

# Special Council

Agenda and Reports

For consideration on

## Tuesday, 3rd November 2009

In the Council Chamber, Town Hall, Chorley

At 6.30 pm



## **PROCEDURE FOR PUBLIC QUESTIONS/SPEAKING AT COUNCIL MEETINGS**

- Questions should be submitted to the Democratic Services Section by midday, two working days prior to each Council meeting to allow time to prepare appropriate responses and investigate the issue if necessary (12 Noon on the Friday prior to the meeting).
- A maximum period of 3 minutes will be allowed for a question from a member of the public on an item on the agenda. A maximum period of 30 minutes to be allocated for public questions if necessary at each ordinary Council meeting, excluding the Annual Meeting.
- The question to be answered by the Executive Member with responsibility for the service area or whoever is most appropriate.
- On receiving a reply the member of the public will be allowed to ask one supplementary question.
- Members of the public will be able to stay for the rest of the meeting should they so wish but will not be able to speak on any other agenda item upon using their allocated 3 minutes.

23 October 2009

Dear Councillor

## **SPECIAL COUNCIL - TUESDAY, 3RD NOVEMBER 2009**

You are invited to attend a meeting of the Chorley Borough Council to be held in the Council Chamber, Town Hall, Chorley on Tuesday, 3rd November 2009 commencing at 6.30 pm for the following purposes.

### **AGENDA**

1. **Apologies for absence**

2. **Minutes of the last Council Meeting (Pages 1 - 4)**

To confirm as a correct record the minutes of the last Council meeting held on 22 September 2009 (enclosed).

3. **Declarations of Any Interests**

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

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

4. **Mayoral Announcements**

5. **Public Questions**

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

6. **The Annual Refresh of the Corporate Strategy 2009/10 to 2010/11 (Pages 5 - 14)**

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

7. **Any other item(s) the Mayor decides is/are urgent**

Yours sincerely

*Donna Hall*

Donna Hall  
Chief Executive

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Head of Democratic Services  
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**Distribution**

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

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

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کیجئے:

**COUNCIL****Tuesday, 22 September 2009**

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

**09.C.27 APOLOGIES FOR ABSENCE**

Apologies for absence were submitted on behalf of Councillor Terry Brown who was recovering following an operation. Members of the Council expressed their best wishes to Councillor Brown for a speedy recovery.

**09.C.28 MINUTES OF THE LAST COUNCIL MEETING**

**RESOLVED – That the minutes of the last meeting of the Council held on 14 July 2009 be confirmed as a correct record and signed by the Mayor.**

**09.C.29 DECLARATIONS OF ANY INTERESTS**

There were no declarations of interest.

**09.C.30 MAYORAL ANNOUNCEMENTS**

The Mayor thanked members for their support at the recent charity events including the Ten Pin Bowling Challenge, the Music of Four Decades and the Corporate Challenge.

The Mayor invited Members to support her during a forthcoming sponsored Zip Slide at Preston North End Football Club in aid of St Catherine's Hospice and at a Quiz Night to be held at St Gregory's Club in Chorley.

**09.C.31 PUBLIC QUESTIONS**

There had been no public questions submitted.

**09.C.32 EXECUTIVE CABINET****(a) Capital Programme Monitoring 2009/10 to 2011/12**

The Executive Member (Resources) presented a report proposing a revised capital programme for 2009/10 and provisional capital programme figures for 2010/11 and 2011/12.

The report detailed the reallocation of budgets, increases and reductions in costs, slippage of expenditure to later years and associated changes in finance. Increases in the Regional Housing Pot capital grant had allowed the reallocation of the grant to specific housing capital schemes and the adjustment of the Affordable Housing budgets to match the developer contributions available to finance the expenditure.

The effect of changes was to reduce the 2009/10 capital programme to £8,029,400. The provisional capital programme for 2010/11 would increase to £3,592,180 and, for 2011/12 to £1,451,110. The main changes in both of these years relate to slippage from earlier years and an increase in estimated Regional Housing Pot capital grant.

It was moved by the Executive Member (Resources), Councillor K Joyce, and seconded by the Executive Leader and **RESOLVED:**

1. **That the revised capital programme for 2009/10 be approved; and**
2. **That the provisional capital programme figures for 2010/11 and 2011/12 be noted.**

**(b) General Report**

The Executive Leader presented a report which summarised the key issues considered at meetings of the Executive Cabinet held on 13 August and 3 September 2009.

Questions were raised by Members on the inclusion of the collection of food waste for composting through the Lancashire Waste Management Strategy; the timescale and amount that could be expected back from the Council's investment in Landsbankii in 2008; and the Growth Point bid and the likely housing development in Chorley.

