

Special Council

Agenda and Reports

For consideration on

Tuesday, 4th November 2008

In the Council Chamber, Town Hall, Chorley

At 6.30 pm



PROCEDURE FOR PUBLIC QUESTIONS/SPEAKING AT COUNCIL MEETINGS

- Questions should be submitted to the Democratic Services Section by midday, two working days prior to each Council meeting to allow time to prepare appropriate responses and investigate the issue if necessary (12 Noon on the Friday prior to the meeting).
- 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 ordinary Council meeting, excluding the Annual 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.

24 October
2008

Dear Councillor

SPECIAL COUNCIL - TUESDAY, 4TH NOVEMBER 2008

You are invited to attend a special meeting of the Chorley Borough Council to be held in the Council Chamber, Town Hall, Chorley on Tuesday, 4th November 2008 commencing at 6.30 pm for the following purposes.

AGENDA

1. **Apologies for absence**

2. **Minutes (Pages 1 - 10)**

To confirm the Minutes of the Ordinary Council meeting held on 23rd September and the Minutes of the Extraordinary Council meeting held on 17th October 2008 as a correct record for signature by the Mayor. (Copies enclosed)

3. **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.

4. **Mayoral Announcements**

5. **Public Questions**

Members of the public who have requested the opportunity to ask question(s) on any item(s) on the agenda will be asked to put their question(s) to the Council. Members of the public will be allowed to ask one supplementary question within their allocated 3 minutes.

6. **The Annual Refresh of the Corporate Strategy for 2008/09-2010/11 (Pages 11 - 18)**

Report of Assistant Chief Executive (Policy and Performance) (enclosed)

Yours sincerely

Donna Hall .

Donna Hall
Chief Executive

Gordon Bankes
Democratic Services Officer
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Distribution

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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:

COUNCIL**Tuesday, 23 September 2008**

Present: Councillor Terry Brown (Mayor), Councillor Iris Smith (Deputy Mayor), Councillors Ken Ball, Nora Ball, Eric Bell, Judith Boothman, Alistair Bradley, Alan Cain, Pat Case, Henry Counce, Mike Devaney, David Dickinson, Doreen Dickinson, Dennis Edgerley, Anthony Gee, Peter Goldsworthy, Marie Gray, Pat Haughton, Harold Heaton, Catherine Hoyle, Keith Iddon, Kevin Joyce, Hasina Khan, Roy Lees, Adrian Lowe, Marion Lowe, Peter Malpas, Thomas McGowan, June Molyneaux, Greg Morgan, Simon Moulton, Mick Muncaster, Geoffrey Russell, Rosie Russell, Shaun Smith, Joyce Snape, Ralph Snape, John Walker, Stella Walsh and Peter Wilson

08.C.169 APOLOGIES FOR ABSENCE

Apologies for absence were submitted on behalf of Councillors Julia Berry, Alan Cullens, Magda Cullens, Laura Lennox, Mark Perks, Debra Platt and Edward Smith.

08.C.170 DECLARATIONS OF ANY INTERESTS

No Member declared an interest in relation to matters under consideration at the meeting.

08.C.171 MAYORAL ANNOUNCEMENTS**Councillors Stella Walsh and Debra Platt**

The Mayor welcomed back Councillor Stella Walsh following her illness and the Leader took the opportunity to inform Members that Councillor Debra Platt was recovering from an appendix operation that had involved complications and wished her a speedy recovery.

The Mayor announced a number of charity events coming up in October with all proceeds going to his charity appeal in aid of St Catherines Hospice, Homestart Chorley, Motor Neurone Disease Association and Breast Care Endowment Fund at Lancashire Teaching Hospitals.

Charity Dog Walk – Sunday, 5 October

The Mayor informed everyone that he was holding a charity dog walk at Yarrow Valley Country Park on Sunday, 5 October. Two routes would be available – one which will take about half an hour and the other will take up to three hours.

East Meets West Night – Saturday, 11 October

The Mayor informed everyone that he was holding a charity event in the Lancastrian Suite on Sunday, 11 October which would bring together eastern and western cultures for a family show including Bollywood dancers, Chinese dragon dancing and street dancing.

Tickets were just £5 per person or £20 for a family ticket which admits two adults and three children under 16. Doors would open at 7.00pm and the show starting at 7.30pm.

Junior Fishing Match – Wednesday, 29 October

The Mayor announced that he would be holding a junior fishing match for children aged 8 to 16 during the half term holidays on Wednesday, 29 October. The draw would take place

at 9.00am at Iron Bridge at the bottom of Grey Heights Views and fishing will be from 10.00am to 1.00pm between Bagganley Lane to Cowling Brow. Prizes and trophies were to be on offer for the winners. Tickets were £3 and available from Coppull Anglers and Millington's Tackle.

He also recommended that he had events coming up in November including a quiz night at Sacred Heart Club on Friday, 14 November, £2 per person and a Soul Night in the Lancastrian Suite on Friday, 21 November, £6 per person. Details would be circulated in the near future.

Remembrance Day – Sunday, 9 November

The Mayor announced that on Sunday 9 November, all Members would be invited to accompany him in the procession to St Laurence's Church and to the Cenotaph in Astley Park for Remembrance Sunday. Those attending would assemble in the Lancastrian Suite no later than 9.15am. Afterwards, tea and coffee will be served in the Lancastrian.

08.C.172 PUBLIC QUESTIONS

There had been no requests from any member of the public to speak at the meeting on any of the agenda items.

