

Executive Cabinet

Agenda and Reports

For consideration on

Thursday, 4th October 2007

In the Council Chamber, Town Hall, Chorley

At 5.00 pm



PROCEDURE FOR PUBLIC QUESTIONS/SPEAKING AT EXECUTIVE CABINET MEETINGS

- Questions should be submitted to the Democratic Services Section by midday, two working days prior to each Executive Cabinet meeting to allow time to prepare appropriate responses and investigate the issue if necessary.
- A maximum period of 3 minutes will be allowed for a question from a member of the public on an item on the agenda. A maximum period of 30 minutes to be allocated for public questions if necessary at each meeting.
- The question to be answered by the Executive Member with responsibility for the service area or whoever is most appropriate.
- On receiving a reply the member of the public will be allowed to ask one supplementary question.
- Members of the public will be able to stay for the rest of the meeting should they so wish but will not be able to speak on any other agenda item upon using their allocated 3 minutes.

Chief Executive's Office

Please ask for: Gordon Banks
Direct Dial: (01257) 515123
E-mail address: Gordon.banks@chorley.gov.uk
Date: 25 September 2007

Chief Executive: Donna Hall

Chorley
Council

Town Hall
Market Street
Chorley
Lancashire
PR7 1DP

Dear Councillor

EXECUTIVE CABINET - THURSDAY, 4TH OCTOBER 2007

You are invited to attend a meeting of the Executive Cabinet to be held in the Council Chamber, Town Hall, Chorley on Thursday, 4th October 2007 at 5.00 pm.

AGENDA

1. **Apologies for absence**
2. **Declarations of Any Interests**

Members are reminded of their responsibility to declare any personal interest in respect of matters contained in this agenda. If the interest arises **only** as result of your membership of another public body or one to which you have been appointed by the Council then you only need to declare it if you intend to speak.

If the personal interest is a prejudicial interest, you must withdraw from the meeting. Normally you should leave the room before the business starts to be discussed. You do, however, have the same right to speak as a member of the public and may remain in the room to enable you to exercise that right and then leave immediately. In either case you must not seek to improperly influence a decision on the matter.

3. **Minutes (Pages 1 - 8)**

To confirm as a correct record the minutes of the Executive Cabinet held on 6 September 2007 (enclosed).

4. **Public Questions**

Members of the public who have requested the opportunity to ask a question(s) on an item(s) will be asked to put their question(s) to the respective Executive Member(s). Each member of the public will be allowed to ask one supplementary question within his/her allotted three minutes.

EXECUTIVE LEADER'S ITEMS (INTRODUCED BY THE EXECUTIVE LEADER, COUNCILLOR P GOLDSWORTHY)

5. **Consideration of the Forward Plan (Pages 9 - 14)**

To receive and consider the Council's Forward Plan for the four months period commencing 1 October 2007 (enclosed).

Continued....

6. **Chorley Profile - A State of the Borough Report - August 2007 (Pages 15 - 64)**

Report of Corporate Director (Business) with attached Chorley Profile document (enclosed).

CORPORATE POLICY AND PERFORMANCE ITEMS (INTRODUCED BY THE EXECUTIVE MEMBER, COUNCILLOR MRS P CASE)

7. **The Annual Refresh of the Corporate Strategy for 2007/08 - 2009/10 (Pages 65 - 72)**

Report of Assistant Chief Executive (Policy and Performance), with attached draft Strategy document (enclosed).

8. **Revised Corporate Equality Scheme (Pages 73 - 96)**

Report of Assistant Chief Executive (Policy and Performance), with attached draft Equality Scheme (enclosed).

9. **Consultation and Participation Strategy, 2007/08 (Pages 97 - 110)**

Report of Assistant Chief Executive (Policy and Performance), with attached draft Strategy (enclosed).

RESOURCES ITEMS (INTRODUCED BY THE EXECUTIVE MEMBER, COUNCILLOR A CULLENS)

10. **Capital Programme, 2007/08 - Monitoring (Pages 111 - 118)**

Report of Assistant Chief Executive (Business, Transformation and Improvement) (enclosed).

11. **Value for Money Self Assessment (Pages 119 - 162)**

Report of Assistant Chief Executive (Business, Transformation and Improvement) (enclosed)

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

13. **Exclusion of the Public and Press**

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

CORPORATE POLICY AND PERFORMANCE ITEMS (INTRODUCED BY THE EXECUTIVE MEMBER, COUNCILLOR MRS P CASE)

14. **Mid-Term Progress Report on the Performance of the Council's Key Partnerships (Pages 163 - 176)**

Report of Assistant Chief Executive (Business Transformation and Improvement) (enclosed).

RESOURCES ITEM (INTRODUCED BY THE EXECUTIVE MEMBER, COUNCILLOR A CULLENS)

15. **Restructure of Human Resources (Pages 177 - 182)**

Report of Corporate Director of Human Resources (enclosed).

ECONOMIC DEVELOPMENT AND REGENERATION ITEM (INTRODUCED BY EXECUTIVE MEMBER COUNCILLOR P MALPAS)

16. **Core Strategy Issues and Options Paper 2 (Pages 183 - 234)**

Report to the Joint Meeting of Chorley, Preston and South Ribble Local Development Framework Working Groups

Yours sincerely



Chief Executive

ENCS

Distribution

1. Agenda and reports to all Members of the Executive Cabinet, Lead Members and Chief Officers 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

01257 515823

کیجئے:

This page is intentionally left blank

Executive Cabinet**Minutes of meeting held on Thursday, 6 September 2007**

Present: Councillor Peter Goldsworthy (Executive Leader in the Chair), Councillor Pat Case (Deputy Leader of the Council) and Councillors Eric Bell, Alan Cullens, Peter Malpas and Mark Perks

Also in attendance:

Lead Members: Councillors Mrs Marie Gray (Lead Member for Town Centre), Harold Heaton (Lead Member for Development Control), Geoffrey Russell (Lead Member for Finance) and Rosie Russell (Lead Member for Health and Older People)

Other Members: Councillors Ken Ball, Henry Counce, David Dickinson, Dennis Edgerley, Kevin Joyce and Laura Lennox

07.EC.91 APOLOGIES FOR ABSENCE

An apology for absence was submitted on behalf of Councillor John Walker.

07.EC.92 DECLARATIONS OF ANY INTERESTS

There were no declarations of interest by any of the Executive Members in any of the agenda items.

07.EC.93 MINUTES

The minutes of the meeting of the Executive Cabinet held on 9 August 2007 were confirmed as a correct record for signature by the Executive Leader.

07.EC.94 PUBLIC QUESTIONS

The Executive Cabinet had not received any requests from members of the public to ask a question(s) on any of the meeting's agenda items.

07.EC.95 SPORTS VILLAGE - FEASIBILITY STUDY

The Director of Leisure and Cultural Services submitted a report introducing the findings of a feasibility study into the development of a Sports Village project in the Borough. The study had been undertaken by Strategic Leisure Limited on the Council's behalf and funding from the North West Development Agency.

The Executive Leader welcomed Mr P Woodland from Strategic Leisure who had been invited to the meeting to make a short presentation on the outcome of the feasibility study.

Mr Woodland outlined the Consultant's approach and methodology in conducting the research, which had assessed the need for a Sports Village and considered the location, scale and facility mix of the facility if the concept was to be developed in the Chorley Borough.

The report had, however, identified the following issues which would impact significantly on plans to progress the initiative:

- The development of a Sports Village was not currently included in either the Borough's Community Strategy or Corporate Strategy, nor was it a strategic

objective of major partner organisations. The diversion of resources to the project would impede delivery of other key priorities.

- The capital costs for the project had been envisaged at approximately £10m, with annual revenue costs of around £300,000. The Council was not currently in a position to commit funding on that scale and potential external funding from other sources could not be guaranteed.

Consequently, both the Consultants and the Officers had not recommended pursuance of the project at the present time. However, the Consultant's report had also identified the following actions that could be explored as a prerequisite to any further re-examination of the project:

- Establish the position of Chorley Football Club;
- Conclude the PPG17 audit and assessment of open space;
- Undertake a Playing Pitch Assessment and Strategy;
- Develop a Sport and Leisure Facility Strategy;
- Include the Sports Village proposal in the Local Plan;
- Undertake a more detailed site assessment;
- Await the outcome of the evaluation and appraisal of the Orford Park Development scheme;
- Establish a Partnership for the project.

The Director of Leisure and Cultural Services confirmed that the Officers would review the suggestions with respective Executive Members and include them in future Directorate Improvement Plans, as appropriate.

Decision made:

That the Sports Village project be not currently progressed owing to a lack of either capital or revenue funding and the lack of any identified strategic content.

Reason for decision:

The revenue and capital costs of the proposed project would, if it were to proceed, have a significant impact on the Council's revenue and capital budgets. There is no local strategic context for the project. If it were to proceed, the Council and its partners would need to revisit all other previously agreed priorities. This course of action is not considered to be appropriate in the light of the feasibility study.

Alternative option(s) considered and rejected:

The alternative option to progress the project has been rejected on financial and strategic grounds.

07.EC.96 FORWARD PLAN

The Executive Cabinet received the Council's Forward Plan setting out details of the potential key decisions to be made by the Executive Cabinet or individual Executive Members during the four months period commencing 1 September 2007.

The Members noted that the Overview and Scrutiny Committee had requested the officers to ensure that the Environment and Community Overview and Scrutiny Panel would be consulted during the preparation of the draft Streetscene Strategy document.

Decision made:

That the September Forward Plan be noted.

07.EC.97 THE CHORLEY PARTNERSHIP - PROGRESS REPORT

The Executive Cabinet received a report from the Director of Policy and Performance (Assistant Chief Executive) on the progress of recent endeavours to improve the structure and effectiveness of Chorley Partnership (the Local Strategic Partnership for Chorley).

The membership of the Board had been expanded to 40 representatives of the public, private, voluntary, community and faith sectors and the report outlined the initiatives currently being pursued by the Partnership (eg the projects being taken forward by the LSP's Theme Groups with LSP and partner funding; a re-fresh of the Community Strategy; a quarterly newsletter; and a revamp of the Chorley Partnership website). The future challenges facing the Partnership included the publication of the Community Strategy and Action Plan; the development of performance management; and preparations for the impending IDeA Peer Review of the LSP.

In answer to a Member's query, the Director confirmed that the Borough Council had invested £85,000 capital pump priming into the LSP projects, which had attracted an additional investment of around £330,000 from other sources.

The Members acknowledged the positive progress that had been made in the development of the LSP, which would strengthen the Council's bid for Comprehensive Area re-Assessment in 2008.

Decision made:

That the report be noted.

07.EC.98 A SUSTAINABLE COMMUNITY STRATEGY FOR CHORLEY, 2007 - 2025

The Director of Policy and Performance (Assistant Chief Executive) submitted a report seeking Members' comments on the draft re-fresh of the Community Strategy, now re-branded by the Government as the Sustainable Community Strategy for Chorley for 2007-2025.

The new Strategy had been developed around the base of the existing Strategy, whilst taking account of the improved LSP structure, new priorities and the need to coincide with the refreshed County-wide Strategy 'Ambition Lancashire'. The amended Sustainable Community Strategy was to be developed around the following five key priorities under which a series of objectives and indicators would be identified:

- Ensuring that Chorley is the pulse of a thriving central Lancashire economy;
- Improving life chances for all;
- Development local solutions to global climate change;
- Developing the character and feel of Chorley as a good place to live, work and play;
- Building Stronger Communities with improved access to services.

The Executive Member for Corporate Policy and Performance explained that the revised Strategy had been developed by the Chorley Partnership following an extensive consultation exercise, which included a series of workshops with LSP partners. The Strategy document was due to be presented for endorsement to the Chorley Partnership Board on 13 September 2007. The Director of Policy and Performance (Assistant Chief Executive) indicated, however, that a presentation on the Sustainable Community Strategy would be given to the Local Development Framework and Community Strategy Working Group at its next meeting on 20 September 2007, to which all Councillors would be invited.

Decision made:

That the re-freshed Sustainable Community Strategy for Chorley for 2007-2025 be noted and that any comments received from Members be reported to the 13 September 2007 meeting of the Chorley Partnership Board.

Reason for decision:

In order to ensure that the Council Members' views are able to be taken into account before the Strategy is considered by the Chorley Partnership Board.

Alternative option(s) considered and rejected:

None.

07.EC.99 CHORLEY LOCAL DEVELOPMENT FRAMEWORK - SUSTAINABLE RESOURCES DEVELOPMENT PLAN - SUBMISSION DOCUMENT

The Executive Cabinet received and considered a report of the Director of Development and Regeneration seeking endorsement of the Sustainable Resources Development Plan document to be submitted to the Government as the first policy document within Chorley's new Local Development Framework.

The Development Plan had been compiled and refined following a series of consultation exercises. The Borough was well placed to contribute to the reduction of the impact of climate change and the document aimed, through the development control process, to achieve more sustainable methods of construction of developments which would reduce carbon emissions and enable renewable energy generation across Chorley

A further six weeks' consultation period would commence following the submission of the documents to the Government, during which time formal representations could be made, with objectors having the right to appear at a public hearing before an independent Inspector. Ultimately, the Inspector's recommendations on the document would be binding.

Decisions made:

That the Council be recommended:

(a) to approve the Sustainable Resources Development Plan document in the form presented for submission to the Government, subject to two minor textual changes and to the Director of Development and Regeneration being delegated with authority to make minor textual and presentational amendments to the document;

(b) to grant delegated power to the Director of Development and Regeneration to approve minor amendments to the Development Plan document during the examination stage.

Reason for decisions:

The Submission Document requires approval by the Executive Cabinet and the full Council to comply with the Development Plan Regulations. Approval of the Development Plan Document and the granting of delegated authority to make minor amendments would enable progress on the Corporate Strategy key project to comply with the published timetable.

Alternative option(s) considered and rejected:

The only alternative open to the Council is not to proceed with the Submission Document. However, this course is not justified by the need to address climate change issues and the potential role the Council can play.

07.EC.100 STRATEGIC HOUSING PRIORITIES

The Executive Cabinet received and considered a report of the Director of Development and Regeneration on the strategic key priorities to be addressed by the Strategic Housing Team established in the wake of the transfer of the housing stock to Chorley Community Housing in March 2007.

The report identified and commented on each of the priority areas and objectives. Detailed action plans for each work area were currently being devised to take account of collected data on the local and sub-regional housing market.

The principal focus of Members' discussions centred on the following two priority areas:

(a) Homelessness and Housing Options

Concern had been expressed at the increasing use of bed and breakfast accommodation and the frequency of judicial challenges to the Council on decisions on applications from homeless applicants. The Overview and Scrutiny Committee had requested the preparation of a report analysing the homelessness statistics to explain the principal causes of homelessness and general data on applicants.

A Housing Options Partnership Strategy Group had been formed to address the current issues, including the review of the policies and procedures used for the determination of applications from homeless people.

(b) Affordable Housing

The report commented on the factors influencing the difficulties in providing sufficient numbers of affordable housing units to meet increasing demands for social rented accommodation and home ownership.

Members discussed the feasible means of bringing vacant private sector houses back into residential use and, in response, to a Member's enquiry on the possible use of Council owned land for future development, the Executive Member for Resources confirmed that a review of Council owned assets was currently underway.

The Director also confirmed that the Strategic Housing Manager had been tasked with examining creative and innovative ways of increasing the provision of affordable housing units throughout the Borough.

The report also outlined the proposals to establish a Chorley Strategic Housing Partnership between all key stakeholders to monitor the delivery of the existing Housing Strategy's objectives and to inform the development of a new strategy for 2009-2012.

Decision made:

That the report be noted.

07.EC.101 CAR PARKING STRATEGY

The Executive Cabinet considered a report of the Director of Streetscene, Neighbourhoods and Environment on means of providing additional car parking spaces in the town centre to meet the temporary shortfalls expected in 2008/09.

The construction of a new Register Office on part of the West Street Car Park and the proposed extension of Market Walk on part of the Flat Iron Car Park was likely to result in the loss of up to 271 spaces until the second phase of Market Walk was completed. The increase in parking spaces envisaged within the Market Walk development equated to around 560 spaces, which would more than offset the temporary losses.

However, in order to address the expected temporary loss of car parking spaces, the report put forward proposals aimed at increasing the number of car parking spaces in the town centre during the construction periods. A total of up to 307 extra spaces could be provided by a re-marking and reconfiguration of a number of town centre car parks and a reduction of the maximum short stay period on identified car parks.

Decisions made:

1. **That, subject to the completion of the necessary statutory processes, approval be given to the implementation of the following proposals to increase the capacity of town centre car parks.**
 - **By amendment of the relevant Traffic Regulation Orders, the reduction of the maximum stays on the remaining areas of the Flat Iron, Portland Street, Farington Street, St Mary's and West Street Car Parks to 3 hours, which will increase turnround, giving a benefit equivalent to approximately 60 short stay spaces.**
 - **Remarking the Portland Street Car Park, gaining around 35 spaces.**
 - **Remarking the Fleet Street Car Park, removing redundant fences and converting the former staff parking area to general use, providing 70 and 52 spaces respectively.**
 - **Developing feasible options for the Flat Iron Car Park and the remaining parking areas in consultation with interested parties.**
2. **That the Officers be authorised to implement the necessary statutory procedures to effect the above proposals.**
3. **That the works required to increase the capacity of the Fleet Street and Portland Street Car Parks at an estimated cost of £10,000 be implemented at an early date from unallocated Section 106 monies, subject to compliance with the Council's spending procedures.**

Reason for decisions:

The proposals represent the most efficient and cost effective measures to offset the envisaged temporary loss of car parking spaces in the town centre.

Alternative option(s) considered and rejected:

None.

07.EC.102 EXCLUSION OF PRESS AND PUBLIC

Decision made:

That the press and public be excluded from the meeting for the following item of business on the ground that it involves the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972.

07.EC.103 REFUSE AND RECYCLING CONTRACT - OPTIONS APPRAISAL

The Executive Cabinet considered a report of the Director of Streetscene, Neighbourhoods and Environment which outlined a number of options for a redesigned household refuse and recycling collection contract to commence on 1 April 2009 and sought instructions on the preferred options through which to progress the central procurement process.

A recent customer consultation exercise had concluded that there was widespread support for both the continuation of an alternate weekly collection service and for the re-designing of the recycling collection service to one that utilised a wheeled bin for recycled materials.

The Officers had recommended the selection of Option B identified in the report as the basis for further consultation and negotiation with potential bidders. The adoption of the recommended option was expected to assist the Council's achievement of the long term recycling target of 58% by 2015 and provide a service that would increase customer satisfaction levels.

An appendix to the report illustrated the relevant estimated costs associated with each of the identified options and a table within the report summarised the principal advantages and disadvantages associated with each option.

Decisions made:

- (1) That the refuse collection and recycling service to operate from 1 April 2009 be tendered on the basis of a 10 year contract life.**
- (2) That the service be tendered with a specification where Option B as identified on the submitted report is the preferred service design.**
- (3) That early market soundings be taken to judge the potential marketability of the service and likely competitive environment.**

Reason for decisions:

In order to pursue the ultimate delivery of a refuse and recycling collection service that will satisfy recycling targets and customer expectations.

Alternative option(s) considered and rejected:

Pursuance of identified Options A or C.

Executive Leader

This page is intentionally left blank

CHORLEY BOROUGH COUNCIL FORWARD PLAN FOR THE FOUR MONTH PERIOD 1 OCTOBER 2007 TO 31 JANUARY 2008

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.
3. As a matter of local choice, the Forward Plan also includes the details of any significant issues to be initially considered by the Executive Cabinet and submitted to the Full Council for approval.

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 Eric Bell	Executive Member for Streetscene, Neighbourhoods and Environment
Councillor Alan Cullens	Executive Member for Resources
Councillor Peter Malpas	Executive Member for Economic Development and Regeneration
Councillor Mark Perks	Executive Member for Health, Leisure and Well Being
Councillor John Walker	Executive Member for Customer, Democratic and Legal

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.

D Hall
Chief Executive

Publication Date: 18 September 2007

Details of the Decision to be taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date decision can be taken	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representation s may be made to the following officer by the date stated
Approval of the Council's revised Corporate Equality Scheme	Executive Cabinet	Executive Member for Corporate Policy and Performance	4 Oct 2007	Internal Stakeholders	Revised Equality Scheme to be circulated	Revised Equality Scheme Approval of the Council's revised Corporate Equality Scheme	Assistant Chief Executive (Policy and Performance) Tel: 01257 515323 lesley-ann.fenton@cho rley.gov.uk Monday. 24 September 2007
Approval of the Council's Corporate Strategy for 2007/08 - 2009/10	Executive Cabinet	Executive Leader	4 Oct 2007	Internal Stakeholders	Draft Strategy to be circulated	Corporate Strategy Approval of the Council's Corporate Strategy for 2007/08 - 2009/10	Assistant Chief Executive (Policy and Performance) Tel: 01257 515323 lesley-ann.fenton@cho rley.gov.uk Monday, 24 September 2007

Details of the Decision to be taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date decision can be taken	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 Council's Consultation and Participation Strategy, 2007/08	Executive Cabinet	Executive Member for Corporate Policy and Performance	4 Oct 2007	Internal and External Stakeholders	Draft Strategy to be circulated	Draft Strategy Approval of the Council's Consultation and Participation Strategy, 2007/08	Assistant Chief Executive (Policy and Performance) Tel: 01257 515323 lesley-ann.fenton@chorley.gov.uk Monday, 24 September 2007
Approval of the Council's Mid-Term Financial Strategy for 2007/08 - 2009/10	Executive Cabinet	Executive Member for Resources	15 Nov 2007	Internal Stakeholders	Draft Strategy to be circulated	Approval of the Council's Mid-Term Financial Strategy for 2007/08 - 2009/10	Assistant Chief Executive (Business Transformation and Improvement) Tel: 01257 515480 gary.hall@chorley.gov.uk Monday, 22 October 2007

Details of the Decision to be taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date decision can be taken	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representation s may be made to the following officer by the date stated
Approval of Pay and Workforce Strategy	Executive Cabinet	Executive Member for Resources	15 Nov 2007	Trade Union's, Staff Members, Staff Forum and Strategy Group	Draft Plan to be circulated and available for comments on the website	Draft Plan Approval of Pay and Workforce Strategy	Corporate Director of Human Resources Tel: 01257 5151 lorraine.charlesworth@chorley.gov.uk Monday, 22 October 2007
Approval of Neighbourhood Management and Engagement Strategy	Executive Cabinet	Executive Member for Streetscene, Neighbourhoods and Environment	15 Nov 2007	Internal and External Stakeholders	Draft Strategy	Report of the Director of Streetscene, Neighbourhoods and Environment Approval of Neighbourhood Management and Engagement Strategy	Director of Streetscene, Neighbourhoods and Environment Tel: 01257 515720 john.lechmere@chorley.gov.uk Monday 22 October 2007

Details of the Decision to be taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date decision can be taken	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representation s may be made to the following officer by the date stated
Approval of a Joint District and LCC Locality Plan for Chorley	Executive Cabinet	Executive Leader	6 Dec 2007	Internal and LCC Stakeholders	Draft Document to be circulated	Locality Plan Approval of a Joint District and LCC Locality Plan for Chorley	Assistant Chief Executive (Policy and Performance) Tel: 01257 515323 lesley-ann.fenton@chorley.gov.uk Monday, 12 November 2007
Approval of Streetscene Strategy Document	Executive Cabinet	Executive Member for Streetscene, Neighbourhoods and Environment	6 Dec 2007	Internal Stakeholders	Draft documentation to be circulated	Strategy Document Approval of Streetscene Strategy Document	Director of Streetscene, Neighbourhoods and Environment Tel: 01257 515720 john.lechmere@chorley.gov.uk Monday, 12 November 2007

Report of	Meeting	Date
Corporate Director (Business) (Introduced by the Executive Member for Economic Development and Regeneration)	Executive Cabinet	4 th October 2007

CHORLEY PROFILE – A STATE OF THE BOROUGH REPORT – AUGUST 2007

PURPOSE OF REPORT

1. To inform members of the publication of the 2007 Chorley Profile, which includes a wide range of updated social, environmental and economic information about the Borough, building upon the 2006 Profile.

RECOMMENDATION

2. That the report be noted.

EXECUTIVE SUMMARY OF REPORT

3. This report highlights some of the statistics and trends identified in the 2007 Chorley Profile. It focuses on areas where updated information and statistics have been produced, and highlights areas of strength and weakness for the Borough. It shows a Borough with a growing population, with generally high average household incomes, high educational standards, a crime rate below the Lancashire average, high employee jobs growth and high levels of business start-ups. However, the statistics also indicate that life expectancy, particularly for females, is lower than the national average, that liver disease is a significant problem, that house prices are increasing at a rate above the Lancashire and national averages and that median wage levels for people working in the Borough are low.

REASONS FOR RECOMMENDATION

4. To keep Members informed about the latest statistics and trends relating to the Borough.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

5. None.

CORPORATE PRIORITIES

6. This report relates to the following Strategic Objectives:

Put Chorley at the heart of regional economic development in the central Lancashire sub region	√	Improved access to public services	√
Improving equality of opportunity and life chance	√	Develop the character and feel of Chorley as a good place to live	√
Involving People in their Communities		Ensure Chorley is a performing Organisation	

BACKGROUND

7. A State of the Borough Report, known as the Chorley Profile, describing the Borough and outlining key statistics has been produced in 2004 and 2006. The 2007 Profile updates information in the 2006 edition. Whilst there is no statutory requirement to produce a Profile, it acts as a useful reference source and helps to inform the evidence base for the Local Development Framework. Members should all have received a personal copy of the 2007 Profile at the Full Council meeting on 18 September.

KEY FINDINGS OF THE PROFILE

8. The Profile includes a wide range of statistical and contextual information arranged around topics. In many areas little new information has been produced since the last Profile, so no updates have been made. This report highlights those areas where most new information has become available focussing on the topics of population, health, education, crime, housing and employment. Key findings are highlighted below:

9. Population

- The Borough population was estimated to be 103,700 in mid-2005, up from the mid-2004 estimate of 103,000.
- In 2005 the Borough had fewer children and elderly people than the national average, a similar proportion aged between 25 – 44 and a significantly higher proportion of people aged between 45 – 64.
- The total population of the Borough is expected to rise to 107,700 by 2010 and to 115,700 by 2020, with a significant increase in those aged 60 or over.
- Average gross household income levels in the Borough are higher than the Lancashire average, with the wards of Pennine, Clayton-le-Woods & Whittle-le-Woods and Brindle & Hoghton having some of the highest incomes in the county.
- Barclays Bank research ranks the Chorley parliamentary constituency as the 101st wealthiest constituency in England (out of 570 constituencies in total), indicating high levels of disposable income. This is a significant fall from the 2003 figure when Chorley was ranked 32nd, but probably largely results from changes to the cost of living factor used by Barclays, which is now less favourable for North West England.
- In 2004 just over 95% of the population were white British, which is considerably more than the English average. Other white groups, white Irish, Indians and Pakistanis all numbered between 500 and 1000 people.

10. Health, Education and Crime

- Male life expectancy is currently 76.1 years and female life expectancy 80 years, for those born between 2002 and 2004. The male figure is slightly below the England and Wales average, but the female figure is significantly below the national average.

- Chronic liver disease is a significant problem in the Borough – liver disease mortality is well above the national average and when compared to places with similar characteristics nationwide the rate in Chorley was worse than in any of these areas.
- Borough secondary schools achieve high levels of GCSE success with four of the six schools achieving pass rates above the national average in 2006.
- Domestic burglary, vehicle crime and violent crime rates are consistently lower than the Lancashire rates.

11. Housing and Employment

- There was a significant drop in the number of new houses built during 2006/07 when compared to 2005/06, with very few affordable homes completed.
- Average house prices rose from £148,468 to £169,184 between 2005 and 2006, which is a rise of 14%, exceeding the Lancashire and England and Wales averages.
- Over the period 1998 – 2005 Chorley experienced the highest rate of employee jobs growth of any district in Lancashire, particularly in the other business services, education and health & social services sectors. However, over the same period the number of employees in the manufacturing sector declined by 34%.
- The level of business start-ups was amongst the highest in Lancashire in 2006.
- In March 2007 the unemployment rate in the Borough was lower than the national average and lower than for Lancashire as a whole.
- In 2005 median annual earnings for people working in the Borough were £18,595 per annum, which was lower than the Lancashire figure of £20,224 and considerably lower than the national figure.

IMPLICATIONS OF REPORT

12. This report has no direct implications in the following areas.

Finance		Customer Services	
Human Resources		Equality and Diversity	
Legal			

JANE E MEEK
CORPORATE DIRECTOR (BUSINESS)

Background Papers			
Document	Date	File	Place of Inspection
Chorley Profile – A State of the Borough Report August 2007	August 2007		Civic Offices Union Street
Chorley Profile – A State of the Borough Report January 2006	January 2006		Civic Offices Union Street

Report Author	Ext	Date	Doc ID
Stephen Lamb	5282	07/09/07	CP Cabinet Report 07

This page is intentionally left blank



CHORLEY PROFILE
A State of the Borough Report
August 2007



This information can be made available to you in larger print or on audio tape, or translated into your own language. Please telephone 01257 515282 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 آپکی اپنی زبان میں بھی کیا جاسکتا ہے۔ یہ خدمت استعمال کرنے کیلئے براہ مہربانی اس نمبر پر ٹیلیفون

01257 515823

کیجئے:

CHORLEY PROFILE

A State of the Borough Report August 2007

CONTENTS

	Page Number
Introduction	1
1. Location and Physical Characteristics	2 - 3
2. History and Heritage	4 - 5
3. Population	6 - 9
4. Faith and Diversity	10
5. Environment	11 - 14
6. Health and Community	15 - 19
7. Education and Youth Development	20 - 22
8. Crime and Disorder	23 - 25
9. Housing	26 - 30
10. Employment	31 - 34
11. Transport	35 - 37
12. Shopping	38 - 39
13. Tourism, Culture, Sport and Leisure	40 - 42

INTRODUCTION

This Profile builds upon the 2006 Chorley Profile and includes updated information about a wide range of environmental, social and economic characteristics. It is hoped it will act as a useful reference source for Council staff and Members, external organisations, community groups and members of the public.

The Profile also forms part of the evidence base for the Local Development Framework, which will replace the current Local Plan.

The Profile has been produced by staff at the Borough Council with the assistance of local organisations and individuals.

**If you have any comments on the Profile please send them to
Stephen Lamb, Chorley Council, Civic Offices, Union Street, Chorley. PR7 1AL
or email
stephen.lamb@chorley.gov.uk**

1. LOCATION AND PHYSICAL CHARACTERISTICS

1.1 Location

Chorley Borough is located in Lancashire in North West England, with Greater Manchester to the south. It is approximately 25 miles to the centre of Manchester and the large urban centres of Blackburn, Bolton, Wigan and Preston are all within a 12-mile radius.

1.2 Area of Borough

The Borough extends to about 205 km² (approximately 80 square miles). In area terms it is the fifth largest shire district of 12 in Lancashire.

1.3 Physical Characteristics of the Borough

In the east of the Borough are sparsely populated upland areas forming part of the West Pennine Moors. On the lower slopes are stone built villages. The central part of the District between the M6 and M61 motorways is more built up, with the principal market and former mill town of Chorley and to the south Adlington, which is an important engineering centre, and the township of Coppull. To the north and west of Chorley town are the settlements of Clayton-le-Woods, Whittle-le-Woods and Euxton, which have expanded considerably through suburban developments since the 1960s. Also to the north-west of Chorley town is Buckshaw Village, where a former Royal Ordnance ammunition factory is being transformed into a major new urban village, which will eventually provide homes for 8000 people. The west of the Borough is typically lowland countryside, which becomes flatter further to the west as it becomes part of the Lancashire Plain. Here, red brick built villages are characteristic, the largest being Eccleston and Croston, which each experienced some suburban growth in the second half of the 20th century.

Location of Chorley Borough and its Towns and Villages



The Landscape Strategy for Lancashire identifies seven rural landscape character types for the Borough. These are:

- 'Moorland Hills', 'Moorland Fringe' and 'Reservoir Valleys' in the Rivington/White Coppice areas
- 'Industrial Foothills and Valleys' around Chorley Town, Adlington, Coppull and the villages of Brinscall, Withnell and Abbey Village
- 'Undulating Lowland Farmland' around Clayton-le-Woods, Whittle-le-Woods and the villages in the north-east of the Borough such as Brindle and Hoghton
- 'Coastal Plain' and 'Mosslands' in the west of the Borough around Croston

Three urban landscape types are also identified. Chorley town has a 'Historic Core', 'Industrial Age' and 'Suburban Landscapes'; the latter also includes settlements at Clayton-le-Woods and Whittle-le-Woods.

2. HISTORY AND HERITAGE

2.1 Archaeological to Pre-Industrial Settlement

The landscape of the Borough retains evidence of a settled population from Neolithic times (4000BC – 2500BC) and the present mosaic of fields, moors and woodlands has developed since that time. Anglezarke and Rivington Moors in particular preserve early remains, such as Pike Stones Long Cairn and Round Loaf Barrow, both of which are protected as Scheduled Monuments. Whilst the Borough is crossed by a Roman Road running from Wigan to Preston, part of a major north-south routeway, little settlement from this date has been identified. Many of the Borough's towns and villages have pre-Conquest names, but actual remains from this period are rare.

Evidence of settlement of the medieval period is, however, much more common and can be found in most parts of the Borough. Many medieval settlement plans and some associated field systems can still be seen, as can actual structures of this date (including the Scheduled Monuments of the Headless Cross, Grimeford; and Clayton Hall, Bradley Hall, Ingrave Farm and Bretters Farm moated sites). Chorley itself has been an important trading centre since medieval times, with a market dating back to at least 1498. Production of textiles, usually wool and linen, in domestic-scale loomshops (still to be seen across the Borough) was important as part of a mixed economy, which also included farming, mining and quarrying, so developing the skills and professions which were to be greatly expanded during the Industrial Revolution.

2.2 Industrial Development

From the mid 18th century the textile industry grew remarkably, and switched almost exclusively to the production and finishing of cotton-based materials. The introduction of canal transport and later the railways were encouraged by, and helped to develop, this industrial base. As Chorley boomed due to the textile industry, other industries such as bleaching and calico printing increased. Coal mining and quarrying became important industries in the south of the Borough. In the 1920's the textile industry began to decline and mill buildings were used by other manufacturing industries. In 1939 Royal Ordnance, Chorley opened at Euxton. The site had previously been farmland. The factory was built to fill and store munitions and at the height of production employed 35,000 people. Production gradually declined from the 1950's onwards and with the end of the Cold War in the 1980's the majority of the site was no longer needed.

