



# Special Council

Agenda and Reports

For consideration on

## Tuesday, 7th December 2010

In the Council Chamber, Town Hall, Chorley

At 6.30 pm



[www.chorley.gov.uk](http://www.chorley.gov.uk)

## **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.

26 November 2010

Dear Councillor

## **SPECIAL COUNCIL - TUESDAY, 7TH DECEMBER 2010**

You are invited to attend a special meeting of the Chorley Borough Council to be held in the Council Chamber, Town Hall, Chorley on Tuesday, 7th December 2010 commencing at 6.30 pm for the following purposes.

### **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 of last Council meeting (Pages 1 - 10)**

To confirm as a correct record the enclosed minutes of the Council meeting held on 2 November 2010.

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. **Refresh of the Corporate Strategy 2010/11 to 2011/12 (Pages 11 - 18)**

Report of the Chief Executive (attached).

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

Yours sincerely

Donna Hall .

Donna Hall  
Chief Executive

Carol Russell  
Democratic Services Manager  
E-mail: carol.russell@chorley.gov.uk  
Tel: (01257) 515196  
Fax: (01257) 515150

**Distribution**

To all Members of the Council and Directors.

**This information can be made available to you in larger print  
or on audio tape, or translated into your own language.  
Please telephone 01257 515118 to access this service.**

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

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

01257 515823

کیجئے:

**COUNCIL****Tuesday, 2 November 2010**

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

**10.C.133 APOLOGIES FOR ABSENCE**

Apologies for absence were submitted on behalf of Councillors Terry Brown, Alan Cullens, Dennis Edgerley, Laura Lennox and Edward Smith.

**10.C.134 COUNCILLOR TERRY BROWN**

The Council was informed that Councillor Terry Brown had been taken into hospital earlier that day. The Mayor asked for the Council's best wishes for an early recovery to be conveyed to Councillor Brown.

**10.C.135 DECLARATIONS OF ANY INTERESTS**

There were no declarations of interest by any Members in relation to matters under consideration at the meeting.

**10.C.136 MINUTES OF LAST MEETING**

**RESOLVED – That the minutes of the last meeting of the Council held on 28 September 2010 be confirmed as a correct record for signature by the Mayor.**

**10.C.137 MAYORAL ANNOUNCEMENTS**

The Mayor invited all Members to accompany him and the Mayoress in the main procession to St Laurence's Church for the Remembrance Sunday Service at 10.00am on 14 November 2010, followed by a wreath laying at the Cenotaph in Astley Park.

Members were also reminded of the "Movies" Brass Band Concert, featuring the Coppull and Standish Brass Band, being organised in the Lancastrian Room on 19 November 2010 to raise funds for the Mayor's Charity Appeal.

The Mayor also notified Members that the Annual Charity Ball was to take place in the Lancastrian Room on Friday, 4 February 2011 and would include entertainment from the Greater Manchester Police Big Band. Tickets for the event were available from the Mayor's Secretary.

The Mayor also gave notice that he would be allowing the suspension of the Council Procedure Rules to allow the Chief Executive to speak in explanation of the proposals to be considered at Minute 10.C.145 (Establishing a Shared Chief Executive arrangement with Wyre Borough Council).

#### **10.C.138 PUBLIC QUESTIONS**

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

#### **10.C.139 EXECUTIVE CABINET - GENERAL REPORT**

Consideration was given to a general report which summarised the principal items of business discussed and determined at the meeting of the Executive Cabinet held on 14 October 2010.

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

#### **10.C.140 CAPITAL PROGRAMME MONITORING 2010/11 TO 2012/13**

The Council considered a report of the Director of Transformation on proposals to revise and update the Capital Programme for 2010/11 to 2012/13, effecting an increase of the Programme by £432,880 to £13,760,420.

The programme had been updated to take account of expenditure planned to be rephrased between financial years, and to allow the addition of new projects to be financed by external contributions or virements from other capital budgets.

The report clarified that it was not intended to increase borrowing to fund the increased programme, provided that all budgeted resources and anticipated capital receipts were realised.

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

- (1) **That the revised Capital Programme for 2010/11, as presented in Appendix 1 to the submitted report, be approved.**
- (2) **That the proposed amendments to the provisional Capital Programme for 2011/12 and 2012/13, as shown in Appendix 2 to the submitted report, be noted.**

#### **10.C.141 NEW SUSTAINABLE COMMUNITY STRATEGY FOR 2010 TO 2020**

Consideration was given to a report of the Director of Partnerships, Planning and Policy seeking endorsement of the refreshed Sustainable Community Strategy for the Borough for the 10 year period up to 2020.

The revised Strategy had been developed by the Chorley Partnership following an extensive and comprehensive public consultation exercise to ensure that the Strategy reflected the needs and aspirations of residents and partners.

The focus of the strategy placed the individual resident at the centre of all partnership working and the format of the document had been simplified. Detailed action plans would now need to be developed to identify key targets and measures for the delivery of the respective priorities.

