

Report of	Meeting	Date
Assistant Chief Executive (Business Transformation & Improvement)	Audit Committee	27/9/07

STRATEGIC RISK REGISTER

PURPOSE OF THE REPORT

- 1 To explain the Council's approach / framework for identifying and managing strategic business risks.
- 2 To describe and explain the recently updated Strategic Risk Register at **Appendix 1**.
- 3 To provide assurance to the Audit Committee that the Council's arrangements for managing strategic risks reflect best practice and are effective.

RECOMMENDATIONS

- 4 That the report be noted.

EXECUTIVE SUMMARY OF REPORT

- 5 The Strategic Risk Register (SRR) is perhaps the most important element of the Council's Risk Management Framework and is the vehicle by which the Council aims to identify and address any potential risks to the achievement of its strategic objectives and goals. It complements the Corporate Strategy and assists in managing its ongoing delivery.
- 6 The latest SRR is appended to this report for members' information and its contents are explained in the paragraphs below.
- 7 The prime aim of this report is to demonstrate that the SRR is "fit for purpose" and provides an effective tool for managing the key business risks faced by the Council.

CORPORATE PRIORITIES

- 8 This report relates to the following Strategic Objectives:

Put Chorley at the heart of regional economic development in the central Lancashire sub region		Improved access to public services	
Improving equality of opportunity and life chance		Develop the character and feel of Chorley as a good place to live	
Involving People in their Communities		Ensure Chorley is a performing Organisation	✓

BACKGROUND - BUSINESS RISK MANAGEMENT

- 9 Business risk management describes the process which is aimed at identifying and resolving any **threats** to the achievement of the Council's objectives. This includes dealing with any inherent **weaknesses** within the organisation.
- 10 There is also an 'upside' to risk management, in that it is equally important to understand what the Council's main **strengths** and **opportunities** are and that measures are in place to exploit them for the benefit of the local community.
- 11 Risk management is therefore a cornerstone of good corporate governance and the Council has established a system of risk management as an integral part of the Business Improvement Planning Process which involves the creation of **risk registers** at both the strategic / corporate and operational / directorate levels.

STRATEGIC & OPERATIONAL RISK REGISTERS

- 12 When the Corporate Strategy is reviewed each year, the Council conducts an analysis of the strengths, weaknesses, opportunities and threats that it faces (SWOT) to ensure that appropriate action is planned to address any significant risk issues that are identified. This constitutes the strategic risk assessment and is carried out for each separate strategic objective in the Corporate Strategy.
- 13 The risk issues emanating from the SWOT exercise are recorded in the Strategic Risk Register (SRR). The aim is to identify key projects / planned actions to address all the significant risk issues identified and ensure that these are included in the relevant Directorate Business Improvement Plans (BIPs) for the year ahead.
- 14 The Directorate BIPs / key projects are in turn risk assessed and operational risk registers are compiled in order to identify threats to delivery and actions to overcome them.

OVERALL RESPONSIBILITIES

- 15 The SWOT exercise requires a collective effort and involves chief officers and senior members to identify the key strategic risk issues facing the Council.
- 16 Actually compiling the SRR and identifying the key projects / actions required is also a joint exercise involving the Director of Finance, Audit & Risk Manager and Policy Adviser (Programmes & Projects).
- 17 The responsibility for managing the key projects / actions within lies with individual Directorate Project Teams under the general control of the Corporate Improvement Board.
- 18 The entire Business Improvement Planning process is monitored by Strategy Group and Executive Cabinet at the respective officer and member levels.
- 19 **In addition, the Audit Committee's new terms of reference requires it to oversee all aspects of strategic performance and corporate governance, including business improvement planning and risk management. It is therefore the Audit Committee that provides the overview and scrutiny role in respect of the Corporate Strategy and the action taken to manage strategic risk by receiving regular update reports.**

STRATEGIC RISK REGISTER 2007/8

20 The SRR was recently revised in order to feed into the 2007/8 business planning cycle (**Appendix 1**) and its contents are explained below:

Risk Issues Identified For 2006/7

- This column is brought forward from the previous SRR and lists all the key risk issues identified by Strategy Group prior to the 2006/7 business planning cycle.
- In accordance with best practice, the risk issues identified relate to individual strategic objectives and outcomes.
- The issues shown in red constitute weaknesses and threats and the issues shown in green signify strengths and opportunities.

Key Projects 2006/7

- This column lists all the 2006/7 key business projects, containing planned actions to address the key risk issues identified by Strategy Group for that year.

Actions Taken During 2006/7

- This column lists all the actual actions taken during 2006/7, which have to some extent mitigated the key risk issues identified in the previous year.

Continuing (C) and New (N) Risk Issues

- This column lists all the risk issues identified for 2006/7 which are continuing (C) live issues plus any significant new (N) issues recently identified by Strategy Group as requiring attention during 2007/8.
- The issues shown in red constitute weaknesses and threats and the issues shown in green signify strengths and opportunities.

Action Required Contained in Corporate Strategy (C) and New (N)

- This column lists the projects already contained in the Corporate Strategy (C) which will address the live risk issues identified in the previous column.
- There were however a number of live risk issues which would not have been addressed by existing projects. This column therefore also identifies several new projects for 2007/8 (N) that are required to resolve those risk issues.

