

Executive Cabinet

Agenda and Reports
for consideration on

Thursday, 29th May 2008

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.

20 May 2008

Dear Councillor

EXECUTIVE CABINET - THURSDAY, 29TH MAY 2008

You are invited to attend a meeting of the Executive Cabinet to be held in the Council Chamber, Town Hall, Chorley on Thursday, 29th May 2008 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 - 12)**

To confirm as a correct record the minutes of the meeting of the Executive Cabinet held on 27 March 2008 (enclosed).

4. **Public Questions**

Members of the public who have requested the opportunity to ask a question(s) on an agenda item(s) will be requested 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 ITEM (INTRODUCED BY THE EXECUTIVE LEADER, COUNCILLOR P GOLDSWORTHY)

5. **Forward Plan (Pages 13 - 18)**

To receive and consider the Council's Forward Plan for the four months period commencing 1 June 2008 (enclosed).

6. **Response to Overview and Scrutiny Inquiry Reports on Absence Management and Efficiency Gains (Pages 19 - 22)**

Joint report of Assistant Chief Executive (Business Transformation) and Corporate Director of Human Resources and Operational Development (enclosed).

EXECUTIVE MEMBER (POLICY AND PERFORMANCE) ITEM (INTRODUCED BY THE EXECUTIVE MEMBER, COUNCILLOR P CASE)

7. **Chorley's Performance Improvement Journey**

The Assistant Chief Executive (Policy and Performance) will make a short presentation at the meeting.

8. **Performance Monitoring Report - Fourth Quarter of 2007/08 (Pages 23 - 48)**

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

EXECUTIVE MEMBER (BUSINESS) ITEMS (INTRODUCED BY THE EXECUTIVE MEMBER, COUNCILLOR P MALPAS)

9. **Draft Climate Change Strategy and Associated Sustainable Procurement Policy (Pages 49 - 100)**

Report of Corporate Director (Business) and Assistant Chief Executive (Business Transformation), with attached draft Climate Change Strategy and Procurement Policy (enclosed).

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

10. **Workforce Development Plan, 2008/11 (Pages 101 - 140)**

Report of Corporate Director of Human Resources and Operational Development (enclosed).

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

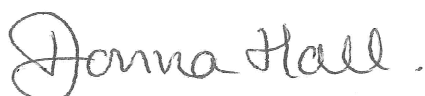
12. **Exclusion of Press and Public**

To consider the exclusion of the press and public 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.

13. **Year End Progress Report on the Performance of Key Partnerships (Pages 141 - 176)**

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

Yours sincerely



Donna Hall, Chief Executive

Tony Uren
Democratic Services Officer
E-mail: tony.uren@chorley.gov.uk
Tel: (01257) 515122
Fax: (01257) 515150

Distribution

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

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

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Executive Cabinet

Minutes of meeting held on Thursday, 27 March 2008

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 John Walker

Also in attendance:

Lead Members: Councillors Mrs Marie Gray (Lead Member for Town Centre), Geoffrey Russell (Lead Member for Finance) and Iris Smith (Lead Member for Licensing)

Other Members: Councillors Ken Ball, Alan Cain, David Dickinson, Dennis Edgerley, Daniel Gee, Catherine Hoyle, Laura Lennox, Adrian Lowe and Mark Perks (Lancashire County Councillor / Chorley Borough Councillor)

08.EC.14 APOLOGIES FOR ABSENCE

An apology for absence was submitted on behalf of Councillor Rosemary Russell (Lead Member for Health and Older People).

08.EC.15 DECLARATIONS OF ANY INTERESTS

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

08.EC.16 MINUTES

The minutes of the meeting of the Executive Cabinet held on 14 February 2008 were confirmed as a correct record for signature by the Executive Leader.

08.EC.17 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.EC.18 SCRUTINY INQUIRY REPORTS

The Chair of Overview and Scrutiny Committee (Councillor D Edgerley) presented for the Executive Cabinet's consideration the findings and recommendations of the Corporate and Customer Overview and Scrutiny Panel as contained within the Panel's reports of its inquiries into (a) Absence Management and (b) Efficiency Gains.

(a) Absence Management

At the request of the Overview and Scrutiny Committee, a Sub-Group of the Corporate and Customer Overview and Scrutiny Panel, under the Chairmanship of Councillor M Devaney, had undertaken a review of absence management throughout the Authority.

The inquiry had aimed to assess whether the current attendance policy was sufficiently robust and was being applied consistently, and to identify any means of improving attendance levels.

The Panel had, at the conclusion of the review, agreed nine specific recommendations which had been endorsed by the Overview and Scrutiny Committee.

(b) Efficiency Gains

At the request of the Overview and Scrutiny Committee, a Sub-Group of the Corporate and Customer Overview and Scrutiny Panel, under the Chairmanship of Councillor Stella Walsh, had undertaken a review into efficiency gains throughout the Authority.

The inquiry had aimed to assess the performance of the Council in its achievement of the Government's efficiency targets, whilst ensuring that the efficiencies did not adversely affect customers, and to identify the Council's future plans in relation to the efficiency agenda.

The Panel had, at the conclusion of the review agreed 12 specific recommendations. The Overview and Scrutiny Committee had endorsed 11 of the recommendations, but had suggested that Recommendation 12 be revised to read:

'To investigate the extent to which Members might be included in the health and well-being initiative provided for Council staff.'

Decision made:

That the findings and recommendations of the Corporate and Customer Overview and Scrutiny Panel on its inquiries into (a) Absence Management and (b) Efficiency Gains, as amended by Overview and Scrutiny Committee, be received and accepted for consideration, with a view to the Executive Cabinet's decision on the recommendations being reported back to a future meeting.

Reason for Decision:

In order to allow the Executive Cabinet the opportunity to consider, evaluate and determine the recommendations of the two scrutiny inquiry reports.

Alternative option(s) considered and rejected

None

08.EC.19 'ONE CHORLEY FORWARD TOGETHER' - COMMUNITY COHESION STRATEGY FOR CHORLEY

The Executive Cabinet received a report of the Assistant Chief Executive (Policy and Performance) presenting the Community Cohesion Strategy for the Borough entitled 'One Chorley Forward Together'.

The strategy had been produced by the Chorley Local Strategic Partnership and agreed at its Board meeting on 11 March 2008 following an extensive period of consultation with a wide range of authorities, agencies and local voluntary, community and faith groups.

The strategy set out the Borough's response to the national community cohesion agenda, addressing its three priorities to improve life chances for all; develop the character and feel of Chorley as a good place to live, work and play; and build stronger communities with improved access to public services.

The Borough Council was identified as the lead agency to progress a number of key actions contained in the strategy, the delivery of which would be monitored by the relevant Sub-Group of the LSP.

Decision made:

That the Community Cohesion Strategy for Chorley entitled 'One Chorley Forward Together', as now presented, be noted and endorsed.

08.EC.20 CHORLEY PARTNERSHIP - THIRD QUARTER UPDATE

The Executive Cabinet received an update report of the Assistant Chief Executive (Policy and Performance) on the current activities and future plans of the Chorley Local Strategy Partnership (LSP).

The report detailed the recent deliberations of the Partnership's Executive and the progress of each of the projects being pursued by the LSP's six Thematic Groups, including the teenage pregnancy action plan, the MATAC community safety initiative and the Vulnerable Households project being operated in conjunction with South Ribble Council. The Children and Young People's Partnership on the LSP was to be superseded by the new district Children's Trust which would appoint occasional task groups to pursue operational matters.

Following the Council's allocation of £90,000 to pump prime LSP joint projects in 2008/09, the LSP's Executive would shortly select the projects to be implemented over the coming year from the projects put forward by the Thematic Groups.

Decision made:

That the report be noted.

08.EC.21 JOINT WORKING WITH PRESTON AND SOUTH RIBBLE COUNCILS ON THE LOCAL DEVELOPMENT FRAMEWORK AND ESTABLISHMENT OF JOINT ADVISORY COMMITTEE

The Corporate Director (Business) submitted a report following the Executive Cabinet's agreement in principle at its meeting on 15 November 2007 to formalise the joint working with Preston and South Ribble Councils on the Local Development Framework (LDF) processes.

The report sought endorsement of a proposal to establish a Joint Advisory Committee, comprised of a small number of Councillors from the three Borough Councils and one Lancashire County Councillor, to oversee the preparation of a Joint Core Strategy and any other relevant LDF documents. The Joint Advisory Committee would not be granted delegated powers, but would produce the respective plans and documents and advise the three Authorities on their adoption. The ultimate decision making power would remain with each of the three Councils.

The financial and staffing arrangements for the operation of the Joint Committee and preparation of the relevant draft LDF documents would meet to be assessed by the participating Authorities.

Decisions made:

That the Council be recommended to approve:

- (1) the establishment under Section 102(4) of the Local Government Act 1972 of a Joint Advisory Committee with Chorley, Preston and South Ribble Borough Councils to advise upon the preparation of any Joint Local Development Framework Documents;**
- (2) delegated authority being granted to the Executive Member for Economic Development and Regeneration to deal with the practical implementation of the joint working;**
- (3) to agree the nomination at the Annual Meeting on 13 May 2008 of three Councillors (including one Executive Member), together with substitute Member(s), to serve on the Joint Advisory Committee.**

Reason for decision:

A more formal dimension to the existing inter-authority co-operation on planning policy matters needs to be agreed. By providing a formal arena in which key issues are aired, the potential for delay in the LDF programme will be minimised, while enhanced financial support may ensue.

Alternative option(s) considered and rejected:

While maintaining the existing informal co-operation was feasible, the benefits of a more formal approach would be missed. Alternatively, a section 29 Joint Committee could be established which would take some time to set up and would also involve each authority delegating its planning powers to that joint body.

08.EC.22 GUIDING PRINCIPLES FOR THE DEVELOPMENT OF THE BOTANY/GREAT KNOWLEY SITE

The Executive Cabinet considered a report of the Corporate Director (Business) on the outcome of the additional consultation undertaken on the instruction of the Executive Cabinet on the Guiding Principles document for the development of the Botany/Great Knowley site at Chorley. The land was allocated in the Chorley Borough Local Plan Review for Class B1 (Offices/Light Industry) and Class B2 (General Industry) use.

The report indicated that the Guiding Principles document, which had been produced to provide guidance and advice to potential developers of the site in order to ensure the highest quality design and layout of the development site, had been amended to include a comprehensive checklist of planning application requirements as a result of the further consultations.

Whilst accepting the rationale behind the production of the Guiding Principles document and welcoming the fuller stage of consultation, which had included a public meeting, a number of Members questioned the expediency of comments within the report referring to the appropriateness of the land being earmarked for employment development. The report did, however, affirm the Members earlier instruction for the officers to seek a re-allocation of the site, having regard to the statutory constraints and lengthy processes that would be involved in pursuing that option.

Decisions made:

- (1) That approval be given to the amended Guiding Principles document for the development of the Botany/Great Knowley site, as now presented, with delegated authority being granted to the Corporate Director (Business) to make any necessary minor textual alterations.**
- (2) That the Council reaffirms its stance that it will make all reasonable endeavours to seek a re-allocation of the site through the formal Local Development Framework process.**

Reason for decisions:

The adopted Guiding Principles document will provide positive guidance to developers on the promotion of a high quality design development of the site.

Alternative option(s) considered and rejected:

The withdrawal of the document is unwarranted.

08.EC.23 ASSET MANAGEMENT STRATEGY AND PLAN, 2008/10

The Assistant Chief Executive (Business Transformation) presented a report seeking agreement to the draft Asset Management Strategy and Plan for consultation purposes.

The Council was requested to prepare an annual Asset Management Strategy Plan and the draft plan produced had incorporated each property and land holding (including parks and spaces) that the Council currently owned and managed.

The Strategy aimed to examine whether the asset resources were currently fit for purpose and how they could be used for maximum effectiveness and contribute to the Council's corporate objectives.

Decisions made:

That approval be given to:

- (1) the Draft Asset Management Strategy and Plan for 2008/10, as now presented, being circulated for consultation; and**
- (2) the Executive Member for Resources being granted delegated authority to agree the final document, subject to there being no significant changes required following consultation.**

Reason for decision:

The Council is required to produce and adopt an Asset Management Strategy.

Alternative option(s) considered and rejected:

None.

08.EC.24 CAPITAL PROGRAMME - 2007/08 - MONITORING

The Executive Cabinet considered a report of the Assistant Chief Executive (Business Transformation) updating Members on the progress of the 2007/08 Capital Programme and recommending changes to the programme, including additional slippage of expenditure to and from 2008/09.

The Council at its meeting on 26 February 2008, had agreed a reduction in the 2007/08 Capital Programme from £10,175,240 to £7,411,780, including the slippage of £2,144,420 to 2008/09 and a total reduction of £619,040 in respect of other schemes.

Since that date, a further slippage of £499,850 to 2008/09 had been identified, offset by budget increases of £381,040 and the acceleration to the 2007/08 programme of the implementation of new financial systems to ensure continuity in respect of cash receipting. The principal change related to the capitalisation of the interest on the land assembly costs for the Gillibrand Link Road scheme, which would result in the revenue budget saving of £213,000 being transferred to the 2007/08 working balances.

Consequently the changes had resulted in a net reduction of the 2007/08 Capital Programme to £7,292,970.

Decision made:

That the Council be recommended to approve the changes to the Capital Programme for 2007/08, as set out in Appendix A to the submitted report, together with the recommended slippage of expenditure to/from 2008/09.

Reason for decision:

To ensure that the 2007/08 is accurately updated and represents a realistic estimate of the outturn for the financial year.

Alternative option(s) considered and rejected:

None.

08.EC.25 CORE FUNDING, 2008/09 - AWARDS IN EXCESS OF £5,000

The Executive Cabinet considered a report of the Corporate Director (People) seeking the Member's instructions on applications for grant assistance in excess of £5,000 from the Council's Core Fund budget provision in 2008/09. The Executive Member for Resources would be considering under his delegated powers, the request for grants of less than £5,000 from a number of non-profit making organisations.

Decision made:

That approval be given to the making of the following Core Fund grants in excess of £5,000, subject to the Corporate Director (People) agreeing and signing off a Core Funding Agreement with each organisation.

- **Chorley and South Ribble Shopmobility – Grant of £10,150;**
- **The Lifestyle Centre, Chorley – Grant of £2,385, plus £4,200 towards accommodation costs, the latter by internal transfer;**
- **South Lancashire Arts Partnership – Grant of £7,000, subject to the Partnership providing an analysis of activity across Chorley, South Ribble and West Lancashire Districts and funding from each district, together with the provision of satisfactory plans to safeguard the Co-ordinator's post and maintain its delivery at the current level, as a minimum;**
- **Chorley and District Sports Forum – An in-principle grant of up to £5,435, subject to the Forum meeting with the Corporate Director (People) and the Executive Member for Resources to review the remit of the Forum given the development of the Sport and Physical Activity Alliance and the allocation of grants to talented individuals;**
- **Chorley, South Ribble and District Citizens' Advice Bureau – Grant of £67,240 to be paid in two 6 monthly payments in advance, plus £17,850 to cover accommodation costs, subject to the Bureau providing the same level of service in 2008/09 as provided in 2007/08, as a minimum, and maintaining the Community Legal Service Quality Mark;**
- **Chorley and South Ribble Homestart – Grant of £5,125;**
- **Lancashire Sport – Grant of £5,125.**

Reason for decision:

The Core Funding grants to key local organisations will enable them to continue their work which contributes towards the achievement of the Council's strategic objectives and strategic themes in the Council's Sustainable Community Strategy.

Alternative option(s) considered and rejected:

Not to award Core Funding grants in 2008/09.

08.EC.26 ACHIEVING SERVICE EXCELLENCE IN CHORLEY

The Corporate Director (People) presented a report which encapsulated and outlined the Council's plans to design and deliver services around the needs and aspirations of its customers.

The report outlined a set of principles for service design and delivery based around clear customer insight and intelligence, whilst taking account of the need to improve customer satisfaction and effect efficiency savings.

The report clarified:

- the Council's current position which highlighted the tremendous achievements so far attained in relation to the transformation of business processes and services;
- the position to which the Council would strive in order to meet the future needs and demands of customers;
- plans of action to achieve the objectives; and
- proposals for the future monitoring and review of progress.

The Chief Executive also reported that she had been asked to Chair a National group to examine Customer Insight as a result of the pioneering initiatives introduced by Chorley Council.

Decision made:

(1) That the Council's approach to improving service design and delivery, based on a clear understanding of customer need, together with the timescales for action, as outlined in the submitted report, be noted.

(2) That approval be given to the inclusion of the "Circle of Need" project within the work programme and the acceptance of £50,000 of Department for Communities and Local Government funding for the project through the National Process Improvement Project.

Reason for decision:

The report provides clarity and raises awareness of the various elements involved in the customer insight service design and delivery concept.

Alternative option(s) considered and rejected:

None.

08.EC.27 REVIEW OF THE COUNCIL'S DECISION MAKING STRUCTURE

The Executive Cabinet considered a report of the Director of Corporate Governance recommending changes to the Council's Committee structure as a means of streamlining decision making.

In particular, the report proposed changes to the Authority's overview and scrutiny function, which would continue to be overseen by an overarching Overview and Scrutiny Committee, with power to establish and appoint Task and Finish Groups to undertake selected reviews. The licensing function would be administered by an overarching Licensing and Public Safety Committee responsible for policy, consultation, enforcement and monitoring matters, and a Licensing and Public Safety Sub-Committee. The Sub-Committee would meet as a Licensing Act 2003

Sub-Committee to deal with personal and premises licences and reviews or as a General Licensing Sub-Committee to deal with hackney carriages/private hire and other miscellaneous licence matters.

The report also sought approval to a suggested calendar of meetings for 2008/09 and referred to the expediency of reviewing and altering Executive portfolios to reflect recent managerial and Department restructures.

Decision made:

That the Council be recommended to approve and adopt the following recommendations:

(1) That the following recommendations for changes to the structure of overview and scrutiny be approved:

- **One overarching Overview and Scrutiny Committee, meeting 10 times a year with a membership of 12 Councillors. The two current scrutiny panels, Corporate & Customer and Environment & Community, to be disbanded.**
- **The Overview and Scrutiny Committee to be the Committee which hears any call-ins of decisions; sets the workplan for scrutiny for the whole year and also consider corporate issues including:**
 - **overall performance information;**
 - **business planning for the Council;**
 - **overall budget scrutiny.**
- **The Overview and Scrutiny Committee to establish and appoint task and finish groups to undertake reviews. A Task and Finish Group should generally consist of Councillors from the membership of the main committee but should also include other Council Members (other than Executive Members) who are interested in the topics under scrutiny.**
- **The Chair of Overview and Scrutiny Committee to be from the main opposition group, and the Vice Chair to be from the ruling group.**
- **Overview and Scrutiny Task Groups must be chaired by a Member of the Overview and Scrutiny Committee.**
- **That the Independent Remuneration Panel be requested to look at the special responsibility allowances for scrutiny roles.**

(2) That the structure of decision making for licensing be revised to provide for:

- **An overarching Licensing Committee meeting four times a year, with a membership of 17, to consider all licensing matters (including policy, monitoring and enforcement issues and matters formerly considered by the Statutory Licensing Committee) other than decisions on individual applications for licences or the review of licences. In addition, the Council's functions in respect of Alcohol Designation Orders be allocated to this Committee. In recognition of its proactive role in promoting public safety, the Committee be renamed the Licensing and Public Safety Committee.**
- **That all individual applications and reviews (including those under the Licensing Act 2003, the Gambling Act 2005 and all hackney carriage/private hire and any other miscellaneous licences) be delegated to a Licensing Sub-Committee made up of three Councillors**

to meet once a month at 10am. Membership to be on a rotational basis as at present.

- The Licensing Sub-Committee will meet either as a Licensing Act 2003 Sub-Committee (to deal with personal and premises licences and reviews under the Licensing Act 2003 and the Gambling Act 2005) or as a General Licensing Sub-Committee (dealing with hackney carriage/private hire and any other miscellaneous licences) depending on the business to be considered.

(3) That the membership of the Local Development Framework (LDF) Working Group be reduced to 12 to reflect its status as a Working Group and that membership include both the Chair and Vice Chair of the Development Control Committee and the Executive Member for Economic Development and Regeneration. The Working Group's terms of reference to be amended to reflect its revised role in considering just LDF issues rather than the wider Community Strategy.

(4) That, having succeeded in achieving the Charter for Member Development, the Member Development Steering Group be given an extended remit to include all aspects of Members' support, including the responsibilities of the Civic Events Working Group. The group to be renamed the Members Support Working Group, to meet just 5 times a year with membership to include the Executive Member for Customer, Democratic and Legal Services. The Civic Events Working Group to be disbanded.

(5) That the potential changes to Standards Committee be noted only at this stage but that the Monitoring Officer be authorised to seek to recruit a further two independent members and one Parish Councillor and that the Council membership be increased to five, appointed at the Annual Meeting of the Council.

(6) That in order to consider the wider equalities agenda, consultation take place on the establishment of an Equalities Forum, meeting 4 times a year with a Council membership of 6 to include the Executive Member for Corporate Policy and Performance. The Equalities Forum to establish Task and Finish Groups to consider specific issues. The existing disability and ethnic minority consultative fora to be disbanded but the wider membership of those groups to be retained for consultation purposes and potential involvement in Task and Finish Groups.

(7) That consideration be given to changes in the current Executive portfolios to reflect recent managerial and departmental restructuring.

(8) That the calendar of meetings for 2008/09, incorporating the above changes, be approved as set out in the revised draft timetable circulated at the meeting.

(9) That the Director of Corporate Governance be authorised to make the appropriate Constitutional changes to ensure the above recommendations can be implemented, including the removal of references to the Community Forum meetings.

Reason for decisions:

The recommendations seek to make improvements to ensure that the Council's decision-making structure continues to meet local requirements, fits with best

practice nationally and changes in the light of new legislation and Government thinking.

Alternative option(s) considered and rejected:

Retention of the current structure of decision making.

08.EC.28 CRIME AND DISORDER REDUCTION PARTNERSHIP

The Executive Cabinet considered a report of the Corporate Director (Neighbourhoods) on proposals currently under examination to merge the Chorley, South Ribble and West Lancashire Community Safety Partnership into a Lancashire South Strategic Crime and Disorder Reduction Partnership.

The proposals had evolved from a statutory strategic assessment of the current Partnerships, with the rationale of creating a single Crime and Disorder Reduction Partnership aligned to the Policing area that would operate at a strategic level whilst maintaining local service delivery. The establishment of one strategic body, supported by the Home Office, would facilitate the pooling of intelligence and resources to increase capacity and the ability to access more centralised funding sources, which could be focused on front line actions.

A number of Members at the meeting alleged that inadequate consultation on the plans had been undertaken, particularly amongst the local partner organisations. In this context, the views and recommendations of the Overview and Scrutiny Committee were circulated at the meeting. The Committee had suggested that the implementation of the merger plans be delayed by 6 weeks to allow for greater consultation and that, subsequently, a pilot project be operated for 12 months, with an interim review after 6 months.

The Executive Cabinet accepted both the concerns on the level of the consultation exercise and the recommendations of the Overview and Scrutiny Committee to delay implementation of the merger plans pending a further round of consultation. The Chief Executive also confirmed that the deferment would accord with the need to reassess the role of the current local Partnership as part of the review of the Chorley Community Safety Strategy.

Decision made:

(1) That the implementation of the proposals to merge the Chorley, South Ribble and West Lancashire Community Partnerships into a Lancashire South Strategic Crime and Disorder Reduction Partnership be delayed by 6 weeks in order to allow for greater consultation on the proposals.

(2) That the proposals be considered further by the Overview and Scrutiny Committee at its proposed meeting on 22 May 2008.

(3) That the suggested pilot project be operated over a 12 months period.

(4) That appropriate criteria be developed against which the success of the project can be measured.

(5) That an interim review of the project be carried out 6 months after the initial implementation of the pilot.

Reason for decision:

The deferment of the proposals to form a strategic Crime and Disorder Reduction Partnership will allow a wider ranging consultation exercise to be undertaken and an examination of the future role of the local community groups within the new strategic body.

Alternative option(s) considered and rejected:

The only alternative options would be to pursue the early implementation of the merger plans or to take no immediate action.

08.EC.29 EXCLUSION OF THE PUBLIC AND PRESS

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 1 of Part 1 of Schedule 12A to the Local Government Act 1972.

08.EC.30 PEOPLE DIRECTORATE - RESTRUCTURE

The Corporate Director (People) presented a report reviewing and making recommendations for the revision of the structure of his Directorate subsequent to the recent changes made to the senior management structure.

The proposals affecting each of the Directorate's separate functions (ie Customer Services, Parks and Culture; and Leisure and Inclusion) had been compiled to address the pertinent issues facing the Directorate. In particular, the planned structure aimed to redress the current disproportionate allocation of resources across some service areas; provide capacity for the Directorate's increased involvement in the new neighbourhood agenda and Astley Park; and take advantage of available external resources.

The report recommended the deletion of 12 existing posts and the creation of 18 new posts, five of which would be funded from external sources. Consequently, it was anticipated the restructure could be implemented on a cost neutral basis.

Decisions made:

(1) That the proposals for the restructure of the People Directorate, as outlined in the submitted report, be approved for consultation purposes with staff and trade unions.

(2) That the Executive Member for Resources be granted delegated power to determine any necessary changes to the proposals arising from the consultation.

Reason for decisions:

The proposals have been devised to provide a structure that will fit the purpose of the Directorate and meet the needs of the service.

Alternative option(s) considered and rejected:

To retain the present establishment structure.

Executive Leader

CHORLEY BOROUGH COUNCIL FORWARD PLAN FOR THE FOUR MONTH PERIOD 1 JUNE 2008 TO 30 SEPTEMBER 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.
4. New items in the Forward Plan are shown in bold print.

The current members of the Executive Cabinet are:

Councillor Peter Goldsworthy	Executive Leader
Councillor Patricia Case	Executive Member (Policy and Performance) and Deputy Leader
Councillor Eric Bell	Executive Member (Neighbourhoods)
Councillor Alan Cullens	Executive Member for Resources
Councillor Peter Malpas	Executive Member (Business)
Councillor John Walker	Executive Member (People)

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 515122 for further details.

D Hall
Chief Executive

Publication Date: 19 June 2008

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
Sale of land at Gillibrand, Chorley (Parcel 10)	Executive Member for Resources	Executive Member for Resources	9 Jun 2008	Strategy Group.	Draft report circulated to Consultees.	Report of Corporate Director (Business)	Corporate Director (Business) Tel: 01257 515285 jane.meek@chorley.gov.uk Monday, 2 June 2008
Affordable Housing Framework	Executive Cabinet	Executive Member (Business)	26 Jun 2008	Strategy Group	Draft Framework document to be circulated to consultees	Draft Affordable Housing Framework	Corporate Director (Business) Tel: 01257 515285 jane.meek@chorley.gov.uk Monday, 9 June 2008
Capital Programme and Revenue Budget for 2008/09 - Outturn	Executive Cabinet	Executive Member for Resources	26 Jun 2008	Strategy Group	Draft report to be circulated to consultees	Report of Assistant Chief Executive (Business Transformation)	Assistant Chief Executive (Business Transformation) Tel: 01257 515480 gary.hall@chorley.gov.uk Monday, 9 June 2008

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
Chorley Community Safety Partnership - Local Action Plan	Executive Cabinet	Executive Member (Neighbourhoods)	26 Jun 2008	Crime and Disorder Reduction Partnership Strategy Group	Draft plan to be circulated to consultees.	Draft report and action plan	Corporate Director (Neighbourhoods) Tel: 01257 515720 ishbel.murray@chorley.gov.uk Monday, 9 June 2008
Corporate Governance Directorate - Review of Democratic Services Section	Executive Cabinet	Executive Member (Resources)	26 Jun 2008	Staff members, Trade Unions and Strategy Group	Draft report to be circulated to consultees	Report of Director of Corporate Governance	Corporate Director of Governance andrew.docherty@chorley.gov.uk Monday, 9 June 2008
Establishment of Joint Committee with South Ribble Council for Shared Financial Services	Executive Cabinet	Executive Member (Resources)	26 Jun 2008	Staff members, Trade Unions and Strategy Group	Draft report to be circulated to consultees	Report of Assistant Chief Executive (Business Transformation)	Assistant Chief Executive (Business Transformation) Tel: 01257 515480 gary.hall@chorley.gov.uk Monday, 9 June 2008

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
Neighbourhoods Directorate - Value for Money Review and Restructure	Executive Cabinet	Executive Member (Neighbourhoods) and Executive Member (Resources)	26 Jun 2008	Staff members, Trade Unions and Strategy Group	Draft report to be circulated to consultees	Joint report of Assistant Chief Executive (Business Transformation) and Corporate Director (Neighbourhoods)	Assistant Chief Executive (Business Transformation) Tel: 01257 515480 gary.hall@chorley.gov.uk Monday, 9 June 2008
Award of Waste Contract	Executive Cabinet	Executive Member (Neighbourhoods)	14 Aug 2008	Evaluation Panel Strategy Group	Draft report circulated to consultees	Report on Evaluation of Tenders	Corporate Director (Neighbourhoods) Tel: 01257 515720 ishbel.murray@chorley.gov.uk Monday, 28 July 2008

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
Local Development Framework - Approval of Central Lancashire Preferred Options Agreement	Executive Cabinet	Executive Member (Business)	14 Aug 2008	Strategy Group	Draft Document to be circulated to consultees	Draft Central Lancashire Preferred Options Document	Corporate Director (Business) Tel: 01257 515285 jane.meek@cho.rley.gov.uk Monday, 28 July 2008
Report on outcome of bid to Government for the designation of the Central Lancashire and Blackpool areas as a 'Growth Point'	Executive Cabinet	Executive Member (Business)	14 Aug 2008	Strategy Group	Draft report to be circulated to consultees	Report of Corporate Director (Business)	Corporate Director (Business) Tel: 01257 515285 jane.meek@cho.rley.gov.uk Monday, 28 July 2008

Report of	Meeting	Date
Assistant Chief Executive (Business Transformation) and Corporate Director of Human Resources (Introduced by the Executive Member (Resources))	Executive Cabinet	29 th May 2008

RESPONSE TO OVERVIEW AND SCRUTINY ABSENCE MANAGEMENT AND EFFICIENCY GAINS REPORTS

PURPOSE OF REPORT

1. To respond to the findings and recommendations of the Overview and Scrutiny Absence Management and Efficiency reports.