08.C.173 MINUTES

It was moved by the Executive Leader, seconded by Councillor Pat Case, (Deputy Leader of the Council) and subsequently **RESOLVED** that the Minutes of the Council meeting held on 15 July 2008 be confirmed as a correct record for signature by the Mayor.

08.C.174 EXECUTIVE CABINET

(a) Capital Programme 2008 / 2009 - Monitoring

The Executive Leader presented a report recommending a number of alterations to the 2008/09 Capital Programme and reviewing the situation in relation to the capital resources required to finance the programme.

The report recommended changes, which would increase the Capital Programme in respect of the Eaves Green Link Road, the play area scheme at Clayton Brook with Places for People and the Coronation Recreation Ground lighting scheme by a total of £163,400, to be financed wholly from external sources.

The report also drew attention to the expected shortfall in the level of capital resources in 2008/09 as a result of the reduction in capital receipts from the disposal of assets and 'right to buy' sales. It was accepted that the implications of the expected capital shortfall would need to be addressed by the Executive Cabinet.

It was moved by the Executive Leader, seconded by Councillor Pat Case (Deputy Leader of the Council) and subsequently

RESOLVED 1) That the revised Capital Programme for 2008/09, as set out in Appendix 1 to the submitted report, at a total cost of £10,197,590, be approved.
2) That a comprehensive review of the 2008/09 Capital Programme be authorised in light of the expected available resources.

08.C.175 GENERAL REPORT FROM EXECUTIVE CABINET MEETINGS ON 14 AUGUST AND 4 SEPTEMBER 2008

The Executive Leader presented a report, which summarised the principal matters considered at the meetings of the Executive Cabinet held on 14 August 2008 and 4 September 2008.

It was moved by the Executive Leader, seconded by Councillor Pat Case (Deputy Leader of the Council) and subsequently **RESOLVED** that the report be noted.

08.C.176 OVERVIEW AND SCRUTINY COMMITTEE AND PANELS

The Chair of the Overview and Scrutiny Committee (Councillor Dennis Edgerley) presented a report, which summarised briefly the matters discussed at a meeting of the Overview and Scrutiny Committee held on 11 August 2008. The report also summarised the situation and issues discussed at meetings that had taken place of the Task and Finish Groups.

It was moved by the Chair of the Overview and Scrutiny Committee (Councillor Dennis Edgerley), seconded by the Vice-Chair of the Overview and Scrutiny committee (Councillor Alan Cain) and subsequently **RESOLVED** that the report be noted.

08.C.177 STANDARDS COMMITTEE

The Council received a report of the Chair of the Standards Committee (Mr R A Ellwood) which recommended the Council to appoint an additional Independent member of the Standards Committee.

It was moved by Councillor Keith Iddon, seconded by Councillor Thomas McGowen and subsequently **RESOLVED** that the report be noted and that Susan Alty be appointed as the third Independent member of the Standards Committee.

08.C.178 LOCAL DEVELOPMENT FRAMEWORK - ADOPTION OF THE SUSTAINABLE RESOURCES DEVELOPMENT PLAN

The Council received a report of the Corporate Director (Business) making Members aware of the receipt of a binding Inspection Report into the Submitted Sustainable Resources Development Plan Document. The binding report concluded that the document was sound, subject to a number of proposed changes and therefore should be adopted by the Council as Policy.

It was moved by the Councillor Peter Malpas (Executive Member (Business)), seconded by the Executive Leader and subsequently **RESOLVED** that the Sustainable Resources Development Plan Document be adopted, subject to amendment by the Inspector appointed by the Secretary of State for Communities and Local Government.

08.C.179 MEMBERS ALLOWANCES SCHEME

The Council received a report of the Chief Executive requesting the meeting to consider the recommendation of the Independent Remuneration Panel in relation to Members Allowances.

It was moved by the Executive Leader, and seconded by Councillor Pat Case (Deputy Leader of the Council) and subsequently:

RESOLVED – That the following special responsibility allowances be established with effect from the Annual Meeting held on 13 May 2008:

Overview and Scrutiny allowances
£2,500.00 - Vice Chair of the Overview and Scrutiny Committee

£300.00 as a one off payment to any Councillor chairing a Task and Finish Group on completion of the inquiry.

Equality Forum Chair

£1362.92 - Equality Forum Chair.

08.C.180 PLANNING APPLICATION 08/00415/CB3 CLAYTON GREEN SPORTS CENTRE, CLAYTON GREEN ROAD, CLAYTON-LE- WOODS

The Chair of the Development Control Committee (Councillor Greg Morgan) presented a report requesting the Council to approve an application for deemed planning permission for the proposed demolition and rebuilding of a reception area to enable the instillation of a Disabled Discrimination Act (DDA) compliant lift to enable access to the first floor of Clayton Green Sports Centre.

The Committee were minded to support the application, but as the Council's Constitution precluded the Development Control Committee's determination of applications for deemed planning permission, the application was required to be submitted before the full Council for decision.

It was moved by the Chair of the Development Control Committee (Councillor Greg Morgan) and seconded by the Vice Chair (Councillor Geoff Russell) that planning permission be granted to application 08/00415/CB3.

