflet for Blue Badge holders	22 March 06	Town Hall
18	Comments received with applications for residents parking permits	22 March 06	Town Hall
19	Comparison of car parking charges	22 March 06	Town Hall



SCRUTINY INQUIRY WITNESS CHECKLIST

Name of Inquiry: Decriminalisation of Parking Enforcement (DPE)

Scrutiny Body: Customer Overview and Scrutiny Panel

Ref.	Witness	Information Required	Date	Venue
1	Members of the Public	Feedback on experiences/suggestions for possible improvements.	Sept 05 Dec 05	By means of a questionnaire Consideration of letters/emails
2	Chorley Borough Councillors/ Parish Councils	Feedback on experiences/suggestions for possible improvements	Sept 05	By means of a questionnaire
3	Disability Liaison Group	Feedback on experiences/suggestions for possible improvements	21 Nov 05	Town Hall
4	Representative from the contractor (National Car Parks)	Identified questions	7 Dec 05	Duxbury
5	Parking Attendant Supervisor	Identified questions	7 Dec 05	Duxbury
6	Communications Officer	Identified questions	7 Dec 05	Duxbury
7	Accountant for Decriminalisation of Parking Enforcement	Identified questions	7 Dec 05	Duxbury
8	Town Centre Forum	Feedback on experiences/suggestions for possible improvements	7 Dec 05	Town Hall
9	Markets Liaison Group	Feedback on experiences/suggestions for possible improvements	21 Feb 06	Town Hall
10	Councillor I Smith	Feedback on experiences/suggestions for possible improvements	22 March 06	Town Hall
11	Deputy Director of Legal Services	Update on Legal Issues	22 March 06	Town Hall
12	Executive Member for Traffic and Transportation	Consideration of draft recommendations and feedback as Executive Member	4 April 06	Town Hall

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Chorley

Borough Council

OVERVIEW AND SCRUTINY ANNUAL REPORT 2005/2006



Councillor John Walker -
Councillor Thomas McGowan -
Councillor Mark Perks -
Councillor Mrs Stella Walsh -

Chair Overview and Scrutiny Committee
Chair Environment Overview and Scrutiny Panel
Chair Community Overview and Scrutiny Panel
Chair Customer Overview and Scrutiny Panel

JUNE 2006



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1. Introduction

Welcome to the third annual report on the work of the Overview and Scrutiny at Chorley. It covers the period from May 2005 to April 2006.

It has been a pleasure to continue as Chair of the Overview and Scrutiny Committee for a further year.

I feel we have continued with effective work and scrutinised in a constructive, robust and purposeful way.

We continued with scrutiny of the Business Plans of all the departments of the Council along with other reviews which were submitted to the Executive Cabinet for approval.

After a disappointing scrutiny of the budget last year we decided to scrutinise the three highest spending departments which proved to be very successful and also a learning experience for all the Members. We hope to continue this format for all departments this coming year.

We held a self assessment evening in October which highlighted several areas of success and also areas for improvement in the scrutiny process which we hope will be incorporated in this years work and training.

Finally, I would like to thank my fellow Chairs, Members and Officers for their dedication and hard work during the last year and hopefully the scrutiny process will continue to benefit all aspects of Council business.

Thank you.

Regards.

Councillor John Walker

2. What is Scrutiny?

Overview and Scrutiny was introduced as part of the modernisation agenda for local government and the Local Government Act 2000 requires Councils to have at least one overview and scrutiny committee.

In 1999 the government commenced plans to reform and modernise the way local authorities operate.

This was designed to streamline and improve decision making, make elected members more mobile and accountable and improve services.

In particular the proposals required local authorities such as Chorley to replace its Committee system with Leader within Cabinet, Elected Mayor and Cabinet or Elected Mayor and Cabinet or Elected Mayor and Council Manager system. Chorley chose the option of having a Leader with Cabinet. In a 'Cabinet' system, a small number of Councillors are responsible for implementing the Council's policies and for service delivery, which should make it easier for people to see who is responsible for making decisions.

The main role of Overview and Scrutiny is to help improve the Council's performance through monitoring and review, to look at decisions taken by the Cabinet to help develop and monitor the Council's policies and strategies. Overview and Scrutiny is based upon the model of Select Committees at Westminster. It is an effective method by which Councillors who are not on the Cabinet can challenge and influence those making decisions.

There is no single definition of overview and scrutiny. It therefore should be viewed as an umbrella term covering a wide range of possible roles. However, the four key legislative roles are:

- holding the Executive to account
- policy development and review
- best value reviews
- external scrutiny for example the health service

This suggests an emphasis towards:

- acting as a watchdog for Executive decision making
- checking on whether existing policies are effective and helping to share and develop new ones
- contributing toward the continuous improvement of Council services
- reviewing the investigating matters of particular concern either within the Council or within the community.

The scrutiny role also provides new opportunities for public involvement and debate. This can support elected members in taking a community-orientated approach and bring new ideas and experience to scrutiny.

Council members and officers continue to learn about the best way forward for the Scrutiny process and are continually seeking to improve. One of the biggest challenges remains how to generate more interest with the public, press and partners, by demonstrating that effective Scrutiny can make a difference.

3. **Overview and Scrutiny in Chorley - A Background**

The Council first established and appointed Overview and Scrutiny Committees in September 1999 as part of the proposals for the introduction of a new system of Executive Leader and Cabinet style of local governance. Chorley was one of the first authorities to introduce its new political management arrangements.

The Council has recognised the key role Overview and Scrutiny has to play within its new modernised structure. This role is emphasised in the overarching objectives for the Council's overview and scrutiny functions.

The Council initially appointed two Overview and Scrutiny Committees to discharge the functions covering the whole of the Council's services (one Committee overseeing the Service Group A and the other overseeing Service Group B) comprising 17 members, excluding those members who have Executive responsibilities and serve on the Executive Cabinet.

In May 2003, the Council established and appointed an Overview and Scrutiny Committee and three standing Overview and Scrutiny Panels. The three standing panels were the Community Overview and Scrutiny Panel, the Customer Overview and Scrutiny Panel and the Environment Overview and Scrutiny Panel. The purpose of the Committee was to discharge the functions conferred by Section 21 of the Local Government Act 2000 and any Regulations made by the Secretary of State under Section 32 of the Local Government Act 2000. The Committee and the Panels were expected to play an important role in ensuring that all the services of the Council are efficient and effective and meet the needs of the local community.

The Overview and Scrutiny Committee would normally refer a matter falling within the cross-cutting theme of any of the Panels to the appropriate Panel for investigation and reference back to the Committee with recommendations. As well as the Standing Panels, the Overview and Scrutiny Committee could appoint additional ad hoc Overview and Scrutiny Panels to assist it in carrying out its functions should the need arise.

More recently the Council decided in May of this year to reduce the number of Panels down to two to bring them in line with the Council's management structure for providing services - the Corporate and Customer Panel and the Environment and Community Panel.

4. Overview and Scrutiny Structure, Functions and Responsibilities

Overview & Scrutiny Committee

The Committee has an overall responsibility for all scrutiny work including that undertaken by the three standing scrutiny panels.

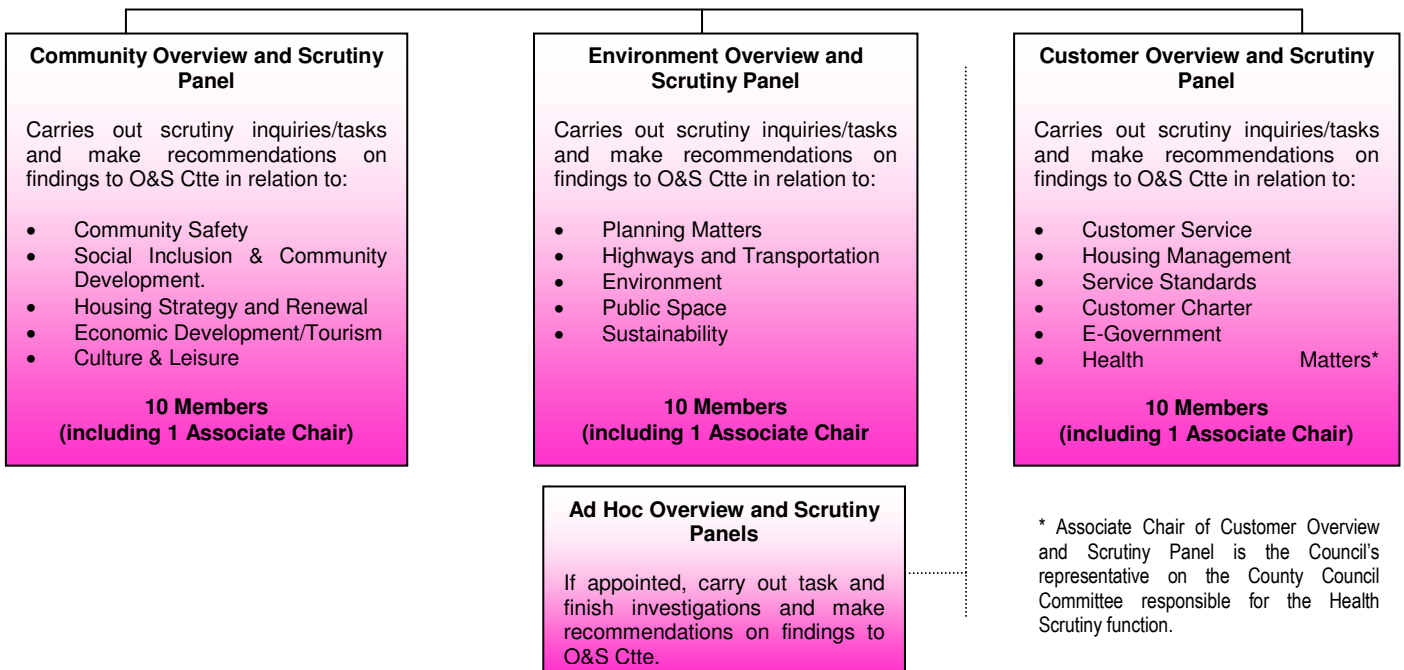
The Committee may exercise the full range of overview and scrutiny powers and functions including the 'call-in' of executive decisions. It may consider any topic appropriate for scrutiny but will normally focus on:

- Holding the Executive to account
- Performance, resources and corporate governance matters
- Consideration of recommendations from the standing scrutiny panels
- Making recommendations to the Executive and/or the Council flowing from its own work and that of the scrutiny panels
- Setting and monitoring the annual scrutiny work programmes.
- Selection of inquiry topics and approval of project outlines and plans.

Matters falling within the crosscutting themes of the standing scrutiny panels will normally be referred to the relevant panel for full investigation and consideration.

The Committee may appoint ad hoc scrutiny panels to assist it in carrying out its functions should the need arise.

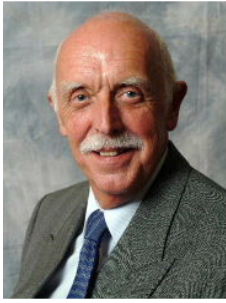
**10 Members
(including Chair + 3 Associate Chairs)**



The Structure of Overview and Scrutiny in Chorley for the period 2005/06. This will be amended following its restructure in May 2006.

5. The Achievements and Activities

(a) Overview and Scrutiny Committee



Chair

John Walker

Members

Councillor Eric Bell
 Councillor Mrs Pat Case
 Councillor Michael Davies
 Councillor Peter Goldsworthy
 Councillor Thomas McGowan (Associate Chair)
 Councillor Raymond Parr
 Councillor Mrs Stella Walsh (Associate Chair)
 Councillor Mark Perks (Associate Chair)
 Councillor Mary Wilson

Training and Development

The Committee continued to receive update reports on the training and development for Members. It has highlighted the need for Members to have training in order to develop their existing skills and equip them to carry out their scrutiny roles in a robust and effective manner.

The Member Development Steering Group was established and the Council has developed training sessions for Members on a regular basis with a Member Learning Hour and training sessions prior to meetings of Development Control and sessions for members involved in Licensing activities.

It is envisaged that the Council will be seeking the award of the North West Elected Member Development Charter later this year.

Monitoring of Sickness Absence

The Committee received six monthly update reports from the Director of Human Resources on the sickness absence across the authority and the process of reducing absence within the authority.

There continues to be a reduced trend in sickness absence levels and improvements in the health and well-being of employees as well as the targeting of short-term persistent absence.

Inquiry into the Provision of Youth Activities in Chorley

At the beginning of the Municipal Year the Committee received from the Community Overview and Scrutiny Panel its draft final report and recommendations into the provision of youth activities in the Borough.

The recommendations contained in the report were aimed to enhance and complement facilities for sports, arts and cultural activities for young people by facilitating more effective co-ordination and co-operation between service providers and funding bodies and encouraging maximum use of current facilities.

Inquiry into the One Stop Shop

At the same time as the above report the Committee received the draft final report and recommendations of the Customer Overview and Scrutiny Panel inquiry into the Council's One Stop Shop.

The recommendations contained in the report had been formulated by the Panel to assess the effectiveness of the One Stop Shop in improving Customer Service and to identify improvements to customer service.

Budget Timetable and the Involvement of Overview and Scrutiny in the Budget Process

In September the Committee's views were sought on the future role and involvement of the non-Executive Members in the scrutiny of the budget setting and monitoring process.

Members were reminded of the revised guidance in relation to the new Comprehensive Performance Assessment regime, which places greater emphasis and relevance on Authorities' financial management processes and an internal 'value for money' assessment of the use of resources. The Members of the Committee were asked to identify any particular area or key issue on which non-Executive Members should concentrate and how much the overview and scrutiny regime might contribute effectively to the budget setting process and subsequent performance management.