RECOMMENDATION(S)

2. That the Executive Cabinet endorses the response attached to be received by Overview and Scrutiny Committee.

REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

3. To inform Overview and Scrutiny Committee of the Executives views and responses to their recommendations contained within the reports.

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		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 organization	✓

BACKGROUND

- 6. Both reports were presented to Executive Cabinet on the 27th March 2008, which outlined the investigations carried out by the Overview and Scrutiny sub groups and with that contained a number of recommendations to build on the already good practice in place across the Council.

EXECUTIVES RESPONSE

- 7. Having considered the recommendations from Overview and Scrutiny Committee the Executive accepts all the recommendations made with the exception to a minor amendment to the recommendation regarding Member access to the Health and Wellbeing initiatives currently enjoyed by staff. The Executive accept that there maybe some merit in this and have committed to investigating this rather than implementing as per the recommendation from the Overview and Scrutiny Committee.

The Executive would like to thank the Overview and Scrutiny Committee for their endeavours on these pieces of work, which will lead to further improvements in the Councils performance in these areas. We take particular pleasure in acknowledging the significant improvement in the sickness absence levels, which in part are attributable to the work and focus given to the issues by the Committee and a testament to the Council staff.

We take our response to the recommendations seriously and to demonstrate this we attach at Appendix A and B a summary of the progress against the recommendations to date, further work is required to complete all the recommendations but Officers are aware of this and are taking the necessary actions.

IMPLICATIONS OF REPORT

- 8. 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	X

ABSENCE MANAGEMENT AND EFFICIENCY GAINS

- 9. The implications of the recommendations are all included in the final overview and scrutiny reports.

ABSENCE MANAGEMENT

	Action
Employees should speak to their Manager (or nominated officer if manager is not available) when phoning in sick	Actioned
Managers able to activate an 'out of office' message on e mails informing senders that the person is unavailable and who to contact if the message is urgent	ICT are currently working on the practicalities of how this can be implemented

To set an annual target of 8.5 working days lost due to sickness for internal Council use.	Target set at 7.79 days
Return to work interviews should be carried out by Managers on the first day back in work.	Tighter monitoring of return to work interviews is now carried out
To report long term and short term sickness as well as the overall figure	Actioned
To support the implementation of workplace listeners scheme	Currently liaising with the Occupational Health provider to provide training to the workforce listeners prior to implementation
To continue to provide antibacterial hand wash in all toilets and kitchens	Actioned
Encourage staff to take up the Active at Work and new initiatives offered	Further initiatives have been introduced following the appointment of a new Active at Work co-ordinator. Communication of these initiatives has been increased, with greater take up of the activities provided across the Council.
Monitor and feedback on the new Occupational Health contract	Quarterly review meetings are schedule, with regular monitoring taking place

EFFICIENCY GAINS

Objectives	Action to date
A corporate plan setting out our strategic approach be prepared by officers, indicating how the gains demanded through Comprehensive Spending Review 07 will be delivered including how the Council could reduce the operating cost of the contact centre by 25% by 2011.	The Council already has a planned program of value for money reviews for all Directorates. The reviews will identify potential efficiencies. The contact centre plan will be produced during 2008/09.
A corporate plan setting out our strategic approach be prepared by officers, indicating how the gains demanded through Comprehensive Spending Review 07 will be delivered.	To be completed 2008/09
A strategic approach be taken to service procurement through partnership, collaboration and shared services.	The VFM reviews of all the Council's Directorate will establish if opportunities exist for strategic partnering arrangements.
The programme of business process re-engineering (commenced through integration of waste management public contact and the Customer Relationship Management) be continued, to maximise efficiency gains.	Again the VFM reviews will identify the key business processes to be re-engineered and the potential efficiencies to be gained. The Neighbourhoods VFM review has been completed and the processes identified.
To continue to develop the transactional functionality of the Council's website as part of channel optimisation.	This is a key corporate strategy target to increase and action plans are in place to deliver improvements.



To increase the information relating to efficiency gains presented to the Executive Cabinet.	To be completed during 2008/09
To add the transformation agenda to the remit of the member development steering group.	To be completed during 2008/09
To implement a sustainable procurement policy and action plan to ensure the council's commitment to the environment, equality and diversity issues.	The sustainability procurement policy is part of the Council's climate change strategy to be considered by the May Executive.
To suggest a future scrutiny inquiry topic of the provision of information and communication technology for members and staff.	This has been included in the Overview and Scrutiny Programme for 2008/09
To investigate the inclusion of members in the health and well-being initiatives provided for council staff.	Review to be completed in 2008/09

GARY HALL
ASSISTANT CHIEF EXECUTIVE (BUSINESS TRANSFORMATION)

LORRAINE CHARLESWORTH
CORPORATE DIRECTOR OF HUMAN RESOURCES AND OPERATIONAL
DEVELOPMENT

There are no background papers to this report.





Report of	Meeting	Date
Assistant Chief Executive - Policy and Performance (Introduced by the Executive Member (Policy and Performance))	Executive Cabinet	29 th May 2008

4th Quarter Performance Report 2007/08

1. PURPOSE OF REPORT

This monitoring report sets out performance against the Corporate Strategy and the Council's Best Value Performance Indicators for 2007-2008.

2. RECOMMENDATION(S)

That the report be noted.

That the key project to 'produce an action plan for the community forum areas', be renamed to the more relevant 'Develop neighbourhood action plans'.

3. EXECUTIVE SUMMARY OF REPORT

This report sets out performance against the Corporate Strategy and the Council's Best Value Performance Indicators for the period April 2007 to March 2008. Performance is assessed based on the delivery of Key Projects and performance measures in the Corporate Strategy and the performance of national Best Value Performance Indicators (BVPIs).

This is the second report on the key projects since the Corporate Strategy was refreshed in October 2007 and already the overall performance of the key projects is 81% of the projects are either completed, progressing ahead of plan or on plan.

Six projects have been identified as 'amber' due to varying degrees of over-run on time and contingency budgets. However, project managers are confident that they will be delivered in the foreseeable future. No projects have been identified as red this quarter.

Following the conclusion of the neighbourhood working arrangement project in February the next step is now to develop neighbourhood action plans rather than produce action plans for the community forum areas which at the time of the corporate strategy refresh in October 2007 was still being considered. As such it is recommended that the project to 'produce an action plan for the community forum areas', be updated to the more relevant 'Develop neighbourhood actions plans'.

The BVPI performance trend shows a positive picture of continued improvement, with limited instances of deteriorating performance.



85% (52) of indicators showed improved or consistent performance with 15% (9) showing a downturn in performance when compared with 2006/07. Most of these indicators have seen only a small deterioration and are not causing great cause for concern. This is an improvement on 2006/07, with a greater percentage of indicators improving or showing consistent performance (2006/07- 73%). This is clearly excellent performance given that the average percentage of PIs improving for district Council's is between 54% and 56% (information taken from the Audit Commission CPA and DOT Performance Indicator basket 2006/07, the most recently available information).

The picture in terms of quartile comparisons and achieving targets is also very positive, with 46% of indicators in the top quartile and 70% indicators achieving target. An improvement on last years position of 32% and 66% respectively The performance of those indicators that are currently not reaching their target, and demonstrating improvement will be monitored and action taken to bring about improvement.

4. REASONS FOR RECOMMENDATION(S)

To facilitate the ongoing analysis and management of the Council's performance.

To ensure the scope of all the key projects remains relevant.

5. ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

None

6. 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	✓

7. BACKGROUND

The Corporate Strategy is the key strategic document for the authority and is focused on delivering the Council's six strategic objectives that underpin the priorities of: people, place, prosperity and performance. The Corporate Strategy mirrors, and outlines the Council's contribution to, the Sustainable Community Strategy, delivery of which is being taken forward by the Chorley Partnership.

The Corporate Strategy identifies a programme of 31 key projects, which contribute to the achievement of our objectives. These key projects will be delivered using the Council's corporate project management toolkit, which has been used successfully to improve performance for other key areas of work, such as the Capital Programme.

Best Value Performance Indicators (BVPIs) are national indicators collected in accordance with definitions issued by the Department for Communities and Local Government.

Quarterly Business Plan monitoring statements have also been produced by directorates separately, and will be sent to the Overview and Scrutiny Committee. Quarterly Business Plan Monitoring Statements outline the performance of Key Directorate Performance Indicators and the key messages emerging from Directorates throughout 2007/08.

The Local Area Agreement (LAA) is an agreement between central government and public bodies in Lancashire (with the County Council acting as accountable body) to deliver against a series of outcomes and targets across four cross cutting theme blocks;

- Children and Young People
- Healthier Communities and older people
- Safer, Stronger Communities
- Economic Development and Enterprise

8. REPORT OVERVIEW

The report provides information covering the following areas:

- The Council's progress in delivering the 31 key projects in the current Corporate Strategy and achieving Corporate Strategy targets.
- The overall trend of change for Best Value Performance Indicators at year-end 2007/08 when compared to the year-end 2006/07.
- The Council's progress in achieving targets at year-end.
- The Council's position in comparison with 2006/07 national quartile data where comparative data is available. This is the most recent quartile information available.

Performance against the targets contained within the Lancashire LAA which Chorley are currently required to report against along with a general overview of progress in delivery of the LAA.

Action Plans which outline reasons for declining performance and the action to be taken to improve performance in the next municipal year are included for those indicators which are below target and/ or declining from 2006/07.

A focus on those areas where performance has significantly improved or exceeded expectations picking out key messages and lessons which can be shared to drive improvement across the authority.

A brief summary of the Council's performance in terms of customer care.

9. KEY PROJECT PERFORMANCE OVERVIEW

This section looks at the progress made over the last year in delivering the 31 key projects set out in the Corporate Strategy.

2006/07 was the first year that key projects have been identified for inclusion in the Corporate Strategy

The identification of key projects has been successful in helping us focus on key areas of work to make sure we are really targeting our priority areas and delivering real outcomes and benefits to our customers, and ultimately achieving our objectives as set out in the Corporate Strategy.

In order to report on progress throughout the year lead officers have been asked to complete a business case, a high level project plan, and quarterly highlight reports.

The highlight reports provide a brief update on the work carried each quarter, what achievements are expected in the next quarter, any current risks and issues affecting the project, and an overall rating of either 'Green', 'Amber' or 'Red'.

If the project is not going as planned, then an exception report is produced instead. This is similar to the action plans used for performance indicators that are below target. They provide a brief analysis of the problem(s), and options for bringing the project back on track.

10. OVERALL PERFORMANCE

Overall the performance of the key projects is good with 81% of the projects either completed, progressing ahead of plan or on plan. This is an increase of 7% since the end of the third quarter.

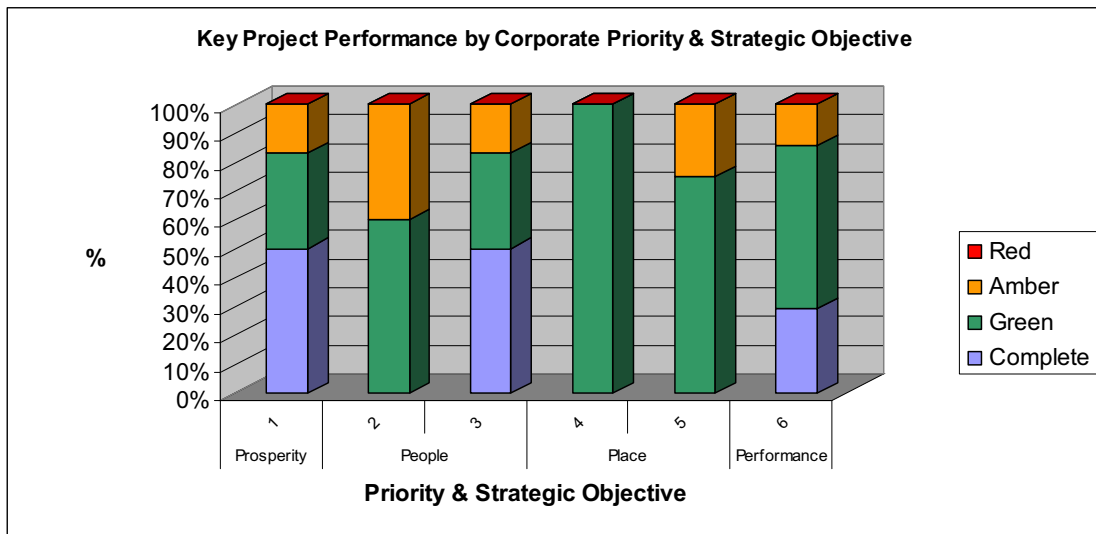
It should be noted that while this is a year end report, key projects have only been running since the Corporate Strategy was refreshed in October 2007. Therefore this report on key projects is essentially a mid year report as far as the key projects and corporate strategy measures are concerned.

The table below shows improved performance in comparison with the third quarter. There has been a 7% increase in the number of completed projects as well as 10% reduction in the number of schemes rated as 'red'.

	3rd Qtr %	Year End %	Variance %
Completed Projects	19	26	+7
Projects rated as 'Green'	65	55	-10
Projects rated as 'Amber'	6	19	+13
Projects rated as 'Red'	10	0	-10

11. KEY PROJECT PERFORMANCE BY CORPORATE PRIORITY & STRATEGIC OBJECTIVE

Strategic objectives 1, 'Put Chorley at the heart of regional economic development in the central Lancashire sub-region', 3, 'Involving People in their Communities' and 6, 'Ensure Chorley Borough Council is a performing organisation' all contain projects which have been completed since they were approved as key projects in October 2007. In addition each of the strategic objectives contains projects rated as green which means they are on track to complete as planned.



This quarter a number of projects under each of the strategic objectives except 4, 'Develop local solutions to climate change' have been flagged as amber which is an early warning that there may be a problem. However it should be seen as a positive that issues are being identified and addressed early. Further details of the issues which are summarised later in the report.

12. COMPLETED KEY PROJECTS

At year-end 8 key projects (26%) had been completed.

The table below shows the key outcomes from the projects, which have completed in the final quarter between January and March 2008.

Key Project	Key Outcomes
Determine neighbourhood working arrangements	<p>At its meeting of 14th February 2008, Executive Cabinet approved recommendations for 'Improving Neighbourhoods in Chorley'. This included:</p> <ul style="list-style-type: none"> • The identification and agreement of seven neighbourhood areas • The creation of additional staffing resources for neighbourhood working and the establishment of an implementation budget for neighbourhood working. <p>Actions are being taken forward to develop profiles for each of the neighbourhood areas and which will be used to assist in informing neighbourhood action plans.</p>
Develop a locality plan to improve two tier local government	<ul style="list-style-type: none"> • This project has successfully delivered the first Locality Plan between Lancashire County Council and Chorley as part of the 'Improving Local Government in Lancashire'. • It has been approved and adopted by both Councils cabinets and by the Chorley Lancashire Local committee. • The method for the development of the plan in future years has been agreed. • Both Councils have integrated a section into their business plans to outline where joint working between the Councils could be pursued.

	The benefits of developing the Locality Plan are likely to be seen more clearly in the longer term. Its development should, and has, started to encourage both Councils to proactively seek out areas for joint working, and to develop better and closer working relationships. The plan has led to Lancashire County Council to view Chorley as a locality. This will be particularly important in the future, as CAA and the new national performance framework move the national agenda to examine the Councils' roles in place shaping.
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13. LIST OF KEY PROJECTS RATED 'GREEN'

A 'green' rating is where performance is as planned, with progress on target and costs within budget.

1	Develop a succession strategy for the strategic regional site
2	Develop and deliver a markets action plan
3	Deliver the 50+ active generation project
4	Establish Chorley's children's trust arrangements
5	Develop the sport and physical activity alliance
6	Produce an action plan for the community forum areas *
7	Develop a climate change strategy for Chorley Council
8	Recycling and refuse contract renewal
9	Develop a sustainable resources development plan for the Borough
10	Develop an affordable housing framework
11	Establish a choice based lettings scheme
12	Continue to develop the Multi Agency Task and Coordination project to improve community safety
13	Deliver the five pump primed projects in the LSP
14	Implement Joint Finance Service with SRBC
15	Implement CRM
16	Improve the Councils CPA score
17	To deliver a civic pride campaign (Chorley Smile) including a mayors award for local people

14. LIST OF KEY PROJECTS RATED 'AMBER'

An amber rating is where performance is forecast to overrun on time or cost. It's an early warning that there may be a problem.

Deliver Market Walk Phase 2

The project has been delayed due to the inability to reach an agreement with RREEF, the preferred developer. This is due to credit crunch/sub prime mortgage climate and the economic slow down.

Positive progress is now being made by entering into discussions with other interested developers, however the target completion for summer 2009 will have to be revised when the picture becomes clearer.

Deliver the Vulnerable Families Project

The difficulties in recruiting a co-ordinator, hosted by NCH, have delayed the project considerably, however this has now been resolved. Employment on the project will commence within the next month with NCH having filled the position internally. LCC have also recruited a Vulnerable Households Co-ordinator (not just for this project, but to link up the vulnerable

household work going on in Burnley and Preston). The coordinator is on a one year contract, essentially a research post, aimed at identifying all the vulnerable household type work going on throughout Lancashire and to help share best practice.

NCH will monitor the performance of the project through their performance management framework system 'Aspire'. A performance management framework is yet to be developed, and discussions are ongoing with NCH as to how to develop baselines for individual families, to be able to demonstrate improvement at the end of the project.

No families have been identified in either Borough yet, however it has been decided that CAF (Common Assessment Framework) methodology will be used to identify families as this adopts a holistic approach to identifying families in need of extra support, based on the five overarching Every Child Matters outcomes.

A sub-group has been set up to develop a project plan for the next phase of the project, which will involve the selection of families and the development of a PMF.

Implement the Chorley Council elements of the play strategy

Progress has been made both with the Coronation Recreation Ground lighting scheme and the Play Rangers. However, there have been delays with both elements of this project. The delays have been communicated to the Big Lottery and appropriate extensions sought. The delays will not have an impact on the outcomes for the project.

In terms of Coronation Recreation Ground the problems have been around the planning permission. It became apparent that there needed to be further consultation with local residents. This took place and planning permission was approved on 22 April 2008. Tenders are due in by the 31st May with work planned to commence in June 2008.

As part of the Big Lottery Funding, there is funding for four part-time Play Ranger posts. The first round of recruitment has secured two people to fill these posts, who will start in May 2008. However, the publicity for these posts was limited to local networks. An advert has been placed in the media now to try and recruit the last two Play Rangers by July 2008.

Develop a community plan for Buckshaw

This project was scheduled to have been completed in the fourth quarter of 2007/08. However, Strategy Group agreed to extend this project until the end of the second quarter of 2008/09. This delay ensures that the Plan is aligned to neighborhood working and factors in the initial plans for the Group 1 development at Buckshaw.

Continue to improve the green corridor of Chorley

This is made up of three significant capital projects, namely:

- Astley Park
- Big Wood
- Duxbury Park Golf Course

This project is rated amber mainly due to some delays in the Duxbury Park Golf Course project and issues with the contingency budget for Astley Park.

Some elements of the Duxbury Park Golf course project have slipped, such as the completion of drainage and the start of the clubhouse build. The delay to the drainage was due to wet weather however once the ground conditions improve, suitable machinery will be brought in to complete the work.

It is hoped that this time will be caught up therefore the overall target completion date of March 2009 should not be affected.

The renewal of the coach house roof at Astley Park has significantly reduced the contingency available for the building contract and remaining contracts yet to be let. If the current contingency proves to be insufficient, as a last resort, parts of the project such as the adventure play may need to be omitted.

Develop a workforce plan

The commencement of the project was delayed due to resources within the HR Directorate being committed to the JE process. The workforce plan was scheduled for completion by the end of March and despite good progress being made in the fourth quarter this target has not been reached. The draft plan has now been completed and been out to consultation with staff, members and Unison. The workforce development plan will be presented to Executive Cabinet on the 29th May for approval.

15. PERFORMANCE OVERVIEW: CORPORATE STRATEGY PERFORMANCE INDICATORS

The Corporate Strategy is focused on year-end 2010 in terms of target setting and delivery. There are a number of indicators against which it is not possible to impact or to assesses impact before the completion of the delivery of the Corporate Strategy programme of activity. In these areas reporting at year end continues to focus on delivery of the key projects which will put in place the infrastructure required to deliver against our long term objectives. The refresh of the strategy in October means that performance mid year is also critical in terms of assessing performance and a number of measures will be reported in October.

For the majority of indicators for which three-year targets have been set, incremental annual targets have also been agreed to allow us to assess as an organisation where we are building towards delivery of the outcomes set out in the strategy and where we may need to refocus activity or resources to deliver. The chart below outlines progress at year-end 2007/08 in delivering against these targets.

The picture of delivery around those elements of the Corporate Strategy over which we have direct control and which can be measured at this point in the year is excellent with 95% hitting or exceeding target, this compare extremely well with last year when 73% of indicators hit target

An action plan has been appended to the report for the one indicator for which performance has not met target (percentage of buildings accessible to those with a disability).

16. PERFORMANCE OVERVIEW LOCAL AREA AGREEMENT (LAA)

Following the Local Government and Public Involvement in Health Bill Local Authorities have been required to review existing LAAs. This means that we currently negotiating targets with the County Council and Government Office North West for a Local Area Agreement which will run from 2008-2011. The current LAA will run concurrently for one year until it expires in 2009. The Council will therefore be working towards the delivery of two sets of targets for the LAA. Updates on negotiations regarding the current LAA have been provided under separate cover. Future performance reports will include updates on performance against both Local Area Agreement.

There are thirteen targets identified within the LAA against which Chorley Borough Council is required to report. Due to the timing of a number of the housing returns upon which some of the LAA targets are based we are only able to report against four indicators for the LAA at this point. Of this small number of indicators the picture is positive with all four achieving target their BVPI targets and out performing the County Wide target as set out below.

- BVPI 225, Actions against Domestic Violence. Looks at the number of actions as set out on a checklist which we have implemented. Performance at year-end is good at 63.60% (7/11). This exceeds the year-end target of 63%.
- The LAA also requires us to report performance against levels of street dirtiness (199a), Graffiti (199b), and Fly Posting (199c). Performance in Chorley is well above the average across the County and has exceeded target for each, the performance of these indicators is set out in more detail in the appendix.

17. PERFORMANCE OVERVIEW BEST VALUE PERFORMANCE INDICATORS

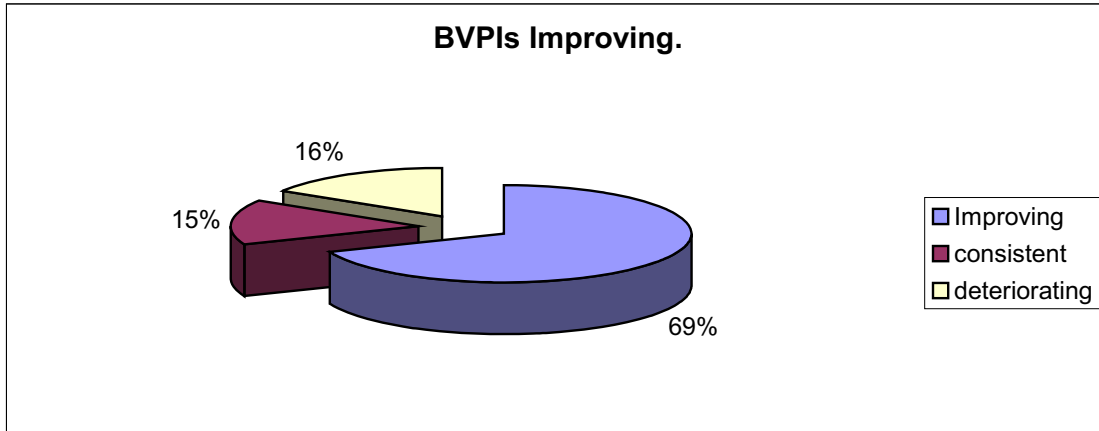
This section looks at the BVPI information collected at year-end 2007/08. In contrast to the performance reports submitted quarterly, the full raft of performance indicators (including satisfaction and cost indicators are available at year end). This facilitates the production of a comprehensive position statement, setting out comparisons with last year, performance trends and quartile analysis. It is worth noting at this point that we are still in the process of undertaking an intensive BVPI audit and whilst every effort has been made to ensure the accuracy of performance data (in line with the provisions set out in the data quality policy) some year end performance figures may be subject to adjustment after the results of audit are available. The final year-end figures will be published in the annual report on 30 June 2008.

Trend

The performance indicators have been examined to assess whether performance compared to 2006/07 has improved declined or has stayed the same. At year-end 2007/08 69% (42) of indicators have improved when compared to year-end 2006/07 this is extremely positive given the level of improvement the Council's performance has shown in previous years and represents a significant improvement on last year's performance (with 54% of indicators improving). This is clearly excellent performance given that the average percentage of PIs improving for district Council's is between 54 and 56% (information taken from the Audit Commission CPA and DOT Performance Indicator basket 2006/07, the most recently available information).

16% (10) showed consistent performance, of which 5 are achieving the highest possible level of performance and so cannot show any further improvement. Overall 85% (52) indicators showed maintained or improved performance from 2006/07 to 2007/08 a great improvement on last year where the comparable figure was 73%.

A small percentage 15% (9) showed deterioration in performance. This is a great improvement on last year when 27% of indicators deteriorated. Contextual information and actions to turn around performance in the next financial year for the small number of indicators which have shown a decline or missed target are outlined later in the report.

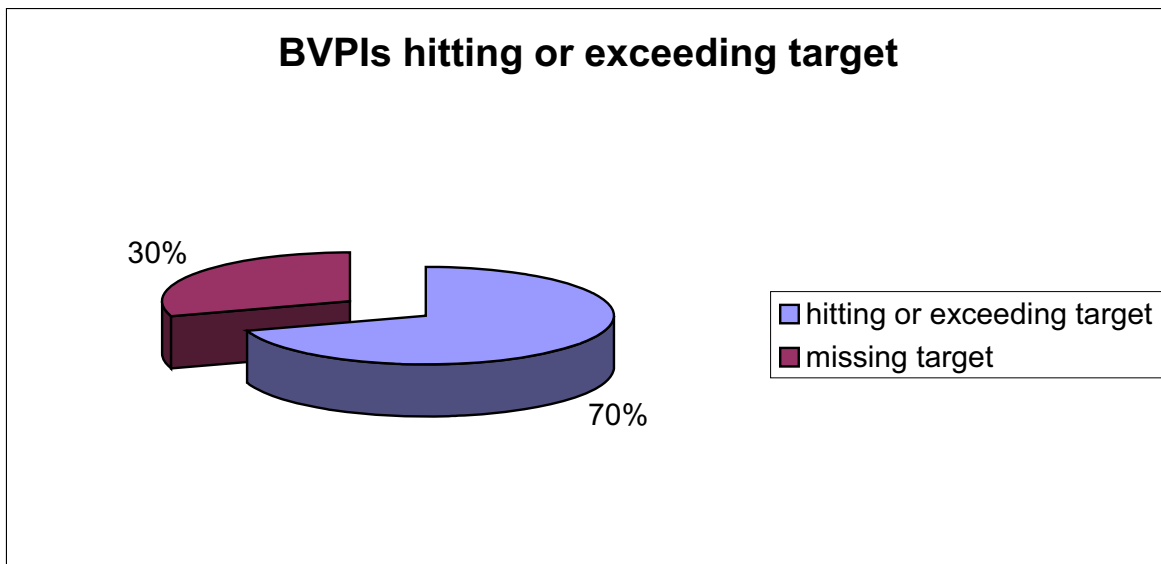


Targets

Targets are set at the start of the year, based on 2006/07 performance and available quartile information.

The percentage of indicators achieving target is a useful measure of how well we are performing as targets are our first and most basic test of performance. Targets are set to deliver continuous improvement on previous performance and to move us forward as an authority. With 70% (42 out of 61) of BVPIs achieving target we are doing well, we will need to build on this positive performance to ensure that our level of ambition sets out to deliver continuous improvement. This is an improvement on performance in 2006/07 when 66% of indicators hit target.

A number of best value indicators will be retained into 2008/09, as key measures in Business Improvement Plans or as composite parts of the National Indicator Set, the principle of aiming for continuous improvement, building on years of good performance will be consistently maintained.