2.3 New Town Development

In 1970 the Government made a Designation Order for the Central Lancashire New Town. The aim of the new town was to improve the prosperity of Central Lancashire and to provide for the general growth in population of North West England. Growth was based on the expansion of significant existing communities in Preston, Chorley and Leyland. Most new population growth was proposed in additional communities, which were to join with the others to form a series of linked townships. Within Chorley Borough the main focus of residential growth was in the Clayton Brook/Green, Whittle-le-Woods and Clayton-le-Woods areas. A new district centre was built at Clayton Green. Less expansion was planned around Chorley town, where it was considered important to retain its existing character, but significant new housing development did take place at Astley Village and Eaves Green. It was an era of major population growth in Chorley Borough.

2.4 Listed Buildings

The Borough contains a wealth of historic buildings of national, regional and local importance, which are 'Listed' for their special architectural or historic interest. There are currently 422 such Listed Buildings, of which five are Grade I (Astley Hall, Heskin Hall, Hoghton Tower, The Great Barn at Hoghton Tower and Mawdesley Hall), 25 are Grade II* and all are protected from inappropriate alterations or demolition. Some of these Listed Buildings have fallen into a state of disuse and disrepair and four have been identified within English Heritage's 'Buildings at Risk' register. There are however several more in danger. There are also 144 buildings which are locally listed.

2.5 Conservation Areas

The Council has identified and designated 9 Conservation Areas which are architecturally attractive and/or which have a special historic character or appearance. These are located at:

- St George's Street, Chorley
- St Laurence's, Chorley
- Abbey Village
- Bretherton
- Brindle
- Croston
- Rivington
- White Coppice
- Withnell Fold

2.6 Historic Parks and Gardens

There are a number of historic parks and gardens in the Borough, including four on English Heritage's Register of Parks and Gardens of Special Historic Interest. These are Lever Park, Rivington Gardens, the grounds associated with Astley Hall and the gardens at Hoghton Tower.

Work is currently in progress at Astley Park to improve the woodland, coach house, footpaths, security, lake and water feature, pets corner, play area, and other public facilities, after receiving a Heritage Lottery Grant. An exhibition space is currently open at the Coach House, which allows the public to have a look at detailed plans and information relating to the project, which is scheduled to last three years.

3. POPULATION

3.1 Total Population

The Office for National Statistics estimated that the total population of the Borough was 103,700 in mid-2005, which was up from the mid-2004 estimate of 103,000. During the 1980s Chorley Borough was one of the fastest growing districts in the country as it accommodated New Town expansion. The level of growth was still significant during the 1990s (the population grew by 4.1% between the 1991 and 2001 census). The following table highlights that the Borough has a lower proportion of children and people aged 65 or over than the Lancashire, North West and England & Wales averages, but higher proportions of people aged between 25 and 64.

Resident Population by Age Group, Mid-2005 (%)

	Age Band					Total
	0-14	15-24	25-44	45-64	65+	
Chorley	17.6	11.8	28.5	27.5	14.7	103,700
Lancashire NUTS-2	18.4	13.3	26.3	25.3	16.8	1,439,200
North West	18.2	13.5	27.4	24.8	16.1	6,846,200
England & Wales	18	13	28.5	24.4	16.1	53,390,200

Source ONS - Mid Year Population Estimates 2005

Chorley town with the adjoining New Town developed parish of Astley Village has a population of approximately 34,900. Next largest is the settlement of Clayton-le-Woods (including Clayton Brook/Green) with some 14,000 residents. The settlements of Euxton, Adlington, Coppull, and Whittle-le-Woods range from about 3,700 to 7,700. The villages of Eccleston and Croston have populations of approximately 4,000 and 2,400 respectively.

3.2 Predicted Population Change to 2020

The total population of Chorley is projected to rise to 107,700 by 2010 and 115,700 by 2020 (Office for National Statistics, 2004 based projections). It is predicted that there will be a significant increase in people aged 60 or over. In 2004 it was estimated that 20.4% of the Chorley population was aged 60 or over, but by 2020 it is estimated that 26.9% of the population will be in this age range.

3.3 Birth and Death Rates

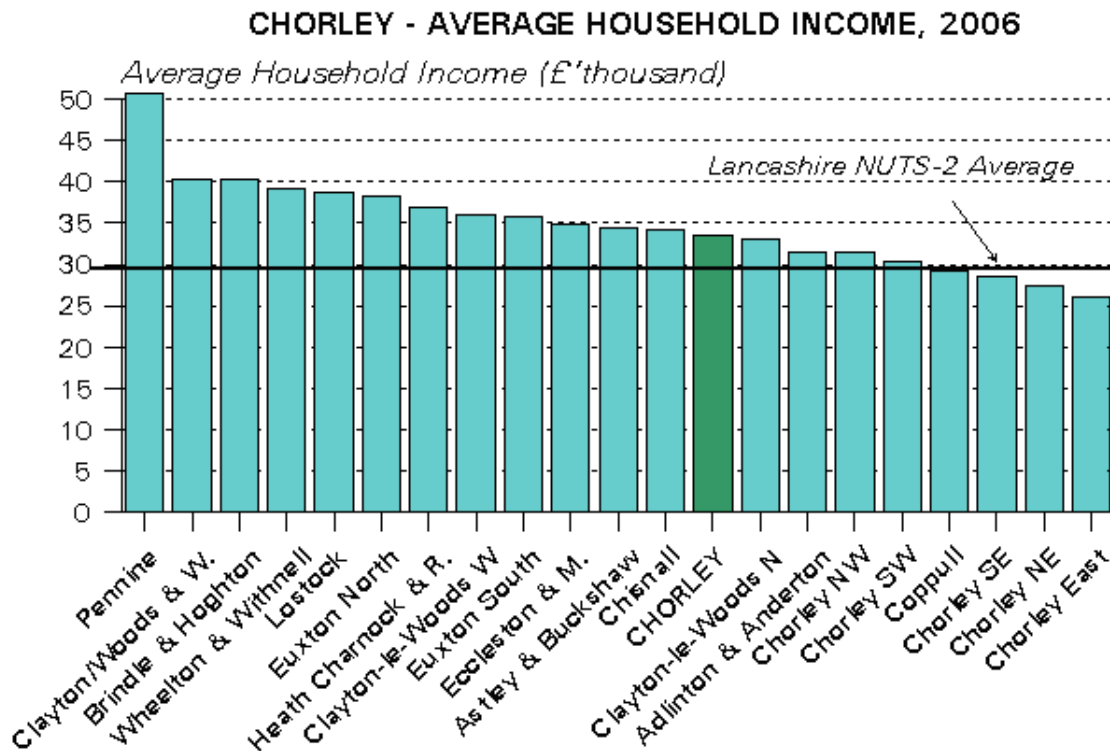
The number of births in Chorley had been falling up until 2001, but has risen every year since then. There were 1,241 live births in 2004, which is an increase of 137 births from 2003 (Chorley & South Ribble NHS Primary Care Trust Annual Report 2005/06). The general fertility rate (number of live births per 1000 women residents aged 15 – 44 years) in the Borough has also increased from a 2001 rate of 51 per 1000 to a 2004 figure of 62 per 1000.

The number of deaths in the Borough has fluctuated in recent years and in 2004 stood at 1000 in total, which was a small decrease on the 2003 figure of 1,030 (Office for National Statistics, cited in Lancashire Profile).

3.4 Socio-Economic Characteristics: Incomes

The Office for National Statistics uses an area classification system to enable comparisons between local authority districts with similar characteristics. This highlights the relative affluence of the Borough, which is classified within the ‘prospering smaller towns sub-group’ (a sub-group that also includes South Ribble).

Many local residents work outside Chorley, often in higher paid jobs than those based in the Borough. This results in the Borough having higher average gross household income levels than Lancashire as a whole. Lancashire County Council’s Lancashire Profile website cites CACI data (2006) that indicates that the average gross household income in the Borough is approximately £33,000. The Lancashire average (including Blackburn with Darwen and Blackpool) is £29,800. The Chorley ward of Pennine has the highest average household income in the county with an average figure of over £50,000. Clayton-le-Woods & Whittle-le Woods (over £40,000) and Brindle & Houghton (over £40,000) also feature in the top ten in 7th and 9th places respectively. The wards of Wheelton & Withnell and Lostock also feature in the top twenty Lancashire wards. No Chorley wards appear in the bottom twenty Lancashire wards in terms of gross household income.



Research released by Barclays Bank in 2005 highlighted that a significant number of Borough residents have a high level of disposable income. This research placed the Chorley parliamentary constituency as the 101st wealthiest constituency in England, out of 570 constituencies in total, taking into account the cost of living. However, previous research in 2003 placed Chorley as the 32nd wealthiest constituency, so this

is a significant drop. This fall probably largely results from changes to the cost of living factor used by Barclays, which is now less favourable for North West England. Consequently all Lancashire authorities have seen their rankings fall.

3.5 Socio-Economic Characteristics: Social Grades

The Borough has a higher proportion of residents in the AB and C1 social grades than the national average (Market Research Society utilising data from the 2001 Census). Social grade AB relates to residents with higher and intermediate managerial/administrative/professional status and C1 relates to residents with supervisory, clerical and junior managerial/administrative/professional status. In 2001 approximately 53.3% of the eligible Chorley population were in these higher social grades, compared to an English figure of 51.9% and a Lancashire figure of 49.8%.

3.6 Socio-Economic Characteristics: Deprivation

Chorley Borough is one of the least deprived boroughs in Lancashire. Only Ribble Valley, Fylde and South Ribble are less deprived according to the Index of Multiple Deprivation 2004 (ODPM). Nationwide the borough is ranked 172 out of 354 districts, 1 being the most deprived.

However, there are pockets of deprivation within the Borough. Super Output Areas (SOAs) are part of a statistical geography introduced in 2004. Each lower layer SOA consists of 1,000 to 2,000 residents and they nest within current ward boundaries. The Index of Multiple Deprivation 2004 indicates that 8 lower layer SOAs in the Borough fall within the 20% most deprived nationally. They are located in Chorley Town, mainly in the central, south-western and eastern areas, and Clayton Brook/Green. Chorley’s Community Strategy 2005-2025 has a priority to reduce pockets of inequality in the Borough, with one aim being that there are no neighbourhoods in the 20% most deprived nationally.

Most Deprived Lower Layer SOAs in Chorley Borough

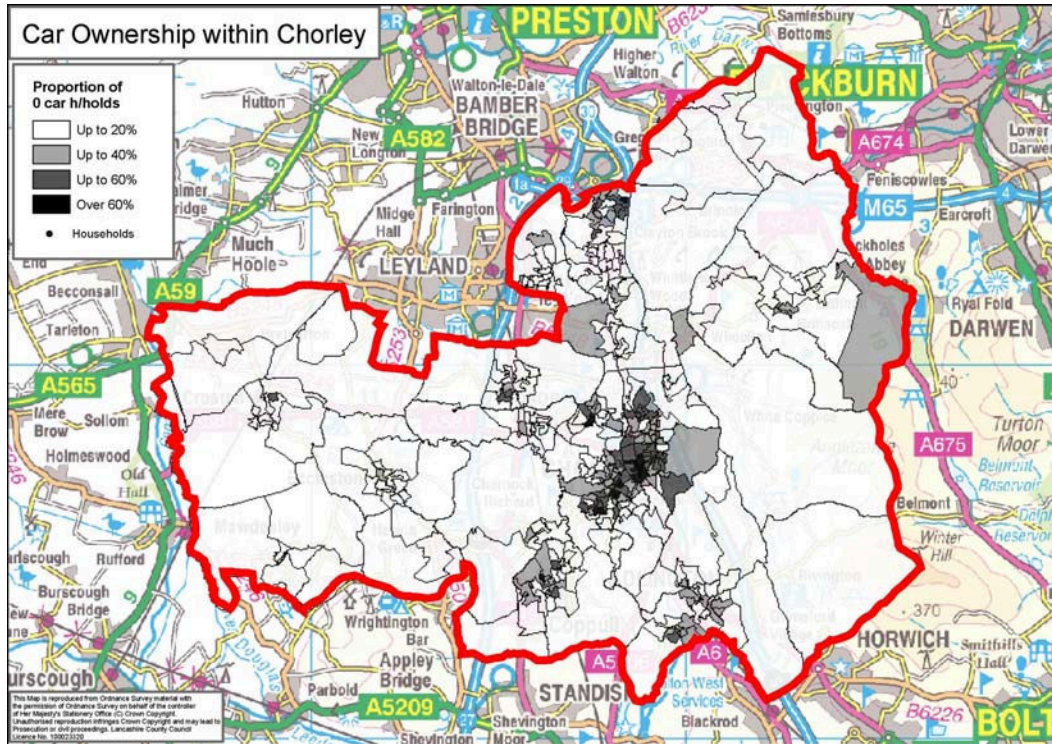
Lower Layer SOA Description	Ward	Bottom % Most Deprived Nationally 2004	Rank (of 32482 English SOAs)
Clayton Brook North East	CLAYTON-LE-WOODS NORTH	12.41%	4032
Area Between Stump Lane & Lyons Lane, Chorley	CHORLEY EAST	12.63%	4103
Chorley Town Centre East	CHORLEY SOUTH EAST	13.08%	4250
Moor Road North/Eaves Green Road Area, Chorley	CHORLEY SOUTH WEST	14.44%	4692
Cowling/Eaves Lane South/Healey Nab Area, Chorley	CHORLEY EAST	16.26%	5281
Clayton Brook North West	CLAYTON-LE-WOODS NORTH	16.53%	5370
East of Pall Mall/West of Pilling Lane Area, Chorley	CHORLEY SOUTH EAST	17.15%	5572
Botany Bay/Coltsfoot Drive Area, Chorley	CHORLEY NORTH EAST	19.42%	6307

3.7 Socio-Economic Characteristics: Access to a Car/Van

The Borough has a higher rate of households with access to a car/van than the national and Lancashire averages. The 2001 Census of Population showed that 80.4% of Chorley households had access to a car/van, which was considerably higher than the figure for England and Wales (73.2%) and Lancashire (74.9%). In

some wards the figure was far higher, reaching 93.4% in Pennine, 90.8% in Heath Charnock and Rivington and 90.7% in Euxton South.

Wards with lower levels of household access to a car/van included Chorley East (61.3%%), Chorley South West (68.3%%) and Chorley South East (68.9%).



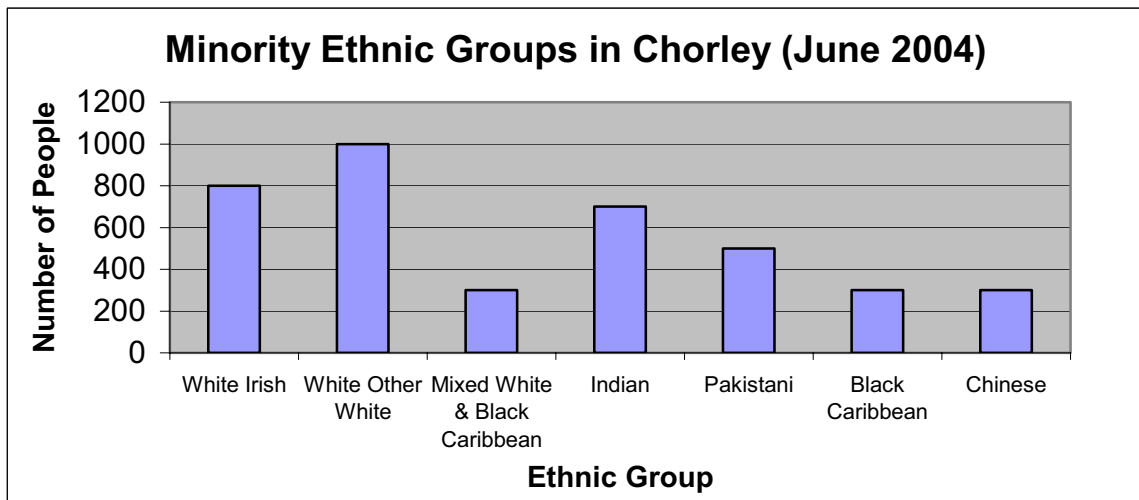
The Borough has a considerably higher proportion of households with two or more cars/vans than the national and Lancashire averages. 37.8% of Chorley households have two or more cars, compared to 29.4% of households in England and Wales and 29.6% in Lancashire. Wards with high proportions of households with two or more cars/vans include Pennine (60.62%), Heath Charnock and Rivington (52.9%), and Clayton-le-Woods and Whittle-le-Woods (52.1%).

4. FAITH AND DIVERSITY

4.1 Ethnicity

Approximately 95.3% of the Borough population are White British (Office for National Statistics, June 2004 estimates) which is considerably higher than the English average of 85.3%.

A variety of different minority ethnic groups are represented in Chorley. The following bar chart indicates the most populous ethnic groups in the Borough. (June 2004 estimates):



The numbers of some ethnic groups in the Borough have increased slightly between 2001 and 2004 (Office for National Statistics estimates). Indians (+300), Other Whites (+200) and Pakistanis (+200) experienced the largest increases, but overall these increases have been small. By far the greatest increase has been in the number of White British (+1,400).

4.2 Religion

Chorley Borough has a diverse community and a variety of faiths are represented. According to the 2001 Census 84% of the population were Christian, 9.1% had no religion, 5.6% did not state a religion, 0.6% were Muslim, 0.2% were Buddhist and 0.2% were Hindu. Blackburn Diocese (Anglican) church attendance figures for Chorley Deanery indicate a 14.7% drop in adults attending church over the period 1995 - 2001, although not all churches experienced a decline in attendance (Chorley Parish for example showed a 7.1% increase in attendance during that period). The Borough is also home to the Preston Temple of the Church of Jesus Christ of Latter-Day Saints, which serves church members throughout northern England and Scotland. Many of the religious denominations help provide a variety of services to the local community and community relations in the Borough are good. The Borough has a number of active forums that promote faith and diversity. These include Churches Together in Chorley, Adlington and Euxton, the Chorley Multi Faith Forum and the Ethnic Minority Consultative Committee.

5. ENVIRONMENT

5.1 Habitats and Species

The Borough has a wide range of habitats that are important for biodiversity. The eastern part of the Borough has extensive areas of moorland, although this is of variable ecological quality. Where it is not overgrazed and intensively drained, moorland, heathland and bog vegetation provides valuable habitats for plants and animals. The reservoirs in the area also provide important habitats for breeding and overwintering wildfowl. Significant areas of ancient woodland remain in eastern and central areas of the Borough, especially in the ecologically important river valleys, which act as wildlife corridors. Gardens, allotments, open space and other open land also provide valuable habitats for some opportunist wild plant and animal species.

In the western lowland areas of the Borough intensive arable cropping has replaced much of the semi-natural habitats. However, isolated woodlands and copses, scrubland, species rich grassland and wetlands survive in places. Drainage ditches and many ponds can be found in the area, some of which are of great importance for their plant and animal communities, including water voles, the internationally scarce great crested newt, and the only known natural population of Jennings' proboscis worm on Earth. Various species of bat and barn owls also hunt in the area.

5.2 Sites of Special Scientific Interest

There are two designated Sites of Special Scientific Interest (SSSIs) in the Borough, at Charnock Richard and White Coppice. Charnock Richard Pasture covers an area of 1.2 hectares and is important as one of the few species-rich unimproved grasslands remaining in Lancashire, a habitat which is becoming increasingly scarce nationally due to agricultural intensification. White Coppice Flush covers nearly 0.5 hectares and includes two plant communities that are rare nationally and several plant species that have very restricted distributions in Lancashire. Both SSSIs could be improved/enhanced through light grazing at certain times of the year.

5.3 Other Designated Nature and Geological Heritage Sites

There are also over 100 Biological Heritage Sites (some of which incorporate Ancient Woodland) and Local Nature Reserves in the Borough. There are also 11 Regionally Important Geological Sites. Organisations such as Chorley Borough Council, Lancashire County Council, The Wildlife Trust for Lancashire, Manchester and North Merseyside, United Utilities, The Woodland Trust and Groundwork are responsible for the management of these nature and geological heritage sites.

5.4 Air Quality

The levels of both Nitrogen Dioxide and Sulphur Dioxide across Chorley are now both well within the National Air Quality Standard and there are no significant problems or sources of air pollution within the Borough.

Despite some fluctuations, the levels of Nitrogen Dioxide have remained fairly constant in most locations across Lancashire, including Chorley. In recent years there has been a fall in Sulphur Dioxide levels, both nationally and locally, which corresponds closely to declining smoke levels. The reduction in coal burning in power stations and in homes has been a significant factor, as have cleaner car engines.

5.5 River Quality

The quality of the Borough’s rivers has improved in recent years due to less industrial and sewage pollution, allowing fish populations to increase. Most of the rivers are classed as good or fair. Chorley's two main rivers, the Yarrow and Douglas, are of good quality and support an abundance of wildlife including fish stocks. However, the river Chor is classed as poor because it is affected by polluted surface water run-off from the M61 motorway and storm sewage overflows which discharge into the river. The Environment Agency are working with the Highways Agency to remedy the polluted run-off issue and United Utilities are implementing their Asset Management Plan to upgrade/repair their sewage overflows to reduce the amount of sewage which goes into the river. Pollution from farm activities has also affected some waterways in rural areas in recent years.

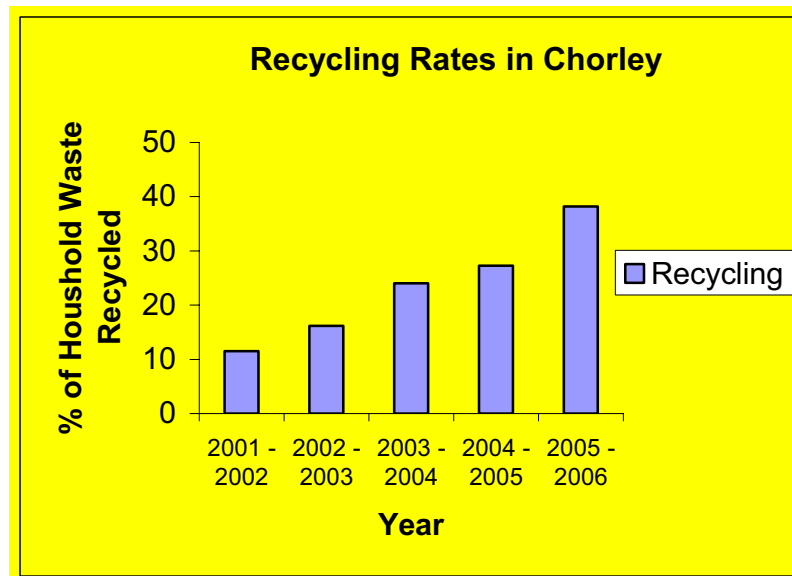
5.6 Land Contamination

The Council holds information on contaminated land sites obtained from a variety of sources. The Council adopted a contaminated land strategy in 2001 to help properly deal with such sites. They are usually associated with past commercial uses, mainly but not only in urban areas.

A number of contaminated sites have been cleaned up in the Borough and returned to beneficial use, such as the former Royal Ordnance site, which is now being redeveloped as Buckshaw Village.

5.7 Waste and Recycling

Waste management and recycling is a high priority for the Borough Council. The vast majority of Chorley households (over 95%) now have access to kerbside recycling services covering glass, paper, cardboard, plastic bottles and cans. The garden waste collection service is available to over 31,500 households (out of 43,500 total households in the Borough). Chorley Council’s commitment to recycling is reflected in the recycling rate in the Borough, which continues to rise. In 2005/06 38% of all household waste was recycled which puts the authority within the top six per cent nationally and the best in Lancashire. The following bar chart shows how much recycling rates have improved in recent years.



In 2006 Chorley Borough Council was named as one of the best in the country at keeping its streets clean. The Council came sixth in the street-cleansing category of the national Public Service Excellence awards.

5.8 Renewable Energy

The renewable energy potential of the Borough is almost completely un-used at present. Although the most obvious resource is wind energy, recent and likely technological advances may mean that many different forms of renewable energy are viable at both a domestic and at a larger scale. Lancashire targets are to increase capacity for renewable energy generation from 47MW (2002) to a 224MW capacity in 2010. The North West Regional target is to produce 8.5% of our energy from renewable energy sources by 2010.

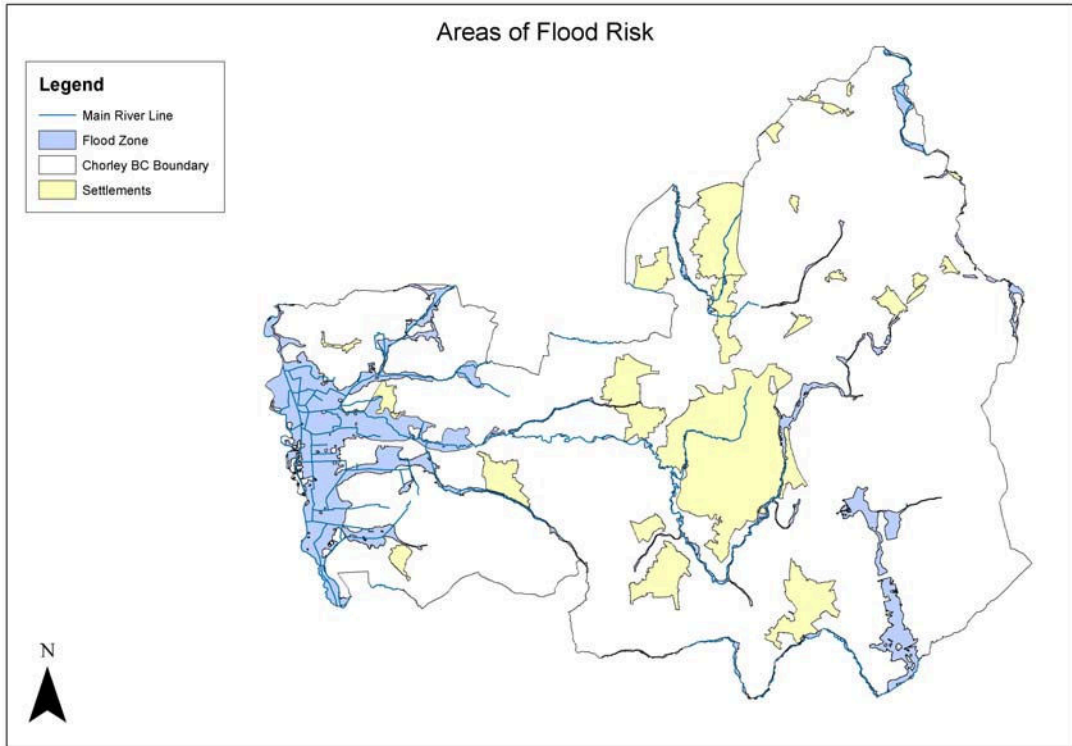
The Council has carried out a Renewable Energy Study in conjunction with Renewables Northwest and Sustainability Northwest that highlights areas in the Borough that are most suitable for the production of renewable energy.

There is currently a large experiment into micro renewable systems being undertaken at Buckshaw Village. Manchester University and Barratt Homes have installed various renewable energy generation systems, including solar, wind and geothermal power, into a number of trial homes and are testing their effectiveness.

5.9 Flooding

The River Lostock is tidal upstream as far as Littlewood Bridge to the north-east of Croston and the River Yarrow is tidal as far as Croston. Flood defences on the River Yarrow are being improved and may need further upgrading in the future if sea levels rise as a result of global warming. Other rivers in the Borough are prone to flooding during storm conditions but most problems in built up areas arise through localised blockages in urban drainage systems.

The Environment Agency has prepared maps showing areas of flood risk in the Borough. They have also designated two areas as Flood Warning Areas. These relate to the area adjacent to the River Yarrow including Grape Lane in Croston and an area to the west of Croston village in the River Douglas catchment area. Within Flood Warning Areas the Environment Agency aim to warn residents in advance when flooding may be likely and to inform them of the potential severity of the flooding. The map on the following page outlines areas of flood risk in the Borough.



Source: Environment Agency

6. HEALTH AND COMMUNITY

6.1 Health Care Provision

Primary Health Services in Chorley are managed by Central Lancashire Primary Care Trust, which was formed in October 2006 following the merger of Preston Primary Care Trust, Chorley and South Ribble Primary Care Trust and West Lancashire Primary Care Trust. Doctor's surgeries are located in Chorley Town and all of the larger villages. Acute hospital services are provided by Chorley & South Ribble District General Hospital, which is incorporated with Royal Preston Hospital into the Lancashire Teaching Hospitals Foundation Trust.

6.2 Dental Care

Access to NHS dental services is an issue in the Borough. Dental practices can be found in Adlington, Chorley Town, Coppull, Clayton Brook, Eccleston, Euxton and Whittle-le-Woods. However, most of these practices are not accepting any new NHS patients for treatment.

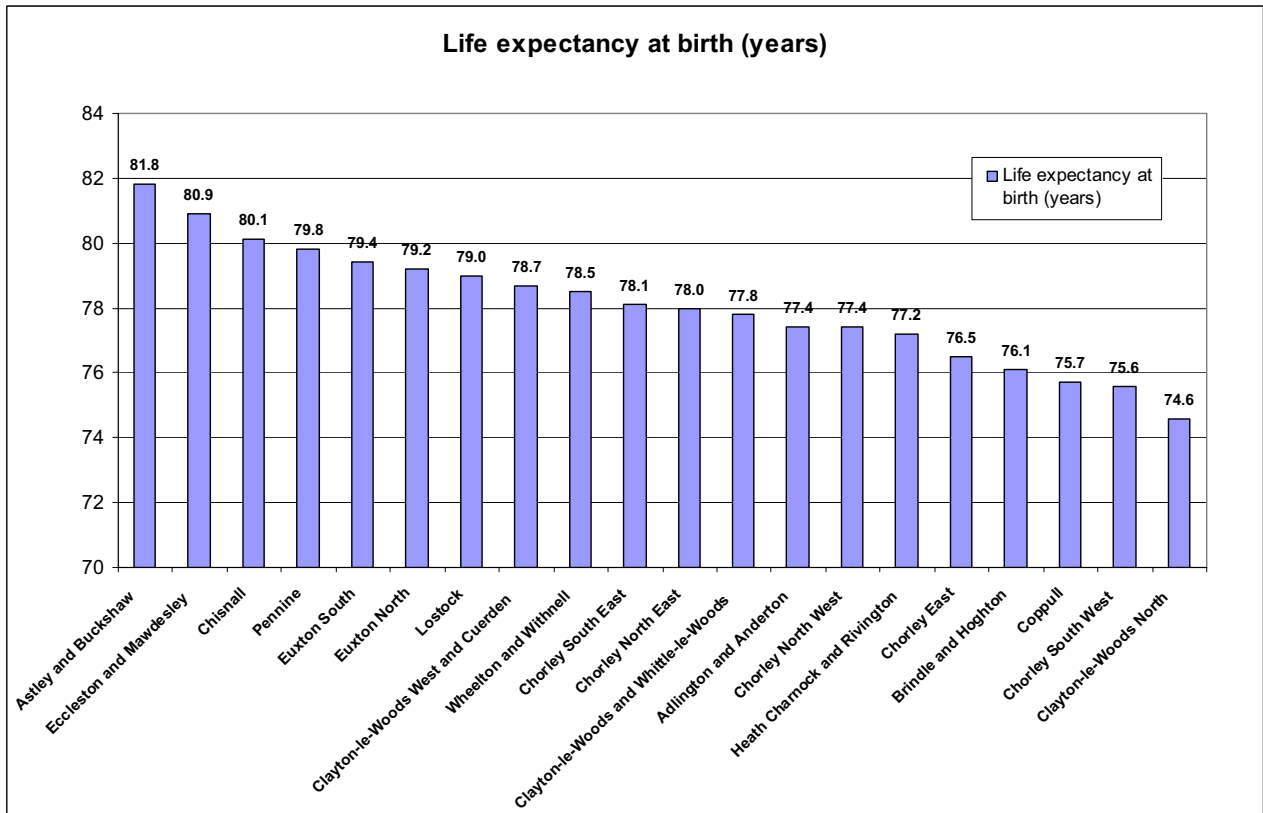
6.3 Personal Carers

The 2001 Census of Population indicated that there were 10,295 people providing unpaid care in the Borough. The majority of these people (71%) provided unpaid care for 1 – 19 hours a week, but 18% (1,989 people) were providing unpaid care for 50 or more hours a week, which compares with a figure of 20.48% for England and 21.07% for Lancashire. Of the people providing unpaid care, Chorley East ward had the greatest percentage of people caring for 50 or more hours a week (27%).

6.4 Life Expectancy

Current estimates of life expectancy for those born between 2002 and 2004 in the Borough are 76.1 years for males and 80.0 years for females (Chorley & South Ribble Primary Care Trust (PCT) Public Health Annual Report 2005/06). The male figure is slightly below the England average, but considerably better than the regional average. However, The female figure is well below the England and Wales average and is only slightly higher than the regional average.

The chart on the following page shows that life expectancy within the Borough varies greatly. The life expectancy of a child born in Clayton-le-Woods North is 7.2 years less than that of a child born in the Astley and Buckshaw ward. Life expectancy in Astley and Buckshaw ward is in the top 20% nationally while Chorley East, Brindle and Hoghton, Coppull, Chorley South West and Clayton-le-Woods North are in the bottom 20%. There is some evidence of lower life expectancy in the more deprived wards, but some of the least deprived wards such as Brindle and Hoghton and Heath Charnock and Rivington also have life expectancies below the Borough average.



Source ONS 2005

6.5 Overall Health

In the 2001 Census people were asked about their overall state of health and whether they had a long-term illness which restricted their lives in some way. In Chorley 9.6% of the population said their general health was 'not good'. The figure for England and Wales was 9.2%. Rates of over 11% were seen in parts of Chorley Town. 18.5% of people in the Borough said that they had a long term limiting illness, which was similar to the national figure of 18.2%.

6.6 Heart Disease & Strokes

The local PCT Public Health Annual Report 2005/06 indicates that in 2002-2004 there were 100 deaths in under 75s from heart disease and strokes per 100,000 population in the Borough. This figure is similar to the England and Wales average and is better than in most North West authorities.

6.7 Cancer

The death rate from cancer for people under the age of 75 has been improving in Chorley. The Chorley & South Ribble PCT Public Health Annual Report 2005/06 indicates that in 2002-2004 the rate was 115.1 deaths per 100,000 population, which was better than the England average and considerably better than the regional average.

6.8 Chronic Liver Disease

Nationally deaths from chronic liver disease have been increasing and liver disease caused by alcohol abuse is a particularly significant problem in the Borough. The PCT Public Health Annual Report 2005/06 indicates that in 2003 the rate of chronic liver disease mortality in the Borough was well above the England and Wales average and higher than the North West average. When compared to places with similar characteristics nationwide the mortality rate in Chorley was worse than in any of these areas.

6.9 Obesity

Obesity is a problem in Chorley, as it is in the rest of the country. The 1997 population lifestyle survey showed that 48% of adults in Chorley were overweight and that 13% were obese. However, the most recent estimates from the Office for National Statistics indicate that obesity levels are rising nationally and in 2002 stood at about 23%. Therefore, the current obesity level for the Borough is likely to be higher than the 1997 level. Obese people are more likely to suffer from heart attacks and strokes, high blood pressure, diabetes, arthritis and some types of cancer. Children and young people who are obese are more likely to experience psychological and mental health disorders.