Late in January 2006 the Committee received the proposals for the budget for revenue spending and Council Tax for the General Fund for the 2006/07 financial year. The purpose was to give initial consideration of the proposals and seek the Committees views on the Executive Cabinet draft budget proposals.

This was part of the consultation exercise and feedback would be received from the three Panels and review of the budget consultation documents.

The key issues and areas that non-executive Members could concentrate on had been chosen as the area of Environment Services, Planning Services and Revenues and Benefits. They were examined in detail by the Panels responsible for the particular area. These services had been identified by the Audit Commission as they appeared as upper quartile costs in the Value for Money Self Assessment. A series of recommendations for the provision of improved comparative data were submitted to the Executive Cabinet in 2006 and were all approved.

Corporate Improvement Plan 2004 - 2007

The Committee continued to be consulted on the position in respect of the delivery of the Corporate Improvement Plan for 2004 - 2007, which showed good progress had been achieved across a broad range of areas and that many of the planned actions had been completed.

Revenue Budget/Capital Budget 2005/06 - Monitoring

The Committee received regular reports on the financial position of the Council compared against the budgets and efficiency saving targets it had set itself for 2005/06.

Reports on the additional schemes that had been made by the 2005/06 Capital Programme were made to the Committee.

Business Plan and Performance Monitoring

Every quarter the Committee received updates of the Business Plan relating to Corporate and Policy Services, Human Resources, Legal Services and Financial Services.

Members are able to discuss with the Service Head specific areas of concern and whether performance is being achieved.

Performance Management and the Role of Overview and Scrutiny

The Committee received in September 2005 a report clarifying the different roles and responsibilities of Executive and non-Executive Members in relation to performance and management. The role and objectives of Overview and Scrutiny Members was identified as:

- Providing a check on the activities of the Executive through its 'Call In' powers.
- Involvement in policy development and monitoring and review of policy formulation and implementation within the community-planning framework.
- Involvement in improvement review.
- Scrutiny of external bodies and agencies.

In order to assist the roles of Members the Committee have received quarterly reports on both the Corporate Plan Key Performance Indicators and Best Value Performance Indicators (BVPs). In addition, quarterly Business Plan updates were presented to the Committee and the three Panels.

Timetable of Meeting

In February 2006 the Committee was given a chance to comment on the draft timetable of meetings for the 2006/07 Municipal Year, proposing the dates for meetings of the Council, Executive Cabinet, Overview and Scrutiny Committee/Panels, the various Committees, Area Forum Pilots and Liaison Groups.

To enable the comments of the Overview and Scrutiny Committee to be reported to and taken into account by the Executive Cabinet, meetings of the Overview and Scrutiny Committee would be held two days prior to the Executive Cabinet.

Consultation Papers

Over the months the Committee has been requested for its views and comments on various Consultation papers.

More recently the Committee has been asked to respond to a paper issued by the Office of the Deputy Prime Minister entitled 'Local Strategic Partnership : Shaping their Future' which raised a number of questions in relation to the future role of Local Strategic Partnerships (LSP's) and suggestions as to how the Council should respond to the paper.

Other Consultation papers received related to the changes of the Strategic Health Authority, The Primary Care Trusts and the Ambulance Service NHS Trusts in Lancashire and Cumbria, and a Consultation paper produced by Lancashire City Council entitled 'Plan for all the Children and Young People in Lancashire'.

(b) **Community Overview and Scrutiny Panel**

Chairman
Mark Perks

Members

Councillor Thomas Bedford
 Councillor Andrew Birchall
 Councillor Peter Buckley
 Councillor Lesley Brownlee
 Councillor Francis Culshaw
 Councillor Mrs Marie Gray
 Councillor Gregory Morgan
 Councillor Mrs Iris Smith
 Councillor Alan Whittaker

The areas of responsibility of the Community Overview and Scrutiny Panel relate to:

- Community Safety
- Social Inclusion and Community Development
- Housing Strategy and Renewal
- Economic Development and Tourism
- Culture and Leisure

The Community Overview and Scrutiny Panel met 8 times during 2005/06.

At the beginning of the year the Panel received an update on the progress that had been made to implement the recommendations contained in the Panel's Inquiry report into Juvenile Nuisance. The actions that had been so far instigated had been pleasing in view of the constraints caused by the limited resources and capacity of a number of the organisations and agencies with whom collaboration to effect the implementation of a number of the recommendations is dependent. In view of this the Panel urged officers to actively encourage these bodies to commit adequate funding for suggested projects.

Public Participation in the Council's Decision-Making Process

Throughout the year the Panel has been charged to examine in depth the process of public participation in the Council's decision-making process.

The Panel was charged with conducting an investigation into the means by which the Council can more effectively engaged with the local community on the provision of services by specifically investigating the possible provision of Area Forums or Committees (after taking account of the experiences of the 3 Area Forum Pilot Schemes in Clayton-le-Woods North, Coppull and Lostock) and introduction of public speaking at meetings of the Council and its Committee bodies on a trial basis.

Two Sub-Groups were established to examine the two separate strands of the inquiry, with Members of the two Sub-Groups charged with responsibility to visit a number of surrounding local authorities to examine at first hand the operating arrangements and perceived effectiveness of the respective Authorities' specific arrangements and report their findings to the Panel. The Area Forum Working Group established by the Council was invited to accompany the Members of the two Sub-Groups on their visits.

Throughout the year the Panel received reports from a number of Members on their reactions to and comments on their visits to a number of Area Forums, Council meetings and Planning Committees in surrounding Districts as part of the evidence gathering for the inquiry.

Visits had been made to appropriate meetings of Pendle, South Ribble, Hyndburn, Ribble Valley and Rossendale Borough Councils and West Lancashire District Council.

The Panel, after assessing survey evidence and Members experience of neighbouring Authorities practices have agreed to support recommendations to allow the public to speak at meetings of the Council, Executive Cabinet, Development Control Committee and the Overview and Scrutiny bodies within specific parameters. The Development Control Committee has indicated its support of the proposals to allow the public to speak at meetings of the Committee within restrictions defined in agreed Procedure Rules.

Following the changes in the Council's political leadership and to the Overview and Scrutiny structure it is intended that the Scrutiny Inquiry will be concluded by a Special Cabinet Sub-Committee comprising of former members of the Community Overview and Scrutiny Panel.

(c) **Customer Overview and Scrutiny Panel**

Chair
Mrs Stella Walsh

Members

Councillor Alan Cullens
Councillor Mrs Doreen Dickinson
Councillor Margaret Lees
Councillor Peter Malpas
Councillor Miss June Molyneaux
Councillor Geoffrey Russell
Councillor Edward Smith
Councillor Mrs Joyce Snape
Councillor Christopher Snow

The areas of responsibilities of the Customer Overview and Scrutiny Panel relate to:

- Customer Service
- Housing Management
- Service Standards
- Customer Charter
- e-government
- Health Matters

The Panel met 9 times during 2005/06.

One Stop Shop Inquiry

At the beginning of the year the Panel received an update on the actions taken following the recommendations from the inquiry into the Council's 'One Stop Shop' service at the Union Street offices. The service objective was 'to provide customers with a single point of access to Council and partner services using their preferred method of contact and to provide a quality service that fully meets customer requirements'.

The Council and its staff have subsequently received an Excellent rating following the Customer Access and Focus Best Value Inspection and the award of Chartermark for Customer Services.

Decriminalisation of Parking Enforcement Inquiry

Throughout the year the Panels main focus of attention was on the ongoing Inquiry in to the Decriminalisation of Parking Enforcement.

The main objectives of the inquiry was:

- to investigate the effectiveness of Decriminalisation of Parking Enforcement (DPE)
- to assess the impact the introduction of the Parkwise scheme has had on residents, visitors, motorists, trades and business
- to compare with Best Practice elsewhere
- to identify any future improvements for customer service

The Inquiry had been called following the receipt over a period of time of complaints regarding the enforcement of car parking in Chorley.

Several Sub-Groups were established to consider evidence in detail and submitted reports to the Panel which formed part of the evidence.

In September 2005 a public survey was undertaken with the results showing that the positives outweighed the negatives. The main challenge for the Panel was to improve the public perception of Parking Attendants.

Through the inquiry there had been articles and letters in the press, with Members feeling that some of the comments were not helpful to the vitality of Chorley Town Centre.

Members visited Sefton Metropolitan Borough Council as Decriminalisation of Parking Enforcement had operated for a number of years to consider Best Practice and their lessons learned.

The inquiry report will be submitted to the Overview and Scrutiny Committee and to the Executive Cabinet on 27 and 29 June 2006 respectively.

Several of the recommendations, including a sticker to highlight which side of the Blue Badge (for disabled drivers) should be displayed, have already been implemented across Lancashire.

(d) **Environment Overview and Scrutiny Panel****Chair**

Thomas McGowan

Members

Councillor David Dickinson
 Councillor Thomas Gray
 Councillor Henry Counce
 Councillor Harold Heaton
 Councillor Miss Margaret Iddon
 Councillor Roy Lees
 Councillor Marion Lowe
 Councillor Roger Livesey
 Councillor Shaun Smith

The areas of responsibility of the Environment Overview and Scrutiny Panel relate to:

- Planning
- Highways and Transportation
- Environment
- Public Space and Sustainability

The Environment Overview and Scrutiny Panel has met eight times during the 2005/06 Municipal Year.

Accessibility of Cycling as a Leisure Pursuit

Continuing on from last year the Panel has been gathering evidence for the accessibility of cycling as a leisure pursuit with the main objectives being:

- to assess the dual use of areas (ie recreation grounds, car parks, parkland)
- to highlight the areas of development and improvement
- to identify the current areas and can they be extended
- to reduce confrontation between the various activities

Several witnesses have been called to give evidence on the various activities associated with the inquiry.

The Panel considered that the Inquiry had gone on long enough and was a topic that could run and run without coming to any real conclusion.

A number of recommendations and findings had come out of the Inquiry. These will result in raising awareness of confrontation between the various leisure activities, as well as bringing potential funding for cycling schemes in the Chorley area.

Business Plan 2005/06

Like the Overview and Scrutiny Committee and other Panels, Business Plans were submitted for Members to comment on the services provided under the responsibility of the Panel.

Particular attention was paid to the implementation of the Enhanced Recycling Scheme following the introduction of the second and final phases and the associated move to attempt weekly collection of an increased range of recyclable materials.

During its implementation the scheme design had been substantially amended which meant that promised delivery of the service to the rural and difficult access households could be delivered.

As part of the 2006/07 Budget process, the Environmental Services budget was chosen to be reviewed as the service had been identified to be looked at in more detail because it appeared as upper quartile costs in the Value for Money (VFM) Self Assessment undertaken by the Audit Commission.

The Panel received detailed findings of the Audit Commissions review of costs undertaken as part of their use of resources value for money review.

The exercise allowed the Panel the opportunity to establish if the Council's policy objectives are being met and if the benchmark findings are a means of the reality of Member and Stakeholders experience.

A number of comments came out of the review and submitted to the Executive Cabinet as part of the 2006/07 budget consultation process. These would be reviewed over 2006/07.

Sustainable Resources

Recently the Panel had been given the task to pursue the use of renewable energy within the Borough and the area the Council would take a lead on this issue on a cost neutral basis and this matter will be considered during the compilation of the Overview and Scrutiny Work Programme for 2006/07.

6. What has the Work of Overview and Scrutiny led to?

The work of the Overview and Scrutiny Committee and Panels have led to improvements in the Council's services, in the value for money that it provides.

Contributions have been made to:

- (a) ensuring that the objectives and actions in the Council's plans and strategies are more focused and relate to the Council's providers
- (b) ensuring that the Council's targets and outturns are achieved
- (c) ensuring that performance reports are submitted and that it is easier to see where services are improving
- (d) ensuring a greater emphasis on member training

In addition the work of the Committee and its Panels has identified what the Council is doing well and where action is needed to improve the delivery of Customer Services at the One Stop Shop and the Council's grass cutting service.

7. The Way Forward

As can be seen from this third Annual Overview and Scrutiny report, like the previous years it has been a busy one for the Overview and Scrutiny Committee and Panels. A number of inquiries have been undertaken and completed as well as smaller reviews. If Overview and Scrutiny is to be seen as workable it must be seen to be making a difference to the organisation. The ultimate test of effectiveness of overview and scrutiny is not how much work is done but whether the decision (or policies or services) which result from its intervention are better than those which would have resulted had that intervention not taken place.

The Comprehensive Performance Assessment identified a number of weaknesses in the Overview and Scrutiny processes and these are being addressed.

The following subjects will assist in the development of Overview and Scrutiny:

- Continuing the monitoring and progress of the recommendations for inquiries.
- Ensure that there is appropriate induction and training for Overview and Scrutiny Committee Members especially to any new Members on the Council following the elections.
- Ensure that there is awareness training to all members and relevant officers to promote an understanding of the role and importance of Overview and Scrutiny.
- To continue to consider the issues raised from the Comprehensive Performance Assessment.
- to continue to improve the holding of the Executive to account.

A positive step forward was made in October 2005 when a workshop session was held for all Members of the Council, Management Team and Senior Management Group to complete the Centre for Public Scrutiny Self Evaluation framework for the Council's Overview and Scrutiny function and enable the production of an Overview and Scrutiny Improvement Plan.

The Self-Assessment provided a picture of how the Scrutiny function was operating, what it does well and how improvements could be made.

Coming out of the Self Evaluation Workshop has been publishing of an Overview and Scrutiny Improvement Plan which forms part of the Council's Performance Management process. The Plan has been compiled taking account of outcomes of the workshop.