It was moved by the Executive Leader, seconded by the Deputy Leader and **RESOLVED that the refreshed Sustainable Community Strategy, as now submitted, be endorsed.**

**10.C.142 CENTRAL LANCASHIRE CORE STRATEGY - AMENDMENTS FOLLOWING ABOLITION OF THE REGIONAL SPATIAL STRATEGY**

The Council considered a report of the Director of Partnerships, Planning and Policy recommending the amendment of the draft Central Lancashire LDF Core Strategy as a result of the Government's decision to revoke Regional Spatial Strategies (RSS).

The revocation of the RSS would allow authorities more discretion in the determination of local housing requirements. The three Central Lancashire authorities were being advised to proceed with the publication of an amended Core Strategy as based on lower housing requirements than those stipulated in the RSS. The setting of a lower level of housing requirement was considered prudent in the current economic situation, pending the adoption of the Site Allocations Development Plan Document.

The Core Strategy also required to be updated in order to reflect a number of other relevant factors and changes, including the revision of Planning Policy Statement No 3 reclassifying residential gardens from brownfield to Greenfield and removing the indicative minimum density requirement of 30 dwellings per hectare.

An appendix to the report summarised the proposed changes to the draft Core Strategy.

It was moved by the Executive Member (Partnerships and Planning) (Councillor Peter Malpas), seconded by the Executive Leader, and **RESOLVED:**

- (1) That approval be given to the version of the Core Strategy previously approved by Members in March/April 2010, as outlined in the submitted report, so that it can be formally published to allow for representations to be made.**
- (2) That approval of any further minor clarifications and/or corrections to the document prior to formal publication or submission be delegated to the Director of Partnerships, Planning and Policy, in consultation with the Executive Leader and the Executive Member (Partnerships and Planning).**
- (3) That the Core Strategy be submitted to the Secretary of State for examination, subject to there being no significant/fundamental issues raised as a result of representations received at publication.**
- (4) That, where issues arise following publication which require significant change(s), the Core Strategy be taken to a future meeting of the Council to approve the changes in advance of it being submitted to the Secretary of State.**

**10.C.143 POLICE AND CRIME ACT 2009 - ADOPTION OF POWERS TO REGULATE SEXUAL ENTERTAINMENT VENUES**

Consideration was given to a report of the Director of People and Places on new legislative provisions relating to the licensing of premises that provided entertainment defined as sexual entertainment (eg lap dancing and pole dancing).

The Licensing and Safety Committee and the Executive Cabinet had recommended the adoption of the new provisions, together with a policy framework and fees structure, in order to allow the Council to consider and determine any future applications for the use of premises within the Borough for the defined entertainments.

It was moved by the Executive Member (Places) (Councillor Eric Bell), seconded by the Executive Leader, and **RESOLVED**:

- (1) **That the provisions of Schedule 3 of the Local Government (Miscellaneous Provisions) Act 1982, as amended by Section 27 of the Police and Crime Act, 2009, for Sexual Entertainment Venues that were approved for adoption by the Licensing and Public Safety Committee, under Section 2 of the Local Government (Miscellaneous Provisions) Act 1982, and endorsed by the Executive Cabinet, be adopted by the Council.**
- (2) **That the “first appointed day”, or the day on which adoption becomes effective be 1 January 2011.**
- (3) **That the decision of the Licensing and Public Safety Committee to adopt the policy framework and fee structure within which applications for Sexual Entertainment Venue licences are considered (Appendix 1 and 2 to the submitted report) be endorsed.**

#### **10.C.144 AUDIT COMMITTEE - GENERAL REPORT**

Consideration was given to a general report which summarised the principal items of business discussed and approved at the meeting of the Audit Committee held on 30 September 2010.

It was moved by the Chair of the Audit Committee (Councillor Anthony Gee), seconded by Councillor Geoffrey Russell, and **RESOLVED that the report be noted.**

#### **10.C.145 ESTABLISHING A SHARED CHIEF EXECUTIVE ARRANGEMENT WITH WYRE BOROUGH COUNCIL**

The Executive Leader presented a report seeking the Council's approval to the establishment of a shared Chief Executive arrangement with Wyre Borough Council.

It was moved by the Executive Leader, seconded by the Deputy Leader and **RESOLVED that the Council's Procedure Rules be waived to allow the Chief Executive to speak at the meeting in explanation of the proposal.**

The Chief Executive confirmed that she had been approached by Wyre Council to establish the shared arrangement, under which Chorley's Chief Executive would cover both Councils as their Head of Paid Service. The approach represented Wyre Council's recognition of Chorley Council's past performance and achievements. The Chief Executive would remain employed by Chorley Council on the same salary, but Chorley would benefit from Wyre Council's monthly contributions to cover 50% of the cost of the Chief Executive's salary and other associated on costs. The Chief Executive's performance targets would remain to be set and monitored by the established Member Panel and she would remain to be contactable by Members through e-mail or telephone at any time, whether she was working in Chorley or at Wyre's offices.

The Council's Procedure Rules were re-imposed at this point.



