

## **SPECIAL COUNCIL**

TUESDAY, 21ST NOVEMBER 2017, 6.30 PM  
COUNCIL CHAMBER, TOWN HALL, CHORLEY

### **AGENDA**

#### **APOLOGIES**

- 1 **MINUTES OF MEETING TUESDAY, 19 SEPTEMBER 2017 OF COUNCIL**

(Pages 3 - 8)

- 2 **DECLARATIONS OF ANY INTERESTS**

Members are reminded of their responsibility to declare any pecuniary interest in respect of matters contained in this agenda.

If you have a pecuniary 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 **MAYORAL ANNOUNCEMENTS**

- 4 **PUBLIC QUESTIONS**

Members of the public who have requested the opportunity to ask question(s) on any item(s) on the agenda will have three minutes to put their question(s) to the relevant Councillor. Members of the public will be allowed to ask one short supplementary question.

- 5 **CHORLEY COUNCIL CORPORATE STRATEGY 2017/18 - 2018/19**

(Pages 9 - 46)

To consider a report of the Director of Policy and Governance (enclosed).

#### **A ALTERNATIVE CORPORATE STRATEGY**

To consider a report of the Conservative Group (to follow).

- 6 **POLLING STATION UPDATE**

(Pages 47 - 48)

To consider a report of the Chief Executive as Returning Officer (enclosed).

7 **ADOPTION OF MODEL PROCEDURES**

(Pages 49 - 52)

To consider a report of the Director of Policy and Governance (enclosed).

8 **EXCLUSION OF THE PUBLIC AND PRESS**

To consider the exclusion of the press and public for the following items of business on the ground that it involves the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972: Information relating to the financial or business affairs of any particular person (including the authority holding that information).

9 **MARKET WALK UPDATE**

To consider a report of the Director of Business, Development and Growth (to follow).

10 **ANY URGENT BUSINESS PREVIOUSLY AGREED WITH THE MAYOR**

GARY HALL  
CHIEF EXECUTIVE

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<https://democracy.chorley.gov.uk/documents/s67429/Appendix%203%20Standing%20Orders%20Aug%2016.pdf> and scroll to page 46



## **MINUTES OF COUNCIL**

**MEETING DATE**                      **Tuesday, 19 September 2017**

**MEMBERS PRESENT:**      Councillor Mark Perks (Mayor), Councillor Margaret Lees (Deputy Mayor) and Councillors Aaron Beaver, Eric Bell, Martin Boardman, Alistair Bradley, Charlie Bromilow, Terry Brown, Paul Clark, Jean Cronshaw, Alan Cullens, John Dalton, Doreen Dickinson, Graham Dunn, Christopher France, Jane Fitzsimons, Anthony Gee, Danny Gee, Keith Iddon, Mark Jarnell, Hasina Khan, Zara Khan, Paul Leadbetter, Roy Lees, Adrian Lowe, Marion Lowe, Matthew Lynch, June Molyneaux, Greg Morgan, Alistair Morwood, Mick Muncaster, Steve Murfitt, Beverley Murray, Debra Platt, Joyce Snape, Kim Snape, Ralph Snape, Richard Toon, John Walker, Paul Walmsley, Alan Whittaker and Peter Wilson

**OFFICERS:**                      Gary Hall (Chief Executive), Jamie Carson (Director (Early Intervention and Support)), Asim Khan (Director (Customer and Digital)), Chris Moister (Head of Legal, Democratic & HR Services) and Carol Russell (Democratic Services Manager)

**APOLOGIES:**                      Councillors Henry Caunce, Gordon France, Margaret France, Tom Gray and Sheila Long

### **17.C.453 Minutes of meeting Tuesday, 25 July 2017 of Council**

**RESOLVED – that the minutes of the last Council meeting held on 25 July 2017 be approved as a correct record for signature by the Mayor.**

### **17.C.454 Declarations of Any Interests**

There were no declarations of interest received.

### **17.C.455 Mayoral Announcements**

The Mayor updated on his fundraising activities with a Charity Band Night, proposed for 30 November at the Filling Factory, Buckshaw Village.

The Mayor also referred to the fact that it was the last Council meeting for Jamie Carson, Deputy Chief Executive and Director of Early Intervention and Support, who had decided to take voluntary redundancy. The Mayor thanked Jamie for his hard work and dedication to the Authority over the last 20 years, and on a personal note, for

the support he had provided to him as a ward councillor and a former Leisure portfolio holder.

All political group leaders, plus Councillor Anthony Gee thanked Jamie for his long term commitment to the work of the Council and his support for councillors both within the Council and also at meetings in the community. They referred to his enthusiasm for his work and that of the Council, most recently in the development of Chorley Youth Zone. He would be very much missed by elected Members.

Jamie Carson responded with thanks for their support over the years and for the opportunities that had been provided to him through the various roles he had held. On a personal level, he would miss working with staff and councillors, and also working with the many community groups across the borough.

#### **17.C.456 Public Questions**

There were no public questions for consideration.

#### **17.C.457 Executive Cabinet**

Councillor Alistair Bradley, Executive Leader presented a general report of the Executive Cabinet meeting held on 3 August 2017.

Councillor Alistair Bradley, Executive Leader proposed, Councillor Peter Wilson, Executive Member for Resources, seconded and it was **RESOLVED – that the report be noted.**

#### **17.C.458 Revenue and Capital Budget Monitoring 2017/18 Report 1 (end of June 2017)**

Councillor Peter Wilson, Executive Member for Resources presented a report of the Chief Executive on the provisional revenue and capital outturn figures for the Council as compared against the budgets and efficiency savings targets set for the 2017/18 financial year. The forecast was for an underspend of £321,000 against the existing revenue budget. The report had been considered at Executive Cabinet on 3 August and now required Council approval.

Councillor Alan Cullens praised the improvement works undertake at Cotswold House in recent years which he felt had transformed the facility. He asked for an update on the Market Walk Extension project and in response, the Executive Leader said there had been many communications with people acting on behalf of Marks and Spencer and he hoped the current minor obstacles could be overcome quickly. Negotiations were also ongoing with other tenants. The Executive Leader agreed to a request of Councillor Cullens that a meeting of the Market Walk Steering Committee be held, if no agreement is in place by 29 September 2017.

Councillor Peter Wilson, Executive Member for Resources proposed, Councillor Alistair Bradley, Executive Leader seconded and it was **RESOLVED –**

**That approval be given for the contribution of £259,000 from in-year revenue underspends to General Balances in 2017/18 to put the Council on target to achieving the goal of increasing general fund balances to £4m, achieving it one year earlier than set out in the Medium Term Financial Strategy. This would therefore replace the proposed budgeted contribution to balances in 2018/19 as**

previously detailed in the Medium Term Financial Strategy and also help reduce the budget deficit in 2018/19.

**17.C.459 Joint Memorandum of Understanding and Statement of Co-operation relating to the Objectively Assessed Need for Housing**

The Director of Business, Development and Growth submitted a report updating Members on the Strategic Housing Market Assessment (SHMA) and objectively assessed need for Central Lancashire and Chorley. The report also sought approval to enter into a Memorandum of Understanding (MoU) with Preston and South Ribble Councils which reflects the partnership working together across the housing market area.

Councillor Paul Walmsley, Executive Member for Public Protection presented the report which referred to the Central Lancashire Core Strategy which had been prepared jointly by Chorley, Preston and South Ribble Councils and adopted in 2012. This included the housing delivery requirements for each local authority at the time, which was Chorley 417 (dwellings per year); South Ribble 417; and Preston 507.

The Core Strategy is informed by the Strategic Housing Market Assessment which provides evidence based information. It doesn't set housing targets but provides an assessment of the need for housing in an area. Preston Council commissioned a company to produce a new SHMA for the three Councils in 2016 and the outcome of their assessment and the rationale, was contained within the report.

It was proposed that a formal MoU be entered into with South Ribble and Preston to agree to retain the distribution of housing requirement. Attached to the report as Appendix 1, was a proposed Joint MoU and Statement of Co-operation relating to the Provision of Housing Land.

Councillor Paul Walmsley, Executive Member for Public Protection proposed, Councillor Alistair Bradley, Executive Leader seconded and it was

**RESOLVED –**

- 1. That Chorley Council enters into a formal Memorandum of Understanding with Preston City Council and South Ribble Borough Council to agree to retain the distribution of housing requirement as set out within the existing Central Lancashire Core Strategy. This would mean an annual housing requirement for Chorley of 417 dwellings.**
- 2. That delegated authority be granted to the Director of Business, Development and Growth, in consultation with the Head of Legal, Democratic and HR Services, to agree any subsequent minor changes to the Memorandum of Understanding.**

**17.C.460 Central Lancashire Employment Skills Supplementary Planning Document September 2017**

The Director of Business, Development and Growth presented a report seeking adoption of the Central Lancashire Employment Skills Supplementary Planning Document (SPD).

The document had been previously considered by Executive Cabinet in January 2017 and had since been the subject of extensive consultation across Central Lancashire. The issues raised by consultees had been considered and a number of changes made to the SPD, and these were detailed in the report.

Councillor Alistair Bradley, Executive Leader proposed, Councillor Paul Walmsley, Executive Member for Public Protection seconded, and it was **RESOLVED - that the Central Lancashire Employment Skills Supplementary Planning Document be adopted as detailed in Appendix 1 and the Development and Regeneration Manager in consultation with the Executive Member for Economic Development and Public Services Reform be authorised to make any minor text, layout and formatting changes on the publication of the document.**

#### **17.C.461 Equality Forum Refresh 2017**

Councillor Hasina Khan, Chair of the Equality Forum presented a report of the Director of Policy and Governance on the refresh of the Forum, proposing a number of changes to future meetings.