The Improvement Plan identifies 13 actions aimed at improving the delivery of the Council's Overview and Scrutiny action. The action required to be undertaken in order to:

- ensure that the Plan adds value to the Council's wider improvement programme and delivery of the Corporate Strategy and Community Strategy;
- communicate the potential of scrutiny to local communities;
- encourage involvement in the process of scrutiny;
- strengthen the confidence of persons undertaking scrutiny activities;
- demonstrate the value of the scrutiny role.

The Overview and Scrutiny Improvement Plan will be kept up to date and will form the key control document for the Executive Cabinet and the Overview and Scrutiny Committee to ensure that our plans are kept on track.

The Overview and Scrutiny Toolkit will be reviewed to reflect the changes that have been made since it was introduced.

Each of the Overview and Scrutiny Committee and Panels agree a work programme. This is a standing agenda item for the Overview and Scrutiny Committee and in this way Members can routinely monitor progress.

For the next Municipal Year 2006/07 the work programme will be linked to items in the Council's Corporate Strategy.

The work programme will be based on the following:

- The issue must be related to the Council's priorities.
- It must be of concern to elected members and members of the public.
- It should not be under review by any other body.
- It is an issue about which something can be done and which scrutiny can add value.

The Council continues to meet officers/Councillors from neighbouring authorities by way of the North West Scrutiny Support Officers Network and the Lancashire Scrutiny Parties Forum.

The principle source of support is from the Democratic Services Section where all Overview and Scrutiny members can seek advice and guidance. In addition to the traditional 'Committee' functions the officers also provide the research and analysis to Overview and Scrutiny.

Information regarding each Inquiry report and their recommendations as well as the regular updates on the Overview and Scrutiny Improvement Plan can be available for inspection on either the Council's website www.chorley.gov.uk/scrutiny or on deposit in the Democratic Services Section.

Report of	Meeting	Date
Chief Executive (Introduced by the Chair of the Overview and Scrutiny Committee – Cllr Edgerley)	Overview and Scrutiny Committee	27 June 2006
	Executive Cabinet	29 June 2006

OVERVIEW AND SCRUTINY WORK PROGRAMME 2006/07

PURPOSE OF REPORT

- To seek approval to the Overview and Scrutiny Work Programme for 2006/07, which identifies the proposed areas of work to be undertaken by the Overview and Scrutiny Committee and the two Panels during the current municipal year.

CORPORATE PRIORITIES

- The implementation of the Overview and Scrutiny Work Programme will assist the Council to achieve the Corporate Objective of being a performing organisation which is continually striving to improve.

RISK ISSUES

- The issue raised and recommendations made in this report involve risk considerations in the following categories:

Strategy	X	Information	
Reputation		Regulatory/Legal	
Financial		Operational	X
People		Other	

- It is essential that a corporate and strategic approach is adopted towards improvements in the operation of the Council's Overview and Scrutiny function. The Work Programme will be linked to items in the Corporate Strategy and provide a mechanism to measure the performance and delivery of key targets in the Strategy.

BACKGROUND

- In view of the issues raised in the Council's CPA assessment relating to the ineffective Overview and Scrutiny role, the Overview and Scrutiny Committee and the Executive Cabinet gave approval to a workshop being held to complete the self - evaluation framework for Overview and Scrutiny produced by the Centre for Public Scrutiny (CfPS).
- Members of the Council and the Senior Management Group attended a workshop session held on 20 October 2005 at the Woodlands Conference Centre, Chorley to complete the CfPS framework and, during the exercise Members and Officers were requested to demonstrate evidence of achievement, identify areas for improvement, and highlight potential barriers to improvement for inclusion in an Overview and Scrutiny Improvement Plan.



7. The Overview and Scrutiny Committee and the Executive Cabinet approved the content of the Improvement Plan in March 2006, which identifies 13 actions to improve the delivery of the Council's Overview and Scrutiny Function. An update on the progress made on the Improvement Plan will be submitted to the next meetings of the Overview and Scrutiny Committee and the Executive Cabinet.

OVERVIEW AND SCRUTINY WORK PROGRAMME 2006/07

8. One of the key actions in the Improvement Plan is the production of an annual Overview and Scrutiny work programme which should be linked to the outcomes, measures and targets in the Corporate Strategy. This will ensure that the scrutiny topics:
- relate to the Council's priorities
 - relate to the concerns of the members of the public
 - are not under review by the any other body such as the Audit Committee
 - are issues about which something can be done and which scrutiny can provided added value.
9. The Chairs of the Overview and Scrutiny Committee and the two Panels (Councillors Edgerley, A Cullens and G Russell) have met the Strategy Group Officers to consider the content of the Corporate Strategy and identify potential topics for inclusion in the Work Programme. The proposed topics are as follows:

Overview and Scrutiny Committee

- The Council's current performance against the key lines of enquiry to be assessed by the Audit Commission during the Comprehensive Performance Assessment and Direction of Travel.
- The effectiveness of the Community Safety Partnership in the delivery of reduced levels of crime within the Borough.

Corporate and Customer Overview and Scrutiny Panel

- Job Evaluation
- Contact Centre Efficiencies and Partnership with Lancashire County Council
- Gershon Efficiencies
- Staff Sickness Absences

Environment and Community Overview and Scrutiny Panel

- Neighbourhood Working
- Town Centre Strategy
- Inequalities in the Borough

10. A copy of the draft Overview and Scrutiny Programme is attached (Appendix 1) and the Committee is requested to determine the order of priority for the implementation of the scrutiny inquiries listed in paragraph 9 above. Thereafter, the Committee and appropriate Panel will be requested to complete the Scrutiny Inquiry Project Outline (see Appendix 2) for the first scrutiny inquiry selected.
11. The draft Overview and Scrutiny Programme also identifies the need for the Committee and Panels to undertake the following tasks in addition to the scrutiny inquiries:
- Hold the Executive Cabinet to account by the consideration of Directorate business plans and operational performance management data
 - Scrutiny of the Budget
 - Policy Development and Review
 - Monitoring of the implementation of approved recommendations in previous scrutiny inquiries

12. The timetable element within the Scrutiny Inquiry Project Outline to be completed for each scrutiny inquiry selected, will need to take into account the need for the issues set out above to be undertaken
13. It is essential that the scrutiny inquiries commenced in 2006/07 are timetabled for completion by the end of this Council year.

COMMENTS OF THE DIRECTOR OF HUMAN RESOURCES

14. There are no HR implications attached to this report. However, training for members of Overview and Scrutiny is vital to ensure that the process is robust and is meeting the needs of the authority.

COMMENTS OF THE DIRECTOR OF FINANCE

15. There are no financial implications associated with this report, other than the cost of training and undertaking the scrutiny, the costs of which should be contained within current budgetary provision.

RECOMMENDATION(S)

16. The Overview and Scrutiny Committee is recommended to:

- (1) Undertake the following scrutiny inquiries during 2006/07 in the order set out and complete the Scrutiny Inquiry Project Outline document (Appendix 2) for the first priority inquiry at its next meeting.

- The Council's current performance against the key lines of enquiry to be assessed by the Audit Commission during the Comprehensive Performance Assessment and Direction of Travel.
- The effectiveness of the Community Safety Partnership in the delivery of reduced levels of crime within the Borough.

- (2) Determine the order of priority for the implementation of the proposed scrutiny inquiries for the two Panels set out in paragraph 9 above and request the Panels to complete the Scrutiny Inquiry Project Outline document (Appendix 2) for the first priority inquiry at their next meeting.

- (3) Approve the Overview and Scrutiny Work Programme for 2006/07.

17. The Executive Cabinet is recommended to note the content of the Overview and Scrutiny Work Programme for 2006/07.

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

18. To ensure that the Overview and Scrutiny work programme is linked to the outcomes, measures and targets in the Corporate Strategy. This will ensure that the scrutiny topics relate to the Council's priorities and can provide added value to the delivery of services

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

19. None

DONNA HALL
CHIEF EXECUTIVE

Background Papers			
Document	Date	File	Place of Inspection
Overview and Scrutiny Improvement Plan			Democratic Services Town Hall, Chorley
Corporate Strategy			As above

Report Author	Ext	Date	Doc ID
Steve Pearce	5196	15 June 2006	ADMINREP/92823LM

OVERVIEW AND SCRUTINY WORK PROGRAMME – 2006/07

Function/topic	Assigned to	J	A	S	O	N	D	J	F	M	A	M	J
1. Holding the Executive to Account													
Annual Budget Consultation	OSC					3	3	3					
Provisional full year Performance Indicator	OSC								3				
Business Plan and Performance Indicator Updates	ECOSP			✓		✓				✓			
	CCOSP			✓		✓				✓			
	OSC			✓			✓			✓			
BVPP (Corporate Plan overall performance)	OSC			✓					✓				
Monitoring of Sickness Absence (6 monthly update)	OSC				✓								✓
2. Policy Development and Review	OSC			✓									
Overview and Scrutiny Improvement Plan 2006/07	OSC			✓			✓			✓			✓
Corporate Improvement Plan 2004-2007 Update (Corporate Strategy)	OSC							✓					
3. Scrutiny Inquiries													
Scrutiny topics to be identified in accordance with the programme list set out overleaf	OSC			✓	✓	✓	✓	✓	✓	✓			✓
	CCOSP			✓	✓	✓		✓		✓			✓
	ECOSP			✓	✓	✓		✓		✓			✓
Budget Scrutiny	OSC									✓			
	CCOSP									✓			
	ECOSP									✓			
LCC's arrangement for the Scrutiny of health function – Periodic Review (to be determined)	CCOSP												
4. Monitoring of Inquiries													
Housing Maintenance Appointments System	CCOSP			✓						✓			
Flooding, Flood Prevention and Contingency Plan/Proposals	ECOSP						✓						✓
Chorley Markets - Occupancy of Stalls & Associated Matters	CCOSP			✓						✓			
Juvenile Nuisance	ECOSP												✓
Grass Cutting	ECOSP						✓						✓
Provision of Youth Activities in Chorley	ECOSP									✓			
One-Stop Shop	CCOSP							3					
Accessibility of Cycling as a Leisure Pursuit	ECOSP												✓
Parkwise Scheme	CCOSP												
5. Monitoring of Budget Scrutiny Recommendations													
Environmental Services	ECOSP				3			3					
Revenues and Benefits	CCOSP				3			3					
Planning Services	ECOSP				3			3					
6. Other													
O & S Training Programme	OSC			3						✓			
Public Participation/Communication*													

OSC - Overview and Scrutiny Committee

ECOSP - Environment and Community Overview and Scrutiny Panel

CCOSP - Corporate and Customer Overview and Scrutiny Panel

*responsibility transferred to Special Cabinet Sub-Committee - June 2006

JUNE 2006

ADMINGEN/TOOLKIT/91252AJS

Overview and Scrutiny Topics/Issues to be Programmed

Ref	Topic/Issue Title	Date Included	Priority Score	Source
	<p><u>Full Scrutiny Inquiries</u></p> <p>Overview and Scrutiny Committee</p> <p>Council's performance against the key line of enquiry to be assessed by the Audit Commission during CPA and Direction of Travel.</p> <p>The effectiveness of the Community Safety Partnership in the delivery of reduced levels of crime in the Borough.</p> <p>Corporate and Customer Panel</p> <p>Job Evaluation Contact Centre: Efficiencies and Partnership with LCC Gershon Efficiencies Staff Sickness Absences</p> <p>Environment and Community</p> <p>Neighbourhood Working Town Centre Strategy Inequalities in the Borough</p>	<p>June 2006</p>	<p>All within the Corporate Strategy</p>	<p>Corporate Strategy</p>

OVERVIEW AND SCRUTINY INQUIRY PROJECT OUTLINE

Review Topic:	Investigation by:
	Type:

Objectives:	Desired Outcomes:
--------------------	--------------------------

Terms of Reference:

Key Issues:	Risks:
--------------------	---------------

Venue(s):	Timescale:
	Start:
	Finish:

Information Requirements and Sources:

Documents/evidence: *(what/why?)*

Witnesses: *(who, why?)*

Consultation/Research: *(what, why, who?)*

Site Visits: *(where, why, when?)*

Officer Support:

Lead Officer:

Committee Administrator:

Corporate Policy Officer:

Likely Budget Requirements:

Purpose

£

Total

Target Body¹ for Findings/Recommendations

(Eg Executive Cabinet, Council, PCT)



SCRUTINY INVESTIGATION – PROJECT PLAN **TOPIC:**

STAGE AND TASK	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
1. TOPIC SELECTED																
2. SCOPE INQUIRY <ul style="list-style-type: none"> ▪ complete project outline ▪ complete project plan 																
3. COLLECT EVIDENCE <ul style="list-style-type: none"> ▪ source information 																
4. CONSIDER EVIDENCE																
5. COMPLETION OF RECOMMENDATIONS AND PRODUCTION OF REPORT																
6. FEEDBACK & ACTION																
7. MONITOR																

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CHORLEY BOROUGH COUNCIL FORWARD PLAN FOR THE FOUR MONTH PERIOD 1 JULY 2006 TO 31 OCTOBER 2006

This Forward Plan sets out the details of the key decisions which the Executive Cabinet, individual Executive Members or Officers expect to take during the next four month period. The Plan is rolled forward every month and is available to the public 14 days before the beginning of each month.

A Key Decision is defined as:

1. Any executive decision (as opposed to a regulatory decision) which is likely to result in the Council incurring significant expenditure or the making of savings where there is:
 - A change in service provision that impacts upon the service revenue budget by £100,000 or more, or
 - A contract worth £100,000 or more, or
 - A new or unprogrammed capital scheme of £100,000 or more.
2. Any executive decision which will have a significant impact in environmental, physical, social or economic terms on communities living or working in two or more electoral wards - This includes any plans or strategies which are not within the meaning of the Council's Policy Framework set out in Article 4 of the Council's Constitution.

