



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 Local Public Service Agreement targets as part of 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 to 40%.
- 500 jobs safeguarded at Marconi and Lex Auto Logistics in Chorley.
- Completion of a strategic management restructure saving £120,000 p.a.
- Development of a new Community Strategy, with partners which identifies priority issues for the Borough.
- Development of a new Corporate Strategy linked explicitly to the Community Strategy outcomes.
- 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.
- Reduction of Crime in Chorley by 10.3%
- Launch of a new approach to neighbourhood engagement through area forums.

If you would like a copy of this Performance Agreement in a different format or language, or if you require more information please contact lindsay.parr@chorley.gov.uk, jenny.rowlands@chorley.gov.uk or sarah.dobson@chorley.gov.uk, or telephone 01257 515341/515248/515325.

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 • Robust transport infrastructure • Average earnings in line with 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 reduced health inequalities
	Get people involved in their communities	<ul style="list-style-type: none"> • People will be involved in decision making and in improving the well being of their communities.
Place	Improved access to public services	<ul style="list-style-type: none"> • Accessible, well used and high quality public services through a range of efficient channels • Improved public transport with more people using it
	Develop the character and feel of Chorley as a good place to live	<ul style="list-style-type: none"> • More people will be satisfied with Chorley as a place to live • There will be a balanced housing market • An improved local environment • Safer communities
Performance	Ensure Chorley Borough Council is a performing organisation	<ul style="list-style-type: none"> • Community aspirations are delivered through the efficient use of resources and effective performance management • An excellent community leader • A provider and procurer of high quality priority services • An excellent Council that is continually striving to improve

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 year's 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.

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 the corporate 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

3.1 What Do These Priorities For Improvement Mean And How Will We Achieve Them?

3.1.1 Serving Our Customers Better

To achieve this priority we will aim to:

- ◆ Treat our customers fairly and as individuals in accordance with our Customer Services Charter.
- ◆ Actively engage with and listen to our communities in designing and improving our services.
- ◆ Continuously improve the quality of the priority services we deliver.

Key Performance Indicators

	Performance 2003/04	Performance 2004/05	Performance 2005/06	Target 2005/06
• Percentage of residents satisfied with Chorley as a place to live.	76%	76%*	74%	80%
• Percentage of citizens satisfied with the overall service provided by the Council.	60%	60%*	53%	72%
• Percentage of citizens satisfied with the cleanliness standard in their area.	62%	62%*	55.6%	72%
• Percentage of citizens satisfied with the waste collection service.	92%	92%*	67%	92%
• Percentage of citizens satisfied with the recycling service.	79%	79%*	79%	80%
• Percentage of citizens satisfied with parks and open spaces.	76%	76%*	81.7%	77%
• Percentage satisfied with service provided by contact centre.	New Indicator	New Indicator*	99.5%	90%
• Percentage of complainants satisfied with the handling of their complaint	34%	34%	35%	50%
• Percentage of authority buildings open to the public in which all areas are suitable for and accessible to disabled people.	47%	78%	83%	88%
• Percentage of invoices paid within 30 days	88.03%	83.17%	84.42%	96%

*These figures are gathered from a survey that used to take place three-yearly. The survey from which these figures are taken was 2003/04. From 2005/06, there will be an annual survey, and the figures at December 2005 reflect this.

Things we said we would do in 2005/06

- **Implement management plan for four more Council buildings to ensure compliance with the DDA.**
Of the 4 buildings which do not currently meet physical requirements of the DDA –
 - Astley Hall has a management plan in place
 - Clayton Green Leisure Centre and Pall Mall toilets have schemes in place for alterations to fully comply over the next few months
 - Brinscall swimming baths will be altered to partly comply, in conjunction with a management plan agreed with the Chorley & South Ribble Disability Forum.
- **Complete cemetery extension.**
The main works were completed in 2005. Construction of the platform for prayers, canopy and surrounding paving were completed in February 2006.
- **Achieve fully transactional website.**
The facilities provided by the Councils web-site continue to develop. Visitors to the web-site are now able to ;
 - Make payments
 - View plans on-line
 - View statutory licensing registers
 - View a calendar of Council meetings and associated agendas, minutes and reports.
 - Log housing repair requests
 - Use the benefits calculator and receive on-line help
 - Use the 'Do I need planning permission' dialogue
 - Submit a change of address
 - Submit a service request
 - Book children's leisure activities
- **Transfer Housing stock.**
Currently being delivered in line with approved project plan. At the meeting in December 2005 Executive Cabinet approved the new RSL partner. Chorley Community Housing would thus become a local independent RSL with the Adactus Housing Group. A ballot of all tenants is planned for summer 2006 and in the event of a 'Yes' vote, transfer will be completed by the end of March 2007.
- **Develop and implement a Communication Strategy.**
Setting new Standards: Communication Strategy 2004-07 approved by Executive Cabinet November 2004. Contains a number of targets to be completed by 2007. In 2005 we achieved a number of these and in particular launched a new intranet, which has been a huge success and has already released capacity and savings.
- **Development of a Shared Services Contact Centre in partnership with LCC.**
The Shared Services Contact Centre went live for Chorley in July 2005, and went live in partnership with LCC in February 2006.
- **Improve services and facilities at Duxbury golf course.**
A market testing exercise was completed. This resulted in Glendale Golf being awarded a 25-year operational lease for Duxbury Park Golf

Course. Part of the partnership with Glendale involves a £1.2 million investment in the course and ancillary facilities. This will improve the quality of the service and provide an excellent facility to keep people fit and healthy.

- **Improve the service to customers applying for licences by improving our computer systems.**

The LALPAC licensing software system has been upgraded to a web based system (LALPAC Enterprise), which will allow applicants to apply online and allow us to consult electronically with regulatory authorities.

- **Encourage greater participation in the Council's political management process.**

The Council's Community Overview and Scrutiny Panel is currently undertaking a scrutiny enquiry into public participation in the Council's decision-making process. The Panel is looking at what other Councils in Lancashire do, and is focussing on (1) the possible introduction of public speaking/question times at meetings, and (2) how area fora/committees work in other authorities. They will be reporting on this, and reviewing the operation of the Council's area fora pilot scheme, which concludes in October 2006. The recommendations of the Panel will be submitted initially to the Overview and Scrutiny Committee and then to the Executive Cabinet by November/December 2006.