6.10 Mobility Problems

The Chorley Housing Needs and Demand Study 2004 indicated that there are approximately 8,000 people within the Borough with mobility problems (about 8% of the total population). The vast majority of these people are elderly. Chorley Shopmobility is a service provided to the public in Chorley town centre, which helps people with mobility problems. The service provides mobility scooters which can be hired.

6.11 Mental Health

MIND is a registered charity in place to help create a better life for people suffering poor mental health, and has offices in Chorley. The local PCT has recruited staff to focus on the issue, dealing with problems ranging from depression to severe forms of mental illness.

Suicide can be a particularly tragic outcome of mental illness. Over the period 1998 – 2004 the rate of suicides in the Borough was lower than the national average for both males and females (Office for National Statistics).

6.12 Learning Disabilities

People with learning disabilities contribute to life in the Borough in many positive ways, such as through paid or supported employment, voluntary work placement schemes and through participation in local groups, societies, recreational and educational activities. MENCAP Chorley provides a record (South Lancashire Learning and Disabilities Database) of learning disability in South Lancashire. They provide help and support to those who require it. The Brothers of Charity Services are another organisation which provides support and opportunities to people with a learning disability in the Chorley area.

6.13 Maternity Care

Chorley and South Ribble District General Hospital has a midwife led maternity unit, which handled 258 births in 2005. If any complications arise, or are suspected, most local mothers give birth at the Royal Preston Hospital where specialist paediatric services are provided.

6.14 Teenage Pregnancy

In 2004 there were 153 live births to teenagers in Chorley & South Ribble, of which 3 were to females aged under sixteen. The teenage conception rate in Chorley for the period 2001 – 2003 was 34.3 per 1000 women aged 15 – 17 years, which was better than the national rate of 42.4 per 1000 women. However, although the rate has improved slightly in recent years, the rate is not dissimilar to the rate in 1992-94 of 36.7% (PCT Public Health Annual Report 2005/06). The Primary Care Trust is an active partner in the multi-agency Lancashire Teenage Pregnancy Partnership and is working to reduce this rate to meet national targets.

Lancashire Youth and Community Service provides a range of personal, social and health education programmes which address the concerns of young people in the area of sex and relationships education. A sexual health clinic is provided with partners from the Primary Care Trust, called the Wise-up Clinic. Young people can learn about sex with the assistance of trained staff and can meet with a doctor for services relating to sex, sexual health and contraception.

Support for teenage mothers is provided by the Youth and Community Service through its Young Mums Group at Chorley Youth and Community Centre. This group is run in conjunction with the Primary Care Trust, Homestart and other partners.

6.15 Childhood Vaccinations

The following table shows the uptake of immunisation by 2nd birthday in the Chorley and South Ribble Primary Care Trust area (PCT Public Health Annual Report 2005/06):

	2005/2006	
	Chorley & South Ribble	Target
Diphtheria	96.7%	95%
Pertussis (Whooping Cough)	96.1%	95%
HIB (Haemophilus Influenza B)	96.5%	95%
MMR (Measles, Mumps and Rubella)	90.2%	95%

In Chorley and South Ribble the uptake of most childhood vaccinations is amongst the highest in the North West. However, Measles, Mumps and Rubella (MMR) uptake is below the target level.

7. EDUCATION AND YOUTH DEVELOPMENT

7.1 Pre-School Nursery Education and Child Day Care

There are two local education authority maintained nursery schools and five local education authority primary schools with a nursery class in the Borough, as well as a wide range of other child day care provision.

7.2 Primary Education (5-11year olds)

There are 49 primary schools in the Borough. The number of unfilled primary school places in Chorley in 2007 was 1,436, which was 15.1% of the total capacity of 9,497. The figure of 8,061 pupils on primary school rolls in January 2005 is estimated to begin to rise gradually to around 8,900 by January 2012, taking into account the effects of planned new housing developments and net migration trends.

South Ribble and Chorley Councils are working with the County Council to review school provision at and around Buckshaw Village.

7.3 Secondary Education (11-16 year olds)

There are six high schools in the Borough and they all now have specialist status. They are:

- Albany Science College, Chorley
- Bishop Rawstorne C of E Language College, Croston
- Holy Cross Catholic High School, Chorley – A Science and Sports College
- Parklands High School, Chorley – A Language College
- Southlands High School, Chorley – A Technology College and Leading Edge School
- St Michaels Church of England High School, Chorley – A Performing Arts College

The total number of secondary pupils on roll in January 2007 at these schools was 5,600. The number of unfilled secondary school places in January 2007 was 195, which was 3.4% of the total capacity of 5,795. Pupil numbers are expected to decline in the years to come and it is estimated that pupil numbers will fall to 5,434 by January 2014.

Borough secondary schools achieve high levels of GCSE success. Of the six schools, four have higher GCSE pass rates than the national average of 45.8% (A*-C including English and Maths), with the best performing school in the Borough at a level of 70% (2006).

7.4 Special Needs

In 2007 3.4% of the school population in Chorley had statemented special needs. A statement is a legal document in which parents, the school and the Local Education Authority agree both the needs of, and also provision to be made for, a child with special educational needs. In addition 11.7 % of primary school pupils and 9.2% of secondary school pupils had non-statemented special needs.

Most pupils with special educational needs attend mainstream and special schools in the Borough, but some attend special provision elsewhere in Lancashire or outside the county. There are two special schools in the Borough. Astley Park School caters for pupils with moderate learning difficulties and Mayfield School caters for a wide range of pupils with specific learning difficulties.

7.5 Post-16 Year Olds Tertiary/Further Education

There are no sixth form colleges in the Borough, so most Chorley A level students study elsewhere. Many go to Runshaw College's sixth form centre in Leyland, which had an A-level pass rate of over 99% in 2006.

Lancashire Youth and Community Service in Chorley provide a range of programmes aimed at young people in this transitional phase of life. A comprehensive Community Legal Standards Kite Mark Information and Advice service is provided through the "What Now?" Information Centre in Chorley Town, which is linked to the County "What Now?" services. Connexions is another service in place for young people in Chorley which offers a variety of careers advice.

7.6 Adult/Higher Education

Runshaw College and the Lancashire College at the Chorley Woodlands Campus provide adult education in the Borough. Runshaw College now concentrates on Higher Education and qualification based courses, while Lancashire College offers an extended range of community-based, non-qualification courses. The Woodlands Campus also provides an annex for Edge Hill University College, which is where Lancashire's In-Service Teacher Education Unit is based. This site is also used for many conference events.

The 2001 Census of Population indicated that 19% of all people aged 16 – 74 had a 'higher level' qualification (degree, HNC/D), which was a marked increase on the 1991 position.

Lancashire Youth and Community Service in Chorley, in partnership with other organisations, supports the development of community groups in the Borough. Targeted community development work in Chorley East and South West wards enables services to be developed in line with the needs and aspirations of the community. The Service takes a lead in the development of E-learning with adults in the East ward through the provision of the UK online Centre at Chorley Youth and Community Centre. Close working with Runshaw College and Lancashire College enables community learning needs to be identified and met at a local level.

7.7 Fulfilling Potential

The Lancashire Education Action Plan 2002/7 is in place to promote school improvement, narrowing attainment gaps, tackling the gender gap, tackling achievement variations between ethnic minority and majority groups, and general improvement in attainment in most deprived areas of the Local Education Authority through strategic partnerships and innovative practices.

Lancashire Youth and Community Service supports the formal education sector through its partnership work with young people aged 11 – 25, with a focus on the 13 – 19 age range. A variety of programmes are delivered which are open to any young person interested in attending. These universal programmes are further complemented by targeted work which seeks to identify young people in particular

need of support. This includes work with young people who are disabled, gay, lesbian, bisexual, those at risk of becoming involved in criminal activity and young people from black and minority ethnic communities. This work includes the use of accreditation schemes that build young people's confidence, skills and overall achievement.

7.8 Business and Community Involvement

More and more local businesses are becoming involved in local schools by supporting specialist college bids, achievement awards, computer equipment etc. Community use is also occurring, mainly in some secondary schools, for adult education and sports purposes.

7.9 Youth Services

Lancashire Youth and Community Service leads on the development of positive approaches to youth issues. The District Youth and Community Service and Connexions Service Advisory Committee provides a forum for the discussion of developments relating to Connexions Services and Youth and Community Services locally. The service regularly reviews the provision made based on proposed housing developments, community profile information and national developments in youth service and community provision.

7.10 Activity and Personal and Social Education Provision

There are County Council youth & community centres in Chorley town, Coppull, Clayton and Eccleston. These centres provide a local focus for young people and community activity. Trained staff within the centres provide programmes throughout the year including holiday periods. Other community venues are also used for the work and staff work on the streets delivering services and developing participation among young people who do not want to use the buildings or are not able to access them.

The Youth and Community Service initiates service developments for young people through the development of Youth Action Groups. Examples include Sign of the Times Music Café in Eccleston Youth Centre and the Break Out Radio project aimed at raising the profile of issues affecting young people from the gay and lesbian community. There are also many voluntary and faith based youth groups that provide a wide range of activities and social learning.

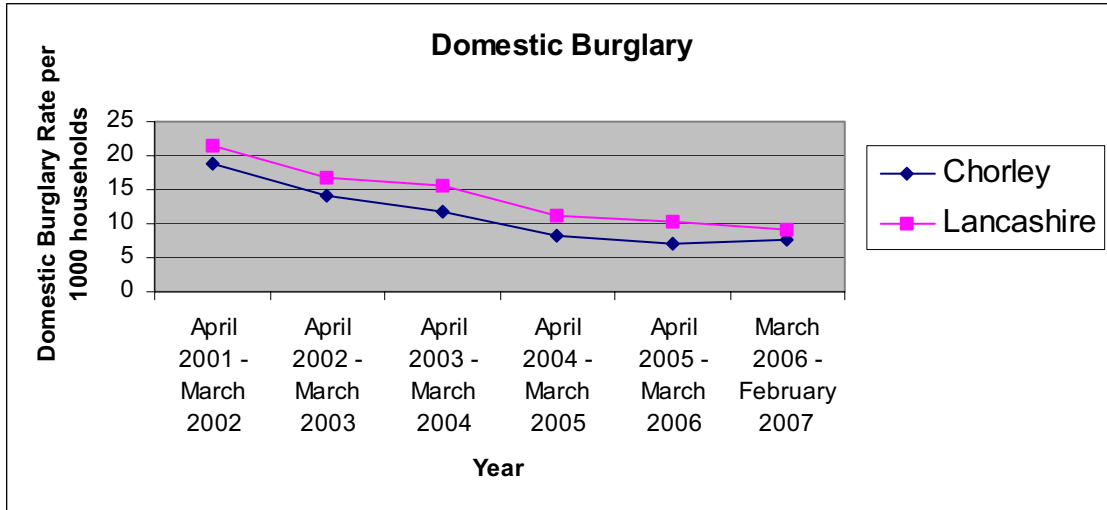
7.11 Empowerment, Recognition and Support

The Chorley Youth Council is led by the County Youth and Community Service team and is designed to allow the views of young people to be considered by decision making bodies, when they make decisions which directly affect them. The local group is linked to the Lancashire Youth Council and the United Kingdom Youth Parliament. Lancashire County Council, Chorley Borough Council, the local Primary Care Trust and Lancashire Constabulary support the Youth Council. The aims of the council include resolving conflicts, providing a collective way for youths to express themselves, promoting a positive image and raising awareness of youth issues. Lancashire Youth Association exists to support independent groups and facilitate opportunities for younger people. The Association is affiliated to a national youth network, providing Youth Achievement Awards and Youth Work Qualifications.

8. CRIME AND DISORDER

8.1 Domestic Burglary

Although the graph below shows a very small rise in the number of domestic burglaries over the period March 2006 – February 2007, the overall trend has been for the number of domestic burglaries to decline in the Borough in recent years.



Source: Lancashire Constabulary/Multi Agency Data Exchange figures. At the time of publication figures were not yet available for the April 2006 – March 2007 period.

8.2 Vehicle Crime

The amount of vehicle crime in the Borough has been decreasing in recent years but saw an increase in 2004 - 2006. The rate is lower than the Lancashire average. The Lancashire average between March 2006 to February 2007 was 21.5 per 1,000 population. The latest figures for the Borough show a sharp decrease in the number of vehicle crimes compared with 2005/06. Figures for the Borough can be found in the table below:

Vehicle Crime in Chorley Borough

	April 2002 – March 2003	April 2003 – March 2004	April 2004 – March 2005	April 2005 – March 2006	March 2006 – February 2007
Number of vehicle crimes in the Borough (Rate per 1000 population)	11.1	8.4	9.6	18.4	13.9

Source: Lancashire Constabulary/MADE figures. At the time of publication figures were not yet available for the April 2006 – March 2007 period.

8.3 Deliberate Fires

The number of deliberate fires in the Borough is lower than the county average according to Lancashire Constabulary/MADE figures. Between March 2006 and February 2007 there were 2.8 deliberate fires per 1,000 population in the Borough. The Lancashire average was 5.1 per 1,000 population. The number in the Borough has remained relatively stable in recent years.

8.4 Violent Crime

Lancashire Constabulary/MADE figures indicate that between March 2006 and February 2007 the violent crime rate for Chorley Borough was consistently lower than the rate for Lancashire.

Violent Crime in Chorley Borough (March 2006 – February 2007)

Rate per 1000 population	Violent crime where injury results	Calls to ambulance service where violence is involved	Violent crime where minor or no injury results
Chorley	8	2.9	6.4
Lancashire	10.6	5.3	8.6

Source: Lancashire Constabulary/MADE figures. At the time of publication figures were not yet available for the April 2006 – March 2007 period.

8.5 Anti-Social Behaviour

Anti-social behaviour is a term used to cover a range of activities including gathering of people in public places, rubbish dumping and misuse of communal areas, harassment and intimidation, nuisance from vehicles (including parking and abandonment), noise and juvenile nuisance. There were 98.8 calls to the police involving anti-social behaviour per 1000 population from March 2006 to February 2007, which is well below the Lancashire rate of 122.3 calls per 1000 population.

8.6 Drug Offences

The table on the following page shows the number of drug offences in Chorley between April 2005 and March 2006. The rate of drug offences in the Borough is consistently lower than the England/Wales rate per 1000 population.

Drug Offences in Chorley Borough

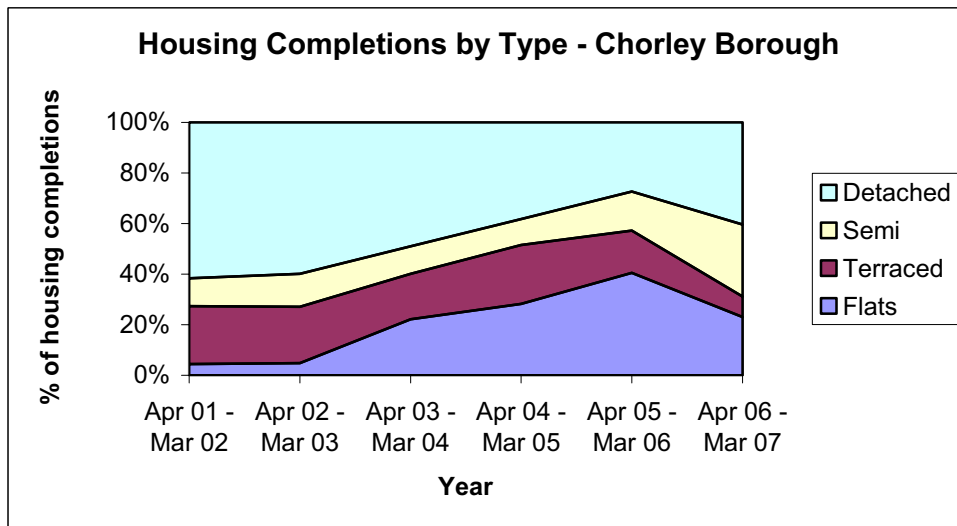
Month	Total number of offences	Offences per 1000 population	Offences per 1000 England/Wales population
Apr-Jun 2005	62	0.6	0.8
Jul-Sep 2005	57	0.6	0.8
Oct-Dec 2005	61	0.6	0.9
Jan-Mar 2006	50	0.5	0.9

9. HOUSING

9.1 New Housing Provision in the Borough

The total amount of new house building in the Borough rose from a level of about 250 dwellings per year in the early 1990's to a high of 658 in 2003/04. This level has not been maintained in 2006/07 when 208 houses were built, which is a significant drop from the 2005/06 figure of 393 houses.

The following graph shows the percentage of each of the four major house types completed in the Borough over the past five years. Many of these have been large detached properties, although planning requirements in recent years have led to increased proportions of smaller properties. The graph below clearly shows a significant decline in the percentage of detached houses built and a large increase in the percentage of flats completed over the past five years.



The average household size in 2001 in Chorley Borough was 2.39 persons, which was slightly higher than the average for Lancashire (2.36) and England (2.35). Average household sizes are likely to continue to fall, due to an increase in single person households. The predicted average household size for the Borough in 2016 is 2.24 (Lancashire 2.19). In 2001, 5.7% of all households in Chorley were lone parent households, and 25.6% were one-person households. Both of these figures were lower than the levels for Lancashire and England.

9.2 Housing Needs

The Chorley Borough Housing Needs and Demand Study 2004 found that 7.8% of households felt that they were living in unaffordable accommodation, which compares with only 2.8% of households in neighbouring South Ribble. The study also found that the Borough had a very high number of households stating that they needed to move to be either closer to employment or to allow household members to live independently. Therefore, it is a priority to deliver more affordable housing in the Borough.

A total of 158 new affordable homes were provided in the Borough between April 2001 - April 2006, but only 8 additional affordable homes were completed between April 2006 – April 2007. However, significant numbers of new affordable homes are planned for locations such as Buckshaw Village, Gillibrand in Chorley and Fairview Farm, Adlington.

Encouraged by the Government, Chorley, like many local authorities gave Council House tenants the opportunity to vote whether to transfer their homes to a local housing association. In 2006 the tenants voted in favour of the transfer and they now rent their properties from Chorley Community Housing, which is part of the Adactus Housing Association. It is anticipated that this association will provide more new affordable homes.

9.3 Tenure: Owner Occupied Housing

A greater proportion of the housing stock in the Borough is owner occupied than both the North West or nationally. Over 79% of housing stock in the Borough is owner occupied, whilst the North West figure is just over 69% and nationally the figure is just below 69%.

9.4 Tenure: Rented Housing

A total of 14.4% of households in the Borough are within the social rented sector (nationally the figure is 19.2%) and the remainder of households rent their homes privately. In 2004 there were 6,643 homes in the social rented sector. Just over 3,000 of these homes were provided by the Borough Council, but are now managed by Chorley Community Housing.

However, the proportion of social rented stock in the Borough is expected to continue to decrease over time due to the popularity of housing association “Right to Acquire” sales. Between 1979 and 2004 1,576 Council homes were sold under the “Right to Buy” scheme in the Borough. In some villages nearly all of the Council housing had been sold to those tenanting them and in the urban parts of the Borough former tenants have bought many housing association properties.

9.5 Age of Housing Stock

Over half (53%) of private housing stock in the Borough dates from 1965 or later, whilst 22% of dwellings were built pre-1919. The most numerous private sector dwelling type in the Borough are post-1980 detached houses.

9.6 Condition of Housing: Private Sector Housing

The Decent Homes Standard is nationally set. Decent homes are those that fulfil the current minimum standard for housing (i.e. not unfit), are in a reasonable state of repair, have reasonably modern facilities and services and they should provide a reasonable degree of thermal comfort. The Borough private sector stock condition survey 2004 indicated that 23.6% of private sector dwellings failed the standard under one or more of these headings, which is better than the national average of 33.1%. Pre-1919 dwellings had the highest levels of non-decency.

In 2004 there were an estimated 1,698 unfit private sector dwellings in the Borough, which accounted for 4.2% of the private sector stock, which is a level that is similar to the North West and national averages. The main reason that properties were unfit was that residents could not afford to carry out the necessary repairs; 7.1% of pre-

1919 dwellings were classed unfit. The Borough Council has set up a cross-authority Home Improvement Agency with South Ribble Borough Council, which will enable better use of private sector resources to tackle unfit and disrepair.

9.7 Condition of Housing: Social Housing

The recent transfer of Council housing to Chorley Community Housing will secure sufficient future investment in the stock, the Council has recently transferred the stock of social housing to Chorley Community Housing. This should ensure that the provision of quality social housing is continued in the Borough, and raise the standard beyond the Decent Homes standard to meet the aspirations of tenants. Most housing association stock in the Borough is comparatively new, as much of it was built during the 1960s and 1970s, the vast majority of which already meets the Decent Homes Standard. Housing Associations working in the Borough have put in place plans to ensure all of their homes comply with the Decent Homes Standard by 2010.

9.8 Empty Homes

The Housing Investment Programme return for the Borough identified that there were approximately 727 vacant dwellings in the Borough in December 2006, which is a vacancy rate of just under 1.6%; this is a lower rate than in many North West authorities.

9.9 Supporting People

Supporting People is a government initiative to radically restructure the funding of preventative supported housing services. The programme has amalgamated many different funding streams into one budget in order to achieve a more co-ordinated strategic approach to commissioning housing services. Lancashire County Council administers the programme locally, with the commissioning of services co-ordinated through a partnership of Social Services, Health, Probation and Local Housing Authorities. The Borough Council is an active partner in the Supporting People commissioning process and is committed to developing a range of supported housing across the Borough.

The Supporting People initiative helps people with learning or physical disabilities, people with mental health problems, the homeless, vulnerable young people, older people that need support, people with drug or alcohol problems, people escaping domestic violence, and people at risk of offending.

9.10 Homelessness

There has been an increase in the number of households accepted by the Council as homeless since the Homelessness Act 2002 placed extra statutory duties on Local Authorities. This increase has put pressure on temporary accommodation facilities, where the average length of stay is increasing. Consequently the Council has recently started housing some of the homeless in bed and breakfast accommodation. The following table shows the number of applications received/accepted as homeless by the Borough Council.

Homelessness in Chorley Borough

Year	2002/03	2003/04	2004/05	2005/06
Number of Homeless Applications received	493	477	484	465
Number of Households accepted by the Council as Homeless	118	184	235	190

The Borough Council has worked in partnership to develop additional services for homeless households. This has resulted in the development of supported housing for lone teenage parents, and for young single homeless. Funding is provided for the post of Housing Advice Worker with the Citizens Advice Bureau and work is also undertaken with other voluntary sector agencies to develop prevention services in order to prevent incidents of homelessness, thus decreasing demand for temporary accommodation.

9.11 Elderly Care

Lancashire County Council Social Services have a target of reducing placements into residential care for the elderly. The Borough Council is working in partnership with Lancashire County Council and Chorley and the Primary Care Trust to develop alternatives to residential care. This includes identifying options for expanding the provision of extra-care sheltered housing, and through increasing our grants programmes for adaptations to Council dwellings.

9.12 Young People

Young people who are vulnerable and or in need of housing can gain support and assistance through the "What Now?" information centre in Union Street. Those young people who are or were "looked after" are supported by Lancashire County Council's Aftercare Service, which is run and managed by the County Youth and Community Service. Working closely with partners, young people who have particular needs can be assessed and appropriately assisted.

9.13 Housing Benefit

In November 2006 4,700 households were in receipt of housing benefit, which was 11.4% of all households, which was a 4.4% rise on the November 2005 figure. The

proportion of housing benefit claimants in the Borough is well below the North West figure of 18.1% and the Great Britain average of 16.4%.

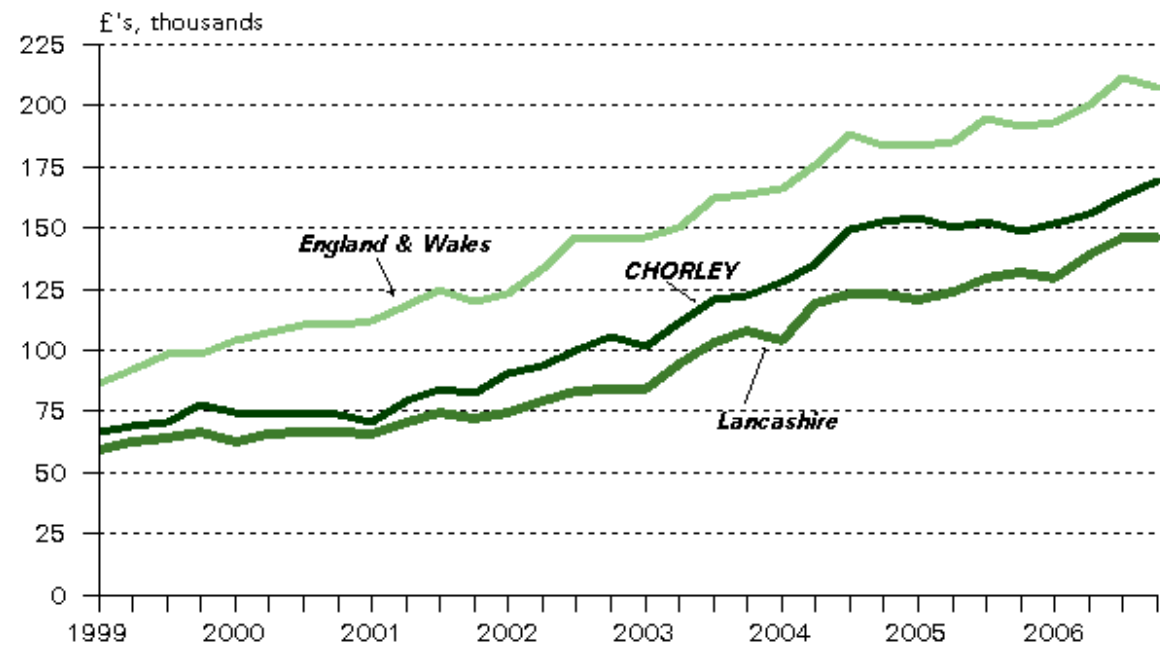
Source: Department of work and pensions, cited in the Lancashire Profile.

9.14 Affordability

A rapid increase in house prices has occurred over the last 5 years. Average income x 3.5 is less than average house prices. However, the issue of affordability is a greater problem than these figures suggest, because median (or typical) personal income levels in the Borough are relatively low, which means that buying a house is becoming increasingly difficult for somebody earning a typical income. The shortage of affordable property is most severe in the villages of the Borough. This is due to a combination of higher property prices, the desirability of the rural locations, and a higher level of right to buy sales.

Land Registry figures indicate that average house prices in the Borough have risen substantially over the past few years from £77,803 at the end of 2001 (October – December) to £169,184 at the end of 2006 (October – December). Over the past year average house prices rose from £148,468 (October – December 2005) to £169,184 (October – December 2006) in the Borough, which is a rise of 14%. This percentage rise exceeds the Lancashire average (10.7%) and the England and Wales average (8.3%). Prices have consistently been higher than the Lancashire average (£145,791 October – December 2006), but remain lower than the average for England and Wales (£207,572 during the same period).

Average Residential Property Prices in Chorley Borough



Source HM Land Registry

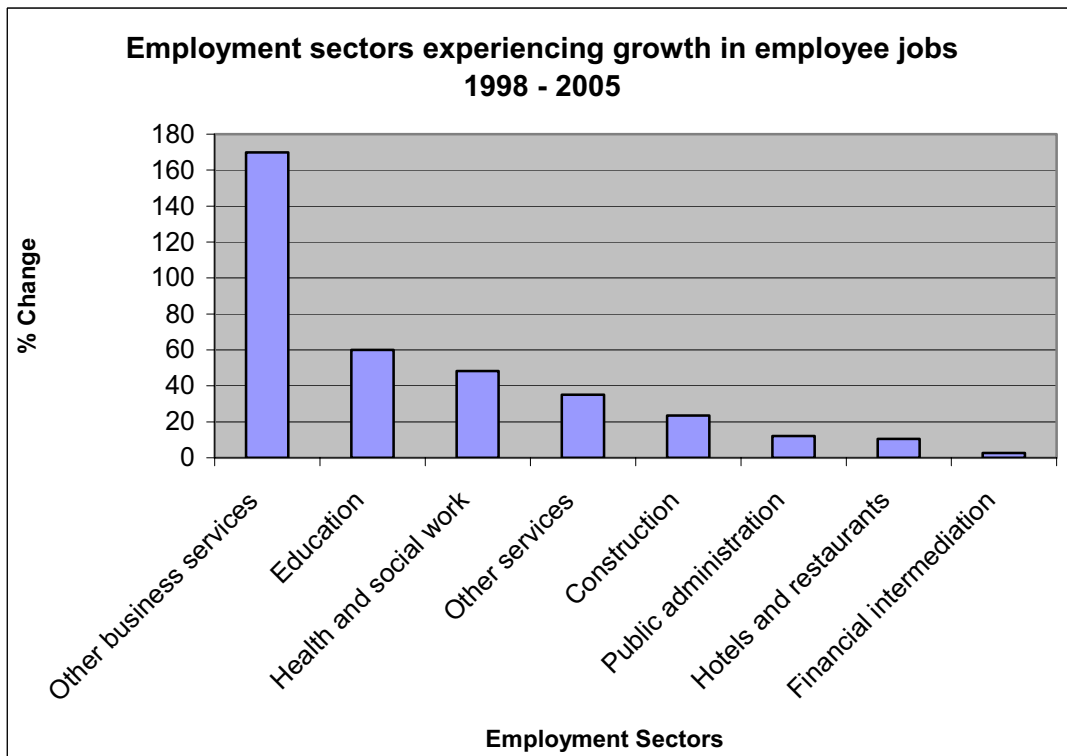
10. EMPLOYMENT

10.1 Employment Sectors

The Lancashire Profile (www.lancashire.gov.uk) cites data from the Annual Business Enquiry 2005, which highlights that employment growth in Central Lancashire (comprising Chorley, Preston, South Ribble and West Lancashire) was very strong over the period 1998 – 2005, growing at a rate of almost double the national average. Over this period Chorley experienced the highest rate of employee jobs growth of any district in Lancashire, with the proportion of jobs growing by 23.8%. In 2005 there were 39,000 employee jobs in the Borough, which was considerably higher than the 1998 total of 31,500, although the 2005 figure was a reduction on the 2004 figure of 41,800.

In 2005 the most important employee sectors in terms of jobs are other business services (8,600 jobs), wholesale and retail trades (7,000 jobs), health and social work (6,000 jobs), education (3,200 jobs), hotels and restaurants (3,200 jobs) and manufacturing (3,100 jobs).

The following bar chart highlights the employment sectors that have experienced growth in terms of the number of employee jobs over the period 1998 – 2005. By far the largest increase in jobs occurred in the other business services sector. The number of employees working in this sector increased by 170% (5,400 jobs). Other large increases occurred in the education sector (+60%, which equated about 1100 jobs), the health and social services sector (+48%, 1900 jobs), the other services sector (+35%, 500 jobs) and in construction (+24%, 500 jobs).



A number of employment sectors experienced a decline in the number of employee jobs over the period 1998 – 2005. The largest decreases in jobs occurred in the mining, energy and water sector (-69%), although this was only 100 jobs. Of more significance was the drop in the number of employees in the manufacturing sector, which experienced a 34% decrease, the equivalent of 1600 jobs. This reflects a general downsizing of the manufacturing employee base, as experienced elsewhere in Lancashire and nationwide. Decreases in employee jobs also occurred in the transport and communications sector (-9%, 100 jobs), the agriculture, forestry and fishing sector (-9%, 100 jobs) and in the wholesale and retail trades (-3%, 200 jobs).

10.2 Business Start-Ups

Barclays Bank (March 2007) have produced estimates of business formations in the Borough, which are cited in the Lancashire Profile (www.lancashire.gov.uk). These figures indicate that business start-ups in the Borough rose from a level of about 700 in 2005 to approximately 1000 in 2006, which was a 43% increase. This level of business start-ups was amongst the highest in Lancashire.

10.3 Availability of Sites and Premises

The borough has a wide variety of business and industrial space ranging from established industrial estates and small units in converted mills, to large new state-of-the-art manufacturing and logistics facilities.

The Revolution is a major new logistics and industrial park that is under construction on the Strategic Regional Site on the eastern edge of Buckshaw Village. Over 167,000 square metres of large-scale industrial and business space is planned. Wolseley UK and Multipart Supply Chain Solutions have both chosen to locate their North West headquarters on the site, in recently completed buildings.

At Buckshaw Link, over 20,000 square metres of brand new speculative industrial/commercial development is planned in units of 500 square metres and larger. A new Enterprise Centre is also planned which will provide quality niche work space in a managed environment to attract new business start-ups and encourage entrepreneurship.

10.4 Unemployment

The unemployment rate in the Borough is lower than the national average and lower than for Lancashire as a whole. In March 2007, 1,125 people were claiming unemployment-related benefits in the Borough, which related to 1.7% of the working age population. Of these claimants 829 were male and 296 were female. These figures represent 2.4% of the working age male population and 1% of the working age female population. The highest proportions of people in the Borough claiming unemployment-related benefits were in the wards of Chorley South West (3.5%) Chorley South East (3.3%), Chorley East (3%), Clayton-le-Woods North (3%) and Chorley North East (2.8%). These five wards accounted for over half of the people claiming unemployment-related benefits in the Borough.

10.5 Worklessness

Worklessness is a concept that goes beyond looking at unemployment benefit claimants by also looking at other people of working age that are not working, that are not in full time education and are not actively seeking work. Many of these people

receive other forms of benefit, such as incapacity benefit and income support. Deprivation and high levels of worklessness are often linked. Compared to most other Lancashire districts levels of worklessness in the Borough are low, but there are a few localities in the Borough, where the level of worklessness falls within the worst 10% of Lower Level Super Output Areas (small geographical areas of between 1000 – 2000 population) in England. These are the areas covering Stump Lane/Lyons Lane (Chorley Town), Cowling/Eaves Lane South (Chorley Town), Chorley Town Centre East and Clayton Brook North East. High levels of worklessness also exist in the central area of Coppull and the Moor Road/Eaves Green Road area of Chorley Town.

Conversely levels of worklessness are very low in localities such as Clayton Green East, Clayton Green West and in the Eccleston Parish East/Mawdesley Parish North.