FURTHER ACTION IN PROGRESS

21 All the continuing and new risk issues identified in the SRR are being addressed via directorate BIPs / key projects during 2007/8.

22 In addition we have recently collated information regarding the progress of the Corporate Strategy measures and targets. This information will enable a judgement to be made

regarding any further action that may be necessary, which will be fed in the Corporate Strategy refresh, currently in progress.

- 23 The SRR is organic and should be managed on an ongoing basis. Consequently the SRR will be revised in conjunction with the Corporate Strategy refresh.

CONCLUSIONS

- 24 **The above arrangements for managing the Council's strategic risks reflect best practice and are effective in that they involve:**

- **Managing all the risks associated with the achievement of all the Council's strategic goals;**
- **Addressing "upside" risks (strengths & opportunities) as well as "downside" risks (threats & weaknesses);**
- **Identifying specific actions that need to be taken to mitigate such risks;**
- **Assigning clear responsibility for taking corrective action;**
- **Applying rigorous project and programme management disciplines to action planning;**
- **Regularly reviewing the Council's strategic risk exposure.**

IMPLICATIONS OF REPORT

- 25 This report has no implications for specific Directorates. The matters raised in the report are cross cutting and impact upon the authority as a whole.

GARY HALL
ASSISTANT CHIEF EXECUTIVE
BUSINESS TRANSFORMATION & IMPROVEMENT

There are no background papers to this report

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Garry Barclay	5468	18/09/07	SRR.doc

APPENDIX 1

STRATEGIC RISK REGISTER 2007/8

Version 1.1

6th July 2007

Document History

Revision Date	Summary of Changes	Version
	First draft approved by Strategy Group	1.0
06/07/07	Added missing key project and updated the 'actions taken during 2006/7' column based on status as at year end.	1.1

STRATEGIC OBJECTIVE	1. Put Chorley at the heart of regional economic development in the Central Lancashire sub-region
OUTCOMES	<p>1.1 A vibrant local economy</p> <p>1.2 Thriving Chorley town centre</p> <p>1.3 Robust transport infrastructure</p> <p>1.4 Average earnings in line with County average</p>

RISK ISSUES IDENTIFIED FOR 2006/7	KEY PROJECTS 2006/7	ACTIONS TAKEN DURING 2006/7	CONTINUING (C) AND NEW (N) RISK ISSUES	ACTION REQUIRED CONTAINED IN CORPORATE PLAN (C) AND NEW (N)
1.1 A VIBRANT LOCAL ECONOMY				
<p>Failure to deliver a Strategic / Delivery Plan for this objective and possible lack of resources committed to this area</p> <p>Failure to deliver a strategy / proactive structured approach to create employment</p>	<p>Develop and Implement Economic Regeneration Strategy and priority actions</p> <p>Enable the development of the Strategic Regional Site</p>	<p>The economic regeneration strategy was approved in March 2006, and implementation of priority actions is underway.</p> <p>The project to enable the development of the strategic site is complete, and has the following outcomes:</p> <ul style="list-style-type: none"> • An 8.2 ha parcel of land now remediated, using £1.3m levered in funding • Preferred developer appointed • Outline planning permission for 54 ha for a mix of B2 (general industrial) and B8 (storage and distribution) uses • Full planning permission granted for the proposed 1.5km Buckshaw Link Road, the main service road for the whole of the Regional Strategic Site • Relocation of Imperial Multipart (formerly 	<p>Delivery of Economic Regeneration Strategy - opportunity to achieve objectives in corporate plan but resourcing may be an issue (N)</p> <p>Failure to deliver a Strategy/Proactive Structured approach to create employment (C)</p>	<p>Deliver the Economic Regeneration Strategy and priority actions (C)</p>

		<p>Lex Autologistics) from a predominantly residential area of Chorley to the Regional Strategic Site in November 2006, safeguarding 400 jobs</p> <ul style="list-style-type: none"> • Full planning permission granted in September 2006 to Wolseley Uk Ltd for a regional distribution centre including warehouse, storage and ancillary offices, creating 300 new jobs 		
1.2 THRIVING CHORLEY TOWN CENTRE				
<p>Failure to deliver the town centre regeneration strategy / master plan</p>	<p>Complete and Implement the Town Centre Strategy and priority actions</p> <p>Address the key issue of town centre car parking</p>	<ul style="list-style-type: none"> • A town centre strategy was approved in October 2006. • Plans to extend the market walk shopping area to create more shops, more jobs and more parking space are on track with preferred developer status for Market Walk Phase II agreed by Executive Cabinet • Negotiations recommenced regarding Gillibrand Street Development Opportunity • Town Centre Workshops have been agreed to draw out a collaborative to Town Centre development. • The Council has produced the popular and effective 'Talk of the Town' newsletter • Increase in the use of the flat iron car park • Increase in the average duration of stay on the flat iron car park • Maintained revenue at or above previous levels • Reduction in the number of Penalty Charge Notices issued for over staying the period paid for. • Extended Christmas parking concession after 4pm • Car parking, which is already among the cheapest in the County, has been reduced from £1.50 to £1.00 for a three hour stay. Charges have been frozen until 2008. • All of the Town Centre Car Parks have 	<p>Town Centre - unless investment is made a risk of town centre decline (C)</p> <p>Public Realm (as above) (C)</p> <p>Facelift of grants / grot spots</p> <p>Maximise £100k+ Capital Programme - unless limited opportunity resources targeted to prioritise impact is minimized (N)</p>	<p>Implement the Town Centre Strategy and priority actions. (C)</p> <p>Further develop and implement use of resources and VFM Action Plan. (C)</p>