- **Improve Benefits take-up.**

Various activities have been undertaken to raise awareness of and promote take-up of benefits; contact has been made with local community groups and awareness raising sessions delivered. A media campaign to promote benefits take-up has also been undertaken. A Benefits Take-up strategy has been produced to guide activity for 2006/07.

- **Improve services to customers with planning queries and applications through the enhancement and expansion of the Geographical Information System. (GIS)**

Customer Service in relation to planning queries and applications has been enhanced by the introduction of 'Public Access', a web based application that enables members of the public to follow the progress of an application online, or to search planning history on a particular property. The One-Stop Shop planning enquiry desk has access to a GIS application that enables certain planning and constraint data to be accessed quickly on request from a customer. A GIS officer has been appointed to manage and implement the rollout of GIS corporately in line with the Council's GIS strategy.

3.1.2 Investing in Our Capacity to Deliver

To achieve this priority we will aim to:

- ◆ Secure and manage resources to enable the Council to achieve its key corporate priorities.
- ◆ Ensure that we have a motivated and skilled workforce, in sufficient numbers, to deliver the Council's key corporate objectives.
- ◆ Establish and maintain an effective performance management capability at all levels throughout the organisation.

Key Performance Indicators

	<i>Performance 2003/04</i>	<i>Performance 2004/05</i>	<i>Performance 2005/06</i>	<i>Target 2005/06</i>
• Percentage of Council Tax collected.	88.03%	98.44%	98.51%	98.6%
• The number of working days/shifts lost to sickness absence.	13.45	9.67	10.10	8.9
• % of staff who have undergone annual performance review and had an individual training plan prepared.	New indicator for 2004/05	52%	92%	80%
• % staff satisfaction.	New indicator for 2004/05	67%	75.7%	70%
• % Budget spent by year end.	New indicator for 2004/05	97.9%		100%
• % annual capital budget actually committed during the year.	New indicator	New indicator		*
• % capital programme projects using the approved project management methodology.	New indicator	New indicator	32.35%	50%
• % BVPI's which are improving.	New indicator	New indicator		*
• Total efficiency savings identified to meet Gershon targets.	New indicator for 2004/05	£631k		

* Targets will be set once a full year's data has been collected.

Things we said we would do in 2005/06

- **100% of services which can be delivered electronically, will be delivered electronically and we will continue to develop the transactional capability of our web-site.**
The Council's target of 100% electronic service delivery was met in December 2005. We are continuing to develop our electronic service capability across access channels.
- **Shared Services Contact Centre will be established.**
The Shared Services Contact Centre went live for Chorley in July 2005, and went live in partnership with LCC in February 2006.
- **Mobile and remote working capabilities will be exploited during the year as the Council strives to improve efficiency.**
The Homeworking Initiative, along with the Accommodation Review, is on going. A Working Group has been established and a draft Policy is under development for consultation purposes. Mobile working has been piloted with great success in Environmental Services. We are currently developing the integration that will allow service requests to be fed directly into the Environmental Services system. We expect to further develop the use of mobile working during 2006.
- **We remain committed to our long term target that all staff will achieve their ECDL and expect to realise a target of 70% during 2005/6.**
ECDL continues to be an ongoing corporate initiative. Due to staff turnover, we expect ECDL to have an ongoing average achievement rate at 50% for staff, although this figure can fluctuate. Councillors will also be offered the chance to do the ECDL (European Computer Driving Licence) qualification in 2006/7, with a target of 10% participating on the course.
- **Develop and implement Customer Focused Service Design Strategy which replaces the e-government strategy.**
The Customer Focussed Access and Service Design Strategy was approved by Cabinet in September of 2005. Work will begin on the implementation of the strategy in 2006.
- **Establish Capital Programme Board to direct and oversee the capital programme.**
The Capital Programme Board has been established and meets regularly under the chairmanship of the Executive Director (Corporate and Customer). The Board has ;
 - Developed the categorisation of the programme to distinguish between fully approved and financed schemes and those awaiting approval.
 - Overseen the formalisation of scheme approvals using the Councils project management methodology
 - Set a number of challenging performance indicators that are regularly reported to the Executive Cabinet. The indicators focus upon programme delivery, expenditure, project success and the use of the approved methodology.
- **Increase the diversity of the workforce to reflect the local community.**
The Council encourages applications from ethnic minorities by sending CBC adverts directly to the Chorley Muslim Welfare Centre and the Asian Women's Forum. Our current BVPI performance indicating the number of ethnic minority employees is on target. All recruitment practices are subject to rigorous processes to ensure that selection is fair and consistent.

- Pursue alternative ways of managing the Council's property including leisure and community buildings.**
 The Property Services outsourcing exercise, looking at alternative procurement routes for property management is well under way with 6 partners invited to submit proposals and a target completion date of October 2006.
 Leisure Centres: New contracts were awarded for Clayton Green and All Seasons Leisure Centres on 1 November 2005. Community management is currently being investigated at Brinscall Swimming Pool and Coppull Community Leisure Centre.
 Duxbury Park Golf Course: A market testing exercise was completed. This resulted in Glendale Golf being awarded a 25-year operational lease for Duxbury Park Golf Course. Part of the partnership with Glendale involves a £1.2 million investment in the course and ancillary facilities. This will improve the quality of the service and provide an excellent facility to keep people fit and healthy.
 Community Centres: Fairview Youth and Community Centre is in community management. Capacity created. An additional part-time post has been created to increase capacity to put other centres into community management.
- Implement the Procurement Strategy and strategic challenge of £500k in procurement savings over the next five years (2004-2009).**
 The Council has met its local target of meeting, by March 2006, 85% of the milestones set out in the Procurement National Local Government Strategy and should achieve 100% by March 2007, which will meet the government target. The total procurement savings over the 5 years of the strategy is estimated at £1,078,044.76, which exceeds the original target of £500,000.
- Introduce development programmes for young persons and elected Members and implement a training strategy linked to creation of annual corporate training plan.**
 A Young Persons Development Programme was introduced in October 05 and is progressing well.
 A Member Development Steering Group was set up in September 05 to look at learning and development for members.
 A Learning and Development Strategy has been created and approved for the authority. The annual corporate training plan links to this and also to the annual corporate training budget.
- Introduction of flexible working initiatives.**
 The flexi policy has been reviewed by the Staff Forum. Proposals were sent to the Council's Management Team in February 2006 and will go to Executive Cabinet on 25 May 2006. The policy will be implemented in June 2006 (Please also refer to the issue regarding home/remote working above).
- Performance Management to be achieved – an 80% compliance with the requirement to carry out an annual performance review for each member of staff.**
 92% compliance was achieved as at July 05. One-to-one, group and team sessions are available to staff to help support the process to maintain high levels of compliance and ongoing improvement in quality.
- Develop a 'Home Improvement Agency'.**
 The specification has been agreed between the relevant partners and the contract was awarded to South Lancashire Home Improvement Agency, staff will be transferred to the agency in May 2006.
- Introduce workforce planning process to business planning in line with succession planning.**
 Work is now underway in conjunction with the North West Employers Organisation on the Local Government Pay and Workforce Strategy. This links to the Council's business planning process and is currently being looked at by the Human Resources Unit in conjunction with the Council's Management Team and Senior Management Group.
- Embrace Gershon Agenda to achieve savings and improve services.**
 The Council has identified over £600,000 of savings in efficiencies during 2005/06 this allowed us to invest further in priority services, particularly around the Street scene and Neighbourhood agendas and the economic vitality of the Town Centre.