10.6 Wage Levels

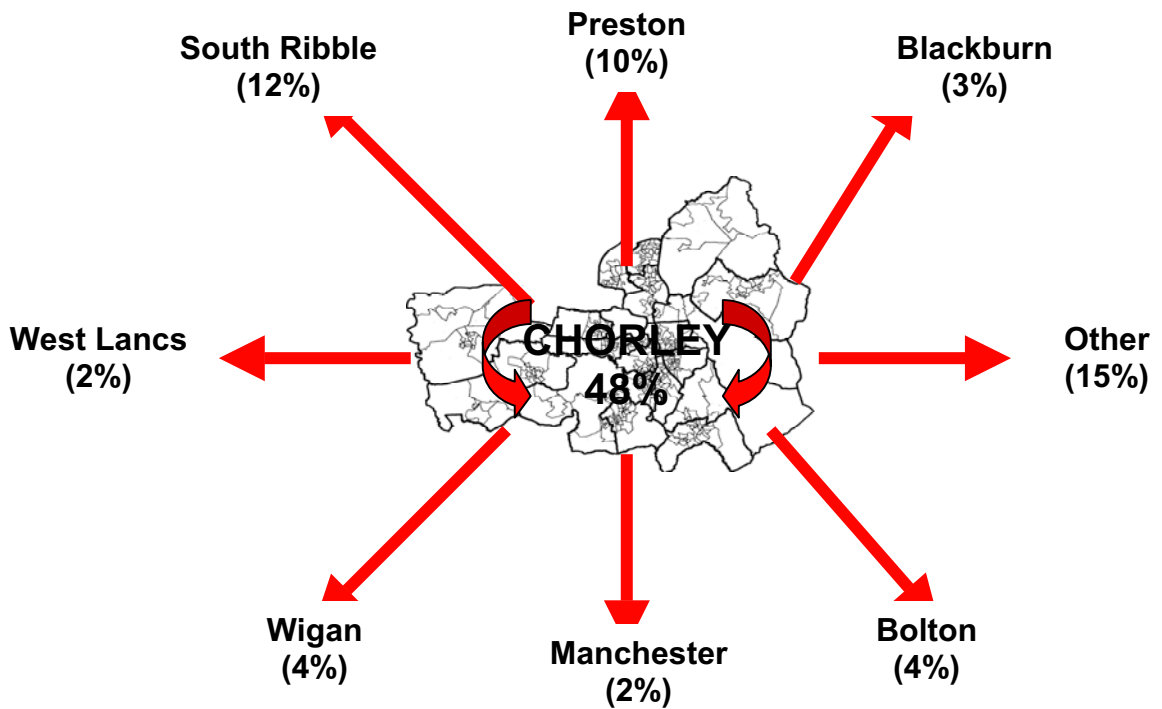
Wage levels for people working in Chorley until recently have been lower than those for Lancashire as a whole, but the latest (2006/07) data shows that median annual workplace earnings in Chorley are 0.4% above the County average.

Employees in Chorley worked fewer hours per week on average than in Lancashire as a whole and Great Britain. Chorley employees worked 34.5 hours per week on average, whilst the figures for Lancashire and Great Britain were 34.9 and 34.6 hours per week respectively.

10.7 Out Commuting (Travel to Work)

The 2001 Census of Population showed that the average distance travelled by Chorley Borough residents to fixed places of work is 14.9 km. This is greater than the average distance for Lancashire (12.9 km) and for England as a whole (13.3 km). A total of 48% of residents in employment worked within Chorley Borough and 52% travelled outside of the Borough to work. The workplace destinations of Chorley residents are shown in the diagram on the following page.

Places of Work of Residents 2001



Source 2001 Census of Population

The majority of residents working outside the Borough work in other Borough's within Lancashire and Greater Manchester. There are however a significant number of residents working outside the North West. Some residents travel as far as London to work, however it is more likely that people working so far away will stay in the place they are working during the week and travel home at weekends.

10.8 Rural Diversification

Poor profits in all sectors of the agricultural economy are leading to a general trend towards the diversification of farming activities. Farmers are becoming increasingly active in the areas of tourism and recreation, such as at Cedar Farm in Mawdesley. There is scope in the Borough for further development of accommodation and recreational facilities in rural areas, although this is a very competitive sector. It is often the case that those farm businesses most in need of an additional income source are the least able to raise the high levels of investment capital required to establish accommodation or recreational/leisure facilities.

11. TRANSPORT

11.1 Road Connections

The M6, M61 and M65 motorways all pass through the Borough giving it excellent road links. Although Chorley town is not directly served by a junction on the M6, access is available at Junction 28 to the north of the Borough near Leyland and at Junction 27 to the south of the Borough near Standish, allowing convenient access to the Midlands, the South, Northern England and Scotland. The M61 provides good links from the Borough to Manchester to the south and Preston to the north, whilst the M65 provides access to East Lancashire and beyond to Yorkshire and the North East.

A network of A and B roads provide local connections for the Borough's towns and villages to destinations such as Blackburn, Bolton, Leyland, Preston, Southport and Wigan. Peak time congestion is a problem on some routes, such as the A6 Preston Road north of Euxton Lane in Chorley. The Gillibrand Link Road has recently been completed and construction is underway of the Eaves Green Link Road. These roads will provide an orbital route from the A6 south of Chorley town to the A581 to the west of the town, bypassing the town centre. These roads will also provide access to new development to the west of the town.

11.2 Road Safety/Traffic Calming

The Lancashire Partnership for Road Safety is a multi-agency partnership, which is committed to improving safety on roads in Chorley and Lancashire as a whole. Their figures suggest that each year in Lancashire 9,000 people are injured on the roads (of which 1,000 are seriously injured and 70 killed). The Partnership focuses attention on the three primary causes of casualties, which are speeding, drink driving and the non-wearing of seatbelts. As well as safety cameras, physical traffic calming measures such as road humps, chicanes and road narrowing are used in various parts of the Borough to help keep vehicle speeds down and improve driver behaviour. These measures are increasingly linked to the use of 20mph zones in residential areas and there are plans to further extend the use of these.

11.3 Rail Travel: Stations

There are four railway stations in the Borough. They are located at Adlington and Chorley on the Blackpool-Preston-Manchester line, at Croston on the Preston-Ormskirk-Liverpool line and at Euxton Balshaw Lane, which is on the West Coast Main Line. The Preston-Blackburn line also passes through the north of the Borough, although there are no stations in Chorley Borough. Network Rail have confirmed that they will provide a new station with a park and ride facility at Buckshaw Village and work has now started on its design and development. Land that would be suitable for a new station has also been identified in Coppull. Chorley Station is located opposite the Chorley Interchange and has recently been renovated. These improvements and features such as electronic bus and rail information boards enable better inter-modal connectivity between buses and trains.

11.4 Rail Travel: Services and Connections

Adlington and Chorley stations provide direct rail services to destinations including Blackpool, Bolton, Manchester, Manchester Airport and Preston. There are at least three trains per hour during the day on weekdays to Preston and Manchester from Chorley. However, train capacity at peak times is an issue on these routes and rolling stock is of variable quality. Croston station provides direct but infrequent services to Preston and Ormskirk, with connections to Liverpool. Euxton Balshaw Lane station provides direct links to Liverpool, Wigan and Preston. However, for destinations outside the North West, including London, passengers must change trains outside of the Borough. A variety of ticketing options are available, such as day returns, 7-day season and monthly season tickets. However, these tickets are often expensive in comparison to similar tickets serving stations that are within the Greater Manchester and Merseyside boundaries. Rail freight within the Borough is hindered by a lack of capacity on key routes.

11.5 Bus Routes and Opportunities

A network of bus services operate in the Borough, run by Arriva, J. Fishwick and Sons, Blue Bus and Stagecoach along with a number of smaller companies who operate services on behalf of Lancashire County Council. The overall bus fleet is of variable quality with some ageing vehicles, but new low floor models are being introduced on some routes and experience from elsewhere shows these increase ridership levels. There are bus connections from Chorley Interchange to major destinations such as Preston, Leyland, Bolton, Blackburn and Wigan. Services also link the smaller settlements in the Borough with Chorley and other major towns. However, some rural locations are infrequently served by buses, and a lack of passengers in some areas has led to reductions in service frequency and service cuts. A variety of ticketing options are available on buses, depending on time of travel, travel zones etc. including weekly and monthly tickets, but fare levels and timetabling can be confusing for new bus travellers.

The Chorley Interchange provides improved customer facilities, including a fully enclosed passenger waiting area and electronic bus and rail departure information boards. The Interchange provides a more user-friendly bus service for Chorley bus users. Quality Bus Routes are also proposed to link Chorley with destinations such as Preston. Improvements have been made to 'Chorley town' services – known as Network Chorley. Modern midi-buses link the town centre with routes that take in places such as Adlington, Coppull and Euxton.

11.6 Car Parking

The Lancashire Parking Audit that took place in 2001 showed Chorley Town Centre as having the highest ratio of parking compared to retail and office floorspace of any of the 20 centres studied. Pay and display car parks in Chorley Town centre have over 1,300 spaces and most have received Secured Car Park awards, which means that they meet nationally approved car park security standards. Chorley Borough Council has installed intelligent messaging displays on the approaches to the town centre, which inform drivers of the number of spaces available in town centre car parks.

11.7 Telecommunications

Broadband is already available in most urban areas of the Borough. Mobile phone coverage is good for the majority of the Borough on all networks. Interactive cable

television is available in the more urban parts of the District and reception for digital terrestrial television and DAB radio is good in most areas.

11.8 Cycling

There is considerable potential for cycling in the Borough. In recent years off-road cycleways have been constructed through Astley Park and Cuerden Valley Park, both of which form part of the National Cycle Network. Cycle lanes have also been created in a number of locations, such as along the A6 at Whittle-le-Woods and Bolton Road, Chorley. It is proposed to implement further cycle routes throughout the Borough, including a cycleway along the Leeds-Liverpool Canal forming part of the National Cycle Network. Other local routes are also proposed including cycleways to provide links to new development, such as between Buckshaw Village and cycle route networks in adjoining areas. In addition to new routes it is also proposed to increase the amount of other cycling facilities in the Borough, such as cycle parking. The 2001 Census of Population revealed that 1.8% of employees travelled to work by bicycle in the Borough. This proportion is below the Lancashire figure of 2.4% and the England figure of 2.8%.

11.9 Horse Riding

Horse riding is increasingly popular in the Borough leading to many proposals for stables and associated facilities. There are approximately 37km of bridleways in the Borough. Most of the bridleways are in the Rivington area, with a smaller number in Heath Charnock and Coppull. There are few bridleways elsewhere in the Borough, which results in riders using roads.

11.10 Walking

Within the urban areas of the Borough, footway provision is generally good. Chorley town centre is extensively pedestrianised and further pedestrian enhancements are planned. However, in rural areas some roads lack footways and pose safety risks. There is an extensive range of countryside paths popular with ramblers especially in the West Pennine Moors, which have more extensive public access areas. Rural footpaths are generally well way-marked and in good condition, although there are over-used and poorly drained lengths that would benefit from improvement. The 2001 Census indicated that 9.2% of employees travelled to work on foot in Chorley. This proportion is below the Lancashire figure of 11.1% and the England figure of 10%.

11.11 Waterways

The Leeds and Liverpool Canal is the main navigable waterway in the Borough and is served by several boat yards. The use of moorings along lengths of the canal suggests more off line marinas are needed. Other than individual traders serving recreational boat owners (with coal etc) there is no freight use of the canal at present, although there remains the potential for this to occur.

11.12 Air Passenger/Freight Services

Manchester International Airport can be easily accessed by motorway or direct passenger rail services from Chorley. The airport operates passenger and freight services worldwide and is one of the busiest airports in Europe. Liverpool John Lennon Airport and Blackpool Airport are also within an hour's drive from Chorley.

12. SHOPPING

12.1 Chorley Town Centre Role

The Chorley Town Centre Retail and Leisure Study (White Young Green Planning, October 2005) confirms that Chorley town centre is the major retail destination within the Borough, acting as a market town centre for comparison and convenience shopping serving the local population. It is home to a wide range of shops and services and a significant number of the national chains are represented, complemented by a large number of independent stores.

The town centre environment varies from the modern Market Walk shopping development, with many national chain stores, to traditional streets with a wide mix of shops and other uses. The majority of the town centre is pedestrianised, providing a safe and pleasant town centre-shopping environment.

A Town Centre Strategy has been produced which includes a range of priorities and objectives to further improve the town centre. A major new retail development is proposed, utilising some of the Flat Iron Car Park. This will provide 10,000 square metres of extra shopping space in four large new stores, and a pay on exit multi-storey car park.

The town centre is also well known throughout the North West for its markets, which include the Flat Iron Market, the covered market and various specialist markets that are held from time to time, such as the French Market and the Staffordshire Pot Fair. A very wide range of goods are on offer ranging from locally produced fresh fruit and vegetables, meat, fish, bread and cakes to plants, clothing, household wares and gift items.

The Chorley Town Centre Retail and Leisure Study highlights that the town centre has improved its position between 2001 and 2004 in the national ranking of town centres (Management Horizon Europe's UK Shopping Index, 2003/2004). The Lancashire Shopping Study 2003 also indicates that Chorley appears to be trading well, particularly in comparison to other smaller towns within Lancashire, which have a far lesser role in serving the non-food shopping needs of the County's residents. The study indicates that Chorley town centre has the seventh highest non-food turnover in Lancashire at £79.7 million. The town's average sales density is calculated at £4,295/sqm, which is greater than some of the larger centres and which ranks it third overall in the County.

An April 2007 Town Centre Survey showed that the vacancy rate of premises in the town centre is 8%, which is no change from the 2006 figure. Regular pedestrian flow counts of Chorley town centre indicate that the busiest streets are Market Walk and Chapel Street, with Saturday and Tuesday being the busiest days. The March 2007 count showed the highest number of pedestrians since March 2004.

12.2 Out of Centre Superstores/Retail Warehouses

Chorley Borough contains a variety of superstores and retail warehouses. Chorley town has one out-of-centre Tesco superstore and a Morrisons superstore on the edge of the town centre, plus a variety of other smaller supermarkets detached from the centre. There is also an Asda superstore at Clayton Green in the Clayton Green District Centre. Out of centre non-food retail warehouses within the Borough include a number of units within Chorley town and a few freestanding retail warehouses

elsewhere in the Borough. There are no major purpose built out-of-centre retail parks in the Borough. National planning guidance promotes retail development within town centres and discourages out of centre retailing, so further growth of such shopping within the Borough is likely to be limited.

12.3 Neighbouring Towns and Cities

Chorley town centre operates in a very competitive retailing environment, because of the number of larger towns located in close proximity to the Borough. Preston city centre is the major shopping destination in Lancashire and is easily reached from Chorley. Bolton, Blackburn, Southport and Wigan town centres are also only a short drive, bus or train ride from Chorley. Chorley town centre faces considerable competition from these larger centres, which offer a wider choice of comparison retailing and have some of the larger national stores. Further afield, Chorley also faces competition from Manchester City Centre and the Trafford Centre, which can both be reached within an hour from the Borough. The out-of-centre Middlebrook Retail Park at Horwich also sells a wide range of comparison and convenience goods and attracts shoppers from the Borough.

12.4 Local Provision

There is a variety of shopping provision serving local needs in the Borough with small individual stores in virtually all urban and rural locations. Chorley town has a variety of local shopping areas, spread throughout the town, such as at Pall Mall and Eaves Lane. The surrounding towns and villages such as Adlington, Coppull, Eccleston, and Euxton have a fair range of shops. Elsewhere there are isolated shops or groups of shops. These local shopping areas and individual shops have to compete with larger centres and larger stores, and in some of the centres there are vacant units, which are sometimes in a poor state of repair. There is often pressure to convert these units to housing, or other uses, which can further erode local service provision.

12.5 E-Retailing

E-retailing is a growing phenomenon, which is likely to further impact upon shopping patterns within the Borough. A number of companies now sell products solely over the internet, whilst others operate traditional stores, but with an internet ordering service with delivery.

13. TOURISM, CULTURE, SPORT AND LEISURE

13.1 Built and Natural Attractions

The Borough has a wide range of attractions, including:

- **Astley Hall and Astley Park** – Astley Hall in Chorley is a Grade 1 Listed Building, and is home to a museum and art gallery. It dates back to Elizabethan times, with further additions over the centuries. It stands within Astley Park, which is a 43 hectare park located just outside Chorley Town Centre. Extensive work is currently being undertaken to improve the grounds around Astley Hall.
- **Blainscough Wood Nature Reserve** – This is a former coal mining site that is owned by Chorley Borough Council. Following cessation of coal mining activities, the site remained derelict and unsafe for a considerable length of time. Reclamation works undertaken by the Council between 1990-93 made the site safe and established it as a popular nature reserve.
- **Botany Bay** – This popular retail/leisure attraction is housed in a prominent former mill building, located alongside the M61 in Chorley.
- **Bygone Times** – This is a themed shopping destination housed in a former mill in Eccleston.
- **Camelot Theme Park** – This is a major attraction but the operators have announced that the park is likely to close in the next few years.
- **Cedar Farm Galleries** – This is an arts and craft centre located just outside the village of Mawdesley.
- **Cuerden Valley Park** – established as part of Central Lancashire New Town. The park is managed by the Wildlife Trust for Lancashire, Manchester and North Merseyside.
- **Hic Bibi Local Nature Reserve** – This is an eight hectare site developed on a former clay quarry and brick works in Coppull, which has a diverse and valuable ecology. Enhancement works have been ongoing since 1994 to make the site more accessible by creating new ponds, paths and providing new planting, fencing, stiles and information boards.
- **Hoghton Tower** – An important Grade 1 Listed manor house
- **Rivington/Lever Park** – Rivington is home to rugged hills, reservoirs and woodland. The Rivington Pike, an ancient beacon to warn of invasion, is a landmark that dominates the local landscape. Other unique features include the terraced gardens that are currently in need of restoration, two Saxon Tithe Barns and a ruined replica of Liverpool Castle.
- **Withnell Local Nature Reserve** – This site was originally part of the Chorley to Blackburn "Cherry Tree" railway line which became disused during the 1960s. The site was acquired in 1971 and was reclaimed to form a nature reserve in the early 1990s.
- **Yarrow Valley Country Park** – this Green Flag awarded attraction provides a convenient local attraction near to Chorley town, created originally out of restored bleach works and now expanded along the river valley to the west. A further extension south into the former Duxbury Collieries is dependent on restoration of this area.

13.2 Accommodation

The Borough has a range of accommodation including hotels, B&Bs, camping and caravan sites. However, there are no major hotels in Chorley town centre.

13.3 Business Tourism

There are a range of venues offering conference facilities with accommodation and others without accommodation. Chorley is well located for business tourism as it is close to the junctions of three motorways and has direct rail links to major destinations in the North West.

13.4 Food and Drink

There has been an increase in cafes and restaurants in recent years catering for a wide range of tastes, particularly within Chorley town centre, and a rise in the number of hot food takeaways across the Borough. Some public houses have closed and the sites redeveloped for other uses, whereas some in Chorley town centre now have later opening hours.

13.5 Exhibition and Performance Venues

Astley Hall Museum and Art Gallery is the only museum located within the Borough. Chorley Little Theatre is an amateur dramatics and film society venue. The Lancastrian Room in Chorley Town Hall is a large venue that now has improved access. Community centres, church halls and village halls throughout the Borough also provide venues for exhibitions and performances. Chorley Library has a gallery space that is available all year round.

13.6 Events and Activities

The Borough has a strong tradition of voluntary clubs and societies, numbering around 500 different organisations, which organise a varied programme of events and activities. Significant events include Croston Coffee Day, Chorley Churches Walking Days, Good Friday Rivington walks, the Pro Loco arts competition and the Chorley Cake Street Fair. There is an annual Midsummer Festival, which is designed to promote local bands and encourage participation in the arts through outdoor events. There is an active programme of summer street theatre in Chorley town centre and a winter showcase of events including a Christmas Light Switch On and parade. Both Yarrow Valley Park and Cuerden Park present a year round programme of participatory arts events, as well as environmental activities and healthy walks programmes. Young people's arts events are programmed every half term holiday through the South Lancashire Arts Partnership.

Community activities are run on a daily basis from the Borough's community centres as well as numerous village halls and social clubs. These include regular visits by the Lancashire rural touring scheme "Spot On" who provide small scale touring drama, dance and music for seven villages in the Borough.

13.7 Community Radio

Chorley FM started broadcasting some years ago, utilising short term licences. In Autumn 2005 it was announced that their application for a five-year community radio

licence was successful. In November 2006 Chorley FM was officially launched as a full-time community radio station.

13.8 Famous People

Chorley Borough is a place to which a variety of prominent historical people had close connections. These include Myles Standish, who was hired by the Merchant Adventurers to sail with the Pilgrims in the Mayflower to America, and who is reputed to have been born locally – at Duxbury. He is currently the focus of an investigation to prove his links with the Borough. Other such famous figures with Chorley connections include the sugar magnate and philanthropist, Sir Henry Tate, Jeremiah Horrocks (who first recorded the transit of Venus across the Sun), soap tycoon Lord Leverhulme, Nobel Prize winner Sir Walter Norman Haworth FRS and William Shakespeare.

Contemporary figures associated with the Borough include opera singer Amanda Roocroft, actor Steve Pemberton (of the League of Gentlemen), comedian Dave Spikey, M People musician Paul Birchall and internationally acclaimed artist Leonora Carrington who originates from Clayton-le-Woods and is known as the “first woman of Surrealism”. Contemporary sports people associated with the Borough include Olympic cyclist Jason Quealy, former England rugby captain Bill Beaumont and footballer David Unsworth whose career has included spells at teams such as Aston Villa, Everton and Wigan Athletic. Boxer Michael Jennings, the current British Welterweight Champion, also hails from Chorley with a fighting record of thirty wins and one loss.

13.9 Sports Facilities and Development

There are a good range of sports facilities in the Borough including 3 Council leisure centres, 2 public swimming pools, 2 private leisure centres with swimming pools (Next Generation and Park Hall) and numerous gyms. There are a number of Golf Courses in the Borough including an 18 hole municipal owned course at Duxbury, south of Chorley town. Many of the village halls also cater for various sports and activities, but some are substandard in terms of space.

Artificial turf pitches can be found at Southlands and Holy Cross High Schools in Chorley, and at Clayton Green Leisure Centre. There are proposals for an additional full size artificial pitch at Buckshaw Village. The Borough has many playing fields that cater for a wide range of sports, but some municipal playing fields are poorly drained, which can lead to match cancellations. Pitches for junior football are also in short supply.

Chorley has an active Sports Forum plus a number of sports specific development groups. The Council and local sports clubs are also proactive within the Lancashire Sport Partnership. This partnership aims to provide sporting opportunities for all and ensure that those individuals who have both the talent and the inclination can progress through the sporting continuum and compete at the highest level possible. The Sports Forum administer a modest grant scheme for talented individuals on the Council's behalf.

This page is intentionally left blank



Report of	Meeting	Date
Assistant Chief Executive, Policy & Performance (Introduced by the Executive Member for Policy and Performance)	Executive Cabinet	04/10/07

**THE ANNUAL REFRESH OF THE CORPORATE STRATEGY
2007/08 – 2009/10**

PURPOSE OF REPORT

- To seek approval of the Corporate Strategy 2007/08 – 2009/10.

RECOMMENDATION(S)

- That the changes to the Corporate Strategy be approved in line with the rationale detailed below and that the refreshed Corporate Strategy be agreed as the key strategic document for the authority.

REASONS FOR RECOMMENDATION(S)

- The Corporate Strategy is at the heart of the Council’s corporate business planning process and is a key driver for delivering Chorley Council’s vision, priorities and strategic outcomes. In line with the corporate business planning process, the three-year Corporate Strategy is reviewed and refreshed on an annual basis and where appropriate changes are recommended including the introduction of new key projects which will deliver real improvements for the community we serve.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

- None

CORPORATE PRIORITIES

- This report relates to the following Strategic Objectives:

Put Chorley at the heart of regional economic development in the central Lancashire sub region	✓	Improved access to public services	✓
Improving equality of opportunity and life chance	✓	Develop the character and feel of Chorley as a good place to live	✓
Involving People in their Communities	✓	Ensure Chorley is a performing Organisation	✓



BACKGROUND

6. The Corporate Strategy is the highest-level document for the Council. It is put together against the backdrop of the Community Strategy and the Local Area Agreement, providing a clear statement at the highest strategic level of what the Council wants to achieve over the next three years. It sets out the Council's vision, priorities and strategic objectives, but also how we will measure our achievements, and the key projects, which we will be delivering in the short to medium term.
7. All other strategies should be aligned with the priorities and strategic objectives set out in the Corporate Strategy. As such the Corporate Strategy is a key document for the authority and it is key that it is fit for purpose and deliverable.
8. The current Corporate Strategy 2006/07 – 2008/09, was last reviewed in Autumn 2006 and approved by Council in December 2006. Since that time the Council's corporate business planning process has been reviewed and strengthened and as a consequence, the Council has committed to reviewing the Corporate Strategy on an annual basis commencing each Summer with a view to agreeing and publishing a new Corporate Strategy in October each year, see the business planning process, appendix A.
9. The Corporate Strategy has been refreshed following a series of consultation and development sessions involving Councillors, Strategy Group, directors and relevant officers. In addition it takes into account a number of influences, the main ones being the lessons learned from the delivery of the strategy in 2006/07, the refresh of the Sustainable Community Strategy, and the 'Big Issues' currently facing the Council. A copy of the refreshed Corporate Strategy is attached to this report in appendix B.

REVIEW OF PERFORMANCE IN 2006/07

10. 2006/07 was the first year of our new ambitious and focused Corporate Strategy. The 'plan on the page', described as 'fantastic' by the IDeA, provides a succinct overview of our vision and objectives, with direct links to clear measures and targets, long term outcomes and key projects.
11. 2006/07 was also the first time that key projects were identified as part of the Corporate Strategy, as a key mechanism for delivery. Overall the performance has been excellent with 95.5% of the 44 key projects either completed or progressing ahead of plan or on plan, delivering outcomes such as the housing stock transfer, 0% council tax increase, and achieving Investors In People,.
12. The identification of the key projects has been successful in helping us focus on key areas of work to make sure we target our priority areas and deliver real outcomes and benefits to our customers, and ultimately achieve our objectives as set out in the Corporate Strategy.
13. In respect of the measures within the Corporate Strategy, performance around those elements of the Corporate Strategy over which we have direct control is good with 73% hitting or exceeding target.
14. For example town centre visits for 2006/07 totalled 35,947, which is 667 more than the 2009 target of 35,280. In addition we have already met one of our long-term outcomes to have average earnings in line with the county average with median workplace earning in the borough now 1.4% above the Lancashire average. Previously we were 3.2% below the county average.

15. With regards to our performance in delivering the strategic objective “improved access to public services” we saw 98% satisfaction in the service received in our contact centre and an increase in the number of appropriate services available via self serve, to 65% which was 15% above target.
16. In 2006/07 a number of projects focused on achieving safer communities, these included a project to pilot innovative ways to reassure our communities, as well as a project to deliver key actions in the Community Safety Strategy. These projects have in turn lead to us exceeding 2009 targets for the measures of improving feelings of safety during the day, and improved feelings of safety during the night.
17. Finally against our strategic objective to “ensure Chorley is a performing organisation” we have again exceeded targets for 2009 for the measures ‘% of priority BVPIs in the upper quartile’ and the ‘ % of priority BVPI’s improving’.
18. Despite the positive examples above we realise there are areas where we can improve, and as such the following points have been considered as part of this refresh:
 - The number of key projects should be reduced.
 - There must be at least one key project addressing each of the long-term outcomes.
 - Project and measures should not be included if they are out of our control.
 - Measures and targets should be developed along side the key projects to ensure they are relevant to the key projects so the measures can be used as evidence of progress.
 - Clearly defining projects which:
 - Support our strategic objectives
 - Have a definite start and end point
 - Are deliverable within a 12-18 month time scale

THE SUSTAINABLE COMMUNITY STRATEGY

19. Following consultation with partners the Community Strategy is also being refreshed, and is due to be approved by the LSP Executive on the 10th October 2007.
20. The majority of the Community Strategy priorities have remained the same however the main difference is that a new priority to address climate change has been adopted in line with other refreshed LSP sustainable community strategies.
21. Prior to the refresh, each of the Community Strategy priorities were mirrored in our Corporate Strategy’s strategic objectives. As such the change to the Community Strategy priority has been reflected in the Corporate Strategy refresh by including a new strategic objective to ‘ Develop Local Solutions to Climate Change’.
22. Together with a long-term outcome of reducing the Councils environmental footprint and a key project and measures around climate change they echo changes in the Community Strategy and maintain the golden thread.
23. To allow for this new priority without increasing the overall number of strategic objectives, we have retained ‘Involving People in their Communities’ as a strategic objective, and ‘improved access to public services’ has been retained and expressed as a long term outcome under this objective in line with the approach taken by the Community Strategy.

THE 'BIG ISSUES'

24. As part of the improved Corporate Business Planning Process a “Big Issues” paper is now produced annually to identify the main strategic issues facing the Council over the subsequent year, and to inform future strategic and service planning. As part of this the following key issues have been identified:
- Citizen engagement
 - Improving front line universal services
 - Regeneration
 - Use of resources and attracting and retaining high quality staff
 - Climate change
25. Each of these issues have been addressed in the refreshed Corporate Strategy. For example the new key projects to implement the Chorley BPA blueprint and undertake customer profiling are all about improving front line services to our citizens, while the workforce plan and associated measures is proposed to address the issue of attracting and retaining high quality staff.

SUMMARY OF CHANGES

26. Naturally it is important that the vision and priorities remain constant, as these set out our medium term ambitions, therefore these have remained the same.
27. However as detailed above a new strategic objective to develop local solutions to climate change has been included in order to continue to mirror the Community Strategy, as well as addressing what is a ‘hot topic’ nationally, as well as an identified ‘big issue’ for us locally.
28. This has led to some minor changes to two of the existing strategic objectives, as well as some minor changes to long-term outcomes.
29. The majority of the changes are to the measures and the key projects.
30. The re-freshed strategy contains 30 key projects. Three key projects from 2006/07 are still on-going and have been carried forward e.g Establish a Choice Based Lettings Scheme, Improve the Council’s CPA Score and Develop a Sustainable Resources Development Plan. A further eight key projects have also been included which are more explicit as to the work that will be undertaken in the next 12-18 months to either take forward delivery of key strategies or longer term action plans highlighted in the previous plan e.g deliver Market Walk Phase 2 – linked to the Town Implementation of the Town Centre Strategy. In addition, there are 19 new projects that will assist in the achievement of our long-term objectives.
31. The existing 38 measures have been reviewed to ensure they more clearly linked to both the key projects and the long-term outcomes. As such, a few measures which did not link to either a long term objective, a key project, or were no longer relevant have been removed, and 20 new measures have been introduced, including a selection of measures from the baskets of measures which were developed last year as part of the strategy. This now gives a total of 47 measures with targets (an increase of 9 measures)
32. We will start monitoring against the new strategy in the third quarter performance report in January 2008.

IMPLICATIONS OF REPORT

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

Finance		Customer Services	
Human Resources		Equality and Diversity	
Legal			

COMMENTS OF THE DIRECTOR OF FINANCE

34. The Medium Term Financial Strategy (MTFS) is currently being refreshed and will take account of the refreshed Corporate Strategy to ensure delivery of the Council's priorities are supported.

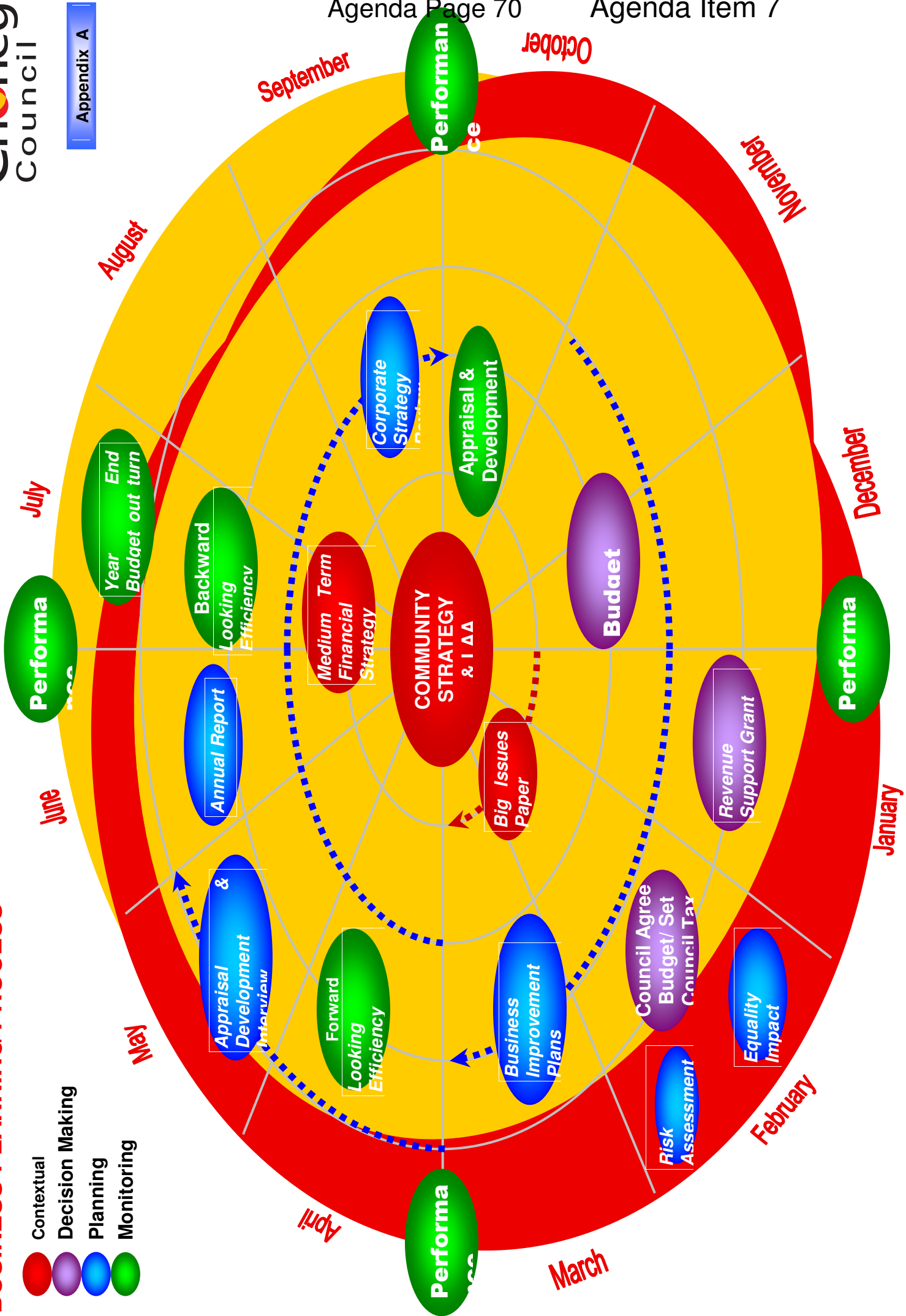
LESLEY-ANN FENTON
ASSISTANT CHIEF EXECUTIVE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Rebecca Ostapski	5779	18 th September 2007	CS Refresh 2007

BUSINESS PLANNING PROCESS

- Contextual
- Decision Making
- Planning
- Monitoring



Our Vision

The Council's ambition is for Chorley to become one of the most attractive, caring and vibrant places in the North West to live, to work, to invest and to visit.

