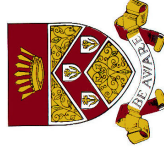


THE PERFORMANCE AGREEMENT 2006/07



THE PERFORMANCE AGREEMENT 2006/07

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MESSAGE FROM THE LEADER OF THE COUNCIL AND CHIEF EXECUTIVE:

Welcome to the Council's Performance Agreement for 2006/07 – our annual Best Value Performance Plan. Our Performance Agreement provides a clear statement of Council priorities which will contribute to the achievement of Community and Corporate Strategy priority outcomes. It sets out our performance last year and targets for further improvement in years to come. In particular it focuses on key projects that will be delivered in 2006/07.



Councillor J Wilson
Leader of the Council



Donna Hall
Chief Executive

Key achievements in 2005/06 included:

- A rating of 'excellent' with 'excellent prospects for improvement' by the Audit Commission for our 'Customer Access and Focus'.
 - The continued development of 'Contact Chorley'. This service consists of a 'one stop shop' providing a single point of contact for Council services.
 - Delivery of our first Local Public Service Agreement. An agreement with the Government to help the Council deliver improvements in key areas. Improved performance in these areas will bring extra grant to invest in further service developments.
 - Remediation of the first phase of Chorley's strategic regional employment site and a £20m business investment secured.
 - Expansion of the recycling scheme.
 - 500 jobs safeguarded at Marconi and Lex Auto Logistics in Chorley.
- Development of a new Community Strategy, with partners which identifies priority issues for the Borough.
 - Efficiencies with a total value of £*** have been identified with much of the money being reinvested in priority services.
 - Best 'New Build Village' award for Chorley's Buckshaw Village.
 - £2m lottery grant attracted to improve Astley Park.
 - Approving the North West's first 'affordable' new housing scheme.
 - Crime in Chorley has reduced by 10.3%

If you would like a copy of this Performance Agreement in a different format or language, or if you require more information please contact *

SECTION 1 - OUR VISION, PRIORITIES AND STRATEGIC OBJECTIVES

This Section sets out the Council’s vision, priorities and strategic objectives

Our Vision

Over the past two years the Council, working with the Chorley Partnership, has undertaken considerable consultation. We have listened carefully to the views of local people, businesses and key partners to bring together a vision for the Borough:

‘To make Chorley the place of choice to live, work and invest in the North West.’

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

- Prosperity
- People
- Place
- Performance

Our Priorities and Strategic Objectives

Our strategic objectives reflect what we are trying to achieve in each of our priority areas.

Priority	Strategic Objective	Outcome – or what success will look like
Prosperity	Put Chorley at the heart of regional economic development in the Central Lancashire Sub-Region.	<ul style="list-style-type: none"> • A vibrant local economy • Thriving Chorley Town Centre • A robust transport infrastructure • Average earnings will be in line with the County average
People	Reduce pockets of inequality	<ul style="list-style-type: none"> • Inequality in the Borough will be reduced • Improved life chances for young people and children • Improved quality of life for the Borough’s older people • Healthier communities and reduce health inequalities
Place	Develop the character and feel of Chorley as a good place to live	<ul style="list-style-type: none"> • People will be involved in decision making and in improving the well being of their communities. • Accessible, well used and high quality public services through a range of efficient channels • Improved public transport with more people using it
Performance	Ensure Chorley Borough Council is a performing organisation	<ul style="list-style-type: none"> • More people will be satisfied with Chorley as a place to live • There will be a balanced housing market • An improved local environment • Safer communities • Community Aspirations are delivered through the efficient use of resources and effective performance management • An excellent community leader • A provider and procurer of high quality priority services • An excellent Council that is continually striving to improve

SECTION 2 - OUR PERFORMANCE AGREEMENT

The Performance Agreement has been established to provide a clear statement of the Council's priorities and what we will be doing to achieve them in the coming year. The Performance Agreement also doubles up as our statutory Best Value Performance Plan. The agreement contains the Council's corporate priorities for the forthcoming year and informs the budget-setting process. It is necessary because there are many calls on the Council's resources which can be difficult to balance. The Performance Agreement helps us to rationally consider competing pressures, understand the links between them and to establish a shared understanding amongst members and officers of the Council's priorities going forward. It is a medium-term corporate strategy to measure our stated strategic objectives. The agreement will be refreshed on an annual basis to report progress and reflect the emergence of new priorities and requirements and to remove those that have been achieved.