	Explore markets outsourcing following scrutiny recommendations	<p>received the Park Mark accreditation which indicates that a parking facility is not only a member of the British Parking Association's Safer Parking Scheme, but that it has been vetted by Police crime prevention officers.</p> <ul style="list-style-type: none"> • Forged strong new relationships with traders and shoppers to collectively determine the future plans for Chorley markets. • New management arrangements are to be introduced in the coming months to integrate the markets into a new town centre management initiative. 		
1.3 ROBUST TRANSPORT INFRASTRUCTURE				
<p>Inability to lobby and influence for support regionally on transport.</p> <p>Uncoordinated approach to journey planning by transport providers</p> <p>Rural v Urban divide in transport terms</p>	Produce a transport accessibility plan	<ul style="list-style-type: none"> • Full review of how key local services are currently delivered • Assessment of how accessible services are in terms of non-car mode travel • Identification of feasible transport and service provision improvements • Pathfinder learning points • Recommendations for action 	<p>Inability to lobby and influence for support regionally on transport (C)</p> <p>Uncoordinated approach to journey planning by transport providers (C)</p> <p>Rural v Urban divide in transport terms (C)</p>	Implement the actions from the transport accessibility plan (C)

1.4 AVERAGE EARNINGS IN LINE WITH COUNTY AVERAGE			
<p>Excellent schools / skills base</p> <p>Not retaining skills base in local economy (52% of working population travel outside the Borough)</p> <p>Pockets of deprivation</p>	<p>Implement Economic Regeneration Strategy and priority actions</p> <p>Pursue opportunities for joint working with neighbouring authorities</p>	<p>We have been collaborating with South Ribble Borough Council and the North West Centre of Excellence to determine if joint financial services is possible and practical.</p>	<p>Focus on areas of deprivation - lack of priority given to addressing these issues (C)</p> <p>Not retaining skills base in local economy (52% of working population travel outside the Borough) (C)</p> <p>Excellent schools / skills base (C)</p> <p>Pockets of deprivation (C)</p>
	<p>Deliver the Economic Regeneration Strategy and priority actions. (C)</p> <p>Prepare area profiles for our most deprived SOA's and prepare action plans. (C)</p>		

STRATEGIC OBJECTIVE	
2. Reduce pockets of inequality	
OUTCOMES	<p>2.1 Number of SOA's in the worst 20% will reduce</p> <p>2.2 Improved life chances for young people & children</p> <p>2.3 Improved quality of life for the Borough's older people</p> <p>3. Healthier communities & reduced health inequalities</p> <p>4. Improved quality of life in rural communities</p>

RISK ISSUES IDENTIFIED FOR 2006/7	KEY PROJECTS 2006/7	ACTIONS TAKEN DURING 2006/7	CONTINUING (C) AND NEW (N) RISK ISSUES	ACTION REQUIRED IN CORPORATE PLAN (C) AND NEW (N)
2.1 NOBER OF SOA's IN THE WORST 20% WILL REDUCE				
Failure to achieve level 2 of the Equality Standard	Prepare area profiles for our	<ul style="list-style-type: none"> Mapped deprivation information for each of the super output areas identified, this 	Failure to achieve level 3 of the Equality Standard (C)	Delivery of the action plan to achieve levels

<p>Uncoordinated agency approach to super output areas and to individuals, families and young people</p>	<p>most deprived SOA's, and prepare actions plans.</p> <p>Develop Service Level Agreements with Lancashire County Council to deliver the LAA and Community Strategy priorities</p>	<p>information is to be used to target resources at specific issues identified for each area in 2007/08.</p> <ul style="list-style-type: none"> 17% of projects attracting external funding support by the Council were based in the 8 most deprived super output areas. <p>Given the lack of control over this project it has been removed from the Corporate Strategy. If and when the SLA is issued by LCC, Chorley will (depending on the requirements) respond accordingly but this work will sit outside the Corporate Strategy Key Projects</p>	<p>Uncoordinated agency approach to super output areas and to individuals, families and young people (C)</p>	<p>2 and 3 of the equality standard by the end of 2007/08 (N)</p> <p>Prepare area profiles for our most deprived SOA's & prepare action plans (C)</p> <p>Vulnerable Families - NEET Group - opportunity through public service board to deliver social change co-ordinated via the LPSB (N)</p>
<p>2.2 IMPROVED LIFE CHANCES FOR YOUNG PEOPLE AND CHILDREN</p>				
<p>Good schools & FE colleges in the Borough & environs</p> <p>The Council is now employing Young People</p> <p>Proactively developing the Council's role in Every Child Matters</p>	<p>Prepare Chorley 'Every Child Matters' and 'Youth Matters' action plans.</p> <p>Develop the 'Get up and go' programme</p> <p>Prepare the Chorley play</p>	<ul style="list-style-type: none"> Identification of member and officer champions for issues Clarity around what key tasks the Council is tackling over the next 3 years Improved understanding amongst partners as to how the Council contributes to this agenda The Council is better placed to prioritise and respond to requests for support An increase in usage of pre-booked activities in 2006/07 Children and young people involved in the shaping of the programme Finalists in Municipal Journal Awards for our Get Up and Go programme An action plan showing areas for development over the next 2 years Chorley Play Strategy produced, with strong involvement of partners. 	<p>Good schools & FE colleges in the Borough & environs (C)</p> <p>The Council is now employing Young People (C)</p> <p>Proactively developing the Council's role in Every Child Matters (C)</p>	<p>Deliver 'every child matters' and youth matters action plans (C)</p> <p>Develop locality plans in conjunction with LCC to deliver the LAA & Community Strategy priorities (N)</p>