The current members of the Executive Cabinet are:

Councillor Peter Goldsworthy	Leader of the Council
Councillor Patricia Case	Deputy Leader and Executive Member for Corporate, Policy and Performance
Councillor Greg Morgan	Executive Member for Human Resources
Councillor John Walker	Executive Member for Customer, Democratic and Legal Services
Councillor Mark Perks	Executive Member for Heath, Leisure and Well-Being
Councillor Eric Bell	Executive Member for Streetscene, Neighbourhoods and Environment
Councillor Peter Malpas	Executive Member for Economic Development and Regeneration

Anyone wishing to make representations about any of the matters listed below may do so by contacting the relevant officer listed against each key decision, within the time period indicated.

Under the Access to Information Procedure Rules set out in the Council's Constitution, a Key Decision may not be taken, unless:

- It is published in the Forward Plan;
- 5 clear days have lapsed since the publication of the Forward Plan; and
- If the decision is to be taken at a meeting of the Executive Cabinet, 5 clear days notice of the meeting has been given.

The law and the Council's Constitution provide for urgent key decisions to be made, even though they have not been included in the Forward Plan in accordance with Rule 18 (General Exception) and Rule 19 (Special Urgency) of the Access to Information Procedure Rules.

Copies of the following documents may be inspected at the Town Hall, Chorley, PR7 1DP or accessed from the Council's website: www.chorley.gov.uk

- Council Constitution
- Forward Plan
- Reports on the key decisions to be taken
- The minutes or decision notice for each key decision, which will normally be published within 5 working days after having been made

Members of the public are welcome to attend meetings of the Executive Cabinet which are held at the Town Hall, Chorley. The dates and times of the meetings are published on www.chorley.gov.uk or you may contact the Democratic Services Section on telephone number 01257 -515118 for further details.

Donna Hall
Chief Executive

Publication Date: 17 June 2006

Details of the Decision to be taken	Decision to be taken by	Relevant Portfolio Holder	Expected Date of Decision	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated
Termination of Lancashire Highways Partnership: Proposed Residual Agreement	Executive Cabinet	Executive Member for Streetscene, Neighbourhoods and Environment	29th Jun 2006			None.	Tel: 01257 515250 keith.allen@chorley.gov.uk by 15 June 2006
Approval of Housing Capital Programme	Executive Cabinet	Executive Member for Economic Development and Regeneration	29th Jun 2006	Tenants Investment Group	Tenants	Report to be submitted by the Director of Housing	Director of Housing Services Tel: 01257 515577 steve.lomas@chorley.gov.uk by 15 June 2006
Consider response to 'Working together to improve mental health services in Lancashire' consultation	Executive Cabinet	Executive Member for Health, Leisure and Well Being	29th Jun 2006			Report to be submitted by the Director of Cultural and Leisure Services.	Director of Leisure and Cultural Services Tel: 01257 515815 by 15 June 2006

Details of the Decision to be taken	Decision to be taken by	Relevant Portfolio Holder	Expected Date of Decision	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated
Approval of terms for aquisition of property required to construct the Gillibrand Link Road	Executive Cabinet	Executive Member for Street Scene, Neighbourhoods and Environment	24th Aug 2006	Internal Stakeholders, Market Traders, Staff and UNISON	Issue of Service Specification.	Report of the arbitrator appointed to determine compensation due	Head of Property Services roger.handscombe@chorley.gov.uk Tel: 01257 515311 by 11 August 2006
Selection of Service Provider for the Property Services and Market Functions	Executive Cabinet	Executive Leader and Executive Member for Capacity and Resources	7th Sep 2006	Internal Service Stakeholders, Market Traders, Staff and Unison.	Issue of Service specification	Tender documentation submitted by prospective partners and evaluation reports.	Head of Property Services roger.hanscombe@chorley.gov.uk Tel 01257 515311 by 11 August 2006
Approval of Quality Assessment for Homeless	Executive Cabinet	Executive Member for Economic Development and Regeneration	7th Sep 2006	External Partners, Local Strategic Partnerships and Members	Draft Report	Draft Report to be submitted by Director of Housing Services	Director of Housing Services Tel: 01257 515577 steve.lomas@chorley.gov.uk by Friday 11 August 2006

Details of the Decision to be taken	Decision to be taken by	Relevant Portfolio Holder	Expected Date of Decision	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated
Approval of the Chorley Town Centre Strategy	Executive Cabinet	Executive Members for Economic Development and Regeneration	7th Sep 2006	All town centre stakeholders, retailers and other operators, agencies and the public.	Stakeholder workshops, Public Exhibitions, Websites etc.	Chorley Town Centre Strategy	Director of Development and Regeneration Tel: 01257 515285 jane.meek@chorley.gov.uk by Friday 11 August to Alison Marland
Approve "Every Child Matters action plan" outlining the Council's contribution to the wider agenda	Executive Cabinet	Executive Member for Health, Leisure and Well Being	7th Sep 2006	Draft Plan will be circulated to Stakeholders	Draft Plan and available for comments on website.	Draft Action Plan	Director of Leisure and Cultural Services Jamie.Carson@chorley.gov.uk Tel: 01257 515815 by Friday 11 August 2006
Approve "Choosing Health Action Plan" outlining the Council's contribution to the wider agenda	Executive Cabinet	Executive Member for Health, Leisure and Well Being	7th Sep 2006	Stakeholders	Draft Plan and available for comments on the Website	Draft Action Plan	Director of Leisure and Cultural Services Jamie.Carson@chorley.gov.uk Tel: 01257 515815 by Friday 11 August 2006

Details of the Decision to be taken	Decision to be taken by	Relevant Portfolio Holder	Expected Date of Decision	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated
Approve "Older People's Action Plan" outlining the Council's contribution to the wider agenda	Executive Cabinet	Executive Member for Health, Leisure and Well Being	7th Sep 2006	Stakeholders	Draft Plan circulated and available for comments on the Website.	Draft Action Plan	Director of Leisure and Cultural Services Jamie.Carson@chorley.gov.uk Tel: 01257 515815 by Friday 11 August 2006
Review of Advice and Support Funding to External Groups	Executive Cabinet	Executive Member for Health, Leisure and Well Being	7th Sep 2006	Chorley and South Ribble CAB and Lancashire County Council Welfare Rights Service	Direct Contact	Various including Annual Reports on activity.	Director of Leisure and Cultural Services Jamie.Carson@chorley.gov.uk Tel: 01257 515815 by Friday 11 August 2006
Transfer Housing Stock Tenant Ballot	Executive Cabinet	Executive Member for Economic Development and Regeneration	7th Sep 2006	Tenants, Staff and Members	Newsletters	Ballot Result Offer Document.	Head of Housing Services Tel: 01257 515577 steve.lomas@chorley.gov.uk by Friday 11 August 2006

Details of the Decision to be taken	Decision to be taken by	Relevant Portfolio Holder	Expected Date of Decision	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated
Approval of Play Strategy for the Borough	Executive Cabinet	Executive Member for Life and Leisure	5th Oct 2006	The Plan is being developed with Chorley Play Forum - a draft document will be sent to Stakeholders Overview and Scrutiny Committee	Draft Strategy circulated at meetings	Draft Strategy.	Director of Leisure and Cultural Services Jamie.Carson@chorley.gov.uk Tel: 01257 515815 by Friday 15 September 2006

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Chorley

Borough Council



**QUARTERLY
PERFORMANCE INDICATORS
2005/06
OVERVIEW & SCRUTINY MONITORING REPORT**

As at Year End March 2006



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INTRODUCTION

This monitoring report sets out performance against the Council's Key and Best Value Performance Indicators for the year ending 31 March 06.

Quarterly Business Plan monitoring statements have also been produced by Units separately, and have been sent to the Overview and Scrutiny Committee and panels.

The PI's fall into three main types:

1. CORPORATE KPI's – Performance indicators which are used to monitor the Corporate Plan. These may be BVPI's or locally defined indicators.
2. BEST VALUE KPI's – National indicators collected in accordance with definitions issued by the Office of the Deputy Prime Minister. These are prefixed by BV in the monitoring tables that follow.
3. LOCAL KPI's – Locally defined performance indicators which are used to monitor performance. Indicators prefixed with CBC monitor corporate performance and are not attributable to one particular Unit. Indicators measuring Unit performance have a two character prefix denoting the service unit to which they relate.

CD CuDOSS
 CP Corporate and Policy Services
 LC Leisure and Cultural Services
 ER Economic Regeneration
 EN Environmental Services
 FN Finance
 HS Housing Services
 HR Human Resources
 IT Information Technology
 LG Legal Services
 PL Planning Services
 PR Property Services
 PS Public Space Services
 CBC Corporate

INTERPRETATION

Performance Symbols

Symbols are used in the monitoring tables to provide a quick guide to how the Council is performing against a particular indicator:



=

Performance is hitting or better than the target set for 2005/06.



=


Performance is within tolerance.








=

Performance is significantly worse than planned and (where it can be compared with last year) is worse than last year.

The performance symbols denote year end performance against the target.

Some indicators are new so have no targets. To avoid the  symbol, the target has been estimated from the actual performance. This position will be reviewed to establish better targets for 06/07 monitoring, as appropriate.

Symbols are also used to show whether performance is improving between reporting periods or not. 2004/05 performance is compared with 2005/06 performance:

	=	Performance is improving between reporting periods, a lower figure is better
	=	Performance is improving between reporting periods, a higher figure is better
	=	Performance is getting worse between reporting periods, a lower figure is better.
	=	Performance is getting worse between reporting periods, a higher figure is better.
	=	Performance is the same as last period

Comparative Data

Where available, the quartile data is shown for BVPI's. Not all BVPI's have quartile data. All England Best and Worst quartiles for March 2005 are the latest available.

PI's prefixed CBC or with Unit initials do not have any quartile information, as quartile information is only available for national indicators. If none of the indicators on a page have quartile data, the quartile columns have been removed.

Preferred Direction of Travel

The preferred direction of travel for some measures is unclear.

Section	Indicator	Preferred Direction of Travel
Capacity	CBC005 % Budget spent at year end (forecast)	Target is best
Greener	BV106 % New homes built on brownfield sites	Bigger is better
	BV 63 Average SAP rating of LA dwellings	Bigger is better
Corporate Health	BV014 Early retirements	Smaller is better
	BV015 Ill Health retirements	Smaller is better

SUMMARY AND KEY MESSAGES

Summary

This report gives the end of the 05/06 year position for Corporate Key Performance Indicators (KPI's) and Best Value Performance Indicators (BVPI's).

As it is reporting last year's information, the Corporate KPI's relate to the Customer, Capacity, and Cleaner, Greener Safer priorities.

Some indicators have been reported twice as they are BVPI's and KPI's. This is indicated on the relevant tables.

Corporate Priorities

Looking at the priorities together, we have

18 green stars – ie performance is at or better than target

19 blue circles – ie performance is within agreed tolerances (in most cases +/- 10%) or if it can be compared to last year, it's better than last year

7 red triangles - ie performance is worse than the lowest tolerance or if it can be compared to last year, it's worse than last year.

For these red triangle indicators, there are action plans showing why performance is worse than expected and detailing the action to be taken to ensure it doesn't continue.

The KPI figures are shown in the tables on pages 6 –10.

Best Value Performance Indicators

The tables on pages 11 to 18 show the BVPI information.

The BVPI quartile information is for the year ending March 05. It is the latest available data and hasn't been included in previous monitoring reports. This is the information we use to compare Chorley's position with the national picture. The upper quartile is frequently used as a target for indicators that haven't already achieved that level of performance.

Within the BVPI set, there are a lot of new indicators. These will all show progress against target as a blue circle or on track as the target is the same as the actual. They are not yet comparable over time as there is no data for previous years.

38% of Chorley's BVPI's are in the upper quartile, just over 48% are mid range and just under 14% are in the lower quartile.

Just over 37% are performing at or better than target and almost 12% are worse than planned ie red triangles.

Looking in the BVPIs, there are

32 green stars – ie performance is at or better than target

44 blue circles – ie performance is within agreed tolerances (in most cases +/- 10%) or if it can be compared to last year, it's better than last year

10 red triangles - ie performance is worse than the lowest tolerance or if it can be compared to last year, it's worse than last year.

Again there are action plans for the indicators that are worse than planned.

Almost half of the BVPI's can be compared to last year and of these, 50% are improving, 15 % have remained the same and 31% have worsened.

Key Messages

Overall the message is positive with 88% of BVPI's and KPI's outperforming or remaining within an agreed tolerance of their target. For those that haven't achieved target, an improvement action plan is included and there are a number of areas of particular concern.

Impact on CPA

The following are of concern since they are relevant to the proposed CPA Performance Information set which will be used to analyse service performance.

- BV 3 satisfaction with the Council overall
- BV 89 satisfaction with litter and refuse
- BV184b % change in non-decent homes
- BV183b length of stay in hostel accommodation and
- BV179 % standard searches carried out within 10 days

BV3 and BV89

The CPA set includes 38 indicators, of which 10 relate to customer satisfaction. Whilst BV 3 is not included in the set as it is not service specific, if it is taken to be an approximation of satisfaction with specific service areas, it could be that we fail to achieve target on 10 of the 38 indicators. However, in the previous best value survey in 2003, satisfaction with individual services did outperform general satisfaction.

Three of the satisfaction indicators relate to waste services. Similarly to the point above, if BV89 is viewed as an approximation of all three, the outcome of the survey may fall short of the targets set.

The best value survey is a tri-annual survey and is due to be carried out before the end of this year, although the Council voluntarily completes the survey annually. The Council is aware of the potential consequences of poor satisfaction scores and has drawn up a substantial combative action plan, the outline of which is given in the latter part of this report.