It was moved by the Executive Leader and seconded by the Deputy Leader and **RESOLVED that the report be noted.**

**09.C.33 OVERVIEW AND SCRUTINY COMMITTEE AND TASK AND FINISH GROUPS**

The Chair of the Overview and Scrutiny Committee presented a report summarising the matters considered by the Committee at meetings held on 10 August and 1 September including the work of Scrutiny Task Groups.

It was moved by the Chair of the Overview and Scrutiny Committee, Councillor D Edgerley and seconded by the Vice Chair, Councillor A Cullens and **RESOLVED that the report be noted.**

**09.C.34 REVIEW OF THE COUNCIL'S CONSTITUTION**

Members considered a report of the Corporate Director (Governance) on a review of a number of elements of the Council's Constitution. Following consultation with the Leader of the Labour Group, the Leader of the Council proposed that consideration of the report be deferred for further discussions.

**RESOLVED – That the report be deferred until the next ordinary meeting of the Council to allow further discussions between the political groups.**

**09.C.35 PETITION FROM CHORLEY MOOR RESIDENTS AND TENANTS GROUP**

The Council considered a 254 signature petition which had been received from Chorley Moor Residents and Tenants Group, but instigated by the Chorley Moor Young People's

Time Bank Volunteers asking the Council to make progress in building the promised Community Centre.

The Leader reported that the Chief Executive had been in contact with the Group and that a meeting would be taking place. Councillor Peter Malpas, Executive Member (Business), would report back to Executive Cabinet on the matter as soon as possible. The formal response would also be sent to the Ward Councillors.

**RESOLVED – That the response of the Leader be noted.**

Mayor

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Report of	Meeting	Date
Assistant Chief Executive (Policy and Performance) (Introduced by the Executive Member for Policy and Performance)	Policy Council	3 <sup>rd</sup> November 2009

**REFRESH OF THE CORPORATE STRATEGY 2009/10 - 2010/11**

**PURPOSE OF REPORT**

1. To seek approval of the Corporate Strategy 2009/10 – 2010/11.

**RECOMMENDATION(S)**

2. That the changes to the Corporate Strategy be approved in line with the rationale detailed below.
3. That the leader be delegated responsibility as chair of the Local Strategic Partnership Executive to approve two targets which are currently being reviewed at a Lancashire level as part of the Local Area Agreement.

**REASONS FOR RECOMMENDATION(S)**

**(If the recommendations are accepted)**

4. The Corporate Strategy is the key document within the Council’s Corporate Business Planning Process and is a key driver for delivering the Council’s long-term vision, priorities, strategic outcomes and targets. To ensure the document remains relevant in the light of any internal and external developments the Corporate Strategy is reviewed and refreshed on an annual basis and where appropriate changes are recommended including the introduction of new key projects to support achievement against outcomes and targets and deliver real improvements for the community we serve.

**ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

5. None

**CORPORATE PRIORITIES**

6. This report relates to the following Strategic Objectives:

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



**BACKGROUND**

7. The Corporate Strategy provides a clear statement at the highest strategic level of what the Council aims to achieve over the next three years. The Corporate Strategy is developed against the backdrop of the Sustainable Community Strategy, the Local Area Agreement and the key issues facing the borough. The Corporate Strategy sets out not only the Council's vision, priorities, strategic objectives and desired long term outcomes from 2009-2011, but also how we will measure our achievements and those key projects which will be delivered in the short to medium term, covering the period up to October 2010.
8. The Council has committed to review the Corporate Strategy on an annual basis commencing each Summer with a view to agreeing and publishing a new Corporate Strategy in October/November each year, see the business planning process, appendix A. The current Corporate Strategy 2008/9 – 2010/11 was last reviewed in Autumn 2008 and approved by Council in December 2008.
9. The Corporate Strategy has been refreshed following a series of consultation and development sessions involving Members, Strategy Group and relevant officers. The refresh takes into account a number of influences, the main ones being the 'Big Issues' currently facing the Council, lessons learned from the delivery of the strategy in 2008/09, the April 2009 refresh of the Local Area Agreement for Chorley from 2008-2011.
10. A copy of the refreshed Corporate Strategy is attached in appendix B.