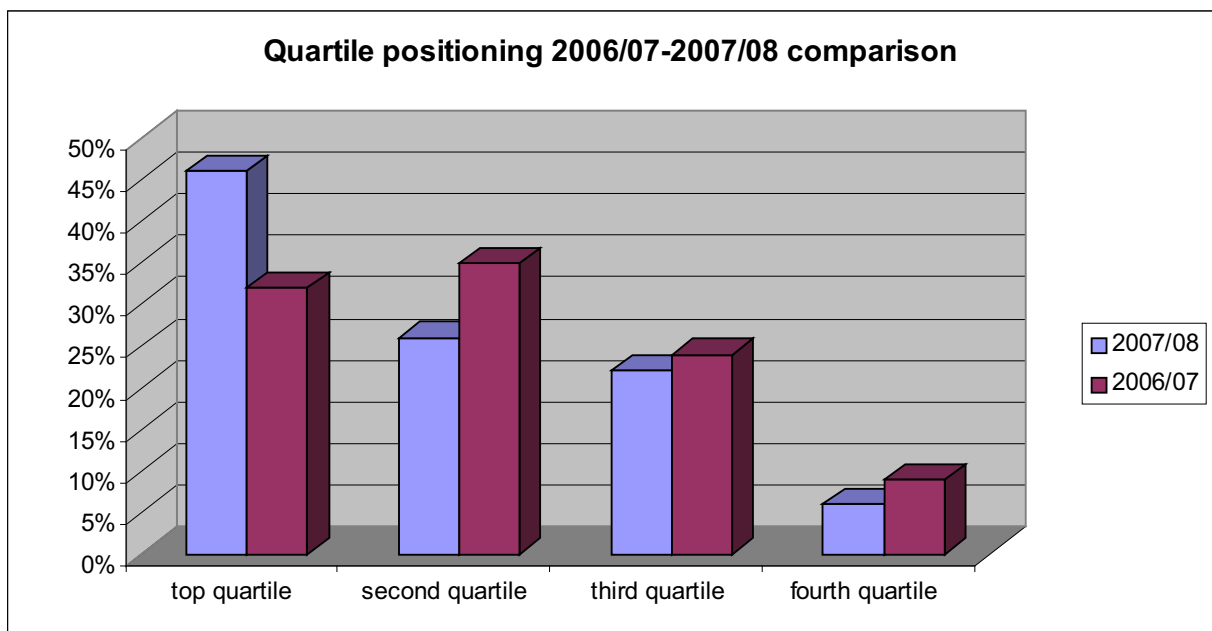


Quartile Positions

The Council’s quartile positioning remains extremely good, and we continue to out perform other District Council’s.

Where available, the quartile data is shown for BVPI’s. Not all BVPI’s have quartile data as they are either new indicators or are indicators for which the definitions have changed. All England upper and lower quartiles for March 2007 are the latest available.

At year-end 2007/08 46% (25) indicators were in the top quartile, this represents a significant improvement on last year where 32% of indicators were in the top quartile. 26% (14) are in the second quartile 22% (12) in the third quartile and 6% (3) in the fourth quartile this compares extremely well with 2006/07 when 6 indicators were in the bottom quartile.



18. FOCUS ON SUCCESS

The analysis above outlines a general picture of improving performance which places us amongst the best performing Council’s nationally detailed below is a selection of the highlights of our story of improvement in terms of best value performance indicators.

Sickness Absence

Performance around the number of days lost to sickness absence across the organisation has improved drastically from 10.24 in 2006/07 to 7.79 moving us into the top quartile and making us one of the best performing Council’s nationally.

Some of the actions identified to drive up performance which have had such an impact include:

- Re title the Absence Policy to Attendance Policy and continue to embed throughout the Council
- Ensure all Managers have received training on the policy and are responsible for managing attendance within their own teams
- Review the monitoring of attendance to identify trends long term/short term

- Review the monitoring of attendance to identify main reasons for absence and target them by pro active health initiatives
- Amend how we record long term and short term absence
- Review the OHU contract and explore opportunities for a more pro active approach i.e. blood pressure monitoring
- Introduce stress awareness briefings for managers/employees
- Review the physiotherapy service and explore alternative methods
- Benchmark against other Local Authorities and adopt best practice from high performing Authorities
- Improve monitoring of statistics by the commissioning of a Management Information System

Planning Processing

Planning services have delivered significant improvements in processing times for a second year running. The percentage of minor planning applications determined within agreed timescales has improved from 73% in 2006/07 to 88% in 2007/08.

Pollution Control Improvements

Performance around the percentage of pollution control improvements to existing installations completed on time has dramatically shifted from 0 in 2006/07 to 90.5% in 2007/08 with the Council on track to deliver 100% performance in 2008/09.

19. DELIVERING ACTION PLANS

Although performance overall is a picture of excellent and improving performance there remains a need to understand and carefully manage performance where it is not meeting our expectations or has not shown improvement. Below are a series of action plans for indicators which have triggered both of the risk criteria listed below:

- Performance below target
- Performance deteriorating from 2006/07

Overall, in the context of the total basket of BVPIs (including those reported annually) 61, only 7 indicators fit into this categorisation (as detailed below):

- Percentage of employees in the top five percent of earners with a disability
- Early retirements as a percentage of the workforce
- Accuracy of processing Housing Benefit and Council Tax Benefit claims
- Percentage of recoverable overpayments recovered- Housing Benefit
- Cost of household waste collection
- The percentage of planning appeals allowed against the authority
- The average length of time spent in hostel accommodation

Action Plans- Declining Performance and missing target

BV14 Percentage of employees in the top five percent of earners with a disability (Bigger is better)

Year End	
Performance	Target
6.25%	9.57%

Although performance has not hit target this level of performance places the Council in the top quartile nationally.

As an organisation with a relatively small workforce it is difficult to control the performance of this indicator as individual employees can have a major impact on the percentage of employees in the top five percent of earners. As an organisation we are committed to employing the best person for the post and all of our advertisements carry the two positive about disability 'two ticks logo'.

Although this BVPI has been deleted from the national indicators, we will continue to monitor the % of employees in the top 5% of earners who consider themselves to have a disability and benchmark against all Lancashire Authorities who have also agreed to retain the indicator.

Within the Workforce Development Plan one organizational development priority area is to have a 'workforce that reflects the diversity of the community', with actions outlined to achieve level 3 of the equality standard, liaise with the Councils Equality Forum, review the current recruitment and selection policy and liaise with LCC Work right to encourage applicants with disabilities.

BV11c Early retirements as a percentage of the workforce (Smaller is better)

Year End	
Performance	Target
2.47%	0.43%

As a result of directorate restructures significant staffing savings have been achieved as a number of people left the authority. Due to statutory notice periods and the requirements of the service, three employees whose employment had been due to terminate before the 1st April 2007 did not retire until after this date. Their early retirement was therefore moved forward into the 2007/08 monitoring period. A senior management restructure which achieved substantial staffing savings also resulted in an increase in the percentage of the workforce taking early retirement.

Although this has been deleted as a national indicator we will continue to monitor the situation as part of the proposed restructure policy and where employees are displaced by restructures ensure that the redeployment policy is adhered to wherever possible.

BV79a Accuracy of processing Housing Benefit and Council Tax Benefit Claims (Bigger is better)

Year End	
Performance	Target
99%	99.5%

In order to calculate the outturn for this performance measure, we check a sample of 125 claims in each quarter. To meet our target of 99.5% accuracy, 498/500 claims would have had to be found to be accurate. Unfortunately, over the year we found 5 claims out of the samples that had errors.

Any errors found are fed back through our training officer and training needs identified and dealt with to prevent future errors.

BV79bii Percentage of recoverable Overpayments Recovered- Housing Benefit (Bigger is better)

Year End	
Performance	Target
26.4%	27%

In the final quarter we had a significant number of fraud overpayments recorded. One particular case alone accounted for an overpayment of £12,995 which is nearly twice the total of all the other fraud overpayments recorded in the same quarter.

Such large overpayments do have an impact on the percentage performance at year-end. When such large overpayments are identified later in the year they are included in the denominator (total overpayments) but there is less scope to make any significant recovery in the financial year and so the percentage recovered is smaller. Work will continue in the next financial year to recover this overpayment.

BV86 Cost of Household Waste collection (Smaller is better)

Year End	
Performance	Target
£47.59	£43.5

The high level of performance in terms of recycling last year led to increased levels of performance payment being made to the contractor. This resulted in a higher than expected cost of waste collection per household.

The new contract, which will commence in 2009/10, differs from the current one. The contract price is fixed with deductions made for poor performance. This will make a more cost effective contract for the Council.

The Waste Management service utilise the Association for Public Service Excellence (APSE) Performance Networks as its main source of benchmarking performance data. In comparison with member authorities, Chorley performs, and remains, within the upper quartile performance level, where the average authority cost of collection for Chorley's network group was £58.86 for the 2006/07 year. Higher levels of recycling mean that less waste is going to landfill which, in the medium to long term, will mean lower costs for the service as landfill costs are ever increasing and also there will be the introduction of landfill penalty charges in future years which Council's will have to pay if they exceed landfill quantities.

BV204 Percentage of planning appeals allowed against the authority (Smaller is better)

Year End	
Performance	Target
42.88%	30%

Satisfaction with the Council's planning service currently stands at 76%, a massive improvement on the 60% satisfaction levels previously recorded. This performance should be seen in the context of improvements in planning processing times with the percentage of minor planning applications processed within agreed timescales moving from 73% to 87.88% (top quartile).

There were a total of 20 appeals during this period, a small number of appeals which in itself is an indicator of satisfaction in the decisions made generally. During this period there was a test case involving 2 applications that were refused by officers on the basis of an interpretation of Green Belt policy and both the appeals were allowed. There were also 3 applications where the recommendation was overturned at committee and the appeals were allowed. Small numbers of decisions do in this instance make a big difference with each decision counting for 5%.

There are proposals already in place to begin a new sequence of member training and proposals are being considered for further member training beyond the initial period of member training. The decisions made by officers and allowed on appeal will be analysed and a "lessons learned" session undertaken with officers to identify any weaknesses in the decisions taken or if the appeal decision was a rogue decision and how to improve the quality of the few decisions taken that may be subject to appeal.

The 9 appeal decisions allowed must be seen in the light of the total number of decisions taken in a year which for this period was 1124. The number of appeals submitted has also fallen from 36 in 2006/7 to 20 in the 2007/8 period indicating a greater satisfaction with decisions taken, leaving marginal or balanced decisions that have been appealed."

BV183b The average length of time spent in hostel accommodation also incorporating commentary on Bed and Breakfast. (Smaller is better)

BVPI 183b Hostel

Year End	
Performance	Target
12.45 weeks	11 weeks

Work to address the length of stay in Hostel Accommodation tackles two major contributory factors, the lack of affordable housing in the Borough and the management of homelessness prevention and hostel services.

Lack of social housing and affordability issues in the Borough have led to a greater number of households presenting as homeless or threatened with homelessness. There is a severe lack of move on accommodation for those who to whom the Council owes a duty under the Homelessness legislation, which means that length of stay in the hostel is extended until a suitable offer of settled accommodation can be made.

The Council has invested significantly in affordable housing in recognition of this issue. This will deliver significant numbers of affordable housing units across the Borough and will help to tackle the issue of a lack of affordable housing. The Council has also invested in the capacity to tackle housing in the private rented sector to ensure that the potential presented by this key source of move on accommodation is maximised.

In terms of managing the homelessness function, the Council has committed to developing a suite of preventative measures. These measures include mediation, a rental bond scheme, a prevention pot and the introduction of home visiting to ensure that all opportunities to help customers remain in their existing accommodation where there is a relationship breakdown.

By increasing the number of preventions, it is envisaged that demand for the hostel will reduce and will also reduce pressure on nominations, which should reduce the length of stay in hostel accommodation.

We will also undertake an overarching review of the provision of hostel accommodation in the Borough with a view to making to best possible use of the available resources to tackle homelessness and the causes of homelessness in the medium and long term.

As the use of bed and breakfast accommodation is eliminated the service will move to focus on identifying suitable move on accommodation for those in hostel accommodation.

BVPI 183a Bed and Breakfast

Year End	
Performance	Target

8.17	0
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Work to address the length of stay in Bed and Breakfast accommodation tackles two major contributory factors, the lack of affordable housing in the Borough and the management of homelessness prevention and hostel services.

In terms of the management of the housing allocations and options function the Council has taken steps to dramatically improve performance in terms of the number of families in temporary accommodation and the length of time spent in temporary accommodation in this context.

Families in B&B (Prior to transfer)	Families in B&B (Post transfer)
17	2

Following the transfer of the Housing options and allocations team back in to direct Council control the number of families in B&B has reduced from 17 to just two and both families have programmed end dates (i.e. nominations) which will see both housed by the beginning of June.

The way in which BVPI 183 is reported can distort the picture of performance as the indicator only records the length of time a family has been in temporary accommodation when they leave. This means that the intensive and successful effort to move families out of bed and breakfast and into sustainable accommodation following the transfer of the team has led to an increase in the average length of time spent in temporary accommodation recorded through PI 183a. The Council is making real progress in this critical service area focusing on moving families out of bed and breakfast, dramatically improving their quality of life and reducing costs incurred by the Council. This has been achieved through a careful case-by-case review of all individual cases.

The longer term issues of a lack of social housing and affordability issues in the Borough have led to a greater number of households presenting as homeless or threatened with homelessness. There is a severe lack of move on accommodation for those who to whom the Council owes a duty under the Homelessness legislation, which means that length of stay in the bed and breakfast can potentially be extended until a suitable offer of settled accommodation can be made. The Council has invested significantly in affordable housing in recognition of this issue. This will deliver significant numbers of affordable housing units across the Borough and will help to tackle the issue of a lack of affordable housing. The Council has also invested in the capacity to tackle housing in the private rented sector to ensure that the potential presented by this key source of move on accommodation is maximised.

In terms of managing the homelessness function, the Council has committed to developing a suite of preventative measures. These measures include mediation, a rental bond scheme, a prevention pot and the introduction of home visiting to ensure that all opportunities to help customers remain in their existing accommodation where there is a relationship breakdown.

By increasing the number of preventions, it is envisaged that demand for the hostel will reduce and will also reduce pressure on nominations, which should reduce the length of stay in hostel accommodation.

Corporate Strategy Indicator – Missing Target

Percentage of Council Buildings Accessible to those with a disability

Year End	
Performance	Target
88%	96%

Work to Clayton Green Sports Centre to be carried out by Community Leisure Services under the new contract will bring the figure up to the target (September 2008). Access for those with a disability has been a key element of the work to the leisure centres and the fitness suite has been awarded the inclusive fitness accreditation. The implementation of the Equality Scheme, work towards levels two and three of the equality standard and the ongoing development of the Council's consultation with those with disabilities through the disability forum will all improve accessibility for those with a disability above and beyond the definition of this indicator.

Actions to improve performance will include:

- Work to Clayton Green Leisure Centre in partnership with access Lancashire expected to be completed in September 2008.
- We will need to manage expectations and work closely with the disability forum and other groups, to try to meet needs as far as possible in the interim period. This indicator is a Corporate Strategy indicator contributing to the measurement of Strategic Objective 4 Improved access to public services.

20. CUSTOMER CARE

The Council is clearly committed to customer care. Performance against a range of customer care indicators is carefully monitored and managed through the year. We have dealt with over 40,000 customers through the Council's contact centre and One Stop Shop.

98.43% of customers were satisfied with the service provided at the One Stop Shop or through the Council's contact centre, against a target of 97%.

83% of customers were seen within 10 minutes against a target of 80%.

92.68% of enquiries were dealt with at the first point of contact.

21. CONCLUSION

Overall the performance of key projects year-end is good, with the majority of projects performing as planned. It's clear that good progress has been made within the last quarter, with a number of projects completing and delivering real outcomes.

At year-end 2007/08 69% of indicators have improved when compared to year-end 2006/07 (42 out of 61), this is extremely positive given the level of improvement the Council's performance has shown in previous years.

At year-end 2007/08 46% (25) indicators were in the top quartile, this represents a significant improvement on last year where 32% of indicators were in the top quartile. 26% (14) are in the second quartile 22% (12) in the third quartile and 6% (3) in the fourth quartile.

16% (10) showed consistent performance, of which 5 are achieving the highest possible level of performance and so cannot show any further improvement. Overall 85% (52) indicators showed maintained or improved performance from 2006/07 to 2007/08. This is clearly excellent performance given that the average percentage of PIs improving for district Council's is between

54 and 56% (information taken from the Audit Commission CPA and DOT Performance Indicator basket 2006/07, the most recently available information).

Overall the organisation continues to deliver excellent performance 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 four years.

As we move into the next municipal year we will focus on implementing and delivering against the national indicator set which shifts the focus of the national performance framework to assessing the delivery of outcomes on a locality basis rather than measuring organisational performance and management. Performance management going forward will also focus on the delivery of outcomes on a neighbourhood basis, assessing how well the Council and its partners are tackling the issues which most impact on the communities we serve.

22. IMPLICATIONS OF REPORT

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 DIRECTOR OF HUMAN RESOURCES

There are no Human Resources Implications associated with this report.

COMMENTS OF THE DIRECTOR OF FINANCE

There are no financial implications associated with this report.

LESLEY-ANN FENTON
DIRECTOR OF POLICY AND PERFORMANCE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Lesley-Ann Fenton	5325	12 th May 2008	ADMINREP/REPORT

Appendix One BVPIs



= Performance is at least 5% better than the target set for 2006/07.



= Performance is within the 5% tolerance set for this indicator.































= Performance is significantly worse than the 5% tolerance.

The performance symbols denote year-end performance against the target.





















BVIPs 2007/08 Performance Outturn (Prior to audit)

		31/03/2007	31/03/2008
■	Actual	1	2
BV002a.02 Equality Standard Level (Level)	Target	1	2
	Perf vs Target		
■	Actual	89	89
BV002b The duty to promote race equality (Percentage)	Target	100	89
	Perf vs Target		
■	Actual	91.92	96.51
BV008 % Invoices paid within 30 days (Percentage)	Target	96.5	96.71
	Perf vs Target		
■	Actual	98.74	98.74
BV009 % Council Tax collected (Percentage)	Target	98.6	98.75
	Perf vs Target		
■	Actual	99.07	99.11
BV010 % NNDR collected (Percentage)	Target	99	99.15
	Perf vs Target		
■	Actual	34.78	37.5
BV011a.02 Women in top 5% earners (Percentage)	Target	32	35
	Perf vs Target		
■	Actual	0	6.25
BV011b.02 Black/ethnic in top 5% (Percentage)	Target	0.75	1
	Perf vs Target		
■	Actual	8.7	6.25
BV011c.05 Top 5%: with a disability (Percentage)	Target	6	9.57
	Perf vs Target		
■	Actual	10.24	7.79
BV012 Days / shifts lost to sickness (Days)	Target	9	9.22
	Perf vs Target		
■	Actual	1.52	2.47
BV014 % Early retirements (Percentage)	Target	0.17	0.43
	Perf vs Target		
■	Actual	0.22	0

BV015 % Ill health retirements (Percentage)	Target	0.17	0
	Perf vs Target		
	Actual	3.38	4.49
BV016a % Disabled employees (Percentage)	Target	3.65	4.02
	Perf vs Target		
	Actual	1.69	2.53
BV017a % Ethnic minorities employees (Percentage)	Target	1.6	1.95
	Perf vs Target		
	Actual	13	13
BV064.02 Priv sec dwellings returned to occupation (Percentage)	Target	13	13
	Perf vs Target		
	Actual	18.72	17.2
BV078a Ave time new claims (Calendar days) (Days)	Target	25	18.5
	Perf vs Target		
	Actual	6.45	5.53
BV078b Ave time for changes (Calendar days) (Days)	Target	8	6.3
	Perf vs Target		
	Actual	99.4	99
BV079a % Benefit calculations correct (Percentage)	Target	99	99.5
	Perf vs Target		
	Actual	93.21	93.73
BV079bi.05 % HB Recovered: Overpayment (Percentage)	Target	62.5	93.25
	Perf vs Target		
	Actual	26.95	26.4
BV079bii.05 % HB Recovered: Outstanding (Percentage)	Target	20	27
	Perf vs Target		
	Actual	43.95	26.55
BV082ai.05 % H'hold Waste Recycled (Percentage)	Target	18	24
	Perf vs Target		
	Actual	9781.06	10561.58
BV082aia.05 Tonnes H'hold Waste Recycled (Tonnes)	Target	7560	10000
	Perf vs Target		
	Actual	20.16	20.59
BV082bia.05 % H'hold Waste Compost (Percentage)	Target	21	23
	Perf vs Target		
	Actual	8668.4	8888.36
BV082bii.05 Tonnes H'hold Waste Compost (Tonnes)	Target	7913	9500
	Perf vs Target		
	Actual	409.96	396.91
BV084a.05 Household Waste Collection (kgs)	Target	400	405
	Perf vs Target		
	Actual	3.7	-1.11
BV084b.05 H'hold Waste % change	Target	6.6	1

(Percentage)	Perf vs Target	★	★
	Actual	47.59	47.59
BV086 Cost of waste collection / house (£s)	Target	43.5	43.5
	Perf vs Target	▲	▲
	Actual	96.4	98.2
BV091a.05 % res's kerbside recyclables (Percentage)	Target	97	98
	Perf vs Target	●	●
	Actual	96.4	98.2
BV091b.05 % res's 2+ k'side recyclables (Percentage)	Target	97	98
	Perf vs Target	●	●
	Actual	50	86.2
BV106 % New homes built on 'brownfield' (Percentage)	Target	50	60
	Perf vs Target	●	★
	Actual	73	87.88
BV109a.02 % Planning apps - major (Percentage)	Target	60	73
	Perf vs Target	★	★
	Actual	77	79.45
BV109b.02 % Planning apps - minor (Percentage)	Target	65	77
	Perf vs Target	★	●
	Actual	88	88.31
BV109c.02 % Planning apps - other (Percentage)	Target	80	88
	Perf vs Target	★	●
	Actual	7.41	5.82
BV126a Domestic Burglaries/1000 h'holds (Number per 1000)	Target	8.74	8.45
	Perf vs Target	★	★
	Actual	15.94	12.35
BV127a.05 Violent Crime / 1,000 pop. (Number)	Target	14.1	14.1
	Perf vs Target	▲	★
	Actual	0.3	0.3
BV127b.05 Robberies / 1,000 pop. (Number)	Target	0.23	0.23
	Perf vs Target	▲	▲
	Actual	6.44	5.52
BV128a Vehicle Crimes per 1000 pop (Number per 1000)	Target	7.6	7.6
	Perf vs Target	★	★
	Actual	83	88
BV156 % LA public buildings disabled (Percentage)	Target	88	88
	Perf vs Target	▲	●
	Actual	100	100
BV166a Checklist - EH (Percentage)	Target	100	100
	Perf vs Target	●	●
	Actual	272.16	288
BV170a Visits to / usage of	Target	185	240

museums (Number)	Perf vs Target		
	Actual	161.99	164.78
BV170b Visits to museums in person (Number)	Target	154	164
	Perf vs Target		
	Actual	1489	1489
BV170c Pupils visiting museums and galle (Number)	Target	1500	1500
	Perf vs Target		
	Actual	8	2
BV174 Racial incidents per 1000 pop (Number)	Target	18	10
	Perf vs Target		
	Actual	100	100
BV175 Racial incidents - further action (Percentage)	Target	100	100
	Perf vs Target		
	Actual	7	12.45
BV183b Length of stay in hostel accom'n (Weeks)	Target	12	11
	Perf vs Target		
	Actual	7.12	5
BV199a.05 Street Dirtiness (Percentage)	Target	12	5.3
	Perf vs Target		
	Actual	1.88	1
BV199b.05 Env. Cleanliness - Graffiti (Percentage)	Target	2	1
	Perf vs Target		
	Actual	0.52	0
BV199c.05 Env. Cleanliness - Fly-Posting (Percentage)	Target	2	0
	Perf vs Target		
	Actual		1
BV199d.05 Env. Cleanliness - Fly-Tipping (Number)	Target		2
	Perf vs Target		
	Actual	100	100
BV200a.05 Plan making development plan (Yes/No)	Target	100	100
	Perf vs Target		
	Actual	100	100
BV200c.05 Plan making - monitor report (Yes/No)	Target	100	100
	Perf vs Target		
	Actual	2	0
BV202 People sleeping rough (Number)	Target	0	0
	Perf vs Target		
	Actual	31	42.86
BV204 % Planning appeals allowed (Percentage)	Target	40	30
	Perf vs Target		
	Actual	94	100
BV205 Quality of Service checklist	Target	94	100

(Percentage)	Perf vs Target		
■	Actual	688	673
BV216a.05 Identifying contaminated land (Percentage)	Target	688	678
	Perf vs Target		
■	Actual	1	1
BV216b.05 Info. on contaminated land (Percentage)	Target	1	1
	Perf vs Target		
■	Actual	23	90.5
BV217.05 Pollution control improvements (Percentage)	Target	100	100
	Perf vs Target		
■	Actual	96	95.36
BV218a.05 Abandoned vehicles-investigate (Percentage)	Target	100	100
	Perf vs Target		
■	Actual	90.67	100
BV218b.05 Abandoned vehicles-removal (Percentage)	Target	85	85
	Perf vs Target		
■	Actual	0	11
BV219b.05 Cons. Areas - Char. Appr. (Percentage)	Target	20	20
	Perf vs Target		
■	Actual	63.64	63.6
BV225.05 Actions against Domestic Violence (Percentage)	Target	50	63
	Perf vs Target		
■	Actual	142331	146600
BV226a.05 Adv. & Guid.: Expenditure (£)	Target	142331	146600
	Perf vs Target		
■	Actual	100	100
BV226b.05 Adv. & Guid.: CLS Quality Mark (Percentage)	Target	100	100
	Perf vs Target		
	Perf vs Target		

Appendix Two Corporate Strategy Measures

Performance Indicator	2007/08 Target	2007/08 Performance
Number of new businesses established	53 per annum	74
Number of new businesses established and sustained for 12 months	80%	81%
Number of new businesses established and sustained for 24 months	79%	79%
Town Centre Visits	36,595	37,872
Vacant Town Centre Floor Space	7.5%	7%
Customer Satisfaction with the service received from Contact Chorley	97%	98.43%
The number of appropriate services accessible through Contact Chorley	100%	100%
The number of Council services available via self-service on the Council's website	75%	76%
Percentage of Council Buildings accessible to disabled people	96%	88%
Reduction of waste to landfill (Tonnes)	22449	6.18%
Recycling and composting performance	47%	48%
Satisfaction with recycling	71%	74%
Number of parks with green flag status	One	One
Percentage of land assessed as having unacceptable combined deposits of litter and detritus	5%	5%
Reduce crime in the Borough	15%	26%
Satisfaction with the way the Council runs things	60%	63%
Efficiency savings	3%	3%
Positive Direction of Travel	Positive	Positive
Percentage of BVPIs in upper quartile	45%	46%
Percentage of BVPIs improving	80%	85%

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Report of	Meeting	Date
Corporate Director (Business) Assistant Chief Executive (Business Transformation) Introduced by the Executive Member (Business)	Executive Cabinet	29 May 2008

DRAFT CLIMATE CHANGE STRATEGY AND ASSOCIATED SUSTAINABLE PROCUREMENT POLICY

PURPOSE OF REPORT

1. For Members to be aware of, and to approve the attached draft Climate Change Strategy and associated Actions. This policy document will influence all Council's activities and raise the profile of Climate Change issues within the Council and the Borough.
2. For Members to be aware of, and to approve the associated Sustainable Procurement Policy.

RECOMMENDATION

3. To adopt the Climate Change Strategy and to implement the related Actions.
4. To adopt the Sustainable Procurement Policy and to implement the Actions contained in the Flexible Framework Action Plan to be contained as an Appendix to the Climate Change Strategy.

EXECUTIVE SUMMARY OF REPORT

5. The report sets out why the Council needs to produce a Climate Change Strategy and puts forward a number of costed actions. It also stresses the "cultural changes" that are required to ensure that Climate Change is considered in all the Council's work. It also sets out how the related Sustainable Procurement Strategy will make a positive impact.

REASONS FOR RECOMMENDATION

(If the recommendations are accepted)

6. Climate change is the biggest threat facing mankind. Chorley's Climate Change Strategy and associated actions will be the public commitment that the Council takes its responsibilities seriously to mitigate and adapt to climate change. These can be undertaken through its role as an Organisation, Community Leader and as a Service provider.
7. The Sustainable Procurement Policy is vital for the Council to formalise good practice and to provide value for money on a whole life basis, including environmental and socio-economic benefits.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

- 8. None. The production of a Climate Change Strategy is a Key Project within the Corporate Plan.
- 9. The production of a Sustainable Procurement Policy is vital to support the Council's Climate Change Strategy and the national targets set out in the National Action Plan Flexible Framework relating to Sustainable Procurement.

CORPORATE PRIORITIES

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

Put Chorley at the heart of regional economic development in the Central Lancashire sub-region	X	Develop local solutions to climate change.	X
Improving equality of opportunity and life chances		Develop the Character and feel of Chorley as a good place to live	X
Involving people in their communities		Ensure Chorley Borough Council is a performing organisation	X

BACKGROUND

Why have a Climate Change Strategy.