	strategy	<ul style="list-style-type: none"> • Good foundation for Big Lottery funding application. • Strengthened partnership working amongst those involved in play. • Develop consultation further with children and young people. 		
<h3>2.3 IMPROVED QUALITY OF LIFE FOR THE BOROUGH'S OLDER PEOPLE</h3>				
<p>Failure to implement long term plans to cope with an ageing population on issues affecting the older members of the society</p> <p>CBC leading on health of older people (in LSP?)</p>	<p>Prepare a Chorley 'Older Peoples' action plan.</p>	<ul style="list-style-type: none"> • Identification of member and officer champions for issues • Clarity around what key tasks the Council is tackling over the next 3 years • Improved understanding amongst partners as to how the Council contributes to this agenda • The Council is better placed to prioritise and respond to requests for support 	<p>Failure to implement long term plans to cope with an ageing population on issues affecting the older members of the society (C)</p> <p>CBC leading on health of older people (in LSP?) (C)</p>	<p>Deliver the older peoples action plan (C)</p>
<h3>2.4 HEALTHIER COMMUNITIES AND REDUCED HEALTH INEQUALITIES</h3>				
<p>Moving money out of NHS into LSP / joint working</p> <p>Compared to similar / family authorities health in Chorley is poor</p> <p>Specific problems regarding alcohol & respiratory diseases</p> <p>Good leisure facilities and countryside location</p>	<p>Prepare a Chorley 'Choosing Health' action plan</p>	<ul style="list-style-type: none"> • Identification of member and officer champions for issues • Clarity around what key tasks the Council is tackling over the next 3 years • Improved understanding amongst partners as to how the Council contributes to this agenda • The Council is better placed to prioritise and respond to requests for support 	<p>Moving money out of NHS into LSP / joint working (C)</p> <p>Compared to similar / family authorities health in Chorley is poor (C)</p> <p>Specific problems regarding alcohol & respiratory diseases (C)</p> <p>Good leisure facilities and countryside location (C)</p>	<p>Implement the choosing health action plan (C)</p> <p>Develop locality plans in conjunction with LCC (N)</p> <p>Prepare area profiles for our most deprived SOA's, and prepare actions plans (C)</p> <p>Deliver key actions in the community safety strategy (C)</p> <p>Develop and deliver an action plan for the customer focused</p>

				access and design strategy (C)
2.5 IMPROVED QUALITY OF LIFE IN RURAL COMMUNITIES				
No co-ordinated approach to delivering improved quality of life in rural communities			No co-ordinated approach to deliver improved quality of life in rural communities (C)	Develop an action plan for addressing dissatisfaction in rural communities (N)

STRATEGIC OBJECTIVE	Get people involved in their communities
OUTCOMES	3.1 People will be involved in decision making & in improving the well-being of their communities

RISK ISSUES IDENTIFIED FOR 2006/7	KEY PROJECTS 2006/7	ACTIONS TAKEN DURING 2006/7	CONTINUING (C) AND NEW (N) RISK ISSUES	ACTION CONTAINED IN CORPORATE PLAN
<p>Area Forums</p> <p>Many voluntary, faith and community groups</p> <p>Lack of what constitutes communities in Chorley an uncoordinated approach to community engagement of all agencies</p> <p>Further develop neighborhood / area working and focus still undeveloped</p>	<p>Pilot area forums and decide future approach</p>	<p>The project to pilot area forums and decide future approach is complete, and the outcomes are:</p> <ul style="list-style-type: none"> The average attendance at the nine pilot meetings was 29 people. A wide range of issues were raised by members of the public during the meetings. Partners were represented at the pilot meetings from the Police, Lancashire County Council, the PCT, Parish Councils and a wide range of community and voluntary organisations. Details of the action taken on issues raised at the Area Forum meetings or on the question cards completed by members of the public at the end of each meeting were reported to the subsequent meeting under the heading of "You said - we did". Individual members of the public received detailed responses to all the issues they raised at the Forum meetings 149 completed questionnaires were received from members of the public who had attended the meetings, of which 83% of the respondents said services had improved (e.g. new weighted recycling bags) or would improve as a result of the pilot scheme and 98% said the forums should continue. The Council agreed on 19 December 2006 to the introduction of four 	<p>Neighbourhood Engagement Strategy – DH opportunity to change the way we deliver our services to the end user (N)</p> <p>Lack of what constitutes communities in Chorley an uncoordinated approach to community engagement of all agencies (C)</p> <p>Many voluntary.</p>	<p>Produce a Partnership community cohesion strategy (C)</p> <p>Prepare a neighborhood management and engagement strategy (C)</p> <p>Develop and strengthen the LSP (C)</p>