What's in the Performance Agreement

The Performance Agreement has the following elements:

Section 3 - Progress against last year's priorities:

Shows how well we have performed against the things we said we would do in last years BVPP.

Section 4 - Delivering the Council's strategic objectives 2006/07:

Demonstrates the alignment of our strategic objectives with our key corporate projects. It also provides an outline of our key corporate projects for the forthcoming year. The Performance Agreement includes a balance of key corporate projects – some may be of high public profile, others may be focussed on internal management issues. Similarly some may be long-term, with others relatively short-lived in terms of implementation. It is also important to remember that because a project or service area is not on this list, it is not unimportant to the organisation. Responsibility for each of these projects/initiatives is assigned annually to an executive member and a group director, answerable to the Executive Cabinet. Chief Officers and senior managers from across the Council are responsible for the day-to-day project management of these initiatives/projects.

Section 5 - Efficiency reviews:

The efficiency review programme for the forthcoming year details the work that will be undertaken to achieve efficiencies in our operation, allowing re- investment in the frontline services. This programme will be reported to the Government in our Annual Efficiency Statement and will deliver our target savings established following the Gershon review.

Section 6 - Balanced scorecard:

This contains a suite of impact/success measures that have been drawn from the key corporate projects and initiatives identified by the Council in support of the Community Plan objectives. This scorecard is used as a management tool to enable the Council, the Executive Board and the senior management team to take a 'snapshot' assessment of our progress at regular intervals.

Appendix A - Performance Indicators:

This details how we have performed against the indicators set by ourselves and by the Government.

The Performance Agreement and the budget process:

The Council is committed to the establishment and operation of a policy-led budgeting process. The Performance Agreement has been developed hand in hand with the Council's budget setting process for the forthcoming year. The agreement provides a framework against which decisions can be taken by members on the allocation of financial resources to priority areas.

Monitoring and Performance Agreement:

All elements of the Performance Agreement are monitored through the Council's performance management database – Performance Plus, actual performance is then reported through Executive Cabinet and the Overview and Scrutiny function. Unit Business Plans are required to reflect corporate and service priorities in the Performance Agreement. These Plans influence and inform targets that are set for individual employees and provide the line for staff to the delivery of the Council's Strategic Objectives.

Transfer of Staff:

It is a statutory requirement that we include the following statement relating to workforce matters in this document. 'All individual contracts awarded during the last year which involved a transfer of staff complied, where applicable, with the requirements in the Code of practice on workforce matters in local authority service contracts'.

SECTION 3 - PROGRESS AGAINST LAST YEARS PRIORITIES

To be inserted by 31/3/2006

SECTION 4 – DELIVERING THE COUNCIL'S STRATEGIC OBJECTIVES 2006/07

The performance agreement enables us to show that we are working towards fulfilling our strategic objectives. The alignment of these with our key corporate projects is shown below:

<p>λ – Project delivers strategic objectives as direct project aim</p> <p>μ - Project contributes towards strategic objectives as a consequence of the project aim</p>	<p>STRATEGIC OBJECTIVE</p>								
<p>PRIORITY</p>	<p>Put Chorley at the heart of regional economic development in the Central Lancashire Sub-Region</p>	<p>Develop and implement Economic Regeneration Strategy</p>	<p>λ</p>	<p>μ</p>	<p>λ</p>	<p>μ</p>	<p>λ</p>	<p>μ</p>	<p>λ</p>
<p>PROSPERITY</p>	<p>Reduce pockets of inequality</p>	<p>Prepare area profiles for our most deprived SOAs and prepare action plans</p>	<p>λ</p>	<p>μ</p>	<p>λ</p>	<p>μ</p>	<p>λ</p>	<p>μ</p>	<p>λ</p>
<p>PEOPLE</p>	<p>Get people involved in their communities</p>	<p>Identify opportunities for joint working with neighbouring authorities</p>	<p>λ</p>	<p>μ</p>	<p>λ</p>	<p>μ</p>	<p>λ</p>	<p>μ</p>	<p>λ</p>
<p>PEOPLE</p>	<p>Improved access to public services</p>	<p>Develop Service Level Agreements with Lancashire County Council to deliver the LAA and Community Strategy priorities</p>	<p>λ</p>	<p>μ</p>	<p>λ</p>	<p>μ</p>	<p>λ</p>	<p>μ</p>	<p>λ</p>
<p>PLACE</p>	<p>Develop the character and feel of Chorley as a good place to live</p>	<p>Complete and implement Town Centre Strategy</p>	<p>λ</p>	<p>μ</p>	<p>λ</p>	<p>μ</p>	<p>λ</p>	<p>μ</p>	<p>λ</p>
<p>PERFORMANCE</p>	<p>Ensure Chorley BC is a performing organisation</p>	<p>Develop the Strategic regional site</p>	<p>λ</p>	<p>μ</p>	<p>λ</p>	<p>μ</p>	<p>λ</p>	<p>μ</p>	<p>λ</p>
	<p>Develop and implement Economic Regeneration Strategy</p>	<p>Develop the 'Get up and Go' programme</p>	<p>λ</p>	<p>μ</p>	<p>λ</p>	<p>μ</p>	<p>λ</p>	<p>μ</p>	<p>λ</p>
	<p>Prepare Chorley 'Every Child Matters' and 'Youth Matters' action plans</p>	<p>Prepare a Chorley 'Older peoples' action plan</p>	<p>λ</p>	<p>μ</p>	<p>λ</p>	<p>μ</p>	<p>λ</p>	<p>μ</p>	<p>λ</p>
	<p>Undertake Chorley Strategic Transportation Study</p>	<p>Prepare a Chorley 'Choosing Health' action plan</p>	<p>λ</p>	<p>μ</p>	<p>λ</p>	<p>μ</p>	<p>λ</p>	<p>μ</p>	<p>λ</p>
	<p>Develop and implement Town Centre Strategy</p>	<p>Pilot area forums and decide future approach</p>	<p>λ</p>	<p>μ</p>	<p>λ</p>	<p>μ</p>	<p>λ</p>	<p>μ</p>	<p>λ</p>
	<p>Develop and implement Economic Regeneration Strategy</p>	<p>Develop and deliver an action plan for the Customer Focussed Access and Service Design Strategy</p>	<p>λ</p>	<p>μ</p>	<p>λ</p>	<p>μ</p>	<p>λ</p>	<p>μ</p>	<p>λ</p>
	<p>Project delivers strategic objectives as direct project aim</p>	<p>Produce a Partnership Community Cohesion Strategy</p>	<p>λ</p>	<p>μ</p>	<p>λ</p>	<p>μ</p>	<p>λ</p>	<p>μ</p>	<p>λ</p>
	<p>Project contributes towards strategic objectives as a consequence of the project aim</p>	<p>Prepare a neighbourhood engagement and management strategy</p>	<p>μ</p>	<p>λ</p>	<p>μ</p>	<p>λ</p>	<p>μ</p>	<p>λ</p>	<p>μ</p>
	<p>Project delivers strategic objectives as direct project aim</p>	<p>Develop a more detailed understanding of our Customers needs to ensure the provision of high quality/relevant services</p>	<p>λ</p>	<p>μ</p>	<p>λ</p>	<p>μ</p>	<p>λ</p>	<p>μ</p>	<p>λ</p>
	<p>Project contributes towards strategic objectives as a consequence of the project aim</p>	<p>Produce a Transport Accessibility plan</p>	<p>μ</p>	<p>λ</p>	<p>μ</p>	<p>λ</p>	<p>μ</p>	<p>λ</p>	<p>μ</p>

<p>λ – Project delivers strategic objectives as direct project aim</p> <p>μ - Project contributes towards strategic objectives as a consequence of the project aim</p>		<p>STRATEGIC OBJECTIVE</p>		<p>PRIORITY</p>	<p>PROSPERITY</p>	<p>PEOPLE</p>	<p>PLACE</p>	<p>PERFORMANCE</p>

Outline of key corporate projects

The table below provides an outline of each of the key corporate projects within the Performance Agreement.