The Forum was well attended and its aims and objectives would continue, but it was suggested that the structure should change to the delivery of two half day celebration events per year, supplemented by small task and finish groups. The proposals had been considered at a recent meet of the Equality Forum and the refreshed approach had received approval.

Councillor Hasina Khan, Chair of the Equality Forum proposed, Councillor Peter Wilson, Executive Member for Resources seconded, and it was **RESOLVED – that changes to the Equality Forum format and delivery be agreed as set out in the report.**

#### **17.C.462 Questions Asked under Council Procedure Rule 8 (if any)**

There were no questions for consideration under Procedure Rule 8.

#### **17.C.463 To consider the Notices of Motion given in accordance with Council procedure Rule 10**

There were no motions for consideration under Procedure Rule 10.

#### **17.C.464 Exclusion of the Public and Press**

Councillor Alistair Bradley, Executive Leader proposed, Councillor Peter Wilson, Deputy Leader seconded and it was **RESOLVED – that the press and public be excluded for the remaining items of business due to the disclosure of exempt information under Paragraphs 1 and 3 of Part 1 of Schedule 12A to the Local Government Act.**

#### **17.C.465 Digital Office Park, Euxton Lane**

Members considered a report of the Director of Business, Development and Growth on proposals to develop a Digital Office Park as part of the wider Digital Health Village at Euxton Lane, Chorley. Approval was requested to proceed with the design and delivery of enabling works for the Office Park.

Councillor Alistair Bradley, Executive Leader presented the report and provided the background to the scheme which had been approved by full Council in 2016 and was supported by £4.1m in European funding. The Council had since purchased the site but issues had arisen with the site developer, resulting in new proposals for the Council to seek an alternative plan for the site enabling work to take place.

A Digital Office Park Steering Group had been established to oversee the project and the report had already been considered by those Members and received their support.

**RESOLVED – that approval be given to the recommendations set out in the report, including the establishment of the Digital Office Park Steering Group, adopting the terms of reference set out in the report and with the following membership:**

**Councillor Alistair Bradley (Chair)**

**Councillors Alan Cullens, Jane Fitzsimons; Chris France; Greg Morgan; Alistair Morwood; and Ralph Snape.**

#### **17.C.466 Shared Services with South Ribble**

The Executive Leader, Councillor Alistair Bradley presented a report of the Chief Executive on proposals for changes to the Council's Management Structure, including the expansion of shared services with South Ribble Council. The Chief Executive had provided a briefing for all Members on the proposals prior to the meeting.

The Public Services Transformation Working Group had been progressing work on developing shared services and the Joint Committee on 14 September 2017 had agreed proposals for shared management with the creation of the following shared posts:

- Deputy Chief Executive Officer (Shared Service Resources and Transformation)
- Director of Legal & Democratic Services (Monitoring Officer)
- Assistant Director of Legal Service (Deputy Monitoring Officer)
- Director of Finance and Assurance Services (s151 Officer)
- Assistant Director of Finance and Assurance Services (Deputy s151 Officer)
- Director of Policy, Human Resources and Communications

There was an agreed ambition to develop a close working relationship between the two authorities with the ultimate aim of developing full shared services serving two independent and sovereign Councils. To progress this, a new shared services agreement would be developed and proposals for operating models for the shared functions would be considered by the Shared Services Joint Committee in December 2017.

There were consequential changes to the remaining Management Structure in Chorley and these were detailed in the report. Consultation had taken place with staff and the responses were summarised in the report. There was a small financial saving from the proposals which would contribute towards wider shared services target savings in the Medium Term Financial Strategy of £600,000 by 2019/20.

In debating the matter, Members discussed that the organisations were very different and there would be a learning process from both sides; there were risks and an exit strategy would be in place as part of the Shared Services Agreement; however there was real opportunity with the proposals which could bring major benefits and make both organisations more resilient in the future.

Councillor Alistair Bradley, Executive Leader proposed, Councillor Peter Wilson, Executive Member for Resources, seconded and it was **RESOLVED -**

1. **That the Council agrees the following joint ambition with South Ribble Borough Council - that we will work to develop a close working relationship, with an ultimate aim to develop full shared services serving two independent and sovereign councils.**
2. **That the Council delegates authority to the Chief Executive, in consultation with the Executive Leader and Members of the Shared Services Joint Committee, to finalise and agree a new shared services joint agreement.**
3. **That the new management structure set out at paragraphs 16 to 19 of the report is approved for final consultation.**
4. **That delegated authority be given to the Chief Executive in consultation with the Executive Leader to finalise the restructure and consequential changes following consultation.**
5. **That the Council agrees to the appointments process for shared posts set out in the Shared Services Joint Committee report (Appendix A). For shared Chief Officers, a joint Member Panel is agreed, comprising the Executive Leader, Deputy Leader and Leader of the Opposition from each Council.**
6. **That the Council receive a further report to approve plans for operating models for the newly shared functions following the Shared Services Joint Committee meeting planned for December 2017.**
7. **That following agreement at the Shared Services Joint Committee on 14 September 2017, the Conservative and Labour Groups each nominate a substitute member for the Joint Committee.**

Mayor

Date



Report of	Meeting	Date
Director of Policy and Governance	Full Council	21st November 2017

## **CHORLEY COUNCIL CORPORATE STRATEGY 2017/18-2019/20**

### **PURPOSE OF REPORT**

1. To seek approval for the refresh of the Corporate Strategy 2017/18 to 2019/20.

### **RECOMMENDATION(S)**

2. That the Corporate strategy 2017/18-2018/19 be approved.

### **EXECUTIVE SUMMARY OF REPORT**

3. The report provides a summary of the performance of the Corporate Strategy in 2016/17 and the changes proposed as part of the Corporate Strategy refresh for 2017/18.
4. The Corporate Strategy for 2016/17 delivered a wide range of activity towards achieving sustainable local growth and reform in the way that the council delivers services, realising benefits for residents across the borough. High profile projects to boost the wider economy and support future provision for people of all ages have now moved into a construction phase including the Youth Zone, Primrose Gardens and Market Walk development. More than 25,000 visitors have been attracted to Chorley through an award winning events programme and the new Check Out Chorley website which show cases the best of what Chorley has to offer. Residents are more engaged and involved in their local area with a 40% increase in volunteering hours and communities are more digitally enabled through the development of four new access points. People have been encouraged to be healthier and more active with 4346 additional visitors to our leisure centres compared to the same time last year, including over 600 more young people
5. For the 2017/18, the Corporate Strategy priorities and long term outcomes have been reviewed in light of the increasingly challenging national context, and refreshed to focus on meeting the fundamental needs of local residents, like health housing and jobs, while continuing to get Chorley in the best social and economic position for the future. The priority to deliver 'Clean, safe and healthy communities' has been amended to 'Clean safe and healthy homes and communities' to reflect a future emphasis on the provision and quality of housing across the borough. The remaining three priorities and all long term outcomes will be retained for 2017/18 to reflect a continued commitment to the priorities under which the administration were elected, ensuring the long term impact of strategic activity and investment. The presentation of the Corporate Strategy has also been refreshed with a new design to clearly set out the commitments of the council.
6. Projects have been reviewed and refreshed to reinforce the direction of travel for the council, driving large flagship schemes through to completion to achieve wider economic prosperity for all areas of the borough. A number of new projects are included to improve local provision including work to deliver priorities for housing and to deliver even better street services like bin emptying and grass cutting.

7. The performance measures which help us to know how we are getting better and whether we are achieving our long term goals have also been reviewed and updated. Four indicators have been revised or removed because the factors determining performance have changed; two indicators have been updated to reflect a change in definition and two new measures have been included to provide an indication of progress against key strategies.

<b>Confidential report</b> Please bold as appropriate	Yes	No
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## CORPORATE PRIORITIES

8. This report relates to the following Strategic Objectives:

Involving residents in improving their local area and equality of access for all	x	A strong local economy	x
Clean, safe and healthy communities	x	An ambitious council that does more to meet the needs of residents and the local area	x

## BACKGROUND

9. The Corporate Strategy provides a clear statement of what the Council aims to achieve over the next three years. The strategy sets out not only the Council's vision, priorities, and long term outcomes for the period 2017/18 to 2019/20 but also priority activity to be delivered through the corporate projects and how we intend to measure success over the year ahead. The Corporate Strategy identifies our key priorities as a Council which are:
- a. Involving residents in improving their local area and equality of access for all;
  - b. Clean, safe and healthy communities;
  - c. A strong local economy; and
  - d. An ambitious council that does more to meet the needs of residents and the local area.

## PERFORMANCE OF THE CORPORATE STRATEGY IN 2016/17

10. A full review of the performance of the Corporate Strategy (including measures) has been completed and overall performance over the last 12 months has been positive.
11. The Corporate Strategy for 2016/17 aimed to deliver activity to achieve sustainable local growth and reform in the way that the council delivers its services to meet challenges in future years. This activity has delivered benefits for both the town centre and residents across the borough in our villages and rural areas.
12. Activity this year has moved a number of high profile projects into the construction phase to deliver high quality new facilities for residents of all ages. The structure of the Youth Zone is now in place and on track for completion in February 2018, creating a state of the art recreational centre for young people from across the borough. Building works have commenced on the Primrose Gardens retirement village to provide purpose built accommodation to support our older residents when they need it most.
13. Work to improve the town centre as part of ensuring a strong local economy has delivered improved gateway points at Steeley Lane and Theatre Walk to create a more attractive environment for shoppers, as well as improvements to Fazakerley Street. On site delivery has commenced to prepare for the Market Walk Extension including extensive drainage,

car park works and relocation of the market. More than 25,000 visitors have been attracted to Chorley through the new Check Out Chorley website and a highly successful events programme including delivery of the award winning Chorley Flower Show.