Several enquiries and concerns were raised by a number of Councillors, particularly in relation to the commencement date for the arrangement; the timing of the announcement of the proposal to both authorities' Members; whether a comprehensive analysis of the specific benefits of the proposal had been undertaken; whether costs would be shared on a proportional basis; the practical operational issues; and means of monitoring the performance and cost effectiveness of the arrangement.

In response, the Executive Leader clarified that the start date for the arrangement had been agreed by both authorities as 1 November 2010 for practical operational reasons, subject to both Councils endorsing the plans; notification of the proposals had been given to Members after Wyre Council's intention to proceed with the arrangement had been made known; the arrangement presented an opportunity to secure over £85,000 from Wyre Council towards this Council's management costs; the Chief Executive's performance targets would remain unaffected by the arrangement; and the arrangement would be monitored and steps taken to terminate the agreement if it failed to operate satisfactorily.

At the conclusion of the debate, it was moved by the Executive Leader and seconded by the Deputy Leader:

- (1) That Members approve the sharing of the post of Chief Executive with Wyre Borough Council, subject to the management arrangements set out in the submitted report.
- (2) That authority be delegated to the Director of Transformation, in consultation with the Executive Leader, to complete a legal agreement with Wyre to establish a shared Chief Executive arrangement under section 113 of the Local Government Act 1972.
- (3) That authority be delegated to the Director of Transformation, in consultation with the Executive Leader, to agree any consequential changes to the Chief Executive's terms and conditions, in line with the contents of the submitted report.

The following amendment was moved by Councillor Alistair Bradley and seconded by Councillor Peter Wilson:

"That a decision to establish a shared Chief Executive with Wyre BC be deferred, subject to a full Overview and Scrutiny inquiry in order that a detailed assessment and analysis of all costs and benefits to both Councils is produced, and also to propose appropriate control mechanisms which will allow a transparent process to be established. This process to report by the end of January 2011, for consideration at a Special Council meeting in February 2011, which will also consider the veracity of information included within the report."

Upon being put to the vote, the amendment was lost.

It was subsequently **RESOLVED**:

- (1) **That Members approve the sharing of the post of Chief Executive with Wyre Borough Council, subject to the management arrangements set out in the submitted report.**
- (2) **That authority be delegated to the Director of Transformation, in consultation with the Executive Leader, to complete a legal agreement with Wyre to establish a shared Chief Executive arrangement under section 113 of the Local Government Act 1972.**

- (3) That authority be delegated to the Director of Transformation, in consultation with the Executive Leader, to agree any consequential changes to the Chief Executive's terms and conditions, in line with the contents of the submitted report.

The Mayor expressed his best wishes to the Chief Executive for the future success of the new arrangement.

#### 10.C.146 PROPOSED CHANGES TO POLLING STATIONS

Consideration was given to a report of the Chief Executive on proposed changes to polling stations within the Borough, following three requests for changes and a review of two further stations.

It was moved by the Executive Leader, seconded by the Deputy Leader, and **RESOLVED that approval be given to:**

- (i) the substitution of Trinity and St Michael's Primary School by Trinity Methodist Church Hall, Croston for use as a Polling Station in Lostock Ward (Polling District 18B);
- (ii) the substitution of the mobile station by Buckshaw Community Centre for use as a Polling Station for Buckshaw Village (Polling District 10C) in Clayton-le-Woods and Whittle-le-Woods Ward;
- (iii) the further use of Buckshaw Community Centre as a Polling Station for Polling District 02C in Astley and Buckshaw Ward;
- (iv) the substitution of White Coppice Nursery by St Barnabas Church Hall, Heapey for use as a Polling Station in Pennine Ward (Polling Districts 19A and 19B);
- (v) the substitution of the mobile station by Cuerden Residential Park social club premises for use as a Polling Station in Clayton-le-Woods West and Cuerden Ward (Polling Districts 12B and 12C).

#### 10.C.147 COMMUNITY GOVERNANCE REVIEW FOR THE BUCKSHAW AREA

The Council considered a report of the Chief Executive on a request for the Council to undertake a Community Governance Review of the Buckshaw area under the provisions of the Local Government and Involvement in Health Act 2007, with a view to the potential creation of a Buckshaw Parish Council. The area was currently located within, and served by, Euxton and Whittle-le-Woods Parish Council areas.

The report outlined the processes involved in a Community Governance Review, highlighting the required consultation, resources and officer support, together with the potential outcomes for a review.

It was moved by the Executive Leader, seconded by the Deputy Leader, and **RESOLVED that a Community Governance Review of the Buckshaw area be undertaken.**

**It was further RESOLVED that a Community Governance Committee, comprising the following seven Members, be appointed with delegated authority to oversee the process up to the final recommendation stage, when full Council would be required to make a firm decision:**

**Councillors Peter Goldsworthy, Greg Morgan, Beverley Murray, Mark Perks, Geoffrey Russell, Stella Walsh and Peter Wilson.**

**10.C.148 NOTICES OF MOTION GIVEN IN ACCORDANCE WITH COUNCIL PROCEDURE RULE 10****(a) Police Community Support Officers**

The Council considered the following motion moved by Councillor Alistair Bradley and seconded by Councillor June Molyneaux:

“This Council values the role played by Police Community Support Officers (PCSOs) in our local communities and recognises the essential role they play in tackling crime, anti-social behaviour and the fear of crime. In light of this, the Council commits to maintaining its current funding for PCSOs for the next financial year working with the Police to keep our streets safe in accordance with the Council’s Corporate Strategy.”