	<p>Produce a LSP community cohesion strategy</p> <p>Prepare a neighbourhood management and engagement strategy</p> <p>Open up Council meetings to the public</p> <p>Strengthen links with parish Councils, faith, community and voluntary agencies</p>	<p>Community Forums throughout the Borough, which will meet three times each year.</p> <ul style="list-style-type: none"> • The Council launched a community charter in January 2007 which sets out our approach to fostering tolerance and harmony with Chorley and was well received by partners and the public. • The Council hosted an event in partnership with the interfaith forum to mark the horror of genocide on Holocaust memorial day. • A Number of areas with named "neighbourhood manager" established • A Number of citizens identified as "active citizens" • Number of identified neighbourhoods with named manager which show improved environmental outcomes • 96% of projects supported by the Council and attracting external funding involved people in decision making or improving the well being of their communities. • Members of the Public may speak on items to be considered at meetings of the full Council, Executive Cabinet and Overview and Scrutiny Committee/Panels. • The Council has improved its engagement with the public and enhanced service provision by providing an opportunity for members of the public to speak at Council meetings. • This will lead to increased public participation in the Council's decision making process • Applicants and Objectors to planning applications to be considered by the Development Control Committee may speak at meetings of the Committee in support or opposition of the application • Various local community groups established and supported • Draft Local Funding Compact produced • Creation of Chorley4Funding Network website - "Funding 4 U" to provide more support for CVS and faith groups searching for grants and improved access to funding searches. • Pilot Training on use of the website was carried out by External Funding Officer. • 198+ searches performed 'on-line' between June 06 and March 07, which resulted in non-cashable efficiencies of £7,541. Usage by local groups continues to rise. • Increased external funding accessed for groups- Facilitated the achievement of £599,577 (2005/06) and £897,297 (2006/07) of external 	<p>faith and community groups (C)</p>	
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		<p>funding for Chorley community groups and organisations.</p> <ul style="list-style-type: none"> Organised Holocaust Event to promote Community Cohesion. Attained membership of the Interfaith Forum. Establishment of Pilot Parish Council Support Scheme commenced in February/March 2007. Faith sector organised the holocaust events supported by Chorley Borough Council Agreed the Voluntary Sector Compact Approved the Community Charter LSP Voluntary, Community & Faith Sector Sub-Group established 		
	Establish a voluntary sector compact	<ul style="list-style-type: none"> Training DVD produced and launched June 2006 Draft Funding Code of Practice developed and currently out to final round of consultation November 2006 Guidance notes on protocol produced by Mayor's Office as a direct response to VCF sector request via Local Compact 		

STRATEGIC OBJECTIVE	4. Improved access to public services
OUTCOMES	4.1 Accessible, well used & high quality public services through a range of efficient channels 4.2 Improved public transport with more people using it

RISK ISSUES IDENTIFIED FOR 2006/7	KEY PROJECTS 2006/7	ACTIONS TAKEN DURING 2006/7	CONTINUING (C) AND NEW (N) RISK ISSUES	ACTION REQUIRED CONTAINED IN CORPORATE PLAN (C) AND NEW (N)
4.1 ACCESSIBLE, WELL USED & HIGH QUALITY PUBLIC SERVICES THROUGH A RANGE OF EFFICIENT CHANNELS				
<p>One Stop Shop / central location Contact Centre / CRM</p> <p>Implement Strategy for managing customer access / focus and channel migration</p> <p>Exploit opportunities for 2 tier</p>	Develop and deliver an action plan for the Customer Focused Access and Service Design Strategy	<ul style="list-style-type: none"> The Council launched an citizen project which allowed Customers to sign up to view personal information online including Council Tax Bills, and correspondence about Council Tax, Housing and Business Rates. 	<p>One Stop Shop / central location Contact Centre / CRM (C)</p> <p>Implement Strategy for managing customer access / focus and channel migration (C)</p> <p>Exploit opportunities for 2 tier working (N)</p>	Develop, and deliver, an action plan for the Customer Focused Access and Service Design Strategy (C) (including the actions from the Best Value Residents Survey)

working

- The Council out performed the best Businesses in the UK when it comes to offering access to services 24 hours a day. Seven days a week. Statistics published by the Department for Communities and Local Government revealed that the authorities popular website beats the Country's very best private companies in average download time, page size and availability.
- A new Customer Access Officer post has been established to drive forward this work.
- Contact Chorley has made good progress in the delivery of services at the first point of contact.
- The service has also received Charter Mark recognition for customer service excellence.
- The Council received the prestigious Charter mark for Customer Service recognising organisations which deliver excellence in terms of Customer Service.
- An average of 13,700 calls are handled per month in the Customer Contact Centre with over 97% of Customers being satisfied or very satisfied with the service they received.
- The authority has hosted over 20 learning visits from other authority's wishing to learn from our ground breaking advances in customer service.