- 11. Global and international agreements and treaties; national legislation, such as the Climate Change and Sustainable Energy Act 2006 and the draft Climate Change Bill; regional indicators set by the North West Regional Assembly; Local Area Agreements relating to the mitigation and adaptation to Climate Change all support the Council's commitment to produce a Climate Change Strategy set out in its Corporate Strategy.
- 12. Some Members and Senior Management recently attended a training session and workshop on Climate Change relating to its impact on the ground, long term trends and gave examples of good practice from other similar sized authorities. This was well received.
- 13. It reinforced the message that climate change is a reality and that it will have impacts on Chorley and that the Council is in a position to make a difference. Best practice is to embed Climate Change as a consideration in all the Council's activities. The Climate Change Strategy will help to do this.

Summary of the Strategy and Actions

- 14. This draft Climate Change Strategy and associated actions (Appendix 1), sets out how the Council can reduce carbon emissions. Examples are; within its own Organisation through recycling its own office waste; as a Service Provider through developing stringent planning requirements relating to carbon emissions and in its role as a Community Leader by working with suppliers to ensure that the Council procures sustainably.
- 25. It also sets out in detail the possible impacts of forecast climate change on the Borough, such as rises in sea level leading areas of Chorley being underwater, and increased severe weather with consequences to the Council's Emergency Planning function. No service area would be immune to the effects of Climate Change. This will affect the way the Council operates with subsequent costs and negative impacts on its service to its customers.

26. The Climate Change Strategy brings together in a coherent and consistent way current good practice. Its main objective is that adapting to and mitigating Climate Change is embedded in all the Council's work, such as a Climate Change criterion in any grant funding, or considering long term impacts of climate change on parks and open spaces. It should not be seen as an optional "green" extra. This makes sound financial sense as it is generally accepted that the cost of addressing climate change now will be considerably less than if the threat of climate change is not contained, or at best, ameliorated.
17. The majority of the actions that the Council can take are cultural and will have marginal costs, which should in fact lead to efficiency benefits, and costs savings. For example, through the increasing the use of conference calls instead of travelling to meetings, or reducing the amount of waste the council produces internally. Other proposals such as rationalising the use of water coolers, and linking the availability of lease cars to models that fall within a low company car tax threshold may prove controversial and will require liaison with the unions.
18. The reduction in energy usage from the Council's own buildings is being addressed through an Energy Management Plan formulated by Liberata. Evidently, there is an overlap between this and the Climate Change Strategy.
19. Potential specific actions include:
 - Training for managers to embed climate change into the culture of the organisation.
 - Enhanced cycle path sweeping in difficult areas to encourage more cycle use.
 - In conjunction with the LSP, supporting businesses to address climate change.
 - Reducing emissions from homes by assisting more domestic properties not on mains gas to use other low carbon technologies.
 - Greening Chorley Markets additional work to make Chorley Markets more energy efficient, particularly with regard to water use.

These actions will be developed further before being presented to Members.

20. These targeted actions are considered to be cost effective ways of reducing the Council's carbon emissions, often saving money and ensuring that the Council is promoting good practice in relation to Climate Change and providing community leadership.
21. The Climate Change Strategy will be monitored and updated annually to ensure that Climate Change considerations are being taken on board throughout the Council's activities.
22. Why have a Sustainable Procurement Policy and Flexible Framework Action Plan?
23. Sustainable Procurement is a process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits to society and the economy, whilst minimising damage to the environment.
24. The Council recognises it has a vital role in furthering sustainable development, through its procurement of buildings, goods, works and services. Procurement decisions have a major socio-economic and environmental implication, both locally and globally, now and for future generations.
25. The Council is taking steps to ensure that sustainable procurement principles are becoming embedded in how we conduct our business. Appendix 2 sets out examples of good practice already in place and our Sustainable Procurement Policy and Action Plan brings together our future plans and actions, particularly around engaging more effectively with our key partners, suppliers and staff to ensure that sustainable procurement principles and good practice make a real difference to the community we serve. The Policy and Action Plan relates to nationally set targets and therefore we require to reflect this locally.

IMPLICATIONS OF REPORT

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

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

COMMENTS OF THE CORPORATE DIRECTOR (HUMAN RESOURCES).

27. The strategy outlines our commitment as both an employer and service provider to reduce our impact on global warming. Training is scheduled on environmental awareness to educate and inform staff on the implications and environmental issues in relation to their work and personal life. Recommendations within the strategy that affect employees terms and conditions of employment i.e. car lease scheme, will be consulted via the Councils normal communication channels of staff matters forum and the Joint Consultative Committee to seek agreement.

COMMENTS OF THE ASSISTANT CHIEF EXECUTIVE (BUSINESS TRANSFORMATION).

28. The report identifies a number of potential actions the Council could take to achieve the key aims of the strategy. The Council in its budget for 2008/09 set aside a sum of £180k in its capital programme 2008/09 – 2010/11 to support the programme of work that will be required. As the report suggests further work is now necessary to ensure the Council maximises the impact from the budgets it has set aside.

In addition to the above the Council has also earmarked funds for making its buildings more energy efficient. Many of the other actions required are to raise awareness of the changes in behaviour that will ultimately impact on the climate.

The Sustainable Procurement Policy is one of those areas where a change in the Council's approach to procurement can ultimately reduce the Council's carbon footprint.

JANE MEEK
CORPORATE DIRECTOR BUSINESS

GARY HALL
ASSISTANT CHIEF EXECUTIVE (BUSINESS TRANSFORMATION)

Background Papers			
Document	Date	File	Place of Inspection
Report Author	Ext	Date	Doc ID
Louise Nurser	5281	9 May 2008	Louise/reports/climate change strategy exec report May 08 Thursday

DRAFT CLIMATE CHANGE STRATEGY

May 2008

HOW DOES THE CLIMATE STRATEGY LINK WITH THE COUNCIL’S KEY PRIORITIES AND STRATEGIC OBJECTIVES

PROSPERITY	PEOPLE		PLACE		PERFORMANCE
STRATEGIC OBJECTIVE 1	STRATEGIC OBJECTIVE 2	STRATEGIC OBJECTIVE 3	STRATEGIC OBJECTIVE 4	STRATEGIC OBJECTIVE 5	STRATEGIC OBJECTIVE 6
PUT CHORLEY AT THE HEART OF REGIONAL ECONOMIC DEVELOPMENT IN THE CENTRAL LANCASHIRE SUB-REGION	IMPROVING EQUALITY OF OPPORTUNITY AND LIFE CHANCES	INVOLVING PEOPLE IN THEIR COMMUNITIES	DEVELOP LOCAL SOLUTIONS TO CLIMATE CHANGE	DEVELOP THE CHARACTER AND FEEL OF CHORLEY AS A GOOD PLACE TO LIVE	ENSURE CHORLEY BOROUGH COUNCIL IS A PERFORMING ORGANISATION
✦	✦	✦	✦	✦	✦
LONG TERM OUTCOMES					
1.1 A vibrant local economy 1.2 Thriving Chorley town centre 1.3 Average earnings in line with county average	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 Improved access to public services 3.2 People will be involved in decision making and in improving the well being of their communities	4.1 The Council’s environmental footprint will be reduced 4.2 An improved local environment	5.1 More people will be satisfied with Chorley as a place to live	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

Contribution to key objectives

PROSPERITY
PUT CHORLEY AT THE HEART OF REGIONAL ECONOMIC DEVELOPMENT IN THE CENTRAL LANCASHIRE SUB-REGION
<ul style="list-style-type: none"> By ensuring that businesses operating within Chorley are aware of the impacts of climate change, the ways to reduce the impacts and the possibilities of positively using them so that they will be in a strong position to withstand the impacts of climate change; be ready to exploit new markets and make financial savings through efficient business processes. Future designs of the town centre environment will ensure it is attractive in relation to the climate.
PEOPLE
IMPROVING EQUALITY OF OPPORTUNITY AND LIFE CHANCES
<ul style="list-style-type: none"> By ensuring that access to local services and employment opportunities is open to all, in particular those who have little access to the car. Increased walking and cycling disproportionately makes a positive impact on the young and those who do not drive. It impacts on health as it leads to more physical activity. By promoting and encouraging the generation of renewable energy in community schemes, and other development reduces fuel costs and provides independent fuel supply. Again this has a disproportionately positive impact on the poorer and more vulnerable. Reducing the impacts of extreme weather conditions will affect those in areas of flood risk such as some rural areas.
INVOLVING PEOPLE IN THEIR COMMUNITIES
<ul style="list-style-type: none"> For the Council to act as a Community Leader and exemplar of good practice in relation to climate change, it will be vital to involve people in their communities. This will result in possible community or Local Area Network energy schemes, reductions in emissions and an understanding of how individuals and communities can make a direct impact on future greenhouse gas emissions, as well as educating the public about possible impacts. The strategy requires increasing use of web- based interactions, and community based activities that can reduce carbon emissions as well as providing a more accessible service.
PLACE
DEVELOP LOCAL SOLUTIONS TO CLIMATE CHANGE
<ul style="list-style-type: none"> The Climate Change Strategy relates directly to this objective.
DEVELOP THE CHARACTER AND FEEL OF CHORLEY AS A GOOD PLACE TO LIVE
<ul style="list-style-type: none"> The Strategy will ensure that the adverse impacts of Climate Change are planned for and alleviated within the Council’s function. An example of which would be parks and open spaces are planted to provide shading in the summers, and areas of ground are sufficiently well drained so as to be accessible in the winter.
PERFORMANCE
ENSURE CHORLEY BOROUGH COUNCIL IS A PERFORMING ORGANISATION
<ul style="list-style-type: none"> Work with colleagues to identify and deliver long- term efficiencies through taking into account the long term impacts of climate change on the Council’s work and possible financial impacts. By implementing the planned actions in the Climate Change Strategy the Council will provide excellent leadership to the community. The Climate Change Strategy directly relates to the requirement to undertake high quality sustainable procurement. The Strategy refers to challenging short, medium and long term targets for the Council which will monitored and revised if required.

Links with other Key Council Strategies

This strategy the links with other key corporate and directorate strategies particularly:

- The Sustainable Community Strategy 2005-2025
- The Corporate Strategy
- The e-Government Strategy
- The Customer Focused Access and Service Design Strategy
- **The ICT strategy.**

The Climate Change Strategy is an overarching document that should impact on all the Council's activities and services. It is a direct result of Corporate Strategy Objective 4: Develop local solutions to climate change.

National Context/External Links and drivers

The Climate Change Strategy has been produced in the context of the international imperative to reduce carbon emissions and the requirements of Local Government set out within the Climate Change and Sustainable Energy Act 2006. Local Area Agreements and the Lancashire Climate Change Strategy, as well as a plethora of initiatives, including the Climate Change Bill make it vital for the Council to embed the wider climate change agenda within all its work.

COUNCIL CLIMATE CHANGE STRATEGY.

Foreword

This document has been produced to set out how Chorley Council can, in its day-to-day business, reduce the effects of, and combat, global warming.

It sets out the different aspects of the Council's work, where there are opportunities to reduce carbon emissions. It also sets out how climate change will impact on the area and how the Council's work will be affected.

The following strategy sets out how Chorley Council as an Organisation, Service Provider and Community Leader can grasp the opportunities associated with climate change, adapt to cope with the unavoidable impacts of Climate Change and reduce its carbon footprint in line with national targets.

Cllr Malpas Executive Member for Economic Development and Regeneration has special responsibility for the Council's response to Climate Change and has welcomed this approach.

"I welcome the Council's Climate Change Strategy and would urge everyone in the Council to do their "bit". Whatever role we play in the Council, whether Member or Officer, each decision we make affects the Council's carbon footprint and the world in which we live. Together we can help by making sure that our actions are seen as good practice and that the wider community will look to us to Leadership in dealing with what is considered to be the greatest threat facing Mankind."

Jane Meek Corporate Director (Business) has overarching responsibility for Climate Change within the Borough.

So far we have:

- Set up Climate Change Task Group.
- Produced a Sustainable Procurement Policy. Procurement of all the Council's electricity is sourced from renewable sources. Fleet vehicles are run on bio-diesel, paper is recycled and energy usage is a key determinant of IT procurement.
- Commissioned Liberata to provide a baseline of electricity and gas consumption from Council buildings and to provide a number of actions to considerably reduce use energy usage and make financial savings.
- Prioritised global warming as part of the Local Strategic Partnership within the Community Strategy.
- Publicised significance of Climate Change, sources of grant funding and information on climate change through the Council's website and educational work with partners in primary schools. Free energy saving light bulbs are distributed during the Council's Action Weeks.
- Linked Council funding aimed at community groups for capital works to consideration of climate change.
- Achieved rates for recycling and composting waste over and above statutory targets.
- Increased the amount of grants to vulnerable households to improve the energy efficiency of homes via the local Home Improvement Agency.
- Produced planning document insisting on new developments addressing Climate Change.
- Decided to change Mayoral car to energy efficient model.
- Offered training on Climate Change and its impacts on Chorley to Members and Chief Officers

Building on this:

- Climate Change is to be embedded in all the Council's activities.
- The Council will continue to provide clear Community Leadership by leading through example in the fight against Climate Change.
- Businesses and residents should be encouraged to address Climate Change.

Chorley's Commitment to fight Climate Change.

Chorley Council is committed to fight Climate Change.

The new Local Area Agreement for Lancashire will include a serious commitment to tackling climate change. Improvement targets will challenge local authorities and their partners to dramatically reduce their CO₂ emissions over a 3 year period and require communities and organisations to make adaptations for managing climate change. Through the Chorley Partnership, Chorley Council will be instrumental in ensuring that the targets are achieved.

- Strategic Objective 4 of the Corporate Strategy is to, “Develop local solutions to climate change”
- Priority 3 of the Chorley Sustainable Community Strategy is, “Developing local solutions to Climate Change”.

The Council's Corporate Directors are responsible for actions that fall within their areas of influence whilst Executive Members are responsible for taking climate change issues into account in all Council decisions including procurement.

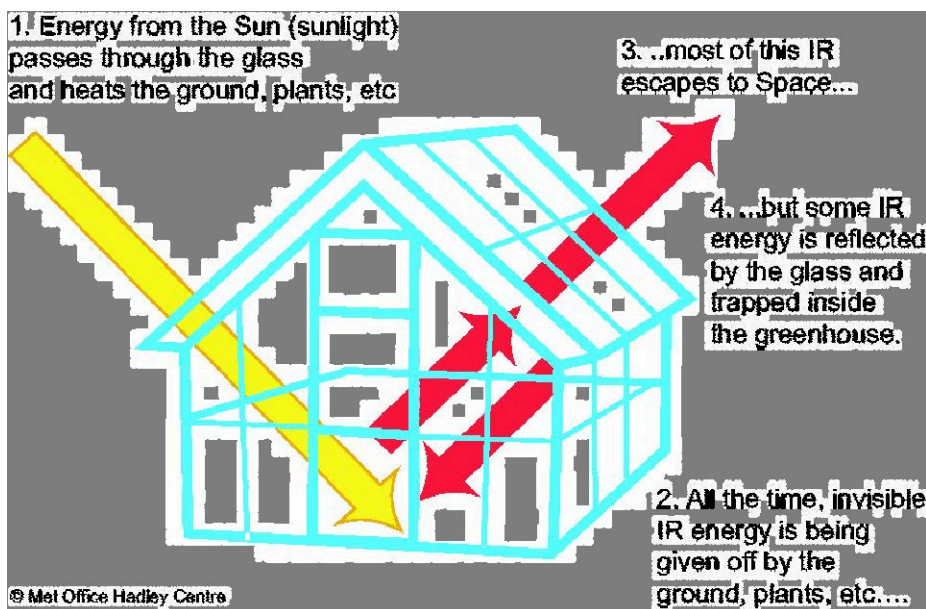
What is Climate Change?

The climate has always changed with periods of extreme weather. Climate change as commonly referred to relates to changes in trends in the weather attributable to the human race's activities and in particular those of the industrialised nations.

The Intergovernmental Panel on Climate Change report in 2007 unanimously agreed that Climate Change was resulting in increased temperatures. These are attributable to the emission of greenhouse gases. There are a number of gases that contribute to global warming. However, the most common, carbon dioxide, (CO₂), is the gas that has been targeted in national and international treaties, trading schemes, the Climate Change Bill in the UK, and more locally, the Lancashire Climate Change Strategy.

The Greenhouse and subsequent global warming:

(IR equates to infra red.)



Why do we need to reduce our emissions?

The accepted conclusion amongst scientists is that unless considerable reductions are made in greenhouse gas emissions soon, this could limit how effectively the impacts of climate change can be managed, and whether global warming can be controlled. Significant warming with substantial impact is already unavoidable. It is important to prevent global warming reaching the “tipping point”. This is when polar ice caps, and frozen tundra melt, fundamentally changing ocean currents and releasing additional greenhouse gases into the atmosphere that will dangerously accelerate warming.

The Climate Change Bill puts into law targets to reduce carbon dioxide emissions by at least 60% by 2050 and 26-32% by 2020, against a 1990 baseline.

Impact globally

Globally, climate change will impact on sea levels, possibly leaving an additional 72 million people at risk from storm surges.

Crops and productivity will alter with those in the most marginal farming areas being the most vulnerable to drought. Crop production will be altered depending on how climate change alters soil and growing conditions in particular regions.

Diseases associated with the tropics, such as malaria could increase by 45-50% if the temperature rises by 3-5 degrees Celsius. Asthma and other respiratory diseases would become more acute and prevalent. The elderly and children would also be more vulnerable to extreme heat.

Ecosystems will be affected. Mountain glaciers will retreat, forest cover decline and desert conditions become more extreme.

Local impact

The table below shows possible climate change scenarios within the North West.

Climate Change in England’s North West			
	2011- 2040	2041- 2070	2071-2100
Change in average annual temperature	0-1 C	1 to 2 C	1 to 4 C
Change in maximum summer temperature	0-1 C	1 to 3 C	2 to 6 C
Change in summer rainfall	5 to 15% decrease	10 to 30% decrease	15 to 30% decrease
Change in winter rainfall	5 to 10% increase	10 to 20% increase	15 to 30% increase
Change in winter snowfall	20 to 25% decrease	30 to 60% decrease	40 to 100% decrease
Change in summer and autumn soil moisture content	0 to 10% decrease	10% to 25% decrease	20 to 40% decrease
Change in sea level	Not available	7- 36 cm increase	7- 67 cm increase

Source: Climate Change and the Visitor Economy_ Challenges and Opportunities for England’s Northwest

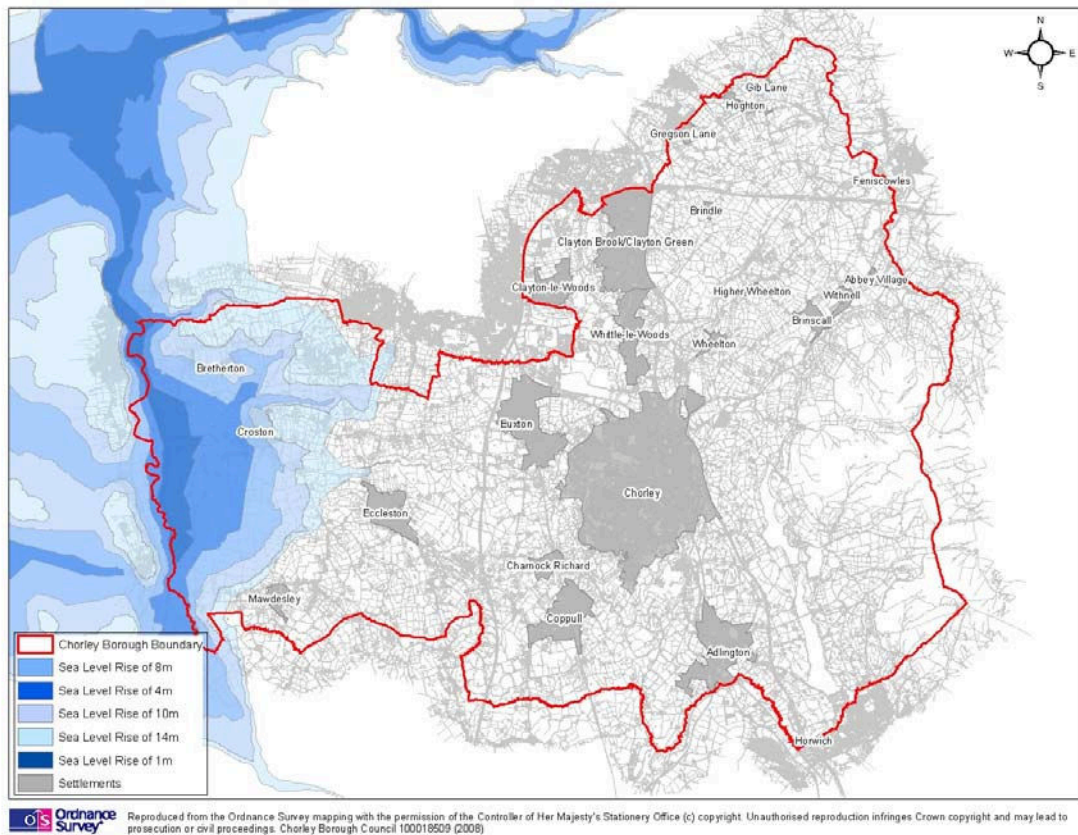
This will have impacts on agriculture; businesses including local councils; householders and the physical environment. For example, the loss of trees in storms and damage to the landscape and buildings as a result of floods.

The recent wet winter weather may be a taste of things to come.

The screenshot shows a Microsoft Internet Explorer browser window displaying the BBC Lancashire website. The address bar shows the URL: http://www.bbc.co.uk/lancashire/content/articles/2008/01/21/weather_210108_feature.shtml. The page features a navigation menu with links for Home, TV, Radio, Talk, Where I Live, and A-Z Index. The main content area is titled "BBC Lancashire" and includes a search bar. A sidebar on the left lists various categories such as Lancashire, News, Sport, Weather, Entertainment, and Contact Us. The main article is titled "Travel" and "Flooding across Lancashire", with a sub-headline: "Schools and roads across the county are being affected by the weather...". The article text states: "Lancashire is suffering badly in the continuing heavy rain. The Environment Agency has issued flood warnings for several parts of Lancashire. The police are warning of standing water on many roads and motorways and urging drivers to go slowly." Below this, it mentions that Lancaster City Council has received many requests for sandbags. A small image shows a person walking through floodwaters with an umbrella. The right sidebar contains a "SEE ALSO" section with links to "On this site Latest weather forecast" and "On bbc.co.uk Latest weather warnings". At the bottom of the page, there is a "BBC RADIO LANCASHIRE" section with "Listen Live" and "Listen Again" buttons, and a "Today's schedule" link. The Windows taskbar at the bottom shows the Start button and several open applications, with the system clock displaying 14:12.

Specific impacts on Chorley

There is no specific data relating to Chorley as it is difficult to forecast with any accuracy at a local scale. However, the most extreme scenario undertaken by the Tyndall Centre shows a considerable area of Chorley Borough under the sea within the next 100 years.



In common with the rest of the North West Chorley will have warmer summers which will affect living and working conditions, with more requirements for shading and cooling.

Declining rainfall in the summer will lead to shortages of water, possible restrictions in water supply, impact on building foundations and on agriculture. It may result in domestic tourism becoming more attractive as the weather in continental Europe becomes unbearably hot, and the summer weather is drier and warmer in the North West.

Increased winter rainfall and lack of cold periods will result in greater risk of flooding, storm damage, added pressure on urban drainage systems, changes to the eco systems, and crops.

A significant reduction in the moisture content of soil in the summer and autumn could lead to ground subsidence.

In general, Chorley's householders, its business community and the Council itself will have to take on board higher costs attributable to climate change.

Aspects of the Council's work that are likely to be directly affected by climate change are:

- o Emergency Planning- For example, increases in one off events requiring use of community buildings for emergency accommodation as the result of flooding.

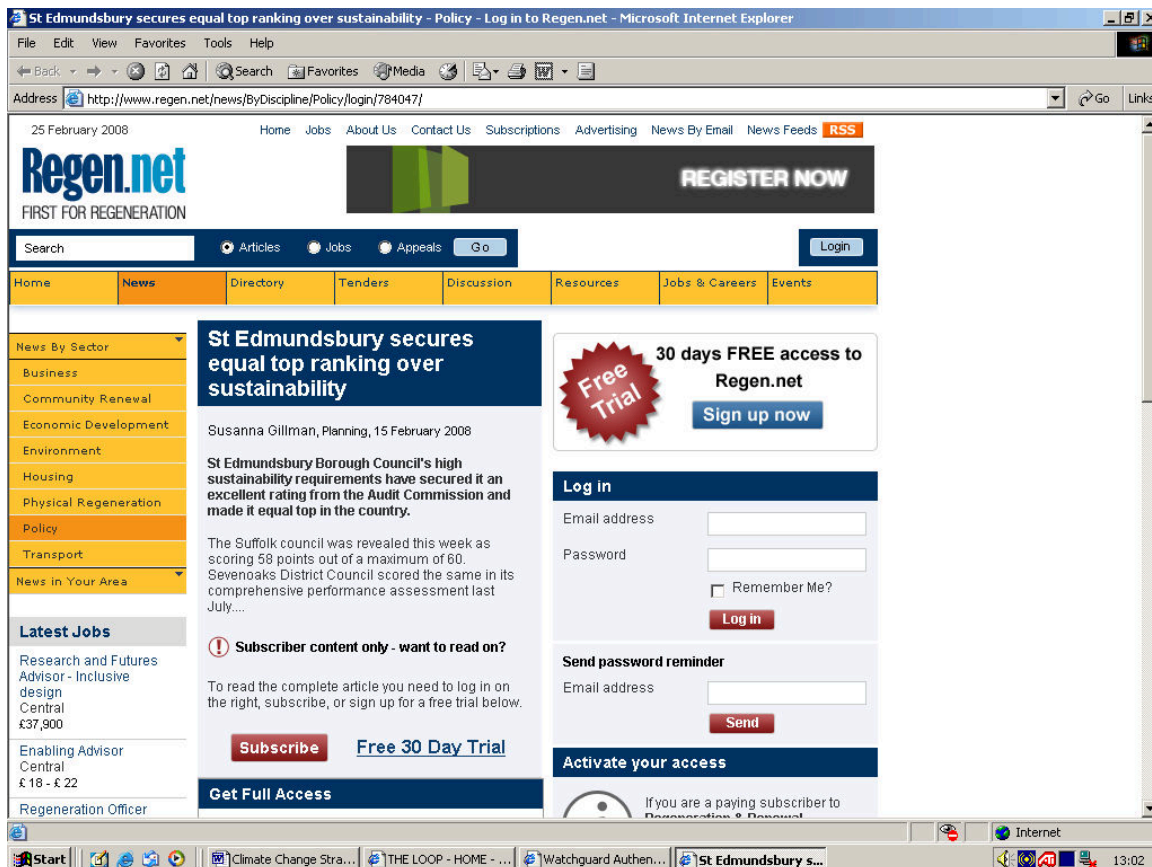
- Spatial Planning- designing in climate mitigation and adaptation matters. Considering shortage of water in summers and excess water in the winter.
- Built environment- Risks of subsidence- will need to ensure that foundations are “future proofed” to deal with extremes of ground moisture levels. Increase in dangerous buildings and trees, through storm, flooding and weakened foundations. Increases in retro- fitting of buildings to deal with extremes of temperatures. Wet weather leading to increases in dampness and adverse living conditions.
- Public Buildings- May require retro fitting to deal with extreme heat, increase effectiveness of water management ie rainfall, surface water, damp issues.
- Public Car Parks- increased flooding in winter and requirement for shading in the summers.
- Grounds maintenance- increased growing season requiring revised grass mowing patterns. Drought conditions in summer require change in planting. Wetter winters require different winter planting. Planned water management. Parkland- impacts on native trees, ponds and reservoirs.
- Environmental Health- Increases in food poisoning due to warmer conditions. Increases in dust conditions requiring hosing down of areas, increase in flooding with public health impacts.
- Community Safety- Hot summers likely to result in large groups of people being outside in the summer evenings with possible neighbourhood nuisance issues.
- Waste services- Require additional collections of waste to offset public health issue of decaying waste.
- Business support- Encourage businesses to adapt to new markets.
- Tourism- Greater opportunity for tourism.

Other incidental impacts will require changes to the Council’s activities.

What Can the Council do?

The Council has a statutory obligation under the Climate Change and Sustainable Energy Act 2006 to fulfil its responsibilities in relation to energy efficiency, increasing the use of micro generation, reducing carbon emissions and the reduction in the numbers of households in fuel poverty. Councils are required to provide leadership in combating climate change. St Edmundsbury Council recently received the joint highest CPA score of 58 out of 60 having taken a proactive approach to reducing carbon emissions and has embedded sustainability within its work.

Chorley Council is well placed in its three roles as a Service Provider, Community Leader and as an



Organisation to reduce its carbon emissions, and to act as an exemplar of best practice locally for businesses, and the wider community.

It must not only reduce carbon emissions within the Borough, but ensure that by acting strategically the adverse impacts of climate change are planned for and circumvented wherever possible. Planned investment now will make cost savings in the future.

Where there will be positive impacts, such as an increase in domestic tourism in the summer, Chorley will need to be ready to exploit the new market.

Businesses will need to be flexible. For example, put work practices in place to lessen the impact of disruption to the transport infrastructure from flooding in the winter.

Businesses will also have to be positive and see opportunities for creativity, new markets and new methods of operating.

Some impacts of climate change are already unavoidable. They will influence the Council's activities and have cost implications.