The following alternative motion was moved by the Executive Leader and seconded by the Executive Member (Places) (Councillor Eric Bell):

“This Council condemns the previous Government for its mismanagement and incompetent handling of the economy. The debt crisis we are facing is Labour’s legacy.

Labour doubled the National debt and left us with the biggest deficit of any G20 country and the largest deficit in peace time history. Consequently the new Government is paying out £120 million pounds of tax payer’s money every day in interest payments.

To put this in context a recent Euro lottery winner who claimed a record first prize of £107 million pounds could have donated that prize to the Government to service that debt for just 21 hours.

Labour when in Government had no credible plan for this deficit but was planning 20% cuts. Unfortunately they never got round to telling us where they would come from. We note that Labour in Opposition still has no credible plan.

In this context, this Council supports the New Government in its determination to clean up the mess in our public finances. The full impact of this strategy on Chorley will be dealt with through the Budget setting process.”

A request was made under Council Procedure Rule 17.2 for a recorded vote on the alternative motion, which was as follows:

**FOR:** Councillors Eric Bell, Judith Boothman, Pat Case, Henry Counce, Magda Cullens, Michael Devaney, David Dickinson, Doreen Dickinson, Peter Goldsworthy, Marie Gray, Alison Hansford, Pat Haughton, Harold Heaton, Keith Iddon, Kevin Joyce, Peter Malpas, Greg Morgan, Simon Moulton, Michael Muncaster, Mark Perks, Alan Platt, Debra Platt, Geoffrey Russell, Rosemary Russell, John Walker and Stella Walsh.

**AGAINST:** Councillors Nora Ball, Julia Berry, Alistair Bradley, Christopher France, Anthony Gee, Catherine Hoyle, Hasina Khan, Roy Lees, Adrian Lowe, Marion Lowe, June Molyneaux, Beverley Murray, Joyce Snape, Ralph Snape and Peter Wilson.

**ABSTAIN:** Councillor Ken Ball.

The Mayor declared the alternative motion carried and it was **RESOLVED accordingly.**

On being put to the vote, the Mayor declared the original motion lost and it was **RESOLVED that the motion be rejected.**

(b) **Street Cleaning**

The Council considered the following motion moved by Councillor Alistair Bradley and seconded by Councillor Adrian Lowe:

“This Council recognises the vital importance to local residents of ensuring that roads and streets are kept clean and regularly swept, not only in the Town Centre, but in residential areas and surrounding villages.

In support of this, the Council pledges to honour the commitments made in this year’s budget and to maintain the same spending for the financial year 2011/12, by not reducing front line services, and in compliance with the Council’s Corporate Strategy.

In particular, this is to demonstrate support for the local Parish and Town Councils in their efforts to fund maintenance and street-cleaning from within their own budgets, and to work in partnership together for a safer, cleaner Chorley.”

A request was made under Council Procedure Rule 17.2 for a recorded vote on the motion, which was as follows:

FOR: Councillors Nora Ball, Julia Berry, Alistair Bradley, Christopher France, Anthony Gee, Catherine Hoyle, Hasina Khan, Roy Lees, Adrain Lowe, Marion Lowe, June Molyneaux, Beverley Murray and Peter Wilson.

AGAINST: Councillors Eric Bell, Judith Boothman, Pat Case, Henry Counce, Magda Cullens, Michael Devaney, David Dickinson, Doreen Dickinson, Peter Goldsworthy, Marie Gray, Alison Hansford, Pat Haughton, Harold Heaton, Keith Iddon, Kevin Joyce, Peter Malpas, Greg Morgan, Simon Moulton, Michael Muncaster, Mark Perks, Alan Platt, Debra Platt, Geoffrey Russell, Rosemary Russell and John Walker.

ABSTAIN: Councillors Ken Ball, Joyce Snape, Ralph Snape, Stella Walsh.

The Mayor declared the motion lost and it was **RESOLVED that the motion be rejected.**

(c) **Healthcare Provision in Chorley**

The Council considered the following motion moved by Councillor Peter Wilson and seconded by Councillor Hasina Khan:

“As part of this Council’s ongoing support and commitment to increase and maintain access to local healthcare for residents, we the Council will fight to retain all existing services within the Borough.

Therefore, we pledge to object to and oppose strongly in writing, any attempt to relocate healthcare resource provision from inside the Borough to other areas of the country, and to equally ensure that healthcare provision within the Borough is not subject to budget cuts.”

The following alternative motion was moved by the Executive Member (People) (Councillor John Walker) and seconded by Councillor Rosemary Russell:

“This Council would expect to be involved in any decisions to change the location of health care services provided for the people of Chorley and would oppose any relocation of existing services outside the Borough if the disadvantages outweigh the advantages.”