**PERFORMANCE IN THE CORPORATE STRATEGY 2008/09**

11. Detailed analysis of performance in the Corporate Strategy 2008/09 will be included in the Quarterly Performance Report to Executive Cabinet in November.
12. Overall, there has been strong performance in delivering the Corporate Strategy over the last year. The performance at the end of the 4<sup>th</sup> Quarter 2008/9 where 71% of key measures performed at, or above target, is being maintained. While many measures have changed, the final figure at the time of the refresh (end of September 2009) on those measures which it is possible to report on stands at 73% performing at, or above, target. 94% of the key projects included in the 2008/9 Corporate Strategy were either completed or on track by the end of September 2009, exceeding the Council's target of 90%.
13. The previous Corporate Strategy identified 36 Key Projects, 18 of which have been completed or closed. A further 10 projects will complete within the third quarter. The outcomes of these will be reported in the third quarter monitoring report therefore they are not being carried over in the refreshed Corporate Strategy. Of the remaining projects seven will be carried forward into the 2009/10 Corporate Strategy, as they will be completed in 2009/10. The remaining project to identify and design key projects from the town centre audit is a five year programme of works which will continue however it will now be monitored and completed as part of the business plan monitoring process. Instead it will be replaced with a project to produce a marketing package for the town centre, markets and Chorley as a whole. This is one of the key projects from the town centre audit and design strategy programme of works which is due to be undertaken in the next year.

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

14. While some changes to the strategy and the key projects are required it is important that the vision and priorities remain fairly constant, as they set out the Council's medium term ambitions. It is therefore proposed that the format of the strategy and priorities remain unchanged to allow for continuity.

15. The current format has been well received and is well understood by both members and officers and radical change at this stage could undermine the progress made. Our approach has also been commended by the I&DeA and the Council's strategic clarity was praised in the recent CPA. The current strategic objectives are also directly aligned to those of the current Sustainable Community Strategy so a 'Golden Thread' of strategic alignment remains in place. However, several changes are proposed to reflect changes in focus for the Council.

### PROPOSED CHANGES TO THE TIMESCALES

16. One of the most important changes is that this Corporate Strategy will be refreshed as a two year Strategy from 2009/10 – to 2010/11 rather than following the existing three year format. The rationale behind this is that a major refresh of the Sustainable Community Strategy is planned for 2010 to reflect the changes in the issues effecting the borough. This will result in a major refresh of the Corporate Strategy in 2010 to ensure the two plans are strategically aligned. In addition, this will ensure that the Corporate Strategy performance targets remain aligned with the current Local Area Agreement for Lancashire which has agreed targets up to 2011.

### PROPOSED CHANGES TO THE VISION

17. It is proposed that the original Vision "The Council's ambition is for Chorley to be recognised as the most attractive, caring and vibrant place in the North West to live, to work, to invest and to visit" be linked to the Chorley Smile campaign. It is proposed that the new wording be "**We will make Chorley smile by being the most attractive, caring and vibrant place in the North West to live, to work, to invest and to visit**". The detail which sat below the vision has also been removed.

### PRIORITIES

18. There are no proposed changes to the current priorities of Prosperity, People, Place and Performance.

### PROPOSED CHANGES TO THE STRATEGIC OBJECTIVES

19. The following wording changes are proposed to the Council's Strategic Objectives:
- **Strategic Objective 3** 'Involving people in their communities' has been reworded to '**Supporting people to get involved in improving their communities**' to reflect the supported approach the Council is taking to community engagement, supporting the community management of assets, introducing neighbourhood working and increasing volunteering.
  - **Strategic Objective 4** 'Develop local solutions to climate change' has been reworded to '**Improve environmental sustainability and combat climate change**' to reflect the wider environmental sustainability agenda and actions the Council is taking which is not limited to CO<sub>2</sub> reduction.

### PROPOSED CHANGES TO THE LONG TERM OUTCOMES

20. Several minor changes are also proposed in relation to the Long Term Outcomes expressed in the Corporate Strategy. These effect:
- **Outcome 2.5** - 'Improved quality of life in rural communities' is to be replaced with '**Reduced inequalities in rural areas**', this reflects the recent Place Survey findings which reveals that over 91% of residents in rural wards are satisfied with their neighbourhood as a

place to live. However, that in line with our Equality Policy, inequalities still exist in rural areas particularly in relation to accessing services.

- **Outcome 3.1** 'People will be involved in decision-making and in improving the wellbeing of their communities' is to be reworded as '**People will be engaged in shaping and delivering neighbourhood plans**' to better reflect the Council's approach to neighbourhood working and increasing community engagement.
- A new long term **Outcome 3.3** has also been added '**Empowered local communities managing community assets**' to reflect the Council's approach to helping residents to manage community assets.
- **Outcome 5.3** 'There will be a range of housing tenures that address community needs' has been slightly reworded to read '**There will be a range of housing provision and services that address community requirements**' to more accurately reflects the number of schemes and actions the Council is undertaking, such as the Rental Bond Scheme.
- **Outcome 5.5** 'Improvement and extension of the green corridor of Chorley' has been replaced with '**Improvement and protection of Chorley's parks and open spaces**'. This seeks to reflect the Council's commitment to improving and protecting Chorley's parks and open spaces and the lack of a major extension project in the near future due to the ReMADE scheme being placed on hold as result of a funding freeze at a regional level.
- **Outcome 6.5** 'Improved access to public services' has been removed and absorbed into **Outcome 6.3** with a change of wording from 'A provider and procurer of high quality priority' to '**A provider and procurer of high quality, co-ordinated public services**' to place more emphasis on partnership working and co-ordination to improve services for the public.