Deliver Contact Chorley and the shared services partnership

Deliver 'Contact Chorley' and the shared services project (C)
Maximise the opportunities given by the white paper (C)

TRANSPORT	
See 1.3	

STRATEGIC OBJECTIVE	5. <i>Develop the character and feel of Chorley as a good place to live</i>
OUTCOMES	5.1 More people will be satisfied with Chorley as a place to live 5.2 There will be a balanced housing market 5.3 An improved local environment 5.4 Safer communities

RISK ISSUES IDENTIFIED FOR 2006/7	KEY PROJECTS 2006/7	ACTIONS TAKEN DURING 2006/7	CONTINUING (C) AND NEW (N) RISK ISSUES	ACTION REQUIRED CONTAINED IN CORPORATE PLAN (C) AND NEW (N)
<p>Good baseline of people who like living in the Borough</p> <p>Baseline of people who are satisfied with Council services has declined</p> <p>Communication improvements / branding developments – aim to improve perceptions positively</p>	<p>Reconfigure current service delivery arrangements to improve provision of street scene services</p>	<ul style="list-style-type: none"> All streetscene services co-located at Bengal St. Depot from October 2006 with strengthening of both management and service improvement functions. All streetscene service requests now supported through the Contact Centre with an enhanced functionality through a developed Authority system access and help screen capability. Improved service request coordination through common business support unit at Bengal St. Multi Agency Tasking And Coordination [MATAC] and delivery of streetscene and crime and disorder incidents and service 	<p>Customer Satisfaction – satisfaction reduction in recent BVPI survey (C)</p> <p>Marketing of “What’s On Offer” in Chorley – not enough made of opportunity (C)</p> <p>Further evidence required on Satisfaction Scores. If we don’t understand why there is dissatisfaction how can we fix it (C)</p>	<p>Complete research & development work incorporating customer profiling (N)</p> <p>Continue to reconfigure current service delivery arrangements to improve provision of street scene services (C) (especially waste management contract)</p> <p>Deliver Communications and Marketing Strategy (C) (including the actions from the Best Value Residents Survey)</p> <p>Deliver key actions in the Community Safety Strategy (C)</p>
CUSTOMER SATISFACTION				

		<ul style="list-style-type: none"> requests introduced. On line tracking systems introduced to record mechanical sweeping effort and aid deployment. Grounds maintenance teams reorganised to direct resource at key sites and improve satisfaction. Potential losses of service capability from Warden Service dissolution mitigated by reconfigured Neighbourhood Officer service. Efficiencies introduced by re-tendering Graffiti removal and Public Toilet Cleansing and Maintenance contracts. Negotiated improvements in Refuse and Recycling contract to improve reliability of recycling service. Biological heritage assessment and action plan produced to develop habitat management plans for key sites. Highways residual agreement concluded to mitigate effects of loss of Highways Partnership. Housing disengagement concluded with satisfactory continuation of public space services. 		<p>Implement the Town Centre Strategy and priority actions (C)</p>
BALANCED HOUSING MARKET				
<p>Local people priced outside the housing market</p> <p>Stock transfer providing opportunities for more affordable housing</p>	<p>Complete the Housing Stock Transfer</p>	<ul style="list-style-type: none"> CCH established as a registered social landlord. The Housing Stock Transfer was successfully transferred to Chorley Community Housing (CCH) on the 26/03/07. The transfer included approximately 2,900 houses, and the transfer of staff to CCH. 	<p>Local people priced outside the housing market (C)</p> <p>Stock transfer providing opportunities for more affordable housing (C)</p>	<p>Develop an action plan to increase the amount of affordable housing (N)</p> <p>Develop a basket of balanced Housing market Measures by 01/04/2007 (C)</p> <p>Establish a choice based lettings scheme within the Borough in conjunction with Registered Social</p>

	<p>Develop a basket of balanced housing market measures by 01/04/2007</p> <p>Establish a choice based lettings scheme within the Borough in conjunction with Registered Social Landlords</p> <p>Covering 50% of housing stock by March 2009</p>	<ul style="list-style-type: none"> CCH will deliver £26 million of major investment in homes and services for tenant over the next 5 years. <p>Basket of measured developed from which to measure and improved future performance.</p> <p>Project ongoing</p>		<p>Landlords, covering 50% of Housing stock by March 2009 (C)</p>
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5.3 AN IMPROVED LOCAL ENVIRONMENT

Recycling / collections

Potential for integrated street scene provision

Failure to manage carbon emissions

Develop an initial basket of measures and targets for carbon emission reductions for consultation through the LDF process

Develop a sustainable resources development plan for the Borough to include actions to reduce carbon emissions in line with agreed targets

- The Council switched to using bio-diesel, a renewable fuel made from sustainable sources such as vegetable oil for its fleet of maintenance vehicles. The fuel is no more expensive than ordinary diesel, provides more miles to the gallon and helps to keep the engine cleaner, which will mean savings in maintenance and servicing.
- The Council switched to using 100 percent renewable electricity in all its buildings.
- Though careful monitoring of market conditions the Council has been able to secure its electricity prior to market increases saving around £16,000 of tax payers money and further demonstrating our commitment to delivering value for money

Re-tendering of waste collection contract (N)

Reconfigure current service delivery arrangements to improve provision of street scene services (C)
 Deliver the Sustainable Resources Development Plan to include actions to reduce carbon emissions in line with agreed targets (C)
 Develop an initial basket of measures and targets for carbon emission reductions for consultation through the LDF process (C)

5.4 SAFER COMMUNITIES

Working relationship with Community Safety Partnership

Changes to Community Safety Partnership – strategic responsibility to County may move resources / impact away from Chorley.