SO1 - Put Chorley at the Heart of Regional Economic Development in the Central Lancashire Sub-Region. LEADS - Councillor J Wilson and Colin Campbell

Project	Summary	Lead Officer(s)	Objective Success Measures and Targets
Develop and implement Economic Regeneration Strategy	Working with GVA Grimley a 'state of the economy' report has been produced. In 2006/07 this will be used to inform an Economic Regeneration Strategy which looks to maximise economic opportunity, promote value added activity and address economic exclusion	Head of Development and Regeneration, Jane Meek	<ul style="list-style-type: none"> Vibrant local economy – Basket of measures and targets to be developed by 01/04/07 from GVAG baselines and projections in the draft Economic Regeneration Strategy.
Facilitate development of the Strategic Regional Site at Buckshaw	In 2006/07 the focus will be on ensuring that the necessary infrastructure is in place to facilitate development of Plots 2 and 3 on the Strategic site	Head of Development and Regeneration, Jane Meek	<ul style="list-style-type: none"> Town Centre Visits (Target – Increase by 10% by March 2009. Baseline – 30,000, October 2005).
Complete and implement Town Centre Strategy	Building on the 2005 Retail and Leisure Study a draft Town Centre Strategy will be produced for consultation. The study will also be used to inform policies within the Local Development Framework (LDF).	Head of Development and Regeneration, Jane Meek	<ul style="list-style-type: none"> Town Centre visitor satisfaction in range and choice of shops. (Target – Increase satisfaction by 10% by March 2009. Baseline – 49.3%, October 2005).
Undertake Chorley Strategic Transportation Study	Subject to approval of the Local Transport Plan by the Government. A study will be undertaken to identify issues with the Chorley transport infrastructure and other accessibility factors	Head of Development and Regeneration, Jane Meek	<ul style="list-style-type: none"> Vacant Town Centre Floor Space (Target 7% by 2 March 2009. Baseline – 9.7, October 2005).
Identify opportunities for joint working with neighbouring authorities.	Efforts will be made to make best use of shared resources in promoting the central Lancashire Sub-Region	Head of Development and Regeneration, Jane Meek	<ul style="list-style-type: none"> Median Workplace earnings in the Borough. (Target reduce earnings gap to 2.7% by March 2009. Baseline – 3.2% April 2005, Chorley Median £320.70 per week, Lancashire Median £331,80).

**SO2: Reduce Pockets of Inequality
LEADS: Councillor D Edgerley and Donna Hall**

Project	Summary	Lead Officer(s)	Objective Success Measure and Targets
<p>Prepare area profiles for our most deprived Super Output Areas (SOA's) and prepare action plans.</p>	<p>The Borough has eight neighbourhoods (SOA's) in the 20% most deprived nationally. By preparing area profiles for these areas we will be able to identify the reasons for "deprivation". Once this has been done appropriate multi-agency, action plans will be prepared to address the issues.</p>	<p>Head of Corporate and Policy Services, Tim Rignall.</p>	<ul style="list-style-type: none"> Number of neighbourhoods in worst 20% - target in 2006/7 is to develop targets for each area based on area profiles. Improved life chances for children and young people – the target in 2006/7 is to develop a basket of measures around the "Every Child Matters" outcomes of be healthy, stay safe, enjoy and achieve, positive contribution and economic well being.
<p>Develop Service Level Agreements with Lancashire County Council to deliver the LAA and Community Strategy priorities.</p>	<p>Both the LAA and Community Strategy contain measures and targets which will require both Chorley BC and Lancashire CC to deliver if they are to be achieved. The SLA will clarify the responsibilities of both parties.</p>	<p>Head of Corporate and Policy Services, Tim Rignall.</p>	<ul style="list-style-type: none"> Improved quality of life for older people – the target in 2006/7 is to develop a basket of measures around the older peoples outcomes of participation and engagement, healthy lifestyles, integrated services and sustainable communities.
<p>Prepare a Chorley "Every Child Matters" and "Youth Matters" action plan.</p>	<p>In response to the county wide Children's Plan an action plan will be developed which identifies local actions for the Council and partners in the LSP.</p>	<p>Head of Leisure and Cultural Services, Jamie Carson.</p>	<ul style="list-style-type: none"> "Choosing Health" – The target in 2006/07 is to develop a basket of measures and targets which reflect local priorities around: <ul style="list-style-type: none"> - Life expectancy and premature deaths from CHD and cancers. - Tobacco control, obesity and alcohol.
<p>Develop the "Get Up and Go" Programme.</p>	<p>Activities for children and young people will be increased both through direct provision and by supporting other groups. 30% of participants will be from community safety "hotspot" areas.</p>	<p>Head of Leisure and Cultural Services, Jamie Carson.</p>	
<p>Prepare a Chorley "Older People's" action plan.</p>	<p>Lancashire County Council are currently preparing a Lancashire Older People's Strategy. Once this strategy is in place a local action plan for Chorley BC and partners will be produced.</p>	<p>Head of Leisure and Cultural Services, Jamie Carson.</p>	
<p>Prepare a Chorley "Choosing Health" Action Plan.</p>	<p>Work will be undertaken with our LSP to identify the key local actions arising from the national "Choosing Health" document.</p>	<p>Head of Leisure and Cultural Services, Jamie Carson.</p>	