14. Residents have been engaged and involved in their local area through a project to develop new ways of working with communities which completed an intensive period of consultation and engagement to better understand residents' views and priorities. Improving the look and feel of local neighbourhoods has continued to be a top priority; a further 24 neighbourhood preferred projects were identified and initiated across the borough including road safety in Western Parishes, installation of boundary markings for Heskin Village in Southern Parishes and family support sessions in Chorley Town West. To ensure easy access to high quality public services we have increased the number of digital access points and support sessions to ensure that residents from across the borough and its rural communities are well connected and equipped with the skills to get online. Courses and access points being developed in Hoghton, Mawdesley and Eccleston.
15. Activity to support clean, safe and healthy communities has been enhanced through the development of the Integrated Community Wellbeing service, led by Chorley Council with Lancashire Care Foundation Trust including the colocation of 150 staff from wellbeing focussed services at the Council's Union Street offices. This exciting new model promotes better wellbeing outcomes and will support access to sustainable health services for all residents in future years. Visits to council leisure centres continue to increase, with 4346 more visitors compared to the same time last year incorporating over 600 more young people. The number of long term empty properties has reduced by 11% and 36 more affordable homes have been delivered so far this year to achieve high quality, suitable housing.
16. As a council, we have continued to be ambitious in doing more to meet the needs of residents through making services more efficient with the number of service requests made online currently exceeding the target of 20%. The Chorley Public Service Reform Partnership is also leading the way in establishing new ways of working with wider partners to develop more integrated and locality focussed models that make best use of our people and buildings to deliver sustainable public services. Throughout the year we have worked hard to maintain critical public transport services for all areas of Chorley, working closely to develop sustainable proposals with key partners and local stakeholders.

## PROJECT DELIVERY

17. The 2016/17 Corporate Strategy included a number of projects to progress ongoing large programmes of work, including the initiation of the construction or build phase for several high profile schemes. This activity will continue with work carried forward into 2017/18:
  - Deliver the Primrose Gardens retirement village for Chorley
  - Integrate public services through the Chorley Public Service Reform Programme
  - Deliver the Chorley Youth Zone
  - Deliver the Market Walk Extension
  - Improve the look and feel of local neighbourhoods across the borough
18. Five projects have been successfully completed or closed off with alternative delivery arrangements agreed:
  - Develop new ways of delivering services for communities
  - Deliver the enabling phase of Integrated Community Wellbeing Service
  - Deliver economic opportunities at Botany Bay
  - Progress the delivery of the Westway Integrated sports facility
  - Deliver a project to get people ready for work

19. Four projects are still in the delivery phase and will be progressed to conclusion in April 2018:
  - Develop activity to promote Chorley as a visitor destination including Chorley Flower Show
  - Deliver street level improvements in the town centre
  - Deliver the Steeley Lane Gateway
  - Improve access to council services by making services more efficient
20. The projects that are yet to be completed have identified clear timescales for delivery and will continue to be monitored through to completion alongside the new Corporate Strategy projects, and reported through quarterly monitoring reports. A full list of projects, along with a current position statement is available in appendix A.

## PERFORMANCE

21. The 2016/17 strategy also included 32 key measures to make it possible to monitor progress towards achieving the priorities and long term outcomes. The measures were selected to demonstrate progress made in achieving the ambitions of the Council. At the end of quarter two, 71% of all indicators (including annual measures) have been reported on target or within 5% tolerance. Further details are available in the quarter two monitoring report which was presented to Executive Cabinet in November.

## DEVELOPMENT OF THE CORPORATE STRATEGY 2017/18 – 2019/20

### Vision and priorities

22. The vision for the Corporate Strategy will remain the same as it continues to reflect the aspirations of the Council to remain at the forefront of proactive leadership during challenging financial and economic times, ensuring that the needs of residents remain our priority. The vision is for the Council to be:

‘A proactive community leader, supporting the borough and all its residents to reach their full potential through working in partnership to deliver services that achieve the best outcomes and protect vulnerable people’

23. The focus of the Corporate Strategy to date has been on delivering schemes and initiatives that achieve visible and tangible outcomes against corporate priorities.
24. The Corporate Strategy priorities and long term outcomes have been reviewed in light of the increasingly challenging national context, and refreshed to focus on meeting the fundamental needs of local residents, like health housing and jobs, while continuing to get Chorley in the best social and economic position for the future.
25. The priority to deliver ‘Clean, safe and health communities’ has been amended to ‘Clean safe and healthy homes and communities’ to reflect a future emphasis on the provision and quality of housing across the borough.
26. The remaining three priorities and all long term outcomes will be retained for 2017/18 to reflect a continued commitment to the priorities under which the administration were elected, ensuring the long term impact of strategic activity and investment. Resident feedback continues to positively reinforce activity towards meeting the priorities which remain critical given the current climate of budget reductions.
27. The presentation of the Corporate Strategy has also been refreshed with a new design to clearly set out the commitments of the council.

## Projects

28. Project activity in 2017/18 has been designed to reinforce the future direction of travel for the Council, with an emphasis on core service provision such as street services, improving neighbourhoods and housing, while driving key development projects through to completion to get Chorley in the best social and economic position for the future.
29. We will continue to ensure that all residents are able to access high quality public services and take an active part in their community through new projects to increase digital inclusion by developing more access points, skills sessions and reviewing the council website. We will also work closely with partners and key stakeholders to increase access to sustainable public transport routes such as buses to support connectivity across the borough and rural villages.
30. To support clean safe and healthy homes and communities, we will bring together a number of priorities for housing across the borough to increase the supply of affordable homes, manage development and ensure high standards across private and social rented sectors. We will also undertake a borough wide programme of improvements to street services to deliver more efficient, high quality services.
31. A number of large, high profile projects will move into the final stages of construction or completion in 2018 to create high quality new facilities benefitting residents from across the borough including the Youth Zone and Market Walk which are due to complete in 2018 and Primrose Gardens retirement village due for completion in 2019.
32. The local economic benefits of this activity will be further enhanced by activity to bring forward key sites for development to encourage inward investment, support local economic growth and future job creation. We will also deliver a project to support key groups back into work by overcoming barriers to employment such as skills and opportunities. Local visitor attractions will be enhanced through the development of Astley Hall and park including improvements to events infrastructure.
33. We will continue to address the challenges ahead for public services and future organisational sustainability through the work of the Chorley Public Service Reform Partnership to embed tried and tested new ways of working with our partners. As an organisation we will look to transform the way the council delivers services to achieve a financially sustainable and operationally efficient organisation that can continue to meeting the needs of local residents including work to increase income generation activity and further develop the Chorley Community Wellbeing Service.
34. A copy of the refreshed Corporate Strategy is attached as appendix C. It should be noted that the projects will be delivered within existing resources where possible, however the scope and scale of some will be determined based on the availability of additional funding, either from external funding or through the council's budget setting process.

35. The key proposed projects for 2017/18 and an overview of what they will deliver is shown below:

Project Title	Description
<b>Involving residents in improving their local area and equality of access for all</b>	
<b>Improve the look and feel of local neighbourhoods across the borough</b>	<p>This project will be a continuation of the 2016 Corporate Strategy project which aimed to evaluate our approach to both neighbourhood working and Community Action Planning across the borough.</p> <p>The 2017 project will bring together best practise in terms of neighbourhood preferred projects and evidence led, needs based community action planning. This approach will be woven into current neighbourhood working principles.</p> <p>The project will see strong links with the Integrated Community Wellbeing Team, drawing on our wider knowledge of the specific issues facing our communities and ensuring that this is incorporated into any neighbourhood projects within an area.</p>
<b>Develop Astley Hall and park as a visitor destination</b>	<p>Astley Hall and park are key elements of the Chorley tourism offer. This project will look to further enhance the park and hall as destination attractions and make improvements to infrastructure to support future ambitions.</p> <p>The project will include activity to:</p> <ul style="list-style-type: none"> <li>• Develop an exciting and diverse events programme for Astley</li> <li>• Promote the venue as one able to host a range of local and regional events</li> <li>• Deliver the Garden of Reflection in the walled garden</li> <li>• Improve events infrastructure including drainage works</li> <li>• Deliver improvements to the Hallgate car park</li> </ul> <p>If successful, this project will include the initial phases of delivery of the Heritage Lottery Fund bid.</p>
<b>Support people from across the borough to be digitally included</b>	<p>This project will include delivery of year one elements of the digital strategy, with a specific focus on digital inclusion and supporting residents from across the borough to access services online by:</p> <ul style="list-style-type: none"> <li>• Delivering digital hubs</li> <li>• Digital skills sessions and training</li> <li>• Reviewing and refreshing the council website</li> </ul> <p>The project will closely link with the delivery of the ICT strategy and will work towards achieving the aims of the Digital Strategy by enabling more people to access council and other services online.</p>
<b>Clean, safe and healthy homes and communities</b>	
<b>Deliver the Primrose Gardens retirement village</b>	<p>This project will continue the build phase of the Primrose Gardens retirement village, with the facility planned to be completed for handover by the end of March 19. The project will include physical construction, establishing arrangements for operational management and developing plans for marketing and launch.</p>
<b>Deliver the Youth Zone</b>	<p>This project will be a continuation of the work delivered in the 2016 Corporate Strategy to deliver a state of the art youth zone within Chorley which will provide facilities for young people from across the borough including access to relevant support and advice.</p>