- Optimise use of the Council's resources to improve housing service delivery through a Housing Stock Transfer. Preferred partner selected in December 2005. Business Plan currently being developed to support the Council's Offer Document to tenants. Ballot planned for summer 2006. Transfer will be completed by end of March 2007 in the event of a 'Yes' vote.

3.1.3 Investing in a greener, cleaner, safer Chorley.

To achieve this priority we will aim to:

Greener

- ◆ Reduce waste and increase recycling.
- ◆ Protect the natural environment.
- ◆ Promote sustainable development.

Key Performance Indicators

	<i>Performance 2003/04</i>	<i>Performance 2004/05</i>	<i>Performance 2005/06</i>	<i>Target 2005/06</i>
• Percentage of homes built on previously developed land.	28%	37.2%	46.07%	50%
• Percentage of the total tonnage of collected household waste that has been re-used or sent for recycling or composting.	23.7%	28.2%	39.41%*	33%
• The average SAP rating (energy efficiency) of local authority owned dwellings.	69	70	71	71
• Energy consumption/m ² of the Council's operational property compared with comparable buildings in the UK as a whole.				
(a) Electricity	85.1%	91.4%	97.30%**	75%
(b) Fossil fuels	52.6%	38.2%	31.60%**	50%
	<i>Performance 2003/04</i>	<i>Performance 2004/05</i>	<i>Performance 2005/06</i>	<i>Target 2005/06</i>
• Average density of new housing on major developments completed during the year (dwellings per hectare).	26.71	27.3	34.7*	30

*This figure is not finalised, and may therefore be subject to change.

**These performance indicators are no longer Best Value Performance Indicators, and therefore the comparator for the UK as a whole is unavailable. These figures have therefore been calculated using the comparator for 04/05.

Things we said we would do in 2005/06

- **Seek external funding to enhance facilities at Copperworks Wood and Big Wood.**
This action is in the REMADE Programme 2006/7 (a North West Development Agency funded programme for the reclamation of derelict land for use as play space, parks, playing fields etc.).
- **Commence a 3-year programme to restore Astley Park.**
The programme commenced in January 2006 and is continuing. A project officer has been appointed. Activities to date include tree removal and de-silting the lake.
- **Develop strategies in relation to Greenspace, Economic Regeneration, renewable energy and the town centre.**
We are comparing approaches with partner authorities to decide the best way forward in developing a Greenspace Strategy.
The Economic Regeneration Strategy is currently in draft, and is due for approval in March 2006.
The Town Centre Strategy has been subject to consultation (consultation ended 26 April 2006). Responses to the consultation will be considered and the strategy amended. The strategy will be finalised and published in September 2006.
A Sustainable Resources Preferred Options Development Plan Document is currently in draft, and due to go out for consultation 15 March-26 April 2006. It contains 2 main policies: incorporating sustainable resources into new development, and renewable energy (achieving regional and national targets).
- **Publicise recycling targets.**
Recycling targets have been published in the 'Bin Thinking' newsletter, sent to every household twice a year – in the Spring and Autumn.
- **Plan to improve Energy Efficiencies and introduce a policy for 'Affordable Warmth'.**
The Council has had preliminary discussions with the Centre for Research, Education and Training in Energy (CREATE) and the production of the Affordable Warmth Strategy will be undertaken in 2006/07.

Cleaner

- ◆ Improve cleanliness and appearance of streets and public open spaces.
- ◆ Reduce the amount of derelict land in the Borough.

Key Performance Indicators

	<i>Performance 2003/04</i>	<i>Performance 2004/05</i>	<i>Performance 2005/06</i>	<i>Target 2005/06</i>
• The percentage of relevant land and highways (%) that is assessed as having 'significant or heavy' combined deposits of litter and detritus (e.g. sand, silt and other debris).	14%	14%	7%	12%
• Percentage of people satisfied with cleanliness standard in their area.	63%	63%*	55.6%	72%
• % fly tipping removed within 2 working days of report.	New indicator	New Indicator	89%	New definition

	<i>Performance 2003/04</i>	<i>Performance 2004/05</i>	<i>Performance 2005/06</i>	<i>Target 2005/06</i>
• % graffiti/fly posting removed within 28 days of report.	New indicator	New Indicator	91.48%	New definition
• % racist or offensive graffiti removed within 2 days of report.	New indicator	New Indicator	93.15%	New definition

* These figures are gathered from a survey that took place three-yearly. The last survey was 2003/04. From 2005/06, there will be an annual survey.

Things we said we would do in 2005/06

- **Implement actions arising from the Best Value Improvement Plan for Street Cleaning.**
A Street Scene Strategy was produced including a detailed Improvement Plan. All except 2 actions were completed by the summer of 2005. These were the implementation of the Greenspace Services Agreement, and the development of a StreetScene Consultation policy. Draft proposals for these outstanding actions are being reviewed as part of an overall review to reconfigure current service delivery and consultation arrangements.
- **Extension and enhancement of the existing recycling schemes to include additional properties and additional materials. Aim to deliver target of 35% waste recycled, reused or composted.**

The alternate weekly collection has been introduced, and plastic bottles, cans, cardboard and textiles are now collected from households for recycling. A kerbside textile collection service was introduced on 13 March 2006. We have exceeded the target for recycling and composting, achieving a rate of 39% at year end.