New Climate Change performance indicators have been included in the Local Area Agreements. Therefore reductions in emissions and adapting to climate change are central to the Council's role and function. It is also likely in the medium term that the Council may be required to trade in carbon emissions. If this is the case there will be a year on year expectation that carbon emissions will be reduced.

This Climate Change Strategy sets out how the Council should reduce carbon emissions in the short term with long term objectives and also how it should consider the possible impacts of climate change in its service delivery.

Where are we now?

The Council is already taking on board some of the climate change messages in some aspects of its work. However, this is undertaken in a piecemeal fashion often as the result of external national indicators and targets, or as a result of specific areas of work such as the Sustainable Resources Development Plan Document (a planning tool).

Many of the efficiency savings that the Council is already working towards will reduce carbon dioxide emissions as an unintended consequence. For example, efficiency savings related to the use of the Council's web site and contact centre reduce the emissions of the Council (heating, stationery, computers etc) and of customers (transport emissions).

Chorley is performing well in some aspects of its service delivery. For example, in planning, the Sustainable Resources Development Plan Document is being finalised and sets stringent standards for new developments, its waste services are one of the Country's top performers and it is committed to promoting energy efficiency savings in the domestic sector.

In common with other local authorities and businesses, carbon emissions have not until recently been considered a factor in the Council's day- to- day activities and service planning.

It is important to set out a clear framework so that ALL the Council's activities and employees have the reduction of carbon emissions and adaptation to Climate Change as a key priority.

This Climate Change Strategy will be revised annually. Its initial objective is to meet the 10% reduction in the Council's CO₂ emissions set out in the Corporate Strategy. It will however, set out a framework for embedding climate change into the Council's decision making, Community Leader and Service functions.

It will also complement the Lancashire Climate Change Strategy due to be completed this summer. This has been produced in partnership with the County Council, the Lancashire authorities, the Environment Agency other stakeholders and will include actions to reduce emissions based on detailed

research sponsored by the North West Development Agency on which sectors generate the most carbon emissions in the County.

It is important that Chorley’s climate change strategy does not duplicate other agencies’ strategies as this will lead to confusion and a poor service. It should add value to them.

The following illustrates the baseline figure for carbon dioxide emissions from both the Council and the Borough as a whole.

TOTAL Chorley Borough CO² emissions 619 Kt (1000 tonnes).

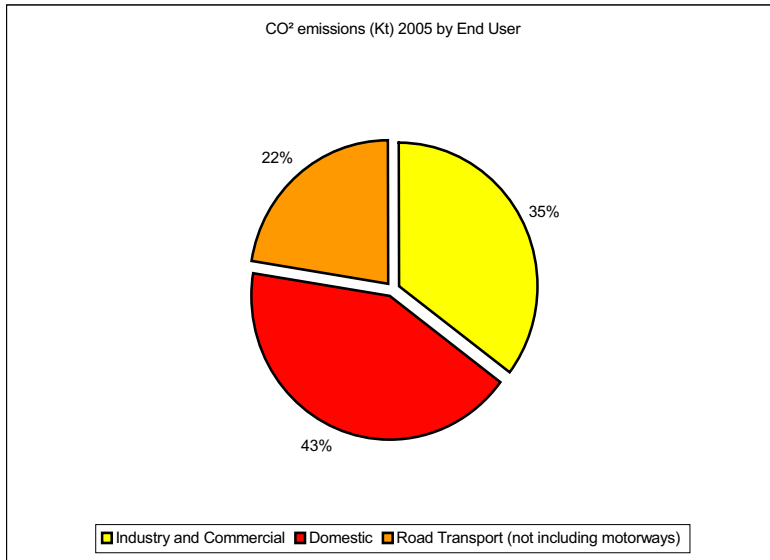


Figure 1: Chart showing the source of CO² emissions in Chorley Borough 2005

This illustrates that the domestic sector in Chorley is the highest emitter of carbon dioxide and Industry and the Commercial sector the second. Roads rank third, but this figure excludes emissions associated with the three motorways running through the Borough.

TOTAL Chorley Council CO₂ emissions 6.06 Kt (1000 tonnes) .

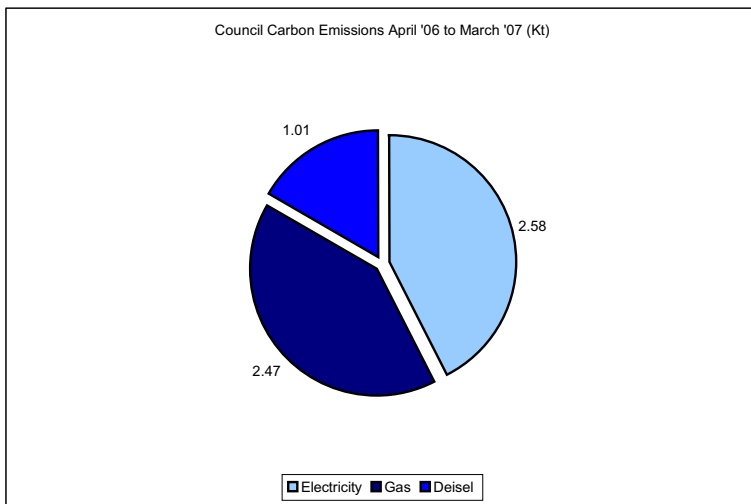


Figure 2: Chart showing the source of CO₂ emissions directly attributable to Chorley Council 2006/07¹

Chorley Council accounts for approximately 1% of the Borough's total carbon emissions. It is committed to achieving a 10% reduction of Council emission levels by March 2010. This equates to an emissions target of a maximum of 5.45 Kt of CO₂ by 2010.

How can we meet the Target?

The target can be met by ensuring that reducing carbon emissions is embedded in all the Council's activities. The immediate target is to reduce CO₂ emissions directly attributable to the Council by 10% to 5.45 Kt by March 2010. This should be seen as a minimum and further long- term reductions planned for with the possibility of becoming a carbon neutral Council in the future.

The Council, in partnership with the Local Strategic Partnership, is committed to reducing within Chorley CO₂ emissions from 6.2 tonnes per head of population in 2005 to 5.89 by 2010, and 5.58 by 2015.

The Local Strategic Partnership will develop with the Council its own complementary Climate Change Strategy.

Appendix 1 sets out a number of existing targets to which the Council is already working which will impact on carbon dioxide emissions.

This Climate Change Strategy has three inter-related areas of opportunity: Chorley Council as an Organisation, a Service Provider and as a Community Leader. Appendices 2- 4 set these out in detail.

Theme One: The Council As An Organisation/ Employer

Chorley Council is responsible for at least 1 per cent of the Borough's emissions and it employs around 380 people.

The Council needs to set its own house in order in relation to carbon emissions and its preparedness for the impacts of Climate Change. The first thing it must do is to understand how much energy and water it uses, the numbers and length of journeys made by both staff and visitors and to consider the sustainability of its procurement process.

Sustainable Procurement is a common factor across all three themes and will play a vital role in supporting the council's Climate Change Strategy. It is defined as a process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits to society and the economy, whilst minimising damage to the environment.

The Council recognises it has a vital role in furthering sustainable development, through its procurement of buildings, goods, works and services. Procurement decisions have a major socio-economic and environmental implication, both locally and globally, now and for future generations.

The Council is taking steps to ensure that sustainable procurement principles are becoming embedded in how we conduct our business. Appendix 5 sets out examples of good practice already in place and our Sustainable Procurement Policy and Action Plan shown at Appendix 6 brings together our future plans and actions, particularly around engaging more effectively with our key partners, suppliers and

¹ The Council's electricity is from "green" sources however carbon dioxide emissions have been calculated as if it were derived from fossil fuels. This is because there is a limited supply of green electricity and any used by CBC leaves a gap filled by traditional methods of electricity generation. The figure is based on estimates. A detailed baseline is being produced by the Council's partner Liberata.

staff to ensure that sustainable procurement principles and good practice make a real difference to the community we serve.

Our Climate Change Action Plans (Appendix 4) clearly demonstrate the Council's commitment and determination to ensure that the targets set nationally are achieved. These will be revised and monitored annually. Much of the Climate Change agenda is to ensure that everyone is aware of how they can make a positive contribution to reducing emissions and lessening the impacts of global warming. Large impacts can be made by relatively minor adjustments such as ensuring computers and printers are switched off at night, or by ensuring that climate change considerations are written into future contracts. A separate Energy Management Plan is being pursued, which the Carbon Trust estimates would result in 20% carbon emission savings by 2020.

Training and communication are vital to ensure that Staff understand how their actions impact on climate change; how the unavoidable impacts will affect Chorley and the work of the Council; and to deal with these impacts in as cost efficient and effective way as possible.

Theme Two: The Council As A Service Provider

Climate Change challenges how the Council will provide its services in the future. All the Council's strategies, projects and policies will need to take into account its future impacts and costs. Appendix 4 sets out in detail the actions planned.

How the Council interacts with its service users can influence carbon emissions, for example an interaction via the website not only results in financial savings but also cuts incidental carbon emissions.

The Council's statutory planning function, and its role as a provider of parks, open spaces and public car parking directly influences the Borough's built and natural environment, including the ability to promote energy efficiency, low carbon generation and providing an environment that will be able to withstand and exploit (if possible) the forecast long term changes.

The Council has a direct role in increasing energy efficiency of the existing housing stock and can provide help to businesses reduce emissions and adapt to Climate Change.

The Council can also influence the numbers of short journeys taken by car by making walking and cycling more attractive, which links to the wider health agenda. Recent local research in South Ribble and Preston has shown that cycling has the greatest potential to replace local journeys by car.

Its waste services are a high profile service that has a positive impact on reducing emissions through successful recycling.

Given the wide range of services and activities that the Council is involved in there is a great opportunity to communicate how it is approaching the issues of climate change when promoting itself.

Unfortunately, it is likely that the Emergency Planning function of the Council will be called on more often as a result of the unavoidable impacts of climate change.

Theme Three: The Council As A Community Leader

The Council is identifying the significant environmental risks it faces and developing plans with partners to mitigate and manage them.

The majority of the Council's work will take place in partnership with the Chorley Partnership.

In addition, it must take every opportunity to take a Leadership role in supporting the joint objectives of the water, energy, business industries, and Community and

Voluntary Organisations as well as the local health authorities to adapt to Climate Change.

Appendix 4 sets out examples of this role in more detail, in particular in relation to opportunities working with the business sector in improving its practices.

Conclusion

The Council is well placed to take a central role in reducing its carbon emissions, influencing others to reduce theirs and to ensure that the impacts that will happen will have the least effect as possible.

To do this, Climate Change must be a central aspect of the Council's work. Its Members and Officers must be fully aware of the threat and given a framework and training which allows decisions to be made that reduces its impact on the environment and prepares it for potential future local and global climate changes.

**Appendix 1:
Existing Council Targets**

	Performance Indicator	Baseline	Interim Milestone	Target	Source of target
Influence as: • Community leader • Organisation	Reduction in Council's energy usage			10% by 2010	Corporate Strategy
Influence as • Service Provider • Leader	SAP (The Government's Standard Assessment Procedure for Energy Rating of a dwelling) for housing in the public sector.	2004/05 69	2009/10 74	2014/15 80	Sustainable Resources
Influence as • Community Leader • Service Provided	SAP ratings for housing in the private sector.	2004/05 49	2009/10 55	2014/15 67	
Influence as • Community Leader • Service Provided	Tonnes of CO2 emissions reduced via energy efficiency grants.			1000 tonnes March 2010	Corporate Strategy
Influence as • Service Provider	Number of vulnerable households living in fuel poverty.	2004 7.2%	-	2010 Zero	Sustainable Resources
Influence as • Service Provider • Community leader/partnership	Number of existing properties installing cavity wall insulation.	2005/06 524	2009/10 Increase by 15% above baseline	2014/15 Increase by 30%	Sustainable Resources
Influence as • Service Provider • Community leader/partnership	Tonnes of CO2 per capita for domestic emissions.	2004 2.9 tonnes	-	2020 to be in top three performers in Lancashire	Sustainable Resources
Influence as • Service Provider • Community leader	A reduction in domestic CO2 emissions	2.9 tonnes per head of population 2004	2.75 tonnes per head of population 2010	2015 – 2.61 tonnes per head	Sustainable Resources Community Strategy. 2020 To be in top performers in Lancs
Influence as • Service Provider • Community leader • Organisation	A reduction in Chorley's overall CO2 emissions	6.2 tonnes per head of population 2005 ¹	5.89 tonnes per head of population by 2010	2015 – target 5.58	Sustainable Resources Community Strategy

¹ Excludes ETS and motorways

Existing Council Targets

	Performance Indicator	Baseline	Interim Milestone	Target	Source of target
Influence as <ul style="list-style-type: none"> • Service Provider • Community leader/Partnership • Organisation 	Tonnes of CO2 per capita.	2004 10.24 tonnes (Current North West average per capita 9.04 tonnes)	-	2015 To be at or below North West Average	Sustainable Resources
Influence as <ul style="list-style-type: none"> • Service Provider 	Percentage of all developments over threshold hitting Code for Sustainable Homes and BREEAM standards.	None	2009/10 To be 90% Of approvals	2015/16 100%	Sustainable Resources
Influence as <ul style="list-style-type: none"> • Service Provider • Community leader/partnership 	Percentage of household waste recycled.	2006/07 23.6%	2009/10 To be at least 25.5%	2015 Long term target for household waste to be recycled and composted to be 58%	Sustainable Resources
Influence as <ul style="list-style-type: none"> • Service Provider • Community leader/partnership 	Percentage of household waste composted.	2006/07 20%	2009/10 To be at least 24.5%		Sustainable Resources
Influence as <ul style="list-style-type: none"> • Service Provider • Community leader/partnership 	Reduction of waste to landfill		March 2010 reduction by 0.2%		Corporate Strategy
Influence as <ul style="list-style-type: none"> • Service Provider 	Percentage of households served by kerbside collection for recyclables.	2006/07 98%	-	2010 100%	Sustainable Resources
Influence as <ul style="list-style-type: none"> • Service Provider • Community leader 	An increase in household recycling (including household waste recycled and household waste composted) in Chorley	44.47%	2009 49%	2010 50%	Sustainable Resources Community Strategy
Influence as <ul style="list-style-type: none"> • Service Provider • Community leader • Organisation 	Reduction of waste sent to landfill (Tonnes)	23,078	499 March 2008	22,816 March 2009	Sustainable Resources Community Strategy
Influence as <ul style="list-style-type: none"> • Service Provider 	Percentage of developments over threshold reducing carbon emissions at requisite level.	None	2009/10 To be 90% Of approvals	2015/16 100%	Sustainable Resources

Appendix 2

**CHORLEY CLIMATE CHANGE STRATEGY – DEVELOPING LOCAL SOLUTIONS TO CLIMATE CHANGE
THE COUNCIL AS AN ORGANISATION**

	COMMUNICATION/TRAINING	NATURAL ENVIRONMENT	ENERGY	NEW & EXISTING BUILDINGS	WASTE	WATER	TRAVEL	PROCUREMENT
TARGET	<p>Priority – All staff and members aware of importance of climate change and that all Council’s activities have a carbon cost (+ve –ve) and ways of reducing carbon. footprint To be undertaken as part of internal communication strategy. All Middle management to be trained about impacts of Climate Change by 2009.</p>	<p>10% reduction in CO2 emissions by March 2010.</p> <p>To develop a strategic approach to reducing the Council’s impact on the environment, for example- its use of energy, fuel, water and raw materials, reducing its green house gas emissions and increasing bio diversity.</p>						
		<p>To reduce the long term impact of climate change on its natural resources.</p>	<p>Reduce carbon emissions from the Council’s estate.</p>	<p>To ensure that new and existing buildings (including Astley Hall) reduce carbon emissions and are designed to withstand forecast impacts of climate change (see Energy Management Plan).</p>	<p>Reduce Council waste – set a target.</p>	<p>Need target – Reduce used by. (See Energy Management Plan)KKK</p>	<p>Adopt Travel Plan by 2010- to reduce business mileage of staff and visitors.</p>	<p>Adopt sustainable procurement strategy</p>
COUNT		<p>Council monitors its climate sensitive activities to ascertain long- term trends and success in mitigation. For example, grounds maintenance issues, incidents of flooding, numbers of dangerous buildings, food poisoning outbreaks, rodent issues, and numbers of community safety issues.</p> <p>The Council is identifying the significant environmental risks it faces such as potential future changes in climate change.</p> <p>Sustainability Appraisals required for all major project and policy considerations.</p>						
	<p>Identify areas at risk in portfolio from climate change impacts including plants, trees and landscape.</p>	<p>Electricity, oil and gas use is monitored with regular meter readings</p>	<p>Consider how forecast ultra- long term trends related to Climate Change such as flooding, winds and extremes of heat will impact on capital projects.</p>	<p>Levels of waste to landfill and recycling are monitored</p>	<p>Water use is monitored with regular meter readings</p>	<p>The mode of transport and distance travelled for business trips, council fleet, commuting and visitors is monitored.</p>	<p>Large contracts with high carbon emissions have been identified and prioritised</p> <p>Monitor amounts ordered and amounts used.</p>	
	2008- 2009	On- going.	On- going.		2008	Ongoing	2008-2009	2009

ACTIONS		Prioritise which plants, trees and landscape require long term protection and provide long term management plans to adapt to climate change.	Everyone is responsible for, and remembers to, switch off electrical items when they are not in use. Clear line of responsibility for managing energy usage at Directorate level: identify energy champions.	Work with County in relation to LAA targets on climate change to identify areas at risk from Climate Change.	Purchases are always the right amount for the job and favour durable materials with low embedded energy. See Sustainable Procurement Policy Set out programme of providing internal recycling facilities.	See separate but complementary Energy Management Plan.	Cycling and walking are encouraged, with facilities at work such as showers and secure cycle stands publicised. Consider introduction of home working where appropriate taking into account of wider carbon costs of heating individual homes..	Challenging sustainability criteria are integrated with financial considerations when shaping tenders and renewing contracts. (See Sustainable Procurement Policy.)
		2008-2009	2008-2009	2008-2009 onwards.	2009	2008	2008 onwards	2009 onwards

CHORLEY CLIMATE CHANGE STRATEGY – DEVELOPING LOCAL SOLUTIONS TO CLIMATE CHANGE THE COUNCIL AS AN ORGANISATION

	COMMUNICATION/TRAINING	NATURAL ENVIRONMENT	ENERGY	NEW & EXISTING BUILDINGS	WASTE	WATER	TRAVEL	PROCUREMENT
OUTCOMES & COSTS	<p>Priority – All staff and members aware of importance of climate change and that all Council's activities have a carbon cost (+ve -ve) and ways of reducing carbon. footprint To be undertaken as part of internal communication strategy.</p> <p>All Middle management to be trained about impacts of Climate Change by</p>	<p>Landscape and natural environment will evolve with most cherished landscapes protected but will have clear understanding of the costs involved.</p> <p>Save money from wasted plants that would have otherwise died, watering costs and maintenance.</p>	<p>Maintenance and management projects reduce energy use with investments in heating, lighting and insulation (See EMP)</p> <p>Carbon Trust estimate will be 20% reduction in energy usage by 2020.</p>	<p>Building and maintenance design minimises total energy based on orientation, layout and material use.</p> <p>Avoids unnecessary damage to buildings and avoidable risks to people.</p> <p>Will result in cost savings due to damage avoided and savings in carbon emissions.</p>	<p>Waste is eliminated from council processes – everyone is aware of the need to reduce waste and recycling is accessible to all.</p> <p>Marginal costs but will result in carbon savings through reducing the amount that requires to be produced, reusing where appropriate and saving energy costs through recycling as well as reducing the requirement to send waste to landfill.</p>	<p>Work with Unions and Staff Matters to explore rationalisation of bottled water and water coolers and replacement with drinking water straight from the taps where appropriate.</p> <p>Possible cost savings in rationalisation of water coolers.</p> <p>Bottled water has a carbon footprint of up to 600 times greater than tap water.</p>	<p>Business trips are kept to a minimum through planning and technology such as video conferencing, active car sharing, and promotion of the use of public transport.</p> <p>Travel plan to be developed in discussion with Unions and via Staff Matters.</p> <p>Average travel plan considered to save 15% carbon dioxide emissions within 3 years of implementation.</p>	<p>All procurement is challenged on the ground of necessity and optimal carbon reductions</p> <p>New lease cars to have carbon cap based on company car tax, following consultation with Unions and liaison via Staff Matters.</p> <p>If set at 16% at 2008- 2009 company tax rates would result in 11% reduction in carbon dioxide emissions by 2011.</p>
		2008 onwards	2009	On going.	2009	2008 onwards	2010 onwards	2009 onwards

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Appendix 3

**CLIMATE CHANGE STRATEGY- DEVELOPING LOCAL SOLUTIONS TO CLIMATE CHANGE
THE COUNCIL AS A SERVICE PROVIDER**

	Renewable s and Low Carbon Technolog ies	Climate Change Mitigation	Transport Local	Business Energy efficiency	Domestic energy efficiency	Open space, play provision and parkland	Public parking	Waste	Policy	Emergency Planning
TARGET	<p>10% reduction in CO2 emissions by March 2010. To develop a strategic approach to reducing the Council's impact on the environment through its service provision, for example- use of energy, fuel, water and raw materials, the reduction in green house gas emissions and increasing bio diversity within the Borough.</p>									
	Increase the energy efficiency of new developments including businesses, and the amount of on and off site low carbon energy generation.	Ensure built environment considers forecast extreme heat in summers and wet winters including flooding.	Increase the number of journeys of less than two miles undertaken by bicycle or walking.	Ensure that businesses within the Borough are aware of the costs of climate change, the existing advice available and the business opportunities of changing markets, including tourism.	Improve the energy efficiency of the existing housing stock (both private and public sector) and reduce fuel poverty.	Provide an environment that is able to withstand wet winters and hot summers and is able to satisfy customers needs relating to extremes of weather.	Discourage long stay commuter car parking. Ensure that the negative impacts of climate change such as increased rainfall and increased heat in summer are alleviated.	Renegotiate waste contract to provide high standard of environmental protection, to include high rates of recycling and reduction in waste to landfill.	All strategies, projects and council activities to take into account the requirement to adapt to and mitigate the impacts of Climate Change.	To provide a high quality emergency planning associated with forecast increased instances of extreme weather conditions and flooding.
	2008 onwards	2008 onwards	2008 onwards	2008 onwards	Ongoing	Long term	2008 onwards	2008	2008 onwards	2008 onwards
COUNT	Take into account the carbon impact of spatial planning decisions, including the associated transport infrastructure.	Undertake detailed appraisal of how climate change will impact on Chorley Borough. This is required to satisfy LAA NI 188.	Study transport patterns to major employers and facilities such as schools, hospitals and employers. Carbon emissions from transport sector monitored (excluding shipping, aviation and motorways).	Ascertain numbers of businesses who have taken advantage of existing schemes to understand their impact and provide solutions. Carbon emissions from commercial and	SAP (Standard Assessment Procedure) ratings of private and public sector regularly monitored. Carbon emissions from domestic sector monitored. In Chorley domestic sector contributes 43% of	Review existing provision. Consider whether appropriate to hot summers or wet winters.	Monitor impact of increasing costs of long stay parking. Review provision of shade and the porosity of surfaces and adequacy of drainage. Monitor no. of public cycle stands.	Levels of waste to landfill and recycling are measured. Green house gas emissions considered in disposal options. Monitor	All Committee reports to consider impact on Council's environmental footprint and relation to target to reduce carbon emissions.	Monitor numbers of instances.

	Renewable s and Low Carbon Technolog ies	Climate Change Mitigation	Transport Local	Business Energy efficiency	Domestic energy efficiency	Open space, play provision and parkland	Public parking	Waste	Policy	Emergency Planning
			Majority of journeys nationally are under two miles.	industrial sector contribute up to 35% of Chorley's carbon dioxide emissions.	Borough's carbon dioxide emissions.		stands.	summer temperatur es to consider public health impact from domestic waste.		
	Ongoing	2008 onwards	2008- 2009	2008	2008 onwards	2008 onwards	2009	2008	2008 onwards	2008 onwards
ACTIONS	Implement the policies contained in the Sustainable Resources Developme nt Plan Document (due to be adopted November 2008). Increase priority given to enforcemen t of energy efficiency regulations through Building Control.	Undertake detailed appraisal of impacts of climate change on Borough. Implement Sustainable Resources Development Plan Document policy relating to Climate Change.	Work closely with County Council to ensure that developments are designed to give better conditions for walking and cycling. Improve existing conditions for cyclists and pedestrians and promote cycling safety. Purchase a dedicated cycle/ footpath sweeper to encourage the take up of cycling by ensuring paths free of debris that can cause accidents and which are major determinants of cycle use. Cycling has the most potential to reduce local car	Limited grant funding available to support small businesses. To be complementary to the work undertaken through the Local Strategic Partnership.	Continue to fully utilise existing organisations such as CERT . Energy efficiency advice freely available including through web sites etc. Provide targeted grants for those who fall out of statutory funding for energy efficiency measures. Provide grants for appropriate micro generation to properties not on the mains gas.	Consider long term implications of climate change and alter play equipment, design and planting and maintenance programmes where appropriate.	Reduce carbon emissions from commuting by car. Use parking charges so that other forms of transport are a rational alternative to the car. Design car parking to take account of of long term impacts of climate change to include trees. Utilise S106 monies to provide cycle stands within town centre where appropriate.	Local people and businesses are informed about the impact of waste on the environmen t and are encouraged to reuse materials where possible.	Any grant funding provided by Chorley Council to require consideratio n of carbon emissions and the ability to withstand forecast climate change impacts (if applicable).	Revise Emergency Planning Procedures in view of forecast increased incidences and recent experience.

	Renewable s and Low Carbon Technolog ies	Climate Change Mitigation	Transport Local	Business Energy efficiency	Domestic energy efficiency	Open space, play provision and parkland	Public parking	Waste	Policy	Emergency Planning
			trips. In Chorley transport makes up 22% of carbon emissions.							
	2008 onwards	2008 onwards (following timetable set out in NI 188)	2008 onwards	2008- 2011	2008	Short	2008 onwards	Short	Short	Short

	Renewable s and Low Carbon Technologies	Climate Change Mitigation	Transport Local	Business Energy efficiency	Domestic energy efficiency	Open space, play provision and parkland	Public parking	Waste	Policy	Emergency Planning
OUTCOMES AND COSTS	<p>No additional costs for Council.</p> <p>10% carbon savings from appropriate new build to increase over time period to 2016.</p>	<p>All developments are “climate proofed” .</p> <p>Detailed understanding of impacts on climate change and its associated costs.</p> <p>Also will result in costs to prevent significantly greater costs of climate change.</p>	<p>A range of awareness programmes to encourage cycling and to make it a safe and easy option. Investment in the upkeep, maintenance and safety of cycling and walking routes is prioritised, throughout the Borough.</p> <p>A specialised cycle/footpath cleaner would cost £20 000.</p>	<p>£120 000 has been spent by Council to provide grants to implement advice provided via Local Strategic Partnership. If ERDF bid for match funding succeeds will result in £360 000 of investment in efficiency savings and green advice for businesses.</p> <p>This will help businesses modernise and react to increasing environmental expectations of customers.</p> <p>Average cost savings for business of £247 per employee and 77 tonnes of carbon per intervention.</p>	<p>£20 000 over and above monies already committed.</p> <p>The proposal could result in savings of over 300 tonnes.</p>	<p>Open space, play provision and parkland provide adequate shade for summer and an environment that can tolerate wet and windy winter conditions.</p> <p>Should result in savings through avoiding maintenance and incidental costs through storm damage.</p>	<p>New or repaired permeable surfaces avoid flooding and provide more attractive environment for shoppers. Shading in summer reduces heat in cars.</p> <p>Tree planting cools urban environment , reduces carbon emissions and is attractive.</p> <p>During heavy rainfall car parks will remain open.</p>	<p>Best possible service provided.</p> <p>Reduced amount of waste going to landfill.</p> <p>Linked to outcome 4.1 of Corporate Strategy.</p>	<p>All strategies and policy documents monitored to ensure that climate change addressed.</p>	<p>Emergency Planning to cope with various extreme scenarios.</p>
	2008 onwards	2008 -2012	2008	2008- 2012	2008	Ongoing	On going	Medium	March 2009	

Exploit existing Communication channels to highlight the Council's excellent environmental work. Engage with the public to understand the impacts of Climate Change and ways forward.

Appendix 4

**DEVELOPING LOCAL SOLUTIONS TO CLIMATE CHANGE
THE COUNCIL AS A COMMUNITY LEADER**

LOCAL STRATEGIC PARTNERSHIP	Work as a partner to develop local solutions to global climate change to include a reduction in domestic carbon emissions and Chorley’s overall carbon emissions.
WORK WITH THE WATER INDUSTRY	<p>Provide advice for water efficiency. Work to reduce water pollution to limit the need for heavy water treatment.</p> <p>Provide advice and technological support to create energy efficiency in the supply and cleaning of water.</p> <p>Work with partners to prepare emergency planning to reduce the impact of increased flooding on water supply..</p>
WORK WITH ENERGY INDUSTRY	<p>Explore possibility of extending community energy efficiency schemes to include other technologies and more people.</p> <p>Provide energy efficiency advice and technology for public services</p> <p>Explore possibility of generating own electricity and heat from renewable and low carbon sources and identify opportunities to extend this to the wider community.</p>
WORK WITH BUSINESS	<p>Support the move to environmentally sustainable business through grant funding set out in The Council as a Service Provider.</p> <p>Adapt to climate change by investing in climate proofing and emergency planning.</p> <p>Create partnerships that enable greater use of low carbon technology, such as reducing the impact of ICT, and reduction of waste.</p> <p>Exploit tourist potential.</p>
WORK WITH COMMUNITY AND VOLUNTARY ORGANISATIONS	<p>Explore possibility of developing a local carbon offsetting scheme to support local community projects.</p> <p>Grants from Chorley Council dependent on consideration of carbon emissions and the ability to withstand climate change if applicable.</p> <p>Encourage communities to manage and protect community assets, such as parks and allotments</p>
WORK WITH PUBLIC SERVICES	<p>Public services such as health providers to take increased role of reducing carbon emissions.</p> <p>Be active partner, and build on the Actions derived from the Lancashire Climate Change Strategy.</p>

THE COUNCIL TO BE CHAMPION AND EXEMPLAR OF GOOD PRACTICE.