It is also pertinent to consider that these latest survey results are based on a local survey carried out during 2005. There is no national data with which to compare to identify whether Chorley is any better or worse than other councils, to identify national trends or to put the results in context.

BV184b

Performance of this indicator is based on a stock condition survey. The results of the latest survey indicate more non-decent homes than the previous survey anticipated and consequently the target has not been met. Meeting future targets for this service area, is reliant on LSVT of the housing stock. Should the LSVT not go ahead, the Council faces a £3m shortfall in meeting the Decent Homes Standard by the government's target of 2010.

BV183b

The length of stay in hostel accommodation is usually considered alongside the length of stay in bed and breakfast accommodation. It is an aim of the government to minimise both. Chorley has been very successful in minimising the use of bed and breakfast accommodation but is aware that

there is a need to reduce the reliance on hostel accommodation. A three year draft action plan has been prepared to address homeless issues. Actions for the first year are included in the latter part of this report.

BV179

This indicator is deleted from the BVPI set for 2006/07 however it is included in the CPA set so it is important that the Council continues to focus on improvements in this area.

Performance suffered in the early part of the year, but early actions were put in place to ensure performance improved as the year progressed.

An area of possible tension regarding this indicator is that part of the work is carried out in the development control Section of Development and Regeneration. This section's work is also measured by four other indicators within the CPA set. Managers will need to ensure work within the section is balanced to give each type of work equal emphasis.

Performance against Corporate Priorities.

Within the KPI information, there two areas to be highlighted – removal of racist/offensive graffiti and removal of abandoned vehicles. Both are highly visible parts of streetscene and should problems in these areas increase there may be an adverse effect on public satisfaction.


The main focus of corrective action is to tighten arrangements with the contractor carrying out the work to ensure timescales are met. Progress is monitored monthly allowing timely intervention should the planned actions prove insufficient.

Details of all BVPI and Corporate KPI's are on the tables that follow.

PERFORMANCE DATA TABLES

- Customer – See page 9**
- Corporate Health BVPIs – See page 16**
- Capacity – See page 10**
- Environment BVPIs – See page 17**
- Greener – See page 11**
- Housing BVPIs – See page 18**
- Cleaner – See page 12**
- Housing and Council Tax Benefits BVPIs – See page 19**
- Safer – See page 13**
- Leisure and Culture BVPIs – See page 20**
- Community Safety BVPIs – See page 14**
- Planning and Land Charges BVPIs – See page 21**
- Conservation BVPIs – See page 15**

The KPI's which follow were agreed at SMG for the year April 05 – March 06.

Some indicators are new this year, so have no targets. To avoid the  the target has been estimated from the actual performance for the period. This position will be reviewed to establish better targets for 2006/07 reporting, as appropriate.

CBC Customer Monthly						
	Perf 05/06	Perf vs Target	Perf 05 vs 06	End of Year Target	All Eng Best Q 04/05	All Eng Worst Q 04/05
CD001 Satisfaction - Contact Centre	99.50	★	New Indicator	90.00	N/A	N/A
BV008 % Invoices paid within 30 days	84.42	●	✔	96.00	95.97	88.65
BV156 % LA public buildings – disabled access	83.00	●	✔	88.00	64.83	21.01
CD008 % Customers dealt with at first point of contact	97.69	★	New Indicator	80.00	N/A	N/A

CBC Customer - Annual						
	Perf 05/06	Perf vs Target	Perf 05 vs 06	Target 05/06	All Eng Best Q 04/05	All Eng Worst Q 04/05
BV003 % Satisfaction - council overall	53.00	▲	✖	72.00	60.00	49.00
BV004 % Satisfaction -complaint handling	35.00	●	✔	36.00	36.00	29.00
BV089 % Satisfaction - Litter and Refuse	55.60	▲	✖	72.00	66.00	54.00
BV090a Satisfaction - Refuse	92.00	●	■	92.00	89.00	81.00
BV090b Satisfaction - Recycling	79.20	●	✔	80.00	75.00	63.00
BV119e.02 Satisfaction Park/Open Spc	81.70	●	✔	77.00	77.00	66.00
CBC014 % satisfied with neighbourhood	84.00	●	New Indicator	84.00	N/A	N/A
CBC016 % satisfcn boro as place to live	84.00	●	New Indicator	84.00	N/A	N/A

Note: BV8 and BV156 are also reported under Corporate Health
 BV89 is also reported under CBC Cleaner

CBC Capacity - Monthly						
	Perf 05/06	Perf vs Target	Perf 05 vs 06	End of Year Target	All Eng Best Q 04/05	All Eng Worst Q 04/05
BV009 % Council Tax collected	98.51			98.60	98.30	96.36
BV012 Days / shifts lost to sickness	10.10			8.90	8.40	11.10
HR001 % Staff with Completed Performance Reviews	92.00			80.00	N/A	N/A
IT017 % capital prog projs using meth	32.35		New Indicator	50.00	N/A	N/A
	Post 05/06	Perf vs Target	Perf 05 vs 06 (Feb)	End of Year Target		
CBC005 % Budget Spent -year end forecast	?			100.00		

CBC Capacity -Annual				
	Perf 05/06	Perf vs Target	Perf 05 vs 06	Year End Target
CBC004 % of Staff who enjoy working for Chorley Borough Council	75.70			70.00
CBC017 % annual capital budget committed	?			100.00
CBC018 % monetary savings Gershon	?			100.00

Note: BV9 and BV12 are also reported under Corporate Health
 CBC005, CBC017, CBC018 Figures unavailable at time of reporting but should be available at the meeting.

CBC Greener			
Perf 05/06	Perf vs Target	Perf 05 vs 06	End of Year Target
CBC008.05 % waste recycled/composted	39.41	★	New Indicator 35.00

CBC Greener - Annual						
	Perf 05/06	Perf vs Target	Perf 05 vs 06	Year End Target	All Eng Best Q 04/05	All Eng Worst Q 04/05
PL005 Av density new hsg on devpts	34.70	★	New Indicator	30.00	N/A	N/A
BV180a(i) Energy consumpn (electric)/m2	97.30	▲	✖	75.00	83.00	N/A
BV180a(ii) Energy consumpn (fossil)/m2	31.60	★	✔	50.00	68.00	N/A
BV063 Average SAP rating of LA dwellings	71.00	★	✔	70.00	68.00	60.00

Note: BV63 is also reported under Housing

CBC Cleaner - Monthly					
	Perf 05/06	Perf vs Target	Perf 05 vs 06	End of Year Target	
CBC011 CALC % graffiti removed 28WD	98.48			90.00	
CBC012.05 Racist/offensive graffiti 2WD	81.88			100.00	
EN001.05 % Fly tipping removed 2 WD	89.00		New Definition	75.00	

CBC Cleaner - Annual						
	Perf 05/06	Perf vs Target	Perf 05 vs 06	Year End Target	All Eng Best Q 04/05	All Eng Worst Q 04/05
BV089 % Satisfaction - Litter and Refuse	55.60			72.00	66.00	54.00
BV199a.05 Street Dirtiness	5.00			12.00	11.00	24.00

Note: BV89 is also reported under CBC Customer
 BV199a is also reported under Environment

CBC Safer - Monthly						
	Perf 05/06	Perf vs Target	Perf 05 vs 06	End of Year Target	All Eng Best Q 04/05	All Eng Worst Q 04/05
BV126a Domestic Burglaries/1000 h'holds	7.25	★	↘	8.45	27.60	56.93
BV127a.05 Violent Crime / 1,000 pop.	16.24	●	↘	16.25	N/A	N/A
BV128a Vehicle Crimes per 1000 pop	7.99	★	↘	9.45	93.24	60.14
LC010: % Partich Target Young People	54.00	★	New Indicator	30.00	N/A	N/A

CBC Safer - Annual			
	Perf 05/06	Perf vs Target	Perf 05 vs 06
CP008a % Feeling safe during the day	75.40	●	↔
CP008b % Feeling safe during the evening	31.00	●	↔
CBC015 % 'fairly safe' or 'very safe'	82.00	●	New Indicator
			Year End Target
			75.40
			31.00
			82.00

Note: BV126A, BV 127a and BV128a are also reported under Community Safety

Community Safety - Monthly						
	Perf 05/06	Perf vs Target	Perf 04/05 vs 05/06	End of Year Target	All Eng Best Q 04/05	All Eng Worst Q 04/05
BV126a Domestic Burglaries/1000 h'holds	7.25	★	↓	8.45	27.60	56.93
BV128a Vehicle Crimes per 1000 pop	7.99	★	↓	9.45	93.24	60.14
BV174 Racial incidents per 1000 pop	6.79	★	↓	45.00	N/A	N/A
BV175 Racial incidents - further action	100.00	★	█	100.00	100.00	57.14

New Community Safety Indicators 05/06			
	Perf 05/06	Perf vs Target	End of Year Target
BV127a.05 Violent Crime / 1,000 pop.	16.24	●	16.25
BV127b.05 Robberies / 1,000 pop.	0.23	●	0.23
BV225.05 Actions against Domestic Violence	45.00	●	45.00
BV226a.05 Adv. & Guid.: Expenditure	138278.00	★	138278.00
BV226b.05 Adv. & Guid.: CLS Quality Mark	100.00	●	100.00
BV226c.05 Adv. & Guid.: Direct Provision	7245.54	●	7245.54

Note: BV126a, BV127a and BV128a are also reported under CBC Safer

BVPI's - Conservation. New Indicators				
	Perf 05/06	Perf vs Target	End of Year Target	
BV219a.05 Conservation areas - number	9.00	★	9.00	
BV219b.05 Cons. Areas - Char. Appr.	0.00	●	0.00	
BV219c.05 Cons. Areas - Mngmt Plans	0.00	●	0.00	

Corporate Health						
	Perf 05/06	Perf vs Target	Perf 04/05 vs 05/06	Year End Target	All Eng Best Q 04/05	All Eng Worst Q 04/05
BV002a.02 Equality Standard Level	1.00	●	■	1.00	N/A	N/A
BV002b The duty to promote race equality	89.00	●	✓	100.00	72.00	42.00
BV008 % Invoices paid within 30 days	84.42	●	✓	96.00	95.97	88.65
BV009 % Council Tax collected	98.51	●	✓	98.60	98.30	96.36
BV010 % NNDR collected	98.88	★	✓	98.60	99.14	98.00
BV011a.02 Women in top 5% earners	32.00	★	✓	23.00	40.23	19.63
BV011b.02 Black/ethnic in top 5%	0.00	●	■	0.50	3.48	0.00
BV011c.05 Top 5%: with a disability	8.00	★	New Indicator	6.00	N/A	N/A
BV012 Days / shifts lost to sickness	10.10	▲	✗	8.90	8.40	11.10
BV014 % Early retirements	1.06	●	✓	0.17	0.16	0.84
BV015 % Ill health retirements	0.21	●	✓	0.17	0.12	0.44
BV016a % Disabled employees	3.12	▲	✗	3.55	3.73	1.49
BV016b % Eco. active disabled in area	15.09	●	N/A	15.09	N/A	N/A
BV017a % Ethnic minorities employees	1.53	★	✓	1.45	4.60	0.90
BV017b % Eco. active ethnic in area	1.95	●	N/A	1.95	N/A	N/A
BV156 % LA public buildings - disabled	83.00	●	✓	88.00	64.83	21.01
BV157 % e-government	100.00	★	✓	100.00	87.50	66.59

Note: BV8 and BV156 are also reported under CBC Customer
 BV9 and BV12 are also reported under CBC Capacity

Waste & Cleanliness						
	Perf 05/06	Perf vs Target	Perf 04/05 vs 05/06	End of Year Target	All Eng Best Q 04/05	All Eng Worst Q 04/05
BV082ai.05 % H'hold Waste Recycled	18.70	★	New Indicator	15.00	N/A	N/A
BV082aii.05 Tonnes H'hold Waste Recycled	7228.00	●	New Indicator	7560.00	N/A	N/A
BV082bi.05 % H'hold Waste Compost	21.62	★	New Indicator	20.00	9.80	1.53
BV082bii.05 Tonnes H'hold Waste Compost	7884.00	●	New Indicator	7884.00	N/A	N/A
BV084a.05 Household Waste Collection	393.00	★	↘	415.00	N/A	N/A
BV084b.05 H'hold Waste % change	-10.00	●	New Indicator	-10.00	N/A	N/A
BV086 Cost of waste collection / house	45.12	▲	↗	42.85	35.31	48.13
BV091a.05 % res's kerbside recyclables	96.00	●	New Indicator	95.00	N/A	N/A
BV091b.05 % res's 2+ k'side recyclables	96.00	●	New Indicator	95.00	N/A	N/A
BV199a.05 Street Dirtiness	5.00	★	↘	12.00	11.00	24.00
BV199b.05 Env. Cleanliness - Graffiti	1.00	●	New Indicator	1.00	N/A	N/A
BV199c.05 Env. Cleanliness - Fly-Posting	0.00	●	New Indicator	0.00	N/A	N/A
BV199d.05 Env. Cleanliness - Fly-Tipping	?	?!	New Indicator	?	N/A	N/A

Environment and Environmental Health						
	Perf 05/06	Perf vs Target	Perf 04/05 vs 05/06	Year End Target	All Eng Best Q 04/05	All Eng Worst Q 04/05
BV166a Checklist - EH	100.00	★	█	100.00	97.00	79.10
BV216a.05 Identifying contaminated land	688.00	★	N/A	688.00	N/A	N/A
BV216b.05 Info. on contaminated land	1.00	●	New Indicator	1.00	N/A	N/A
BV217.05 Pollution control improvements	100.00	●	New Indicator	100.00	N/A	N/A
BV218a.05 Abandoned vehicles-investigate	100.00	★	New Indicator	85.00	N/A	N/A
BV218b.05 Abandoned vehicles-removal	71.00	▲	New Indicator	85.00	N/A	N/A

Note: BV199a is also reported under CBC Cleaner

BV199d.05 Environmental Cleanliness – Flytipping

This is a new indicator, introduced for 2005/06. The ODPM definition states that performance is measured on baseline data gathered from the previous year. As this is a new indicator, a performance grade will not be available until after April 2007. In the interim, a spreadsheet is being developed to allow Local Authorities to monitor their own performance, which is to be made available through the DEFRA and Flycapture websites, but is as yet unavailable. The return for the Audit Commission for this indicator will be calculated and sent to authorities by DEFRA.