RESOLVED – That planning permission be granted for planning application 08/00415/CB3 for the demolition and building of a reception area to enable the installation of a DDA compliant lift to enable access to the first floor of Clayton Green Sports Centre, Clayton-Le-Woods subject to the following conditions:

1. **The proposed development must be begun not later than three years from the date of this permission.**
Reason: Required to be imposed by Section 51 of the Planning and Compulsory Purchase Act 2004.
2. **Before the development commences, full details of the treatment of all the proposed windows and doors shall have been submitted to and been approved in writing by the Local Planning Authority. The submitted details shall include the proposed method of construction, the materials to be used, fixing details (including cross sections) and their external finish including surrounds, cills and/or lintels.**
Reason: In the interest of the character and appearance of the building and in accordance with Policy No. GN5 of the Adopted Chorley Borough Local Plan Review.
3. **The development hereby permitted shall not commence until full details of the colour, form and texture of all external facing materials to the proposed building(s) (notwithstanding and details shown on the approved plans) have been submitted to and approved in writing by the Local Planning Authority. The development shall only be carried out using the approved external facing materials.**
Reason: To ensure that the materials used are visually appropriate to the locality and in accordance with Policy Nos. GN5 of the Adopted Chorley Borough Local Plan Review.

08.C.181 QUESTIONS ASKED UNDER COUNCIL PROCEDURE RULE 7

The following questions were submitted in writing by Councillor Dennis Edgerley under Council Procedure Rule 7.

Question 1

Would the Executive Leader confirm that Redrow have offered a number of properties to the Council as affordable housing? Given that Redrow have sites in several locations around the Borough, would he agree that the Council should negotiate with Redrow to provide social rented housing around the Borough?

Question 2

Would the Executive Leader confirm that BAE have offered substantial payments as section 106 monies for expenditure on social housing? If so how much and how does he propose to forward the initiative?

Question 3

Would the Executive Member for Resources provide an itemised list of all capital receipts including section 106 monies received over the last two years or due to be received? Could he indicate the amounts, the sources, the reason for the payment and the date or likely receipt?

In accordance with Council Procedure Rule 7.5 the questions were answered by the Executive Leader without discussion.

08.C.182 REPRESENTATION ON OUTSIDE BODIES

It was moved by the Executive Leader, seconded by Councillor Pat Case (Deputy Leader of the Council) and subsequently **RESOLVED** that Councillor Marie Gray replace Councillor Pat Case on the Rivington and Brinscall Local Advisory Group.

08.C.183 PETITION RECEIVED FROM RESIDENTS OF BLACKCROFT, CLAYTON-LE-WOODS

The Executive Member (Neighbourhoods) reported that a number of letters were received (which have been treated as a petition) regarding a request from the residents of Black Croft, Clayton-Le-Woods for the trees between Sheep Lane and Black Croft to be trimmed (sides and tops).

It was moved by Councillor Eric Bell (Executive Member (Neighbourhoods)), seconded by Councillor Pat Case (Deputy Leader of the Council) and subsequently **RESOLVED** that a report be submitted to the meeting of the Executive Cabinet on 13 November 2008.

08.C.184 TO CONSIDER THE NOTICES OF MOTION (IF ANY) GIVEN IN ACCORDANCE WITH COUNCIL PROCEDURE RULE 8

The following Notice of Motion had been proposed by Councillor Dennis Edgerley and seconded by Councillor Adrian Lowe in accordance with Council Procedure Rule 8 of the Council's Constitution.

"The Council calls upon the executive to respond to concerns about housing development in rear gardens by investigating the use of conservation area status to protect areas of special residential character".

The Motion was put to the vote and the Mayor declared it carried.

RESOLVED – That the Council calls upon the executive to respond to concerns about housing development in rear gardens by investigating the use of conservation area status to protect areas of special residential character.

08.C.185 TO CONSIDER THE FOLLOWING NOTICES OF MOTION GIVEN IN ACCORDANCE WITH COUNCIL PROCEDURE RULE 8.

The following Notice of Motion had been proposed by Councillor Dennis Edgerley and seconded by Councillor Peter Wilson in accordance with Council Procedure Rule 8 of the Council's Constitution.

"The Council calls upon the executive to respond to the petition for up to 4 hours parking on short stay car parks by:

1. Introducing the ability to park for up to 4 hours on short stay car parks at a premium rate; and
2. Relocate staff car parking from the Hollinshead Street car park (adjacent to the Union Street offices) to Water Street and designate the Hollinshead Street car park as a long stay car park".

The Motion was put to the vote and the Mayor declared it lost.

Mayor

EXTRAORDINARY COUNCIL**Friday, 17 October 2008**

Present: Councillor Terry Brown (Mayor), Councillor Iris Smith (Deputy Mayor), Councillors Ken Ball, Eric Bell, Julia Berry, Judith Boothman, Alistair Bradley, Pat Case, Henry Counce, Alan Cullens, Magda Cullens, Mike Devaney, David Dickinson, Doreen Dickinson, Dennis Edgerley, Peter Goldsworthy, Marie Gray, Pat Haughton, Harold Heaton, Catherine Hoyle, Kevin Joyce, Hasina Khan, Roy Lees, Laura Lennox, Adrian Lowe, Marion Lowe, Peter Malpas, Thomas McGowan, Greg Morgan, Simon Moulton, Mick Muncaster, Mark Perks, Debra Platt, Geoffrey Russell, Rosie Russell, Edward Smith, Shaun Smith, John Walker, Stella Walsh and Peter Wilson

08.C.186 APOLOGIES FOR ABSENCE

Apologies for absence were submitted on behalf of Councillors Nora Ball, Alan Cain, Anthony Gee, Keith Iddon, June Molyneaux, Joyce Snape and Ralph Snape.

08.C.187 DECLARATIONS OF ANY INTERESTS

There were no declarations of interest in the items on the agenda, by any of the Members present.

08.C.188 SUSPENSION OF STANDING ORDERS FOR THE MEETING

The Mayor proposed that standing orders be suspended for the duration of the meeting to allow Members to speak without a limit on timing.