	<p>The 2017 corporate strategy project will see the final elements of delivery being completed, with the completion of the build planned for February 2018. Including delivery of the internal elements of the building, decoration and flooring, all designed to ensure the building is fit for purpose.</p>
<p><b>Develop a strategy for housing in Chorley and implement a programme of work</b></p>	<p>This project will bring together a number of priorities for housing across the borough as part of a single plan or strategy. Priorities include:</p> <ol style="list-style-type: none"> <li>1. Improving standards and ensuring quality housing provision across social and private rented sectors.</li> <li>2. Working with partners to increase the supply, choice and quality of affordable homes.</li> <li>3. Supporting economic growth and managing development across the borough.</li> <li>4. Further developing a business model for a council led housing company.</li> </ol> <p>The project will work with key stakeholders to develop a housing strategy, including a delivery plan, to address key priorities and implement a programme of work in Chorley.</p>
<p><b>A strong local economy</b></p>	
<p><b>Bring forward key sites for development</b></p>	<p>This project will undertake activity to bring forward key sites for commercial development to encourage inward investment, support local economic growth and support future job creation. The project will include work to:</p> <ul style="list-style-type: none"> <li>• assess and identify the most feasible sites to bring forward</li> <li>• develop master plans for the sites</li> <li>• commence activity to deliver the plans</li> </ul>
<p><b>Deliver the Market Walk Extension</b></p>	<p>This project is a continuation of the current project to deliver the Market Walk Extension and will progress commercial and build activity towards final completion by Christmas 2018.</p>
<p><b>Deliver a borough wide programme to help people overcome barriers to employment</b></p>	<p>This project will deliver a project to support target groups back into employment through offering a range of measures to address barriers to employment. This may include one to one case work support, employer liaison and placement finding.</p>
<p><b>An ambitious council that does more to meet the needs of residents and the local area</b></p>	
<p><b>Transform the way the council delivers services</b></p>	<p>This project will look to transform the way in which the council delivers services to achieve a financially sustainable and operationally efficient organisation that can continue to meet the needs of local residents through quality services. Examples of key activity will include:</p> <ul style="list-style-type: none"> <li>• Development of shared services with other organisations</li> <li>• Income generation activity</li> <li>• Delivery of phase one of the Chorley Community Wellbeing Service.</li> </ul> <p>The initiatives above will be implemented as part of a wider programme of organisational transformation to be delivered over the next 3 years.</p>
<p><b>Deliver a borough wide programme of improvements to street services</b></p>	<p>This project will review current working practises and identify opportunities for improvement as part of the 3 year Streetscene Modernisation Strategy. The strategy aims to deliver a more efficient, high quality service and includes better use of technology to support new ways of working.</p> <p>This project will include work to:</p>

	<ul style="list-style-type: none"> <li>• Review street bin emptying across the borough and implement improvements</li> <li>• Review street cleaning across the borough and implement improvements</li> <li>• Deliver an improved grass cutting service across the borough</li> </ul>
<b>Integrate public services through the Chorley Public Service Reform Partnership</b>	<p>This project will deliver year three of the Chorley Public Service Reform Partnership Strategy</p> <p>As part of activity in year two of the programme, integrated working concepts and principles such as co-location and multi agency information sharing were developed into more formal ways of working.</p> <p>Year three of the programme will embed this activity as part of business as usual locally. It will also aim to influence and shape wider regional strategies and pieces of work towards achieving a more sustainable system of public services.</p>

## MEASURING PROGRESS

36. The strategy includes 28 performance measures that will be measured and reported against in order to demonstrate success against achieving the priorities and long term outcomes. All of the measures and targets have been reviewed and updated to ensure that they remain challenging to reflect council ambition.
37. Four indicators have been revised or removed because the factors determining performance have changed and will now be monitored using an alternative collection method or local measure to provide a baseline for this year. This includes indicators for housing preventions and reliefs, town centre visits, the number of employment sites brought forward and percentage of businesses ceasing to trade.
38. Two new indicators have been included to reflect the council's commitment to digital inclusion and skills and to provide a more robust measure of job creation.
39. Six measures have been updated to reflect changes to their definition or amendments to targets as a result of current performance.
40. The measures, which are subject to finalisation, are set out in the table below with full list of final indicators to support the monitoring of the 2017/18 Corporate Strategy included at appendix B:

Involving residents in improving their local area and equality of access for all				
Indicator Name	Current Target Value	Current Performance Value	Proposed new target	Comment
% increase in digital access points for residents across the borough	11% (annual target)	44%	5	This indicator is measured annually with 11% representing an increase of one digital access point. It is suggested that this measure changes to the number of additional digital access points for residents across the borough. This measure will be changed to record the number of digital access points rather than the percentage, with a target of 5 additional access points.

Number of people who have successfully completed basic digital skills training	NA	<b>New</b>	Baseline	This would be a new indicator to measure the digital inclusion strand of the Digital Strategy 2017-2020. The measure would record a baseline for 2018/19.
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### A strong local economy

Indicator Name	Current Target Value	Current Performance Value	Proposed new target	Comment
Number of projected jobs created through Council intervention	N/A	<b>New</b>	<b>150</b>	This new measure will combine two existing measures for jobs created through targeted interventions and inward investment (as a result of local grant schemes) to provide a more robust measure of job creation.
Growth in business rate base	1%	Reported Annually	<b>TBC</b>	The methodology and target for this indicator will be review to ensure a robust and reliable measure.
Town centre visits	310,000 (annual target)	397,529	<b>Remove</b>	More robust delivery method to be developed and baselined over the next 12 months in line with town centre development.
Number of employment sites brought forward	2	Reported annually	<b>Remove</b>	To be progressed through the new Corporate Strategy project to bring forward sites for development.
% of businesses ceasing to trade	Lower than NW average	Reported annually	<b>Remove</b>	Data no longer published.

### Clean, safe and healthy homes and communities

Indicator Name	Current Target Value	Current Performance Value	Proposed target	Comment
Number of young people taking part in 'Get Up and Go' activities	20,000 (annual target)	9,408	<b>20,000</b>	This indicator has been amended to take into consideration all health and wellbeing opportunities provided by the council and will be revised to 'Number of young people supported through council health and wellbeing opportunities'.
Number of long term empty properties	180	155	<b>170</b>	The target has been amended to 170 to reflect a continued commitment to reduce the number of long term empty properties across the borough.
Number of affordable homes delivered	50 (200 over 2 years)	36	<b>100</b>	Target has been amended from 200 homes over two years to 100 homes across the year to ensure a continued commitment to delivering affordable homes across the borough.
Number of homelessness preventions and reliefs	400 (800 annual target)	295	<b>Remove</b>	New more robust measure to be developed and baselined through local service delivery in light of national policy changes that will impact the way performance is measured.

An ambitious Council that does more to meet the needs of residents and the local area				
Indicator Name	Current Target Value	Current Performance Value	Proposed target	Comment
% service requests received online	20%	25.46%	25%	Performance against this target has continually improved. This target has been increased to be more challenging and to reflect the future digital priorities of the Council.

## IMPLICATIONS OF REPORT

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

Finance	x	Customer Services	
Human Resources		Equality and Diversity	
Legal		Integrated Impact Assessment required?	x
No significant implications in this area		Policy and Communications	x

## COMMENTS OF THE STATUTORY FINANCE OFFICER

42. The report sets out the administration's proposals for future years. In terms of resourcing, many of the projects will be delivered using existing resources, any additional resourcing requirements will be addressed during the 2018/19 budget process and adjustments made to the projects as required.

## COMMENTS OF THE MONITORING OFFICER

43. No comments.

## COMMENTS OF DIRECTOR POLICY AND GOVERNANCE

44. An Integrated Impact Assessment has been completed for the refreshed Corporate Strategy, and identifies actions to ensure that the council meets its obligations in line with the Equality Act (as well as serving all of its residents). This includes ensuring that projects undertaken through the strategy will have impact assessments undertaken as necessary to assess their particular impact on individuals or groups with protected characteristics.

REBECCA HUDDLESTON  
DIRECTOR OF POLICY AND GOVERNANCE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Victoria Willett	5248	08/11/17	***

**Appendix A – 2016/17 Corporate Strategy projects position statement**

<b>Corporate Strategy Projects 2016/17</b>	<b>Position</b>
<b>INVOLVING RESIDENTS IN THE LOCAL AREA AND EQUALITY OF ACCESS FOR ALL</b>	
<b>Progress the delivery of the Westway integrated sports facility</b>	Extensive work was undertaken with key community stakeholders involved in the development of an integrated sports facility at Westway. However, due to complex interdependencies within the project and conditions linked to planning, funding and partnership arrangements, the project has been closed. The delivery of the facility will now be re-scoped.
<b>Improve the look and feel of local neighbourhoods across the borough</b>	This project will deliver neighbourhood priority projects. All neighbourhood projects have been agreed and an update provided at neighbourhood meetings in summer 17. Updates are now being developed for each individual project including funding approval where necessary. Work to improve the look and feel of neighbourhoods across the borough will form a Corporate Strategy project for 2017/18, demonstrating the Council's commitment to improving local places and spaces.
<b>Develop new ways to deliver services with communities</b>	<p>This project aimed to understand and develop new approaches to delivering services within communities to support new models of working alongside residents and the third sector.</p> <p>The Chorley Public Service Reform Partnership commissioned SPICE to undertake a project to carry out intensive engagement with local communities to better understand their needs, motivations and expectations of public services.</p> <p>The project delivered a final report and tool kit, setting out approaches to building capacity within communities. The report has been reviewed and approved by the Chorley Public Service Reform Executive and will now be taken forward by the Early Intervention and Prevention directorate as part of developing new ways of working.</p>
<b>CLEAN, SAFE AND HEALTHY COMMUNITIES</b>	
<b>Deliver the Primrose Gardens Retirement Village for Chorley</b>	The project to deliver the Primrose Gardens Retirement Village is on track with the construction work underway this quarter. The majority of work completed this quarter has focused on commencing the foundation works including the excavation of the site, establishing ground improvement works and conducting piling works to provide a suitable stable foundation for construction. The delivery of Primrose Gardens will result in the provision of purpose built accommodation to support older residents in Chorley. The project will be taken forward as a Corporate Strategy project for 2017/18 with completion anticipated in March 2019.
<b>Deliver the enabling phase of the Integrated Community Wellbeing project</b>	This project is now complete and has achieved its aim of bringing Lancashire Care Foundation Trust and Chorley Council together to create an Integrated Community Wellbeing Service. The development phase (phase one) of the Integrated Community Wellbeing Service will be monitored through the new Corporate Strategy project to transform the way the council delivers services.