Housing						
	Perf 05/06	Perf vs Target	Perf 04/05 vs 05/06	End of Year Target	All Eng Best Q 04/05	All Eng Worst Q 04/05
BV063 Average SAP rating of LA dwellings	71.00	★	↕	70.00	68.00	60.00
BV064.02 Priv sec dwellings returned to occupation	13.00	▲	↕	17.00	56.25	4.00
BV066a.05 % Rent Collected / Rent Owed	98.59	●	New Indicator	98.90	N/A	N/A
BV066b.05 % Tenants > 7wks Gross Arrears	1.99	●	New Indicator	1.99	N/A	N/A
BV066c.05 % Possession Notices Served	57.34	●	New Indicator	57.34	N/A	N/A
BV066d.05 % Tenants Evicted for Arrears	0.45	●	New Indicator	0.45	N/A	N/A
BV164.02 CRE CoP / GPS	100.00	●	↔	100.00	N/A	N/A
BV184a P'pn LA homes which were non-dece	5.69	★	↕	6.00	20.75	48.00
BV184b % Change non-decent LA homes	-194.70	▲	↕	50.00	23.80	3.50
BV212.05 Average Time to Re-let	50.28	●	New Indicator	50.28	N/A	N/A
Homelessness						
	Perf 05/06	Perf vs Target	Perf 04/05 vs 05/06	End of Year Target	All Eng Best Q 04/05	All Eng Worst Q 04/05
BV183a Length of stay in B&B accom'h	0.00	●	↔	0.00	1.00	5.00
BV183b Length of stay in hostel accom'h	13.51	▲	↕	5.00	0.00	18.00
BV202 People sleeping rough	4.00	★	↕	6.00	N/A	N/A
BV213.05 HAS: Preventing Homelessness	4.00	●	New Indicator	4.00	N/A	N/A
BV214.05 Repeat homelessness	1.05	●	New Indicator	1.05	N/A	N/A

Note: BV63 is also reported under CBC Greener

Housing & Council Tax Benefits						
	Perf 05/06	Perf vs Target	Perf 04/05 vs 05/06	End of Year Target	All Eng Best Q 04/05	All Eng Worst Q 04/05
BV076a Number of claimants visited	198.20	▲	✖	200.00	282.16	67.53
BV076b Number of fraud investigators	0.30	●	n/a	0.30	0.44	0.23
BV076c Number of fraud investigations	63.94	★	✔	40.00	53.40	25.14
BV076d Number prosecutions & sanctions	65.74	★	✔	36.00	21.25	6.00
BV078a Ave time new claims (Cal days)	27.00	★	✖	28.50	29.38	50.00
BV078b Ave time for changes (Cal days)	9.00	★	✖	14.00	7.40	15.33
BV079a % Benefit calculations correct	98.50	★	■	98.00	99.00	96.40
BV079bi.05 % HB Recovered: Overpayment	62.00	●	New Indicator	62.00	N/A	N/A
BV079bii.05 % HB Recovered: Outstanding	22.60	●	New Indicator	22.60	N/A	N/A
BV079biii.05 % HB O'Pay: Written Off	1.57	●	New Indicator	1.57	N/A	N/A

Culture - Visits to Astley Hall							
	Perf 05/06	Perf vs Target	Perf 04/05 vs 05/06	End of Year Target	All Eng Best Q 04/05	All Eng Worst Q 03/04	
BV170a Visits to / usage of museums	247.10	★	✘	169.10	876.75	116.00	
BV170b Visits to museums in person	159.30	★	✘	149.00	514.25	77.50	
BV170c Pupils visiting museums & galleries	1272.00	▲	✘	2100.00	7031.00	539.00	

Planning						
	Perf 05/06	Perf vs Target	Perf 04/05 vs 05/06	End of Year Target	All Eng Best Q 04/05	All Eng Worst Q 04/05
BV106 % New homes built on 'brownfield'	46.07			50.00	94.00	57.14
BV109a.02 % Planning apps - major	73.00			60.00	68.90	46.88
BV109b.02 % Planning apps - minor	66.00			65.00	75.40	61.12
BV109c.02 % Planning apps - other	85.00			80.00	88.00	80.00
BV200a.05 Plan making - development plan	100.00		New Indicator	100.00	N/A	N/A
BV200b.05 Plan making - milestones	100.00		New Indicator	100.00	N/A	N/A
BV200c.05 Plan making - monitor report	100.00		New Indicator	100.00	N/A	N/A
BV204 % Planning appeals allowed	40.70			40.00	N/A	N/A
BV205 Quality of Service checklist	72.00			66.00	88.90	72.20
Land Charges						
	Perf 05/06	Perf vs Target	Perf 04/05 vs 05/06	End of Year Target	All Eng Best Q 04/05	All Eng Worst Q 04/05
BV179 % standard searches in 10 days	97.93			100.00	100.00	96.96

ACTION PLANS FOR PERFORMANCE THAT IS NOT ON TRACK

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**CHORLEY B.C. PERFORMANCE MANAGEMENT
ACTION PLAN**

FINANCIAL YEAR 2005 / 2006

Indicator Number: BV 3

Indicator Short Name: Satisfaction with the Council overall

2004/05		2005/06		End of Year Target
Performance	Target	Performance	Target	
58	72	53	72	72

Please explain the reasons why progress has not reached expectations:

It is never easy to predict the outcome of surveys and consequently it is difficult to set targets. The survey in 2005/06 was our own annual satisfaction survey rather than the BVPI survey which we conduct every three years. Consequently there is no national data against which to compare and put our results in context. There are a number of possible reasons for the lower than expected results. Locally the new refuse/recyclate collection arrangements (a service which everyone uses) had some teething problems and nationally there was an extensive campaign against 'high' council tax. Individual service results were more pleasing.

Please detail corrective action to be undertaken:

No corrective action in year as the survey is an annual exercise.

Action planned in next financial year:

A more realistic target has been set within the Corporate Strategy – a 2% increase by 2009.

Plans are well underway to kick off a communications offensive in July with the sole aim of changing residents perceptions about the Council, raising awareness about what we actually provide and making sure everyone knows what great value for money that represents by breaking down the Council Tax and tying the small Chorley element to the most important community success stories that matter most.

The plans include:

- Installing banners on the lampposts the length of Market Street from the Town Hall to QS Fashions. These will create interest and vibrancy in the Town Centre while advertising the Council as a whole – through highlighting the services most important to our residents. Where possible they will include a 'call to action' – for example 'In 2005 more than 400,000 young people were involved in our leisure activities and juvenile crime reduced by 12%. Why don't you Get Up and Go'
- Kicking off a mass marketing campaign again focusing on the services we provide and specifically those most important to residents and most likely to help change their perceptions of what we do for their money. The campaign will look at billboard and bus advertising, direct marketing, PR and other external communications channels.
- Branding will come to the fore for the Council in the next few months as we hone our image and make sure every thing we do in the community is instantly recognisable. Residents will be forced to link services back to the authority and in turn their Council Tax (which they'll be aware is a small percentage of the total amount!) This will include vehicles, signage and uniforms.
- Increasing the number of civic newspapers – to six a year. A key issue will be distributed in August just prior to the BVPI survey and focus on re-iterating how we're improving and focusing on the things that matter most.
- Introducing neighbourhood newsletters in the area forum pilot areas, focusing on the issues raised at inaugural area forum meetings and what we have done to tackle the issues in the community.

**CHORLEY B.C. PERFORMANCE MANAGEMENT
ACTION PLAN**

- Recreating the perfect website – this will be done in FULL consultation with groups across the borough in July and August when we will be asking residents what they want from the Council online and ensuring it is reflecting in the final design/creation. Although the end result will not be until the end of the year – the consultation enables us an opportunity to raise our profile and establish the council as an organisation that listens and cares about what residents think – then acts. We'll be feeding back how their views have been taken into account as soon as possible.
- Increasing media relations – including flooding local media with good news stories in the run up to the BVPI survey about the services they are dissatisfied with and what we're doing to put issues right.
- Working smarter – making sure the good work being carried out doesn't go unrecognised by residents. This will include developing 'calling cards' for work in the community, ensuring staff are instantly recognisable and producing A boards for installation at worksites.

Please give an objective assessment as to whether the end target will be met:

The more realistic target should be achieved.

Action Plan Owner: Tim Rignall/Shelley Wright
Unit: Policy and Performance
Contact Number: 01257 515140

Date: 30/5/06

**CHORLEY B.C. PERFORMANCE MANAGEMENT
ACTION PLAN**

FINANCIAL YEAR 2005 / 2006

Indicator Number: BV 89

Indicator Short Name: Satisfaction with litter and refuse

2004/05		2005/06		End of Year Target
Performance	Target	Performance	Target	
62	72	55.6	72	72

Please explain the reasons why progress has not reached expectations:

Survey undertaken in June 05 during implementation of alternate week collections and period of service change

Please detail corrective action to be undertaken:

Extensive and continued service improvements since implementation of new collection service e.g.

- Operational changes to waste collection procedures
- Improved crew supervision on collection rounds

NB latest doorstep survey in March 06 indicates 90% satisfaction rate

Action planned in next financial year:

- Closer monitoring of the contract to ensure any areas of non-compliance are dealt with
- Roll out of new improved waste collection containers

Please give an objective assessment as to whether the end target will be met:

Not applicable

Action Plan Owner: John Lechmere
Unit: Streetscene, Neighbourhoods and Environment
Contact Number: 01257 515720

Date: 19 May 06

**CHORLEY B.C. PERFORMANCE MANAGEMENT
ACTION PLAN**

FINANCIAL YEAR 2005 / 2006

Indicator Number: BV012

Indicator Short Name: Sickness Absence – whole organisation

Q1		Q2		Q3		Q4		End of Year Target
Performance	Target	Performance	Target	Performance	Target	Performance	Target	
2.40	2.22	5.06	4.45	7.60	6.67	10.10	8.90	8.90

Please explain the reasons why progress has not reached expectations:

There have been a significant number of long term sickness cases the majority being cancer or mental health issues. The target set for 2005/6 was challenging and changes in the organisation with regard to restructuring and job insecurity has led to an increase in stress related absence.
The overall target has not been achieved although the majority of units performed well. Although the blue collar areas continue to be the areas with the highest absence there has been a YOY improvement in these areas.

Please detail corrective action to be undertaken:

- A new policy has been developed which has more challenging targets for both long and short-term absence. In 2005/06, 61% of days lost related to short-term absence and 39% to long-term absence.
- Monthly meetings have been held with Directors whose areas are not achieving the required target. Action plans for those units have been agreed and the appropriate action has been taken. These meetings ceased during the recent re-structuring and will resume from July 2006.
- The implementation of the new Absence Policy has resulted in a significant increase in the number of warnings issued to staff members with absenteeism problems. Members of staff continue to receive support and care through Welfare Meetings

Action planned in next financial year:

- Training for managers in the new Absence Policy will commence from August 2006.
- A more pro-active approach will be taken to health and the management of health through health promotion actions throughout the year.
- A 100% attendance event will be held to recognise those employees who have maintained this level of attendance throughout the year.
- A new team incentive challenge will take place to recognise teams who raise and maintain their attendance levels.
- It is envisaged that the introduction of the new flexi system will enable the authority to reduce its current levels of absence through the removal of core time. This will be piloted and monitored for 6 months from June 2006.

Please give an objective assessment as to whether the end target will be met:

N/A as reporting year end.

Action Plan Owner: Senior HR Advisor (Relations)
Unit: HR
Contact Number: 01257 515175

Date: 19/05/06

**CHORLEY B.C. PERFORMANCE MANAGEMENT
ACTION PLAN**

FINANCIAL YEAR 2005 / 2006

Indicator Number: IT017

Indicator Short Name: % capital projects using the project management methodology

Q1		Q2		Q3		Q4		End of Year Target
Performance	Target	Performance	Target	Performance	Target	Performance	Target	
7	50	13.04	50	23.53	50	32.35	50	50

Please explain the reasons why progress has not reached expectations:

- The target was defined without the benefit of any baseline information
- Required appreciable preparatory work both in terms of documentation and providing staff with the support required to use it. A good deal of work was also done on governance and the effective monitoring of the project portfolio.
- The Council undertakes a significant number of projects and therefore the work required to improve in percentage terms was substantial from a low starting point.

Please detail corrective action to be undertaken:

- The Project Management Methodology has been, and will continue to be, reviewed to improve clarity and usability. Version 5.3 of the toolkit was released in March 2006.
- Monthly drop-in sessions have been arranged to support staff in the use of the methodology and discuss issues. Dates can be found on theloop, <http://theloop/section.asp?catid=12177&docid=14949>.
- The Capital Programme board has been established and is scheduled to meet 7 times during the financial year with a view to monitoring progress in this area. Meeting dates can be found on theloop, <http://theloop/section.asp?catid=12334&docid=12690>.
- In 2005/06 the Project Support Officer (PSO) met with all project managers to promote the use of the tool and raise awareness of the targets. This work is ongoing. The PSO will arrange to see project managers as and when they are identified.
- A popular and effective training programme is underway with an expectation that over 50 officers will have undertaken training by July. The next course is on the 21st June. Courses were held once a month but due to demand, two courses a month have now had to be arranged. The courses are arranged a couple of months in advance, and will continue for as long as there is demand. The most recent dates are updated on the loop, <http://theloop/section.asp?catid=12177&docid=14949>.