**SO3: People Involved in their Communities
LEADS: Councillor D Edgerley and Donna Hall**

Project	Summary	Lead Officer(s)	Objective Success Measure and Targets
<p>Pilot Area Forums and decide future approach.</p>	<p>A programme of Area Forum meetings has been agreed as a pilot exercise. Following completion of this pilot an evaluation will be undertaken and used to inform discussions about the Council's future approach.</p>	<p>Head of CuDOSS, Martin O'Loughlin.</p>	<ul style="list-style-type: none"> • % of people satisfied with opportunities to participate in decision making will increase (Target 34% by March 2009. Baseline – 32.4% 2004/05). • % of people who feel that their communities are places where people get on well together will increase. (Target 90% by March 2009. Baseline 87% 2004/05).
<p>Produce a partnership Community Cohesion Strategy.</p>	<p>Work will be undertaken with the LSP to develop a Community Cohesion Strategy for the Borough. This will ensure that the aims and objectives are shared across a range of partner organisations.</p>	<p>Head of Corporate and Policy Services, Tim Rignall.</p>	<ul style="list-style-type: none"> • % of people who have worked in a voluntary capacity during the last 12 months. (Target to establish a baseline position 2006/07). • Increase voter turnout at Borough Council elections. (Target 55% each year to March 2009. Baseline 63% 2004/05. Clarification; Postal Voting Pilot informed 2004/05 baseline – can not be repeated).
<p>Prepare a neighbourhood management and engagement strategy.</p>	<p>This project comprises:</p> <ul style="list-style-type: none"> • researching, identifying and developing a good understanding of the nature of the issues and residents' concerns within the Borough's eight most deprived areas (Super Output Areas); • researching relevant current best practice in neighbourhood management and developing a good understanding of the most effective approaches and solutions; • developing proposals by 31 March 2007 to implement a neighbourhood management approach in one or more priority area clusters contingent on resource availability; and • conducting a rural exclusion risk assessment and preparing a mitigation plan by 30 September 2006 to address the risk identified. 	<p>Head of Corporate and Policy Services, Tim Rignall.</p>	

**SO4: Improved Access to Public Services
LEADS: Councillor D Edgerley and Paul Morris**

Project	Summary	Lead Officer(s)	Objective Success Measure and Targets
Develop and deliver an action plan for the Customer Focussed Access and Service Design Strategy.	The strategy has previously been approved by Council and a prioritised and fully resourced action plan needs to be developed to secure delivery.	Head of CuDOSS, Martin O'Loughlin.	<ul style="list-style-type: none"> % of residents surveyed finding it easy to access key local services. Baseline to be collected 2006/07. To maintain customer satisfaction with the service received in the Chorley Contact Centre (Target 95%).
Develop a more detailed understanding of the needs of our customers to ensure provision of high quality relevant services.	A Customer Access Officer will be appointed to identify customer needs and expectations in respect of Council services. They will also identify any barriers to service and work with Service Units to resolve these.	Head of CuDOSS, Martin O'Loughlin.	<ul style="list-style-type: none"> Baseline 95% - recognising impact of new channels coming on line). Increase the number of appropriate Council Services accessible through "Contact Chorley" (Target 100% 2006/07).
Deliver "Contact Chorley".	During 2006/7 all Council services will be migrated to the "One Stop Shop" so that it is the first point of contact for all customers.	Head of CuDOSS, Martin O'Loughlin.	<ul style="list-style-type: none"> Increase the number of self service interactions through the Council's website. (Target 10% increase in each year of the strategy).
Explore the provision of shared services through "Contact Chorley".	Partners will be encouraged to provide a point of contact within the "One Stop Shop" so that customers are able to access a broad range of services from a single point.	Head of CuDOSS, Martin O'Loughlin.	<ul style="list-style-type: none"> Increase the number of appropriate Council Services available via "self service". (Target 100% by March 2009. Interim target, 50% March 2007, 75% March 2008).
Produce a Transport Accessibility Plan.	Work with the County Council to identify local priority transport issues to improve accessibility in urban and rural areas.	Head of Development and Regeneration, Jane Meek.	<ul style="list-style-type: none"> Increase hours of telephone accessibility through Contact Chorley (Target 5 per hour week increase by March 2007). % of Council buildings accessible to disabled people. (Target 96% by March 2007. 100% by March 2008.
Improve appearance of public transport facilities through reduced vandalism.	Working with partners to identify initiatives to reassure the public when using public transport. This will include initiatives such as quality bus routes.	Head of Public Space Services, Keith Allen.	<ul style="list-style-type: none"> Note – subject to the transfer of Brinscall Baths to Community Management by March 2008. Baseline 88% January 2006). % of residents who think that, over the past three years, public transport has got better or stayed the same. (Target 10% increase by March 2009. 2005 baseline – 74%.)