Upon being put to vote, the Mayor declared the alternative motion carried and it was **RESOLVED accordingly**.

A request was made under Council Procedure Rule 17.2 for a recorded vote on the original motion, which was as follows:

FOR: Councillors Ken Ball, Julia Berry, Alistair Bradley, Christopher France, Anthony Gee, Catherine Hoyle, Hasina Khan, Roy Lees, Adrian Lowe, Marion Lowe, June Molyneaux, Beverley Murray and Peter Wilson.

AGAINST: Eric Bell, Judith Boothman, Pat Case, Henry Caunce, Magda Cullens, Michael Devaney, David Dickinson, Doreen Dickinson, Peter Goldsworthy, Marie Gray, Alison Hansford, Pat Haughton, Harold Heaton, Keith Iddon, Kevin Joyce, Peter Malpas, Greg Morgan, Simon Moulton, Michael Muncaster, Mark Perks, Alan Platt, Debra Platt, Geoffrey Russell, Rosemary Russell and John Walker.

ABSTAIN: Councillors Nora Ball, Joyce Snape, Ralph Snape and Stella Walsh.

The Mayor declared the motion lost and it was **RESOLVED that the motion be rejected**.

#### 10.C.149 HUMAN RESOURCES APPEALS COMMITTEE

With the consent of the Mayor for the Council to consider an urgent item of business, it was moved by Councillor Alistair Bradley, seconded by Councillor Peter Wilson, and **RESOLVED that Councillor Marion Lowe replace Councillor Dennis Edgerley as a member of the Human Resources Appeals Committee until 1 January 2011.**

Mayor

This page is intentionally left blank

Report of	Meeting	Date
Chief Executive (Introduced by the Executive Member for Policy and Performance)	Policy Council	7 <sup>th</sup> December 2010

## **REFRESH OF THE CORPORATE STRATEGY 2010/2011 - 2011/12**

### **PURPOSE OF REPORT**

- To seek approval of the Corporate Strategy 2010/11 – 2011/2012.

### **RECOMMENDATION(S)**

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

### **REASONS FOR RECOMMENDATION(S)**

#### **(If the recommendations are accepted)**

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

### **ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

- None

### **CORPORATE PRIORITIES**

- This report relates to the following Strategic Objectives:

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

**BACKGROUND**

6. The Corporate Strategy provides a clear statement at the highest strategic level of what the Council aims to achieve over the next three years. The Corporate Strategy is developed against the backdrop of the Sustainable Community Strategy, resident consultation 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 for the period 2010/2011 to 2013/2014, 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 2011.
7. The Corporate Strategy is the key document in the Council's corporate business planning process. It sets the vision and priorities on which the Council's work is based. A copy of the Council's corporate business planning diagram is attached as Appendix A.
8. This year, the Corporate Strategy has been refreshed in the light of the changes made to the Sustainable Community Strategy, and an extensive consultation exercise undertaken over the summer with residents, elected Members and partner organisations. In addition, the refreshed Corporate Strategy takes into account the 'Big Issues' currently facing the Council and the borough and, particularly, reducing public sector expenditure.
9. A copy of the refreshed Corporate Strategy is attached in Appendix B.

**PERFORMANCE IN THE CORPORATE STRATEGY 2009/2010**

10. Detailed analysis of performance in the Corporate Strategy 2009/2010 was included in the Quarterly Performance Report that was presented to Executive Cabinet and Overview and Scrutiny in November.
11. Overall, there has been strong performance in delivering the Corporate Strategy over the last year. At the end of the last quarter, 93% of the key measures were either performing better than target, or within the 5% threshold. 91% of key projects were either on track or completed.
12. The previous Corporate Strategy identified 33 Key Projects. The majority of the projects are either closed, completed or on track to complete in the third quarter. Any continuing pieces of work will be included in the Business Improvement Plan of the relevant directorate. Two projects will be continued in the proposed Corporate Strategy; Deliver Food Waste Recycling and Choice Based Lettings.

**SUMMARY OF PROPOSED CHANGES TO THE CORPORATE STRATEGY**

13. The Sustainable Community Strategy is the key strategic document for the Chorley Partnership. It sets out the vision and priorities for the borough. It mirrors, and outlines the Council's contribution to, the Sustainable Community Strategy. Therefore, many of the changes made to the Corporate Strategy in this refresh reflect the changes made to the Sustainable Community Strategy, which was approved by full Council at its meeting in November.
14. The changes to the Sustainable Community Strategy were based on an extensive consultation exercise undertaken over the summer. The consultation included:
  - Over 1,000 residents, through postal and online surveys, face to face consultation on the Flat Iron Market and a freepost postcard for people to submit their views. Adverts were included in the Chorley Guardian, the Chorley Citizen and the Chorley Smile magazine.



- 50 different partnership organisations gave their views, through workshops, meetings and online consultation.
  - 3 drop in sessions were held for Councillors, and Councillors were also invited through In the Know to complete an online questionnaire.
15. The results of this consultation influenced the development of the Sustainable Community Strategy, which was finalised and approved by full Council at its meeting in November. The report on the full consultation can be found on the Chorley Partnership website.
16. The following sections outline the changes to the Corporate Strategy in more detail.