Action planned in next financial year:

It is important that the work begun this year continues and establishes the methodology. Importantly, it is no longer possible for a new project to gain approval or funding without the necessary project documentation in place. This fact, coupled with the drive to bring older projects on board, means we expect to sustain progress towards the target.

Please give an objective assessment as to whether the end target will be met:

The year end target will not be met for the reasons given above.

Action Plan Owner: Tim Murphy
Unit: IT Services
Contact Number: 5455

Date: 16 May 2006

**CHORLEY B.C. PERFORMANCE MANAGEMENT
ACTION PLAN**

FINANCIAL YEAR 2005 / 2006

Indicator Number: 180a

Indicator Short Name: Energy Consumption - electricity

Q1		Q2		Q3		Q4		End of Year Target
Performance	Target	Performance	Target	Performance	Target	Performance	Target	
N/A		N/A		N/A		97.3	75	75

Please explain the reasons why progress has not reached expectations:

Although our figures remain below the national average for energy consumption our combined electric and gas figures rose by 7.9% last year with a proportionately larger rise in electric from 91% of the national benchmark to 97%. The biggest user by far is the All Seasons leisure centre which tends to skew our figures & further information is being obtained from CLS to establish trends.

Of the remaining Council buildings the community centres' consumption has increased significantly. I am investigating the underlying reasons in conjunction with the Director of leisure & Cultural Services.

Please detail corrective action to be undertaken:

Investigation of underlying reasons for the data collected to inform the development of an energy management plan for the Council's buildings.

Action planned in next financial year:

The specification for the property services outsourcing requires the partner service provider to draft, agree and implement an energy management plan for the Council's operational buildings with a more sophisticated analysis of data and corrective measures.

Please give an objective assessment as to whether the end target will be met:

The energy management plan will be in place by mid 2007 with the aim of meeting or re-setting targets for energy consumption by March 31 2008.

Action Plan Owner: Roger Handscombe
Directorate: Property Services
Contact Number: 5311

Date: 22 May 2006

**CHORLEY B.C. PERFORMANCE MANAGEMENT
ACTION PLAN**

FINANCIAL YEAR 2005 / 2006

Indicator Number: CBC12

Indicator Short Name: Racist graffiti removed within 2 working days

Q1		Q2		Q3		Q4		End of Year
Performance	Target	Performance	Target	Performance	Target	Performance	Target	Target
95.33 (1 job from 11 outside target)	100	97.14 (all 11 jobs inside target)	100	78.21 (4 jobs from 7 outside target)	100	81.88 (2 jobs from 11 outside target)	100	100

Please explain the reasons why progress has not reached expectations:

The performance figure is cumulative, year to date figure. One missed target is reflected for all subsequent months.

There were 40 jobs throughout the year and performance in Q3 particularly, dipped due to lapse in contractor response.

Please detail corrective action to be undertaken:

Improve contractor response through contract negotiation.

If removal within two days continues to be a problem, as an interim measure, the graffiti could be sprayed out.

Action planned in next financial year:

Currently there is no formal contract. A formal contract will be developed that will require the removal of racist or offensive graffiti within 24 hours of report.

Please give an objective assessment as to whether the end target will be met:

Not applicable

Action Plan Owner: John Lechmere
Unit: SNED
Contact Number: x5720

Date: 19/5/06

**CHORLEY B.C. PERFORMANCE MANAGEMENT
ACTION PLAN**

FINANCIAL YEAR 2005 / 2006

Indicator Number: BV016a

Indicator Short Name: % Disabled Employees

Q1		Q2		Q3		Q4		End of Year
Performance	Target	Performance	Target	Performance	Target	Performance	Target	Target
3.44	3.55	3.48	3.55	3.88	3.55	3.12	3.55	3.55

Please explain the reasons why progress has not reached expectations:

There is no national BVPI target for the authority to follow and the differences in the definition of BV016a and BV16b has still not been resolved nationally. As the authority has in place all mitigating actions to ensure it attracts members of the disabled community it will be impossible to improve on the current performance figure unless the authority takes the decision to actively discriminate in favour of disabled candidates.

Please detail corrective action to be undertaken:

- The authority's recruitment and selection processes continue to be fair and consistent. All applicants have the option of having recruitment materials including the application form in large print, etc.
- Advertisements are placed in various media and all display the two-tick symbol.
- All applicants are asked whether they have any requirements to attend interview and all applicants who meet the definition of the DDA are guaranteed an interview if they meet the essential criteria for the role.
- In 2005/06, the Authority advertised 74 jobs, there were 40 applicants who indicated that they had a disability, of these 9 were shortlisted and 2 were employed.

Action planned in next financial year:

- HR will actively promote working for the council through advertising, publications and attending relevant events.
- The authority will continue to make reasonable adjusts for staff.
- HR will continue to monitor the number of disabled employees within the authority and continue to undertake the actions as above.

Please give an objective assessment as to whether the end target will be met:

N/A as reporting year end.

Action Plan Owner: Paula Harris
Unit: HR
Contact Number: 01257 515178

Date: 19/05/06

**CHORLEY B.C. PERFORMANCE MANAGEMENT
ACTION PLAN**

FINANCIAL YEAR 2005 / 2006

Indicator Number: BV86

Indicator Short Name: Cost of Waste Collection

Q1		Q2		Q3		Q4		End of Year Target
Performance	Target	Performance	Target	Performance	Target	Performance	Target	
£46 (Estimate)	£42.85	£46 (Estimate)	£42.85	£46 (Estimate)	£42.85	£45.12	£42.85	£42.85

Please explain the reasons why progress has not reached expectations:

The cost reflects the implementation costs of the Enhanced Recycling Service (£120,000) and the revenue costs of capital grant funded schemes.

The costs of introducing the recycling scheme were a one-off and will not be in the costs for future years.

Please detail corrective action to be undertaken:

Calculation of 06/07 target in accordance with Audit Commission guidance.

Continued implementation of cost controls:

- Monthly budget monitoring meetings with Finance to enable better budget forecasting
- More robust implementation of default provisions in the contract
- Reduced reliance on a third party contractor for rectifying missed collections

Action planned in next financial year:

As above

Please give an objective assessment as to whether the end target will be met:

Not applicable

Action Plan Owner: John Lechmere
Unit: SNED
Contact Number: x5720

Date: 19/5/06

**CHORLEY B.C. PERFORMANCE MANAGEMENT
ACTION PLAN**

FINANCIAL YEAR 2005 / 2006

Indicator Number: BV218b

Indicator Short Name: Abandoned vehicles removed within 24 hours

Q1		Q2		Q3		Q4		End of Year
Performance	Target	Performance	Target	Performance	Target	Performance	Target	Target
80	85	63	85	70	85	71	85	85

Please explain the reasons why progress has not reached expectations:

This was a realistic target, but deficiencies in administration of vehicle removals through a third party contractor have led to a shortfall in performance

Please detail corrective action to be undertaken:

The following have already been introduced:

- Strengthen administrative procedures to ensure contractors are ordered to remove vehicles within 24 hours of notice expiry
- Introduction of quality checks on data entry to ensure removal details are recorded correctly

Action planned in next financial year:

- Introduce a new system of data entry using a small number of designated officers. This will improve the consistency of data recording and allow users to becoming more familiar with the system and procedures.

Please give an objective assessment as to whether the end target will be met:

Not applicable

Action Plan Owner: John Lechmere
Unit: SNED
Contact Number: x5720

Date: 19/5/06

**CHORLEY B.C. PERFORMANCE MANAGEMENT
ACTION PLAN**

FINANCIAL YEAR 2005 / 2006

Indicator Number: BV064

Indicator Short Name: Number of private sector dwellings returned to occupation

2004/05		2005/06		End of Year Target
Performance	Target	Performance	Target	
7	17	13	17	17

Please explain the reasons why progress has not reached expectations:

Improved performance (in comparison with 2004/05 actual) due to financial initiative offered to Landlords in 2005/06.

Please detail corrective action to be undertaken:

Targets to be reviewed by new management unit

Action planned in next financial year:

- The targets have been revised. The new targets are believed to be challenging yet achievable given the current private sector housing market in Chorley.
- Known empty properties will be visited to assess their condition and if still empty the owners will be contacted to ascertain their future plans for the property.

Please give an objective assessment as to whether the end target will be met:

N/A as reporting year end.

Action Plan Owner: Dave Bradley
Unit: SNED
Contact Number: x5728

Date: 19/05/06

**CHORLEY B.C. PERFORMANCE MANAGEMENT
ACTION PLAN**

FINANCIAL YEAR 2005 / 2006

Indicator Number: BV184a

Indicator Short Name: **Percentage change in Decent Homes Failures**

Q1		Q2		Q3		Q4		End of Year Target
Performance	Target	Performance	Target	Performance	Target	Performance	Target	
						-194.7%	50%	50%

Please explain the reasons why progress has not reached expectations:

The target of 50% for year-end 05/06 was based on the information contained in a stock condition survey carried out in 02/03 by Michael Dyson Associates. During 2005/6 Savills carried out, a new stock condition survey, and this reported 501 properties failing decent homes (17%). The out-turn figure, for BVPI 184a of -194.7% has arisen because of the variance in the two surveys.

Please detail corrective action to be undertaken:

Based on the new stock condition survey the Council does not have the funding available to meet the cost of properties falling non-decent between now and Government's target for meeting decent homes by 2010.

The cost of meeting decent homes, based on the new survey, is estimated to be £12m between now and 2010. Capital funding through the Major Repairs Allowance is £9m a shortfall of £3m.

The ability to deliver Decent Homes is entirely reliant on the success of the proposed transfer to Chorley Community Housing.

For this financial year funds will target those properties requiring least costly repairs to achieve the target.

Action planned in next financial year:

The Large Scale Voluntary Transfer (LSVT) of the Council's housing stock will release the necessary funding in future years not only to meet Decent Homes but meet the enhanced 'Chorley Homes Standard'

Please give an objective assessment as to whether the end target will be met:

If all work identified and funded in this year's programme is carried out then the end target will be met.

Action Plan Owner: Mike Wingeatt
Unit: Housing Services
Contact Number: 515954

Date: 12 May 2006

**CHORLEY B.C. PERFORMANCE MANAGEMENT
ACTION PLAN**

FINANCIAL YEAR 2005 / 2006

Indicator Number: BVPI 183b

Indicator Short Name: Length of stay in temporary accommodation (hostel)

Q1		Q2		Q3		Q4		End of Year Target
Performance	Target	Performanc	Target	Performanc	Target	Performanc	Target	
8.51		12.09		13.13		13.51		12

Please explain the reasons why progress has not reached expectations:

The difficulty in obtaining suitable permanent move on accommodation within the Borough's rented stock has resulted in the length of stay in hostel accommodation's increase.

Please detail corrective action to be undertaken:

- Review of RSL Nominations Agreement to be undertaken by the Strategic Housing Team
- Implement use of alternative temporary accommodation (non Hostel) provision with partner organisations – HALS Scheme
- Seek to work with partners to increase in affordable homes for rent within the Borough
- Further actions to be planned through the Prevention of Homelessness Strategy to be reviewed by the Strategic Housing Team

Action planned in next financial year:

- Through Cotswold House Keywork Support Service seek to advocate for homeless clients in order to seek suitable appropriate permanent accommodation more quickly and prevent occurrences of future homelessness
- Develop Private Landlord accreditation scheme. Increase the numbers of private landlords that house homeless applicants through smartmove
- Increase accommodation provision for Women fleeing domestic violence
- Expand Central Lancashire floating Support Scheme in Chorley
- Please see attached Draft Prevention of Homelessness action Plan (year 1)

Please give an objective assessment as to whether the end target will be met:

The increase of additional non hostel provision, permanent move on accommodation and the prevention of homelessness and Keywork Support services should see a reduction in the length of stay in hostel accommodation and continuing good performance in the reduction of numbers of homeless applications

Action Plan Owner: Strategic Housing Manager
Unit: Development and Regeneration Directorate
Contact Number: 01257 515285

Date: 28th April 2006

**CHORLEY B.C. PERFORMANCE MANAGEMENT
ACTION PLAN**

FINANCIAL YEAR 2005 / 2006

Indicator Number: BV 76a

Indicator Short Name: Number of claimants visited

Q1		Q2		Q3		Q4		End of Year Target
Performance	Target	Performance	Target	Performance	Target	Performance	Target	
205	200	174.4	200	189	200	198.2	200	200

Please explain the reasons why progress has not reached expectations:

We selected more than enough visits to satisfy our Verification Framework Target but we fell short of completing 13 of these visits to make the BVPI target. The VF target required 1340 intervention visits to be commenced whereas the BV76a required 1400 and only counts the number of 'effective' visits. That is, visits that have been completed which have resulted in benefit entitlement being confirmed/amended or referred to fraud. If claimants do not respond to our initial attempts to visit it can take up to 2 months to complete the visit as 'effective'.