**SO5: Develop the Character and Feel of Chorley as a place to live
LEADS: Councillor J Wilson and Colin Campbell**

Project	Summary	Lead Officer(s)	Objective Success Measure and Targets
<p>Reconfigure current service delivery arrangements to improve provision of street scene services.</p>	<p>The objectives of this project are to:</p> <ul style="list-style-type: none"> Align the Council's structure to provide for strategic, co-ordinated and modern management of street scene. Develop a structured and co-ordinated approach to enforcement. Develop and implement a corporate and planned education programme. Realise Gershon efficiencies from each of the above objectives. 	<p>Head of Environmental Services, John Lechmere. Head of Public Space Services, Keith Allen.</p>	<ul style="list-style-type: none"> % increase in people satisfied with the Borough as a place to live (Target 10% increase by March 2009. Baseline 74% 2004/05). Balanced Housing Market - basket of measures and targets to be developed by 01/04/07 in collaboration with other authorities. Affordable dwellings completed (Target 250 Units by March 2009). % increase in people reporting that the urban and rural environment has improved (Target increase by 10% by March 2009. Baseline 14% 2005) % of land assessed as having combined deposits of litter and detritus (Target 12% by March 2008, LAA Stretch Target. Baseline 14% 2004/05). Improve feelings of safety during the day (Target increase by 10% by March 2008. Baseline 75.4%, 2004). Improve feelings of safety during the night (Target increase by 15% by March 2008. Baseline 31%, 2004). Reduce crime in the Borough (Target 15% reduction by March 2008 in line with PSA1 targets).
<p>Complete the process of Housing Stock Transfer.</p>	<p>The process has been ongoing for sometime now and will be completed in 2006/07. In addition to the process arrangements will need to be made to disengage the housing function from the Council in the event of a 'yes' vote in the ballot.</p>	<p>Head of Housing Services, Steve Lomas.</p>	
<p>Develop a basket of 'balanced housing market' measures and targets.</p>	<p>A basket of measures and targets is required to demonstrate whether or not we are achieving our priority outcome of a balanced housing market in the Borough.</p>	<p>Head of Development and Regeneration, Jane Meek.</p>	
<p>Establish a choice based letting system in conjunction with Registered Social Landlords.</p>	<p>This project will provide tenants with greater choice across a range of providers.</p>	<p>Head of Development and Regeneration, Jane Meek.</p>	
<p>Deliver the Sustainable Resources Development Plan.</p>	<p>The Plan will enable the Council to undertake its responsibility to promote sustainable development in relation to reducing carbon emissions and to manage water supplies.</p>	<p>Head of Development and Regeneration, Jane Meek.</p>	
<p>Pilot innovative ways of reassuring our communities.</p>	<p>To appoint six Community Support Officers, on a pilot basis, to assist in the achievement of PSA1 and LAA targets in the Community Safety Strategy 'hotspot' areas. They will also provide a response to other emerging crime and disorder trends. The pilot will be reviewed after 12 months.</p>	<p>Head of Corporate and Policy Services, Tim Rignall.</p>	