RESOLVED - That Standing Orders be waived to allow for the main speaker from the Labour and Conservative Groups to speak for an unlimited period, but otherwise the rules of debate remain as for as an ordinary Council meeting.

08.C.189 COUNCIL'S FINANCIAL POSITION AND INVESTMENTS

The Mayor announced that this Extraordinary Meeting of the Council had been requested by five Members of the Labour Group (Councillors P Wilson, J Molyneaux, A Gee, L Lennox and M Lowe) who had "called for an emergency meeting of the full Council in order to discuss the Council's financial position and investments".

The Executive Member (Resources) provided a statement on the current situation, reporting that the Chief Executive had notified Members by e-mail once the Council's position was known. He then outlined the facts in relation to the Council's position:

- Chorley Council had invested £2m in the Icelandic Bank, Landsbanki on 9 September 2008. This was due to mature in December 2008. The Bank was now in receivership and its assets had been frozen. A number of Councils (116 in total) were in a similar position, having invested in Icelandic Banks which had gone into receivership. This included Lancashire County Council, along with a number of other public bodies including hospitals, universities and charities.
- The Government had indicated that it would do all it could to assist local authorities and the Local Government Association (LGA) has been working with local authorities on our behalf to help recover our position.

- Chorley Council made investments in line with the Treasury Management Strategy approved by the Council in February 2008. The strategy follows best practice in maximising income from investments whilst also spreading and minimising risk. The Treasury Management Strategy forms part of the budget setting process.
- The Council investments are managed externally by Sector Treasury Services. Investments can be both short term and long term and decisions on the investments were made using the international credit ratings provided by credit agencies.
- On 9 September when the Council investment of £2m was made, the credit rating for Landsbanki was good and remained so until 30 September. There is now a Government investigation underway as to how the credit rating agencies continued to show a good rating up until such a late stage prior to the Icelandic Bank going into receivership.
- The administrators dealing with the receivership of Landsbanki cannot say when, or how much this and other Councils and public bodies can recover.
- The decisions on investments are delegated and undertaken by officers. The Chief Executive has undertaken an investigation into whether the Director of Finance acted appropriately in undertaking this investment. Her findings have concluded that he acted both appropriately and in the best interests of the Council.
- As a Council we are also reviewing the Treasury Management risk ratings, seeking to minimise further, the risk to taxpayer's money.

Councillor Alistair Bradley asked a series of questions on the period of deposit, the rate of interest on offer, the investment of larger deposits over longer periods of time and the amount of the Councils' investment abroad.

Councillor Peter Wilson commented on changes to long term interest rates earlier in the year which he felt should have been cause for concern, Treasury advice about security and liquidity, and the fact that Councillors are unaware of where the Council's investments lie.

Councillor Ken Ball voiced his support for the Executive Member (Resources) and his confidence in the ruling Conservative administrative, and the Councils' management team.

A number of Labour Members raised comments from members of the public and staff about potential impact on Council services and staffing. The Leader of the Council gave assurance that residents and staff need not be concerned about services and staffing levels. Officers had acted on the best advice available and made a decision to invest along with many other local Councils and public bodies.

Councillor Adrian Lowe expressed concern about comments first seen in the press and requested a commitment to regular and clear updates on investments for all Councillors and questioned whether the slippage in the Capital Programme was linked to the Council's investment position.

The Leader of the Council replied that the Council's investment position changed on a very frequent basis and offered updating through quarterly monitoring reports. There was no link to current slippage in the Capital Programme.

Councillor Dennis Edgerley commented on the significant impact that the loss of £2m could have on the Council, including the removal of current balances and the potential need to borrow money and capitalise it over a long term period. He further commented that there

appeared to be an ongoing trend from short term to longer-term investments, which carried a higher risk. The amount of money that the Council had available to invest had increased due to the increase in direct debits but the Council had a duty to invest those funds responsibly and that responsibility lay with the Leader of the Executive Member for (Resources).

Councillor Edgerley proposed a vote of no confidence in the Executive Member (Resources) and the Leader of the Council (seconded by Councillor Adrian Lowe). The vote was **LOST**.

Councillor Ball proposed that the Council has every confidence in the officers over their actions in the last few months, (seconded by Councillor M Devaney). The vote was **CARRIED**.

RESOLVED - That the Council has every confidence in officers of the Council in relation to the investment of Council funds in the last few months.

Mayor

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Report of	Meeting	Date
Assistant Chief Executive (Policy and Performance) (Introduced by the Executive Member for Policy and Performance)	Special Council	4 th November 2008

REFRESH OF THE CORPORATE STRATEGY 2008/09 - 2010/11

PURPOSE OF REPORT

- To seek approval of the Corporate Strategy 2008/09 – 2010/11.

RECOMMENDATION(S)

- That the changes to the Corporate Strategy 2008/9 be approved in line with the rationale detailed below.

REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

- The Corporate Strategy is the key document within the Council’s Corporate Business Planning Process and is a key driver for delivering the Council’s long-term vision, priorities, strategic outcomes and targets. To ensure the document remains relevant in the light of any internal and external developments 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 to support achievement against outcomes and targets and 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	✓	Develop local solutions to climate change.	✓
Improving equality of opportunity and life chances	✓	Develop the Character and feel of Chorley as a good place to live	✓
Involving people in their communities	✓	Ensure Chorley Borough Council is a performing organisation	✓