Explanatory note

Verification Framework or 'VF' is a Department for Work and Pensions' initiative that the Council signed up to in 1999. It consists of 3 components; new claims, visits and reviews. The purpose of VF is to provide a secure gateway into the benefit scheme by specifying what proofs are acceptable to support new claims. It also specifies the number of claims that should be subject to a review (50% of caseload). 20% of the caseload must be reviewed by carrying out a home visit with the remaining 30% being reviewed by another method (review form, fraud investigation, office interview)

Please detail corrective action to be undertaken:

- Closer monitoring to be carried out to ensure that visits are being recorded as effective. This will be carried out at monthly intervals.
- Colleagues on the Quality Control team will also provide assistance to the visiting officer with the administration required to complete the process. That is, deal with the assessment of changes in circumstances brought to light by the visit to ensure that visits are 'completed' quickly. This in turn will give more time to the visiting officers to carry out verification visits.
- Two members of the Quality and Control team have also undergone Health and Safety training in order to carry out home visits. This will provide an extra resource to cover for periods when the Verification visiting officers are on annual or sick leave..

Action planned in next financial year:

- Closer monitoring of the number of visits completed on a monthly basis. This will ensure that visits completed are correctly recorded as effective. Visiting targets can also be adjusted to ensure the target is met at the end of the year.
- Review the procedure of verification visits to speed up process of recording visits as 'effective' (ongoing)
- Where capacity allows, utilise assessment staff who are trained to carry out home visits, as an extra resource to call on when needed

**CHORLEY B.C. PERFORMANCE MANAGEMENT
ACTION PLAN**

Please give an objective assessment as to whether the end target will be met:

As we have only narrowly missed out on the target previously and that fact that BVPI and VF require the same information for the coming year, the changes put in place should mean that the target will be met

Action Plan Owner: Margaret Stansfeild
Unit: Finance
Contact Number: 01257 515424
Date: 15th May 2006

**CHORLEY B.C. PERFORMANCE MANAGEMENT
ACTION PLAN**

FINANCIAL YEAR 2005 / 2006

Indicator Number: BV170c

Indicator Short Name: Number of pupils visiting museums and galleries

Q1		Q2		Q3		Q4		End of Year Target
Performance	Target	Performance	Target	Performance	Target	Performance	Target	
435	450	582	620	1032	1575	1272	2100	2100

Please explain the reasons why progress has not reached expectations:

The capital works at the Hall restricted the use of the classroom at the beginning of the year. Rather than reduce the target at this point we reprofiled the target performance. One of the two Visitor Services Officers left and the post was held vacant to contribute towards the corporate savings target. The second Visitor Service Officer was on long term sick during the last three months of the year; this reduced our capacity to correct the performance.

Please detail corrective action to be undertaken:

See below

Action planned in next financial year:

- An educational resource has been prepared with St Michael's CE High School to enhance the offer to schools. This is going to be launched to all secondary schools in Chorley in October 2006 .
- Discussions are ongoing with a number of providers to develop a partnership to deliver a new schools programme, given our limited capacity. A plan is currently being devised by the Curator and specific Chorley schools are being targeted. A programme of research involving a freelance education consultant visiting schools to discover why Chorley Schools do not currently use the Hall is proposed for September/October 2006 for the initial questioning. By February 2007 we will have a plan in place to work with Chorley primary schools
- We are also planning to link more activities in the park to the Hall, which will have a positive impact on the performance target. This will involve parties using the park visiting the Hall for short sessions and will be combined with the development of the park regeneration project. This plan is currently being developed and will be actioned from September 2006.
- Special Christmas sessions for local primary schools which were very successful in 2005 are being organised for Christmas 2006, this will see an increase in school visits during this period.

Please give an objective assessment as to whether the end target will be met:

N/A – at year end

Action Plan Owner: Louise McCall, Curator, Astley Hall
Unit: Leisure and Cultural Services
Contact Number: 01257 515929

Date: 19 May 2006

**CHORLEY B.C. PERFORMANCE MANAGEMENT
ACTION PLAN**

FINANCIAL YEAR 2005 / 2006

Indicator Number: BV 179

Indicator Short Name: % Standard searches completed within 10 days

Q1		Q2		Q3		Q4		End of Year Target
Performance	Target	Performance	Target	Performance	Target	Performance	Target	
93.09	100	96.65	100	97.62	100	97.93	100	100

Please explain the reasons why progress has not reached expectations:

Standard searches involve both Legal Services and Development and Regeneration. At the start of the year, there were delays within Development and Regeneration and only 93.09% were completed within 10 days. The issue was addressed and performance has increased in each subsequent quarter.

Please detail corrective action to be undertaken:

The issues arising were addressed through improved communication between the units and improved work planning in Development and Regeneration.

Action planned in next financial year:

Whilst this is no longer a BVPI for 06/07, it is one of the indicators within the CPA performance information set for use in the analysis of service performance information. The Land Charges function will still continue and liaison will continue with the relevant departments to ensure performance is maintained.

Potential options to improve access to the software have been identified. Officers from Development and Regeneration and IT are working to identify the best option and how best to implement it.

Please give an objective assessment as to whether the end target will be met:

Performance is cumulative. Once the target has been missed, the year- end target cannot be achieved.

Action Plan Owner: Claire Hallwood
Unit: Legal Services
Contact Number:

Date: 23 May 2006

**CHORLEY B.C. PERFORMANCE MANAGEMENT
ACTION PLAN****COMMENTS ON SPECIFIC INDICATORS****Missing Data****Environment BVPIs****BV199d.05 Environmental Cleanliness – Flytipping**

This is a new indicator, introduced for 2005/06. The ODPM definition states that performance is measured on baseline data gathered from the previous year. As this is a new indicator, a performance grade will not be available until after April 2007. In the interim, a spreadsheet is being developed to allow Local Authorities to monitor their own performance, which is to be made available through the DEFRA and Flycapture websites, but is as yet unavailable. The return for the Audit Commission for this indicator will be calculated and sent to authorities by DEFRA.

Further Information

For further information, please contact:

Jenny Rowlands Ext 5248, Lindsay Parr Ext 5341, Sarah Dobson Ext 5325.



Business Plan Monitoring Statements



**JANUARY TO MARCH 2006
FOR OVERVIEW AND SCRUTINY
COMMITTEE**



**BUSINESS PLAN MONITORING STATEMENTS
JANUARY – MARCH 2006**

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Note of Clarification

Business Plan Monitoring Statements:

The Business Plan Monitoring Statements report progress against the key actions included in Unit Business Plans for 05-06. They also include monitoring of key performance indicators.

Key Performance Indicators:

Each Unit has identified a set of 'key' Performance Indicators (PIs) in their 2005-06 Business Plan. These PIs measure at least one of the Unit objectives and/or the corporate priorities, and are intended to give an overall indication of how the Unit is performing.

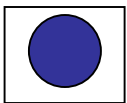
Each PI has a target set for the year. The variation of the actual performance from the target generates an alert symbol, as described below. The IT system used for monitoring also looks at performance between reporting periods to see whether it is improving, getting worse or staying the same. Again, the symbols are shown below.

Symbols

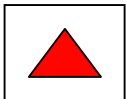
Symbols and colours are used to provide a quick guide to see how Service Units are performing against Key Performance Indicators:



= Green Performance is better than target and the tolerances set for this indicator KPI



= Blue Performance is better than target and the tolerances set for this indicator KPI



= Red Performance is worse than target and the tolerances set for this indicator KPI

Symbols are also used to show whether performance is improving between reporting period or not. The performance at March 2005 is compared with performance at March 2006.



= Performance is improving between reporting periods, a lower figure is better.



= Performance is improving between reporting periods, a higher figure is better.



= Performance is getting worse between reporting periods, a lower figure is better.



= Performance is getting worse between reporting periods, a higher figure is better.



= Performance is the same as last period.

For further information on the way in which Performance Symbols are calculated please contact Jenny Rowlands (01257 515248) or Lindsay Parr (01257 515341) or Sarah Dobson (01257 515325) in Policy and Performance Directorate.

BUSINESS PLAN MONITORING STATEMENT FOR THE CORPORATE AND POLICY SERVICES UNIT

FOR THE PERIOD – JANUARY TO MARCH, 2006

1. KEY MESSAGES

The Council’s recent Direction of Travel Statement highlighted the good progress made in 2005/06. In particular:

- The new strategic framework which has been put in place with **new Community and Corporate Strategies**. This framework is seen to address many of the weaknesses identified by the Council’s CPA in November 2003 particularly around ambition, prioritisation and ownership. The new framework also provides a very solid foundation on which to achieve further improvement in our performance management arrangements during 2006/07.
- **Business Planning**. We now have a very robust business planning process which is closely integrated with our financial and risk management processes.
- To support delivery of the new Community Strategy a new structure has been approved for the **Chorley partnership** (our LSP) which will support the Council’s community leadership role and better position it to make a difference for the Chorley Community.

2005/06 was also a successful year for our Community Safety Partnership and Multi-Agency Problem Solving (MAPS) team with targets achieved in respect of burglary, vehicle crime, violent crime and robbery. Particularly pleasing are the significant reductions achieved in rates of criminal damage. Our most recent assessment by GONW indicates that we have a “very good” chance of achieving the targets they have set us for 2008.

The Units budget outturn for 2005/06 was within the original cash budget.

The Unit has 10 key performance indicators and performance can be summarised as follows:

	CURRENT POSITION
Number of green KPI’s	0
Number of blue KPI’s	7
Number of red KPI’s	2
Number of KPI’s not yet measured	1*

**Anti-Social Behaviour: Due to changes in reporting practices by Lancashire Police levels of ‘juvenile nuisance’ are not now reported. The change has introduced a broader category of ‘anti-social behaviour’ and the baseline will be collected this year (05/06). This information will be used to set targets from 2006/07.*

The two indicators showing ‘red’ , i.e. unlikely to achieve target, are:

- Sickness absence – we have had two employees who on long term sick leave. The sickness absence procedure has been adhered to but these were unavoidable absences.
- Overall satisfaction with the Council – this is a once a year survey. Efforts are being made to understand the results so that improvements can be achieved in 2006/07.

2. **BUDGET UPDATE**

Budget outturn is currently being finalised. The information will be made available at the next meeting of the Panel.

3. **SERVICE DEVELOPMENTS**

The majority of key tasks identified in the Units business plan for 2005/06 have been achieved. In addition to the activities referred to in the key messages above other notable achievements have included:

- provision of extensive business planning support to all the Council's service units
- roll out of Performance Plus and publication of quarterly monitoring reports on theloop
- support to the Overview and Scrutiny process including the introduction of complaints monitoring information
- publication of a revised Race Equality Scheme with guidance and training on equality impact assessments
- an approach to consultation which is inclusive of all sections of the Chorley community
- practical community safety initiatives including alley gates and CCTV

The only key task which has slipped is the review of the Consultation and Engagement Strategy. This task was not completed during 2005/06 and has been rolled forward as a key project for 2006/07. The reason for the slippage is primarily the links with other initiatives which have been identified during the year. These include the area forum pilot and developments around neighbourhood management. It was important that these initiatives were aligned and that one didn't prejudice the others.

The Local Area Agreement (LAA) occupied a significant amount of time which wasn't envisaged at the beginning of the year. The LAA is now signed and attention has turned to a focus on action planning and arrangements for performance management.

4. **PERFORMANCE AGAINST UNIT KEY PERFORMANCE INDICATORS, BEST VALUE PI's AND LOCAL INDICATORS**

Performance against Unit KPI's is summarised in the attached sheets and comments are provided above in relation to the two 'red' indicators.

The Unit is responsible for collecting and reporting ten Best Value Performance Indicators. Of these 9 either exceeded or achieved target (i.e. green or blue symbols) while only one didn't achieve target. This was the 'Overall satisfaction with the Council' indicator which is referred to in the key messages above.

To assist in the management of the Units activities I also have a series of local performance indicators. Of these local indicators there is one which I should bring to the attention of Members. As part of the complaints process we measure the average time taken to respond to Ombudsman complaints. Our performance in 2004/05 was 23.4 days which represented a significant improvement on 2003/04 (45 days). Unfortunately in 2005/06 our performance has dipped slightly to 29.1days. I will present a report to Overview and Scrutiny on this issue in the near future.

5. CONCLUSION

This was a very good year for C&PS with some long term projects and initiatives bearing fruit particularly in respect of our strategic planning framework. This will be the last report under the old structure with C&PS being replaced by the new Policy and Performance Directorate and Community Safety transferring to the Streetscene, Neighbourhoods and Environment Directorate. I believe the work completed by the unit this year provides a very solid foundation for the new directorates to build on in working towards our next comprehensive performance assessment.

Signature: *Tim Rignall*

HEAD OF CORPORATE AND POLICY SERVICES

CPS Corporate and Policy Services Unit KPIs 05-06, Plan: Target, View Date: 2006-03-31

CP Unit Key Performance Indicators Monthly								
Unit Key Performance Indicators	Jan-06	Feb-06	Mar-06	Year to Date Perf	Year to Date Target	Year to Date Perf vs Target	Change in Perf	Year End Target
CP003 All Crime Per1000 Population	5.53	4.59	5.41	71.53	77.16			77.16
CP011 Anti Social Behaviour	?	?	?	?	?			?
CP BV12 Corp & Pol sickness absence	12.97	14.73	17.37	17.37	8.90			8.90

CP Unit Key Performance Indicators Annual			
	Year End Perf	Year End Target	Year End Perf v/s Target
CP001 % Satisf'n Partic'n opps for Council	27.00	27.00	
CP002 % Feel people get on well in Chorley	87.00	87.00	
CBC013 % BVPI's which are improving on previous year.	57.00	57.00	
CBC015 % 'fairly safe' or 'very safe'	82.00	82.00	
CBC016 % satisfcn boro as place to live	84.00	84.00	
BV003 % Satisfaction - council overall	53.00	72.00	
BV004 % Satisfaction -complaint handling	35.00	36.00	

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