**SO6: Ensure Chorley Borough Council is a Performing Organisation
LEADS: Councillor J Wilson and Donna Hall**

Project	Summary	Lead Officer(s)	Objective Success Measure and Targets
<p>Develop a Communications and Marketing Strategy.</p>	<p>The project aims to:</p> <ul style="list-style-type: none"> • More closely align public perception with the quality of services through the development and implementation of a Communication and Marketing Strategy. • Improve information and communication to local neighbourhood areas. • Improve the take-up and efficiency of access to services through pro-active marketing. 	<p>Head of CuDOSS, Martin O'Loughlin</p>	<ul style="list-style-type: none"> • % of Corporate Strategy projects achieved (Target 90%). • Achieve, as a minimum, the Gershon efficiency target of 2.5% per annum (Target 3%). • Status in LSP accreditation (Target to achieve 'Green' status in an LSP self-accreditation by March 2009). • % of priority BVPI's in Upper Quartile (Target 35% March 2009. Baseline 30% 2004/05). • % of priority BVPI's improving (Target 60% March 2009. Baseline 57% 2004/05). • Satisfaction with the way the Council runs things (Target 55% March 2009. Baseline 53% 2004/05). • CPA score and positive direction of travel (Target by 31 March 2007 develop a basket of Corporate health indicators linked to CPA assessment criteria). • Overall satisfaction with Council services will increase (Target improve by 10%. Baseline 54.5%, September 2005).
<p>Develop and implement Use of Resources and VFM action plan.</p>	<p>The action plan will identify a programme of functional services to be reviewed with a view to establishing that services are providing value for money and using resources efficiently.</p>	<p>Director of Finance, Gary Hall.</p>	
<p>Implement HR strategy and achieve 11P and explore other external accreditation.</p>	<p>There are a number of key actions to be implemented from the HR strategy. An action plan has been prepared to work towards 11P accreditation in September.</p>	<p>Head of Human Resources, Angela Wolstencroft.</p>	
<p>Embed effective performance and risk management across the organisation.</p>	<p>The project will involve aligning existing performance, project and risk management processes to ensure appropriate and timely information is available. Work will also be undertaken to create a performance culture throughout the organisation.</p>	<p>Head of Corporate and Policy Services, Tim Rignall.</p>	
<p>Align existing strategies with Community Strategy priorities.</p>	<p>Following publication of the new Community Strategy in October 2005 key Council strategies will be reviewed to ensure that they support achievement of the priority outcomes.</p>	<p>Head of Corporate and Policy Services, Tim Rignall.</p>	

Project	Summary	Lead Officer(s)	Objective Success Measure and Targets
Complete management restructuring.	Restructuring proposals will be considered as part of the budget process for 2006/07. These will be implemented during the year.	Chief Executive, Donna Hall.	
Rationalise Council accommodation.	Proposals to be developed to facilitate the disposal of the Council's Gillibrand Street offices.	Chief Executive, Donna Hall.	
Prepare a business case to support new local government structures.	A business case will be developed detailing proposals for unitary local government for Chorley.	Chief Executive, Donna Hall.	
Property and Markets outsourcing.	Completion of the procurement exercise for both the property and markets services.	Deputy Chief Executive, Colin Campbell	
Develop and strengthen the Local Strategic Partnership (LSP).	<p>The objectives of the project are:</p> <ul style="list-style-type: none"> • To secure a partnership structure which allows the Council to exercise its community leadership role and achieve the outcomes and targets in the Community Strategy; and • Effective performance management of the community strategy and LAA. 	Head of Corporate and Policy Services, Tim Rignall.	
Realign the Business Planning Process.	The project will ensure that arrangements are in place to facilitate a policy led budget setting process for 2007/08.	Head of Corporate and Policy Services, Tim Rignall.	

SECTION 5: LOOKING FORWARD - EFFICIENCY REVIEWS 2006/07

An efficiency target of £6.45bn in efficiency gains has been set for the local government sector including schools and the police, to be achieved over the three years to 2007/08. For Chorley Borough Council this equates to £1.4m over the three years of which we have been able to identify £1.3 million of savings for year one. These savings allow investment in areas of corporate priority and help achieve strategic objectives which underpins the Council's approach to efficiency. Forward efficiency savings are built into the 2006/07 to 2008/09 planning cycle.

This target came out of the 'Gershon Review' (Releasing resources for the frontline) published in July 2004, as the title suggests the aim is to identify resources that can be reinvested into the frontline or used to hold down Council Tax. At least half the target annual efficiency gains must be cashable. Otherwise, councils are free to decide how to meet the target. Savings resulting from 'cuts' (withdrawal of service, lowering of quality standards) will not count.

Efficiency	Expected efficiency gain £	Amount which is cashable £
<i>Information to be supplied once forward looking efficiency statement prepared by 30/3/06</i>		

SECTION 6 - BALANCED SCORECARD

To be inserted by 30/3/06