New Community Safety Strategy / low level crime at top of Police agenda

Pilot innovative ways of reassuring our communities

Develop key actions in Community Safety Strategy

- Beneficial agreement concluded to enhance the Police Community Support Officer service in Chorley by 22 Police Community Support Officers to improve feelings of safety by citizens.
- Multi Agency Tasking And Coordination [MATAC] and delivery of Streetscene and crime and disorder incidents and service requests introduced.
- Mainstreaming of Crime and Disorder resources to ensure continuity and retention of skills in the section.
- Additional support to Parish Councils to free local resources from additional costs of connection to CCTV monitoring service.
- Offender management unit for Southern Division located to Chorley to better manage persistent and prolific offenders.
- Alleygate schemes better funded and revised acceptance criteria introduced to remove obstacles to progress.
- All crime has reduced by 6.9%, vehicle crime (police records) show that there has been a reduction of 35% on last year and all criminal damage has been reduced by 13.7%.
- Mobile overt and covert CCTV systems have been purchased, along with GIS licences and training for the Multi Agency Tasking and

Changes to Community Safety Partnership - strategic responsibility to County may move resources / impact away from Chorley (C)

Deliver key actions in the Community Safety Strategy (C)

		<p>Coordinating project.</p> <ul style="list-style-type: none"> Multi Agency Tasking is at the heart of our successes. We are adhering to the guidelines of the Crime and Disorder Review. Data is being gathered and electronically mapped showing Anti Social Behaviour, Crime, Litter and other environmental issues. Youth Referrals and fixed penalty sanctions are also being monitored and mapped to established whether resources are being deployed appropriately. The Crime and Disorder Reduction Partnership for Chorley has been flagged as highly performing across key crime reduction and community safety outcomes. This means that analysis of the Joint Interim Performance Assessment (based on data to the end of April 2007) shows that Chorley has met Joint Performance Reviews high performance criteria for the second consecutive month. A letter formally recognising strong performance has been issued from the Police and Crime Standards Directorate to the Force and Government Office. 		
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STRATEGIC OBJECTIVE	6. Ensure Chorley BC is a performing organisation
OUTCOMES	6.1 community aspirations are delivered through the efficient use of resources and effective performance management 6.2 an excellent community leader

6.3 provider & procurer of high quality priority services
6.4 an excellent Council that is continually striving to improve

RISK ISSUES IDENTIFIED FOR 2006/7	KEY PROJECTS 2006/7	ACTIONS TAKEN DURING 2006/7	CONTINUING (C) AND NEW (N) RISK ISSUES	ACTION REQUIRED CONTAINED IN CORPORATE PLAN (C) AND NEW (N)
6.1 COMMUNITY ASPIRATIONS ARE DELIVERED THROUGH THE EFFICIENT USE OF RESOURCES AND EFFECTIVE PERFORMANCE MANAGEMENT				
<p>Failure to promote the good things we do</p> <p>Failure to achieve a 4-StarCPA rating</p> <p>Good Direction of Travel / Use of Resources / Customer Best Value scores</p> <p>Approach to efficiency & transformation / Three year efficiency programme / failure to deliver the programme</p> <p>Failure to attract staff of the right calibre, skills and experience (particularly in key roles)</p>	<p>Develop a strategy to deliver 0% Council Tax increase in 2007/08</p> <p>Develop and implement Use of Resources and VFM action plan</p>	<p>0% Council tax increase was achieved.</p> <p>The use of resources Key Lines Of Enquiry (KLOE) scores have improved with each KLOE now scoring 3 (performing well) or 4 (performing strongly):</p> <p>Financial Reporting – Score improved from 2 to 3 Financial Management – Score remained 3 Financial Standing – Score remained 3 Internal control - Score improved from 2 to 3 Value For Money – Score improved from 3 to 4</p> <p>These improvements will support our CPA reassessment later this year where we aim to achieve ‘excellent’ status</p>	<p>Timing of CPA? – Can't reach excellence - failure to achieve excellent if not in state of readiness and we go too early (C)</p> <p>3% Efficiency and Transformation Targets? (C) - opportunity to deliver better VFM (N)</p> <p>Job Evaluation - risk of financial and organisational disruption (N)</p> <p>Directors Team / Workforce Planning - opportunity for more effective working (C)</p> <p>Data Quality issues raised by the Audit Commission in their recent review (N)</p>	<p>Seek CPA re-assessment (C)</p> <p>Implement Action Plans regarding Use of Resources / VFM and the Annual Governance Statement (C)</p> <p>Further embed effective performance and risk management across the organization (C)</p> <p>Maximise the opportunities given by the white paper (C)</p> <p>Implement Data Quality Policy (N)</p>

	<p>Align existing strategies with Community Strategy priorities</p> <p>To embed effective performance and risk management across the organisation</p> <p>Rationalise Council accommodation</p>	<ul style="list-style-type: none"> • A matrix of existing strategies against the community strategy priorities has been developed by a working group. • Existing strategies such as the external funding strategy have been updated to reflect the community strategy priorities. • Quarterly Performance Round Tables have been established to challenge performance. • Improved performance monitoring reporting, which now includes more analysis on National and local indicators, the impact on CPA, the progress on delivering the key projects. • Performance Agreements have been established. These are agreements from Directors and Portfolio holders to delivering performance improvements. • Improved Data Quality – Data quality strategy produced and training provided to all staff involved in PI collection. • Improved Performance • Revised performance management framework <p>The rationalisation of CBC offices into 3 centres (Town Hall, Bengal St & Union St) and consolidation of Directorates for greater efficiency as follows –</p> <ul style="list-style-type: none"> • Finance Directorate in Town Hall • Development & Regeneration in Union St 		
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			<ul style="list-style-type: none"> Policy & Performance in Town Hall Gillibrand St & part Bengal St offices let to the newly formed CCH <p>Gillibrand St Annex let to Liberata in anticipation of property services outsourcing</p> <ul style="list-style-type: none"> £110,000 saving per year (14% of the current senior management salary budget) A new senior management structure which is fit for purpose, forward looking and innovative 		
	Complete mgmt restructuring				