## SUMMARY OF CHANGES TO MEASURES

21. As with each of the previous refreshes there have been some changes to measures. New indicators have been included that are more reflective of the Council's outcomes and the indicators that are less relevant or no longer reported have been deleted. The key drivers for changes to the measures have been establishment of the new National Indicator Set and the development of the Place Survey, which now for example allows the Council to measure public perceptions about whether residents feel that the Council provide 'Value For Money'. Changes to targets for National Indicators identified as a priority for Chorley in the Local Area Agreement (LAA) for Lancashire from 2008-2011 have also been included in the revised Corporate Strategy.
22. The 2008/9 – 2011/12 Corporate Strategy contained 43 measures and targets. The refreshed Strategy for 2009/10 -2011/12 contains 42 measures. Of the 42, 35 are existing measures or comparable to measures in the 2008/9 strategy. 7 are new indicators which will better enable us to measure our performance against other areas nationally and measure the new long term outcome relating to for example the management of community assets. The changes effect the following measures:
  - Measure 2.2.2 has been revised to measure junior attendances which cover under 16s rather than under 18s to better match up with the reporting of free swimming attendances. The reporting period has also changed from financial year-end to end of September to address the issue of the Easter holiday falling in March some years and April in others. In order to measure accurate trends, it is important that usage over only one Easter period is included in each 12 month period. Currently, the situation can arise where the Easter period could be double counted if two Easter periods falls between 1<sup>st</sup> April and 31<sup>st</sup> March of a financial year.
  - The previous measure 2.2.4 in the 2008/9 strategy on leisure centre attendances has been removed and replaced with a new measure 2.4.1 – Adults taking part in the

recommended rate of 3x30mins physical activity – as the Council now have access to a new annual survey of residents undertaken by Sport England which is directly linked to the delivery plan targets of the Chorley Sport and Physical Activity Alliance.

- On measure 4.1.3 there has been a slight change to wording to reflect that fact that this measure refers to household waste and not all municipal waste, as the County Council is responsible for some element of municipal waste.
- Measure 5.3.1 will continue to measure the delivery of Affordable Housing but the percentage target has been replaced by the numeric target in the LAA. This indicator is currently being refreshed at a Lancashire-wide level as part of the LAA.
- The previous measure 5.4.3 - reduction of overall crime has been replaced with specific LAA measures on serious acquisitive crime and assault with less serious injury. The rationale being that the Police are no longer setting or measuring all-crime (all crime also includes white collar crime such as fraud which the council has no impact upon) however these specific types of crime are targets for the Chorley Crime and Disorder Reduction Partnership and are addressed by the Council through reducing alcohol related crime by licensing enforcements, CCTV or by SmartWater marking of property.
- The previous measures 6.1.2 and 6.1.3 from 2008/9 which measured the Council's Direction of Travel and Use of Resources Score have been replaced with a new combined Organisational Assessment measure, 6.1.3, to reflect the new Comprehensive Area Assessment system.
- A new indicator, 6.1.4, has been added to measure whether residents feel the Council provides Value For Money.
- The old measures of 6.2.1 and 6.2.3 have been removed following the Council's successful achievement of Level 3 of the Equality Standard and Level 2 of the Member Development Charter.
- The previous measure, 6.4.1, % Corporate Strategy projects achieved has been removed as project performance is now reported quarterly through the Council's Project Management Toolkit and Performance Management Framework.
- The old measure 6.4.2 'Staff satisfaction' has also been removed as it was felt to be too internally focused for inclusion in an externally facing document, particularly in light of the effects of the recession on residents.
- A new measure 6.4.1 has been included which measures the level of avoidable contact for customers to provide a key measure of providing customer focussed services.
- Finally, those previous measures linked to the former Outcome 6.5 'Improved access to services' have also been removed.

23. In order to ensure that the targets in the Strategy are realistic and will ensure that the Council is striving towards continuous improvement in improving outcomes for residents several of the existing targets have changed, either being reduced or increased in light of current performance, this includes some LAA targets which are set at a county-wide level. Where possible targets for 2009/10 and 2010/11 are included to increase accountability on performance.