<p><b>Deliver a project to get people ready for work</b></p>	<p>The project has been notified that a rejection has been received from the Department for Work and Pensions to inform them that the ESIF fund will not be awarded.</p> <p>Potential alternative options for project delivery are currently being considered and will be progressed through the new Corporate Strategy project to deliver activity to support key target groups back into employment.</p>
<p><b>A STRONG LOCAL ECONOMY</b></p>	
<p><b>Deliver the Steeley Lane Gateway Project</b></p>	<p>This project aimed to improve gateway areas within the town centre. Year one elements including improving paving around East Way and Seymour Street and improvements to Theatre Walk are now complete. Work around Fazakerley Street is also now complete</p> <p>The project will continue through the delivery of the 2016/17 Corporate Strategy and will be progressed to conclusion in April 2018.</p>
<p><b>Deliver street level improvements</b></p>	<p>This project was to deliver public realm improvements in line with Market Walk extension project including revamp of shopping streets and wider public areas to improve pedestrian experience and provide a consistent town centre identity. This phase of the project focused on beginning the delivery of the masterplan with relocation of existing sites, including preparing for consultation with local stakeholders on future phases.</p> <p>The project will continue through the delivery of the 2016/17 Corporate Strategy and will be progressed to conclusion in April 2018.</p>
<p><b>Deliver economic opportunities at Botany</b></p>	<p>This project is now complete and has delivered the masterplan. The masterplan will promote and increase inward investment within Chorley. Further work will be undertaken to bring forward sites for development through the 2017/18 Corporate Strategy project.</p>
<p><b>Develop activity to promote Chorley as a visitor destination including the Chorley Flower Show</b></p>	<p>This project aimed to build on work undertaken in recent years to promote Chorley as a visitor destination to include development of website to showcase Chorley attractions, continuing improvements to Astley Hall and Park and the events programme including the Chorley Flower Show.</p> <p>The Check Out Chorley website continues to be promoted, a 12 month marketing plan has been developed and the Chorley Flower Show has been held and was a great success with over 15,000 people attending over the weekend.</p>
<p><b>Deliver the Market Walk extension</b></p>	<p>The project was to continue the delivery phase of the project to extend Market Walk to accommodate a cinema, restaurants and retailers, moving work into the construction phase.</p> <p>Despite some delays to negotiations with clients and the implementation of the short term car parking strategy the project continues to be on track to deliver the new extension ready for Christmas opening 2018. Preparatory works have been undertaken and construction has now commenced on site with the build on track for completion by December 2018.</p>

<b>AN AMBITIOUS COUNCIL THAT DOES MORE TO MEET THE NEEDS OF RESIDENTS AND THE LOCAL AREA</b>	
<b>Improve access to council services by making services more efficient</b>	<p>The WorkSmart programme looked to achieve a step change in the way the Council operates to enable it to meet increasing customer expectations. The project also included the delivery of digital inclusion initiatives to enable people to get online and do more online to enhance their access to public services.</p> <p>Activity is currently on track and future work planned includes the delivery of more efficient office environments across the council, the review of existing applications, the implementation of voice over IP and the development of an information sharing framework.</p>
<b>Integrate public services through the Chorley Public Service Reform Partnership</b>	<p>The delivery of year two of the public service reform partnership is on track and making good progress with the completion of the whole project on track for October 18.</p> <p>Once the evaluation of year 2 delivery has been completed work will be scoped for year 3 delivery this is likely to include moving new ways of working into operational delivery and a focus on influencing transformation across central Lancashire. This activity will be delivered through the 2017/18 Corporate Strategy project.</p>
<b>Youth Zone</b>	<p>The delivery of the Youth Zone is progressing well with the construction phase well underway and the project on schedule for completion in February 18.</p> <p>Work planned for future delivery includes moving the construction phase towards the interior of the building including internal walls and partitions and decoration, flooring etc. The Corporate Strategy project for 2017/18 will see the final completion and opening of the Youth Zone facility.</p>

**Appendix B – Corporate Strategy Measures 2017/18**

Indicator Name	Target Value
<b>Involving residents in improving their local area and equality of access for all</b>	
% people satisfied with their neighbourhood as a place to live	85%
% of people who regularly participate in volunteering	25%
% of people who feel they cannot influence decision making in their local area	25%
% increase in number of volunteering hours earned	20%
The number of SOA's in the worst 10%	3
% population with NVQ level 3 or above	57%
Increase in number of digital access points for residents across the borough	5
NEW - Number of people who have successfully completed basic digital skills training	BASELINE
<b>Clean, safe and healthy home and communities</b>	
Satisfaction with street cleanliness	70%
% of the population feeling safe during the day	90%
% of the population feeling safe at night	70%
The number of visits to Council's leisure centres	1,000,000 annual target
Number of young people supported through council health and wellbeing opportunities	20,000 annual target
% of population satisfied with parks and open spaces	80%
Number of affordable homes delivered	100
Number of long term empty properties in the borough	170
<b>A strong local economy</b>	
Overall employment rate	80%
Number of projected jobs created through Chorley Council support or intervention.	Annual target of 120
% of working age people on out of work benefits	Better than the National Average
Growth in business rate base	TBC
Median workplace earnings in the borough	Better than the NW Average
% increase in visitor numbers	2%

The % of 16-17 year olds who are not in education, employment or training (NEET)	4.6%
<b>An ambitious council that does more to meet the needs of residents and the local area.</b>	
% Households living in fuel poverty	Better than the NW average
% residents satisfied with the way the council runs things	70%
% residents who feel that Chorley Council provide value for money	60%
% of service requests received online	25%
% of customers dissatisfied with the service they have received from the council	20%

# Corporate Strategy 2017

## An ambitious council that does more to meet the needs of residents and the local area

### We will:

- Transform the way the council delivers services
- Deliver a borough wide programme of improvements to street services
- Integrate public services through the Chorley Public Service Reform Partnership

## Involving residents in improving their local area and equality of access for all

### We will:

- Improve the look and feel of local neighbourhoods across the borough
- Develop Astley Hall and park as a visitor destination
- Support people from across the borough to be digitally included

## A strong local economy

### We will:

- Bring forward key sites for development
- Deliver the Market Walk Extension
- Deliver a borough wide programme to help people overcome barriers to employment

## Clean, safe and healthy homes and communities

### We will:

- Deliver the Primrose Gardens retirement village
- Deliver the Youth Zone
- Develop a strategy for housing in Chorley and implement a programme of work

### Our vision:

A proactive community leader, supporting the borough and all its residents to reach their full potential through working in partnership to deliver services that achieve the best outcomes and protect vulnerable people.

MAKING IT  
HAPPEN IN  
Chorley

### Chorley will have:

- A council that consults and engages with residents
- An ambitious council that continually strives to improve
- Cohesive communities in and around outlying areas

### How we will measure progress:

- % of households living in fuel poverty is better than North West average
- 70% residents satisfied with the way the council runs things
- 60% residents feel that Chorley Council provide value for money
- 25% of service requests received online
- Less than 20% of customers dissatisfied with the service they have received from the council



### Chorley will have:

- Residents who take pride in where they live and their achievements
- Residents who are all able to take an active part in their community
- Easy access to high quality public services

### How we will measure progress:

- 85% people satisfied with their neighbourhood as a place to live
  - 25% of people who regularly participate in volunteering
  - 25% of people who feel they cannot influence decision making in their local area
  - 20% increase in number of volunteering hours earned
    - Less than 3 SOA's in the worst 10%
    - 57% population with NVQ level 3 or above
  - Increase of 5 digital access points for residents across the borough
- Number of people who have successfully completed basic digital skills training (baseline)



### Chorley will have:

- A vibrant town centre and villages
- A strong and expanding business sector
- Access to high quality employment and education opportunities

### How we will measure progress:

- Overall employment rate greater than 80%
- 120 jobs created through Chorley Council support or intervention
- % of working age people on out of work benefits better than national average
- 4.6% of 16-17 year olds who are not in education, employment or training (NEET)
- % growth in business rate base
- Median workplace earnings in the borough better than North West average
- 2% increase in visitor numbers



### Chorley will have:

- Clean and safe streets
- Reduced health inequalities
- A wide range of quality recreational activities
- High quality, affordable and suitable housing
- High quality play areas, parks and open spaces

### How we will measure progress:

- 70% satisfaction with street cleanliness
- 90% of the population feeling safe during the day
  - 70% of the population feeling safe at night
  - 1,000,000 visits to Council's leisure centres
- 20,000 young people supported through council health and wellbeing opportunities
- 80% of population satisfied with parks and open spaces
  - 100 affordable homes delivered
- Less than 170 long term empty properties in the borough



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# Integrated Impact Assessment

<b>Name of the service, policy, strategy or project being assessed</b>	Chorley Council Corporate Strategy 2017/18-2019/20
<b>What does the service, policy, strategy or project do?</b>	The Corporate Strategy provides a clear statement of what the Council aims to achieve over the next three year period. The strategy sets out the Council's vision, priorities and outcomes and also outlines the projects we will deliver to help us to achieve these outcomes and how we will measure our achievements.
<b>Who is it intended to benefit and how?</b>	The strategy affects all individuals living and working in the borough and also those visiting the local area.