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	<ul style="list-style-type: none"> ▪ The Council monitors LIB/P29 (Percentage of invoices paid electronically, e.g through BACS, CHAPS or direct debit) to further increase process savings and reduce paper in the procurement cycle. In 2005/06 this was at 54% and had increased to 75% by 2006/07. ▪ The Council has developed an electronic tender download facility on it's web site and now issues all tenders and quotations electronically. ▪ 	<p>Exchequer Services</p> <p>Corporate Procurement</p>	
6	Use of recycled footpath material in Yarrow Valley park	People Ged Brierley	
7	Member of the Peatland Protection Charter	People Ged Brierley	
8	New waste re-cycling bays added at Yarrow Valley Country Park.	People Ged Brierley	
9	Certificated sustainable timber products used at Yarrow Valley Park	People Ged Brierley	
10	Imposing recycling targets whilst making savings, through taking procurement lead in a collaborative contract with Chorley Community Housing (CCH) to deal with operational waste disposal.	Corporate Procurement/Simon Clark	
11	Refurbishment and re-use of litter bins rather than replacing them. Provides on going savings and less harmful to the environment.	Neighbourhoods (Simon Clark)	
12	Major externally funded 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. This project will provide a major community benefit and has involved local and community groups at all stages of the development. Recycled materials will be used on the	People Jamie Carson	

	project wherever practicable and shown to be cost effective through whole life costing.		
13	Engaging with a major local, social enterprise , Brothers of Charity based at Lisieux Hall, Chorley, to deliver the Pet's Corner service at the refurbished Astley Park, saving the Council approximately £25,000 p.a. Brothers of Charity have significantly enhanced the previous Pet's Corner Service by providing a fully housed and managed service including managing school visits etc. The Council previously delivered this service in-house.	People Jamie Carson	Working with the third sector.
14	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 with the third sector
15	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.	Economic Development	Working with the third sector, Engaging and Educating. Reference Source: carbon Reduction Commitment Briefing
16	The two million pound renovation project at Astley Park supported by the Heritage Lottery Fund will provide lots of opportunities in respect of new and improved facilities within the park. This is currently being advertised for expressions of interest and the brief identifies the potential of the involvement of social enterprise as one of the key purposes of the project. The brief goes on to say "The Council would be happy to hear from any voluntary organisation/social enterprise who may have an interest in the park, have ideas for projects/schemes which could be developed to enhance the scheduled maintenance.	People Jamie Carson	Working with the third sector
17	The Council is working to transfer its community centres into management by local voluntary and community organisations. Two have already been transferred. Within the first 6 months, Tatton Community Association have	Joint project: People Shelagh Linley Neighbourhoods	Working with the third sector.

	managed to secure more than £30k of external funding to improve facilities at the Centre, including the fabric of the building. They have also now achieved charitable status, which will strengthen their future funding status.	Liz Morey	
18	Replaced Mayoral car with hybrid, low emission vehicle	Corporate Governance Carol Iddon	
19	One of the council's key partnerships is with CLS Chorley who are a registered charity. This is a 15 year contract (2005 – 2020) for the management of the council's indoor leisure facilities and is worth £4.44 million over the contract period.	People Jamie Carson	Working with the third sector
20	Replacement of PC's with thin client/MFD technology.	ICT Tim Murphy	
21	Grounds maintenance purchase organic seaweed fertilisers for hanging baskets.	Neighbourhoods Dave Walmsley	
22	Grounds maintenance procure a non-residual weedkiller for the treatment of weeds.	Neighbourhoods Dave Walmsley	
23	Up to 200 bird boxes p.a. sourced from the Scouts Group, made from reclaimed timber.	Neighbourhoods Dave Walmsley	Procurement from the third Sector
24	Fallen trees/branches etc converted to wood chip and used in house by the Council's grounds maintenance team.	Neighbourhoods Dave Walmsley	
25	Attained the best environmental award (judged by the Royal Horticultural Society through the British in Bloom Competition) for two years running 2006 and 2007 for Chorley's clean streets, recycling projects and for being a pleasant place to live.	Neighbourhoods Dave Walmsley	
26	Midstream Garden Centre, a third sector organisation, were successful in the supply of our 2007 Winter bedding plants.	Neighbourhoods Dave Walmsley	Procurement from the Third Sector
27	2007 Winter Hanging baskets sourced through the Brothers of Charity, Lisieux Hall. Brothers of Charity are a local social enterprise.	Neighbourhoods Dave Walmsley	Procurement from the third sector
28	The play area at Harpers Lane Recreation Ground was refurbished	Paul Horsefield/Andy Brown	Use of Recycled materials in

	using recycled materials. This project was carried out in partnership with Groundwork and was mainly grant funded .		association with a Groundwork who are a registered charity.
29	The Council specifies Euro 4 engines to minimise engine exhaust gas emission levels in it's vehicle procurement and will adopt higher standards as these become available.	Neighbourhoods Keith Allen	
30	The Council has leased one it's properties out to the Lifestyle Centre at a significantly reduced rate for community benefit.	Finance	Working with the third sector
31	All of the council's diesel vehicles are run on 100% biodiesel.	Neighbourhoods Keith Allen	
32	Working with the local Morman Church on their annual Day of Action in the local community to tidy up the Council's cemeteries. The Morman Church provided this service at nil cost to the council.	Neighbourhoods Keith Allen	Working with the third sector
33	Working with the Rathbone Kids (Young people aged 14-16 who are either wholly or partially excluded from school) during Chorley Smile week of action.	Neighbourhoods Simon Clark	Working with the third sector
34	The Local Scouts group are used for the delivery of waste management information.	Neighbourhoods Simon Clark	Working with the third sector
35	The Council's garden waste is composted down by Neales Waste and used in ground works throughout Lancashire, with some of this being used by third sector organisations.	Neighbourhoods Simon Clark	
36	The Council now ensures through it's waste collection partner, that waste bins and boxes are recycled and/or refurbished rather than sending them to landfill.	Neighbourhoods Simon Clark	
37	The Council ensures that glass is recycled through it's waste collection and recycling partner (Veolia) for aggregate substitute which is a more sustainable form of recycling.	Neighbourhoods Simon Clark	
38	The Council has included a target within the new waste collection and recycling contract commencing 1.4.09	Neighbourhoods Simon Clark	Recycling and Working with the third sector. Source

	to establish within 6 months of contract commencement a reuse-recycling facility for bulky household waste,		Refuse Collection and Recycling ITT page 84.
39	The Council has procured expertise to assist in the development of a Woodland Management Plan for Astley Park to maintain and protect this semi-natural ancient woodland (SNAW). SNAW cannot increase and is irreplaceable. We expect to cover most, if not all, our SNAW with this project. This project will also be taken forward with the Friends Group which has added a volunteer tree warden to it's contribution.	Neighbourhoods Keith Allen	
40	Use of road planings and other recycled materials for path maintenance – typically 200T to 300T per year.	Neighbourhoods Keith Allen	
41	Naturalisation of spent bulbs through parishes and voluntary groups annually.	Neighbourhoods Keith Allen	
42	Civic Society and Chamber of Trade sponsorship of town centre floral displays	Neighbourhoods Keith Allen	Sponsorship – working with the third sector
43	Refurbishment of street nameplates where possible instead of replacement.	Neighbourhoods Keith Allen	
44	The Council have signed a 25 yr lease with Glendale to manage Duxbury Park golf course. As part of the investment programme an environmentally friendly clubhouse with green (sedum) roof will be built.	People Lorraine Cross	
45	Purchased SMS software to encourage channel migration avoiding the need for citizens to travel to Council Offices to access services.	People Asim Khan	
46	April 2008 Summer hanging basket tender won by Midstream, a third sector organisation in open competition.	Neighbourhoods Dave Walmsley	Procuring from the third sector
47	The Council will consider power efficiency in future server procurements.	ICT Tim Murphy	
48	The Council will procure TFT monitors reducing power consumption.	ICT Tim Murphy	

49	All Benefits envelopes sourced from sustainable forests. Council Tax to do likewise from next order.	Benefits Dave Price	
50	We recycle all non-confidential waste in the council recycling bins and our confidential waste is shredded and used for pet bedding.	Benefits Dave Price	
51	Benefits have an ongoing programme of getting customers to pay or be paid electronically - for Ctax we have about 70% of customers paying by DD and for Business rates about 57%. For Benefits, we pay about 96% of customers by BACS.	Benefits Dave Price	
52	We also are in the middle of an e-billing take-up campaign. We have over 200 customers who now receive bills by email (rather than paper bills) and we hope this will increase by the end of May (we are running a prize draw to encourage take-up). In the past month, take up has increased by about 35%.	Benefits Dave Price	
53	Procured Occupational Health provision from Chorley Hospital, reducing travel to and from Bolton the previous provider.	Human Resources Lorraine Charlesworth	
54	Procured local provider of eye sight tests and physiotherapy again reducing travel.	Human Resources Lorraine Charlesworth	
55	Using the already procured in house Anite @ Work system to electronically store employee personal files replacing the manual paper based system.	Human Resources Lorraine Charlesworth	
56	Using an on line recruitment software package to reduce the amount of application forms sent in the post and encouraging more electronic applications.	Human Resources Lorraine Charlesworth	
57	Procurement of 2007 Mayor's printed Christmas cards from local 3 rd sector social enterprise (inprint Solutions)	Governance Mayor's Secretary	Procurement from the third sector

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APPENDIX 6**SUSTAINABLE PROCUREMENT POLICY**

Sustainable Procurement is a process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits to society and the economy, whilst minimising damage to the environment.

The Council recognises it has a vital role in furthering sustainable development, through its procurement of buildings, goods, works and services. Procurement decisions have a major socio-economic and environmental implication, both locally and globally, now and for future generations. The Council will therefore strive to:

People, Education and Awareness

- Educate, train and encourage internal purchasers to review their procurement spend with a goal of reduced usage and adopting more environmentally friendly alternative products
- Communicate the sustainable procurement policy to all staff, suppliers and stakeholders

Policy, Strategy & Communication

- Consider the costs and benefits of environmentally preferable good/services as alternatives
- Investigate the impact of the Council's expenditure on goods and services to identify potential environmental impacts
- Investigate opportunities for the recycling and re-use of materials where appropriate
- Assess the environmental and corporate risks to the organisation with a commitment to continually improving sustainable performance related to the supply chain
- Work with our key partners and suppliers to improve sustainable procurement

Procurement Process

- Promote best practice for sustainable procurement
- Ensure that where appropriate, suppliers' environmental credentials are, as far as legally practicable considered in the supplier evaluation process and that environmental criteria are used in the award of contracts
- Ensure that consideration is given to inclusion, within all specification, of a facility for suppliers to submit offers for environmentally friendly alternatives
- Specify, wherever possible and practicable, the use of environmentally friendly goods

Engaging Suppliers

- Educate our suppliers regarding the Council's environmental and sustainability objectives
- Encourage and persuade suppliers to adopt environmentally friendly processes and supply environmentally friendly goods/services
- Address barriers to entry in order that Small and Medium Sized Enterprises (SMEs), local suppliers and the third sector are encouraged to bid for the Council's business
- Work with key suppliers to make changes and thereby extend sustainability improvements throughout the supply chain

Measurements and Results

- Comply with all relevant environmental legislation
- Reach level 3 of the National Action Plan Flexible Framework by 2009
- Reach Level 5 of the National Action Plan Flexible Framework by 2011

This procurement policy has a vital role to play in achieving the council's climate Change Strategy objectives. A detailed Action Plan setting out how we will achieve the policy objectives is now in place and will be closely monitored in the coming years against the Flexible Framework.

Peter Goldsworthy – Leader of the Council

Donna Hall - Chief Executive

**CHORLEY COUNCIL
FLEXIBLE FRAMEWORK FOR SUSTAINABLE PROCUREMENT DEVELOPMENT**

Flexible Framework	Foundation Level 1	Action Planned	By When	By Whom	Progress at March 2008
People	Sustainable procurement champion identified. Key procurement staff have received basic training in sustainable procurement principles. Sustainable procurement is included as part of a key employee induction programme.	<p>Identify Champions.</p> <p>Provide training in sustainable procurement</p> <p>Include sustainable procurement principles in key employee induction programme</p>	<p>Feb 2008</p> <p>July 2007 and ongoing</p> <p>May 08</p>	<p>JD/JH</p> <p>JD/JH</p> <p>JD/LC</p>	<p>Champions indentified as Cllr Cullens and Gary Hall</p> <p>Procurement training programme delivered during July 2007. Key corporate staff have also attended external, appropriate training events.</p> <p>Sustainable procurement policy forwarded to Director of HR for inclusion in key employee induction packs with reference to staff guidance on the Loop.</p>
Policy, Strategy & Communications	Agree overarching sustainability objectives. Simple sustainable procurement policy in place endorsed by CEO. Communication to staff and key suppliers.	<p>Sustainable procurement policy to be prepared.</p> <p>Forward draft sustainable procurement policy to key partners and suppliers for comment.</p> <p>Incorporate Sustainability principles in the Council's Framework</p>	<p>March 2008</p> <p>April 2008</p> <p>May 2008</p>	<p>JD/JH</p> <p>JH/EE</p> <p>JH</p>	<p>Draft policy now internally approved. Formal ratification planned for May 2008, as part of the Council's Corporate Climate Change Strategy.</p> <p>Incorporated in draft for approval at May Executive Cabinet.</p>

Flexible Framework	Foundation Level 1	Action Planned	By When	By Whom	Progress at March 2008
		for Partnership Working and Contract Procedure Rules.			
Procurement Process	Expenditure analysis undertaken and key sustainability impacts identified. Key contracts start to include general sustainability criteria. Contracts awarded on the basis of value for money, not lowest price. Procurers adopt Quick Wins	<p>Undertake expenditure analysis.</p> <p>Include sustainability criteria in key contracts.</p> <p>Award contracts on the basis of whole life costs.</p> <p>Identify and adopt quick wins.</p>	<p><u>March 2008</u></p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>JH/EE</p> <p>Key Procurement Officers/JH</p> <p>Key Procurement Officers/JH</p> <p>Key Procurement Officers/JH</p>	<p>Expenditure Analysis completed March 2008.</p> <p>All new key contracts now include sustainability criteria.</p> <p>Policy of awarding contracts on the basis of whole life cost well established and embedded throughout the council.</p> <p>Meetings held with Directors to discuss sustainable procurement issues. Corporate list of good practice including quick wins maintained and posted on the Loop.</p>
Engaging Suppliers	Key suppliers spend analysis undertaken and high sustainability impact suppliers targeted for engagement and views on procurement policy sought	<p>Forward draft sustainable procurement policy to key partners and suppliers for comment.</p> <p>Incorporate Sustainability principles in the Council's Framework for Partnership Working and Contract Procedure Rules.</p>	<p>April 2008</p> <p>May 2008</p>	<p>JH/EE</p> <p>JH</p>	<p>Incorporated in draft for approval at May Executive Cabinet.</p>

Flexible Framework	Foundation Level 1	Action Planned	By When	By Whom	Progress at March 2008
Measurements & Results	Key sustainability impacts of procurement activity have been identified	Sustainability impacts including major environmental, economic and social are evaluated at the start of any major procurement exercise.	Ongoing	All key procurement officers/JH	Good progress has already been made, for example , the Sustainable Resources Development Plan sets stringent standards for new developments, the Council's waste services deliver top performing recycling rates and a key priority in the procurement of the Council's Property Services contract is the delivery and implementation of an effective and sustainable energy management plan.

**CHORLEY COUNCIL
FLEXIBLE FRAMEWORK FOR SUSTAINABLE PROCUREMENT DEVELOPMENT**

Flexible Framework	Embed Level 2	Action Planned	By When	By Whom	Progress at March 2009
People	All procurement staff have received basic training in sustainable procurement principles. Key staff have received advanced training on sustainable procurement principles	<p>Provide training in sustainable procurement</p> <p>Documented staff guidance encapsulating key sustainable procurement principles to be produced and issued to all procurement staff and published on the Loop.</p> <p>Include sustainable procurement principles in key employee induction programme</p>	<p>July 2007 and ongoing</p> <p>July 08</p> <p>May 08</p>	<p>JD/JH</p> <p>JH</p> <p>JD/LC</p>	<p>Procurement training programme delivered during July 2007. Key corporate staff have also attended external, appropriate training events.</p> <p>Some sustainable procurement guidance already incorporated in main staff guidance doc.</p> <p>Sustainable procurement policy forwarded to Director of HR for inclusion in key employee induction packs with reference to staff guidance on the Loop.</p>
Policy, Strategy & Communications	Review and enhance sustainable procurement policy, in particular consider supplier engagement. Ensure it is part of a wider Sustainable Development strategy. Communicate to staff suppliers and key stakeholders	Sustainable procurement policy key part of the climate change strategy due to be approved in May 08. Key partners and suppliers to be consulted at draft stage to capture supplier	<p>May 08</p> <p>April 08</p>	<p><u>JD/LN</u></p> <p>JH</p>	

Agenda Page 91
Agenda Item 9

Flexible Framework	Embed Level 2	Action Planned	By When	By Whom	Progress at March 2009
		<p>feedback prior to policy approval.</p> <p>Sustainable principles also to be included in the framework for partnership working which will also be issued for key partner consultation.</p>	April 08	JH	
Procurement Process	Detailed expenditure analysis undertaken, key sustainability risks assessed and used for prioritisation. Sustainability is considered at an early stage in the procurement process of most contracts. Whole-life-cost analysis adopted.	<p>Undertake detailed expenditure analysis including sustainability risk assessment.</p> <p>Consider sustainability at an early stage in the procurement process in key, appropriate contracts.</p> <p>Adopt whole life cost analysis.</p>	<p>May 08</p> <p>Ongoing</p>	<p>JH/EE</p> <p>All procurement officers/ JH/EE</p>	<p>In progress</p> <p>Sustainability is now a key factor in all key, appropriate contracts.</p> <p>Whole life costing is embedded as part of good procurement practice across the organisation.</p>
Engaging Suppliers	Detailed supplier spend analysis undertaken. General programme of supplier engagement initiated, with senior manager involvement	Commence programme of supplier engagement.	April 08	JH/Key Senior Managers	Preparatory work underway to consult with key partners and suppliers in April 08.

Flexible Framework	Embed Level 2	Action Planned	By When	By Whom	Progress at March 2009
Measurements & Results	Detailed appraisal of the sustainability impacts of the procurement activity has been undertaken. Measures implemented to manage the identified high risk impact areas	Compile a corporate wide list of effective sustainable procurement practice. Identify impacts in conjunction with relevant procurement officers.	June 08	EE	Preparatory work underway through consultation with all Directorates.

**CHORLEY COUNCIL
FLEXIBLE FRAMEWORK FOR SUSTAINABLE PROCUREMENT DEVELOPMENT**

Flexible Framework	Practice Level 3	Action Planned	By When	By Whom	Progress at March 2009
People	Target refresher training on latest sustainable procurement principles. Performance objectives and appraisal include sustainable procurement factors. Simple incentive programme in place	Implement refresher training in sustainable procurement principles. Liaise with D of HR to ensure that sustainable procurement principles are incorporated within the performance management framework.	March 09 April 08 Sept 08	JH/EE JD/LC LC	
Policy, Strategy & Communications	Augment the sustainable procurement policy into a strategy covering risk process integration, marketing, supplier engagement, measurement and a review process. Strategy endorsed by CEO	Augment principles and requirements of the sustainable procurement policy into the Procurement Strategy during the 2009 Strategy refresh. Ensure Strategy endorsed by CEO	July 09 July 09	JD/JH JD	Current Procurement Strategy expires July 2009 and preparatory work is now underway for a strategy refresh taking account of the new shared services arrangement with SRBC and capturing all of the sustainability principles identified.
Procurement Process	All contracts are assessed for general sustainability risks and management actions identified. Risks managed throughout all stages of the procurement process. Targets to improve sustainability are agreed with key suppliers	Assess all contracts for general sustainability risks and identify management actions. Manage sustainability risks throughout the procurement process.	March 09	All Procurement officers/ JH/EE All Procurement officers/ JH/EE	

Agenda Page 94

Agenda Item 9

Flexible Framework	Practice Level 3	Action Planned	By When	By Whom	Progress at March 2009
		Agree targets to improve sustainability with key suppliers.		All Procurement officers/ JH/EE	Recycling targets included in Household Refuse and Recycling Collection contract. Requirement for Property partner to monitor and manage energy efficiency in council buildings and to produce and implement energy management plan. Draft energy management plan received.
Engaging Suppliers	Targeted supplier engagement programme in place, promoting continual sustainability improvement. Two-way communication between procurer and supplier exists with incentives. Supply chains for key spend areas have been mapped	<p>Adopt supplier engagement programme with targeted suppliers promoting continual sustainability improvement.</p> <p>Incorporate incentive scheme into key relevant contracts with two way communication.</p> <p>Map supply chains for key spend area.</p>	<p>March 09</p> <p>March 09</p> <p>March 09</p>	<p>All Procurement officers/ JH/EE</p> <p>All Procurement officers/ JH/EE</p>	<p>Preparatory work underway to consult and engage with key suppliers and partners in April 08 which will help to inform and set the standards and targets for promoting continual sustainability improvement.</p> <p>Incentive schemes are now incorporated into relevant key procurements eg property services partnership.</p>
Measurements & Results	Sustainability measures refined from general departmental measures to include individual procurers and are linked to development objectives	Liaise with D of HR to ensure that sustainable procurement principles are incorporated within the performance management framework and that sustainability measures	<p><u>April 08</u></p> <p>Sept 08</p>	<p><u>JD/LC</u></p> <p>LC</p>	

Flexible Framework	Practice Level 3	Action Planned	By When	By Whom	Progress at March 2009
		are linked to the development objectives for individual procurers.			

**CHORLEY COUNCIL
FLEXIBLE FRAMEWORK FOR SUSTAINABLE PROCUREMENT DEVELOPMENT**

Flexible Framework	Enhance Level 4	Action Planned	By When	By Whom	Progress at March 2009
People	Sustainable procurement included in competencies and selection criteria. Sustainable procurement is included as part of employee induction programme	Liaise with HR to determine how to integrate to employee induction	May 08	JD/LC	
Policy, Strategy & Communications	Review and enhance the sustainable procurement strategy, in particular recognising the potential of new technologies. Try to link strategy to EMS and include in overall corporate strategy	Carry out a detailed corporate review of sustainable procurement progress as part of the corporate procurement strategy refresh	July 09	JD/JH	
Procurement Process	Detailed sustainability risks assessed for high impact contracts. Project/contract sustainability governance is in place. A life-cycle approach to cost/impact assessment is applied	Assess all contracts for general sustainability risks and identify management actions. Manage sustainability risks throughout the procurement process.	March 09	All Procurement officers/ JH/EE All Procurement officers/ JH/EE	

Agenda Page 96

Agenda Item 9

Flexible Framework	Enhance Level 4	Action Planned	By When	By Whom	Progress at March 2009
		Agree targets to improve sustainability with key suppliers.		All Procurement officers/ JH/EE	Recycling targets included in Household Refuse and Recycling Collection contract. Requirement for Property partner to monitor and manage energy efficiency in council buildings and to produce and implement energy management plan. Draft energy management plan received.
Engaging Suppliers	Key suppliers targeted for intensive development. Sustainability audits and supply chain improvement programme in place. Achievements are formally recorded. CEO involved in the supplier engagement programme	Build on platform established under level 3 attainment. Select small number of key partners and conduct a joint sustainability audit of their supply chain	April 09	JH/EE	

Flexible Framework	Enhance Level 4	Action Planned	By When	By Whom	Progress at March 2009
Measurements & Results	Measures are integrated into a balanced score card approach reflecting both input and output. Comparison is made with peer organisations. Benefit statements have been produced	<p>Establish corporate guidance on measuring protocols so that sustainable issues and improvements established in supplier/key partner relationships are effectively followed through and recorded.</p> <p>Work with the centre of excellence and nearest neighbour group to establish effective benchmarking arrangements to assess progress and establish areas of good practice</p>			

**CHORLEY COUNCIL
FLEXIBLE FRAMEWORK FOR SUSTAINABLE PROCUREMENT DEVELOPMENT**

Flexible Framework	Lead Level 5	Action Planned	By When	By Whom	Progress at March 2009
People	Achievements are publicised and used to attract procurement professionals. Internal and external awards are received for achievements. Focus is on benefits achieved/ Good practice shared with other organisations.	Liaise with HR and communications to ensure effective promotion of good practice. Include sustainable procurement in CEO's annual awards.	<u>July 09</u> Feb 09	JD/LC/SW JD/SW	
Policy, Strategy & Communications	Strategy is: reviewed regularly, externally scrutinised and directly linked to organisations EMS. The Sustainable Procurement strategy recognised by political leaders, is communicated widely. A detailed review is undertaken to determine future priorities and a new strategy is produced beyond this framework.	Conduct annual review of strategy including external scrutiny. Conduct end of period review to determine and include future priorities in strategy refresh.	July 09 annually April 2011	JD/JH JD/JH	
Procurement Process	Life-cycle analysis has been undertaken for key commodity areas. Sustainability Key Performance Indicators agreed with key suppliers. Progress is rewarded or penalised based on performance. Barriers to sustainable procurement have been removed. Best practice shared with other organisations.	Ensure life cycle analysis process is embedded across the authority. Liaise with RCE, neighbouring authorities and key suppliers to implement robust,	April 09 July 09	JD/JH JD/JH	

Flexible Framework	Lead Level 5	Action Planned	By When	By Whom	Progress at March 2009
		common KPI's to enable effective comparison and promote good practice.			
Engaging Suppliers	Suppliers recognised as essential to delivery of organisations' sustainable procurement strategy. CEO engages with suppliers. Best practice shared with other/peer organisations. Suppliers recognise they must continually improve their sustainability profile to keep the clients business.	<p>Ensure that sustainability principles are fully embedded in supplier relationships.</p> <p>Include incentives for continual improvement in key contracts.</p>	<p>July 09</p> <p>July 09</p>	<p>JD/JH/EE/all procurement officers</p> <p>JD/JH/EE/all procurement officers</p>	
Measurements & Results	Measures used to drive organisational sustainable development strategy direction. Progress formally benchmarked with peer organisations. Benefits from sustainable procurement are clearly evidenced. Independent audit reports available in the public domain	<p>Liaise with RCE, neighbouring authorities and key suppliers to implement robust, common KPI's to enable effective comparison and promote good practice.</p> <p>Publicise success and good practice on the Loop and web site and via the RCE.</p>	<p>July 09</p> <p>Ongoing</p>	<p>JD/JH</p> <p>JD/JH/SW</p>	

Report of	Meeting	Date
Corporate Director (Human Resources & Organisational Development) (Introduced by the Executive Member (Resources))	Executive Cabinet	29 th May 2008

WORKFORCE DEVELOPMENT PLAN 2008-2011

PURPOSE OF REPORT

- To present the Workforce Development Plan 2008 – 2011 to Members for consideration and approval.

RECOMMENDATION(S)

- That the Workforce Development Plan is adopted.

REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

- The introduction of a Workforce Development Plan is an essential part of our improvement planning, and ensures that we have the skills, attitudes and commitment needed within the workforce to deliver the Councils vision. It is a key project within the Corporate Strategy supporting the long term outcome 6.3 'A provider and procurer of high quality priority services'.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

- N/A

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 Local Government Pay and Workforce Strategy PWS identified a 10 year vision for Local Government that would ensure all Councils have ‘high performing, citizen centred, skilled and motivated staff, who are proud to be local public service workers’.

In response to the Pay and Workforce Strategy Councils are required to produce a Workforce Development plan that will outline how they are anticipating and tackling key current and future workforce challenges.

The Workforce Development Plan builds on the workforce development and planning initiatives that have already been delivered as part of the Councils Human Resources Strategy and the Learning and Development Strategy.

CHORLEYS WORKFORCE DEVELOPMENT PLAN

- 7. The aim of the workforce development plan is to maximise our people assets to deliver effective and efficient public services, it sets out the actions that will identify what we know about our current workforce, what will be required of our future workforce and how we will bridge the workforce gaps.

- 8. This is the Councils first Workforce Development plan building on the previous people strategies, and ensures that we have become more strategically focused on each of the five priorities within the Pay and Workforce Strategy:

- Organisational Development
- Leadership Development
- Skills Development
- Recruitment and Retention
- Pay and Reward

The workforce development plan is integrated into our business planning process with the action plan contained within it flowing from the Corporate Strategy, each Directorates Business improvement plan and the medium term financial strategy.