BACKGROUND

6. The Corporate Strategy provides a clear statement at the highest strategic level of what the Council aims to achieve over the next three years. The Corporate Strategy is developed against the backdrop of the Sustainable Community Strategy, the Local Area Agreement and the key issues facing the borough. The Corporate Strategy sets out not only the Council's vision, priorities, strategic objectives and desired long term outcomes from 2008-2011, but also how we will measure our achievements and those key projects which will be delivered in the short to medium term, covering the period up to October 2009.
7. Following the strengthening of the corporate business planning process the Council has committed to review the Corporate Strategy on an annual basis commencing each Summer with a view to agreeing and publishing a new Corporate Strategy in October/November each year, see the business planning process, appendix A. The current Corporate Strategy 2007/8 – 2009/10 was last reviewed in Autumn 2007 and approved by Council in October 2007.
8. The Corporate Strategy has been refreshed following a series of consultation and development sessions involving Councillors, Strategy Group and relevant officers. The refresh takes into account a number of influences, the main ones being the 'Big Issues' currently facing the Council, lessons learned from the delivery of the strategy in 2007/08, the new Local Area Agreement for Chorley from 2008-2011 and the introduction of the new National Indicator set of performance measures.
9. A copy of the refreshed Corporate Strategy is attached to this report in appendix B.

PERFORMANCE IN THE CORPORATE STRATEGY 2007/08

10. Detailed analysis of performance in the Corporate Strategy 2007/08 will be included in the Quarterly Performance Report to Executive Cabinet in November.
11. Overall, there has been strong performance in delivering the Corporate Strategy over the last year. The performance at the end of the 4th Quarter 2007/8 where 70% of key measures performed at, or above target, is being maintained. While many measures have changed, the final figure at the time of the refresh (end of September 2008) on those measures which it is possible to report on following the adoption of the new National Indicator set stands at 70% performing at, or above, target. 87% of the key projects included in the 2007/8 Corporate Strategy were either completed or on track by the end of September 2008, just short of the Council's target of 90%.
12. The previous Corporate Strategy identified 31 Key Projects. 20 of the key projects have been completed, one project 'Deliver Market Walk Phase II' has not been delivered due to the developer RREEF and the Council being unable reach a financially viable agreement and the effects of the economic downturn. The remaining 10 projects will be carried forward into the 2008/9 Corporate Strategy, as they will be completed in 2008/9. The majority (seven) of the continuing projects are rated as 'Green' meaning that they are on track. A further three projects are rated 'Amber' due to issues with changes in timescales but are still expected to be successfully delivered. This situation is reported in more detail in the 2nd Quarter performance report in November.

SUMMARY OF PROPOSED CHANGES TO THE COUNCIL'S STRATEGIC VISION AND PRIORITIES AND OBJECTIVES

13. This will be the third year of the three-year Corporate Strategy which commenced in 2006/07. It is important that the vision and priorities remain fairly constant, as they set out the Council's medium term ambitions. It is therefore proposed that the format of the strategy and priorities remain largely unchanged to allow for continuity.
14. The current format has been well received and is well understood by both members and officers and radical change at this stage could undermine the progress made. Our approach has also been commended by the I&DeA and the Council's strategic clarity was praised in the recent CPA. The current strategic objectives are also directly aligned to those of the recently refreshed Sustainable Community Strategy so a 'Golden Thread' remains in place. However, several changes are proposed to reflect achievements made and changes in focus for the Council.

PROPOSED CHANGES TO THE VISION

15. It is proposed that the original 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*" be changed to reflect achievements thus far since the development of the current Corporate Strategy in 2006 to represent a more stretching aspiration for the borough.
16. It is proposed that the new wording be "***The Council's ambition is for Chorley to be recognised as the most attractive, caring and vibrant place in the North West to live, to work, to invest and to visit.***"

PRIORITIES

17. There are no proposed changes to the current priorities.

PROPOSED CHANGES TO THE STRATEGIC OBJECTIVES

18. The following wording changes are proposed:
 - **Strategic Objective 1** - '*Put Chorley at the heart of economic development in the central Lancashire sub-region*' to be replaced with '***Strengthen Chorley's economic position in the central Lancashire sub-region.***' This will align the Corporate Strategy with the regional spatial strategy, recognise Chorley's position within the Local Development Framework and reflect our relationship to Preston and Leyland as part of a wider city region.
 - **Strategic Objective 5** '*Develop the Character and feel of Chorley as a good place to live*' has been replaced with '***Develop the Character and feel of Chorley as a great place to live***' to compliment the revision to the wording of the Council's vision.
 - **Strategic Objective 6** '*Ensure Chorley Council is a performing organisation*' has been changed to '***Ensure Chorley Council is a consistently top performing organisation***' to reflect the significant achievements and improvements in performance made since 2006/7, namely the re-categorisation by the Audit Commission from 'Fair' to 'Excellent' council.

PROPOSED CHANGES TO THE LONG TERM OUTCOMES

19. Several minor changes are also proposed in relation to the long term outcomes expressed in the Corporate Strategy. These are:
- **Outcome 1.2** *'A thriving town centre'* is to be expanded to include **'other services areas'** to reflect the importance of the borough's other outlying settlements.
 - **Outcome 1.3** *'Average earnings in line with the county average'* is to be removed and replaced with two related outcomes below:
 - **New Outcome 1.3** *'Preserve jobs in the borough'* to reflect the Council's role in helping to maintain business and employment in the borough through the economic downturn.
 - **Outcome 1.4** *'Create and maintain Higher Value Added jobs in the borough'*. The rationale being to reflect the fact that average incomes in Chorley have now risen above the Lancashire average, however average workplace earnings are lower and some 48% of residents commute out of the borough to work. In the longer term this new outcome reflects the need for the Council to ensure high quality employment is available within the borough.
 - **Outcome 3.1** *'Improved access to public services'* is also to be moved under the priority of 'Performance' section and become outcome 6.5 along with related measures and projects.
 - A new long-term **Outcome 3.2** has been added in its place: **'Increase the level of volunteering in the borough,'** in line with the new Lancashire LAA and the Chorley Community Strategy.
 - A new long term **Outcome 4.3** has been added **'Seek to Protect the local natural environment and improve biodiversity'** also in line with the new Lancashire LAA.
 - **Outcome 5.3** *'There will be a balanced housing market'* is to be replaced with a related outcome **'There will be a range of housing tenures that address community needs'**, a more accurate reflection of the desired outcome for the borough.