**Officer responsible for completing the assessment**

Kate Howcroft

**Date of Assessment**

06/11/2017

**Date of Review**

06/11/18

Equality Impact Assessment	Yes		No		Evidence	Further action required
1. Have consultations with relevant groups, organisations or individuals indicated that this particular activity will create problems which are specific to them?			√		<p>Resident engagement, consultation with Members and the results of the recent resident's survey undertaken in September 2017 inform the themes and priorities within the Corporate Strategy.</p> <p>The themes and priorities have been reviewed and updated to ensure that they continue to be relevant for delivery this year and this has seen the amendment of one key priority area which now includes 'healthy homes and communities' to reflect the future emphasis on the provision and quality of housing across the borough.</p>	Consultation and Integrated Impact Assessments will need to be undertaken as required on each of the individual projects to ensure that the needs of residents are considered. Involving residents and meeting the needs of residents continue to be key within the strategy.
What potential impact does this activity make to:						
	P	N	U	NI	Evidence	Further action required
1. Equality of opportunity amongst customers of different ages (Age)	√				<p>There are various projects within the strategy which are specifically targeted at those of a certain age, namely young people and older people which have been identified as two specific groups with a level of need within Chorley.</p> <ul style="list-style-type: none"><li>• Deliver the Youth Zone – this years' Corporate</li></ul>	

					<p>Strategy will deliver a facility for young people in Chorley</p> <ul style="list-style-type: none"> <li>• Deliver the Primrose Gardens Retirement Village – this project will deliver housing support for older people in a community setting.</li> </ul> <p>Specific performance measures relating to age include:</p> <ul style="list-style-type: none"> <li>• The % of 16-17 year olds who are not in education, employment or training (NEET)</li> <li>• Number of young people supported through council health and wellbeing opportunities</li> </ul>	
2. Equality of opportunity amongst individuals with or without a physical or mental disability (Disability)	√					The delivery of the Council's Equality Scheme, including our equality objectives and associated action plan will ensure the effective monitoring of equality issues.
3. Equality of opportunity amongst customers of different gender backgrounds (Gender Reassignment)	√					The delivery of the Council's Equality Scheme, including the equality objectives and associated action plan will ensure the effective monitoring of equality issues.
4. Equality of opportunity amongst customers who are pregnant or parents (Pregnancy and Maternity)	√					The delivery of the Council's Equality Scheme, including the equality objectives and associated action plan will ensure the effective monitoring of equality issues.

5. Equality of opportunity amongst customer groups of different racial backgrounds (Race)	√					The delivery of the Equality Scheme, including the Council's equality objectives and associated action plan will ensure the effective monitoring of equality issues.
6. Equality of opportunity amongst customers of different religions (Religion or Belief)	√					The delivery of the Equality Scheme, including the Council's equality objectives and associated action plan will ensure the effective monitoring of equality issues.
7. Equality of opportunity amongst customers that live in different parts of Chorley (Rurality)	√				<p>A key priority of the strategy is to <b>involve residents in improving their local area and equality of access for all</b>. This priority will be delivered through the key projects identified within strategy, those with a particular benefit to residents who live in different parts of Chorley include:</p> <ul style="list-style-type: none"> <li>• Improve the look and feel of local neighbourhoods across the borough – this project will ensure that our neighbourhood working preferred projects are evidence led and needs based, with an area of consideration being rural areas of the borough.</li> <li>• Support people across the borough to be digitally included - this project will deliver elements of year one of the Digital Strategy with a</li> </ul>	The delivery of the Equality Scheme, including the Council's equality objectives and associated action plan will ensure the effective monitoring of equality issues.

					<p>specific focus on digital inclusion and supporting residents from across the borough to access services online.</p> <ul style="list-style-type: none"> <li>• Deliver a borough wide programme of improvements to street services – this project will ensure a streetscene service that is responsive to the needs of rural communities</li> <li>• Deliver a borough wide programme to help people overcome barriers to employment – this project will target different types of interventions to meet the needs of residents in different part of the borough, for example, supporting travel and access to opportunities for those in outlying areas.</li> </ul> <p>Key performance measures relating to equality of opportunity and digital access across the borough include:</p> <ul style="list-style-type: none"> <li>• Increase in number of digital access points for residents across the borough</li> </ul>	
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8. Equality of opportunity amongst male and female customers (Sex)	√				A key priority of the strategy is to <b>involve residents in improving their local area and equality of access for all</b> . This priority will be delivered through the key projects identified within the strategy and will be measured through specific targets and indicators so we will be able to monitor our success in this area.	The delivery of the Council's Equality Scheme, including equality objectives and associated action plan will ensure the effective monitoring of equality issues.
9. Equality of opportunity amongst customers of different sexual orientations (Sexual Orientation)	√				A key priority of the strategy is to <b>involve residents in improving their local area and equality of access for all</b> . This priority will be delivered through the key projects identified within the strategy and will be measured through specific targets and indicators so we will be able to monitor our success.	The delivery of the Council's Equality Scheme, including the equality objectives and associated action plan will ensure the effective monitoring of equality issues.
10. Equality of opportunity amongst customers who are married or in a civil partnership (Marriage and Civil partnerships)*	√				A key priority of the strategy is to <b>involve residents in improving their local area and equality of access for all</b> . This priority will be delivered through the key projects identified within the strategy and will be measured through specific targets and indicators so we will be able to monitor our success.	The delivery of the Council's refreshed Equality Scheme, including the equality objectives and associated action plan will ensure the effective monitoring of equality issues.

Health Impact Assessment	P	N	U	NI	Evidence	Further action required
What potential impact does this activity make upon:						
<p>1. Promoting healthy lifestyles for Chorley residents. For the latest Health Observatory information please see the data on this link  <a href="http://www.apho.org.uk/resource/item.aspx?RID=126958">http://www.apho.org.uk/resource/item.aspx?RID=126958</a></p>	√				<p>A key priority within the 2017 strategy is to ensure that we have <b>clean, safe and healthy homes and communities</b>. This includes having clean and safe streets, reducing health inequalities across the borough and having high quality, affordable and suitable housing.</p> <p>Specific projects which will contribute towards this priority include:</p> <ul style="list-style-type: none"> <li>• Deliver the Primrose Gardens Retirement Village for Chorley</li> <li>• Integrate public services through the Chorley Public Service Reform Partnership</li> <li>• Transform the way the council delivers services – specifically the delivery of phase one of the Integrated Community Wellbeing Service element of the project</li> <li>• Deliver a borough wide programme of improvements to street services</li> </ul> <p>Examples of specific measures within this years' Strategy relevant to promoting healthy lifestyles include:</p> <ul style="list-style-type: none"> <li>• Satisfaction with street cleanliness</li> </ul>	

					<ul style="list-style-type: none"> <li>• % of people feeling safe during the day</li> <li>• % of people feeling safe at night</li> <li>• Number of visits to council leisure centres</li> <li>• Number of young people supported through council health and wellbeing opportunities</li> <li>• % population satisfied with parks and open spaces</li> </ul>	
<p>2. Enabling residents to Start Well (pre-birth – 19)</p> <p>Possible issues to consider are;</p> <ul style="list-style-type: none"> <li>• Promoting healthy pregnancy</li> <li>• Reducing infant mortality</li> <li>• Reducing childhood obesity</li> <li>• Supporting children with long term conditions</li> <li>• Supporting vulnerable families and children</li> </ul>	√				<p>A key priority within this year's strategy is to ensure that the borough has <b>clean, safe and healthy homes and communities</b>. Other priorities also include ensuring a strong local economy, that we are an ambitious council that does more to meet the needs of residents and the local area and involving residents in improving their local area and equality of access for all. All of these priorities contribute to the overall health and wellbeing and enabling people to start well, live well and age well.</p> <p>Some specific projects contained within this year's strategy which will have outcomes contributing to starting well include:</p> <ul style="list-style-type: none"> <li>• Deliver the Chorley Youth Zone</li> <li>• Transform the way the council delivers services – specifically</li> </ul>	

				<p>the delivery of phase one of the Chorley Community Wellbeing Service</p> <p>Some specific measures contained within this year's strategy which contribute to starting well include:</p> <ul style="list-style-type: none"> <li>• % households living in fuel poverty</li> <li>• % 16-17 year olds who are not in education, employment or training</li> <li>• Number of young people supported by council health and wellbeing opportunities</li> </ul>	
<p>3. Enabling residents to Live well (16 -75 years)</p> <p>Possible issues to consider are;</p> <ul style="list-style-type: none"> <li>• Promoting healthy settings, healthy workforce and economic development</li> <li>• Promoting mental wellbeing and healthy lifestyles</li> <li>• Reducing avoidable deaths</li> <li>• Improving outcomes for people with learning disabilities</li> </ul>	√			<p>A key priority within this year's strategy is to ensure that the borough has <b>clean, safe and healthy homes and communities</b>. Other priorities also include ensuring a strong local economy, that we are an ambitious council who does more to meet the needs of residents and the local area and we involve residents in improving their local area and equality of access for all. All of these priorities contribute to the overall health and wellbeing and enabling people to start well, live well and age well.</p> <p>Some specific projects contained</p>	