Safer

- ◆ Reduce crime and anti-social behaviour – and the fear of them within the Borough.

Key Performance Indicators

	<i>Performance 2003/04</i>	<i>Performance 2004/05</i>	<i>Performance 2005/06</i>	<i>Target 2005/06</i>
• Percentage of residents who feel safe living in the Borough	75%	75%	82%	90%

	<i>Performance 2003/04</i>	<i>Performance 2004/05</i>	<i>Performance 2005/06</i>	<i>Target 2005/06</i>
• Domestic burglaries per 1000 households.	11.68	7.68	7.25	8.45
• Vehicle Crimes per 1000 population.	8.36	9.46	7.99	9.45
• Violent crimes per 1000 population.	New Indicator	New Indicator	16.24	New Indicator
• Incidents of juvenile nuisance per 1,000 population.	27.98	37.09	Indicator deleted	Indicator deleted

* These figures are gathered from a survey that takes place three-yearly. The last survey was 2003/04.

Things we said we would do in 2005/06

- **Continue to support community development activity in community safety target areas.**
Work has continued in Chorley East, Chorley South West, Clayton Brook and Coppull e.g. diversionary activities for young people, and support to local groups with community-led projects. (Please also see below).
- **Provide a programme of activities for young people, targeting priority areas.**
The 'Get Up and Go!' Programme has attracted 5363 attendances; 40% of the young people come from target areas. 'On the Ladder' – a programme of sport coaching awards for young people – has been rolled out, targeting young people in community safety areas.
- **Produce guidance based on 'Safer Places' and develop protocols with training.**
The Lancashire Constabulary Architectural Liaison Officer is providing input to planning applications for safety aspects of new housing developments.
- **Public space accident reduction activities to be included in the Community Safety Strategy.**
Road safety targets have been included within the Strategy. A mobile speed detection system has been purchased and is used throughout the borough to alert motorists when they are speeding.
- **Reduction in criminal damage.**
Crimes have been analysed and action targeted to two hotspot areas in Chorley, which has reduced criminal damage substantially. Actions taken include targeting known offenders with home visits, and raising public awareness through leaflet drops.
- **Implement the Community Safety Strategy 2005/08 through the development of a detailed action plan.**
An action plan has been developed and is being updated quarterly.
- **Review the CCTV system to ensure that resources are deployed to most effect.**
The system has been reviewed, and repairs undertaken where required. Systems for monitoring have been introduced. Since April 2005, new cameras have been installed at the following locations: 2 at Coppull, 1 at Lakeland Gardens and 1 at Eldon House.
- **Maximise external funding to support community safety activity.**
External funding (approximately £250,000) has been obtained from the Strategic Crime Reduction Board, LanPac (Lancashire Partners against Crime), Parish Councils, local business and Home Office Funding. This has been used to support local schemes such as CCTV in Coppull, automatic number plate recognition (used to gather intelligence and target offenders who use vehicles throughout the town), and the extension of the 'Alley Gates' scheme (gating off back alleys of terraced properties).

3.2 Corporate Principles And Personal Values

This Plan details what the Council is seeking to achieve in the period 2003/04 – 2005/06, how we intend to achieve this and how we will measure success or failure.

In providing these services there are three corporate principles that we will always consider:

- Sustainable Development – whatever we do will promote the economic, environmental and social well being of the Borough. Activities will be sustainable and will not put short term gain before the longer term implications of our actions.
- Social Inclusion – we will provide services that are accessible to all sections of the community and work to ensure that we engage groups or individuals who have previously been excluded or are most in need of help.
- Equality of Opportunity – Our actions should contribute to the creation of a fair, inclusive and cohesive community. As Community Leaders we will set an example for others to follow.

At an individual level we expect our Councillors and employees to adopt the following personal values as a guide for their personal conduct:

I will always do what I say

I will take responsibility

I will learn from my mistakes

I will strive for excellence

I will act on facts

I will treat people fairly

3.3 Equality and Diversity Update

The Council is committed to securing genuine equality of opportunity in all of our activities as an employer and a service provider. The best value performance indicator – the duty to promote race equality (2b) - is 78% for 2005/06.

The following are actions the Council has undertaken to ensure equality of opportunity during the year 2005/06:

- The establishment of a link on the Council's website to ensure that those who do not speak English as a first language are able to access the Council's services through this channel.
- An evening session for the local Black and Minority Ethnic community has been held to promote the Council's 'One Stop Shop' and collect ideas on improving access to services.

- The Council's website meets the WAI-AA WCAG 1.0 standard as set by W3C.
- The Council is currently conducting an overarching review of the way in which its housing services are delivered, and housing issues for minority groups will form a part of this review.
- Work is ongoing to review cemetery rules and procedures in order to ensure that burial services meet the needs of the Black and Minority Ethnic community, including burials in the completed extension to Chorley cemetery.
- A specific team in Benefits has been established to take forward work in relation to take up and customer involvement, and is committed to developing the services further to ensure equality of access. The Council's translated strapline has been added to the Benefits claim form and there is now a system to 'flag up' customers needing translation services, where we are made aware of this need. In addition, there are links on the website to benefits information in other languages. There is also a monthly telephone survey of 1% of customers, in which they are asked how accessible they found the offices and service. The results are then fed back to the customer involvement team.
- The new indoor leisure contract was awarded on 1 November 2005, and the contractor is required to agree targets for participation (including take-up by people from minority groups) and to achieve level 2 of the Equality Standard.
- All Seasons Leisure Centre achieved Inclusive Fitness Initiatives Status (a quality mark for disability access to leisure facilities).
- Chorley's third Disability Awareness Day was held in July 2005; it attracted 3000 people, and involved 50 local voluntary and community groups.
- The Market toilets have been redesigned and refurbished so that all facilities are now available at ground floor level with improved access and better attendance coverage than previously.
- A new accessible toilet has been opened at Coronation Recreation Ground for the use of players and visitors.
- DDA works to improve accessibility to Coppull Leisure Centre, Duxbury Amenity Centre, and the Town Hall have been completed. In addition, a ramp access to the Council's Gillibrand Street Offices has added this year.
- A number of issues have been picked up through the Disability Liaison Group re access to non-Council owned properties in the Town Centre, and we have liaised with private owners to improve the accessibility e.g. liaison with Network Rail to provide a disabled toilet in the train station, liaison with Lancashire County Council to improve accessibility to the library.
- Consultation with users of Brinscall Swimming Pool has been undertaken, in order to put together a scheme to meet their needs as far as we can.
- The guidance for undertaking assessments of the impact that new or changed policies or procedures may have on different racial groups/gender/disability was further revised, following training sessions delivered to Senior and Middle Managers. 'Catch-up' training sessions were also provided this year.