### **Proposed changes to the Vision**

17. It is proposed that the original 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” be changed to match the vision in the Sustainable Community Strategy, and the importance of the Council delivering value for money in the coming years. It is proposed that the new wording be:
- “Chorley will smile as the most attractive, caring and vibrant place in the North West to live, work, invest, play and visit. People will be healthy and happy in safe communities where they can achieve their ambitions. The Council will be a consistently top performing organisation that delivers excellent value for money”.

### **Themes**

18. The proposed Corporate Strategy changes the Council’s priorities from; ‘Prosperity’, ‘People’, ‘Place’ and ‘Performance’ to ‘You and Your Family’, ‘You and Your Community’, ‘You and Chorley’ and ‘You and Your Council’.
19. The changes match those made in the Sustainable Community Strategy, and are aimed to make the customer central in the Council’s priorities.

### **Strategic Objectives and Long Term Outcomes**

20. The changes made to the Strategic Objectives and Long Term Outcomes have been made to match the Corporate Strategy to the Sustainable Community Strategy; with the addition of an objective to ensure that Chorley is ‘A Council that is a Consistently Top Performance Organisation and Delivers Excellent Value for Money’.
21. There are nine Strategic Objectives, which set out how the Council will reach its priorities and vision. The Long Term Outcomes then set out what improvements will be made by working toward the Strategic Objectives.

### **Measures and Targets**

22. The number of measures in the Corporate Strategy has been reduced. This in response to changes in national government policy, but also to ensure that the reporting burden on service managers is minimised.
23. The measures included are more long term and outcome focussed. They particularly examine resident perception and satisfaction levels. This should support Members to focus on improvements made over a longer term. Measures that were previously in the Corporate Strategy that relate to service delivery will be included in directorate business improvement plans.
24. The targets proposed in the Corporate Strategy are based on the latest performance for each measure. They have been set based on ensuring that the Council remains one of the top performing Councils in the country.

- 25. The satisfaction and perception based measures targets have been set based on maintaining the Council’s current performance when compared to other Councils. Therefore, if the Council is currently performing in the top 25%, the target set will maintain that position. All the targets aim for Chorley to be in the top 25%, or above average when compared to others.
- 26. The targets that have been currently set are the minimum that the Council expects to achieve, based on the current likely resources. The targets may be revisited and improved if the budget position improves at a later date.

**Key Projects**

- 27. To reflect the reduced resources available to the Council, and to prioritise the delivery of frontline services, the number of key projects has been reduced. To make the management of the projects more straightforward, they have been consolidated into two main programmes: ‘Improving Chorley’ and ‘Improving the Council’.
- 28. The projects are over a twelve month period, and will help the Council to achieve its long term outcomes and strategic objectives. The links to strategic objectives and long term outcomes is illustrated in brackets next to each project.

**IMPLICATIONS OF REPORT**

- 29. 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 TRANSFORMATION**

There are no immediate financial implications of 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 using the Council’s programme management. The Corporate Strategy forms the backdrop for the budget planning cycle, and will be taken into consideration for the budget for 2011/2012.