## KEY PROJECTS

24. In addition to the day to day business of the Council, 33 projects have been identified for inclusion in the refreshed document. 26 are new projects and 7 are longer term existing projects which have been carried forward from last years document, as they are expected to complete in 2010. Some ongoing projects have minor wording changes to reflect developments since 2008. The projects are clearly defined, support the strategic objectives set out in the corporate strategy, have a definite start and end point, are deliverable within a 12 to 18 month period and are within the Council's control. Each of the long-term outcomes in the strategy is addressed by at least one key project and many projects will have a positive impact upon several outcomes.

**IMPLICATIONS OF REPORT**

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

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

**COMMENTS OF THE CORPORATE DIRECTOR OF PEOPLE**

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

**COMMENTS OF THE ASSISTANT CHIEF EXECUTIVE (BUSINESS TRANSFORMATION)**

27. There are no immediate financial implications associated with this report. However resources have been committed to ongoing projects and for the new projects the main resource implication is staff time to deliver the projects. Therefore resources will be prioritised accordingly. Any additional costs identified in projects as they progress will be included in the next budget cycle for 2010/11.

**COMMENTS OF THE ASSISTANT CHIEF EXECUTIVE (POLICY & PERFORMANCE)**

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

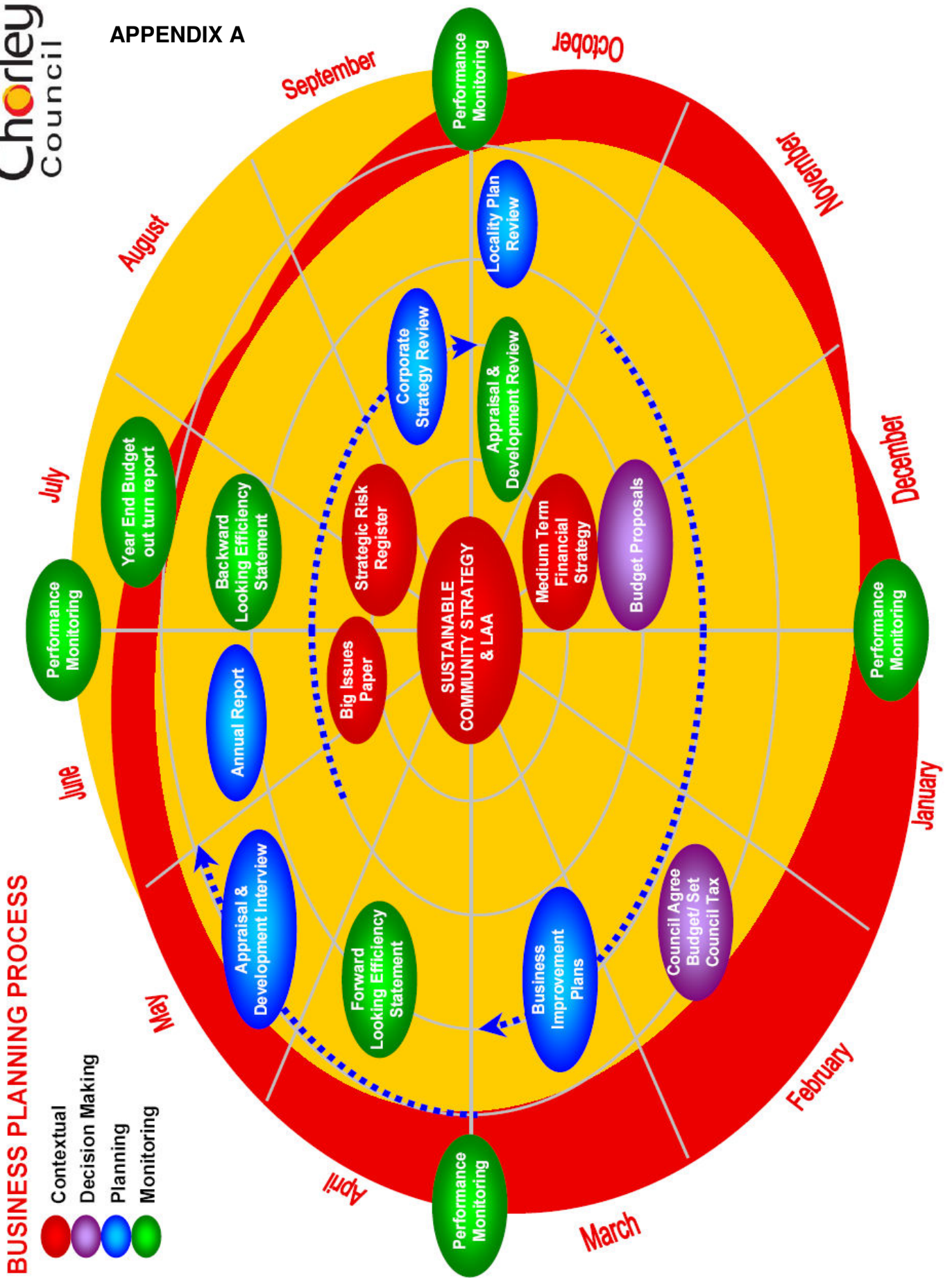
LESLEY-ANN FENTON

ASSISTANT CHIEF EXECUTIVE (POLICY AND PERFORMANCE)