- The Race Equality Scheme has been updated this year, including the relevance review (assessing how relevant the Council's policies and services are with respect to race, gender and disability issues). The relevance review was used to put together a timetable for Equality Impact Assessments to be undertaken, and Units are now getting underway with carrying out the reviews.
- The Council continues to include a strapline on all mailings, offering information in large print, on audiotape or translated into other languages.
- The community profile has now been published. An initial partnership community cohesion strategy has been prepared for consultation, and the completion of this strategy has been identified as a key project for the Council for 2006/07.

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:

<ul style="list-style-type: none"> ● – Project delivers strategic objectives as direct project aim ○ - Project contributes towards strategic objectives as a consequence of the project aim 		Develop and implement Economic Regeneration Strategy and priority actions	Enable the development of the Strategic Regional Site	Complete and implement Town Centre Strategy and priority actions	Undertake Chorley Strategic Transportation Study	Pursue opportunities for joint working with neighbouring authorities	Prepare area profiles for our most deprived SOAs and prepare action plans	Develop Service Level Agreements with Lancashire County Council to deliver the LAA and Community Strategy priorities	Prepare Chorley 'Every Child Matters' and 'Youth Matters' action plans	Develop the 'Get up and Go' programme	Prepare a Chorley 'Older Peoples' action plan	Prepare a Chorley 'Choosing Health' action plan	Pilot area forums and decide future approach	Produce a Partnership Community Cohesion Strategy	Prepare a neighbourhood management and engagement strategy	Develop and deliver strategy and action plan to increase voter turnout and registration at Borough Council elections	Develop and deliver an action plan for the Customer Focussed Access and Service Design Strategy	Develop a more detailed understanding of the needs of our Customers needs to ensure the provision of high quality/relevant services	Deliver 'Contact Chorley'	Explore the provision of shared services through 'Contact Chorley'	Produce a Transport Accessibility plan
PRIORITY	STRATEGIC OBJECTIVE																				
PROSPERITY	Put Chorley at the heart of regional economic development in the Central Lancashire Sub-Region	●	●	●	●	●															
PEOPLE	Reduce pockets of inequality	○	○				●	●	●	●	●	●									
	Get people involved in their communities			○			○	○	○	○	○	○	●	●	●	●					
	Improved access to public services			○	○		○	○	○	○	○	○	○		○	○	●	●	●	●	●
PLACE	Develop the character and feel of Chorley as a good place to live	○		○			○	○													
PERFORMANCE	Ensure Chorley BC is a performing organisation																○	○	○	○	

<p>● – Project delivers strategic objectives as direct project aim</p> <p>○ - Project contributes towards strategic objectives are a consequence of the project aim</p>																			
PRIORITY	STRATEGIC OBJECTIVE																		
PROSPERITY	Put Chorley at the heart of regional economic development in the Central Lancashire Sub-Region		○						○					○					○
PEOPLE	Reduce pockets of inequality	○	○				○		○					○					○
	Get people involved in their communities								○					○					○
	Improved access to public services	○					○		○	○				○					○
PLACE	Develop the character and feel of Chorley as a good place to live		●		●	●	●	●	○				○						○
PERFORMANCE	Ensure Chorley BC is a performing organisation					○		○	●	●	●	●	●	●	●	●	●	●	●

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 and priority actions	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	Director of Development and Regeneration	<ul style="list-style-type: none"> Basket of measures and targets to be developed by 01/04/07 from GVAG baselines and projections in the draft Economic Regeneration Strategy.
Enable the development of the Strategic Regional Site	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	Director of Development and Regeneration	<ul style="list-style-type: none"> Town Centre Visits (Target – Increase by 10% by March 2009. Baseline – 32,073, October 2005). Town Centre visitor satisfaction in range and choice of shops. (Target – Increase satisfaction by 10% by March 2009. Baseline – 49.3%, October 2005).
Complete and implement Town Centre Strategy and priority actions	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).	Director of Development and Regeneration	<ul style="list-style-type: none"> Vacant Town Centre Floor Space (Target 7% by 2 March 2009. Baseline – 9.7, 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	Director of Development and Regeneration	<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).
Pursue 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	Director of Development and Regeneration	

SO2: Reduce Pockets of Inequality

LEADS: Councillor D Edgerley and Donna Hall

Project	Summary	Lead Officer(s)	Objective Success Measure and Targets
Prepare area profiles for our most deprived Super Output Areas (SOA's) and prepare action plans.	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.	Director of Policy and Performance	<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' and 'Youth Matters' outcomes of be healthy, stay safe, enjoy and achieve, positive contribution and economic well being. • 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. • 'Choosing Health' – The target for 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.
Develop Service Level Agreements with Lancashire County Council to deliver the LAA and Community Strategy priorities.	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.	Director of Policy and Performance	
Prepare a Chorley 'Every Child Matters' and "Youth Matters" action plan.	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.	Director of Leisure and Cultural Services	
Develop the 'Get Up and Go' Programme.	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.	Director of Leisure and Cultural Services	
Prepare a Chorley 'Older People's' action plan.	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.	Director of Leisure and Cultural Services	
Prepare a Chorley 'Choosing Health' Action Plan.	Work will be undertaken with our LSP to identify the key local actions arising from the national "Choosing Health" document.	Director of Leisure and Cultural Services	

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

Project	Summary	Lead Officer(s)	Objective Success Measure and Targets
Pilot Area Forums and decide future approach.	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.	Director of Customer, Democratic and Legal Services	<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).
Produce a partnership Community Cohesion Strategy.	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.	Director of Policy and Performance	<ul style="list-style-type: none"> • % 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).
Prepare a neighbourhood management and engagement strategy.	<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. 	Director of Streetscene, Neighbourhoods and Environment	<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 to be established from 2006/07 elections baseline).