People can expect safe, clean, sustainable neighbourhoods with equal access to first class, co-ordinated public services which meet their diverse needs. They can expect high quality local job and training opportunities, a decent home and to be valued and respected by all. They will be able to have their say and influence local services in their areas and to insist on good value for public money. The character of our friendly, contemporary market town and its surrounding villages will be enhanced whilst ensuring Chorley plays a pivotal role in regional economic development.

PRIORITY	PROSPERITY	PEOPLE		PLACE		PERFORMANCE
STRATEGIC OBJECTIVE	<p>1. Put Chorley at the heart of regional economic development in the Central Lancashire sub-region</p> <p><i>Leads:</i> Cllr P Malpas Jane Meek</p>	<p>2. Improving equality of opportunity and life chances</p> <p><i>Leads:</i> Cllr P Case Lesley-Ann Fenton</p>	<p>3. Involving people in their communities</p> <p><i>Leads:</i> Cllr J Walker Donna Hall</p>	<p>4. Develop local solutions to climate change.</p> <p><i>Leads:</i> Cllr P Malpas Jane Meek</p>	<p>5. Develop the Character and feel of Chorley as a good place to live</p> <p><i>Leads:</i> Cllr P Goldsworthy Donna Hall</p>	<p>6. Ensure Chorley Borough Council is a performing organisation</p> <p><i>Leads:</i> Cllr P Goldsworthy Lesley-Ann Fenton</p>
LONG TERM OUTCOME	<p>1.1 A vibrant local economy</p> <p>1.2 Thriving Chorley Town Centre</p> <p>1.3 Average earnings in line with country average</p>	<p>2.1 Number of SOA's in worst 20% will reduce</p> <p>2.2 Improve life chances for young people and children</p> <p>2.3 Improved quality of life for the borough's older people</p> <p>2.4 Healthier communities and reduced health inequalities</p> <p>2.5 Improved quality of life in rural communities</p>	<p>3.1 Improved access to public services</p> <p>3.2 People will be involved in decision making and in improving the well being of their communities</p>	<p>4.1 The Council's environmental footprint will be reduced</p> <p>4.2 An improved local environment</p>	<p>5.1 More people will be satisfied with Chorley as a place to live</p> <p>5.2 There will be a balanced housing market</p> <p>5.3 Safer communities</p>	<p>6.1 Community aspirations are delivered through the efficient use of resources and effective performance management</p> <p>6.2 An excellent community leader</p> <p>6.3 A provider and procurer of high quality priority services</p> <p>6.4 An excellent Council that is continually striving to improve</p>
MEASURES and TARGETS	<p>Outcome 1.1</p> <ul style="list-style-type: none"> Number of new business established. Target 53 p.a. Number of new businesses established and sustained for 12 and 24 months. Target 82% and 76% March 2010 <p>Outcome 1.2</p> <ul style="list-style-type: none"> Town Centre Visits. Target 38,542 by 2010. Town Centre visitor satisfaction in range and choice of shops. Target 50% by 2009/10. Vacant Town Centre Floor Space. Target 6.5% by March 2010. <p>Outcome 1.3</p> <ul style="list-style-type: none"> Median workplace earnings in the Borough. Target increase earnings gap to 2% above the Lancashire average by March 2010. Number of Chorley residents moving into sustainable employment and ceasing to claim incapacity benefit and income support. Target 0.2% below the national average. 	<p>Outcome 2.1</p> <ul style="list-style-type: none"> Reduce the number of neighbourhoods in the 20% most deprived nationally. Target achieve local targets for each area by March 2010. <p>Outcome 2.2</p> <ul style="list-style-type: none"> % decrease in teenage pregnancies. Target 55% by March 2010. Increase the number of visits young people make to leisure facilities. Target 462,994 visits p.a. by March 2010. <p>Outcome 2.3</p> <ul style="list-style-type: none"> Increase the % of older people involved in physical activity. Target increase to 20% by March 2010. Increase the % volunteering amongst older people. Target 64% by 2009/10. <p>Outcome 2.4</p> <ul style="list-style-type: none"> Increase the % of schools with healthy schools accreditation. Target 100% by March 2010. Increase the number of visits to leisure facilities. Target 800,000 visits p.a. by March 2010. <p>Outcome 2.5</p> <ul style="list-style-type: none"> Increase the % of people in rural wards satisfied with the Borough as a place to live. Target 95% by 2009/10 	<p>Outcome 3.1</p> <ul style="list-style-type: none"> To maintain customer satisfaction with the service received from 'Contact Chorley'. Target 97% p.a. Increase the number of appropriate Council Services accessible through 'Contact Chorley'. Target 100% by March 2008. Increase the number of self service interactions through the Council's website. Target 10% increase in baseline each year of the strategy. Increase the number of appropriate Council Service available via 'self service'. Target 100% by March 2010. To lift performance in the partnership target neighbourhood working areas to the Borough average (Measured through BVPI 199A, B & C). % of Council buildings accessible to disabled people. Target 96% by March 2008. <p>Outcome 3.2</p> <ul style="list-style-type: none"> % of people dissatisfied with opportunities to participate in decision making will decrease. Target 18% by 2009/10. % of people who have worked in a voluntary capacity during the last 12 months. Target 65% by 2009/10. % of people who feel that their communities are places where people get on well together will increase. Target 79% by 2009/10. 	<p>Outcome 4.1</p> <ul style="list-style-type: none"> Tonnes of Carbon Dioxide emissions reduced via energy efficiency grants. Target reduction of 1000 tonnes by March 2010. Reduction in energy usage. Target 10% reduction by March 2010. Reduction of waste to landfill. Target 0.2% reduction by March 2010. <p>New Outcome 4.2</p> <ul style="list-style-type: none"> Recycling and composting performance (BV82). Target 50% by March 2010. Satisfaction with recycling (BV90). Target 73% by 2009/10. % increase in people reporting that the urban and rural environment has improved. Target increase by 10% by 2009/10. 	<p>Outcome 5.1</p> <ul style="list-style-type: none"> Increase the % people satisfied with the Borough as a place to live. Target increase to 80% by 2009/10. Increase the % of people satisfied with parks and open spaces. Target increase to 80% by 2009/10. The number of parks receiving green flag status. Target 3 parks by March 2010. % of land assessed as having combined deposits of litter and detritus. Target 4.7% by March 2010. <p>Outcome 5.2</p> <ul style="list-style-type: none"> % of private sector housing empty for 6 months or more. Target 0.5% by March 2010. Affordable dwellings completed. Target 250 units by March 2009. <p>Outcome 5.3</p> <ul style="list-style-type: none"> Improve feelings of safety during the day. Target 90% by March 2008. Improve feelings of safety during the night. Target 50% by March 2008. Reduce Crime in the Borough (Target 15% by March 2008 in line with PSA1 targets) 	<p>Outcome 6.1</p> <ul style="list-style-type: none"> Satisfaction with the way the Council runs things. Target 60% by 2009/10. To maintain efficiency savings of 3% per annum. <p>Outcome 6.2</p> <ul style="list-style-type: none"> % of Sustainable Community Strategy Projects achieved. Target 90% by March 2010. <p>Outcome 6.3</p> <ul style="list-style-type: none"> Staff satisfaction. Target 90% by March 2010. <p>Outcome 6.4</p> <ul style="list-style-type: none"> Improve CPA score and achieve a positive Direction Of Travel. Target achieve a CPA score of "Excellent" in 2008. % of Corporate Strategy projects achieved. Target 90% by March 2010. % of BVPI's in Upper Quartile. Target 45% March 2010. % of BVPI's improving. Target 80% March 2010.
KEY PROJECTS 2007 - 2008	<ul style="list-style-type: none"> Submit a proposal for an enterprise/green technology centre (1.1) Develop a succession strategy for the strategic regional site (1.1) Develop a three year investment strategy for the Town Centre including Market Walk (1.2) Deliver Market Walk phase two (1.2) Develop and deliver a markets action plan (1.2) Develop Chorley's first employment charter (1.3) 	<ul style="list-style-type: none"> Deliver the vulnerable families project (2.1 & 2.2) Establish Chorley's children's trust arrangements (2.2) Implement the Chorley Council elements of the play strategy (2.2) Deliver the 50+ active generation project (2.3) Develop the local sport and physical activity alliance (2.4) 	<ul style="list-style-type: none"> Undertake customer profiling and develop an action plan (3.1) Determine neighbourhood working arrangements (3.1) Refresh the consultation and participation strategy and develop an action plan (3.2) Produce an action plan for the community forum areas (3.2 & 2.5) Development of a community plan for Buckshaw (3.2) 	<ul style="list-style-type: none"> Develop a climate change strategy for Chorley Council (4.1) Recycling and refuse contract renewal (4.1 & 4.2) Develop a sustainable resources development plan for the Borough (4.2) 	<ul style="list-style-type: none"> Continue to improve the green corridor of Chorley (5.1) Develop an affordable housing framework (5.2) Establish a choice based lettings scheme (5.2) Continue to develop the Multi-Agency Task and Coordination project to improve community safety (5.3) 	<ul style="list-style-type: none"> Implement the Chorley BPA blueprint (6.1) Develop a locality plan to improve two tier local government (6.2) Deliver five pump primed projects in the LSP (6.2) Implement a shared Finance services with SRBC (6.3) Develop a workforce plan (6.3) Implement CRM (6.3) Improve the Councils CPA score (6.4)

This page is intentionally left blank

Report of	Meeting	Date
Assistance Chief Executive (Policy & Performance) (Introduced by the Executive Member for Policy and Performance)	Executive Cabinet	4 th October 2007

REVISION OF THE COUNCIL'S EQUALITY SCHEME

PURPOSE OF REPORT

1. To present a revised version of the Council's Equality Scheme to members for consideration and approval

RECOMMENDATION(S)

2. That the proposed Equality Scheme is adopted

EXECUTIVE SUMMARY OF REPORT

3. The Council is clear about its ambitions to become an excellent authority and continues to develop its customer first approach to business. Equality and diversity considerations are critical to the achievement of both of these aims, as equality and diversity is primarily an agenda which seeks to ensure that we are meeting all of the needs of our customers and communities, and equality and diversity is a critical element of the inspection regime.
4. The government has recently published a revised version of the Equality Standard for Local Government which sets out a number of new requirements for local authorities in responding to and progressing the equality and diversity agenda.
5. Prior to revision the Equality Standard had placed a requirement upon us to address ethnicity, disability and gender in our equality scheme. One of the key elements of the revised Equality Standard is its extension to cover age, sexuality and religion and to publish an equality scheme which addresses these elements of diversity.
6. It is also important that we translate a key national agenda into something which is meaningful and relevant to a Chorley context. Therefore rurality has been included as a seventh strand of diversity. This comes from an understanding of the place that is Chorley. As a Borough with significant rural areas it is important that when considering how best to work with our communities and meet the needs of our customers we account for the impact that living in rural areas can have on life chances, opportunities and access to services.
7. Therefore, Chorley Council's Equality Scheme has been revised and now covers seven strands of diversity. The three strands with which positive duties are associated (ethnicity, gender and disability), three which are nationally recognised, are covered to a greater or

lesser extent by various pieces of legislation and which are now enshrined in the equality standard (age, religion and sexuality) and one additional local strand of diversity, rurality.

- 8. Also included in the document is a revised relevance review. The relevance review is a process which allows us to assess how relevant each of our functions and policies are to the various strands of diversity set out in the scheme, this in turn allows us to prioritise the review of these functions and policies. The relevance review has been updated in line with the recent Business Process Architecture project that has enabled the organisation to refocus its business on becoming a customer first organisation.
- 9. Members are requested to approve this revised Equality Scheme for consultation with equality bodies and representatives.

REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

- 10. To ensure that the Council is able to respond effectively to changes to the Equality Standard for Local Government and is recognised as an excellent and proactive organisation.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

- 11. None

CORPORATE PRIORITIES

- 12. This report relates to the following Strategic Objectives:

Put Chorley at the heart of regional economic development in the central Lancashire sub region		Improved access to public services	
Improving equality of opportunity and life chance	✓	Develop the character and feel of Chorley as a good place to live	
Involving People in their Communities		Ensure Chorley is a performing Organisation	✓

BACKGROUND

- 13. The Council published its first Equality Scheme in December 2006 to cover new statutory duties around disability and gender and to help the Council to progress its work around equality and diversity particularly in meeting the requirements of the Equality Standard for Local Government.
- 14. The Government has recently published a revised version of the Equality Standard for Local Government which sets out a number of new requirements for local authorities in responding to and progressing the equality and diversity agenda.

15. The Equality Standard highlights the importance of fair and equal treatment in local government services and employment and had been developed as a tool to enable authorities to mainstream gender, race and disability into Council policy and practice at all levels.
16. One of the key elements of the revised Equality Standard is its application to age, sexuality and religion and the associated requirement to publish an equality scheme which addresses these elements of diversity (as well as the pre existing ethnicity, gender and disability).
17. The standard provides a framework for improving equality practice and producing equitable outcomes in service delivery, employment and pay. The standard is a Best Value Performance Indicator (BVPI), and as such serves to integrate equalities policies and objectives with the Best Value Framework.
18. The Council is working to achieve Level Three of the Equality Standard by March 2009 (the revision of the Equality Standard also brings a new requirement of external validation at this level. This development is aligned with recent activity to develop a Central equalities and human rights body the Commission for Equality and Human Rights (CEHR) to replace the Disability Rights Commission, Commission for Racial Equality and Equal Opportunities Commission.

THE REVISED EQUALITY SCHEME

19. In revising and re-publishing the Equality Scheme the Council is recognising that we must be swift in responding to this agenda and ensuring that we take a proactive approach to equality and diversity.
20. The revised Equality Scheme now covers seven strands of diversity. The three strands with which positive duties are associated (ethnicity, gender and disability), three which are nationally recognised, are covered to a greater or lesser extent by various pieces of legislation and which are now enshrined in the Equality Standard (age, religion and sexuality) and one additional local strand of diversity, rurality.
21. The decision to include rurality as a strand of diversity comes from an understanding of the place that is Chorley. As a Borough with significant rural areas it is important that when considering how best to work with our communities and meet the needs of our customers we account for the impact that living in rural areas can have.
22. Through publishing an overarching equalities scheme that brings together all activity associated with equality and diversity the agenda should be simplified and the Council will have a firm platform from which to progress its work around equality and diversity.
23. The document makes reference to the fact that the scheme is a living document, and we are currently undertaking a programme of equality impact assessments within directorates which will extend the action plan contained within the scheme to cover all seven strands of diversity.
24. The opportunity has been taken to make additional changes to update the scheme to cover changes in the process and to include additional information in the document.
25. The previously approved Equality Scheme included a section which set out how the Council intended to consult and communicate on equality and diversity issues. This has been removed as this section has been replaced by the Council's Consultation and Participation Strategy (the revised equality standard sets out a requirement to have in place a participation scheme which outlines how the Council will include quality target groups in the development of its functions and policies). Reference to the Strategy is now made in the

section of the document entitled 'How the Council Monitors Progress', and the Consultation and Participation Strategy can be accessed via the Loop or the Council's website.

- 26. Also included in the document is a revised relevance review. The relevance review is a process which allows us to assess how relevant each of our functions and polices are to the various strands of diversity set out in the scheme, this in turn allows us to prioritise the review of these functions and policies. The relevance review has been updated in line with the recent Business Process Architecture project that has enabled the organisation to refocus its Business on becoming a customer first organisation. Members are requested to approve this revised version for consultation with equality bodies and representatives.
- 27. The action-planning element of the scheme has also been amended to reflect the new organisational structure of the Council.

IMPLICATIONS OF REPORT

- 28. This report has implications in the following areas:

Finance		Customer Services	
Human Resources		Equality and Diversity	✓
Legal			

LESLEY-ANN FENTON
 ASSISTANT CHIEF EXECUTIVE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Sarah Dobson	5325	17 September 2007	

Equality Scheme

Revised September 2007



Our Vision for Equality

Our vision is for a Borough in which inequality ceases to exist and where people from all communities live and work together with mutual understanding and respect. As a community leader, service provider and employer we will work to ensure that everybody is afforded equality of opportunity and good life chances and that our Communities are places where people get on well together and prosper.

As an organisation, which celebrates diversity, we recognise and embrace people's individuality and understand that our customers and employees come from different backgrounds and different circumstances.

This document sets out our approach to mainstreaming equality across the Council. This is a live document which will be developed and updated on an ongoing basis.

If you have any comments on this document or on our approach to equality, diversity and community cohesion generally please contact us by telephoning 01257 515325 or emailing sarah.dobson@chorley.gov.uk

Janna Hall .



Cllr Peter Goldsworthy
Leader of Chorley Council



Donna Hall
Chief Executive

You can download this document in large print format from www.chorley.gov.uk/communityandliving/equalityanddiversity

You can also ask for this document on audio CD, Braille or in other languages by calling 01257 515325.

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

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

Our Key Equality Objectives

People

Ensure that everybody is able to participate fully and actively in community activities and is afforded equality of access to our services through our nationally recognised excellent customer contact centre.

Business

Ensure that equality is central to the ambitious plans to take the Borough forward into the future

As Chorley moves forward as a forward thinking borough where people choose to invest we will ensure that equality of opportunity is afforded to all

Neighbourhoods

Through the proper exercise of our duties as a Community Leader ensure that everybody living in our neighbourhoods are given equal life chances.

The provision of excellent services which are accessible and appropriate for all

Business Improvement

Provide leadership to the in Chorley to ensure equality and diversity in employment.

Policy and Performance

Provide organisational capacity for continuous improvement, learning and sharing existing good practice

Ensure that equality and diversity outcomes are central to the way in which the organisation operates.

Embed equality outcomes in the Council's Performance Management Framework

Work with our partners to develop Equality and Diversity practices across all Public Agencies and to develop Cohesive Communities.

Positively promote equality through our communications

The Community of Chorley

The table below sets out a picture of Chorley's population in terms of volumes of residents which fit into each of the various categorisations of the strands of diversity.

The Community of Chorley	Number
Gender	
Female	50,476
Male	49,973
Disability	
Disability or life long limiting illnesses	19,000 (approx)
Physical or Motor Impairment (Incapacity Claimants)	4,730 Feb 2007
Mental Health Issue	1,700
Learning Disability	1316-3643
Hearing Impairment- total	184
Hearing Impairment – with speech	26
Hearing Impairment – without speech	40
Visual Impairment – partial	409
Visual Impairment – complete	245
Religion	
None	5,652
Christian	84,420
Buddhist	197
Hindu	179
Jewish	46
Muslim	647
Sikh	47
Other Religion	138
Ethnic Background	
White	
White British	96,832
White Irish	729
White Other	777
Mixed	
Mixed White and Black Caribbean	256
Mixed White and Black African	61
Mixed White and Asian	161
Mixed Other Mixed	116
Asian	
Asian or Asian British Indian	387
Asian or Asian British Pakistani	329
Asian or Asian British Bangladeshi	54
Asian or Asian British Other	64

The Community of Chorley	Number
Black	
Black or Black British Caribbean	208
Black or Black British African	52
Black or Black British Other Black	23
Other	
Chinese or other ethnic group Chinese	309
Chinese or other ethnic group other	91
Age	
0 – 4	5,517
5 - 7	3,691
8 –9	2,626
10-14	6,729
15	1,328
16-17	2,618
18-19	2,116
20-24	5,007
25 - 29	6,369
30 - 44	23,246
45 - 59	21,771
60 – 64	5,179
65 – 74	7,702
75-84	4,844
85- 89	1,100
90+	596
Geography	
Urban	74,603
Rural	25,846
Sexuality	
Heterosexual	94,412 Est.*
Homosexual	6,037 Est.*

This information provides a platform for equality activity and monitoring. This information does not tell us everything we need to know about these groups of people but helps us to think about impact and proportionality when considering our duties.

Race

2001 census data shows that the majority of the population in Chorley are White British with Ethnic Minorities making up about 2.1% of the population. The data does not reflect more recent arrivals to the Country such as economic migrants. The census data is unlikely to include Gypsies and Travellers and others without permanent accommodation such as asylum seekers.

Disability

The disability discrimination act protects people with a wide range of impairments including Alzheimer's, arthritis, learning disabilities or difficulties, depression, diabetes, HIV aids, cancer, visual impairments, hearing loss and many more.

At the last census 18.5% of Chorley's population classified themselves as having

At present disabled people do not have the same opportunities or choices as non-disabled people. Nor do they experience equal respect or inclusion. Treating disabled people in the same way as non-disabled people will not achieve this. To play our part in achieving equality for those with disabilities we have to go beyond treating disabled people ion non-disabled people alike, and instead take actions or make provisions that will enable disabled people to have the same opportunities in life as non-disabled people.

The Disability Discrimination Act defines a person as having a disability if 'they 'have a physical or mental impairment, which has a substantial and long-term adverse effect on his ability to carry out normal every day activities'.

The social model of disability asserts that it is 'social barriers' not impairments which cause disability. 'Disability Code of Practice states that 'The poverty, disadvantage and social exclusion experienced by many disabled people is not the inevitable result of their impairment or medical conditions, but rather stems from attitudinal and environmental barriers'.

Gender

When addressing gender issues in equality we must ensure that we consider the impact our policies and practices can have on men, women, transgender and transsexual people.

The equal opportunities commission reports that sex discrimination in employment is still widespread with a significant pay gap between men and women still in existence and three quarters of working women found in just five occupational groups.

In terms of service provision we must work to ensure that services are not delivered in a 'gender blind' way which means they ignore the differential needs which men and women have.

Faith

The 2001 census showed that 84,420 people in Chorley classify themselves a Christian, with 5,652 stating that have are not of any particular religion. The only other significant group is the Muslim community, which numbered 646 at the date of the last census. As with all other census data this presents a snapshot at a particular time and we are conscious that this profile may have changed in the interim. There are over 50 Churches across the Borough representing the various denominations of the Christian Church, along with a Mosque located in Chorley East.

Consultation and ongoing engagement with the faith community in Chorley is undertaken through the Interfaith Forum.

Age

The age profile of Chorley' population is set out above. Chorley's population is, in common with the rest of the Country, is aging we must think about how we as a community leader respond to the challenges this presents. There is an older people's forum in Chorley which is helping us to develop solutions to some of these issues.

Sexuality

Based on national estimates produced by the department for Work and Pensions around 6% of the population are thought to be gay or bi-sexual, this has been translated into an approximation of around 6,000 people in Chorley. The Council consults with POUT a body of young gay, bisexual and lesbian people and the LGBT forum on its policies and functions.

Rurality

Based on national categorisations from the Office of National Statistics- nine wards in Chorley fall into the rural classification (depending on whether the majority of the population falls inside a settlement of population 10,000 or more). Those wards in the borough which meet this rural classification are:

- Brindle and Houghton (village, hamlet and isolated dwelling)
- Wheelton and Withnell (village, hamlet and isolated dwelling)
- Pennine (village, hamlet and isolated dwelling)
- Chisnall (village, hamlet and isolated dwelling)
- Heath Charnock and Rivington (town and village)
- Lostock (town and village)
- Eccleston and Mawdesley (town and village)

Issues such as affordable housing, transport and accessibility of services impact upon these (and other less rural communities) and we must consider these implications when designing and delivering our services.

How we will meet our specific duties

There are three principle reasons that Chorley Council has produced this scheme:

- i) To inform the public about what we are doing and what we plan to do to reduce inequalities and promote good relations in the Borough
- ii) To meet the specific duties of the Race Relations Act 1976, The Disability Discrimination Act 2005 and The Equality Act 2006. (the Acts)
- iii) To meet the requirements set out in the Equality Standard for Local Government

The equality scheme covers seven elements of equality ethnicity, gender, disability, age, religion, sexuality and rurality. In committing to addressing each of these aspects of equality and diversity the Council will pay 'due regard' to the requirement to eliminate discrimination and promote equality in carrying out its functions.

The principles enshrined in the statutory duties, which place a duty upon public bodies to promote equality, will be applied to all seven strands of diversity.

A positive duty, which builds in equality at the beginning of a process rather than making adjustments at the end. This will bring about a shift from a legal framework which relies of individuals complaining about discrimination to one in which the Council becomes the proactive agent of change.

Due regard comprises two elements: proportionality and relevance. In all decisions and functions we will give due weight to the need to promote equality for each of these elements of diversity in proportion to its relevance.

This scheme sets out the step we will be taking over the coming years to proactively promote equality through our roles as an employer, service provider and community leader.

Legislative requirements around equality provide standards for all public bodies to work to and a valuable common framework for action against which progress can be measured and benchmarked.

In response to the specific positive legislative duties placed upon us under the Race Relations Act 1976, The Disability Discrimination Act 2005 and The Equality Act 2006 (the Acts) placed upon the Council we will specifically address the following points:

Race

- a) Eliminate unlawful racial discrimination
- b) Promote equality of opportunity
- c) Promote good relations between persons of different groups

Disability

- a) eliminate unlawful discrimination;
- b) promote equal opportunities;
- c) eliminate disability related harassment;
- d) promote positive attitudes towards disabled persons;
- e) encourage participation by disabled persons in public life.
- f) take steps to take account of disabled persons' disabilities, even where that involves treating disabled persons more favourably than other persons.

Gender

- a) to eliminate unlawful discrimination and harassment
- b) to promote equality of opportunity between men and women

Age, Religion, Sexuality and Rurality

As we are aiming to be an excellent authority in terms of equality we are extending these duties to include:

- Age,
- Religion
- Sexuality
- Rurality

This Equality Scheme will:

- State the functions and policies that have been assessed as being relevant to the general duty to promote equality in relation to race, disability, gender, age, religion, sexuality, rurality
- Set out the arrangements for meeting the duty by:
 - Monitoring policies for any adverse impact on race, disability, gender, age, religion, sexuality, rurality
 - Assessing and consulting on the likely impact of proposed policies on race, disability, gender, age, religion, sexuality, and rurality considerations,
 - Publishing the results of assessments, consultation and monitoring
 - Making sure that the public have access to information and services
 - Involve the those directly impacted up by the scheme in its production
 - Delivering Staff training

The relationship of the general duty to the specific duties set out in the Acts

The specific duties are a means to an end, that is, the means by which the Council will ensure it meets its obligations under the duties.

This Equality Scheme sets out how the council intends to meet the general duty and other specific duties to promote Race, Disability and Gender Equality. Our clear aim of being an excellent Council and our response to the revised equality standard for Local Government (published.....) has resulted in a decision to apply the principles enshrined in legislation to age, religion, sexuality and rurality.

How we will monitor our progress in delivering our vision for equality

To really progress our work on equality, we need to ensure that we measure our performance with the same rigour as we do other aspects of service provision.

The Equality Standard for Local Government

Our key tool to measure our progress in mainstreaming equality is the Equality Standard for Local Government, which consists of five levels

- Level 1: Commitment to a Comprehensive Equality Policy
- Level 2: Assessment and Consultation
- Level 3: Setting equality objectives and targets
- Level 4: Information systems and monitoring against targets
- Level 5: Achieving and reviewing outcomes

Progress against this is agreed by Cabinet and reported in the Performance Agreement. We currently meet Level One of the Equality Standard and have committed to achieving Level Three by March 2008. This is an ambitious target and demonstrates our real commitment to delivering equality and diversity.

How the Council Monitors Progress

The **Executive Cabinet** develops and implements policy on behalf of the Council. All major policies and projects that are taken to Cabinet detail the equality implications of what is being proposed.

All **Committee and Council reports** include details on equality implications of proposed recommendations.

The **Equality and Diversity Working Group**, maintains an officer oversight of objectives and target setting in all Directorate equality action plans, and will review corporate targets. This group will be accountable for ensuring implementation of the Councils Equality Scheme and will monitor and drive our attainment around the equality standard. This group provides a link to the **Equality and Diversity Steering Group**.

Each Directorate has an Action Plan, as outlined in this document which sets out the key actions to be taken to address Equality Objectives.

Performance Indicators

The Council currently meets Level One of the Equality Standard for Local Government (a national Best Value Performance Indicator (BVPI) – more details at www.lg-employers.gov.uk). Progress against the standard will be reported annually in the Performance Agreement (BVPI2a). Progress against the Best Value Performance Indicator 2b, the duty to promote race equality, is also reported in the Performance Agreement, the current figure (2004/05) being 79%. Other BVPIs, together with targets, relating to equal opportunities in employment, are also included in the plan.

Business Improvement Planning

Equality and Diversity Outcomes are built into the Business Improvement Planning cycle, with all equality actions incorporated in Directorate Business Improvement Plans (BIPs), along with consultation and equality impact assessments. The Business Improvement Plan Monitoring Framework, part of the Council's performance management framework sets out a requirement to provide quarterly updates on progress around equality and diversity outcomes into quarterly monitoring statements.

Roles and Responsibilities

Members and Chief Officers are ultimately responsible for ensuring that equality and diversity principles are included in all functions of the Council. Operational responsibility for the Corporate Equalities Plan and Equality Scheme is co-ordinated by the Policy and Performance Directorate with the Human

Staff training

Equality and Diversity (Knowing Your Customers and Communities) is built into the Council's induction process with all new staff receiving training on equality and diversity and the Council's objectives and processes.

All staff have received training on the process of undertaking Equality Impact Assessments.

Ultimately all employees and Members of the Council have an individual responsibility for Equality and Diversity and promoting good race relations. Any identified training needs will continue to be identified via the Performance Management process. Corporate requirements for all employees and Members will continue to be identified at this level, Equality and Diversity Working and Steering groups and the Member Development Steering Group.

Information and resources for staff can be found on the Loop under knowing our customers and communities.

Complaints

The Council has in place a formal complaints procedure for dealing with complaints from members of the public. Embedded in the procedure, and stated clearly in our publicity leaflets, is a recognition that a valid complaint can occur if a member of the public feels that they have been treated differently by the Council or by one of its employees because of their race or other social grouping. The procedure has recently been enhanced to collect data about the ethnic origin; gender and disability of the complainant and monitoring arrangements are currently being set up.

Procurement and Contract Management

The process of undertaking equality impact assessments is built into the procurement and contract management frameworks to ensure that the equality and diversity implications of contracted out services are fully

addressed and to ensure that our duty to consult, monitor and target set are met.

Consultation and Participation Scheme

The Council works with a number of external organisations, which have a role in monitoring the Council's performance, and assist in developing services.

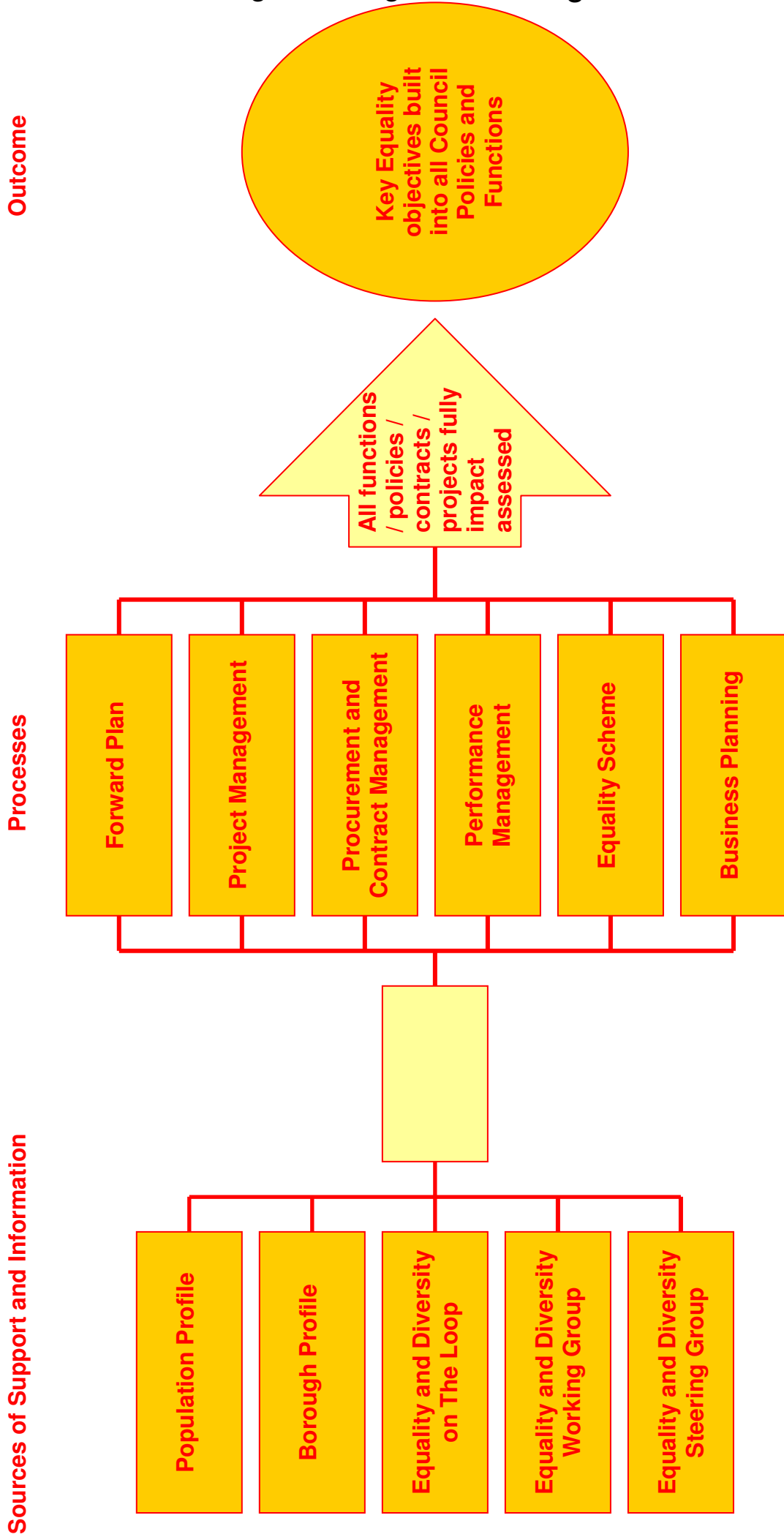
- Preston and West Lancashire Race Equality Council
- Chorley and South Ribble Disability Forum
- Chorley Disability Liaison group
- POUT
- Asian Women's Forum
- Chorley Interfaith Forum
- Age Concern
- Muslim Welfare Society
- Ethnic Minorities Consultative Committee

The Council also leads a Community Cohesion Diversity Incidents Monitoring Panel, which seeks to deliver integrated Multi Agency solutions to harassment and hate crime and to develop a proactive approach to addressing issues of Community Cohesion across the Borough.

Processes for embedding equality and diversity

In order to ensure that Equality and Diversity Outcomes (equal access and opportunity for all) are embedded in all that we do as an organisation an equality element is built into many of the process and frameworks the Council operates. The diagram below sets out these processes and frameworks.