MEASURES

20. The 2007/8 Corporate Strategy contained 47 measures and targets. The refreshed Strategy for 2008/9 contains slightly fewer, with a total of 43 measures. Of the 43, 24 are existing measures or comparable to measures in the 2007/8 strategy.
21. The key driver for change to the measures has been the replacement of the Best Value Performance Indicators with the new National Indicator Set. This has necessitated the removal of some key Corporate Strategy measures and their replacement with appropriate new NIs from the reduced list of 198. Where appropriate, National Indicators identified as a priority for Chorley in the Local Area Agreement for Lancashire from 2008-2011 have also been included in areas where the Council can have an impact.

KEY PROJECTS

22. 33 projects have been identified for inclusion in the refreshed document. 23 are new projects and 10 are longer term existing projects which have been carried forward from last years document, as they are expected to complete in 2009. Some ongoing projects have minor wording changes to reflect developments since 2007. The projects are clearly defined, support the strategic objectives set out in the corporate strategy, have a definite start and end point, are deliverable within a 12 to 18 month period and are within the council’s control. In addition to the day to day business of the Council, each of the long-term outcomes in the strategy is addressed by at least one key project and many projects will have a positive impact upon several outcomes.

IMPLICATIONS OF REPORT

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

Finance	✓	Customer Services	✓
Human Resources		Equality and Diversity	✓
Legal		No significant implications in this area	

COMMENTS OF THE CORPORATE DIRECTOR OF PEOPLE

The refreshed Corporate Strategy supports improving outcomes for people and several of the key projects will improve the service the Council provides to customers.

COMMENTS OF THE ASSISTANT CHIEF EXECUTIVE (BUSINESS TRANSFORMATION)

The Medium Term Financial Strategy (MTFS) will be refreshed to take account of the updated Corporate Strategy to ensure delivery of the Council’s priorities is supported. The bulk of the projects will be resourced from current resources. Any need for additional budget will be dealt with through the 2009/10 budget cycle.

COMMENTS OF THE ASSISTANT CHIEF EXECUTIVE (POLICY & PERFORMANCE)

The refreshed Corporate Strategy supports achievement of the Council’s Equality Scheme. All projects will be Equality Impact Assessed and several of the projects will focus on tackling inequality and addressing service delivery and quality of life issues for our seven strands of diversity.

LESLEY-ANN FENTON

ASSISTANT CHIEF EXECUTIVE (POLICY AND PERFORMANCE)

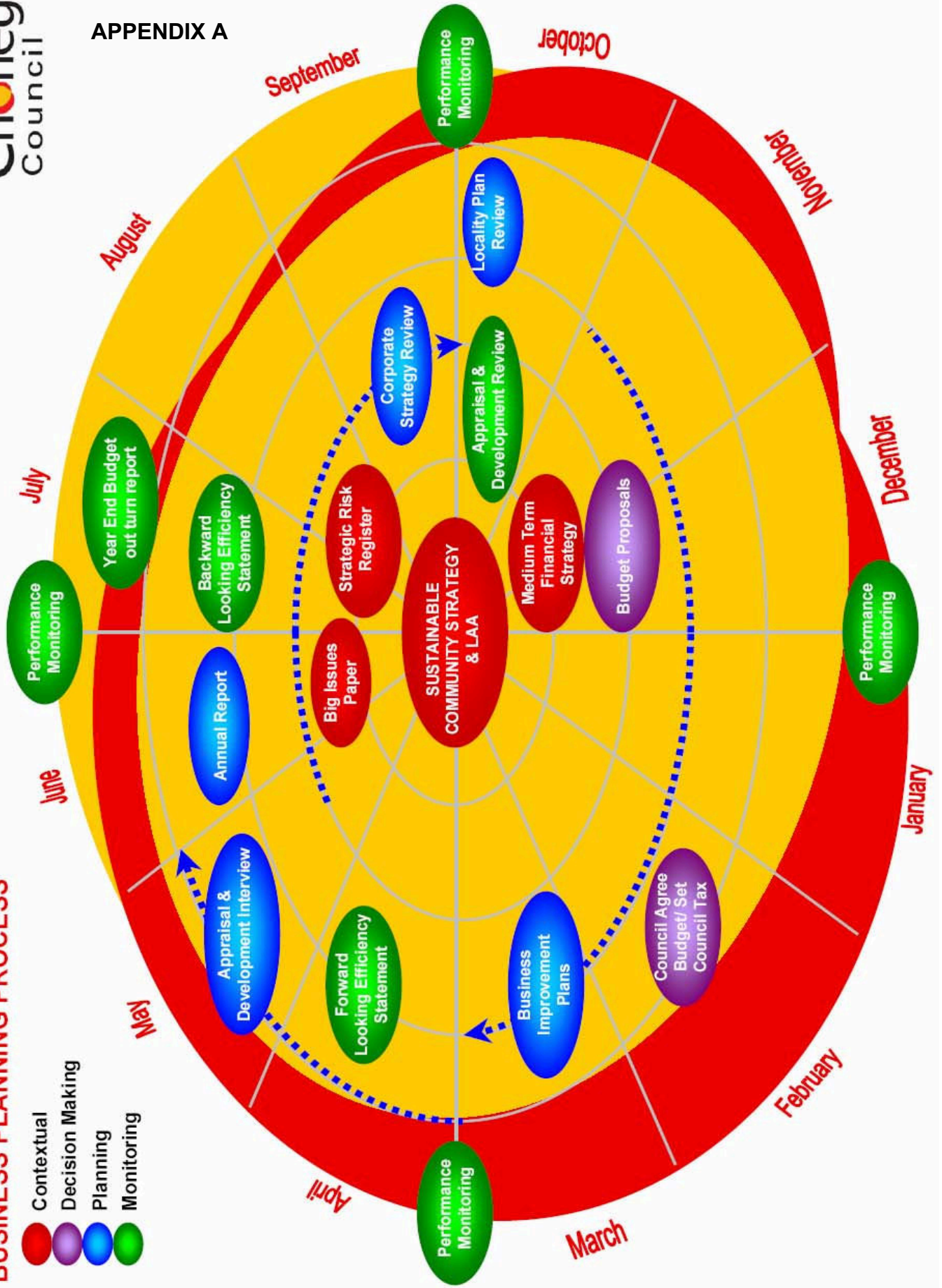
There are no background papers to this report.

