

# OVERVIEW AND SCRUTINY COMMITTEE

## CPA – ACHIEVING EXCELLENCE INQUIRY

### Background

At the last meeting of the Overview and Scrutiny Committee on 8<sup>th</sup> November, in order to inform the Committee's Inquiry into the Council's performance against the key lines of enquiry for CPA and the Direction of Travel, the Director of Policy and Performance gave a presentation on the Council's progress since the last CPA in 2003 when the Council was rated "fair" and highlighted the areas in the new CPA Key Lines of Enquiry where Chorley Borough Council needs to focus attention if we are to achieve excellent status at a future re-assessment.

Following the presentation, the Director of Policy and Performance was asked to produce for the next meeting a short note setting out the five areas of focus, current and planned activity within these areas and any areas for improvement which have yet to be addressed. Using the information, the Overview and Scrutiny Committee would then consider setting up a limited number of sub-groups to examine over the next few months each area, and report back findings and recommendations to the main committee.

The attached tables set out the information for the five areas of focus as outlined above. Given the wide range of areas and the impact this could have on the size and depth of this inquiry, in order to keep the workload manageable for Members, the end column proposes a way forward and highlights the areas where Members may want to concentrate their efforts in order to maximise the impact of the inquiry within the timescales available.

### For Consideration

At the Overview and Scrutiny Briefing meeting on 30<sup>th</sup> November, the attached tables were discussed with the Chair and Vice-Chair of the Committee and as a consequence it is recommended to the Committee that two sub-groups are set-up to look at three of the five areas.

The first sub-group would focus on Equality and Diversity and in line with the suggested way forward would meet approx 3 times between beginning of January and mid-February, reporting back findings and recommendations to the February committee. At the meetings of the sub-group we would look to bring forward a representative from DIALOG to share with members best practice on other districts approaches to Diversity and Equality based on an extensive pilot programme in this area and if possible arrange for a member visit to a District Council recognised for their work on equality and diversity e.g. Staffordshire Moorlands District Council.

The second sub-group would take on the other two areas. Under the area of Capacity the sub-group would look at the issue of being more explicit re non-priorities and under the area of Achievement consider how we can further strengthen the scrutiny function taking on board the areas outlined in the recent Government White Paper in particular, how we achieve better and more meaningful community involvement in the scrutiny process. Again it is proposed the group meets approx. three times between the beginning of January and Mid-February and appropriate external people from key organisations i.e. IDeA and the Centre for Public Scrutiny will be invited to attend along with if possible, representative's from other District Council's (members and officers) who are doing well in these areas.

With regards to the other two areas of focus, the issues re Neighbourhoods and Communities are currently being addressed via a separate Inquiry by the Environment and Community Panel into Neighbourhood Working and the Partnership Working and Community Leadership issues are

already a key focus of the Council and as such, there will be an opportunity following a possible LSP Peer Review next Summer for the Overview and Scrutiny Committee to undertake a scrutiny of the findings as part of their work programme for 2007/08.

A draft membership for each sub-group will be tabled at the Overview and Scrutiny meeting on 4<sup>th</sup> December for consideration and amendment as appropriate. Prior to the meeting members are asked to consider the information within the attached tables, particularly the areas which will be covered by the two sub-groups and also consider their availability over the coming few months to attend the sub-group meetings.

## CPA – INQUIRY

AREAS OF FOCUS	CURRENT AND PLANNED ACTIVITY	AREAS TO BE ADDRESSED	SUGGESTED FOCUS FOR DISCUSSION
<p><b><u>Partnership Working and Community Leadership</u></b></p> <ul style="list-style-type: none"> <li>• Demonstrate effective outcomes through partnership working eg LAA.</li> <li>• The LSP is more effective as an agent of change and delivery</li> <li>• Sharper focused Community Strategy realising key tangible and sustainable outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>• Attending LAA meetings and events and seeking to influence outcomes – on-going</li> <li>• Involved in shaping the work programme of the Lancashire Locals – December 2006.</li> <li>• Leading two-tier pathfinder bid for Lancashire – Submission - 25 January 2007.</li> <li>• Re-organised the Chorley Partnership Structure in June 2006 and establishing the new theme groups and developing action plans by March 2007</li> <li>• Currently developing measures and targets for the Community Strategy.</li> <li>• Possible investment in LSP to lever in additional resources and if necessary match fund external funding bids.</li> <li>• Update Community Strategy Summer/Autumn 2007.</li> <li>• Possible LSP Peer review – Summer 2007.</li> <li>• Pursuing Amber-Green status for the LSP by March 2009.</li> </ul>	<ul style="list-style-type: none"> <li>• Raise profile of the LSP and publicise the role of, and the outcomes from the partnership within the Council to Members and Officers, and to the public.</li> <li>• Respond to the forthcoming guidance on Sustainable Strategic Partnerships expected Spring 2007.</li> <li>• Involvement in the LAA refresh in 2007/8</li> </ul>	<ul style="list-style-type: none"> <li>• Given that the LSP is just beginning to implement the revised structure and new way of working and is likely to be subject to an IDeA Peer Review in Summer 2008, there will be an opportunity as part of next years O&amp;S work programme to scrutinise the findings of that review and make further recommendations.</li> <li>• However, if Members feel they would like the opportunity to explore this area now, consideration could be given to learning from other successful district LSP's e.g. Rossendale and South Ribble re: <ul style="list-style-type: none"> <li>• Effective partnership working.</li> <li>• Key factors in achieving outcomes.</li> <li>• Raising the profile and understanding of the LSP and its impact with all stakeholders.</li> <li>• Strengthening links with County LSP's, Lancashire Locals and Parishes.</li> </ul> </li> </ul>