Develop and deliver strategy and action plan to increase voter turnout and registration at Borough Council elections.	Work will be undertaken to identify initiatives to increase voter registration and voter turnout at local government elections. This will build on national initiatives where appropriate.	Director of Customer, Democratic and Legal Services	
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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.	Director of Customer, Democratic and Legal Services	<ul style="list-style-type: none"> • % of residents surveyed finding it easy to access key local services. (Target in 2006/07 is to establish a baseline).
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.	Director of Customer, Democratic and Legal Services	<ul style="list-style-type: none"> • To maintain customer satisfaction with the service received in the Chorley Contact Centre (Target 95%. 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.	Director of Customer, Democratic and Legal Services	<ul style="list-style-type: none"> • Increase the number of self service interactions through the Council's website. (Target 10% increase in baseline 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.	Director of Customer, Democratic and Legal Services	<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.	Director of Development and Regeneration	<ul style="list-style-type: none"> • Increase hours of telephone accessibility through Contact Chorley (Target 5 hour per week increase by March 2007. Baseline 50 hours per week 2005/06).

<p>Improve appearance of public transport facilities through reduced vandalism.</p>	<p>Working with partners to identify initiatives to reassure the public when using public transport. This will include initiatives such as quality bus routes.</p>	<p>Director of Streetscene, Neighbourhoods and Environment</p>	<ul style="list-style-type: none"> • % of Council buildings accessible to disabled people. (Target 96% by March 2007. 100% by March 2008. 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 78% by March 2009. 2005 baseline – 74%.)
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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
Reconfigure current service delivery arrangements to improve provision of street scene services.	<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. 	Director of Streetscene, Neighbourhoods and Environment	<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). Basket of Balanced Housing Market 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).
Complete the process of Housing Stock Transfer.	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.	Head of Housing Services	
Develop a basket of 'balanced housing market' measures by 01/04/2007.	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.	Director of Development and Regeneration	
Establish a choice based letting scheme within the Borough in conjunction with Registered Social Landlords, covering 50% of Housing Stock by March 2009.	This project will provide tenants with greater choice across a range of providers.	Director of Development and Regeneration	
Deliver the Sustainable Resources Development Plan.	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.	Director of Development and Regeneration	

<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>Director of Streetscene, Neighbourhoods and Environment</p>	
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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
Develop a Communications and Marketing Strategy.	<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. 	Director of Policy and Performance	<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% per annum). • 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).
Develop and implement Use of Resources and VFM action plan.	<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>	Director of Finance	
Implement HR strategy and achieve IIP and explore other external accreditation.	<p>There are a number of key actions to be implemented from the HR strategy. An action plan has been prepared to work towards IIP accreditation in 2006.</p>	Director of Human Resources	
Embed effective performance and risk management across the organisation.	<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>	Director of Policy and Performance	
Align existing strategies with Community Strategy priorities.	<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>	Director of Policy and Performance	

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	As above.
Rationalise Council accommodation.	Proposals to be developed to facilitate the disposal of the Council's Gillibrand Street offices.	Chief Executive	
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	
Property and Markets outsourcing.	Completion of the procurement exercise for both the property and markets services.	Executive Director (Environment and Community)	
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. 	Director of Policy and Performance	
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.	Director of Policy and Performance	

SECTION 5: LOOKING FORWARD - EFFICIENCY REVIEWS 2006/07

A 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 cumulative savings of £1.3m by 2007/08 which we will exceed by year 2 of the programme. 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. However, savings resulting from 'cuts' (withdrawal of service, lowering of quality standards) will not count. A summary of the Annual Efficiency Statement for 2006/07 is shown below:

Efficiency	Expected efficiency gain £'000	of which cashable £'000
<p><u>Culture and Sport</u></p>		
<p>Further development of partnering arrangements that will provide higher quality leisure facilities in the Borough.</p>	152	40
<p><u>Environmental Services</u></p>		
<p>Further improvements to the household recycling doorstep collection scheme.</p>	8	-
<p><u>Cross-cutting efficiencies</u></p>		
<p>Senior Management restructuring and centralisation of communications.</p>	120	120
<p><u>Procurement</u></p>		
<p>Achieving savings in line with the Council's Procurement Strategy.</p>	319	287

Efficiency	Expected efficiency gain £'000	of which cashable £'000
<p><u>Productive Time</u></p> <p>Further savings resulting from the Business Process Re-engineering programme including the development of Contact Chorley and a move to more efficient methods of access to Council services.</p>	<p>256</p>	<p>168</p>
	<p>855</p>	<p>615</p>

APPENDIX 1 - PERFORMANCE INDICATORS

This section sets out the details of the Council's performance against a range of performance indicators for 2005/06 and identifies targets through to 2008/09 so that our performance can be assessed and compared. The 2005/06 out turn figures are unaudited. If you wish to have a copy of the audited indicators, please contact Corporate and Policy Services from November onwards.

Should you require any further information about the Performance Indicators, please contact

Lindsay Parr, 01257 515341 – lindsay.parr@chorley.gov.uk or Jenny Rowlands, 01257 515248 – jenny.rowlands@chorley.gov.uk or Sarah Dobson, 01257 515325 – sarah.Dobson@chorley.gov.uk You can also find the full version of the Best Performance Plan on the Council's website, www.chorley.gov.uk

Legend:

N/A Data not available

Performance Trend (comparing 05/06 outturn with 04/05)



Same



Down and improved



Down and worse



Up and improved



Up and worse

Corporate Health								
	05/06 Outturn	05/06 Target	Performance Trend	06/07 Target	07/08 Target	08/09 Target	All Eng Best Quartile	Dist Avg
BV002a.02 Equality Standard Level	1.00	1.00	■	1.00	1.00	N/A	N/A	N/A
BV002b The duty to promote race equality	78.00	100.00	✘	100.00	100.00	N/A	72.00	48.67
BV008 % Invoices paid within 30 days	84.42	96.00	✓	96.50	97.00	N/A	95.97	93.28
BV009 % Council Tax collected	98.51	98.60	✓	98.70	98.80	N/A	98.30	97.80
BV010 % NNDR collected	98.88	98.60	✓	98.70	98.80	N/A	99.14	98.63
BV011a.02 Women in top 5% earners	32.00	23.00	✓	26.00	28.00	N/A	40.23	22.80
BV011b.02 Black/ethnic in top 5%	N/A	0.50	?	0.75	1.00	N/A	3.48	1.38
BV011c.05 Top 5%: with a disability	N/A	6.00	?	6.00	6.00	N/A	N/A	N/A
BV012 Days / shifts lost to sickness	10.10	8.90	✘	8.00	7.50	N/A	8.40	9.78
BV014 % Early retirements	N/A	0.17	?	0.17	0.17	N/A	0.16	0.75
BV015 % Ill health retirements	N/A	0.17	?	0.17	0.17	N/A	0.12	0.33
BV016a % Disabled employees	N/A	3.55	?	3.65	4.00	N/A	3.73	3.40
BV016b % Eco. active disabled in area	N/A	N/A	?	N/A	N/A	N/A	0.31	0.36
BV017a % Ethnic minorities employees	1.53	1.45	✓	1.60	1.80	N/A	4.60	2.08