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
David Wilkinson	5248	21st October 2009	Corporate Strategy Refresh 2009

APPENDIX A



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# CORPORATE STRATEGY OVERVIEW 2009/10 – 2010/11

## OUR VISION

We will make Chorley smile by being the most attractive, caring and vibrant place in the North West to live, to work, to invest and to visit.

PRIORITY	PROSPERITY	PEOPLE	PLACE	PERFORMANCE		
<b>STRATEGIC OBJECTIVE</b>	<b>1 STRENGTHEN CHORLEY'S ECONOMIC POSITION IN THE CENTRAL LANCASHIRE SUB-REGION</b>  Leads: Cllr P Malpas Jane Meek	<b>2 IMPROVING EQUALITY OF OPPORTUNITY AND LIFE CHANCES</b>  Leads: Cllr J Walker Jamie Carson	<b>3 SUPPORTING PEOPLE TO GET INVOLVED IN IMPROVING THEIR COMMUNITIES</b>  Leads: Cllr J Walker Jamie Carson	<b>4 IMPROVE ENVIRONMENTAL SUSTAINABILITY AND COMBAT CLIMATE CHANGE</b>  Leads: Cllr P Malpas Jane Meek	<b>5 DEVELOP THE CHARACTER AND FEEL OF CHORLEY AS A GREAT PLACE TO LIVE</b>  Leads: Cllr E Bell Ishbel Murray	<b>6 ENSURE CHORLEY COUNCIL IS A CONSISTENTLY TOP PERFORMING ORGANISATION</b>  Leads: Cllr P Goldsworthy Lesley-Ann Fenton
<b>LONG TERM OUTCOME</b>	<p>1.1 A vibrant local economy</p> <p>1.2 A thriving Chorley town centre and other service centres</p> <p>1.3 Preserve jobs in the borough</p> <p>1.4 Create and maintain Higher Added Value jobs</p>	<p>2.1 The number of SOAs in the worst 20% nationally will reduce</p> <p>2.2 Improved life chances for young people and children</p> <p>2.3 Improved quality of life for the borough's older people</p> <p>2.4 Healthier communities and reduced health inequalities</p> <p>2.5 Reduced inequalities in rural areas</p>	<p>3.1 People will be engaged in shaping and delivering neighbourhood plans</p> <p>3.2 Increase the level of volunteering in the borough</p> <p>3.3 Empowered local communities managing community assets</p>	<p>4.1 The Council's environmental footprint will be reduced</p> <p>4.2 An improved local environment</p> <p>4.3 Seek to protect the local natural environment and improve biodiversity</p>	<p>5.1 More people will be satisfied with Chorley as a place to live</p> <p>5.2 There will be a range of housing provision and services that address community requirements</p> <p>5.3 There will be more affordable housing</p> <p>5.4 Safer communities</p> <p>5.5 Improvement and protection of Chorley's parks and open spaces</p>	<p>6.1 Community aspirations are delivered through the efficient use of resources and effective performance management</p> <p>6.2 An excellent community leader</p> <p>6.3 A provider and procurer of high quality, co-ordinated, public services</p> <p>6.4 An excellent Council that is continually striving to improve</p>
<b>MEASURES and TARGETS</b>	<p><b>Outcome 1.1</b></p> <ul style="list-style-type: none"> <li>Number of new businesses established. Target 53 p.a.</li> <li>Number of new businesses established and sustained for 12 and 24 months. Target 82% and 76% by March 2010; 83% and 76% by March 2011</li> </ul> <p><b>Outcome 1.2</b></p> <ul style="list-style-type: none"> <li>Town Centre Visits. Target 38,542 by March 2010; 40,469 by March 2011</li> <li>Vacant Town Centre Floor Space. Target 8% or below by March 2011</li> </ul> <p><b>Outcome 1.3</b></p> <ul style="list-style-type: none"> <li>Working age people on out of work benefits. Target 12.2% by March 2011 NI152 (LAA)</li> </ul> <p><b>Outcome 1.4</b></p> <ul style="list-style-type: none"> <li>Median workplace earnings in the borough. Target £465 by March 2010; £482.50 by March 2011 NI166 (LAA)</li> </ul>	<p><b>Outcome 2.1</b></p> <ul style="list-style-type: none"> <li>The number of SOAs in the worst 20% nationally. Target 7 by 2011</li> <li>Working age people claiming out of work benefits in the worst performing areas. Target 26.9% by March 2010, 26.6% by March 2011 NI153 (LAA)</li> </ul> <p><b>Outcome 2.2</b></p> <ul style="list-style-type: none"> <li>Under 18 conception rate Target 30.4 per 1000 by March 2010; 20.2 per 1000 by March 2011 NI112 (LAA)</li> <li>The number of junior visits made to leisure facilities. Target 282,996 p.a. by Sept 2010; 285,826 p.a. by Sept 2011</li> <li>The % of 16-18 year olds who are not in education, employment or training (NEET). Target TBC through LAA following changes to the methodology.