- 9. The draft workforce development plan was approved by the Executive Member for Resources for consultation with the Councils staff matters forum and the trade union. Consultation is still underway and will be reported on verbally at Executive Cabinet, with any amendments as a result of the consultation incorporated in the final workforce development plan that will be made available prior to the meeting.

- 10. In the interim, the draft workforce development plan is attached to this report.

IMPLICATIONS OF REPORT

- 11. 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 CORPORATE DIRECTOR HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT

12. Contained within the report.

LORRAINE CHARLESWORTH
CORPORATE DIRECTOR OF HUMAN RESOURCES AND ORGANISATIONAL
DEVELOPMENT

Report Author	Ext	Date	Doc ID
Lorraine Charlesworth	5159	12 May 2008	

Background Papers			
Document	Date	File	Place of Inspection
Draft Workforce Development Plan	May 08	WDP	HR & OD Directorate

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Workforce Development Plan DRAFT

2008/11



CONTENTS

1. Message from Chief Executive, Leader of the Council and Executive Member
2. Introduction
3. Building on our success
4. Workforce Planning
5. Our future plans
6. Workforce skills in the future
7. Chorley's Core Competency Model
8. Elected Member Development
9. Management Structure
10. What we know about our current workforce
11. Developing tomorrows workforce

Appendix 1 Action Plans
Appendix 2 Workforce Data

MESSAGE FROM CHIEF EXECUTIVE, LEADER OF THE COUNCIL AND EXECUTIVE MEMBER

Donna Hall, Chief Executive, Chorley Borough Council and Councillor Peter Goldsworthy, Leader of the Council.

Coun Alan Cullens Executive Member of Resources – covering Finance, Human Resources, ICT, Procurement, and Diversity

Welcome to Chorley's Workforce Development Plan, which is aimed to ensure that we have the visionary leadership, organisational direction and the capacity through our people to deliver improved services, greater efficiency and customer focus in all front line services. A major part of our success is how we recruit, retain and reward our staff.

By ensuring we have the right people, with the right skills, in the right jobs, we will provide even better quality services to the people who live, work and visit Chorley. The Workforce Plan is an essential part of our improvement planning.

Excellent service can only be delivered by a well-trained workforce with great leadership, working together to achieve the key priorities outlined in our Corporate Strategy.

The world we live in today is constantly changing and local government is no different, it never stays the same so at Chorley we must keep in touch with the changes.

We want to help every staff member at Chorley to develop and update their skills, helping you to further your personal careers and grasp the opportunities available to you when they come along.

The Workforce Development Plan presents the opportunity to link training and development today to the people skills required for tomorrow's Council with clear strategies to achieve those needs.

This Workforce Plan for Chorley will add great value to the Council but just as important it will add value to every employee who works for us.

Introduction

The Council has previously produced a Human Resources Strategy and Learning and Development Strategy that outlined corporate training and development plans to support the Councils vision and priorities.

This is the Councils first Workforce Development Plan, in response to national guidance from the Local Government Pay and Workforce Strategy. It is timely though in reflecting a shift in culture throughout the organisation, which places people's capacity and motivation at the hub of improving the Councils performance and reputation. The broader approach to workforce development is a natural and welcomed progression from the previous people based strategies.

The Local Government Pay and Workforce strategy was first introduced in September 2003 and was intended to be a living document that can take account of continuous changes within Local Government. Version 4 was released in November 2007.

Councils are being encouraged to work in partnership more and more delivering joint and shared services with the public, private or voluntary sector. The way services are delivered within the community is changing and has an effect on the number of people we employ, what skills they require both now and in the future and how we ensure we attract and retain the right people.

The Pay and Workforce Strategy has been revised with the five priorities listed below:

- **Organisational Development** - effectively building workforce support for new structures and new ways of working to deliver citizen focused and efficient services, in partnership
- **Leadership Development** – building visionary and ambitious leadership which makes the best use of both the political and managerial role, operating in a partnership context
- **Skills Development** - with partners, developing employees skills and knowledge, in an innovative, high performance, multi-agency context
- **Recruitment and Retention** – with partners, taking action to address key future occupational skill shortages, promote jobs and careers, identify, develop and motivate talent and address diversity issues
- **Pay and Rewards** – modernising pay systems to reflect new structures, new priorities and new ways of working and to reinforce high performance, including encouraging a total rewards approach.

Building on our Success

A key element of this plan is to build on the workforce development and planning initiatives that have already been delivered as part of the Human Resource Strategy and the Learning and Development Strategy which are outlined below.

Aim	Action	Outcome
Employee Relations: To promote good internal and external relationships and communications	Back to the Floor Days held with all Chief Officers shadowing front line staff and a reciprocal arrangement where middle managers shadowed Chief Officers for a day.	Improved mutual understanding and respect for each others job roles.
	The Times Top Council survey was used as the Councils official staff survey and ranked the 10 th Best Council to work for in the Country.	Identified key strengths including Leadership and the Chief Executive amongst the top 5 in the Country. A strong emphasis on team working was highlighted. Raised the profile of the Council as an 'employer of choice'.
	Introduction of Local Joint Consultative Committee with the Trade Unions.	Improved employee relations.
	Finalists in the MJ 'Top Team of the Year'.	Identified key strengths in strong leadership combining clear strategic vision with a highly consultative and inclusive approach to driving change.
	Reduce sickness levels.	Reduced to 7.79 days absence in 2007/08.
	Introduced the Chief Executives award ceremony for employees.	Recognition for achievement including attendance, quality services and innovation and ambassador for the Council.
Employee Resourcing:	Competency framework introduced as part of the performance management and recruitment process	Consistent approach to recruitment.
	Exit interviews held.	Feedback on why people leave the Council.
	E Recruitment Introduced.	Efficiency savings, raise the profile of the Council, reaches all sections of the Community,
Training and Development	Successfully achieved liP status throughout the Council,	Value and invest in our workforce,
	Introduce a performance management system aligned to requirements of the competency framework.	92% performance and development appraisals completed 2007/08,
	Introduce blended learning approach to development.	Pick and Mix method of development available.
	Induction programme.	All new starters attend with the Leader and Chief Executive

		introductions.
	ECDL training delivered to all employees who identified it as a development need	Increased use of technology with efficiency gains
	Achieve NWEQ Charter for Elected Member Development	Strategy for developing our Elected Members
Reward and Recognition	Completed Job Evaluation	Equality proof pay scale implemented
	Introduced flexible working	Improved work life balance opportunities
Diversity	Achieve Level 2 of the Equality Standard	Achieved actions identified within the Corporate Equality Scheme
	Diversity training delivered	Diversity awareness embedded and included in Induction process
	Monitor equality in relation to employment	Achieved actions identified within the Corporate Equality Scheme Policies have been equality impact assessed
	Engage with all sections of the community	Workforce more reflective of the community
Health and Safety	Provision of a range of training to employees relating to Health and Safety, including Personal Safety, manual handling and workplace first aid.	Ensure the health and safety of employees at work, reduced accidents and sickness absence.
	Comprehensive programme of Display Screen Equipment assessor training carried out, programme of assessments initiated.	Ensure workstations are properly set up and employees do not suffer injury from them
	Further Health and Safety training being arranged to meet needs further.	Ensure continued health and safety and legal compliance.

In addition to those identified within the Strategies key achievements over the last 12 months include:

Health and Wellbeing

The Council has successfully achieved the bronze and silver ‘Health Works Award’.

The ‘Active at Work’ a joint initiative between Chorley Council, South Ribble Borough Council and the PCT has encouraged employees to take up various physical activities to improve their own well being.

Business Process Architecture

Recently completed the Business Process Architecture Project that has developed a blueprint for how a district council should be structured to ensure it is focussed around the customer as part of the Centre for Local Government (CfLG) National Process Improvement Project. Funding was provided for this project, which resulted in a restructure of the management team that released £100k of savings, which were then committed to front line services.

Knowledge Management (KM)

Part of a Knowledge Management project, facilitated by the North West Improvement Network (NWIN), a joint initiative by the I&DeA, and the CfLG.

The project looked at how knowledge was managed throughout the organisation and developed a general tool for all local authorities to use that helps develop KM more effectively.

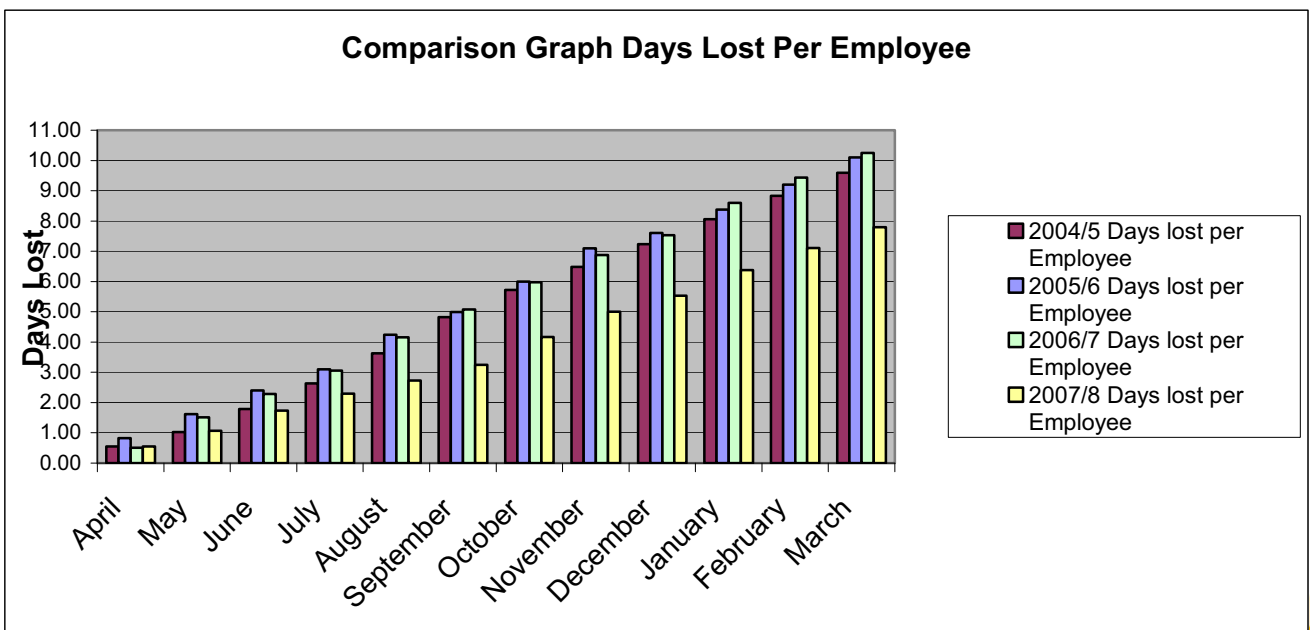
It was acknowledge that a strong culture of KM was evident throughout the Council and our processes are integrated into the KM tool as best practice for other Authorities.

TheLoop was particularly praised for providing excellent internal and external communications, with the Corporate Strategy championed for having a clear thread from the community strategy and LAA through to individual development plans.

Best Value Performance Indicators

We have achieved and / or maintained top quartile performance in a number of corporate health indicators:

- Women in top 5% of earners
- BME in top 5% of earners
- Ill health retirement
- Achieved top quartile in BVPI 12 with 7.79 days per employee lost due to sickness absence.



Workforce Planning

National Drivers for Workforce Planning

Unemployment has reached a 20 year low and lower levels of unemployment have led to a more competitive labour market resulting in a range of recruitment and retention challenges for both Local Government and the Public Sector.

The ageing population has been well documented, and there is increased pressure to improve performance and efficiency from the Gershon agenda and the Comprehensive Spending Review 2007. With greater demand for quality service from the Community, the requirement to empower the Community to deliver neighbourhood working and the increased pace of change the need to take a strategic view of workforce issues has never been greater.

A wide range of new employment legislation has come into force recently much of this is focused on creating flexible working practices and family friendly policies. Equality related legislation and Community Cohesion will also continue to impact on local authorities.

Issues relating to climate change are increasing the awareness amongst the public of environmental issues, all these impact on our workforce and the employment of our workforce.

The Workforce Development Plan

It is acknowledged that workforce planning is generally over a longer period, however, the Council reviews its Corporate Strategy annually and priorities could change regularly so the workforce development plan needs to be flexible enough to reflect this and therefore the plan has initially been produced for the period 2008-2011, to be reviewed and updated annually. It will also take account of longer-term implications affecting the Council and its workforce including climate change and the diversity of the community.

Workforce development planning has become more strategically focused on each of the five priorities within the Pay and Workforce Strategy underpinned by an action plan within our Workforce Development plan, which will form a work programme.

The plan is now integrated into our business planning process and actions will flow from the Corporate Strategy, each Directorates Business Improvement Plan and the Medium Term Financial Strategy.

We need to maximise our people assets to deliver effective and efficient public services. The workforce development plan sets out the actions that will identify what we know about our current workforce, what will be required of our future workforce and how we will bridge the workforce gaps.

In addition to help shape our present workforce requirements, this plan ensures that we plan for the future. It will support us in the management of change and help in the transition of the way services are delivered to the community in the future. As such it is a living document that will evolve and respond to our changing circumstances and customer requirements.

This plan has been developed by:

- Identifying the key priorities for Local Government
- Identifying key community and organisational challenges facing the Council
- Collecting and analysing information on the local labour market
- Scenario planning with Chief Officers
- Reviewing Directorates business improvement plans
- Researching and reviewing information on the current workforce

- Reviewing existing strategies which the Council already has in place

During the scenario planning interviews with Chief Officers they were asked to consider:

- What external environment will your service be operating in, in the next 3 years
- What are the key strategic issues that may affect your service
- What skills do your workforce have
- What skills gaps have you identified
- What skills will your workforce require in the future

Some of the key themes arising from the scenario planning include:

- Customer focus, to deliver excellent levels of service
- Promoting cross organisational working
- Collaborative working with partners
- A 'One Council, One Team' philosophy
- Multi skilling

Our Future Plans

The Councils priorities and future plans are set out in the Corporate Strategy that has clear links to the Community Strategy these strategies have been developed through extensive consultation with the local community, business and key partners to bring together a vision for the Borough.

The Corporate Strategy is embedded and recognised as the key internal plan that drives forward the Council priorities. It was reviewed and revised in September 2007 to ensure that it reflects the current needs of the organisation, the citizens of Chorley and it drives continuous improvement.

‘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.’

In pursuing this vision we will focus on four priority areas:

- Prosperity
- People
- Place
- Performance

Our Priorities and Strategic Objectives

The strategic priorities reflect what we are trying to achieve in each of our priority areas.

Priority	Strategic Objective	Outcome – What success will look like
Prosperity	Put Chorley at the heart of regional economic development in the Central Lancashire Sub-Region.	<ul style="list-style-type: none"> • A vibrant local economy • Thriving Chorley Town Centre • Average earnings in line with Country average
	Improving equality of opportunity and life chances	<ul style="list-style-type: none"> • Number of SOA’s in worst 20% will reduce • Improve life chances for young people and children • Improved quality of life for the Borough’s older people • Healthier communities and reduced health inequalities • Improved quality of life in rural communities
People	Involving people in their communities	<ul style="list-style-type: none"> • Improved access to public services • People will be involved in decision-making and improving the well being of their communities.
	Develop local solutions to climate change	<ul style="list-style-type: none"> • The Council’s environment footprint will be reduced • An improved local environment
Place	Develop the character and feel of Chorley as a good place to live	<ul style="list-style-type: none"> • More people will be satisfied with Chorley as a place to live • There will be a balanced housing market • Safer communities
Performance	Ensure Chorley Borough Council is a performing organisation	<ul style="list-style-type: none"> • Community aspirations are delivered through the efficient use of resources and effective performance management • An excellent community leader • A provider and procurer of high quality priority services • An excellent Council that is continually striving to improve

Links to the Council’s Key Priorities and Strategic Objectives

PROSPERITY	PEOPLE		PLACE		PERFORMANCE
STRATEGIC OBJECTIVE 1	STRATEGIC OBJECTIVE 2	STRATEGIC OBJECTIVE 3	STRATEGIC OBJECTIVE 4	STRATEGIC OBJECTIVE 5	STRATEGIC OBJECTIVE 6
PUT CHORLEY AT THE HEART OF REGIONAL ECONOMIC DEVELOPMENT IN THE CENTRAL LANCASHIRE SUB-REGION	IMPROVING EQUALITY OF OPPORTUNITY AND LIFE CHANCES	INVOLVING PEOPLE IN THEIR COMMUNITIES	DEVELOP LOCAL SOLUTIONS TO CLIMATE CHANGE	DEVELOP THE CHARACTER AND FEEL OF CHORLEY AS A GOOD PLACE TO LIVE	ENSURE CHORLEY BOROUGH COUNCIL IS A PERFORMING ORGANISATION
✦	✦	✦	✦	✦	✦

- 6.1 Community aspirations are delivered through the efficient use of resources and effective performance management
- 6.3 A provider and procurer of high quality priority services
- 6.4 An excellent Council that is continually striving to improve

The Workforce Development Plan’s primary link to the Council’s key priorities and objectives is to ensure that Chorley is a performing organisation but the Plan has clear links to all the Council’s priorities and objectives by ensuring that the organisation has a workforce with the capacity to achieve against the Councils key priorities.

To address some of these drivers we are changing the way we deliver our services with some examples of this outlined below.

Neighbourhood Working in Chorley

The council was recently awarded Beacon Status for Transforming Service: Citizen Engagement and Empowerment, we are striving to continually improve the services we deliver to the citizens of Chorley.

Following an extensive inquiry into Neighbourhood working by the Environment and Community Overview and Scrutiny panel the way that we deliver services to the Community will change in 2008/09. As opposed to delivering the same services across the whole Borough we will deliver our services based on a system of neighbourhood teams delivering key front line services within 7 distinct areas of the Borough, this will ensure the Councils equality commitment to deliver excellent services are accessible and appropriate to all.

Each Neighbourhood team would prepare an annual action plan for its neighbourhood based on information and evidence gained from a number of sources and partners in their neighbourhood. Lancashire Constabulary, Primary Care Trust, Lancashire County Council and Parish Councils will be key partners in the neighbourhood teams.

The employees currently delivering front line services across the borough will be incorporated into neighbourhood teams, enhancing their skills with increased flexibility in job roles.



Financial Shared Services

Although reported in the National Guardian as one of the top three VFM Councils in the Country and achieving 4 out of 4 in Value for Money and Use of Resources, we recognized along with South Ribble Borough Council that we shared the same common drivers associated with delivering a shared financial services arrangement:

Efficiency – the pressure to achieve further process improvement and financial savings, and a recognition that two councils working collaboratively are better able to tackle such issues as recruitment challenges and systems development.

Effectiveness – the desire for continuous improvement and delivery of best practice, including partnership working – effectively building upon the best from each council and beyond.

A business case confirmed that efficiencies and effectiveness in service delivery could be gained through the shared delivery of the following services:

- Accounting and Exchequer Services
- Procurement Services
- Internal Audit and Risk Management

An innovative way of delivering the shared service will involve the TUPE transfer of employees between the two Councils, with employees delivering their specialist services to both Councils. All employees transferring to Chorley Council will receive a comprehensive induction to facilitate a smooth transition and continuity of service. Similar arrangements for any staff transferring to South Ribble Council is recommended.

Workforce skills in the future

The Shared Services Agenda together with the Councils Neighbourhood working agenda in particular will require the workforce to develop new skills for the future. The way services are delivered in the future will require new skill sets associated with building trust with colleagues, partners and members of our local communities.

The need for multi skilling across and within disciplines will form part of our future development needs

A number of actions have already been planned to develop the workforce over the coming 12 months as a result of information gained from scenario planning with Chief Officers, actions identified within the Corporate Strategy and those included within each Directorates Business Improvement Plan.

The main resource needed for delivery of the action plan is staff time – time for research, analysis and to deliver and attend training. The HR and OD Directorate will develop and deliver bespoke training wherever possible to build capacity in house.

The finance available to deliver the action plan is limited to the Councils annually agreed training budget. In the event that additional money is needed, those costs will be identified and specific approval sought before any expenditure is incurred. External finance and partnership working to minimise costs will be sought wherever possible.

The Councils competency framework had been in place since 2003 and was introduced with the objective to develop Chorley Council into a learning organisation. The framework has formal links with the corporate recruitment & selection process, people management and training procedures. The framework lacked direct links with Chorley's organisational needs and goals and required clarity around the expectations of the workforce.

In January 2008, a full review of the framework commenced with the aim of retaining the parts of the current framework that work well, while addressing the need to update the competencies. Following interviews with key Managers, Directors and focus groups with employees from across the Council a number of general themes emerged, including a core set of soft skills required by all managerial and supervisor staff, Chorley specific skills around political, financial and project working and a set of universal challenges around cross functional working, partnership working, team building and change management.

A new set of core competencies have been agreed that will underpin the skills and behaviours now required of our workforce.

Core Values

A set of core values have been developed by our employees as a means of signalling to everyone including partners and citizens the beliefs, behaviours and principles that we believe are required to deliver the vision and best possible quality of life for local people.

Our new values are:

- Forward Thinking – always ambitious to do better
- Respect – responding to the different needs and aspirations of our customers and those we work with
- Professional – striving to provide high quality services
- Pride – in our jobs, pride in the Council, pride in Chorley
- One Team, One Council

Chorley Core Competencies Model



Actions already planned over the next 12 months include:

Change Management Programme

Organisational and individual change management working practices will be key to achieving our change agenda. We aim to internally develop both skill-sets through a comprehensive development programme incorporating briefing documents for project teams, training sessions aimed at middle managers and workshops and consultancy sessions focusing on the practicalities and implementation of change projects rather than the theory. To support the HR and OD Directorate and to build their capacity carefully selected external providers will be used to deliver a number of the change management interventions.

Project Management Skills

Project management skills will be key to the successful delivery of our projects on time and within budgets, however they are also increasingly a key skill in working effectively within communities. An action this year is to introduce a 2 day bespoke on site training course for all key and capital project managers and a half day board member training for members and senior officers, around 60 members of staff will be involved in the training.

The intention is that the training will compliment, strengthen and expand on the successful training that is provided in house at present.

NVQ Level 2 Business Improvement Techniques

Originally delivered in the North East by the Regional Centre of Excellence, this fully funded course will be delivered to an initial cross section of employees from all Directorates, after which it is envisaged it will be rolled out across the Council. The qualification consists of 6 units: -

- Working to statutory regulations including health and safety
- Effective team working
- Workplace organisation
- Applying continuous improvement techniques
- Visual management
- Process flow analysis

In addition to developing the skills required for business improvement processes the cross-functional working of the group will encourage joint working.

Climate Change

A key action within our strategic objectives is to 'develop local solutions to climate change'. Awareness sessions to educate and inform staff on the implications of environmental issues in relation to their work and personal life are scheduled. The Chief Executive Awards and a Staff Suggestion scheme will encourage employees to develop ways of working that will reduce our own effect on the environment.

Equality and Diversity

We are committed to achieving Level 3 of the Equality Standard during the next 12 months, and intend to build on the awareness training already delivered across the Council through a customised and innovative e learning tool. Diversity is already included as part of the Councils induction process.

In addition to the software package, front line employees will receive specific equality awareness training to enhance the training already delivered.

Elected Member Development

Elected Member Development is included within the Workforce Development Plan as they are integral to the overall development of Chorley Council.

The role of Elected Members has been enhanced as strategic leaders and place shapers and the Council is totally committed to providing elected Members with learning and development opportunities to help them gain the necessary skills to fulfil their roles as frontline councillors operating at ward level and also as decision makers for the Authority.

In 2006 the Council was awarded Charter Status by North West Employers for Elected Member Training and Development.

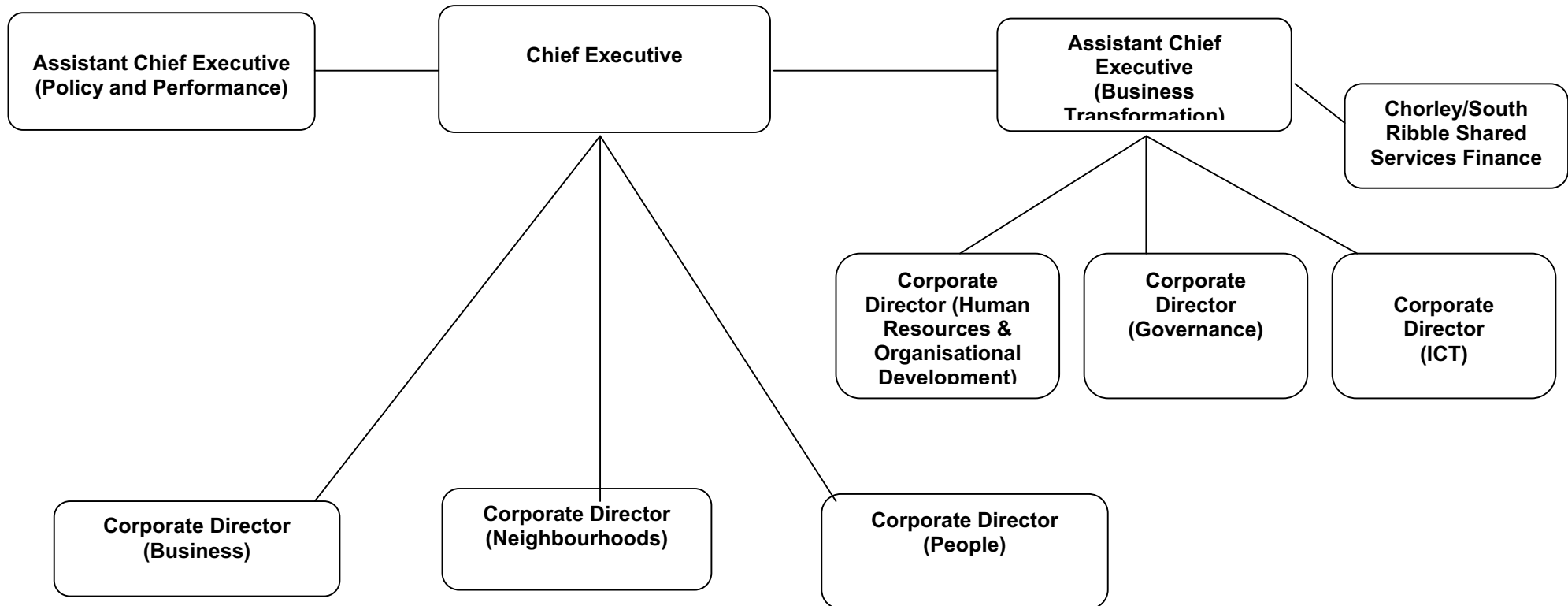
The Council's Learning and Development Strategy includes elected Members as well as staff development and has drawn up a Development Framework specifically for Member learning which is based on individual learning plans for all Councillors. This is an annual process whereby Member's individual learning needs are considered, based on their current knowledge and skills, any skills gaps they identify and also their wishes for future development.

Development opportunities are available in a range of formats:

- Monthly Member Learning Hours. These are scheduled into the Council's meetings calendar each month and are dedicated to topics which have arisen through individual learning plans but also generic needs around keeping Members informed about key Council developments.
- Dedicated Member training sessions on topics, which Members have identified. These are usually longer sessions eg. most recently an IT drop in session and also half day sessions with an external trainer on "Getting your point across".
- Individual conferences and events for individual training needs eg. for portfolio holders or in response to direct requests from Members to attend courses or conferences. Each request is looked at in the context of skills development and also budgetary constraints.
- Electronic learning opportunities are increasing and include eg. the Modern Councillor initiative developed by North West Employers/NWIN.

There is a Member Steering Group established to drive the whole of the Member training and development programme. This is a group of six councillors from different political groups who meet regularly to review and evaluate training opportunities including the new Member induction process. They champion different ways of delivering training and development with their political group colleagues. The remit of this Group is being extended in 2008 to include Member support issues. The new Local Government and Involvement in Health Act and the work of the Councillors Commission recognise the raft of both training and support that Members should have access to, to ensure councillors are both good community champions and effective decision makers whether as Executive Members, in a scrutiny role or making planning and licensing decisions.

Management Structure.
The Chief Executive, 2 Assistant Chief Executives & 6 Corporate Directors make up the Strategic Management Team



- Economic Development
- Strategic Housing
- Tourism
- Town Centre
- Markets
- Planning
- Development Control/Building Control

- Neighbourhood Mgt
- Property Client
- Community Safety
- Street Cleansing
- Grounds Maintenance
- Waste Contract

- Arts Development
- Entertainment
- Festivals and Events
- Sports
- Leisure Services
- Countryside Services
- Parks and Open Spaces
- Recreation & Play
- Bereavement
- Customer Services

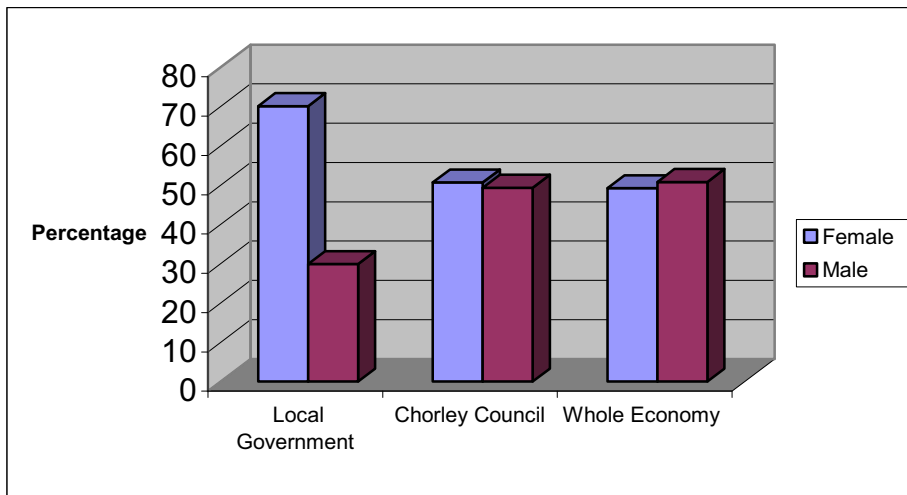
What we know about our current workforce

In order to undertake a gap analysis and establish how the Council can best satisfy its future workforce requirements it is important to understand and appreciate the existing establishment.