Report Author	Ext	Date	Doc ID
David Wilkinson	5248	23rd October 2008	Corporate Strategy Refresh 2008

APPENDIX A

BUSINESS PLANNING PROCESS

- Contextual
- Decision Making
- Planning
- Monitoring



CORPORATE STRATEGY OVERVIEW 2008/09 – 2010/11

OUR VISION

The Council's ambition is for Chorley to be recognised as the most attractive, caring and vibrant place 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	1 STRENGTHEN CHORLEY'S ECONOMIC POSITION IN THE CENTRAL LANCASHIRE SUB-REGION Leads: Cllr P Malpas Jane Meek	2 IMPROVING EQUALITY OF OPPORTUNITY AND LIFE CHANCES Leads: Cllr P Case Jamie Carson	3 INVOLVING PEOPLE IN THEIR COMMUNITIES Leads: Cllr J Walker Donna Hall	4 DEVELOP LOCAL SOLUTIONS TO CLIMATE CHANGE Leads: Cllr P Malpas Jane Meek	5 DEVELOP THE CHARACTER AND FEEL OF CHORLEY AS A GREAT PLACE TO LIVE Leads: Cllr P Goldsworthy Ishbel Murray	6 ENSURE CHORLEY COUNCIL IS A CONSISTENTLY TOP PERFORMING ORGANISATION Leads: Cllr P Goldsworthy Lesley-Ann Fenton
LONG TERM OUTCOME	1.1 A vibrant local economy 1.2 A thriving Chorley town centre and other service centres 1.3 Preserve jobs in the borough 1.4 Create and maintain Higher Added Value jobs	2.1 The number of SOA's in the worst 20% nationally will reduce 2.2 Improved life chances for young people and children 2.3 Improved quality of life for the borough's older people 2.4 Healthier communities and reduced health inequalities 2.5 Improved quality of life in rural communities	3.1 People will be involved in decision making and in improving the well being of their communities 3.2 Increase the level of volunteering in the borough	4.1 The Council's environmental footprint will be reduced 4.2 An improved local environment 4.3 Seek to protect the local natural environment and improve biodiversity	5.1 More people will be satisfied with Chorley as a place to live 5.2 There will be a range of housing tenures that address community requirements 5.3 There will be more affordable housing 5.4 Safer communities	6.1 Community aspirations are delivered through the efficient use of resources and effective performance management 6.2 An excellent community leader 6.3 A provider and procurer of high quality priority services 6.4 An excellent Council that is continually striving to improve 6.5 Improved access to public services
MEASURES and TARGETS	Outcome 1.1 <ul style="list-style-type: none"> Number of new businesses established. Target 53 p.a. Number of new businesses established and sustained for 12 and 24 months. Target 83% and 76% by March 2011 Outcome 1.2 <ul style="list-style-type: none"> Town Centre Visits. Target 40,469 by March 2011 Vacant Town Centre Floor Space. Target 8% or below by March 2011 Outcome 1.3 <ul style="list-style-type: none"> Working age people on out of work benefits. Target 12.2% by March 2011 NI152 (LAA) Outcome 1.4 <ul style="list-style-type: none"> Median workplace earnings in the borough. Target: £482.50 by March 2011 NI166 (LAA) 	Outcome 2.1 <ul style="list-style-type: none"> The number of neighbourhoods in the worst 20% nationally. Target 7 by 2011 Working age people claiming out of work benefits in the worst performing neighbourhoods. Target 26.6% by March 2011 NI153 (LAA) Outcome 2.2 <ul style="list-style-type: none"> Under 18 conception rate Target 20.2 per 1000 by March 2011 NI112 (LAA) The number of visits young people make to leisure facilities. Target 361,327 p.a. by March 2011 The % of 16-18 year olds who are not in education, employment or training (NEET). Target 5.2% by March 2011 NI117 (LAA) Outcome 2.3 <ul style="list-style-type: none"> Rate of regular physical activity among older people Target 20% by March 2011 Rate of participation in regular volunteering among older people. Target 26.6% by March 2011 Outcome 2.4 <ul style="list-style-type: none"> The number of visits to leisure facilities. Target 900,000 p.a. by March 2011 Outcome 2.5 <ul style="list-style-type: none"> People satisfied with their neighbourhood as a place to live from rural wards. Target 90% by March 2011 NI5 	Outcome 3.1 <ul style="list-style-type: none"> The % of people who feel they can influence decisions in their locality. Target 37% by March 2011 NI4 (LAA) The % of people who feel their communities are places where people from different backgrounds get on well together. Target 84% by March 2011 NI1 (LAA) Outcome 3.2 <ul style="list-style-type: none"> The % of people who regularly participate in volunteering. Target 20% by March 2011 NI6 (LAA) 	Outcome 4.1 <ul style="list-style-type: none"> CO2 emissions from local authority operations. Target 10% reduction by March 2011 NI185 The Council's score for 'Adapting to Climate Change'. Target: Achieve Level 3 by March 2011 NI188 (LAA) % municipal waste land filled. Target 50% by March 2011 NI193 (LAA) Outcome 4.2 <ul style="list-style-type: none"> Recycling and composting performance. Target 50.19% by March 2011 NI192 (LAA) Outcome 4.3 <ul style="list-style-type: none"> Maintain the current level of biodiversity as assessed in the Local Development Framework 	Outcome 5.1 <ul style="list-style-type: none"> The % of people satisfied with their neighbourhood as a place to live. Target 76% by March 2011 The % of people satisfied with parks and open spaces. Target 74% by March 2011 The number of parks receiving Green Flag status. Target 3 by March 2011 Street and environmental cleanliness. Targets: Litter 4.5%, Detritus 4.5% by March 2011 NI195 Outcome 5.2 <ul style="list-style-type: none"> Number of households in temporary accommodation. Target 13 by March 2011 NI156 (LAA) Outcome 5.3 <ul style="list-style-type: none"> The % of new housing completions which are affordable. Target 20% by March 2011 Outcome 5.4 <ul style="list-style-type: none"> Feelings of safety during the day. Target 90% by March 2011 Feelings of safety during the night. Target 50% by March 2011 Reduce crime in the borough. Target reduce by 3% by March 2011 	Outcome 6.1 <ul style="list-style-type: none"> Satisfaction with the way the Council runs things. Target 63% by March 2011 Achieve efficiency savings of 3% per annum. Achieve Positive Direction of Travel. Target: positive Direction Of Travel by March 2009 Achieve 4/4 Use of Resources and Value For Money. Target 4/4 per annum. Outcome 6.2 <ul style="list-style-type: none"> Achieve Level Three of the Equality Standard by April 2009 Achieve a positive LSP Peer Review by November 2009 Achieve Level Two of the Member Development Charter by October 2009 Outcome 6.3 <ul style="list-style-type: none"> % of National Indicators on target. Target 73% by 2011 Outcome 6.4 <ul style="list-style-type: none"> % of Corporate Strategy projects achieved or on track. Target 90% by 2011 Staff satisfaction. Target achieve 80% by 2011 Outcome 6.5 <ul style="list-style-type: none"> Customer satisfaction with the service received from 'Contact Chorley'. Target 98% p.a. The number of self-service interactions through the Council's website. Target 10% year on year. The number of appropriate Council services available via 'self service'. Target 100% by March 2011
KEY PROJECTS November 08 - October 09	<ul style="list-style-type: none"> Develop a succession strategy to sustain businesses for the future (1.1, 1.4) Develop options for the next phase of the Town Centre development (1.1, 1.2) Develop and deliver a markets action plan (1.2) Identify and design key projects from the Town Centre Audit and Urban Design Strategy (1.2) Implement new decriminalised parking arrangements (1.2) Develop and deliver an action plan to support businesses through the economic downturn (1.1, 1.3) Deliver the redundancy support project (1.3) 	<ul style="list-style-type: none"> Deliver the Families First project (2.1 & 2.2, 2.4, 5.4) Involve young people in their communities and deliver Children's Trust priorities for year one (2.2, 3.1) Implement the Chorley elements of the Play Strategy (2.2) Implement the 50+ Active Generation project (2.3, 2.4, 3.2) Develop an action plan to reduce health inequalities in the borough (2.1, 2.4) Deliver the Rurality Awareness Project (2.5) 	<ul style="list-style-type: none"> Develop a framework for Buckshaw Village (3.1) Develop community governance options in response to the Local Government and Public Involvement in Health Act (3.1) Develop an action plan for leisure and cultural provision for 2009 – 2012 (3.2, 2.2, 2.3, 2.4) Deliver the next phase of Chorley Smile (3.1, 3.2, 5.1) Deliver a major public event in summer 2009 (3.1, 5.1) 	<ul style="list-style-type: none"> Develop a green travel plan for staff (4.1) Develop and deliver the first year of the Council's climate change action plan (4.1, 4.3) Implement recycling and refuse contract mobilisation (4.2) 	<ul style="list-style-type: none"> Continue to improve the green corridor of Chorley (5.1) Develop seven neighbourhood action plans working with parish councils, other partners and community groups (5.1, 2.1, 2.5, 3.1, 3.2) Work with partners to make sites available for the development of affordable housing (5.2, 5.3) Establish a choice based lettings scheme (5.2) Pilot and review the proposed Chorley/SRBC CDRP merger (5.4) 	<ul style="list-style-type: none"> Develop and embed a new staff competency framework (6.1, 6.4) Achieve Level Three of the Equality Standard (6.2, 6.4, 2.2, 2.3, 2.4, 2.5) Prepare for I&DeA Peer Review of LSP (6.2) Achieve Level Two of the Member Development Charter (6.2) Implement shared Finance services with SRBC (6.3) Develop a customer service and insight action plan (6.4, 6.3, 6.5) Implement a new CRM solution (6.5)



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