</li> </ul> <p><b>Outcome 2.3</b></p> <ul style="list-style-type: none"> <li>Rate of regular physical activity among older people Target 15.6% by March 2010; 16.7% by March 2011 (NI8)</li> <li>Rate of participation in regular volunteering among older people. Target 21.6% by March 2010; 22.6% by March 2011</li> </ul> <p><b>Outcome 2.4</b></p> <ul style="list-style-type: none"> <li>The % residents taking 3x30 mins moderate physical activity per week. Target 24.1% by March 2010; 25.1% by March 2011 (NI8)</li> </ul> <p><b>Outcome 2.5</b></p> <ul style="list-style-type: none"> <li>People satisfied with their neighbourhood as a place to live from rural wards. Target 90% by March 2011 NI5</li> </ul>	<p><b>Outcome 3.1</b></p> <ul style="list-style-type: none"> <li>% of people who feel they can influence decisions in their locality. Target 31.4% by March 2010; 31.4% March 2011 NI4 (LAA)</li> <li>% of people who feel their communities are places where people from different backgrounds get on well together. Target 81.9% by March 2010; 81.9% by 2011 NI1 (LAA)</li> </ul> <p><b>Outcome 3.2</b></p> <ul style="list-style-type: none"> <li>% of people who regularly participate in volunteering. Target 25% by March 2010, 27% by March 2011 NI6 (LAA)</li> </ul> <p><b>Outcome 3.3</b></p> <ul style="list-style-type: none"> <li>Number of assets under community management. Target; transfer at least one asset to community management p.a.</li> </ul>	<p><b>Outcome 4.1</b></p> <ul style="list-style-type: none"> <li>CO<sub>2</sub> emissions from local authority operations. Target 10% reduction by March 2011 NI185</li> <li>The Council's score for 'Adapting to Climate Change'. Target: Achieve Level 2 by March 2010, Achieve Level 3 by March 2011 NI188 (LAA)</li> <li>% of household waste land filled. Target 51% by March 2010; 50% by March 2011</li> </ul> <p><b>Outcome 4.2</b></p> <ul style="list-style-type: none"> <li>Recycling and composting performance. Target 49% by March 2010; 50.19% by March 2011 NI192 (LAA)</li> </ul> <p><b>Outcome 4.3</b></p> <ul style="list-style-type: none"> <li>Level of biodiversity in the borough. The % of appropriate Council owned sites under active conservation management. Target 24% by 2011 NI197 (LAA)</li> </ul>	<p><b>Outcome 5.1</b></p> <ul style="list-style-type: none"> <li>% of people satisfied with their neighbourhood as a place to live. Target 84% by March 2011</li> <li>Street and environmental cleanliness. Targets: Litter 4.5%, Detritus 4.5%, Fly-posting, 1%, Graffiti 1%, per annum NI195 (LAA)</li> </ul> <p><b>Outcome 5.2</b></p> <ul style="list-style-type: none"> <li>Number of households in temporary accommodation. Target 13 by March 2011 NI156 (LAA)</li> </ul> <p><b>Outcome 5.3</b></p> <ul style="list-style-type: none"> <li>Number of Affordable homes delivered. NI155 (LAA) Target TBC being refreshed as part of LAA process.</li> </ul> <p><b>Outcome 5.4</b></p> <ul style="list-style-type: none"> <li>Feelings of safety during the day. Target 90% by March 2011</li> <li>Feelings of safety during the night. Target 50% by March 2011</li> <li>Serious Acquisitive crime rate NI16 (LAA) Target 7.95 per 1000 pop. by March 2010; 7.93 per 1000 pop. by March 2011</li> <li>Assault with less serious injury rate. NI20 (LAA) Target 5.82 per 1000 pop. by March 2010; 5.74 per 1000 pop. by March 2011</li> </ul> <p><b>Outcome 5.5</b></p> <ul style="list-style-type: none"> <li>% of people satisfied with parks and open spaces. Target 74% by March 2010</li> <li>Number of parks receiving Green Flag status. Target 3 by March 2010, Target 3 by March 2011</li> </ul>	<p><b>Outcome 6.1</b></p> <ul style="list-style-type: none"> <li>Satisfaction with the way the Council runs things. Target Top 25% nationally by March 2011</li> <li>Achieve efficiency savings of 3% per annum.