There are a number of sources from which data is available including the HR database, payroll, recruitment information and the recent staff survey. External comparisons with the wider local government workforce and the local economy are provided by the Office for National Statistics.

Current workforce profile

- We currently employ 381 people of which 349 (91.6%) have permanent positions with 19 temporary posts and 13 casual, this mirrors national figure across Local Government in England as reported by the Office for National Statistics.
- 55% of employees live within the Borough.
- 60.4% of employees in Local Government work full time and 39.5% are part time.
- 70.68% of our employees work full time hours and 29.06% part time
- 88% of males work full time compared to 50% of women who work full time



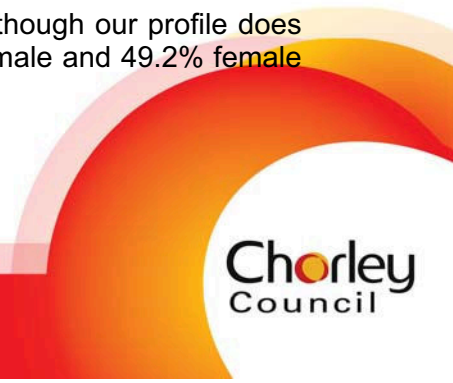
Actions

Although all posts are considered for flexible working, further action will be taken to review our policies and communicate work life balance initiatives.

A home working policy will be developed to improve work/life balance.

Gender

- Our gender split is almost 50/50 with 49.34% male and 50.66% female,
- Local Government gender profile is 29.9% males 70.1% female although our profile does almost mirror the gender profile of the whole economy with 50.8% male and 49.2% female across all sectors.



Actions

The Local Government profile includes education and social service sectors that historically have a higher percentage of female employees our profile therefore is better reflective of the whole economy.

We will continue to monitor our gender profile.

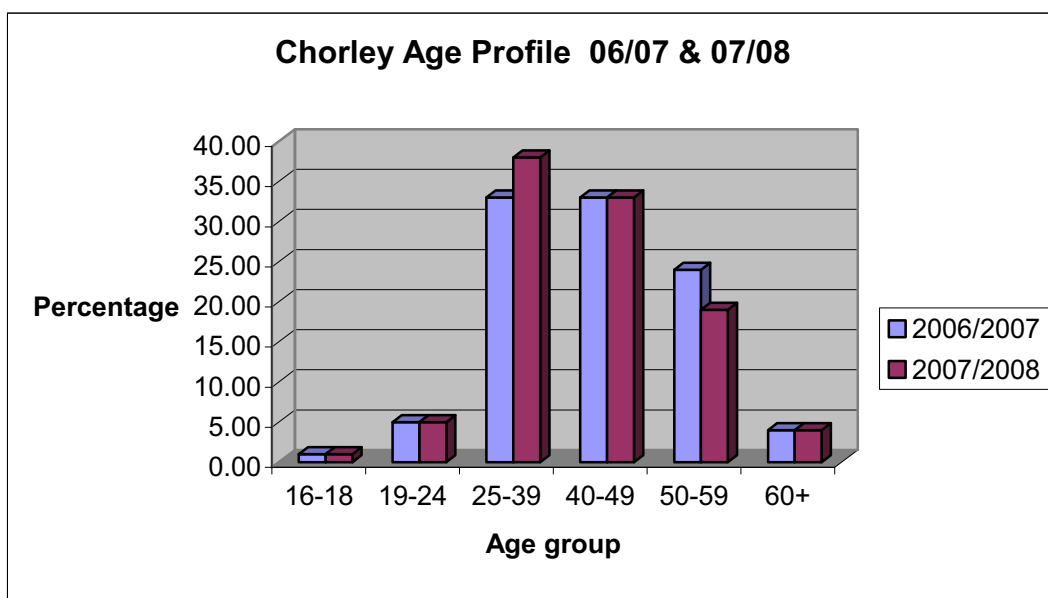
Age Profile

- 6% of our employees are aged 24 or below, compared to 7.2% across Local Government. This figure has remained consistent in Chorley since 2006.
- There has been a 5% increase to 38% in the number of employees aged 25-39 which is well above the local government profile at 27.5%
- Employees aged 40-49 has stayed consistent at 33% also above the local government profile.

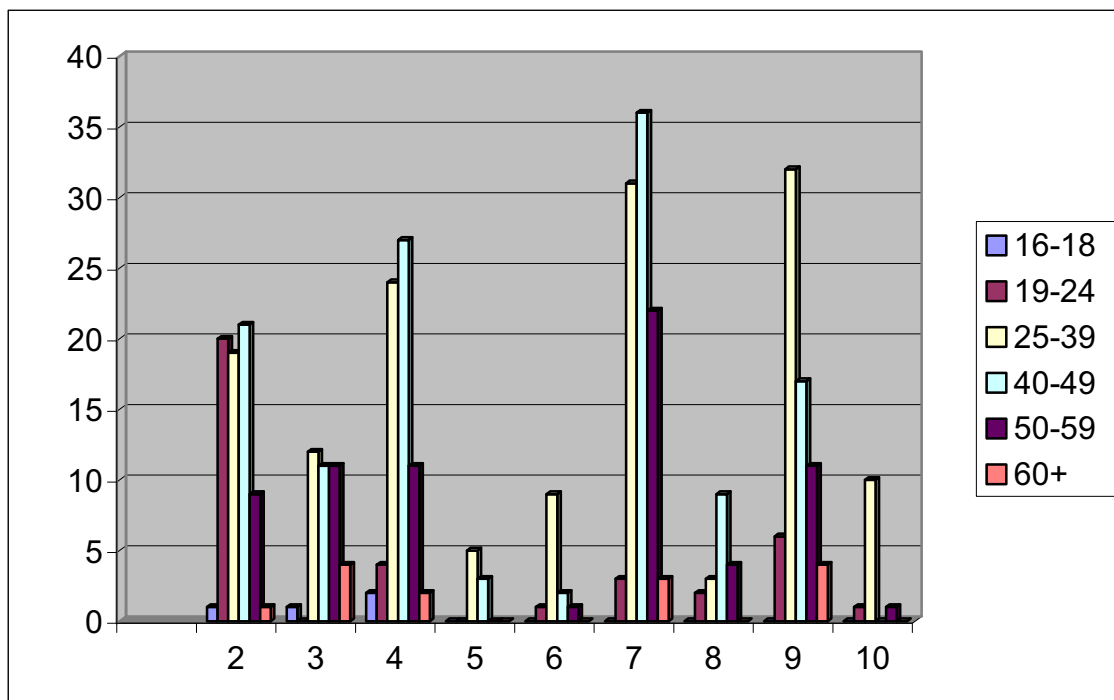
A number of restructures throughout the Council in the last 2 years has seen many employees over the age of 50 taking advantage of early retirement, the TUPE transfer of over 100 employees transferred in the Housing Directorate to Chorley Community Housing resulted in a reduction in employees over the age of 50.

The % of young people entering the Council has remained consistently low and requires further action to encourage younger people to apply for job opportunities.

Although the age profile of the entire Council looks relatively healthy with less than a quarter of the workforce that can potentially retire in the next 10 years, further analysis does indicate that over 27% of the Neighbourhoods Directorate and 38% of the Corporate Governance Directorate may retire in the next 10 years, with a significant number of these carrying out manual duties.



Business	2
Corp Gov	3
Finance	4
HR	5
ICT	6
Neigh	7
Office of CE	8
People	9
Policy & Perf	10



	Chorley 2008	Local Government 2007
16-18 years	1%	
19-24	5%	7.2%
25-39	38%	27.5%
40-49	33%	30.9%
50-59	18.6%	26.4%
60+	4%	8%

Actions

The Lancashire Local Area Agreement has set a target to improve opportunities for Lancashire’s young people by increasing the number of modern apprentices recruited across Authorities in the County. As part of this commitment, in conjunction with CXL (previously Connexions) we are recruiting at least 4 modern apprentices in business administration this year, with the intention to increase this figure year on year and expand to other disciplines.

To further encourage younger people into Chorley Council, we will expand our works experience programme to include graduates and explore the potential for offering project and research opportunities in the Council for students as part of their coursework. We will communicate our intentions through graduate websites.

Succession planning will be developed linked to changes in the demand for workforce skills and knowledge and the future loss of these through colleagues leaving.

We will also develop our future leaders and managers where possible and ‘talent spot’ and provide support for staff to develop the core competencies before they become in critical demand.

Mentoring, work shadowing and project opportunities will be introduced.



Labour Turnover

- Labour turnover at Chorley was 14.96% in 2007/08, slightly above the average for Local Government at 13.6%.
- 24% of those leaving in the last year did so to take up employment opportunities elsewhere whilst the remaining 76% left due to retirement, end of temporary contracts, TUPE transfer or redundancy, 2 employees were dismissed.

Information provided from exit interviews is used to inform the workforce planning elements of business improvement plans and identify strategies to promote retention and reduce staff turnover.

Despite a number of restructures throughout the Council, over 39% of employees have more than 10 years service, with a further 32% having more than 2 years service.

This would indicate that there is an adequate mix of experience and new blood within the Authority.

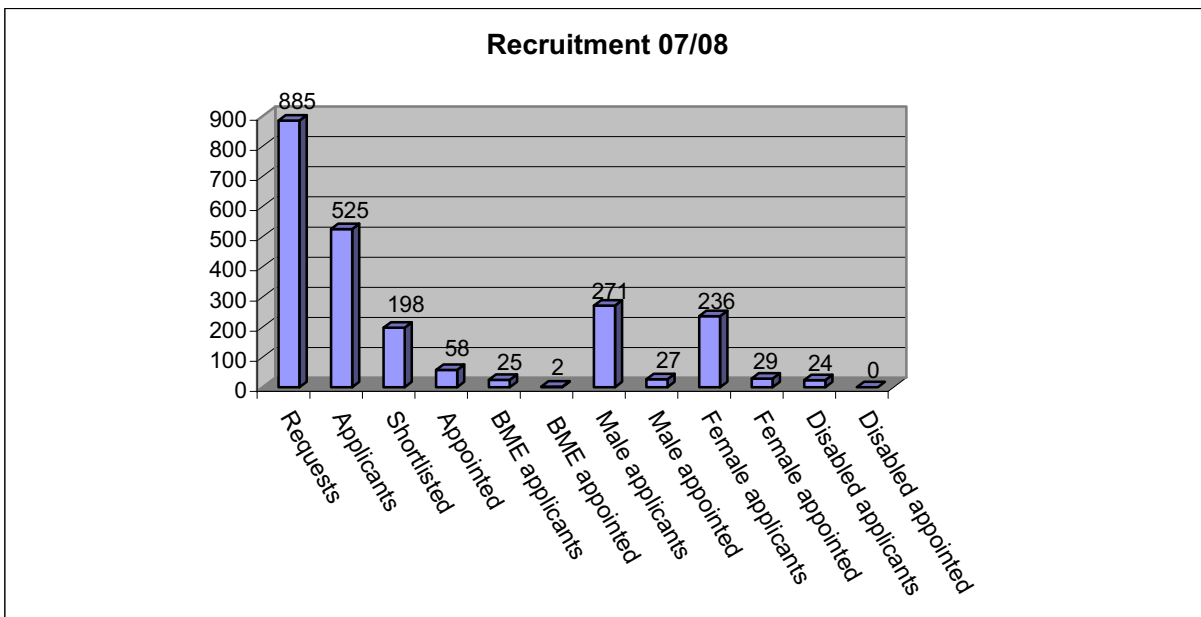
Actions

Although the % of labour turnover is slightly above average we have not identified this as a problem however, we will continue to monitor labour turnover on a monthly basis across each Directorate, and identify any trends from exit interviews

Expand on the Knowledge Management programme to ensure we retain knowledge throughout the organisation when employees leave

Equal Opportunities

- 2.36% of the workforce are from black and ethnic minority communities compared to 1.95% of the economically active population within Chorley.
- 4.49% of our workforce considers himself or herself to have a disability, compared to 15.09% who consider themselves to have a disability within the economically active population of Chorley.



Of the 60 vacancies that were advertised in 2007/08,

- 885 people requested information on our vacant posts
- 525 completed and returned applications
- 271 males and 236 females applied
- 25 BME and 24 disabled persons applied for positions
- 198 people were short listed
- 58 people appointed.
- 28 males and 30 females were appointed
- 2 BME applicants were appointed with no disabled applicants being appointed.

Applicants are encouraged from all sections of the community although the best person for the vacancy is always appointed, however, the continued low number of applicants from the black and minority ethnic community and disabled people would highlight that further action needs to be taken to encourage more applicants from these groups and more creative ways of recruiting to vacant posts should be considered.

Actions

Liase with the Councils Equality Forum to identify ways of breaking down barriers to recruitment.

Review our Recruitment and Selection Policy

Review where and how our vacancies are advertised

Liase with Lancashire County Council 'WorkRight' to offer works experience and employment to those with disabilities

Best Value Performance Indicators

		Target 07/08	Actual 07/08	Target 08/09
BV 11a	Top 5% earners women	35	37.5	35
BV 11b	Top 5% earners black & ethnic minority	5	6.25	5
BV 11c	Top 5% with disability	9.57	6.25	10.52
BV 12	Average days lost due to sickness per employee	9.22	7.79	8.76
BV 14	% Early retirement	0.43	2.47	0.22
BV 15	% Ill health retirement	0	0	0
BV 16a	% Employees who meet DDA	4.02	4.49	4.42
BV 17a	% Employees from minority ethnic communities	1.95	2.53	2

- 5 of the 9 Chief Officers in the Council including the Chief Executive being a woman.
- The % of BME employees in the top 5% has seen an improvement from the bottom to the top quartile this year however represents only 1 employee due to the relatively small number of employees in the top 5% of earners.
- The number of disabled employees in the top 5% has declined due to a senior management team restructure when 2 Chief Officers took the opportunity for early retirement.

Actions

As identified above to encourage a more reflective workforce of the Community

Trade Unions

- Unison is the only recognised Trade Union within the Council
- The current trade union membership stands at 50%.

Trade Union membership has reduced by 10% in the last year although some of this is due to the TUPE transfer of employees.

Actions

We will encourage membership of the Trade Union and include a Unison presentation as part of the Induction programme.

Current recruitment and retention issues in the workforce

A survey of recruitment in 2007/08 has not identified any problem areas for recruitment. There is however, a national shortage of enforcement officers, in particular Environmental Health Officers and Building Control Officers.

Although the Council has not experienced any difficulty in retaining these professionals the age profile within these areas indicates that a number might retire in the next 10 years. To prepare for this we have retained 2 Student EHO positions on the establishment when most Authorities have deleted these due to budget constraints and we have recently recruited one of our modern apprentices into a trainee building control officer position. The Council is committed to attracting younger people into Local Government with the opportunity to 'grow our own' professionals.

A Lancashire wide analysis of enforcement officers is currently being undertaken which will re enforce this message and should encourage a Lancashire wide initiative to increase the number of trainees within enforcement professions.

The limited number of qualified Accountants in Local Government is a national issue with skills being scarce. Although the Council has sufficient specialists in house a Financial Shared Services agreement has been reached with South Ribble Borough Council incorporating Accountancy, Audit and Exchequer services which will increase capacity within both Councils and ensure sufficient skills are available in the future.

Actions

Although problem areas have not been identified we will continue to monitor our recruitment, and share the information gained from the analysis of enforcement officers across Lancashire. The financial shared services agenda will be progressed.

Learning and Development

The Council was recognised as an Investor in People employer in 2006. A skills audit was completed in 2006 and will be updated in the current year in collaboration with the Learning Skills Council.

All Chief Officers have attended the Lancashire Leadership Programme which is a North West Improvement Network NWIN funded to develop visionary and ambitious leadership throughout Lancashire. Parts of the programme will be adapted and incorporated into a Chorley Management Development Programme to build capacity and develop the skills and behaviours of our Managers.

A middle managers forum is held on a bi monthly basis and updates managers on new initiatives, successes and current challenges in addition to providing an excellent networking opportunity.

To improve the level of Leadership and Management a 360 degree feedback tool has been used for Chief Officers, this will be expanded and all Managers will receive a 360 degree feedback as part of their annual performance and development appraisal.

Chorley has recently signed the Skills for Life pledge that commits the Council to ensuring that all its employees given the opportunity to be skilled up to NVQ Level 2 as a minimum.

In 2008/09 the budget for Learning and Development is £47,700 and compliments the recruitment of HR Consultants within the HR & OD Directorate who are able to develop and deliver bespoke training in house.

We are also looking at the joint commissioning of learning and development opportunities with partner organisations and neighbouring councils where better cost effectiveness can be achieved

Actions

Our skills data will be updated to identify any critical skill gaps.

The skills audit previously completed shows that a large percentage of those within the Corporate Governance and Neighbourhoods Directorate do not have this level of NVQ or equivalent qualification therefore actions need to be identified to up skill these employees. Skills to deliver better partnership working will be identified and developed to deliver the neighbourhood and community engagement agenda.

Chorley Management Development Programme to build capacity and develop the skills and behaviours of our Managers will be introduced.

Future workforce needs will be identified via Personal Development Plan with a 95% completion rate

Achievement of the 'Get On Award'

Pay and Reward

Job evaluation has been successfully implemented throughout the Council with a new fit for purpose pay policy. An equal pay audit was carried out on the new pay policy using the Equal Opportunities Commission equal pay toolkit.

To address low pay the bottom 3 spinal column points (SCP) of the NJC pay scale have been deleted, with Scale 1 now starting at SCP 7. Slight changes have been made to the band width of Scale 3 and Scale 4. To reduce the number of principal officer grades, some grades have been amalgamated.

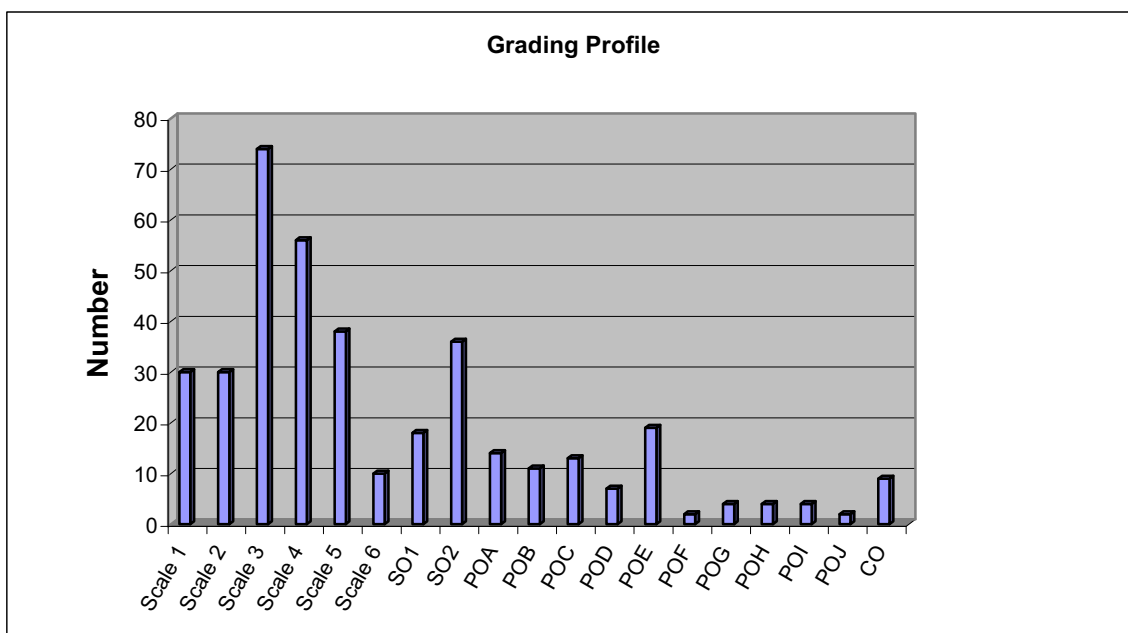
Actions

Our new pay structure will be maintained through the job evaluation of any new or changed job role. To reflect new ways of working a total rewards package will be explored, with the intention to develop assessment based progression in year three to reinforce high performance.

Grading Profile

The current grading profile shows a high percentage of employees at Scale 3, this is due to the large number of front line employees. The next highest are Scale 5 and SO2 respectively.

The majority of our employees are front line, dealing with customers on a daily basis including customer services, grounds maintenance and street scene operatives



Actions

The continuing development of the majority of our workforce is therefore around the customer needs, with an increased emphasis on technology skills.



Developing Tomorrows Workforce

The five key themes identified in the national Pay and Workforce Strategy for Local Government highlighted several areas for consideration when determining what the Council needs to do to plan, manage and develop its workforce in the future. The strategy also posed the following questions, is your Council:

1. A place where people help shape the community and world around them?
2. A place where reputations are built and skills developed?
3. A place where people and services are responsive and challenges are relished?
4. A place where success improves people's lives, the environment and prospects for future generations?
5. A place that encourages and rewards success?
6. A place that people are proud to work for?

Evidence provided throughout this plan confirms that Chorley Council is striving to be an excellent provider of services to the community whilst committed to be an employer of choice, however, we identify that the requirement to continually change the services we provide and how we provide them must be managed affectively to ensure we have the right people with the right skills delivering the right service to our community. The five priorities within the Pay and Workforce Strategy underpin our workforce development plan over the next 3 years.

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Appendix 1

Priority Area	Objective	Actions	Links to other strategies	Lead
1.Organisational Development	Building Capacity	Develop the skills and behaviours of managers and employees - Update competency framework		
	Building better partnerships	Neighbourhood Agenda / Community Engagement - Recognise the skills for developing and sustaining partnerships and relationships in practice - Explore the characteristics of an effective partnership - Collaborative working skills - Customer focus and empathy skills		
	Workforce that reflects the diversity of the Community	Achieve level 3 of the Equality Standard - liase with the councils Equality Forum - Review of recruitment and selection policy - Liase with LCC WorkRight to encourage applicants with Disabilities		
	Environmental Awareness	Educate and inform staff on the implications of environmental issues in relation to their work and personal life		

	<p>Develop next generation of leaders</p> <p>Retain liP</p>	<p>Leadership Development Actions</p> <ul style="list-style-type: none"> - Competency Model <p>Re – accreditation</p>		
<p>2. Leadership Development</p>	<p>Promote Cultural Change</p> <p>Develop next generation of leaders</p> <p>Work jointly with partners via LSP to equip those to lead the Community Strategy</p>	<p>Developing productive working relationships</p> <ul style="list-style-type: none"> - Defining communication and the importance of it - Influencing and Negotiation skills to achieve results - Building productive working relationships - Communicating assertively - Understanding and influencing cultures - Impact of Leadership on Culture <p>Management by Objectives</p> <ul style="list-style-type: none"> - Identify productive and non productive time - Focus on objectives and priorities <p>Leadership and Managing Change</p> <ul style="list-style-type: none"> - The difference between management and leadership - Transformational / Transactional 		

<p>4. Recruitment and Retention</p>	<p>Attract more young people into Local Government</p> <p>Workforce reflective of the community</p> <p>Developing tomorrow leaders and front line staff</p> <p>Eliminate critical skills gaps</p> <p>No occupational skills shortages reported</p>	<p>Increase modern apprenticeship opportunities in line with LAA targets</p> <p>Explore student placements, graduate projects and work experience</p> <ul style="list-style-type: none"> - Forge better links with schools and colleges <p>Introduce –</p> <ul style="list-style-type: none"> - Mentoring - Work shadowing - Project Opportunities 		
<p>5. Pay and Rewards</p>	<p>Modern pay system to reflect new priorities and new ways of working</p> <p>Reinforce high performance</p>	<p>Maintenance of new pay structure</p> <p>Explore total rewards package</p> <p>Develop assessment based progression</p>		

	Council	Business	Corp Governance	Finance	HR & OD	ICT	Neighbourhoods	Office of CE	People	Policy & Performance
Employees	381	53	39	70	8	13	98	18	70	12
Permanent	349	52	33	66	8	12	91	18	57	12
Temporary	19	1	1	4		1	6		6	
Casual	13		5				1		7	
Male %	49.34	60.38	38.46	35.71	25	84.62	82.65	11.11	21.43	41.67
Female %	50.66	39.62	61.54	64.29	75	15.38	17.35	88.89	78.57	58.33
Disabled %	3.67	3.77	5.13	1.43	0	7.69	5.10	0.00	4.29	0.00
BME %	2.36	3.77	2.56	1.43	0	0.00	1.02	5.56	4.29	0.00
FT %	70.68	81.13	48.72	74.29	75	100.00	92.93	88.89	28.57	91.67
PT %	29.06	18.87	51.28	25.71	25	0	6.06	11.11	71.43	8.33
Male FT %	88.88	90.62	66.66	100.00	100.00	100.00	96.20	100.00	53.30	100.00
Male PT %	11.11	9.37	33.33	0.00	0.00	0.00	3.70	0.00	46.60	0.00
Female FT %	50.77	66.66	33.33	60.00	66.66	100.00	82.35	87.50	21.80	85.70
Female PT %	49.22	33.33	66.66	40.00	33.33	0.00	17.64	14.20	78.18	14.20

Agenda Page 137

Age Profile

	Council	Business	Corp Governance	Finance	HR & OD	ICT	Neighbourhoods	Office of CE	People	Policy & Performance
Employees	381	53	39	70	8	13	98	18	70	12
16-18% (no.)	1.04 (4)	1.88 (1)	2.56 (1)	2.85 (2)	0	0	0	0	0	0
19-24% (no.)	4.98 (19)	3.77 (20)	0	5.71 (4)	0	7.69(1)	3.06 (3)	11.11(2)	8.57(6)	8.3(1)
25-39% (no.)	38.05(145)	35.8 (19)	30.76 (12)	34.28(24)	62.5(5)	69.2(9)	31.63 (31)	16.6 (3)	45.71(32)	83.3 (10)
40-49% (no.)	33.01(126)	39.6(21)	28.2(11)	38.57(27)	37.5(3)	15.3 (2)	36.73(36)	50(9)	24.28(17)	0
50-59% (no.)	18.64 (71)	16.9 (9)	28.2(11)	15.71(11)	0	7.69(1)	22.45(22)	22.2(4)	15.71(11)	8.3(1)
60+ % (no.)	4.19 (16)	1.88(1)	10.25(4)	2.85(2)	0	0	3.06(3)	0	5.71(4)	0

Agenda Item 10

Service Profile

	Council	Business	Corp Governance	Finance	HR & OD	ICT	Neighbourhoods	Office of CE	People	Policy & Performance
Employees	381	53	39	70	8	13	98	18	70	12
<1 yr % (no)	13.91(53)	20.75(11)	17.95(7)	8.57(6)	0	7.7 (1)	11.22(11)	11.11 (2)	14.29 (10)	41.67(5)
1-2 yrs % (no)	14.44 (55)	15.09(8)	15.38(6)	12.5(1)	62.50(5)	15.38(2)	13.26(13)	11.11(2)	18.57(13)	16.67(2)
2-9 yrs % (no)	32.02(122)	30.19(16)	41.03(16)	25(2)	25(2)	38.46(5)	21.43(21)	16.67(3)	38.57(27)	33.33(4)
10yrs + % (no)	39.63(151)	33.97(18)	25.64(10)	12.5(1)	12.5(1)	38.46(5)	54.08(53)	61.11(11)	28.57(20)	8.33(1)

	Council	Business	Corp Governance	Finance	HR & OD	ICT	Neighbourhoods	Office of CE	People	Policy & Performance	Property
Employees	381	53	39	70	8	13	98	18	70	12	
Retirement	0.26 % (1)	0	2.56% (1)	0	0	0	0	0	0	0	0
Dismissal	0.52% (2)	0	2.56% (1)	0	0	0	0	0	0	0	20.00% (1)
ER/VS	2.89% (11)	1.88%(1)	0	4.28% (3)	0	7.69% (1)	3.06% (3)	11.11% (2)	1.43% (1)	0	0
Temp/Fixed Term	2.62% (10)	0	0	1.43% (1)	12.5%(1)	0	7.14% (7)	5.55%(1)	0	0	0
Redundancy	1.31% (5)	0	2.56% (1)	0	37.5%(3)	0	0	0	0	0	0
TUPE	1.05% (4)	0	0	0	0	0	0	0	0	0	80.00%(4)
Resignation	6.30% (24)	9.43% (5)	12.82% (5)	4.28% (3)	12.5%(1)	0	2.04%(2)	5.55%(1)	10.00%(7)	0	0
Total	14.96% (57)	11.32% (6)	20.51% (8)	10.00% (7)	62.50%(5)	7.69% (1)	7.84% (4)	27.77%(5)	11.42%(8)	0	100%(5)

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