6.2 AN EXCELLENT COMMUNITY LEADER

<p>Lack of current effectiveness of Local Strategic Partnership</p> <p>Member development programme underway</p> <p>Neighbourhood agenda / member role still emerging</p>	<p>To secure the N.W charter for Elected Member Development</p> <p>Develop and strengthen the LSP</p>	<ul style="list-style-type: none"> Established a member development steering group Developed a new induction process for newly elected members Reviewed and updated the Member learning strategy Established the member learning hour 60% of members now have personal development plans in place The Council has led a review of the structure and membership of the Chorley Partnership to ensure that it is positioned to deliver the outcomes set out in the community Strategy. There are a number of active and energetic sub groups of the 	<p>LSP - if not effective Council cannot deliver community leadership role (C)</p> <p>Political Interface with it (C)</p> <p>Member development programme underway (N)</p> <p>Political Structures (C)</p> <p>Political Relationships - Need to be managed effectively (C)</p>	<p>Develop and strengthen the LSP (C)</p> <p>Prepare a Neighbourhood Management and Engagement Strategy (C)</p>
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		partnership delivering projects which will see real change for the people of Chorley.		
6.3 A PROVIDE AND PROCURER OF HIGH QUALITY PRIORITY SERVICES				
<p>Structured programme to procure services not yet in place</p> <p>Finding alternative ways of providing non-priority / indirect services and redirecting resources to priority areas (efficiency & transformation agenda)</p> <p>Not sufficiently clear about what are not priorities</p> <p>Ineffective management of key contracts / partnerships</p>	<p>Implement HR Strategy and achieve IIP and explore other external accreditations</p>	<p>External acknowledgement and national recognition for our people processes in terms of the three elements of 'Plan, Do, Review'. In particular these cover:</p> <ul style="list-style-type: none"> • Clear Strategic Objectives • Effective Individual Performance Management • Good Communication and Member engagement • Promotion of Equality of opportunity with development opportunities • Effective leadership and management • Recognition of staff performance • Evidence of continual improvement <p>Implementation of HR Strategy and exploring other external accreditations will continue in the every day work of the HR Directorate.</p>	<p>Balanced Budget – Protecting Service - risk of lack of resourcing to deliver priorities (N)</p> <p>Finding alternative ways of providing non-priority / indirect services and redirecting resources to priority areas (efficiency & transformation agenda) (C)</p> <p>Not sufficiently clear about what are not priorities (C)</p> <p>Ineffective management of Council's/Partnerships (C)</p>	<p>Implement Action Plans regarding Use of Resources / VFM and the Annual Governance Statement (C)</p>
6.4 AN EXCELLENT COUNCIL THAT IS CONTINUALLY STRIVING TO IMPROVE				
<p>Lack of a coherent governance structure & framework</p>	<p>Seek CPA re-assessment</p>	<p>The Council received a positive direction of travel report from the independent audit commission</p>	<p>Failure to systematically track & monitor delivery of planned effectiveness and improvement (C)</p>	<p>Implement Action Plans regarding Use of Resources / VFM and the</p>

<p>Failure to systematically track & monitor delivery of planned effectiveness and improvement</p> <p>Intelligent approach to performance management information and its application</p>	<p>Maximise the opportunities given by the White Paper</p>	<p>which praised the Council for consistently improving outcomes for Local People'. Inspectors added 'standards are high, reflecting best practice' and there is 'a strong customer focus across the organisation'.</p> <p>The Council is leading the way in Lancashire in responding to the challenges set by the Local Government White Paper and ensuring that Customers are provided with seamless and efficient services, regardless of who holds responsibility for delivery. The proposals set out in 'Transforming Local government in Lancashire' are key to ensuring that local authorities in Lancashire achieve the outcomes for place shaping and service delivery that communities expect and deliver substantial efficiency improvements.</p>	<p>Lack of a coherent governance structure & framework (C)</p> <p>Intelligent approach to performance management information and its application (C)</p>	<p>Annual Governance Statement (C)</p> <p>Further embed effective performance and risk management across the organisation(C)</p> <p>Seek CPA reassessment (C) Maximize the opportunities given by the white paper (C)</p>
<p>Property Outsourcing</p> <p>Develop a Communications and Marketing Strategy</p>	<p>Property Outsourcing</p>	<p>The Council has decided to outsource the property services function and has selected Liberata as the preferred contractor.</p> <p>Plans are in place to transfer the Council's property function to Liberata, realising efficiencies of scale.</p> <ul style="list-style-type: none"> We have a strategy to guide marketing and communications activity for the next three years. The strategy is a public document that enables us to have a transparent approach to communications and marketing. 		

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| | | <ul style="list-style-type: none">• The strategy will enable us to formulate short, medium and long term action plans, setting out activity to help the Council achieve it's objectives.• We have an agreed set of objectives approved by councillors.• We can use the agreed objectives to raise the standard and consistency of communications and marketing across the Council and report success. | | |
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