				<p>within this year's strategy which will have outcomes contributing to living well include:</p> <ul style="list-style-type: none"> <li>• Improve the look and feel of local neighbourhoods across the borough</li> <li>• Integrate public services through the Chorley Public Service Reform Partnership</li> <li>• Develop a housing strategy for Chorley and implement a programme of work.</li> <li>• Transform the way the Council delivers services – delivery of phase one of the Chorley Integrated Community Wellbeing service</li> <li>• Deliver a borough wide programme to help people overcome barriers to employment</li> </ul> <p>Some specific measures contained within this year's strategy which contribute to living well include:</p> <ul style="list-style-type: none"> <li>• % working age people on out of work benefits</li> <li>• % people who regularly participate in volunteering</li> <li>• % population with NVQ level 3 or above</li> <li>• Median workplace earnings in the borough</li> </ul>	
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					<ul style="list-style-type: none"> <li>% households living in fuel poverty</li> </ul>	
<p>4. Enabling residents to Age Well (over 65 years). Possible issues to consider are;</p> <ul style="list-style-type: none"> <li>Promoting independence</li> <li>Reducing social isolation</li> <li>Managing long term conditions and dementia</li> <li>Reducing emergency admissions and direct admissions to residential care settings</li> <li>Supporting carers and families</li> </ul>	✓				<p>A key priority within this year's strategy is to ensure that the borough has <b>clean, safe and healthy homes and communities</b>. Other priorities also include ensuring a strong local economy, that we are an ambitious council that does more to meet the needs of residents and the local area and we involve residents in improving their local area and equality of access for all. All of these priorities contribute to the overall health and wellbeing and enabling people to start well, live well and age well.</p> <p>Some specific projects contained within this year's strategy which have outcomes that will contribute towards aging well include:</p> <ul style="list-style-type: none"> <li>Deliver the Primrose Gardens Retirement village</li> <li>Transform the way the council delivers services - delivery of phase one of the Integrated Community Wellbeing Service</li> </ul>	

Reputational Impact Assessment	P	N	U	NI	Evidence	Further action required
What potential impact does this activity make upon:						
<p>1. Chorley Council's reputation. Possible issues to consider are;</p> <ul style="list-style-type: none"> <li>• Proving to local residents that we provide value for money</li> <li>• Informing and engaging with local residents</li> <li>• Building trust and confidence in Chorley Council</li> <li>• Improving customer satisfaction with council services</li> <li>• Chorley Council's role as a community leader</li> </ul>	√				<p>The Corporate Strategy is a public facing document and outlines the Councils priorities over the next year which will lead to the achievement of our long term vision 'an ambitious council that achieves more by listening to the whole community and exceeding their needs'.</p> <p>It outlines our priorities and projects for the year ahead including long term outcomes, it also outlines how we plan to measure our success – it is the main document used to demonstrate our commitment to our role as a community leader.</p> <p>There are a number of performance measures included in the strategy which will help us to gauge satisfaction and confidence in the Council including;</p> <ul style="list-style-type: none"> <li>• % of customers dissatisfied with the service received from the Council</li> <li>• % residents satisfied with the way the Council runs things</li> <li>• % people who feel they cannot influence decision making in their local area</li> </ul>	

Reputational Impact Assessment	P	N	U	NI	Evidence	Further action required
<p>2. Our ability to deliver the Corporate Strategy. Issues to consider are;</p> <ul style="list-style-type: none"> <li>A council that consults and engages with residents</li> <li>An ambitious council that continually strives to improve</li> </ul>	√				<p>A key priority of the strategy is to be an ambitious council that does more to meet the needs of residents and the local area.</p> <p>Specific projects that enable the council to deliver this priority through the Corporate Strategy include:</p> <ul style="list-style-type: none"> <li>Transform the way the Council delivers services</li> <li>Deliver a borough wide programme of improvements to street services</li> </ul>	<p>Consultation and Integrated Impact Assessments will need to be undertaken as required on each of the individual projects to ensure that the needs of residents are considered. Involving residents and meeting the needs of residents continue to be key within the strategy.</p>

Sustainability Impact Assessment	P	N	U	NI	Evidence	Further action required
<b>What potential impact does this activity make upon:</b>						
<p>1. The effective protection of Chorley's environment. Possible issues to consider are;</p> <ul style="list-style-type: none"> <li>Limiting waste generation &amp; encouraging recycling</li> <li>Limiting factors that contribute to climate change</li> <li>Protection of and improving access to the natural environment</li> </ul>				√	<p>One of the key strategic priorities is directly related to the effective protection of Chorley's environment:</p> <ul style="list-style-type: none"> <li>Clean, safe and healthy homes and communities</li> </ul>	<p>Services should consider the protection of Chorley's environment when delivering services in line with existing policies and processes.</p>

Sustainability Impact Assessment	P	N	U	NI	Evidence	Further action required
					Specific outcomes include: <ul style="list-style-type: none"> <li>A wide range of quality, recreational activities</li> <li>high quality play areas, parks and open spaces</li> </ul>	
<p>2. Prudent usage of natural resources. Possible issues to consider are;</p> <ul style="list-style-type: none"> <li>Limiting use of non-sustainable energy, water, minerals and materials</li> <li>Reducing the need to travel and encouraging walking, cycling and low carbon modes of travel</li> </ul>	√				<p>Whilst none of the priorities specifically relate to the prudent use of natural resources, it has been deemed that this year's strategy will have a positive impact in this area.</p> <p>Large developments will be built to specific sustainability standards where appropriate.</p>	Services should consider use of natural resources when delivering services in line with existing policies and processes e.g. procurement.
<p>3. Social progress amongst all of Chorley's communities. Possible issues to consider are;</p> <ul style="list-style-type: none"> <li>Opportunities for education and information</li> <li>Provision of appropriate and sustainable housing</li> <li>Reduced fear of crime and community safety</li> <li>Access to cultural and leisure facilities</li> <li>Encouraging engagement and supporting volunteering</li> </ul>	√				<p>All priorities within this year's strategy contribute to social progress amongst Chorley's communities:</p> <p><b>Involving residents;</b> specific outcomes include:</p> <ul style="list-style-type: none"> <li>Residents who take pride in where they live and their achievements</li> <li>All residents taking an active part in their community</li> <li>Easy access to high quality public services</li> </ul> <p><b>Clean, safe and healthy</b></p>	

Sustainability Impact Assessment	P	N	U	NI	Evidence	Further action required
					<p><b>homes and communities;</b> specific outcomes include:</p> <ul style="list-style-type: none"> <li>• Clean and safe streets</li> <li>• Reduced health inequalities</li> <li>• A wide range of quality recreational activities</li> <li>• High quality play areas, parks and open spaces</li> <li>• High quality, affordable and suitable housing</li> </ul> <p><b>A strong local economy;</b></p> <ul style="list-style-type: none"> <li>• A vibrant town centre and villages</li> <li>• Strong and expanding business sector</li> <li>• Access to high quality employment and education opportunities</li> </ul> <p><b>An ambitious council;</b></p> <ul style="list-style-type: none"> <li>• A Council that consults and engages with residents</li> <li>• An ambitious council that continually strives to improve</li> <li>• Cohesive communities in and around outlying areas</li> </ul>	
<p>4. A vibrant local economy in Chorley. Possible issues to consider are;</p> <ul style="list-style-type: none"> <li>• Supporting better quality jobs and developing the skills of local residents</li> </ul>	√				<p>One of the priorities identified within the strategy includes a <b>strong local economy with a particular focus on delivery large scale, high impact</b></p>	

Sustainability Impact Assessment	P	N	U	NI	Evidence	Further action required
<ul style="list-style-type: none"> <li>Supporting local business by procuring goods and services locally</li> <li>Strengthening links with public, private and third sector partners</li> </ul>					<p><b>projects which will have an economic impact on the borough.</b> Outcomes include:</p> <ul style="list-style-type: none"> <li>A vibrant town centre and villages</li> <li>Strong and expanding business sector</li> <li>Access to high quality employment and education opportunities</li> </ul> <p>Specific projects relating to this priority include:</p> <ul style="list-style-type: none"> <li>Bringing forward key sites for development</li> <li>Delivery of the Market Walk extension</li> <li>Delivery of a borough wide programme to help people to overcome barriers to employment</li> </ul> <p>Examples of measures relating to this priority include:</p> <ul style="list-style-type: none"> <li>Overall employment rate</li> <li>% of working age people on out of work benefits</li> <li>Growth in business rate base</li> <li>% increase in visitor numbers</li> </ul>	

\* this equality strand is covered by the Public Sector Equality Duty in respect of which the s.149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct which is prohibited by the Act.

## Integrated Impact Assessment Action Plan

If any further actions were identified through the Integrated Impact Assessment then these should be listed in the table below. These should be added to the relevant business/service plan to ensure that any actions are carried out.

Actions needed following Integrated Impact Assessment	Start Date	End Date	Lead Officer
New projects should undertake individual Integrated Impact Assessments where necessary	November 2017	November 2018	Project Managers
Any projects requiring consultation/ engagement with local residents to undertake this as necessary	November 2017	November 2018	Project Managers
Ensure the delivery of the equality objectives 2016-2020, Equality Scheme and associated action plan	April 2016	April 2020	Senior Management Team, Performance and Partnerships
Services should continue to consider the Council's Climate Change Strategy through their project delivery	November 2017	November 2018	Project Managers



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Report of	Meeting	Date
Chief Executive as Returning Officer	Council	21 November 2017

## POLLING STATIONS UPDATE

### PURPOSE OF REPORT

- To report on suggested changes to polling station premises and to seek approval from Members for the reported findings

### RECOMMENDATION(S)

- Buttermere Community Centre is designated as a replacement polling station to Gillibrand Primary School within the Chorley South West Ward.
- Any other polling station reviews be suspended and dealt with as a part of the forthcoming borough ward boundary review.