Corporate Health								
	05/06 Outturn	05/06 Target	Performance Trend	06/07 Target	07/08 Target	08/09 Target	All Eng Best Quartile	Dist Avg
BV017b % Eco. active ethnic in area	N/A	N/A	?	N/A	N/A	N/A	1.00	0.84
BV156 % LA public buildings - disabled	83.00	88.00	✓	88.00	88.00	N/A	64.83	N/A
BV157 % e-government	100.00	100.00	✓	100.00	100.00	N/A	87.50	73.02
Housing								
BV063 Average SAP rating of LA dwellings	71.00	70.00	✓	72.00	N/A	N/A	68.00	63.73
BV064.02 Private sector dwellings returned to occupation	13.00	17.00	✓	20.00	20.00	N/A	56.25	19.88
BV066a.05 % Rent Collected / Rent Owed	98.59	98.90	?	98.90	98.90	N/A	N/A	N/A
BV066b.05 % Tenants > 7wks Gross Arrears	1.99	1.99	?	N/A	N/A	N/A	N/A	N/A
BV066c.05 % Possession Notices Served	57.34	57.34	?	N/A	N/A	N/A	N/A	N/A
BV066d.05 % Tenants Evicted for Arrears	0.45	0.45	?	N/A	N/A	N/A	N/A	N/A
BV074a Sat'n - tenants overall	81.00	81.00	→	85.00	85.00	N/A	83.00	80.79

Housing								
	05/06 Outturn	05/06 Target	Performance Trend	06/07 Target	07/08 Target	08/09 Target	All Eng Best Quartile	Dist Avg
BV074b % Black and ethnic - Tenant sat'n	73.00	73.00	→	80.00	80.00	N/A	80.00	73.98
BV074c % Non-black and ethnic - Tenant	81.00	81.00	→	85.00	85.00	N/A	84.00	81.17
BV075 Satisfaction - participation	69.00	69.00	→	75.00	75.00	N/A	69.00	65.02
BV075(i) Satn - Participation BEM	67.00	67.00	→	73.00	73.00	N/A	73.00	65.17
BV075(ii) Satn Participation non-BEM	69.00	69.00	→	75.00	75.00	N/A	69.50	65.43
BV164.02 CRE Code of practice on rented housing	N/A	100.00	?	100.00	100.00	N/A	N/A	0.61
BV184a P'pn LA homes which were non-decent	5.69	6.00	✓	0.00	0.00	N/A	20.75	29.05
BV184b % Change non-decent LA homes	51.53	50.00	→	100.00	100.00	N/A	23.80	N/A
BV212.05 Average Time to Re-let	50.28	50.28	?	N/A	N/A	N/A	N/A	N/A

Homelessness								
	05/06 Outturn	05/06 Target	Performance Trend	06/07 Target	07/08 Target	08/09 Target	All Eng Best Quartile	Dist Avg
BV183a Length of stay in B&B accommodation	0.00	0.00	➡	0.00	0.00	N/A	1.00	3.82
BV183b Length of stay in hostel accommodation	13.51	12.00	✖	10.00	9.00	N/A	0.00	12.69
BV202 People sleeping rough	4.00	10.00	✔	0.00	0.00	0.00	N/A	N/A
BV213.05 Housing Advice Service: Preventing Homelessness	2.00	2.00	?	N/A	N/A	N/A	N/A	N/A
BV214.05 Repeat homelessness	1.05	1.05	?	N/A	N/A	N/A	N/A	N/A

Housing Benefit and Council Tax Benefit								
	05/06 Outturn	05/06 Target	Performance Trend	06/07 Target	07/08 Target	08/09 Target	All Eng Best quartile	Dist Avg
BV076a Number of claimants visited	198.20	200.00	✖	200.00	200.00	N/A	282.16	232.09
BV076b Number of fraud investigators	0.30	0.30	n/a	0.30	0.30	N/A	0.44	N/A
BV076c Number of fraud investigations	63.94	40.00	✔	40.00	40.00	N/A	53.40	46.56
BV076d Number prosecutions & sanctions	65.74	36.00	✔	9.00	9.00	N/A	5.31	5.02
BV078a Ave time new claims (Cal days)	27.00	28.50	✖	28.00	25.00	N/A	29.38	35.59

Housing Benefit and Council Tax Benefit								
	05/06 Outturn	05/06 Target	Performance Trend	06/07 Target	07/08 Target	08/09 Target	All Eng Best quartile	Dist Avg
BV078b Ave time for changes (Cal days)	9.00	14.00	↘	8.00	7.50	N/A	7.40	10.51
BV079a % Benefit calculations correct	98.50	98.00	→	98.00	98.50	N/A	99.00	97.56
BV079bi.05 % HB Recovered: Overpayment	65.50	N/A	?	62.50	N/A	N/A	N/A	N/A
BV079bii.05 % HB Recovered: Outstanding	7.60	N/A	?	20.00	N/A	N/A	N/A	N/A
BV079biii.05 % HB O'Pay: Written Off	0.61	N/A	?	1.50	N/A	N/A	N/A	N/A

Environment and Environmental Health								
	05/06 Outturn	05/06 Target	Performance Trend	06/07 Target	07/08 Target	08/09 Target	All Eng Best Quartile	Dist Avg
BV166a Checklist - Environmental Health	100.00	100.00	→ ?	100.00	100.00	100.00	97.00	82.07
BV216a.05 Identifying contaminated land	N/A	N/A		N/A	N/A	N/A	N/A	N/A
BV216b.05 Info. on contaminated land	1.00	1.00	?	1.00	1.00	1.00	N/A	N/A
BV217.05 Pollution control improvements	100.00	100.00	?	100.00	100.00	100.00	N/A	N/A
BV218a.05 Abandoned vehicles-investigations	100.00	85.00	?	100.00	80.00	100.00	N/A	N/A
BV218b.05 Abandoned vehicles-removal	71.00	85.00	?	75.00	80.00	N/A	N/A	N/A