**COMMENTS OF THE DIRECTOR OF PARTNERSHIPS, PLANNING AND POLICY**

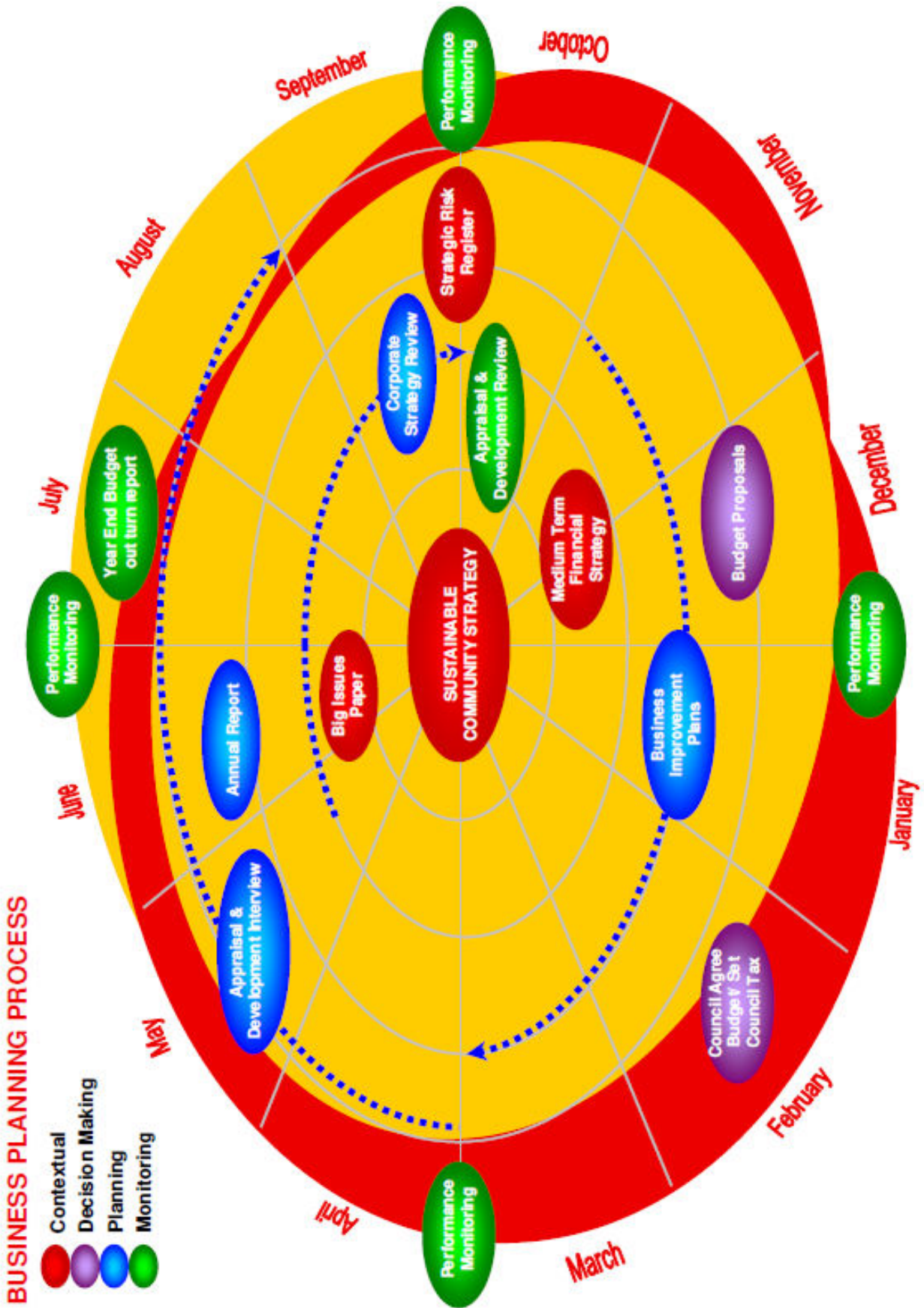
An Equality Impact Assessment has been undertaken on the overall Corporate Strategy, and individual impact assessments will be completed for each key project. The Strategy itself includes a number of projects and strategic objectives that focus on improving outcomes and the quality of life for the equality strands identified in the Council’s Equality Scheme.

DONNA HALL  
CHIEF EXECUTIVE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Chris Sinnott	5337	22 <sup>nd</sup> November 2010	Corporate Strategy Refresh 2010

APPENDIX A



This page is intentionally left blank

# Corporate Strategy Overview 2010/11 – 2013/14

## Our Vision:

Chorley will smile as the most attractive, caring and vibrant place in the North West to live, work, invest, play and visit. People will be healthy and happy in safe communities where they can achieve their ambitions. The Council will be a consistently top performing organisation that delivers excellent value for money.