<b>Confidential report</b> Please bold as appropriate	Yes	No
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### CORPORATE PRIORITIES

- This report relates to the following Strategic Objectives:

Involving residents in improving their local area and equality of access for all	✓	A strong local economy	✓
Clean, safe and healthy communities		An ambitious council that does more to meet the needs of residents and the local area	

### BACKGROUND

- A request was received to consider the use of the new Buttermere Community Centre as a replacement polling station for Gillibrand Primary School in the Chorley South West Ward.
- In addition to the above there were also a number of other requests for polling station changes.

### REQUESTS FOR CONSIDERATION AND PROPOSALS

#### 6. CHORLEY SOUTH WEST WARD

The opening of the new Buttermere Community Centre on Buttermere Avenue has given us the opportunity to move away from the current polling station at Gillibrand Primary School thereby eliminating disruption to the school on polling day. The centre is owned by the Council and would be a good polling station venue with the change being a straight forward swap.

## 7. OTHER REQUESTED REVIEWS

There were also a number of other requested reviews to polling stations as follows:

- a. A request to again look at a replacement to using Primrose Hill Primary School as a polling station in the Euxton North Ward
- b. A request to consider the use of Anderton St. Joseph's Primary School as an addition polling station in the Adlington and Anderton Ward.

Whilst both this proposals were being investigated the council was advised of a Borough Ward Boundary Review requested by the Local Government Boundary Commission for England (LGBCE) and due to take place between January 2018 and May 2020. Because of this and also because both these changes were of a more complex nature it was considered best that these reviews be put on hold and to instead include them within the normal process of the LGBCE review. Any suggestions already put forward in these instances will be included for consideration as part of that review.

As a part of the LGBCE boundary review all polling arrangements will need to be appraised and it was felt that to make these changes now for what maybe only one or two elections would potentially cause confusion for electors.

## IMPLICATIONS OF REPORT

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

Finance		Customer Services	
Human Resources		Equality and Diversity	✓
Legal		Integrated Impact Assessment required?	
No significant implications in this area		Policy and Communications	

## COMMENTS OF THE STATUTORY FINANCE OFFICER

9. There are no financial implications

## COMMENTS OF THE MONITORING OFFICER

10. The recommendations in the report are appropriate. The new Community Centre presents an opportunity to limit the impact of elections on a local school and the suggestion to delay the review of the other requests is sensible in light of the proposed boundary review.

GARY HALL  
RETURNING OFFICER

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Phil Davies	5131	06/11/17	***



Report of	Meeting	Date
Director of Policy and Governance	Council	21 November 2017

## ADOPTION OF MODEL PROCEDURES

### PURPOSE OF REPORT

1. To adopt model procedures to deal with any grievance or disciplinary action in relation to the Chief Executive and Chief Officers of the Council and to agree that the Council's Constitution be amended to incorporate those procedures.

### RECOMMENDATIONS

2. That the model procedures for dealing with grievance procedures and disciplinary action be adopted as set out in the Joint Negotiating Committee for Local Authority Chief Executives Conditions of Service and the Joint Negotiating Committee Chief Officer Conditions of Service.
3. That the Committees and Panels which are required to be established when dealing with grievance and disciplinary action, be established and appointed as set out in paragraph 8 of the report.
4. That the Officer Employment Procedure Rules contained in Appendix 3 of the Constitution be amended accordingly to incorporate these changes.

<b>Confidential report</b> Please bold as appropriate	Yes	No
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### CORPORATE PRIORITIES

5. This report relates to the following Strategic Objectives:

Involving residents in improving their local area and equality of access for all		A strong local economy	
Clean, safe and healthy communities		An ambitious council that does more to meet the needs of residents and the local area	x

### BACKGROUND

6. The Constitution contains officer employment procedure rules and this includes specific reference to the appointment of Chief Officers, including for the three statutory officer posts which are the Head of the Paid Service (Chief Executive); the Section 151 Officer; and the Monitoring Officer of the Council. These procedure rules do not currently provide any procedure for dealing with grievance or disciplinary action and this report seeks to address that, and ensure appropriate procedures are in place.

# JOINT NEGOTIATING COMMITTEE FOR CHIEF EXECUTIVES AND CHIEF OFFICERS

7. The JNC for Chief Executives sets out the agreed conditions of employment of Chief Executives and the JNC for Chief Officers similarly includes procedures for the Section 151 Officer and the Monitoring Officer roles as well as other Chief Officers. There are certain legal requirements in addition to existing employment procedures which act as a degree of protection for statutory officers from unwarranted political interference and these are contained within the Local Authorities (Standing Orders) (England) Regulations 2001 (as amended by the Local Authorities (Standing Orders) (England) (Amendment) Regulations 2015.
8. In dealing with either disciplinary or grievance procedures it is necessary to establish panels or committees to deal with the investigation and disciplinary processes, any grievance procedures and any subsequent appeal process. The legislation also requires the involvement of independent persons. Each council has at least one independent person, a non-elected person appointed by the Council to consider Councillor conduct cases,. Chorley Council has just one independent person and there is an informal agreement that Councils will utilise each other's independent person, when situations require it.
9. Set out below are the bodies that need to be constituted to consider grievance and disciplinary procedures; the requirements of those bodies; and their role or broad terms of reference. These bodies only need to be established as and when required and so the suggestion is that membership be drawn from existing relevant bodies - as set out below in red. This is the current arrangement should an Appeals Panel for example, be required to hear an appeal against dismissal from an employee below chief officer level.

Committee	Requirements	Role
<b>Investigating and Disciplinary Committee (IDC)</b>  It is suggested that a Committee of 5 councillors, politically balanced, be drawn from the membership of the current Appointments Panel as and when required	<ul style="list-style-type: none"> <li>Politically balanced</li> <li>Include at least one member of the Executive</li> </ul>	<ul style="list-style-type: none"> <li>Consider matters about the Chief Executive and other statutory officers performance and/or conduct that may require investigation</li> <li>Consider whether the suspension of the Chief Executive is appropriate</li> <li>Consider the case and decide whether no further formal action is taken, or refer to an independent investigator</li> <li>Appoint the independent investigator (including agreeing remuneration)</li> <li>Consider report of the independent investigator</li> <li>Inform the Proper Officer if proposing to the council to dismiss</li> <li>Review any suspension after two months</li> </ul>
<b>Appeals Committee</b>  It is suggested that a Committee of 3 councillors, politically balanced be drawn from the membership of	<ul style="list-style-type: none"> <li>Politically balanced</li> <li>Must include at least one member of the Executive</li> <li>Should not include members of the IDC above</li> </ul>	<ul style="list-style-type: none"> <li>Hear appeals against action short of dismissal</li> <li>Potential to also act as appeal committee for grievances</li> </ul>

the current HR Appeals Committee, as and when required		
<b>Independent Panel</b>  It is suggested that other district councils in Lancashire be approached for their independent person to sit with Chorley's independent person, to form a Panel, as and when required.	<ul style="list-style-type: none"> <li>At least two independent persons</li> </ul>	<ul style="list-style-type: none"> <li>Consider proposals of the IDC to dismiss, alongside the independent investigator's report and other necessary material</li> <li>Offer advice, views or recommendations to the council on the proposal to dismiss</li> </ul>
<b>Grievance Committee</b>  It is suggested that a Committee of 3 other councillors (not involved in any Appeals Committee relating to the same case) and politically balanced be drawn from the membership of the current HR Appeals Committee, as and when required	<ul style="list-style-type: none"> <li>3 to 5 members</li> <li>Politically balanced</li> <li>Not members of the IDC or appeal committee</li> </ul>	<ul style="list-style-type: none"> <li>To hear grievance cases and reach a conclusion</li> </ul>

10. Members are asked to adopt model procedures and agree the recommendations set out above.

## IMPLICATIONS OF REPORT

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

Finance		Customer Services	
Human Resources	x	Equality and Diversity	
Legal	x	Integrated Impact Assessment required?	
No significant implications in this area		Policy and Communications	

## COMMENTS OF THE STATUTORY FINANCE OFFICER

12. There are no financial implications in adopting these procedures.

**COMMENTS OF THE MONITORING OFFICER**

13. The proposals are compliant with the Council's obligation to have a clear and transparent process for addressing disciplinary investigations relating to Chief Officers of the Council and the JNC procedure is compliant with the legal requirements.

**REBECCA HUDDLESTON**  
**DIRECTOR (POLICY & GOVERNANCE)**

Report Author	Ext	Date	Doc ID
Carol Russell	5196	6 November 2017	***

Background Papers			
Document	Date	File	Place of Inspection
JNC for Local Authority Chief Executives National Handbook and Conditions of Service 2016			<a href="http://www.emcouncils.gov.uk/write/JNC_Circ_Handbook_Update_13Oct16.pdf">http://www.emcouncils.gov.uk/write/JNC_Circ_Handbook_Update_13Oct16.pdf</a>
JNC for Local Authority Chief Officers National Handbook and Conditions of Service 2017			<a href="http://www.emcouncils.gov.uk/write/Chf_Officer_Handbook_08Aug17.pdf">http://www.emcouncils.gov.uk/write/Chf_Officer_Handbook_08Aug17.pdf</a>