</li> <li>Organisational Assessment Score. Target: 4/4 by March 2010</li> <li>% residents who feel that Chorley Council provide value for money. Target 41.4% by March 2011</li> </ul> <p><b>Outcome 6.2</b></p> <ul style="list-style-type: none"> <li>Achieve positive LSP Peer Review by March 2010</li> </ul> <p><b>Outcome 6.3</b></p> <ul style="list-style-type: none"> <li>% of National Indicators on target. Target 73% by 2011</li> <li>Customer satisfaction with the service received from 'Contact Chorley'. Target 98% p.a.</li> </ul> <p><b>Outcome 6.4</b></p> <ul style="list-style-type: none"> <li>The level of avoidable contact. Reduce to 23% by March 2010. (NI14)</li> </ul>
<b>KEY PROJECTS</b> November 09 - October 10	<ul style="list-style-type: none"> <li>Secure the redevelopment of the Pall Mall Triangle and Market Street (1.1, 1.2)</li> <li>Develop a proposal for improvements to the Flat Iron (1.2)</li> <li>Produce a marketing package for the town centre, markets and Chorley as a whole (1.1, 1.2, 1.3, 1.4)</li> <li>Develop a succession strategy for major inward investment and identify niche markets for the strategic regional site (1.1, 1.4)</li> <li>Produce Site Allocations Development Plan Document (1.1, 1.4)</li> <li>Refresh the Economic Regeneration Strategy and Town Centre Action Plan (1.1, 1.2, 1.3, 1.4)</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate the Families First project and establish intervention arrangements for vulnerable families (2.1 &amp; 2.2, 2.4, 5.4)</li> <li>Increase weekend diversionary provision for children and young people (2.2, 2.4)</li> <li>Improve co-ordination of work with children and young people (2.2, 2.4, 2.5)</li> <li>Evaluate the free swimming scheme and agree a way forward (2.2, 2.3, 2.4, 2.5)</li> <li>Implement year 2 of the 50+ Active Generation project (2.3, 2.4, 2.5, 3.2)</li> <li>Deliver Chorley's key actions for year one of the Health Inequalities Strategy (2.4)</li> </ul>	<ul style="list-style-type: none"> <li>Develop and deliver agreed community governance options for Chorley (3.1)</li> <li>Develop a Community Engagement Strategy (3.1, 3.2)</li> <li>Develop and deliver an action plan to increase volunteering (3.2)</li> <li>Work with local residents to transfer community facilities into community management (3.3)</li> </ul>	<ul style="list-style-type: none"> <li>Deliver food waste recycling (4.1)</li> <li>Install Combined Heat and Power system at All Seasons Leisure Centre (4.1)</li> <li>Carry out energy audit of all remaining council buildings (4.1)</li> <li>Establish a community growing scheme (4.2, 4.3, 3.1)</li> <li>Ensure development of Group One Woodland Management plan (4.3, 5.5)</li> </ul>	<ul style="list-style-type: none"> <li>Deliver key projects from neighbourhood action plans (5.1, 2.5, 3.1)</li> <li>Implement revised street cleaning schedules following recommendations from O&amp;S inquiry (5.1)</li> <li>Establish a choice based lettings scheme (5.2)</li> <li>Complete review of Home Improvement Agency (5.2)</li> <li>Deliver the Chorley housing refurbishment scheme (5.3)</li> <li>Pilot and review the proposed Chorley/SRBC CDRP merger (5.4)</li> <li>Complete parks, open spaces and play review and develop improvement plan (5.5)</li> </ul>	<ul style="list-style-type: none"> <li>Refresh Chorley's Sustainable Community Strategy (6.1, 6.2)</li> <li>Complete year 3 of the VFM programme (Corporate Services) (6.1, 6.3, 6.4)</li> <li>Refresh the Council's Marketing and Communications Strategy (6.1,3.1)</li> <li>Develop a Staff Engagement Strategy (6.4)</li> <li>Complete I&amp;DeA Peer Review of LSP (6.2, 6.4)</li> </ul>