Theme	You and Your Family			You and Your Community			You and Chorley		You and Your Council
Strategic Objective	Strong Family Support	Education and Jobs	Being Healthy	Pride in Quality Homes and Clean Neighbourhoods	Safe Respectful Communities	Quality Community Services and Spaces	Vibrant Local Economy	Thriving Town Centre, Local Attractions and Villages	A Council that is a Consistently Top Performing Organisation and Delivers Excellent Value for Money
Long Term Outcome	<p>1.1 Ensure early intervention and prevention of health and wellbeing problems</p> <p>1.2 Use a whole family approach to address problems and provide support</p> <p>1.3 Support the ageing population to be healthy and independent</p>	<p>2.1 Improve skills across the family</p> <p>2.2 Improve links from good quality education to employment</p> <p>2.3 Promotion and uptake of local job prospects</p>	<p>3.1 Reduced health inequalities</p> <p>3.2 Families enabled to make healthy lifestyle choices</p>	<p>4.1 Provision of quality affordable housing</p> <p>4.2 Clean streets</p> <p>4.3 Communities that residents actively take care of and improve</p>	<p>5.1 Safe communities</p> <p>5.2 Cohesive communities where people get on well together</p>	<p>6.1 Clean, safe and well used open spaces</p> <p>6.2 Empowered local people managing community assets</p>	<p>7.1 Promote knowledge based inward investment</p> <p>7.2 Support a strong, indigenous business base</p> <p>7.3 Ensure families and communities reach their full economic potential</p>	<p>8.1 A contemporary market town with good quality shops</p> <p>8.2 Places to visit, play, enjoy as a tourist destination</p> <p>8.3 Thriving local villages</p>	<p>9.1 Community aspirations are delivered through the efficient use of resources and effective performance management.</p> <p>9.2 An excellent community leader</p> <p>9.3 A provider and procurer of high quality, co-ordinated, public services</p> <p>9.4 An excellent Council that is continually striving to improve</p> <p>9.5 Reduce the Council's energy consumption</p>
Measures and Targets	<p>The % of 16-18 year olds who are not in education, employment or training (NEET). Target: 5.1% by March 2012 (1, 2, 7)</p> <p>Overall employment rate (2, 7, 8). Target: 68% by March 2012</p> <p>Rate of regular physical activity among older people. Target: 16.7% by March 2012 (1.3, 3.1)</p> <p>% residents taking 3x30 minute moderate physical activity per week. Target: 23.8% by March 2012 (1, 3)</p> <p>Under 18 conception rate. Target 38.7 per 1,000 by March 2012 (1, 3)</p> <p>% of health checks resulting in a referral. Target 40% by March 2012 (1, 3)</p>			<p>% of the population feeling safe during the day. Target: 90% by March 2012 (1.2, 4.3, 5.1, 5.2)</p> <p>% of the population feeling safe at night. Target: 50% by March 2012 (1.2, 4.2, 5.1, 5.2)</p> <p>% of people who feel they can influence decisions in their locality. Target: 32% by March 2012 (4, 5, 6)</p> <p>Number of affordable homes delivered. Target: 50 by March 2012 (4, 5)</p> <p>% of people satisfied with parks and open spaces. Target: 72% by March 2012 (4, 6, 9)</p> <p>Satisfaction with street cleanliness. Target: 63% by March 2012 (4, 6, 9)</p> <p>Satisfaction with leisure facilities. Target: 53% by March 2012 (4, 6, 9)</p> <p>% of people who regularly participate in volunteering. Target: 23.6% by March 2012 (4, 5, 6)</p> <p>Street and environmental cleanliness. Targets: Litter: 4.6%; Detritus: 6%; Graffiti: 1.5%; Fly-Posting: 1% by March 2012 (4, 6)</p> <p>% of people satisfied with waste collection. Target: 75% by March 2012 (4, 6, 9)</p> <p>% of household waste sent for reuse, recycling or composting. Target 50% by March 2012 (4, 6, 9)</p>			<p>New businesses established. Target: 53 per annum (2, 7, 8)</p> <p>New businesses established and sustained for 12 and 24 months. Target: 12 months: 91%; 24 months: 89% (2, 7, 8)</p> <p>Town Centre Visits. Target: 34,814 by March 2012 (2, 8)</p> <p>Vacant Town Centre Floor Space. Target 7.5% by March 2012 (2, 7, 8)</p> <p>Working age people receiving out of work benefits Target: Better than regional average by March 2012 (2, 7, 8)</p> <p>Median workplace earnings in the borough. Target: Better than regional average by March 2012 (2, 7, 8)</p> <p>% of people satisfied with their neighbourhood as a place to live. Target: 84% by March 2012 (4, 5, 6, 8)</p> <p>% of people who feel their communities are places where people from different backgrounds get on well together. Target: 82% by March 2012 (1, 4, 5, 6, 7)</p>		<p>% of residents satisfied with the way the Council runs things. Target 51% by March 2012 (9)</p> <p>Achieve a balanced budget over the MTFs period (9)</p> <p>% residents who feel that Chorley Council provide value for money. Target: 37% by March 2012 (9)</p> <p>CO<sub>2</sub> emissions from local authority operations. Target: 5% reduction by March 2012 (9.5)</p> <p>The level of avoidable contact. Target: 20% by March 2012 (9)</p> <p>% of staff satisfied with the Council. Target 85% by March 2012 (9)</p> <p>% of customers satisfied with the way they were treated by the Council. Target 80% by March 2012 (9)</p>
Key Projects	<h3>Improving Chorley</h3> <ul style="list-style-type: none"> <li>Implement change and improvement project for the Flat Iron market (8.1, 8.2, 2.3)</li> <li>Develop and deliver the Chorley Partnership Total Alcohol project (1.1, 1.2, 3.1, 3.2, 9.2)</li> <li>Deliver food waste recycling (9.3)</li> <li>Choice based lettings (4.1)</li> <li>Deliver the Early Intervention Project, supporting children and young people in the borough (1, 2, 3, 7)</li> <li>Support the delivery of the s106 Play and Recreation Fund (3, 4, 5, 6, 8.3)</li> <li>Develop and deliver the pilot Total Family project (1, 2, 3)</li> <li>Deliver the Lex s106 open spaces scheme (4, 5, 6)</li> <li>Deliver the Allotment project (4, 5, 6)</li> </ul>					<h3>Improving the Council</h3> <ul style="list-style-type: none"> <li>Implement shared services in Revenues and Benefits with South Ribble Borough Council (9.1, 9.3, 9.4)</li> <li>Explore the development of Strategic Partnership with other Councils (9.1, 9.3, 9.4)</li> <li>Upgrade and future proof the Council's ICT infrastructure (9.1, 9.4, 9.5)</li> <li>Improve customer experience by extending and improving services delivered through the Contact Centre (9.1, 9.3, 9.4)</li> <li>Refresh the Council's Website (9.1, 9.3, 9.4)</li> <li>Develop an asset management strategy (9.1, 9.3, 9.5)</li> </ul>			

This page is intentionally left blank