Waste and Cleanliness								
	05/06 Outturn	05/06 Target	Performance Trend	06/07 Target	07/08 Target	08/09 Target	All Eng Best Quartile	Dist Avg
BV082ai.05 % H'hold Waste Recycled	18.70	15.00	?	15.00	17.00	18.00	N/A	N/A
BV082aai.05 Tonnes H'hold Waste Recycled	2026.00	7560.00	?	7560.00	7750.00	7900.00	17.89	N/A
BV082bi.05 % H'hold Waste Compost	21.62	20.00	?	21.00	23.00	25.00	9.80	N/A
BV082bii.05 Tonnes H'hold Waste Compost	910.00	7913.00	?	7913.00	8100.00	8250.00	N/A	N/A
BV084a.05 Household Waste Collection	393.00	415.00	✓	419.00	425.00	425.00	N/A	N/A
BV084b.05 H'hold Waste Collection - % change	-10.00	-10.00	?	6.60	1.50	0.00	N/A	N/A
BV086 Cost of waste collection / household	45.12	42.85	✗	43.50	41.80	41.80	35.31	43.11
BV091a.05 % res's kerbside recyclables	96.00	95.00	?	97.00	98.00	98.00	N/A	N/A
BV091b.05 % res's 2+ k'side recyclables	96.00	95.00	?	97.00	98.00	98.00	100.00	N/A
BV199a.05 Street Dirtiness	5.00	12.00	✓	12.00	12.00	N/A	11.00	N/A

Waste and Cleanliness								
	05/06 Outturn	05/06 Target	Performance Trend	06/07 Target	07/08 Target	08/09 Target	All Eng Best Quartile	Dist Avg
BV199b.05 Env. Cleanliness - Graffiti	1.00	1.00	?	N/A	N/A	N/A	N/A	N/A
BV199c.05 Env. Cleanliness - Fly-Posting	0.00	0.00	?	N/A	N/A	N/A	N/A	N/A
BV199d.05 Env. Cleanliness - Fly-Tipping	N/A	N/A	?	N/A	N/A	N/A	N/A	N/A

Planning								
BV106 % New homes built on 'brownfield' sites	46.07	50.00	✓	50.00	55.00	N/A	94.00	69.18
BV109a.02 % Planning apps - major	73.00	60.00	✗	60.00	60.00	60.00	68.90	59.05
BV109b.02 % Planning apps - minor	66.00	65.00	✗	65.00	65.00	65.00	75.40	67.54
BV109c.02 % Planning apps - other	85.00	80.00	✗	80.00	80.00	N/A	88.00	82.78
BV179 % standard searches in 10 days	97.93	100.00	✗	100.00	N/A	N/A	100.00	94.87
BV200a.05 Plan making - development plan	100.00	N/A	?	N/A	N/A	N/A	N/A	N/A
BV200b.05 Plan making - milestones	100.00	N/A	?	N/A	N/A	N/A	N/A	N/A
BV200c.05 Plan making - monitor report	100.00	N/A	?	N/A	N/A	N/A	N/A	N/A

Planning								
	05/06 Outturn	05/06 Target	Performance Trend	06/07 Target	07/08 Target	08/09 Target	All Eng Best Quartile	Dist Avg
BV204 % Planning appeals allowed	40.70	40.00	✗	40.00	40.00	N/A	25.00	30.09
BV205 Quality of Service checklist	72.00	66.00	✓	83.33	88.00	N/A	88.90	77.50

Community Safety								
	05/06 Outturn	05/06 Target	Performance Trend	06/07 Target	07/08 Target	08/09 Target	All Eng Best Quartile	Dist Avg
BV126a Domestic Burglaries/1000 households	7.25	8.45	✓	8.45	8.45	N/A	6.90	8.95
BV127a.05 Violent Crime / 1,000 pop.	16.24	16.54	?	N/A	N/A	N/A	N/A	N/A
BV127b.05 Robberies / 1,000 pop.	0.23	0.23	?	N/A	N/A	N/A	N/A	N/A
BV128a Vehicle Crimes per 1000 pop	7.99	9.45	✓	9.29	9.13	N/A	7.77	9.67
BV174 Racial incidents per 1000 pop	6.79	45.00	✓	18.00	18.00	N/A	N/A	N/A
BV175 Racial incidents - further action	100.00	100.00	→	100.00	100.00	100.00	100.00	N/A
BV225.05 Actions against Domestic Violence	N/A	N/A	?	N/A	N/A	N/A	N/A	N/A
BV226a.05 Advice & Guidance: Expenditure	N/A	N/A	?	N/A	N/A	N/A	N/A	N/A

Community Safety								
	05/06 Outturn	05/06 Target	Performance Trend	06/07 Target	07/08 Target	08/09 Target	All Eng Best Quartile	Dist Avg
BV226b.05 Advice & Guidance: CLS Quality Mark	N/A	N/A	?	N/A	N/A	N/A	N/A	N/A
BV226c.05 Advice & Guidance: Direct Provision	N/A	N/A	?	N/A	N/A	N/A	N/A	N/A

Leisure and Culture								
	05/06 Outturn	05/06 Target	Performance Trend	06/07 Target	07/08 Target	08/09 Target	All Eng Best Quartile	Dist Avg
BV170a Visits to / usage of museums	N/A	169.10	?	N/A	N/A	N/A	876.75	725.54
BV170b Visits to museums in person	N/A	149.00	?	N/A	N/A	N/A	514.25	369.25
BV170c Pupils visiting museums and galle	N/A	2100.00	?	N/A	N/A	N/A	7031.00	2927.1 9
BV219a.05 Conservation areas - number	9	N/A	?	9	9	9	N/A	N/A
BV219b.05 Cons. Areas - Char. Appr.	0	N/A	?	25	25	25	N/A	N/A
BV219c.05 Cons. Areas - Mngmt Plans	0	N/A	?	20	20	20	N/A	N/A

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