Processes for Embedding Equality and Diversity



Equality Impact Assessments

As a major employer in the Borough with responsibility for key public services, the Council must ensure that it is effectively delivering equality and promoting diversity within the policies and functions for which it has lead responsibility. In order to do this we will take the following steps:

Equality Impact Assessments are a systematic way of assessing the effects that a proposed policy, project or procurement is likely to have on different groups within the Borough.

The relevance review sets the timetable for carrying out EqlAs on existing functions and policies. All new policies will undergo an EqlAs as part of their development process.

Step One: The Council will assess each function/policy for its relevance to the general duty (high/medium/low), at least every three years in relation to race, disability, gender, age religion, sexuality and rurality

Step Two: The Council will establish the priority (high/medium/low) for the Council and its customers of each function/policy, in relation to race, disability, gender, age religion, sexuality and rurality

Step Three: Each function/policy will then be assessed, using the Council's Equality Impact Assessment Framework and Guidance, according to the following timetable:

- Any function/policy classed as being of High relevance and/or High priority in relation to race, disability, gender, age religion, sexuality and rurality will be reviewed by 31 May 2008.
- Any function/policy classed as being of Medium relevance and/or Medium priority in relation to race, disability, gender, age religion, sexuality and rurality will be reviewed by 31 May 2009.

In addition to the review of existing policies/functions described above, EqlAs are also carried out for any new policy/function or the amendment of an existing one, where the relevance has been classed as High or Medium with respect to race, disability, gender, age religion, sexuality and rurality

Step Four: If a policy/function would have an adverse impact on the promotion of equality we will take one of the following four options

- change the policy or activity by satisfying concerns raised by staff or stakeholders where possible
- consider ways in which we could reduce the adverse impact for any particular group

- find alternative ways of achieving the aims of the policy or a way of delivering the service that does not cause the same level of adverse impact
- justify the policy or activity proposed even when it could affect some community groups adversely, because of the policy's importance: for example to meet the specific needs of particular groups or when there is no other way of achieving the aims of the policy.

Wherever possible, the policy may be piloted, and its operation monitored, before it is put fully and formally into effect.

Step Five: The results of all Equality Impact Assessments will be considered and quality checked by the Diversity Working Group. The results of this Quality Assurance procedure will feed into any review of the Equality Impact Assessment and will inform the decision to be made as to whether to pursue to a full Equality Impact Assessment

Step Six: the results of an Equality Impact Assessment should be published.

The Council as an Employer

All Human Resource based policies are reviewed and developed with due consideration to the implications to legislation and best practice related to race, gender and disability along with other equality and social inclusion issues.

Monitoring Equality in Employment

The Council recognises its specific and general duties under the Acts, in relation to our arrangements for monitoring of employees and potential employees. It will build into its systems the facility to record and monitor the following (although some aspects of this are already being monitored):

- Monitor the ethnicity, gender and disability of employees broken down by grade;
- Monitor the ethnicity, gender and disability of employees applying for and achieving promotion;
- Monitor the ethnicity, gender and disability of employees applying for and receiving training;
- Monitor the ethnicity, gender and disability of job applicants.

Although it does not currently, the Council will also move towards equality monitoring and analysing data and information arising from:

- Performance Reviews (where there is benefit or detriment);
- Bullying and harassment cases;
- Disciplinary;
- Exit interviews;
- Grievances

The Council will collate and publish statistical information resulting from equality monitoring on an annual basis.

Future Monitoring in Employment

An integral aspect of this Equality Scheme is to develop our systems to meet the specific duties under the Act and to encourage best practice in order to produce effective management information.

Future monitoring will include developing our systems procedures to widen race, gender and disability monitoring to those areas where it does not currently exist. In particular, the Council will include monitoring in relation to religion and sexual orientation.

Action Plans

Ultimate responsibility for the achievement of the equality goals and objectives rests with the Council's Executive, which provides strategic direction on Equality issues. The Assistant Chief Executive (Director of Policy and Performance) is the senior officer charged with delivering Equality Objectives.

We will embed equality objectives in all that we deliver and the importance afforded to this activity is reflected in the inclusion of Improving Equality of Opportunity and Life chances in the Corporate Strategy the key strategic driver for the authority.

Responsibility for the delivering of services which meet the needs of all of our Customers and Communities and are inclusive lies with the Council's Directors, Service Managers and Staff and a framework for Corporate and service specific equality action is detailed below.

We will ensure that the actions listed below are delivered through inclusion in Directorate Business Plans and careful monitoring.

The relevance review below is framework for identifying those services, policies and functions which are a priority for us as a Council. A number of impact assessments have been undertaken using the pre-existing relevance review and where appropriate this will still be applicable to the services and functions set out under the new organisational structure. An initial attempt has been made to assess the relevance and priority afforded to each of these functions and policies but further consultation will be undertaken with members, officers and the community which will inform the final version of this document.

Report of	Meeting	Date
Assistant Chief Executive (Policy and Performance) (Introduced by the Executive Member for Policy and Performance)	Executive Cabinet	4 th October

CONSULTATION AND PARTICIPATION STRATEGY 2007/08

PURPOSE OF REPORT

1. To present the Consultation and Participation Strategy 2007/08 to Members for consideration and approval.

RECOMMENDATION(S)

2. That the proposed Consultation and Participation Strategy is adopted

EXECUTIVE SUMMARY OF REPORT

3. A new Consultation and Participation Strategy has been developed to encourage effective engagement of our customers and communities in Chorley. The Consultation and Participation Strategy sets out the main principles that the Council will adhere to when consulting the public. It also includes an action plan for planned consultation in the next year, the feedback from which will be used to inform policy development and service improvements. The Strategy is attached for approval.

Underlying the strategy, a toolkit is being developed to give detailed guidance to staff undertaking consultation to ensure that consultation is carried out in the most effective way possible.

In addition, the report outlines the good work that is already undertaken in Chorley around consultation and highlights the developments that will take place to promote improvement.

REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

4. To ensure that consultation is carried out in a consistent and effective manner, in line with best practice. In addition, to provide Council Officers guidance when undertaking consultation.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

5. N/A

CORPORATE PRIORITIES

6. This report relates to the following Strategic Objectives:

Put Chorley at the heart of regional economic development in the central Lancashire sub region		Improved access to public services	
Improving equality of opportunity and life chance		Develop the character and feel of Chorley as a good place to live	
Involving People in their Communities	✓	Ensure Chorley is a performing Organisation	✓

CURRENT POSITION AND GENERAL INFORMATION

7. Chorley Borough Council is committed to including the public in decisions that affect them to ensure that services and priorities reflect local needs. At present, consultation is undertaken through a range of methods, often utilising best practice and innovative ways to engage hard to reach groups. Whilst the Council currently has a Consultation Strategy that dates back to 2001, the proposed Consultation and Participation Strategy should encourage a more consistent approach to consultation and spread best practice across the organisation.
8. The strategy outlines the principles that will guide consultation undertaken by the Council. These principles should ensure that consultation is effective and carried out in line with best practice. In addition, the strategy outlines the groups that should be specifically considered in consultation to ensure that the whole of society is able to participate in decision making. This is to ensure that consultation is as meaningful as possible and that the strategy contributes to Chorley’s commitment to the equality standard for local government.
9. A great deal of good quality consultation and participation is already undertaken by Chorley. For example, over the last year, Chorley has:
 - Undertaken consultation about the website redesign, based around a series of focus groups. Since its relaunch, the website has seen an increase in hits.
 - Undertaken budget consultation for 2007/08 with 100 residents, explaining the process of budget setting and asking their views on how it could be improved.
 - Following consultation, in response to residents’ concerns, introduced weighted sacks for recycling to improve the kerbside recycling service.
 - A large scale consultation exercise was undertaken in relation to the Housing Stock Transfer to CCH.
 - Introduced public speaking at Council meetings.
10. The Consultation and Participation Strategy identifies ways of developing the good practice already seen in Chorley Council, as outlined above. Developments will include; a Consultation Database, refreshing the Citizens’ Panel and a Consultation Toolkit. The consultation database will develop a mechanism to coordinate and

publicise consultation events to ensure that effort is not duplicated and resources are used in the most efficient way possible. The database will also capture consultation feedback and how this information has been used to inform service developments or shape policy decisions. The refreshed Citizens' Panel should give increased opportunity for good quality consultation on a wide range of topics on a regular basis and provide the Council with the facility to track trends over time.

11. The consultation toolkit is being developed to complement the strategy. It gives more detailed guidance on when and how consultation should be carried out to ensure that it is effective and worthwhile. This toolkit is designed to be used by officers when undertaking consultation to guide them through the process and give advice on specific aspects.

12. Appended to the strategy is an action plan that outlines the minimum consultation that the Council plans to undertake in the next year. It is likely that more consultation will actually be undertaken, as directorates often carry out consultation as projects are initiated and develop.

IMPLICATIONS OF REPORT

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

Finance		Customer Services	
Human Resources		Equality and Diversity	✓
Legal			

COMMENTS OF THE ASSISTANT CHIEF EXECUTIVE (POLICY AND PERFORMANCE)

14. The more the Council can demonstrate through its policies and practices a commitment to consult and engage with our customers and all our communities including those often described as "hard to reach" will enable the council to achieve its goal of reaching level 3 of the Equality Standard by March 2009. This strategy and supporting toolkit is a positive step in this respect and should provide us with an effective approach to consultation.

LESLEY-ANN FENTON
 ASSISTANT CHIEF EXECUTIVE (POLICY AND PERFORMANCE)

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Chris Sinnott	5337	13/09/2007	Consultation & Participation Report

This page is intentionally left blank

Chorley Council

Consultation & Participation Strategy 2007/08



Contents

Contents 1

Context.....2

Aims2

Consultation in Chorley.....2

The Role of Elected Members3

Why should we consult?3

Principles of consultation4

Who should be consulted?4

 Making consultation inclusive4

Timing of consultations.....5

After consultation5

Other Developments5

Context

The Council has identified the need to consult with the public as important. Ensuring that all groups in the community feel that the Council listens to them and that they have the opportunity to influence policy direction and service delivery is a key element in increasing levels of satisfaction in Council services.

Engaging the community in what the Council is doing is difficult, not least because of the diverse nature of the community we serve. Anyone undertaking consultation should ensure they are clear on why consultation is needed and that the most suitable method is used. The Council is aware that some groups in society need more encouragement and help to take part in consultation and decision making, and so will take steps to ensure that all are able to fully participate.

There are a number of reasons why effective consultation is important for the Council. Recent legislation has placed an imperative on Councils to consult with the public on a range of topics. In addition, it is good from a managerial point of view to engage and consult with the public on issues to ensure that services can be designed and refined around the needs of the community.

Aims

The aims of this strategy are to:

1. Demonstrate the Council's commitment to consulting with the public on important issues.
2. Contribute to the continuous improvement of service delivery across the Council, by ensuring that consultation is integral to the decision making process.
3. Set standards for a consistent process when managing consultation exercises.
4. Promote mutual trust between the Council the public.
5. Ensure that everyone in Chorley has the opportunity to participate in consultation exercises.

Consultation in Chorley

Consultation is taken to mean the Council seeks, listens to and takes account of local people's views, prior to making decisions. This strategy does not replace the existing consultation that the Council carries out, but does seek to encourage a more consistent approach to consultation to ensure that it is as effective as possible.

In the longer-term, Chorley Council would like to progress to a position where more local people want to be 'participants' in local democracy, and actively develop their citizenship role. The local community, however, must be fully engaged before this can happen. One way to encourage this engagement is to ensure that we undertake effective consultation exercises that have tangible outcomes.

This strategy establishes the principles that should underpin all consultation activity carried out by the Council. A toolkit is being developed to complement this strategy. It should act as an easy to understand and use guide to consultation, helping staff decide whether consultation is necessary and, if so, how to go about it. The toolkit also includes information on how hard to reach groups can be encouraged to participate in consultation, including identifying existing groups who can be contacted.

The Role of Elected Members

The role of elected members is fundamental to local government. Councillors have a range of responsibilities, for example:

- setting policy for the Council;
- establishing priorities and allocating resources;
- scrutinising and reviewing services;
- working in their wards; and
- representing the Council on outside bodies.

Consultation should help Councillors with all these tasks by providing them with a fuller picture of the needs and aspirations of local people.

Why should we consult?

The benefits of consultation can be felt in a number of ways. The **outcomes** of consultation can inform decisions on:

- **Policy** - in formulating policies, both to guide the Council's own activities, and which form a framework that directs and regulates others. Councillors will normally consider the results of consultation about policy decisions in a formal setting such as a Committee.
- **Resources** - in establishing priorities at a strategic level for the allocation of resources, both the Council's own resources and those which may be drawn in from external sources.
- **Services** - in designing services so that they are as far as possible tailored to the needs of users; and in obtaining feedback on the quality of service delivery so that continuing performance improvements can be achieved. The results of consultation with service users and stakeholders are normally considered by managers and staff and are used to improve service delivery or standards.

Additional benefits can arise from the **process** of consultation. These include:

- **Public awareness of local government** - through continuing consultation across a broad range of topics, the public's understanding of the scope of a local authority's activities can be greatly enhanced.
- **Revealing the complexity of choices** - consultation will usually prompt a diverse range of responses. This is inevitable given the complicated issues that local government has to deal with, and the wide range of different interests and opinions within the community. Consultation processes can reveal just how difficult it can be to reach essential decisions on behalf of the community.
- **A positive relationship with local citizens** - even though the Council will ultimately not always be able to act in accordance with all the views

it receives, the process of seeking opinions, listening to them, and including them as an element in decision making helps to build a positive relationship with local people.

Principles of consultation

Consultation and engagement is not an end in itself. These activities are a means to help Chorley Council understand the views and opinions of its stakeholders. They will not replace or undermine the democratic process, but will support elected members in making informed decisions.

To ensure that consultation at Chorley is as effective as possible, we will ensure:

- **That clear objectives are set when undertaking consultation**
The scope and purpose of the consultation should be clearly communicated to all taking part, we will be clear where there are some limitations to the options, for example because of funding. We will strive to make clear how the results of consultation will be used.
- **The resources available for consultation are used as effectively as possible.**
It is important to make use of the good practice and expertise that exists within the Council. There can be opportunities to use resources effectively by ensuring that joint consultations are undertaken when the opportunity arises.
- **That we are clear about the outcomes and results of consultation exercises.**
The results of consultations should be published with an indication of the actions that followed as a result. There should also be an evaluation of the consultation that should be fed into future exercises.
- **That those people who took part are given feedback about the results.**
Everyone involved in consultation should be told about the results and about any decisions or actions that have followed. Anyone who is affected by changes should also be informed.
- **That we ensure that we consult with the whole community, taking into account the needs of sections of society who find more traditional forms of consultation difficult to engage with.**
The consultation toolkit includes information on different approaches and techniques that should be used to encourage the participation of all groups in society.

Who should be consulted?

The Council will consult with a wide range of people and organisations when undertaking consultation. Who is consulted will depend on the nature of the consultation and its objectives.

Making consultation inclusive

The Council wants to ensure that it consults as widely as possible and that it includes specific groups who, for a variety of reasons, do not tend to take part in consultation activity. For these groups, a more targeted approach is required. Some may find participation in consultation difficult because of their:

- Age
- Disability

- Race
- Gender
- Religion or belief
- Sexual orientation
- Location

To ensure these, and other, hard to reach groups are included in consultation that will affect them we must ensure that we use techniques that do not exclude them. These are discussed in more detail in the toolkit which gives, for example, a list of various groups who could be contacted if a specific group needed to be consulted on an issue. In addition, it gives other factors that might need to be taken into account when targeting a specific group such as venue choice and extra requirements.

Timing of consultations

Consultation should be carried out at a time when the results can be meaningfully fed into the decision making process.

Consultation could take place:

- At the start of the process for planning service delivery
- When options are being narrowed down
- When a preferred option is being proposed or considered
- During a review of services
- To improve service delivery
- When it is proposed that a service will be altered
- When there is a statutory duty to do so

Consultation should not take place when there is little or no room for decisions to be influenced by the outcomes. This will not encourage people to become involved in future exercises.

After consultation

After any consultation, the result should be fed back to the public, particularly those who took part. The type of feedback that is given will depend upon the type of consultation, for small events it might be appropriate to use individual feedback. Most of the time, however, it will be done through publications, such as leaflets or press releases. The feedback should include information on what consultation took place, and the outcomes of it, for instance, any changes in policy or approach.

An evaluation of the consultation should take place; it should include an evaluation of what went well, and what should be improved for future events. Without the feedback and evaluation stage, improvements made through consultation will not be long lasting and the process will be considerably weakened.

Other Developments

To ensure that the consultations that the Council undertakes are as effective as possible, it is important that consultations compliment, rather than conflict with, one another. This means that consultation needs to be clearly planned and

coordinated to ensure that any similar consultations are undertaken together and that the same groups are not asked to respond to consultations repeatedly in a short period. To enable this, a consultation database will be developed to track consultation planned and undertaken. The benefits of such a database would be:

- Opportunities for “joining up” planned consultation exercises would be more easily identified
- We should not duplicate or repeat requests for information
- Results of consultation exercises would be more easily shared with colleagues and with the public
- A link is made between consultation and decisions
- Interests in future consultations can be registered.

A toolkit is also being developed to help guide officers through the process of planning and carrying out consultation to ensure that there is a consistent and strong approach across the whole authority.

Over the next 12 months the following consultation is planned by Chorley Council:

Consultation	Directorate	Start/Finish Dates	Lead Officer	Consultation Method
New Refuse and Recycling Contract	SNED	July – September 2007	Simon Clark	<ul style="list-style-type: none"> • Listening Day • Postal survey to 1,000 households • Roadshows in targeted areas
Residents Satisfaction Survey	Policy and Performance	Autumn 2007	Lesley-Ann Fenton	<ul style="list-style-type: none"> • Citizens' Panel
Understanding Your Council	Policy & Performance	November 2007	Donna Hall	<ul style="list-style-type: none"> • Town Hall Open Day
Community Forum Action Plans	Democratic Services	January – February 2008	Carol Russell	<ul style="list-style-type: none"> • Community Forums
Budget Consultation	Finance	January 2008	Gary Hall	<ul style="list-style-type: none"> • Listening Day • Lancashire Locals • Parish Councils • Website
Sustainable Resources Development Plan Document	Development and Regeneration	mid-October to November	Julian Jackson	<ul style="list-style-type: none"> • Written and web-based
Botany/Great Knowley guiding principles	Development and Regeneration	October	Julian Jackson	<ul style="list-style-type: none"> • Residents' comments and workshop
Householder Supplementary Planning Document	Development and Regeneration	November	Julian Jackson	<ul style="list-style-type: none"> • Written and web-based
Central Lancashire Core Strategy (jointly with Preston and South Ribble)	Development and Regeneration	November/December	Julian Jackson	<ul style="list-style-type: none"> • Web-based • Stakeholder meetings
Proposed development of Flat Iron and Covered Markets	Development and Regeneration	December 2007 to January 2008	Cath Burns	<ul style="list-style-type: none"> • Stakeholder meetings
Inward Investment Branding	Development and Regeneration	December 2007 to January 2008	Cath Burns	<ul style="list-style-type: none"> • Stakeholder meetings
Town Centre Design Strategy	Development and Regeneration	January to March 2008	Cath Burns	<ul style="list-style-type: none"> • Stakeholder meetings ⁷

Consultation	Directorate	Start/Finish Dates	Lead Officer	Consultation Method
Community Management of Eaves Green Community Centre	Leisure and Culture	October 2007 to March 2008	Liz Morey	<ul style="list-style-type: none"> • Focus Group
Community Management of Astley Village Community Centre	Leisure and Culture	November 2007 to February 2008	Liz Morey	<ul style="list-style-type: none"> • Postal Survey
Community Management of Clayton Brook Community Centre	Leisure and Culture	October 2007 to March 2008	Liz Morey	<ul style="list-style-type: none"> • Postal Survey
Review of Play Strategy	Leisure and Culture	October 2007 to January 2008	Liz Morey	<ul style="list-style-type: none"> • Postal Survey • Focus Group
Cultural Strategy	Leisure and Culture	June to September 2008	Jamie Carson	<ul style="list-style-type: none"> • Focus Groups • Postal Survey • Web based survey

This page is intentionally left blank

Report of	Meeting	Date
Deputy Chief Executive/Executive Director – Corporate & Customer and the Assistant Chief Executive (Business Transformation and Improvement) (Introduced by the Executive Member for Resources, Councillor A Cullens)	Executive Cabinet	4 th October 2007

DRAFT CAPITAL PROGRAMME MONITORING 2007/08

PURPOSE OF REPORT

- To update members on the progress of the 2007/08 Capital Programme, and to seek member support and approval for a number of recommendations from the Corporate Improvement Board.

RECOMMENDATION(S)

- That the revised capital programme for 2007/08 in the sum of £8,673,310 be approved

EXECUTIVE SUMMARY OF REPORT

- This report seeks approval to requested amendments and additions to the 2007/08 capital programme following a recent monitoring exercise and Corporate Improvement Board meeting.

REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

- To ensure that the Capital Programme reflects and is capable of assisting the delivery of the Council's corporate priorities

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

- None

CORPORATE PRIORITIES

- This report relates to the following Strategic Objectives:

Put Chorley at the heart of regional economic development in the central Lancashire sub region	✓	Improved access to public services	✓
Improving equality of opportunity and life chance	✓	Develop the character and feel of Chorley as a good place to live	✓
Involving People in their Communities	✓	Ensure Chorley is a performing Organisation	✓

BACKGROUND

- 7. On 28th June 2007 Executive Cabinet approved the 2007/08 capital budget of £8,383,450. The programme is now forecast to be £8,798,310 and significant reasons for this increase are given below. A detailed analysis of the programme showing the changes is shown at Appendix 1.

CAPITAL PROGRAMME MONITORING 2007/08

- 8. The latest Capital Programme forecast for 2007/08 shows a increase in the programme of £414,860 to £8,673,310. The principal reasons for this are:
 - (a) Capitalised Restructuring Costs. An increased cost of £599,940 is largely associated with ongoing restructures. An application to CLG to have these costs capitalised will be submitted but we will not know whether we have been successful until later in the year. There is a small risk to the Council if approval is not received but if this the case the Council has the option of amortising the costs into the revenue account thereby replacing the capitalisation costs. The restructuring which result in the capitalisation cost will generate significant savings
 - (b) Thin Client. There has been some re-phasing of the thin client budget but due to the fact that we are able to use existing kit to host thin client we are not required to replace all our kit at once. This will result in an estimated in year saving of £248,850
 - (c) There is a requirement to fund the cost of repairs at Cotswold House. This is a term of the contract with CCH and a condition survey has highlighted urgent works. It is intended to use the Regional Housing Pot Capital Grant budget to finance the estimated £40,000 repair cost
 - (d) An increase of £55,000 is required to fund the staff costs associated with the Home Improvement Agency administration of grants. Again the Regional Housing Pot Capital Grant budget will be used to fund this expenditure.
 - (e) The net decrease of £95,000 in the Regional Housing Pot Capital Grant budget leaves £693,000 remaining.
 - (f) We have received government grant of £26,760 for Building Safer Communities and members will be informed of the way this money is proposed to be spent at the next Executive Cabinet meeting.
 - (g) As a term of the contract, inflation needs to be added to the budget of £200,000 for Leisure Centre Capital Investment. This has been calculated at £39,470 for three years starting 2005/06.

HOW ARE WE PERFORMING?

- 9. High level monitoring of the capital programme is carried out through 3 performance indicators, which have been described in previous Executive Cabinet reports. Table I lists these and shows targets and current performance.

Performance Indicator	Target 2007/0 8	Performance Sept 2007
1. The % of the capital programme budget actually spent	90	25
2. The % of projects using the toolkit	70	69
3. The % of capital schemes intended to be completed during the year actually completed	85	30

Table 1 – Capital Programme 2007/08 – Key Performance Indicators

PROGRAMME BOARD RECOMMENDATIONS – NEW PROJECTS

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

Finance		Customer Services	
Human Resources		Equality and Diversity	
Legal		Streetscene, Neighbourhoods and Environment.	✓

COMMENTS OF THE DIRECTOR OF STREETSCENE, NEIGHBOURHOODS AND ENVIRONMENT

11. There are a number of projects contained in the programme which are due to start in the next part of this financial year. However in relation to the particular item I would make the following comments.
12. The Council approve a sum of £40k to be spent as alley gate schemes. Presently alley gate schemes are being progressed. Some of the schemes still require resident support and we shall continue to work with residents to progress all schemes.

PAUL MORRIS
EXECUTIVE DIRECTOR – CORPORATE AND CUSTOMER

GARY HALL
ASSISTANT CHIEF EXECUTIVE (BUSINESS TRANSFORMATION AND IMPROVEMENT)

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Barbara Charnock	5457	14 Sept 07	Cap Mon Sept 07

This page is intentionally left blank

Capital Programme - 2007/08 to 2009/10**Scheme****Strategy Group****Policy & Performance**

	2007/08 Current Estimate £	Slippage previously reported £	Slippage at 2006/07 outturn £	Other Changes £	2007/08 Revised Estimate £	2008/09 Current Estimate £	2008/09 Other Changes £	2008/09 Revised Estimate £	2009/10 Current Estimate £	2009/10 Other Changes £	2009/10 Revised Estimate £	Total 2007/08 to 2009/10 £
A	40,000				40,000	40,000		40,000	40,000		40,000	120,000
A			14,840		14,840							14,840
B	15,650			(6,000)	9,650							9,650
A	350	4,000	(4,350)		0							0
A				6,000	6,000							6,000
A			19,950	40	19,990							19,990
B	50,000			(10,000)	40,000							40,000
	106,000	4,000	30,440	(9,960)	130,480	40,000	0	40,000	40,000	0	40,000	210,480
	106,000	4,000	30,440	(9,960)	130,480	40,000	0	40,000	40,000	0	40,000	210,480

Corporate & Customer Challenge Group**Customer, Democratic & Legal Services**

B				50,000	50,000							50,000
	0	0	0	50,000	50,000	0	0	0	0	0	0	50,000

Finance

A			67,060	599,940	667,000							667,000
	0	0	67,060	599,940	667,000	0	0	0	0	0	0	667,000

Human Resources

B	30,000				30,000							30,000
B	68,500				68,500							68,500
	98,500	0	0	0	98,500	0	0	0	0	0	0	98,500

ICT Services

A	30,000				30,000	30,000		30,000	30,000		30,000	90,000
B	122,000		15,000		137,000			0			30,000	137,000
B	67,350				67,350			0				67,350
B	31,750				31,750			0				31,750
B		500,000		(248,850)	251,150		21,850	21,850	204,200	204,200	204,200	477,200
	251,100	500,000	15,000	(248,850)	517,250	30,000	21,850	51,850	30,000	204,200	234,200	803,300

ICT Services Total

Appendix A

Capital Programme - 2007/08 to 2009/10

Scheme	2007/08 Current Estimate £	Slippage previously reported £	Slippage at 2006/07 outturn £	Other Changes £	2007/08 Revised Estimate £	2008/09 Current Estimate £	2008/09 Other Changes £	2008/09 Revised Estimate £	2009/10 Current Estimate £	2009/10 Other Changes £	2009/10 Revised Estimate £	Total 2007/08 to 2009/10 £
Property Services												
Planned Maintenance of Fixed Assets	200,000			0	200,000	200,000		200,000	200,000		200,000	600,000
Affordable Housing Project (Site Assembly)	580,000				580,000	0		0	0		0	580,000
Property Services Total	780,000	0	0	0	780,000	200,000	0	200,000	200,000	0	200,000	1,180,000
Corporate & Customer Challenge Group Total												
	1,129,600	500,000	82,060	401,090	2,112,750	230,000	21,850	251,850	230,000	204,200	434,200	2,798,800
Environment & Community Challenge Group												
Development & Regeneration												
Disabled Facilities Grants	300,000			55,000	355,000	300,000		300,000	0		0	655,000
Housing Renewal	105,000				105,000	200,000		200,000	0		0	200,000
- Home Repair Grants	135,000		(23,120)	(10,000)	101,880	0		0	0		0	101,880
- Handyperson Scheme	103,220			10,000	103,220	103,220		103,220	0		0	10,000
Regeneration Projects - Design Fees	95,000				95,000	0		0	0		0	206,440
Chorley Strategic Regional Site		576,530			576,530	0		0	0		0	576,530
Town Centre Paving Project		(69,810)	7,890		33,080	0		0	0		0	33,080
eDevelopment and Building Control Project			32,490		32,490	0		0	0		0	32,490
Groundwork Projects			14,050		14,050	0		0	0		0	14,050
Adlington Rail Station Improvements (S106 funded)			7,500		7,500	0		0	0		0	7,500
Common Bank - Big Wood Reservoir	330,000				330,000	139,000		139,000	0		0	469,000
Provision of Affordable Housing (S106 funded)	79,720				79,720	122,900		122,900	0		0	202,620
Regional Housing Pot Capital Grant funded schemes	788,000			(95,000)	693,000	0		0	0		0	693,000
Delivering the Chorley Town Centre Strategy	100,000				100,000	0		0	0		0	100,000
Marketing Chorley				10,000	10,000	0		0	0		0	10,000
Returfishment of Cotswold House Homeless Unit				40,000	40,000	0		0	0		0	40,000
Development & Regeneration Total	2,035,940	506,720	38,810	10,000	2,591,470	865,120	0	865,120	0	0	0	3,456,590
Leisure & Cultural Services												
Leisure Centres Capital Investment	200,000		26,780	39,470	716,250	200,000	29,050	229,050	200,000	37,070	237,070	1,182,370
Duxbury Park Golf Course capital investment	476,230		(10,990)		465,240	34,850		34,850	0		0	500,090
Astley Park Improvements - Construction	1,647,630		(2,940)		1,644,690	289,390		289,390	0		0	1,934,080
Brinscall Swimming Pool Refurbishment	190,000				190,000	0		0	0		0	190,000
Village Hall & Community Centres Projects	120,000				120,000	0		0	0		0	120,000
Astley Hall/Park CCTV	24,000				24,000	0		0	0		0	24,000
Pump Priming the Area Forum	50,000		2,500	(50,000)	0	0		0	0		0	0
YVP Extension Flood Alleviation				(2,500)	(2,500)	0		0	0		0	0
Leisure & Cultural Services Total	2,707,860	450,000	15,350	(13,030)	3,160,180	524,240	29,050	553,290	200,000	37,070	237,070	3,950,540

Capital Programme - 2007/08 to 2009/10**Scheme****Streetscene, Neighbourhoods & Environment**

	2007/08 Current Estimate £	Slippage previously reported £	Slippage at 2006/07 outturn £	2007/08 Revised Estimate £	2008/09 Current Estimate £	2008/09 Other Changes £	2008/09 Revised Estimate £	2009/10 Current Estimate £	2009/10 Other Changes £	2009/10 Revised Estimate £	Total 2007/08 to 2009/10 £
A			830	830							830
A			16,390	16,390							16,390
A	50,000		25,000	50,000	50,000		50,000	50,000		50,000	150,000
A			30,000	30,000							25,000
A			350	350							30,000
A			56,000	56,000							350
A			3,000	13,000	30,000		30,000	30,000		30,000	116,000
A		18,000		18,000							13,000
A	12,970	(12,970)		0							18,000
A	50,000			78,960							78,960
B	15,000	22,880		37,880	19,630		19,630			0	57,510
B	44,970			44,970							44,970
B	13,670			0		(13,670)					0
B	15,290			0		(15,290)					0
B	0	90,000		90,000							90,000
B		10,630		10,630							10,630
B	50,000			50,000							50,000
B	158,000			158,000							158,000
B	13,000			13,000							13,000
B	40,000			40,000							40,000
B		21,660		18,660		(3,000)					18,660
B				26,760		26,760					26,760
B				25,000		25,000					25,000
Streetscene, Neighbourhoods & Environment Total	462,900	163,170	69,600	803,430	69,630	107,760	99,630	50,000	30,000	80,000	983,060
Environment & Community Challenge Group Total	5,206,700	1,119,890	123,760	6,555,080	1,458,990	104,730	1,518,040	250,000	67,070	317,070	8,390,190
Capital Programme Total	6,442,300	1,623,890	236,260	8,798,310	1,728,990	495,860	1,809,890	520,000	271,270	791,270	11,399,470

Capital Programme - 2007/08 to 2009/10

Scheme

Financing the Capital Programme

Prudential Borrowing
 Unrestricted Capital Receipts
 Housing Investment Programme Restricted Capital Receipts
 Capital Receipt earmarked for Strategic Regional Site
 Revenue Budget - Specific Revenue Reserves or Budgets

CBC Resources

Ext. Contributions - Developers
 Ext. Contributions - Lottery Bodies
 Ext. Contributions - Other

Government Grants - Disabled Facilities Grants
 Government Grants - DEFRA
 Government Grants - Housing Capital Grant
 Government Grants - LPSA1
 Government Grants - LABGI
 Government Grants - Other

External Funding

TOTAL CAPITAL FINANCING

2007/08 Current Estimate £	Slippage previously reported £	Slippage at 2006/07 outturn £	2007/08 Revised Estimate £	2008/09 Current Estimate £	2008/09 Other Changes £	2008/09 Revised Estimate £	2009/10 Current Estimate £	2009/10 Other Changes £	2009/10 Revised Estimate £	Total 2007/08 to 2009/10 £
1,960,730	968,000		3,194,290	313,560	265,560	364,460	520,000	241,270	761,270	4,320,020
300,000		179,420	471,520	508,930	(7,900)	508,930	0	0	0	980,450
360,000	21,660	(23,120)	358,540	190,670	0	190,670	0	0	0	549,210
0	576,530		576,530							576,530
99,670	4,000	10,490	111,660		(2,500)					111,660
2,720,400	1,570,190	166,790	4,712,540	1,013,160	255,160	1,064,060	520,000	241,270	761,270	6,537,870
856,690	53,700	69,470	1,068,800	142,530	88,940	172,530	142,530	30,000	30,000	1,271,330
1,322,240			1,322,240	254,300		254,300	254,300		0	1,576,540
330,000			330,000	139,000		139,000	139,000		0	469,000
180,000			180,000	180,000		180,000	180,000		0	360,000
44,970			44,970							44,970
788,000			788,000							788,000
50,000			50,000							50,000
150,000			150,000							150,000
3,721,900	53,700	69,470	3,960,770	715,830	115,700	745,830	715,830	30,000	30,000	4,736,600
6,442,300	1,623,890	236,260	8,673,310	1,728,990	370,860	1,809,890	520,000	271,270	791,270	11,274,470
			125000		125000					125000



Report of	Meeting	Date
Assistant Chief Executive (Business Transformation and Improvement) (Introduced by the Executive Member for Resources, Councillor A Cullens)	Executive Cabinet	04/10/07

VALUE FOR MONEY SELF ASSESSMENT

PURPOSE OF REPORT

1. To provide members with an update on the Council’s achievements in relation to value for money since the last Audit Commission Inspection.