AREAS OF FOCUS	CURRENT AND PLANNED ACTIVITY	AREAS TO BE ADDRESSED	COMMENTS/CONSIDERATIONS
<p><b><u>Neighbourhoods and Communities</u></b></p> <ul style="list-style-type: none"> <li>Develop our approach to effective consultation and engagement with our Neighbourhoods and Communities.</li> <li>More strategic and co-ordinated approach to consultation. Regularly consult local people to understand their views, needs and desires.</li> <li>Effectively communicate our priorities and use feedback to inform our decisions re priorities and service delivery improvements.</li> </ul>	<ul style="list-style-type: none"> <li>Introduction of 4 community forums across the borough in 2007.</li> <li>Current inquiry by the Environment and Community Overview and Scrutiny Panel into Neighbourhood Working - Action Plan by April 2007.</li> <li>Consultation Strategy to be revised and Consultation Action Plan developed by April 2007.</li> <li>Continue "You Said, We Did."</li> <li>New website by April 2007.</li> <li>Communication Strategy and Action Plan in place by March 2007.</li> <li>Budget consultation in January/February 2007.</li> </ul>	<ul style="list-style-type: none"> <li>Development of Community Plans for Forum areas.</li> <li>Possible "Chorley debate" with local people re Feedback to inform future priorities.</li> </ul>	<ul style="list-style-type: none"> <li>The majority of this area of focus is being considered as part of the Neighbourhood Working Inquiry.</li> </ul>

AREAS OF FOCUS	CURRENT AND PLANNED ACTIVITY	AREAS TO BE ADDRESSED	COMMENTS/CONSIDERATIONS
<p><b><u>Capacity</u></b></p> <ul style="list-style-type: none"> <li>• Demonstrate that our ambitions are realistic and that we can deliver what we have set out to achieve.</li> <li>• Make more explicit what are not our priorities and why.</li> </ul> <p><b><u>Achievement</u></b></p> <ul style="list-style-type: none"> <li>• Corporate planning and performance management is embedded and is integrated with the management of resources.</li> <li>• Deliver the key outcomes in the Community and Corporate Strategies.</li> <li>• Scrutiny is rigorous and challenging and can evidence improvement in service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>• Agreed Corporate Strategy - Dec 2007.</li> <li>• Robust Project and performance management arrangements in place to monitor delivery.</li> <li>• Exploring partnership working opportunities.</li> <li>• Seeking IIP recognition.</li> <li>• Strengthening approach to performance management through introduction of performance roundtables Dec 2006.</li> <li>• Revising business planning process to strengthen financial integration for application from April 2006.</li> <li>• Scrutiny improvement plan in place.</li> <li>• Scrutiny work programmes in place.</li> <li>• Introduced public speaking at committees.</li> <li>• Scrutiny holding officers/Members to account for performance.</li> </ul>	<ul style="list-style-type: none"> <li>• Making more explicit what are not our priorities and why.</li> <li>• More evidence of where scrutiny had made a tangible difference/improved outcomes.</li> <li>• More community involvement in scrutiny.</li> </ul>	<ul style="list-style-type: none"> <li>• Consider focusing on the issue of non-priorities. Look at where other Councils have achieved this and the approach they have taken.</li> <li>• Consider focusing on how we can further strengthen our approach to scrutiny taking on board the areas within the White Paper and in particular how we achieve better and meaningful community involvement in the scrutiny process.</li> </ul>

AREAS OF FOCUS	CURRENT AND PLANNED ACTIVITY	AREAS TO BE ADDRESSED	COMMENTS/CONSIDERATIONS
<p><b><u>Equality and Diversity</u></b></p> <ul style="list-style-type: none"> <li>Have clear information (service needs and satisfaction) across all our diverse communities which is used to make informed decisions about service delivery.</li> <li>Evidence we are making a measurable difference for those most disadvantaged.</li> <li>Commitment to and achievement of the National Equality Standard.</li> </ul>	<ul style="list-style-type: none"> <li>Equality Scheme published in December 2006.</li> <li>Work commencing Jan 2007 to secure Level 3 of the Equality Standard by 2009.</li> <li>Some baseline data available re needs and satisfaction eg MORI survey, Contact Centre.</li> <li>A range of diversity forums exist.</li> <li>New CRM system expected in 2007.</li> <li>Re-vamping the make-up and role of the Community Cohesion and Diversity Incidents Panel.</li> <li>Undertake Equality Impact Assessments on all new and existing policies and functions by March 2009.</li> <li>Some measures in place in the Community Strategy to demonstrate we are making a difference.</li> </ul>	<ul style="list-style-type: none"> <li>Equality, Diversity and Community Cohesion Strategy required.</li> <li>Develop the GIS tool available in Planning and map service delivery, demographic and IMD information etc.</li> <li>Develop further mechanisms to engage all our communities, particularly hard to reach groups (linked to Consultation Strategy).</li> <li>Identify better mechanisms and measures to demonstrate we are making a difference for those most at disadvantage.</li> <li>Raise awareness of the broad agenda regarding diversity with officers, partners etc.</li> </ul>	<ul style="list-style-type: none"> <li>Consider learning from a successful district with a Level 3 Equality Standard eg Chester and/or Staffordshire Moorlands re their approach.</li> <li>To engagement and consultation.</li> <li>Urban and Rural issues and removing barriers/changing perceptions.</li> <li>Satisfaction and service needs data across all communities.</li> <li>Measuring the impact their work in this area is having on communities most at disadvantage.</li> <li>Achieving Level 3 of Equality Standard given capacity issues in a district.</li> <li>Invite a member from the DIALOG team (IDeA) to meet with members and share their experience of the Diversity in the Districts pilot project (37 districts participated), providing advice and guidance on good practice in this area.</li> </ul>