RECOMMENDATION

2. That the report be noted.

REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

3. To keep member informed of the continued progress in relation to providing value for money to Chorley residents.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

4. None.

CORPORATE PRIORITIES

5. This report relates to the following Strategic Objectives:

Put Chorley at the heart of regional economic development in the central Lancashire sub region		Improved access to public services	
Improving equality of opportunity and life chance		Develop the character and feel of Chorley as a good place to live	
Involving People in their Communities		Ensure Chorley is a performing Organisation	✓



BACKGROUND

6. The Council is now subject to an annual review by the Audit Commission of how it manages its resources. The review looks at five themes, namely:

- Financial Reporting
- Financial Management
- Financial Standing
- Internal Cost
- **Value for Money**

The Value for Money theme along with other themes is scored out of 4 and is reported as part of the Council’s Annual Audit and Inspection Report, along with the auditor views about the performance of the Council.

The Executive Cabinet and Council have made a pledge to deliver value for money services and as such this assessment is an independent view as to whether that is being achieved.

In 2006 the Council achieved 4 out of 4, the top mark available and was one of only 3 districts in the country to do so. As with all inspection regimes the targets and expectation increase incrementally and there are some new aspects to the inspection this year, including for instance how the Council is tackling sustainability.

SUMMARY OF THE ASSESSMENT

7. The attached Appendix is the full assessment, but in summary I would make the following points:

- Costs remain comparable with our nearest neighbour but performance has continued to improve.
- The Council has continued to build on the good practices that were in place and resulted in the score received in 2006.
- We have refined and improved a number of processes so that they are more integrated and now embedded.
- Where there are issues of higher than average cost and lower performance these have been recognised and acted upon. The Council’s management of partnerships has been strengthened and in particular the LSP is now starting to deliver aspects of the Community Strategy Partnership with the Council.
- The Council’s progress against its own Corporate Strategy outcomes, targets and measures is good.

Within the assessment there are many other examples of progress and good practice that is resulting in the service that the public receive improving and delivering the outcomes required.

IMPLICATIONS OF REPORT

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

Finance		Customer Services	
Human Resources		Equality and Diversity	
Legal		Policy & Performance	✓

COMMENTS OF ASSISTANT CHIEF EXECUTIVE (POLICY AND PERFORMANCE)

9. The self-assessment clearly demonstrates continued focus and delivery of VFM and will be a key source of evidence not only for the VFM score and our Use of Resources judgement but also for the impending judgement on the Council's Direction of Travel and any future CPA re-assessment.

GARY HALL

ASSISTANT CHIEF EXECUTIVE (BUSINESS TRANSFORMATION & IMPROVEMENT)

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Gary Hall	5480	13/09/07	DOF/REPORT/VFM Self Assessments

This page is intentionally left blank



**Use of Resources:
Value for Money Self Assessment
September 2007**

**Chief Executive
Donna Hall**

**Key Contact:
Gary Hall
Director of Finance**



Version Control		
V1	First Draft	12/8/07
V2	Second Draft	23/8/07
V3	FINAL	31/8/07

USE OF RESOURCES: VALUE FOR MONEY SELF ASSESSMENT**Contents****Page No**

Contextual Information

5.1 How well does the Council currently achieve good value for money?

5.1.1 How well do the Council's overall and service costs compare with others, allowing for external factors.

5.1.2 To what extent are costs commensurate with service delivery, performance and the outcomes achieved?

5.1.3 To what extent do costs reflect policy decisions?

5.2 How is value for money being delivered and improved?

5.2.1 How does the Council monitor and review value for money?

5.2.2 How well has the Council improved value for money and achieved efficiency gains over the last three years?

5.2.3 Do procurement and other spending decisions take account of full long-term costs?

CONTEXTUAL INFORMATION

2007 has seen further organisational change as the Council continues its drive towards excellence. Following the establishment of a new senior management structure in 2006 the new Directorates were restructured to put in place a platform to ensure the continuing delivery of high quality services to the public whilst achieving the strategic objectives of delivering a Council Tax freeze in 2007/08. Over £1 million in savings were achieved through the new structure and our associated savings to make this happen.

Central to our drive for excellence has been our lead role nationally on the Business Process Architecture project. Today, local authorities are faced with the twin challenges of improving the services they offer to their customers whilst also making efficiency savings. This is not something that can simply be achieved by a gradual tweaking of service quality or by trimming budgets: it demands a wholesale rethink on what customers need, and a realignment of work activities to focus resources where they best add value. Chorley are leading the way through this initiative and the project outcomes have seen a new more customer focused management structure put in place by the Chief Executive and further ongoing initiatives on customer profiling and customer needs now underway.

Further evidence of Chorley “punching above its weight” is the Council’s invitation to be part of the Government’s new Local Government Delivery Council replacing the Cabinet Office transformation Government division and the work we have recently concluded on transforming district council’s into customer focused organisations. The Council will collect best practice and try to deliver better Public Service whilst making large efficiency savings through the use of shared resources, business transformation and mobile working. Chorley is only District Council representation on the Council.

We have continued to build on the Council’s Governance and performance arrangements whilst also improving performance, thus providing high quality, value for money services to our customers.

This document very much focuses on improvement during 2006/07 although inevitably there are areas where ongoing improvements to services and initiatives included in the 2006 VFM assessment are referred to.



Donna Hall
Chief Executive



Cllr Peter Goldsworthy
Leader of the Council



Cllr Pat Case
Executive Member
for Policy & Performance

KLOE 5.1 How well does the council currently achieve good value for money? Reference to evidence source

INTRODUCTION

The Council continues to achieve good value for money and this was franked by the Audit Commission when we were awarded a score of 4 for the VFM theme in our Use of Resources Assessment for 2006⁽¹⁾. It was also pleasing that we improved our scores not just on the VFM theme but on the Financial Reporting and Internal Control themes. The two remaining themes scored a three as they had in 2005.

The Use of Resources judgement on Value for Money identified two key areas of improvement opportunities:

- Develop a specific programme of VFM studies; and
- Implement the new Benchmarking Strategy.

In May 2007 the Executive Cabinet approved a report updating on progress with our drive to managing and improving Value for Money with the Organisation⁽²⁾. This comprehensive position statement set out our three year programme of VFM reviews to commence with the Council's largest operational Directorate – Streetscene, Neighbourhoods and Environment in September 2007.

We realise that a key part of our carrying out productive VFM reviews will be benchmarking to enable more robust comparison of both performance and cost. With a corporate staff resource now allocated to this vital area we are now focussing our initial benchmarking activity in three key areas – Planning, Revenues and Benefits and Streetscene, Neighbourhoods and Environment. This approach reflects the VFM programme of review timetable as these are the first three areas to be reviewed. Our work in implementing the Benchmarking Strategy is covered in more detail in 5.2.

Whilst the reviews will be the cornerstone of our work moving forward we have in 2006/07 continued to build on achievements to date.

PERFORMANCE MANAGEMENT

The Corporate Strategy is the key strategic document for the authority, focused on delivery of the Council's six strategic objectives. The Corporate Strategy mirrors and outlines the Council's contribution to the Community Strategy, delivery of which is being taken forward by the Chorley Partnership.

44 key projects have been identified to achieve our strategic objectives through managing performance on these alongside monitoring Best Value, national and local performance indicators we are able to measure our progress in the delivery of the strategic and longer term objectives set out in the Corporate Strategy and how we compare with other authorities⁽³⁾.

1. Use of Resources – Auditors Judgements 2006

2. Report to Executive Cabinet 24 May 2007 – Achieving Value for Money.

3. First Quarter Performance Monitoring Report to Executive Cabinet 9th August

KLOE 5.1 How well does the council currently achieve good value for money?

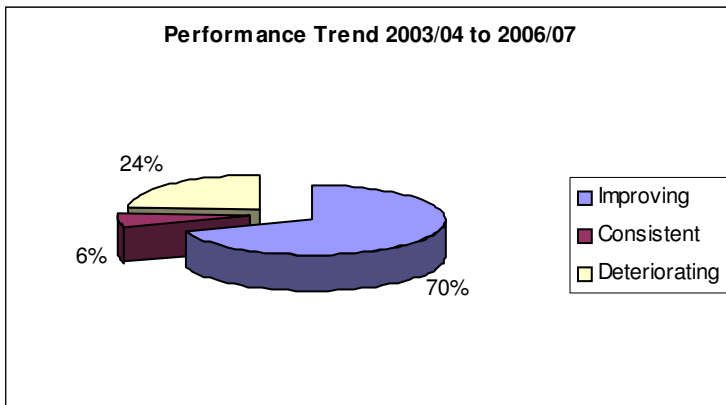
Reference to evidence source

Key Projects

Overall the performance of key projects is excellent with 95.5% either completed, progressing ahead of plan or on plan. This is an increase of 10.5% since the end of the third quarter 2006 with all projects now either completed or underway. The Council's project management toolkit has been instrumental in this high achievement level.

Performance Indicators Trends

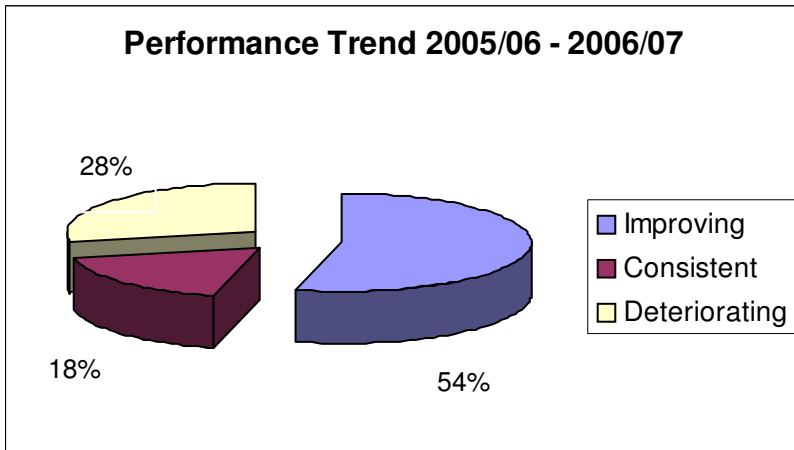
1. The Council's long-term performance has shown marked improvements from 2003/04, coupled with reducing costs, offering increased value for money and quality services for those the Councils serves. 70% (47 out of 68) of the total basket of national best value indicators have shown improved performance from 2003/04 to 2006/07 (where a comparison can be drawn). This drive for further improvement has been carried forward into 2007/08 where strengthened performance management arrangements and driving down of costs continues to realise benefits for residents and customers.



2. This picture of sustained and long-term improvement is mirrored in year on year analysis of improvement. At year-end 2006/07 54% (54) of indicators have improved when compared to year-end 2005/06 (54 out of 100), this is extremely positive given the level of improvement the Council's performance has shown in previous years. 19% (19) showed consistent performance, of which 5 are achieving the highest possible level of performance and so cannot show any further improvement. Overall 73% (73) indicators showed maintained or improved performance between 2005/06 to 2006/07.

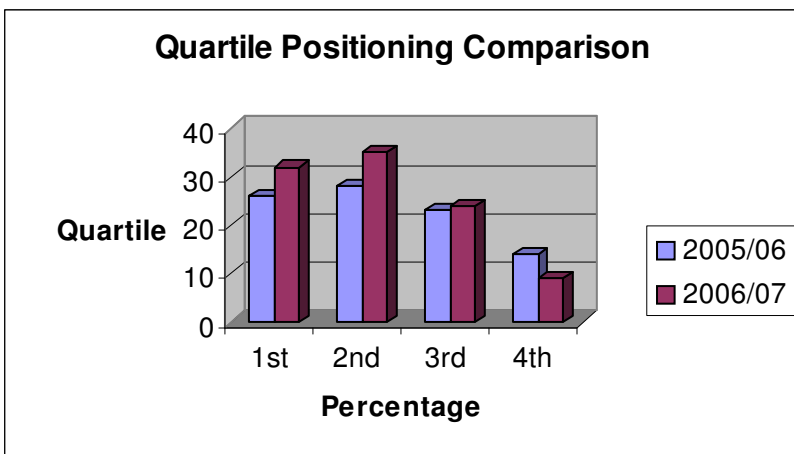
KLOE 5.1 How well does the council currently achieve good value for money?

Reference to evidence source



3. At year end 2006/07 32% (22) indicators were in the top quartile, 35% in the second (24) 24% (16) in the third quartile and 9% (6) in the fourth quartile, this represents a significant improvement in the last year with 26% in the first quartile (16), 28% in the second quartile (17), 23% in the third quartile (14) and 23 in the fourth quartile (14%).

In 2006/07 67% of the total basket of best value performance indicators are in the first and second quartiles compared to only 54% in 2005/06.



4. Overall the organisation continues to deliver excellent performance and improvements in terms of outcomes (performance information) and delivering a programme for change (project and programme management). Performance has continued to improve, building on the already impressive record of achievement over the last three years.

Measures and Targets

The Corporate Strategy 2006/07 – 2008/09⁽⁴⁾ contains 36 measures and targets that are set out in the attached document. Close monitoring of these is undertaken and reveal that a number of targets have not only been exceeded for 2006/7 but have exceeded the targets for 2009. Particularly pleasing examples include:

4. Corporate Strategy Measures and Targets

KLOE 5.1 How well does the council currently achieve good value for money?

Reference to evidence source

Town centre visits for 2006/07 totalled 35,947, which is 667 more than the 2009 target of 35,280. In addition we have already met one of our long-term outcomes to have average earnings in line with the county average with median workplace earning in the borough now 1.4% above the Lancashire average. Previously we were 3.2% below the county average.

Other strong measures are around our strategic objective, improved access to public services. This saw 98% satisfaction in the service received in our contact centre and an increase in the number of appropriate services available via self serve, to 65% which was 15% above target. Also under this strategic objective 84.5% residents think that public transport has got better or stayed the same, exceeding the 2009 target of 78%.

In 2006/07 a number of projects focused on achieving safer communities, these included a project to pilot innovative ways to reassure our communities, as well as a project to deliver key actions in the community safety strategy. These projects have in turn led to us exceeding 2009 targets for the measures of improving feelings of safety during the day, and improved feelings of safety during the night.

Finally against our strategic object to ensure Chorley is a performing organisation we have again exceeded targets for 2009 from the measures ‘% of priority BVPIs in the upper quartile’ and the ‘ % of priority BVPI’s improving’.

KLOE 5.1.1 How well do the council’s overall and service costs compare with others, allowing for external factors?


Reference to evidence source

We undertook an analysis of service costs against our nearest neighbours using the VFM profile tool. This is attached as evidence source (5) This provided a starting point for us to drill deeper into the relationship between cost and performance and to compare ourselves with our nearest neighbour group. To assist us in this analysis we prepared a spreadsheet⁽⁶⁾ setting out the 2006/7 revenue outturn figures and the 2007/8 estimates. Additionally we were provided with the performance data for 2006/7⁽⁷⁾ from our colleagues in Policy and Performance. Although unaudited we felt this could give us a more informed picture by enabling us to compare cost and performance at Chorley in the same financial year and to consolidate what we believe is a clear general trend over the past 3 years of reduced costs alongside improved performance.

- 5. Report on costs/Performance comparison
- 6. Spreadsheet 2006/7 outturn 2007/8 estimates
- 7. Performance Data 2006/7 (unaudited)

TOTAL EXPENDITURE AND PERFORMANCE

Expenditure

KEY MESSAGE 

Chorley’s Efficiency programme and strategic drive for the delivery and improvement of value for money has seen us drive out costs year on year, clearly target resources to the council’s priority areas and improve performance internally and in comparison with our nearest neighbour group.

Our 2006 self-assessment highlighted the new administration strategic target of achieving a no Council Tax increase for the services funded by Chorley. Clearly this presented a significant challenge for senior management, however through a major restructure and a systematic review of income and expenditure across Directorate’s the requisite savings were identified. A breakdown of the savings identified is shown as evidence source (8) and the Director of Finance also presented the savings to the Overview and Scrutiny committee⁽⁹⁾ with his assessment of the impact the structural changes might have on performance. This was an important part of the process as it sought to ensure that taking large scale costs out of budget would not materially affect our excellent performance levels. The budget represented the Administration’s strategic budget aim to take out costs in the high cost areas identified from VFM analysis and to transfer resources from very high performance areas.

- 8. 2007/8 savings on budget schedule
- 9. Report to Overview and Scrutiny Committee – Jan 2007

The following sections provide an analysis of relative costs and performance in comparison with our nearest neighbour family group.

KLOE 5.1.1 How well do the council's overall and service costs compare with others, allowing for external factors?

Reference to evidence source

PLANNING

During 2006/7 Planning costs remained at a consistent level, below the average of our nearest neighbour group.

When considering Planning in our assessment we have taken a more in-depth approach and considered the full breadth of Planning Performance Indicators than that provided through the cost/performance assessment. This shows that satisfaction with the service has grown from 61% to 72% significantly improving our nearest neighbour ranking 8th in the family group from a previous position of 13th, with ambitious plans in place to improve even further.

It was also pleasing to see the relatively high proportion of Ombudsman Complaints reducing significantly in 2006/7 as referenced in the Ombudsman's Annual Letter. The Ombudsman makes reference to a general reduction in the number of complaints received about the Council and 'most significantly' a reduction in complaints about planning from 11 in 2005/06 to just 2 in 2006/07, meaning that planning complaints now make up a smaller proportion of the complaints received than is the average nationally.

Planning services have also delivered significant improvements in both processing times with the percentage of major planning applications determined within agreed timescales has improving from 64% in 2003/04 to 75% in 2006/07 moving this service from the fourth to the second quartile nationally and the percentage of minor planning applications determined within agreed timescales improving from 15% to 77%. This improvement is also mirrored in the percentage of other applications determined within agreed timescales, which has improved from 80% in 2003/04 to 88% in 2006/007, moving the service from the third into the second quartile.

A significant reduction in costs in 2007/08 has been coupled with consistent and improving performance into the first quarter of this financial year.

This service will be subject to a VFM review during 2007/8.

WASTE MANAGEMENT

The council has invested heavily in waste management in recent years, particularly on recycling. This is reflected in our cost profile which shows an increase of around £3 per head of population between 2003/4 and 2006/7. In terms of performance during the same period we have seen a doubling of the recycling levels whilst maintaining below average costs in the NN group. Additionally the council maintains its top quartile position on recycling. Satisfaction with waste collection has decreased from 2003/04 (92% to 66%)⁽¹⁰⁾. This is explained in part by a policy decision to undertake alternate weekly collections of recyclable and non-recyclable waste, which has resulted in our impressive levels of recycling. This decline is mirrored in the Council's family group for performance benchmarking

10. Satisfaction with waste collection analysis

KLOE 5.1.1 How well do the council's overall and service costs compare with others, allowing for external factors?

Reference to evidence source

with some authorities witnessing an up to 38% point decline in satisfaction following the introduction of alternate weekly collections, with an average of a 12% point decline across those authorities in the family group which have taken the policy decision to introduce alternate weekly collections. The Council is working hard to understand and address this decline in satisfaction levels, having recently host a listening day with residents on this subject and sending out over 1,000 questionnaires seeking residents views in the waste collection service to inform the re-letting of the waste contract and the driving up of performance in this area. We have received a 40% response rate and will be using this information to help deliver the service of the future, for which we are currently in the preparation for.

STREET CLEANSING

Costs on street cleansing have risen over the 3 year trend period. In 2003/4 costs stood at £4.66 and by 2006/7 had reached £6.20. This rise reflected the council's investment in this service area, although we are still lower in cost than the nearest neighbour average in 2006/7. A rationalisation of street sweeping schedules has meant that with limited investment in the service we have been able to improve the value for money offer with performance having dramatically improved from 14% in 2003/04 to 7.1% in 2006/07 (smaller is better), moving us into the top quartile and giving Chorley a ranking of third within our family group (compared with a ranking of 5th in 2003/04)..

ECONOMIC AND COMMUNITY DEVELOPMENT

In 2004/5 and 2005/6 our costs were low in this service area reflecting our disinvestments in economic development. This is now a corporate priority area for the new administration, identified in the refreshed corporate strategy and this focus supported by a new Economic Development Strategy, a Town Centre Strategy and an economic sub-group of the Local Strategic Partnership has been accompanied by an increased footfall in the Town Centre and a major expansion of retail provision with the planned Market Walk Phase 2 development.

Chorley's commitment to the place shaping agenda and investment in economic development has resulted in medium workplace earnings in Chorley moving from below the Lancashire average to above the national average. Chorley has also been recognised as one of the top 3 nationally to start a new business in terms of business sustainability⁽¹¹⁾.

Chorley Borough Council and the town's current market traders are working together in partnership to develop a strategy to encourage investment, improve management and increase the potential to make the markets a focus for visitors to the area. Additionally we are seeking advice on best practice from successful market towns such as Bury to help us enhance Chorley's reputation as a vibrant market town.

11. Article – Sunday Times

KLOE 5.1.1 How well do the council's overall and service costs compare with others, allowing for external factors?

Reference to evidence source

Creation of a new Town Centre Manager post in the budget also confirms the council's determination to invest in the Town Centre and ensure there is a strategic and co-ordinated approach to its future development.

PARKING

Our Parking costs are one of the lowest in our family group at – £5.83 per head against a NN average of - £3.57 putting us at 13th lowest of 16. The new administration made improved parking a key project in the corporate strategy and the service has been subject to an Overview and Scrutiny Inquiry.

The service was jointly outsourced as part of a County wide consortium introducing decriminalised parking in 2005 and we are now seeing a service delivering increased revenue and usage. This closely reflects the council's commitment to investing in the town centre.

COMMUNITY SAFETY

This is a relatively high cost area in comparison with our nearest neighbours reflecting the council's strategic aim to invest and work in partnership with other agencies to address the long-term outcome of delivering safer communities.

2007/8 will see a considerable reduction in cost of this service through a joint working initiative with the police, which saw the transfer in April 2007 of the neighbourhood wardens from the council to the police service and the introduction of the Multi Agency Tasking and Co-ordination approach to community safety which has seen significant reduction in the levels of crime in the Borough⁽¹²⁾.

Our performance in this key area has been commended by the Home Office⁽¹³⁾.

The Corporate Strategy sets out a commitment to address perceptions of safety and we have delivered significant improvements to both feelings of safety during the day and at night. Improving the percentage of residents who feel safe in Chorley during the day from 75.4 in 2003/04 to 86% in 2006/07 and the percentage of residents feeling safe at night from 31% in 2003/04 to 49% in 2006/07.

HOUSING BENEFITS ADMINISTRATION AND LOCAL TAX COLLECTION

We have considered these as one service because at Chorley they are managed as such. Costs in 2006/7 were £18.83 which are slightly higher than the NN average of £16.78. However performance in these areas is excellent. For processing benefits we are in the top quartile for processing times, accuracy and fraud investigation and prosecutions. Cost have been driven out of this service in 2006/07 and 2007/08 but high levels of performance have been maintained into the first quarter of 2007/08 with top quartile

12. Chorley Crime Statistics

13. Home Office letter

KLOE 5.1.1 How well do the council's overall and service costs compare with others, allowing for external factors?

Reference to evidence source

performance in the processing of new claims, changes to circumstances and in accuracy of processing.

For all benefit satisfaction indicators we are in the top quartile nationally and for 3 of these we are in the top ten nationally. We are also in the top quartile for Council Tax and NNDR collection.

BVPI Satisfaction Indicator	Family Group Ranking 2006/07	Quartile	2003/04	2006/07
Satisfaction with contact with the Benefits Office	2nd	1st	80	85
Satisfaction with service in the Benefits Office	3rd	1 st	83	87
Satisfaction with the telephone service	3rd	1 st	74	83
Satisfaction with staff in the Benefits Office	1st	1 st	85	89
Satisfaction with Benefits forms	2nd	1 st	68	67
Satisfaction with speed of service	1st	1 st	76	83
Overall satisfaction with the Benefits Office	1st	1st	82	87

In local taxation (% of Council Tax collected and % of NNDR collected) the Council continues to perform well (2nd and 7th respectively in family group rankings).

SPORTS AND RECREATION

This service area shows relatively high costs reflecting the council's investment in a number of service areas. Activities for young people which residents identified as one of their key priorities in the Best Value survey of residents was targeted for investment in 2006/7 and this provided over 400,000 opportunities for young people to participate in positive activities during 2006/7.

Additionally we delivered an investment of £2.5 million in the borough's Golf course through our new partnership.

We have however also been able to record efficiency gains of £87,400 in the 2006/7 backward looking efficiency statement for this service largely achieved through the new contract put in place for the Golf course. Additionally our innovative approach to management of community services through Community groups delivered the first round of efficiency gains during 2006/7 in what will be a programme of Community Centre management transfer, phased over a number of years.

KLOE 5.1.1 How well do the council's overall and service costs compare with others, allowing for external factors?

Reference to evidence source

CENTRAL SERVICES

In respect of central and democratic services the Council ranks 5th of 16 with costs at £27.69 against a NN average of £21.31. This reflects the council's strategic decision to divert resources into corporate, project, policy and business improvement support to underpin our corporate drive to maximising value for money across the organisation. We have however substantially reduced the Central Services budget in 2007/8 by rationalising our Administrative buildings through the closure of Gillibrand St and by disestablishing one of the Executive Director posts saving a total of £224,000.

Additionally in 2007/8 a further senior management restructure will achieve an annual saving of around £100k.

Sickness absence has been an issue of concern for us in recent years and performance against our nearest neighbours in 2006/7 ranked us at 8th of 16. Following an overhaul of the monitoring and management procedures for attendance management it is therefore pleasing to see a very good first 4 months results outturn of 2.3 days per employee which if maintained would give us a full year outturn of 6.9 days enabling us to comfortably meet our annual target of 9.2 days and deliver significant non-cashable efficiency gains in 2007/8.

This improvement reflects the considerable management effort now being invested at a senior and corporate support level to address this issue. A scrutiny Inquiry panel has also recently been set up to ensure that the monitoring processes put in place are effective and that we see the anticipated significant improvement in 2007/8.

Growing Population

Chorley's population continues to grow faster than most of its nearest neighbours. We ranked third highest of 16 when comparing 2005/06 with 2006/07 and this trend can be shown over a number of years when we report a rise of 2.47% over the years 2003 – 2006 against the nearest neighbour average of 1.57%.

This illustrates the substantial demand on Chorley to achieve greater VFM because of increased demand just to maintain existing levels of service.

The further external factors impacting on cost, ie high level of population working outside the borough, the borough's largely rural nature and the relative affluence of the borough chronicled in our 2006 self-assessment, continue to apply.

KLOE 5.1.1 How well do the council's overall and service costs compare with others, allowing for external factors?

Reference to evidence source

Authority name	Mid year estimate of population - All ages - 2003	Mid year estimate of population - All ages - 2004	Mid year estimate of population - All ages - 2005	Mid year estimate of population - All ages - 2006	Total increase in population 2003-2006	Total increase in population in percentage from 2003-2006	Ranking order 2003-2006	Total increase in population in percentage from 2005-2006	Ranking order 2005-2006
Borough of Crewe and Nantwich	112	112.7	113.4	113.6	1.6	1.43%	7	0.18%	12
Broxtowe Borough Council	108.1	108.2	108.7	109.1	1	0.93%	11	0.37%	8
Chorley Borough Council	101.2	102	103	103.7	2.5	2.47%	4	0.68%	3
Erewash Borough Council	110.3	110.1	110	109.8	-0.5	-0.45%	15	-0.18%	16
Gedling Borough Council	111.7	111.2	111.3	111.2	-0.5	-0.45%	15	-0.09%	14
High Peak Borough Council	89.8	90.1	90.6	91.1	1.3	1.45%	6	0.55%	7
Hinckley and Bosworth Borough Council	100.7	101.5	102.2	102.8	2.1	2.09%	5	0.59%	5
Kettering Borough Council	83.2	84.3	85.3	86	2.8	3.37%	3	0.82%	2
Newark and Sherwood District Council	107	108.6	110.1	110.8	3.8	3.55%	2	0.64%	4
Newcastle Under Lyme Borough Council	122.9	122.6	123	123.4	1.1	0.90%	12	0.33%	9
North East Derbyshire District Council	97	97.2	97.4	97.3	0.3	0.31%	14	-0.10%	15
South Derbyshire District Council	83.5	85.4	86.5	87.7	4.2	5.03%	1	1.39%	1
South Ribble Borough Council	104.5	105.1	105.5	105.8	1.3	1.24%	8	0.28%	10
Vale Royal Borough Council	123.1	124.1	124.5	124.6	1.5	1.22%	10	0.08%	13
West Lancashire District Council	108.7	109	109.2	109.5	0.8	0.74%	13	0.27%	11
Wyre Forest District Council	97.3	97.6	98.1	98.5	1.2	1.23%	9	0.41%	6

KLOE 5.1.2 To what extent are costs commensurate with service delivery, performance and the outcomes to be achieved?

Reference to evidence source

In recent years our drive for VFM has been underpinned by putting in place an IT infrastructure that enables us to eradicate expensive manual processes and reinvest the savings in improving services to the public.

KEY MESSAGE



The current MTFs covers the period 2005/6 – 2007/8. It covers a number of key assumptions one of which is that ‘savings will be made in explicitly identified non-priority areas which do not impact on the key corporate priorities.

This investment has been crucial in enabling the sustained reduction in our salary cost base to achieve no increase in 2007/8 whilst targeting priority areas for investment.

TARGETED INVESTMENT

Customer

Investment in improving customer services continues through implementation of the CRM system, however we have also worked hard to develop a greater understanding of customer needs through the Business Process Architecture project, the customer profiling project and the circle of needs project. Although external funding has been attracted on these national initiatives, Chorley has invested significant staff resources including the creation of a new post of Customer Access Manager as well as £15,000 in the Customer Profiling project.

Performance in the Contact Centre and One Stop Shop also continues to achieve high levels of performance and satisfaction. The attached document⁽¹⁴⁾ gives a detailed picture of performance but the key outcomes reveal that:

- 98.1% of visitors to the one Stop Shop were satisfied with how their enquiry was dealt with.
- 99% of telephone callers were satisfied with how their call was dealt with.

We are also investing on ensuring the transfer of services to the Telephone Contact Centre is accompanied by a systematic review of service provision. This will require significant internal staff resource as well as investment in external expertise.

14. Customer Services Performance Statistics

<p>KLOE 5.1.2 To what extent are costs commensurate with service delivery, performance and the outcomes to be achieved?</p>	<p>Reference to evidence source</p>
<p>Capacity</p> <p>A summary of the key budget reductions totalling £1.265 million are shown in Appendix 2 of the Budget Scrutiny report attached as (15).</p> <p>The figures underline our desire to reduce back office costs to enable reinvestment as the cost reductions in the main either reflect a reduction in the workforce or by providing the service through an alternative delivery mechanism.</p> <p>A further critical, strategic capacity decision is that to develop a thin client IT solution. We anticipate this will achieve substantial capital and long-term revenue savings for the council amounting to a projected £359k between 2007/8 and 2014/15.</p> <p>Investment in creating the capacity to facilitate the e-citizen also continues. Successful completion of the e-planning project through an investment of £200k has been achieved and following the major website refresh we are now far better positioned to transact electronically with our customers. This is already paying major dividends through Landlord sign up to e-citizen where so far 369 customers have signed up including some of the biggest landlords who can now access their tenants details.</p> <p>Our Communications Team is now working on a corporate take-up strategy for E-citizen.</p>	<p>15. Budget Scrutiny Report</p>

KLOE 5.1.3 To what extent do costs reflect policy decisions?

Reference to evidence source

The way our costs are directed and allocated carefully reflects the Council’s strategic objectives and priorities. This year we have refreshed the Business Planning process within the organisation to more clearly integrate our strategic priorities with the financial, performance management and operational processes in place to run the organisation. This interrelationship and the associated timescales is represented in the diagram shown at (16).

The document⁽¹⁷⁾ sets out the budget planning process in more detail. The table below shows the 3 year trend of diverting resources to priority areas .

	Total Savings	Growth Diverted to Priorities			Total
		Customers	Capacity	Greener, Cleaner, Safer	
2004/05	708	158	30	61	249
2005/06	283	0	27	166	193

		Prosperity	People	Place	Performance	Total
2006/07	558	55	59	107	24	245
2007/08	1,265	135	15	66	30	246
	<u>2,814</u>	<u>348</u>	<u>304</u>		<u>281</u>	<u>933</u>

33% of savings made over the period have been directed from non-priorities into investment in the Council’s current priorities, whilst at the same time minimising the impact on Council Tax levels.

SUMMARY

We believe the content of this first part of the assessment clearly demonstrates that Chorley is a council continuing to achieve value for money in the services it provides. Key messages are:

- Costs remain consistently favourable against nearest neighbour family group.
- Any high cost areas identified are quickly addressed where high cost does not reflect a decision to invest.
- Performance remains excellent despite reducing costs.
- 2007/8 will see further substantial cost reductions showing our continued determination to drive down costs.
- Strategic approach to delivering VFM firmly established.
- Continued investment in our customers and a national profile for the council through taking lead in key government projects.

- 16. Business Planning cycle at Chorley
- 17. Financial Planning Process

<p>KLOE 5.2 How is value for money being delivered and improved?</p>	<p>Reference to evidence source</p>
<p>INTRODUCTION</p> <p>2007 has seen the Council building on the excellent work done over the past three years to build a strategic platform and operational infrastructure to ensure the Council is both delivering VFM and in a good position to improve VFM.</p> <p>Crucial to the effective positioning is the Business Project Architecture Project which forms part of the CLG’s high profile National Process Improvement Project (NPIP). The project is reaching conclusion and the documentation will be presented to CLG early in September.</p> <p>Whilst many approaches to business improvement address this challenge by looking at individual services and processes within them, the Chorley Business Architecture Project has adopted a more systemic approach, focusing improvement efforts on areas that are common across organisational boundaries. In doing this, the present project has also sought to ensure a greater customer focus in the services provided by the Council.</p> <p>This project has been supported at the highest levels within the organisation and we have been able to understand and challenge what we currently do with a view to identifying shortcomings in our current structures and ways of working. In so doing, we have also spotted opportunities for improving efficiency, enhancing internal co-ordination and becoming more customer focused.</p> <p>Chorley’s vision for the project stated that “Chorley Council will have a new organisation structure with a defined change management programme such that over the next few years Chorley Council will change to be better placed to respond to the needs and demands of its customers, whilst making optimum use of its resources within the Local Strategic Partnership, County, Regional and National contexts.” The Chief Executive has already used the project outcomes to inform her reorganisation of the senior management structure in readiness for the change programme ahead and the new leaner structure will also deliver annual savings of around £100,000</p>	

KLOE 5.2 How is value for money being delivered and improved? Reference to evidence source

<p>STRATEGIC FRAMEWORK</p> <p>Following the approval of the Strategic Framework for VFM a Corporate Action Plan was assembled to drive the improvement process. Focused around the Audit Commission VFM criteria it was considered essential that a truly corporate approach to VFM was fostered and established within the Council. A copy of the Action Plan setting out “progress at August 2007” is attached as (18) and the plan will be monitored quarterly by Strategy Group with an annual progress report to Executive Cabinet.</p> <p>The plan shows the considerable progress being made at Chorley which is reflected throughout this assessment.</p> <p>CHORLEY PARTNERSHIP</p> <p>Following on from the restructure of the LSP in 2006, the council allocated a budget of £85k to deliver projects to meet the objectives set out in the Community Strategy⁽¹⁹⁾. This investment was matched twice over from our partners. The Community Strategy is currently being refreshed into a Sustainable Community Strategy for Chorley providing a 20year vision for the town and a peer review by the Improvement and Development Agency is planned for November this year to assess our progress against other local authorities.</p> <p>The Council recognises the critical need to strengthen the LSP this year to meet the Comprehensive Area Assessment in 2008. This will focus much more on the LSP than under previous assessments, with a crucial test being how effective the LSP has been in joining up services and demonstrating service improvements and/or efficiencies through partnership working. Accordingly we will be putting in place robust performance management arrangements for the LSP.</p>	<p>18. VFM Corporate Action Plan</p> <p>19. Chorley Partnership progress report</p>
---	---

KLOE 5.2.1 How well does the council manage and improve value for money?**Reference to evidence source****STRONG VFM CULTURE**

The Council has a strong culture of delivering and improving Value for Money. Since the new Administration came into power in May 2006 the strategic target of achieving no Council Tax increase in 2007/08 truly focused the attention of staff and in particular managers on the need to reduce costs, whilst maintaining service levels.

The budget for 2007/08 was reduced by £1.2 million, through re-presenting and refocusing our resources in a major organisational restructure. This was not just a cost cutting exercise. A proportion of the savings made were directed towards the council's priority service areas and the key to our success in recent years has been taking costs out of the budget whilst still maintaining and improving service performance. Member briefings on efficiency and VFM are regularly delivered and staff are also well aware of the Council's achievement of being awarded a score of four in the 2006 Use of Resources VFM, which they have made a contribution to. As can be seen from the Corporate Action Plan we will be delivering roadshows in October 2007 to further establish the VFM message and we will be introducing a formal staff incentive scheme to build further on the Chief Executive Award Scheme which rewards staff excellence. This strategic drive is supported by operational processes which ensure VFM and efficiency over consistent themes in service delivery. The new Business Planning process clearly links the need to improve with value for money and the Project Management Methodology demands that all projects requiring resources must prepare a business case which needs to be improved by the Corporate Improvement Board. Additionally we now have an established process for identifying, assessing and reporting efficiency gains.

This is shown in the table attached⁽²⁰⁾ and is programmed to integrate and inform the Business Planning process. Additionally at the meetings with Directors VFM is discussed to identify any potential instances or opportunities which might be possible in the Directorate. This is now embedded in the process and serves to focus attention on the importance of VFM and the fact that each Directorate has a responsibility to contribute towards our corporate achievement. These discussions also help formulate priorities and if necessary redirect the VFM Service Review Programme.

MEMBER DEVELOPMENT

Chorley has recognised the critical role members can play in achieving value for money. A robust Overview and scrutiny process is now in place and a programme of member development has been ongoing since 2005. Notable milestones are set out below:

- Established an Elected Member Development Steering Group to oversee and co-ordinate more structured T&D activity for members linked to corporate objectives and to the standards of the North West Charter for Elected Member Development.

20. Efficiency Statements preparation process

KLOE 5.2.1 How well does the council manage and improve value for money?

Reference to evidence source

- Developed and agreed a Strategy for Elected Member Development.
- Designed and implemented an annual Training Needs Analysis exercise linked to a framework of roles and responsibilities and aligned to organisational objectives. Members then received a personal development plan detailing their identified needs.
- Created a whole new approach to New Member Induction – including input, supporting and reference material, allocation of a Political and Democratic mentors or ‘buddies’ supported by Training Manager.
- Developed a regular monthly learning hour that features key topics of information and communication as identified in member personal development plans. Delivered frequently by internal officers.
- Currently looking at introducing role descriptions and person specifications for the varying member roles.
- Utilising subsidised regional and sub-regional training and development opportunities including: member participants on the Lancashire Leadership Programme (funded by NWIN), Elected Member Mentoring (funded by NWIN) through the newly created Elected Member Gateway – Chair of the Audit Committee receiving 4 x 1 day Peer mentoring sessions.
- Induction training for members of the Audit Committee tailored to meet the demands of the Committee’s changed role was delivered in June 2007. Further training on specific topic areas under consideration by the Committee will also take place in an effort to give members a more in-depth understanding of matters brought before them.

In December 2006 we were awarded the North West Charter for Elected Member Development. To achieve this we met a range of standards in terms of our approach to T&D and had an assessment visit by 2 external assessors who interviewed a number of members and looked through a portfolio of evidence. The standards and process was similar to that of Investors in People.

BENCHMARKING

Chorley fully recognises the importance of benchmarking and has made significant strides in establishing benchmarking links with other authorities⁽²¹⁾. Work in this area continues to grow since a position has now been set up with responsibility for implementing the Council’s benchmarking strategy.

21. Email to performance information officers

KLOE 5.2.1 How well does the council manage and improve value for money?

Reference to evidence source

Performance management arrangements with regards to benchmarking were significantly strengthened this year with a requirement placed that explicit reference be made to quartile positioning, family group rankings and previous performance when establishing targets for the following three years. This was followed by robust challenge at senior officer and member level. Additionally the Scrutiny inquiry process demands that best practice is sought out in every service area or business process under review.

Chorley subscribes to the APSE (Association for Public Service Excellence) Performance Networks service. We currently submit data for Parks, Open Spaces and Horticultural Services and Street Cleansing Services. We intend to submit 2006/07 data for all the other services provided by our Streetscene, Neighbourhoods and Environment Directorate (SNED). We will then continue to update all information on an annual basis.

As part of the Value for Money Review in SNED we intend to investigate other benchmarking opportunities with the possibility of establishing our own benchmarking clubs for services as specific as eg pest control. The use of rough cut activity based costing⁽²²⁾ will be an essential tool for drilling down to establish true service and process costs which can then be accurately compared with other councils. Attached is an assessment of pest control costs at Chorley that we will use to benchmark against other councils.

Outputs from these benchmarking exercises will facilitate the programme of Value for Money work planned in this directorate.

Our Revenues and Benefits Services both belong to Lancashire Benchmarking Clubs. They regularly submit data, both financial and performance related, and senior staff attend benchmarking meetings. Guidance and information gained at these meetings is used to further best practice in these service areas⁽²³⁾.

Our Planning Service is also currently investigating ways of benchmarking with peer authorities to gain insight into best practice and cost comparison analysis. Through the e-planning project the development control administration process has been re-engineered and this will provide us with a platform to undertake benchmarking based on the new and more efficient way of working in this service area.

As the benchmarking strategy is fully implemented all avenues of cost and performance comparison will be investigated and reviewed on a regular basis to ensure the continuing improvement of our service provision.

22. Rough Cut Activity Based Costing – Pest Control example

23. Revenue and Benefits VFM Report

<p>KLOE 5.2.1 How well does the council manage and improve value for money?</p>	<p>Reference to evidence source</p>
<p>IMPROVED TWO-TIER WORKING IN LANCASHIRE</p> <p>Chorley is leading on a project geared to deliver successful two-tier working in Lancashire⁽²⁴⁾. A phased delivery approach has recently been agreed which will see seven priority areas identified in Phase 1 which is to commence in August 2007 and will cover a period of 12 – 18 months. Major benefits are envisaged through this joint approach with considerable potential to generate efficiency, improve service delivery, create opportunities for improved focus and to respond effectively to the national demands and agenda for change and improvement.</p> <p>SHARED SERVICES</p> <p>At Chorley we see the principle of shared services as the corporate way forward for the organisation and our readiness to fulfil this strategic aim has been at the heart of the Business Architecture project. The recent restructure resulting directly from this project has brought together all support services under an Assistant Chief Executive creating the platform to investigate more robustly the opportunity of sharing transactional services between directorates.</p> <p>This change also affords a better opportunity externally as it brings together the traditional support services in a District Council under one roof and positions the council favourably to open up more potential for considering larger scale service sharing or alternative methods of service delivery.</p> <p>Work on the feasibility of shared financial and related services at Chorley and South Ribble Councils has now been satisfactorily concluded and an implementation plan will soon get underway.</p> <p>IIP</p> <p>The Council was delighted to be awarded Investors in People Status in 2007, which gave us national recognition and external acknowledgement for our people processes in terms of the three elements “Plan, Do, Review”. This means we are an organisation which has clear strategic objectives and effectively manages, heads, develops and recognises our staff to deliver our targets and objectives.</p> <p>We believe this achievement can only further support our commitment to improving value for money as it engenders a culture amongst staff and management of being the best at what we do and wanting to improve wherever possible.</p> <p>VFM SERVICE REVIEWS</p> <p>A three-year programme has now been established to assess VFM in key service areas across the Council. The first review will commence in September 2007 in the Streetscene, Neighbourhoods and Environment Directorate, which is our largest operational directorate and has recently undergone a major restructure.</p>	<p>24. Improved two tier working report</p>

KLOE 5.2.1 How well does the council manage and improve value for money?

Reference to evidence source

Additionally the externalised waste contract which is the Council's largest single procurement is due for revision in 2009 and the review team will consider the options available for the most efficient and cost effective means of delivery.

It is intended that the review format will not be light touch and will encompass the three major service areas the Directorate is responsible for. The reviews will also be corporately driven through the Director of Finance's Business Improvement Team working with key staff within the service units and policy and performance colleagues.

CUSTOMER FOCUS

The Council's progress on putting our customers at the heart of everything we do has been well documented in previous self-assessment submissions on VFM and through the external accreditations in terms of our Customer Access Strategy and the award of a Charter Mark for our Customer Services.

The BPA project and our involvement on the national ESD project aimed at improving how councils gather customer insight through customer profiling continues this drive for looking after our customers and ensuring that high quality, value for money services are provided. An exciting off-shoot from the BPA project is our involvement in a project seeking to examine the possibility of providing services from a citizen needs perspective rather than a service delivery angle. Funding is being sought from NWECC and the CLG to take the initial work undertaken forward and if successful this will again enable Chorley to be at the forefront of national development in providing public services to the customer.

We are also taking other practical, on-the-ground steps to communicate with our customers. Our successful pilot programme on Area Forums has now become an established part of our success with four Community Forums established in the Borough which will meet three times a year. The Council is now looking to develop this further by creating locality plans with partners and to implement a neighbourhood working solution, which has been the subject of an Overview & Scrutiny review.

Our "You Said – We Did" programme is also an excellent example of how we respond to the needs of our customers. An analysis of activity in 2006/7 is shown in (25). A further example is the innovative Chorley and South Ribble Vulnerable Households project which is a multi-agency family intervention project seeking to provide intensive joined-up support to 15 problem families in each borough placing a high demand on numerous agencies. This in turn should reduce the negative impact that some vulnerable families can have on the quality of life and well being of other people living in the community. From a VFM perspective this in the longer term potentially takes costs out of the system in terms of the public purse whilst supporting these families.

25. You Said We Did activity 2006/07

<p>KLOE 5.2.1 How well does the council manage and improve value for money?</p>	<p>Reference to evidence source</p>
<p>STRONG MANAGEMENT PROCESSES</p> <ul style="list-style-type: none"> <p>• Business Planning</p> <p>VFM is now an integral part of the Council's refreshed Business Planning Process which encompasses the strategic, financial, performance management processes and operational arrangements in place to successfully run the organisation.</p> <p>Substantial time and effort during 2006/07 has been invested in reviewing the Business Planning process. This critical refresh resulted in a comprehensive review of the process and a guidance document was produced for managers⁽²⁶⁾ to assist in production of the 2007/8 plans in the new format. With a much stronger focus on Business Improvement the new process is more clearly integrated with the overall performance and financial annual cycle and strengthens the links with VFM, efficiency and risk. Additionally it enables us to corporately reflect on key achievements with all service units as illustrated in the attached document for 2006/7⁽²⁷⁾.</p> <p>• Overview and Scrutiny</p> <p>The Overview and Scrutiny role is now well established within the Council.</p> <p>The fourth Annual Report of the Overview and Scrutiny Committee is shown in (28). The work of the Committee and its panels has led to improvements in Council services and in the Value for Money those services provide.</p> <p>Contributions have been made to:</p> <ul style="list-style-type: none"> (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) the scrutiny of the revenue and capital budgets and the budget proposals for 2007/08; (e) the improved delivery of services by a series of recommendations set out in scrutiny reports; (f) ensuring a greater emphasis on member training. 	<ul style="list-style-type: none"> 26. Business Improvement Planning – A Managers Guide 27. Service Units – Key Achievements 2006/7 28. Overview and Scrutiny Annual Report 2006/07.

KLOE 5.2.1 How well does the council manage and improve value for money?

Reference to evidence source

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 services particularly in terms of policy development.

Examples of 2 of the inquiries into Equality and Diversity and Neighbourhoods included in the 2006/7 programme are attached^(29,30&31).

- **Business Process Transformation**

With the three year Value for Money review programme now ready to kick off in September business process re-engineering will be essential in redesigning processes to be more efficient and cost effective. Fundamental to achieving this is the need for process costing and the National Process Improvement Project tool of preference is Rough Cut Activity Based Costing designed specifically for the public sector. Training has been received by key staff on the use of this methodology and we plan to deploy it as an integrated part of the forthcoming VFM service review programme.

- **Website refresh**

Over the past three years Chorley Borough Council has prioritised and invested in the wholesale re-engineering of both its internal intranet and external website to release resources and capacity through better use of technology and encourage self-service through an improved customer experience.

The project to re-engineer our website followed the same methodology as the nationally recognised process followed to overhaul our Intranet in 2005 and aims to emulate the success of the intranet on a much wider scale. The website is seen as a huge opportunity to offer improved choice to customers, increased access to services and a platform for huge efficiencies across the board. The site went live in April and the table below shows the hits on the site between March and June.

Month	Page Views
March	148,371
April	181,349
May	176,163
June	222,253

Efficiencies in the communications team have enabled a new post to be recreated to manage the system and enable ongoing improvements. The website will also be marketed to customers as a true alternative in accessing services in a bid to encourage them to take up 'self service'.

- 29. Overview and Scrutiny sub-group. Diversity findings and recommendations
- 30. Neighbourhood Working Scrutiny Inquiry Position Statement
- 31. The scope and prospects for neighbourhood working in Chorley

KLOE 5.2.1 How well does the council manage and improve value for money?

Reference to evidence source

- **Managing the Capital Programme and Key Projects**

Effective management of the capital programme is critical to enable the council to deliver its strategic investment plans and fully achieve its strategic objectives. Clearly this carries a high reputational risk as well, in terms of ensuring value for money, maximising available resources and managing performance to ensure the least possible impact on the revenue account.

High level monitoring of the Capital Programme⁽³²⁾ continues under the Corporate Improvement Board ensuring a more controlled and successful delivery of the programme. In future the Executive will receive reports on the three performance indicators which are illustrated in the table below.

32. Capital Programme Outturn 2006/7 and Monitoring 2007/8

Performance Indicator	Target 2006/07 %	Year-end 2005/6 %	Year-end 2006/07 %	Variance on target %
1. The % of the Capital Programme budget actually spent.	90	105	108	+18%
2. The % of projects using the toolkit.	70	34	71	+1%
3. The % of capital schemes intended to be completed during the year actually completed.	85	82	73	-12%

Significant staff resources have been deployed in recent years to improve the management process and as can see by the performance statistics above this is now reaping benefits. At 2006/7 year end two of the three indicators have exceeded target. The third has not met target mainly due to schemes only receiving approval part way through the financial year. Plans are in place to have an annual bidding process, which will enable projects to be approved and budgeted for from the beginning of the financial year and we expect that to have a positive effect on this indicator meeting target in 2007/8

- **Key Partnerships Framework**

Greater collaborative working will be central to transforming local services and wherever this might happen effective partnership controls and procedures need to be in place to protect the Councils interests⁽³³⁾.

A review of the Councils partnership working arrangements has now been produced and a revised 'Framework for Partnership Working'⁽³⁴⁾, which address the Audit Commissions recommendations, put in place⁽³⁵⁾.

33. Key Partnerships Financial Assessment

34. Framework for Partnership Working

35. Draft Key Partnerships Monitoring Statement October 2007

<p>KLOE 5.2.1 How well does the council manage and improve value for money?</p>	<p>Reference to evidence source</p>
<p>Corporate Management of the process has been allocated to the Corporate Procurement Officer and Partnerships Manager to ensure the effective maintenance of these arrangements.</p> <p>The first bi-annual report updating Executive Cabinet on Key Partnership Performance will be presented in October 2007. Additionally this will include an assessment of the financial well being of each of the key partners and will highlight any other issues that need to be brought to member’s attention.</p> <ul style="list-style-type: none"> <p>Strategic Risk Register</p> <p>An effective system of strategic risk management is key to the delivery of the Corporate Strategy.</p> <p>Attached as (36) is the Strategic Risk Register 2006/07 Out-Turn Report, which outlines the Management processes and arrangements for determining risk through Strategic risk assessment on Key Corporate Projects.</p> <p>This enables us to identify what action is necessary to tackle the identified risks and during 2006/07 and the outturn report shows that we were extremely effective in managing down the level of Strategic Risk faced by the Council.</p> <p>Additionally it enables us to focus strategically on the few Corporate targets which were not met during 2006/07, and to ensure that the appropriate Directorate Business Improvement Plans identify the actions necessary to achieve the strategic objectives and effectively mitigate the identified risks.</p> <p>Equality and Diversity Strategy</p> <p>The Council now has a Corporate Equality Scheme⁽³⁷⁾ in place and has set a target of achieving Level 3 of the equality standard by March 2009. Establishing the policy is an important step towards ensuring that all of our customers are afforded equality of outcome and opportunity and that we embed best practice within the organisation.</p> <p>CRM Implementation</p> <p>Crucial to our continuing focus on customer profiling insight and needs will be implementation of the CRM system. A project plan is now in place and implementation is underway with an expected completion date of March 2008.</p> 	<p>36. Strategic Risk Register out-turn report</p> <p>37. Corporate Equality Scheme</p>

KLOE 5.2.1 How well does the council manage and improve value for money?**Reference to evidence source**

A key part of the implementation process will be an examination of the business processes supporting each of the services to be transferred. This is considered critical and seeks to ensure that CRM is not just implemented following current processes but that a systematic review is undertaken focusing on delivering services to the customer by the most efficient means. Our first transfer project of the programme concentrates on the services within the Streetscene, Neighbourhoods and Environment Directorate.

Around 40% of the calls to the Contact Centre from customers are about waste so it is important that we have a clear picture of exactly what these calls are about, then consider how we might change the service to better satisfy the needs of the customer. The outcomes of this project can then inform any business processing re-engineering required and the debate around the new Waste Management Contract due for implementation in April, 2009.

- **Budgetary Control**

The council has a robust, regular budget monitoring process in place with results being reported quarterly to Executive Cabinet.

The council closely controls its finance and in 2006/7, the aggregate final outturn of all cost centres was an underspend of £0.232million representing 1.33 % of the net revenue cash budget set for 2006/7 of £17.407 million In 2005/6 the Aggregate Final Outturn of all service areas was an underspend of £0.161 million representing 1.13% of the net revenue budget set for 2005/6 of £14.214 million.

GOOD PROCESSES FOR MAKING EFFICIENCY GAINS

The way we tackle procurement is dealt with in detail in the next section of this document. We have already exceeded our strategic target saving of £500,000 over the five-year life of the Procurement Strategy 2004-2009. Additionally the Efficiency Statement preparations process is set out in detail within Section 5.2.2. Key changes in the day-to-day procurement processes are however also worthy of mention, as these serve to improve the infrastructure for delivering effective procurement across the Council.

- **New Suppliers Approval**

This key change means that new suppliers have to be approved by the Corporate Procurement Team prior to them being entered onto the Financial System. This allows us to challenge why new suppliers are being utilised especially if a corporate contract is in place that would source the requirement cheaper.

KLOE 5.2.1 How well does the council manage and improve value for money?

Reference to evidence source

- **Contract Procedure Rules**

These have been refreshed and are now in language that is clear and easy to follow. Additionally the ceiling values for types of spend were raised to reflect today's environment.

- **Invoices**

Under the new system no invoices can be processed without a purchase order. This has improved financial accountability and enables the Corporate Procurement Team to get a clearer picture of overall spend within the Authority.

- **Engaging with Suppliers**

During 2006 as part of the Council's commitment to engaging with suppliers, all suppliers registered on the Council's financial system were asked to complete a detailed questionnaire and rate the Council on various activities relating to their procurement experiences.

A total of 2075 suppliers were contacted with 584 returning completed questionnaires.

A report setting out the outcomes from the analysis of the suppliers data is shown at (38).

The table below shows how the suppliers rated their different experiences with the Council.

AREA	POOR	FAIR	GOOD	EXCELLENT
Quotation/ tendering	1.1%	7.2%	67.8%	23.9%
Ordering/ Receipt	2.1%	7.5%	62.3%	28.1%
Invoice Payment	3.5%	11.5%	51.8%	33.2%
Professionalism/ courtesy	0.9%	3.1%	53.8%	42.2%
Overall Experience	0.9%	9%	57.3%	32.8%

In summary the respondents felt happy dealing with the Council and in the majority of cases either rated it good or excellent. The strongest area identified was professionalism and courtesy and the weakest area identified was invoice payment. However since the survey was carried out we have seen a substantial improvement with invoice processing. The BVPI 8 outturn figure for invoice processing in 2006/7 was 91.92% against a target of 96%. This showed a considerable improvement on the 2005/6 outturn of 84.42% which is the year in which the suppliers survey was undertaken.

38. Engaging with Suppliers report

<p>KLOE 5.2.1 How well does the council manage and improve value for money?</p>	<p>Reference to evidence source</p>
<ul style="list-style-type: none"> <p>• Training for Members and Key Procurement Staff</p> <p>Members briefings on procurement have been delivered and key staff across the Council attended training sessions on delivering effective procurement and achieving efficiency.</p> <p>• Data Quality</p> <p>A data quality strategy and policy⁽³⁹⁾ is now in place and our Policy and Internal Audit teams have worked hard to improve Data Quality across the organisation through robust and effective management and monitoring systems.</p> <p>Feedback from a recent external Audit Commission Quality Audit revealed that;</p> <ul style="list-style-type: none"> • Responsibilities now clearly defined at both operational and senior management level • Evidence of a strategic commitment to data quality • Excellent use made of performance information to manage and improve services 	<p>39. Data Quality Strategy and Policy</p>

KLOE 5.2.2 How well has the council improved value for money and achieved efficiency gains over the last three years?

Reference to evidence source

Chorley has made significant progress in achieving the targets set for us by the government through the 2004 spending review. Submission of the backward looking statement for 2006/7⁽⁴⁰⁾ saw our efficiency gains stand at £1.88 million of which £1.35 million is cashable. We are therefore considerably in excess of our £1.29 million target for the 3 year period with one year still to go. Our Forward Looking statement for 2007/8 is shown as (41) to complete the current picture.

- 40. Backward Looking AES 2006/7
- 41. Forward Looking AES 2007/8

Instrumental to this achievement has been our corporate approach to delivering efficiency and vfm and our investment in new technology, particularly our website and Intranet which have been the twin platforms to effectively driving out expensive manual processes and providing easier access for our customers.

The table below presents the up to date position with a breakdown of the gains into cashable and non-cashable and how they were spread over the various themes.

	Cashable	Non-cashable	Total
Efficiency Gain Themes			
Customer Services	303,342	28,428	331,770
Procurement	503,103	0	503,103
Productive Time	103,666	212,639	316,305
Transactions	359,214	289,926	649,140
Cultural	87,400	0	87,400
Total	1,356,725	530,993	1,887,718

Chorley began its quest for Value for Money in earnest at the beginning of 2004 following production of an e-Readiness Audit of internal processes and services.

Although fully focused on e-enablement of internal processes and work practices, this Audit provided the catalyst and platform to a new way of thinking, about how we operated at our organisation.

Over the following 2 years through the e-workforce programme we were able to reduce the administrative support establishment through e-enablement, the introduction of new electronic processing of systems, and the eradication of processes that were not adding value. The following is an extract from the conclusion of the consultant's report, which identifies the various process areas and the estimated number of staff time in weeks, which could be saved.

KLOE 5.2.2 How well has the council improved value for money and achieved efficiency gains over the last three years?

Reference to evidence source

Absence Management	5.8	weeks	
Annual Leave	5.74	weeks	
Car Mileage	17	weeks	
Committee Administration	40	weeks	
Flexitime Administration	34.2	weeks	
Mail Handling	81	weeks	
Parking Permits	3	weeks	
Planning Administration	47	weeks	
Purchase Orders and Invoices	112.5	weeks	
Reception (Gillibrand)	64.35	weeks	
	<u>410.59</u>	weeks	
Bengal Street Purchase Admin	128.2	weeks	
DTP under utilisation	<u>225</u>	weeks	
	763.79	weeks ÷ 44 = 17.35	FTE's

This equates to approximately 17.35 FTE and although our actual reduction in the establishment achieved through the e-workforce programme did not mirror the savings estimated in these process areas exactly, we were able to reduce the administrative support staff establishment by 17.5 FTE's over the financial years 2004/5 and 2005/6.

This ambitious change programme implemented across the Council over the past 3 years has given us an excellent platform to take the organisation forward through the next phase of transformation Our position has also been significantly strengthened corporately through the recent review of our Business Planning Process which is now more clearly aligned with our Financial and Performance management cycle.

Our progress on achieving efficiency targets and our plans for making future gains which will be required as part of the forthcoming comprehensive spending review 2007, is now the subject of an Overview and Scrutiny Inquiry. A scene setting report and Inquiry brief is attached as (42). This further illustrates the strong desire for the delivery of efficiency and the achievement of excellence within the organisation.

42. Overview and Scrutiny Inquiry – Efficiency Gains

KLOE 5.2.3 Do procurement and other spending decisions take account of full long term costs?

Reference to evidence source

PROCUREMENT

Our strategic approach to procurement continues to pay dividends.

The Property Services Outsourced contract has now been signed with our partner Liberata. This has been a major exercise for the Council, which exemplifies our approach to major service delivery through strategic procurement. Following a report from the Overview and Scrutiny Committee, Executive Cabinet commissioned a full options appraisal exercise into Property Services. A decision was then taken to outsource the service and the tendering process got underway. Using our own financial, legal and procurement expertise together with external help from organisations with experience in this specific area, a contract has been delivered which we estimate will make annual savings of 65k annually and £459k over the life of the contract. Additionally the contract is open for use by other council's. Effective contract management is seen as essential for this new service delivery arrangement and to this end a comprehensive contract management pack has been prepared⁽⁴³⁾ with responsibility for contract management and monitoring allocated to the Procurement and Partnership Manager who has been heavily involved at every stage of the development and implementation process. This is seen as an important first step in our objective of establishing a corporate contract management system at Chorley.

Additionally as Property Services is one of the service areas included in the Shared Services project with South Ribble Borough Council, a great opportunity presents itself to both councils to combine the intelligent client expertise at South Ribble with the contract arrangements now in place at Chorley. Chorley also has the opportunity to attract additional income from other councils using the model and contracting to Liberata.

Working with South Ribble the Telephony procurement is an excellent example of delivering savings and benefits through joint working. IT Heads at both Councils worked together from the outset firstly commissioning consultants (£3,500 saving for Chorley) to determine needs and prepare a joint specification. The Telephony solutions for the two councils will be jointly procured through the OGC Buying Solutions Specialist Solutions Framework, delivering an estimated £59,000 savings annually for Chorley and recouping capital cost in just under three years. Additionally other operational and financial benefits will be achieved through joint business continuity arrangements and the joint added future benefits we might expect through the life of the contract, will be a key part of the evaluation criteria. This whole life approach is central to the way we now assess and evaluate, in particular, our major expenditure areas.

A joint approach to providing the internal expertise to deliver a service procurement of this nature has also been adopted. Legal and project management skills are being provided by South Ribble while procurement input comes from Chorley.

43. Property Services Contract Management Pack

KLOE 5.2.3 Do procurement and other spending decisions take account of full long term costs?**Reference to evidence source**

We have also established a strategic procurement alliance with South Ribble and Preston Councils to secure savings and benefits through a joint approach to procurement. We are leading on postages, where an internal study into our current arrangements has already revealed savings for Chorley of £4,600. Preston are fronting on Hired Staff where we have agreed to be part of a County Council tender which will deliver savings and improve the operational arrangements for bringing in hired staff in the three councils. South Ribble are investigating travel and subsistence arrangements to see whether there is an opportunity to secure more beneficial contractual arrangements across the three councils. Our Planning and Economic Development Teams are also realising savings through a joint approach via the Local Development Forum to commissioning research and other consultancy projects. This has achieved savings of around £100k for Chorley during 2006/07.

The Council is also taking steps to tackle climate change with the formation of a corporate group. Sustainable procurement will be a key part of this drive and we are already making significant improvements through sustainable procurement. The following are notable examples of these improvements and how we are working with businesses to educate them on the impact of climate change and the measures they can take to save energy and money.

- Procurement of 100% “green” electricity to all Council buildings through a contract negotiated by the YPO at no extra cost.
- 100% use of recycled paper across the Council.
- Production of an Energy Management Plan to establish the Council’s carbon footprint, a key requirement in the property services contract.
- Use of recycled footpath material in Yarrow Valley Park.
- Imposing recycling targets whilst making savings, through taking procurement lead in a joint contract with Chorley Community Housing to deal with operational waste disposal.
- Recycling litter bins rather than replacing them. Makes ongoing savings and improves the environment.
- Major externally funded £500k project at Common Bank creating open and green space and a woodland area from a currently derelict, underused and potentially dangerous site. The work includes reservoir refurbishment works, environmental improvement works and creating new footbridges and footpaths. The project will provide a major community benefit and has involved local and community groups at all stages of development. Recycled materials will be used on the project wherever practicable and shown to be cost effective through “whole life” costing.

KLOE 5.2.3 Do procurement and other spending decisions take account of full long term costs?

Reference to evidence source

- Working with the third sector. Engaging with a major third sector organisation Lisieux Hall to provide catering to the Council and commissioning them to deliver the “Pets Corner” service, which has traditionally been delivered in-house by the Council, at the refurbished Astley Park. Also engaged with the County’s 3rd Sector procurement officer in the development of a Tender Readiness Audit Toolkit geared to aiding social enterprises wishing to trade with the public sector. It sets out the key messages clearly and its availability should encourage the 3rd sector to bid for public sector contracts with a confidence that has been perhaps lacking in the past.
- Improving community benefits through the External Funding Strategy. 58 projects funded during 2006/07 all of which were delivered by or involved the third sector.
- Working in association with Groundwork, our Economic Development team have been working hard to inform and educate local businesses about the potential impact of climate change and what practical and cost effective steps they might take to save energy⁽⁴⁴⁾.

We now have in place an Antifraud and Corruption Strategy⁽⁴⁵⁾ and a Whistleblowing Policy⁽⁴⁶⁾. These were deemed essential in an effort to ensure transparency in procurement by countering the threat to achieving value for money and upholding ethical standards.

Important progress has also been made in ensuring our key partnerships are effectively managed and delivered. Following a detailed assessment by our internal audit team a Strategic Framework⁽⁴⁷⁾ for partnership working has been put in place. With a focus on key partnerships we now have a corporate process in place for managing and monitoring existing arrangements and entering into new partnerships. This will help to ensure we maximise benefits from our existing partnership arrangements and that any future proposals are critically assessed to show clear links to achieving corporate priorities. Progress on performance, costs, issues and the ongoing financial status of our partners will be reported bi-annually to Executive Cabinet.

EXTERNAL FUNDING STRATEGY

Our impressive achievements through the Council’s External Funding Activity continued with gross income of £897,353 recorded to the Borough during 2006/07. The End of Year Funding Report⁽⁴⁸⁾ illustrated the following key messages:

- The grant income of £897,353 was shared between 58 projects.
- All of the projects were delivered by or involved the third sector.

- 44. Carbon Reduction Commitment Briefing
- 45. AntiFraud and Corruption Strategy
- 46. Whistleblowing Strategy
- 47. Strategic Framework for Partnership Working
- 48. External Funding – 2006/7 report

KLOE 5.2.3 Do procurement and other spending decisions take account of full long term costs?

Reference to evidence source

- All 58 projects support at least one of Chorley’s corporate objectives.
- A massive 96% of projects involved people in decision making or in improving the well being of their communities.
- 17% of projects support our neighbourhoods in the 20% most deprived of all English super output areas.
- 30% of projects are improving the quality of life in rural communities.
- 32% of projects are either protecting or improving our local environment for people, flora and fauna.
- 48% of projects work with children or young people, improving their life chances.
- 16% of projects are designed to improve the quality of life for the Borough’s older residents.

A key development has been the on-line grant database “Chorley4Funding” enabling members of the community to carry out searches of advice and information. This complements the “Face to Face” and telephone support available from our Funding Officer and monitoring of the website has shown that this is being used extensively by the public.

SUMMARY

We believe the content of this second part of the assessment clearly demonstrates that Chorley is a council who are constantly striving to manage and improve value for money in the services it provides and has the fundamental building blocks and robust processes to continue to improve. Key messages are:

- The Chorley Partnership is now effective.
- The council has established robust management processes to support, challenge and ensure the continuing drive for value for money. Including a Comprehensive Business Improvement Planning Process which is now embedded.
- Our corporate approach to procurement has continued to deliver substantial savings for the council and has established a ‘whole life’ cost approach with a focus on major service procurements.
- The council sees Shared Services as the vehicle to deliver future efficiency savings and this will form an integral part of the refreshed procurement strategy.

KLOE 5.2.3 Do procurement and other spending decisions take account of full long term costs?

Reference to evidence source

- We have an established, documented corporate approach to the gathering, determining, calculating, recording and reporting annual efficiency gains.
- Our efficiency gains to date have already exceeded the government target set for the council.
- Our strategic framework for vfm is now well established and significant progress has been made in implementing the corporate vfm action plan.
- A strong value for money culture has been established within the council.
- A 3-year programme of vfm service reviews has been established.
- The council has taken a lead role in high profile projects geared to improve services to the customer and achieve efficiency gains.
- Our data quality has been significantly improved.
- Our external funding strategy continues to make a major financial contribution to achieving the objectives of the Community Strategy.
- Our major investment in IT through the website refresh provides a platform for the achievement of future efficiency gains through customer channel migration.

KLOE 5.2.3 Do procurement and other spending decisions take account of full long term costs?	Reference to evidence source

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 1 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank