

Direction of Travel

Self Assessment 2007



Setting the scene

Chorley has continued to improve in the last 12 months, delivering high quality services to, and engaging effectively with, our communities. Notable successes this year include:

- *Completing the Business Process Architecture Project, to develop a blueprint for District Council structures that focus on the customer*
- *Strengthened the Local Strategic Partnership*
- *Assessed as one of The Times Top Ten Councils to Work For*
- *Successfully completed the transfer of housing stock to Chorley Community Housing*
- *Gained a national recognition for work undertaken to achieve significant reductions in crime levels*
- *Transferred a second Community Centre into community management*
- *Shortlisted for Beacon Council status for the Council's work around citizen engagement and empowerment*
- *Scored 4 out of 4 for delivering value for money*
- *Received satisfaction ratings for benefits services in the top ten nationally*
- *Exceeded LAA targets*

The political and senior management teams have now embedded and are demonstrating strong leadership in working to achieve the vision for Chorley. Leadership in the Council has been nationally recognised; it was highlighted in the assessment for The Times Top 100 Councils to Work For; and as a finalist in the MJ Top Team of the Year Awards. Work has been undertaken to continue to engage effectively with our communities.

The Council has just completed the Business Process Architecture Project as part of the CLGs National Process Improvement Project. The project has led to a restructure of the management team to realise £100k of savings and establish a senior management team that is capable of delivering a change programme and customer focussed services.

We have worked hard to improve the ways we engage with the community. For example, we have introduced Listening Days on key issues using interactive technology. During the year we have sought to identify, via the Community Forums, the three biggest issues for those areas and will be tackling those issues utilising £50k identified in the February 2007 budget, in line with the Council's increased focus on neighbourhood working. In

addition, Chorley has taken part in a pilot project to examine neighbourhood engagement in an area of Chorley. The results of this pilot project have been commended and will be used to inform the refresh of the LAA.

The Council is aware that it will face a number of challenges over the next few years, and is positioning itself to respond to them. The business improvement planning process has been strengthened and further embedded across the organisation. In addition, value for money and efficiencies have been integrated into directorate business plans to ensure that they are integral to directorate's business planning. The Corporate Strategy has been refreshed to reflect the changing needs of Chorley and ensure that the projects and targets contained within it still challenge the council to continuously improve.

We believe that the last 12 months have seen Chorley Council continue to improve, and that 2007/08 will be another successful year.



Donna Hall
Chief Executive



**Councillor
Peter Goldsworthy**
Leader of Chorley Council



**Councillor
Mrs Pat Case**
Deputy Leader and Executive
Member for Policy and Performance

The Council's track record in improving outcomes: key successes

The Council has in place robust plans for improvement. The Corporate Strategy is based around the Community Strategy and is the overarching strategy that business improvement planning is based on.

The Strategy is now fully embedded and is recognised as the key internal plan to drive forward the Council's priorities. It was reviewed and refreshed in September 2007 to ensure that it still reflects the needs of the organisation and Chorley citizens, and drives continuous improvement. The refreshed strategy includes a strategic objective to develop local solutions to climate change, to reflect concerns in the local area.

Key message: Delivering against identified priorities

- *95.5% of corporate strategy key projects completed by October 2007*
- *73% of corporate strategy measures on or above target at March 2007*

The Corporate Strategy is being implemented effectively.

At the end of March 2007, 73% of the measures within the strategy were on or ahead of target and by October 2007, when the corporate strategy was refreshed, 95.5% of the key projects contained within it were completed or on schedule. Of the other projects, two are on track to complete by the end of the year and the remaining projects have been carried forward in the refreshed strategy.

Our corporate strategy is based around four themes of Prosperity, People, Place and Performance, to help the Council reach its vision for Chorley. There have been some notable achievements through the last 12 months in each of the priority areas, with **priority services continuing to improve.**

Our Priority: Prosperity

The Council's aim is for Chorley to be at the heart of a thriving Central Lancashire economy, and it has had a number of successes in working towards this goal. We are currently

implementing an ambitious plan for the redevelopment of Chorley Town Centre to increase the range and choice of shops. It has seen early success, with an increase in visitor numbers to 35,947, which is 667 more than the 2009 target. The Market Walk Phase Two shopping centre is due to begin development in early 2008, its completion will further expand and develop the choice of shops in Chorley.

The Council is working closely with market traders to develop the covered and Flat Iron markets. A steering group that has representatives from the Council and market traders has developed an action plan to map out future developments for the markets. The work undertaken has already received a strong positive reaction from traders: *"We've had a stall for nine years and I would say the markets are getting better. We get people from all over the place, which shows it is a popular market."*

In 2006/07 the average workplace earnings in Chorley rose from 3.2% below, to 0.4% above, the Lancashire average. According to national figures, Chorley is one of the best places in the country to establish a small business, with some of the highest 12 month survival rates.

The Council is continuing to work closely with partners to develop the strategic regional site around Buckshaw Village. In March 2007, the chair of the North West Development Agency made a high profile visit to the site to look at the economic development work that is being undertaken there. The Council has worked closely with other partners to secure agreement for the development of a new railway station to service Buckshaw. Confirmation that a railway station will be built has now been received.

Key message: Improvement in priority areas

- *Town Centre visits up to 35,947 per year*
- *Workplace earnings rose to above the Lancashire average*
- *Chorley is one of the best places to set up a business in the UK*

Our Priority: People

The Council has seen considerable success and recognition in improving the life chances of its citizens and their ability to access services.

All Seasons Leisure Centre in Chorley has recently undergone a major refurbishment to ensure that Chorley has an extremely high standard leisure centre, that is accessible to the whole community. In the months following the refurbishment there has been a very positive response. Visitor comments have included: “*very impressive, well worth waiting for*” and “*pool great as always – changing rooms excellent. A pleasure to attend this facility*”.

Young People

The highly successful Get Up and Go Programme had been developed and continues to attract large numbers of children to activities each holiday. Last year there were 400,000 opportunities for children to take part in activities. The work that we carry out for children and young people was recognised in 2007 when Chorley was a finalist in the MJ awards in the Promoting Active Communities category.

Key message: Improving wider outcomes

- Developed an Every Child Matters Action Plan
- Launched an under 18s club night to help reduce antisocial behaviour

In response to concerns about antisocial behaviour and a lack of activities for young people, Chorley, in partnership with other agencies, has introduced a club night for under 18s in a local nightclub, Applejaxs. It was possible to organise the project quickly because of the good working relationship the Council has with Lancashire County Council and Lancashire Police.

During Local Democracy Week, young people from secondary schools in the area were invited to come to the Town Hall to take part in a budget exercise and to question members of the Executive Cabinet on any issue. The session was designed to stimulate young people's interest in local democracy and enable them to interact with Councillors.

The role the Council plays in the Every Child Matters agenda has been outlined in an action plan to ensure that the role we play is clear and defined. The work that has been undertaken around this agenda has been highlighted as good practice in an Audit Commission report. The Council recognises the key role that it can play in the Every Child Matters agenda and is working closely with partners to improve outcomes and life chances for young people in Chorley. For example, the Council is extensively involved in the steering group for the LAA Children and Young People's block and the development of the District Children's Trust arrangements. The Executive Member and Director of Leisure and Culture were asked to speak to the Lancashire County Council Children and Young People scrutiny committee about the positive work that has been undertaken.

Key message: Improvement in priority areas

- *Refurbished Leisure facilities throughout the borough*
- *Finalist in the MJ Awards: Promoting Active Communities*
- *Worked to develop District Children's Trust Arrangements*

Consultation and Engagement

Consultation and engagement with the community has been strengthened over the last year through a number of mechanisms. A new Consultation and Participation Strategy has been written to ensure that consultation undertaken by the Council is consistent and coherent. Coupled with the strategy is a toolkit, which aims to increase Chorley's capacity to deliver consultation. The toolkit specifically addresses issues to take into account to encourage the participation of each of the equality groups.

Community based forums are regularly held around the Borough to gather the views of local residents and inform them of changes that have been made in response to their comments through the ‘You Said: We Did’ branding. In addition, ‘Listening Days’ are held to gather residents’ views on specific themes; including on options for how household recycling could be collected.

We also make **efforts to engage groups within the community who would normally be seen as 'hard to reach'** to ensure that services are accessible to all our community. We regularly consult with the disability liaison committee, ethnic minority consultative committee, Proud and Out, the Lesbian, Gay, Bisexual and Transgender forum, and the older people's forum to encourage participation. Consultation is often specifically targeted at groups that would otherwise not be engaged with consultation.

Following the Audit Commission awarding the Council a 3 star 'excellent' rating for customer services with three stars for future improvement, the Council has continued to develop its customer service. We have recently been shortlisted for the work we carry out around the engagement of our customers following our bid for Beacon Council status under the theme 'Transforming Services: Citizen Engagement and Empowerment'. The first assessment of the Council's bid included comments highlighting; "*that Chorley's approach is continuing to develop and evolve and that there is a commitment to creating sophisticated, responsive services to local and individual needs*".

Community Cohesion

After consultation, a second Community Centre has recently been transferred into community management, an approach which has increased capacity and cohesion in the most deprived neighbourhoods in the borough.

The Council hosted 'Reach', an event to raise awareness about disability in Chorley in August. The highly successful event was organised in partnership with voluntary, community and private sector partners and was extremely well received. Over 1,500 people were directly involved in the event, with 95% feeding back reported that the event was 'good' or 'excellent'. Both visitors and exhibitors found the event useful: "*well supported event for disability. Done our service proud*" and "*Reach helps to improve the quality of life for people with a disability*".

The 'Step into Sport' campaign continued to encourage people aged 18 to 24 to volunteer in sport. One volunteer became the first to receive an award for undertaking over 200 hours of volunteering. The Council sees encouraging participation in sport and volunteering as a valuable tool in increasing community cohesion and understanding.

We are working with the Chorley Partnership, in consultation with groups across the community, to develop a community

cohesion strategy to set out a vision and plan for Chorley to ensure all sections of society feel engaged and involved in their communities. A representative from the Council also attends the local authority community cohesion county wide group, which aims to develop county wide priorities for community cohesion.

The Council worked in partnership with the Interfaith Forum to develop a Community Charter for Chorley. The charter, launched on holocaust memorial day, sets out principles of tolerance, understanding and belonging and was signed by members of the public, faith and community representatives. Plans are in place to extend the Community Charter across the Borough as part of a programme of activity associated with the Community Cohesion Strategy with a focus on bringing the charter to schools.

Key message: Improving access to services

- *Developed a Consultation and Participation Strategy*
- *Hosted a successful disability awareness event, 'Reach'*
- *Been shortlisted for Beacon Council Status in 'Transforming Services: Citizen Engagement and Empowerment'*
- *Developing a community cohesion strategy, in consultation with key community groups*

Equality and Diversity

The Council views equality and diversity issues as central to ensuring that it properly addresses the needs of all of its customers, **particularly those groups often seen as 'hard to reach'**, as equality issues are critical in ensuring that all needs are met. With this in mind, the Council has recently revised its equality scheme to ensure all six strands of diversity are addressed through its implementation, and to incorporate an additional strand around rurality. This development is in line with the requirements of the recently published revised equality standard and is a forward thinking and progressive way of addressing the equality and diversity agenda.

The Council has achieved level two of the equality standard with ambitious plans in place to achieve level three by March 2009.

Equality and Diversity was subject of an inquiry carried out by the Overview and Scrutiny Corporate and Customer panel. The review led to a number of positive outcomes in relation to equality and diversity in the Council. The committee report template has been revised to ensure that equality and diversity issues are focussed on in reports. Equality monitoring has been introduced to the complaints procedure. The scrutiny inquiry also led to the selection of rurality as an additional strand in equality and diversity in Chorley.

In addition, each directorate has undertaken equality impact assessments on their main policies and services to ensure that they do not adversely impact upon any equality groups and that they meet the needs of all of our customers and communities. These impact assessments are currently being reviewed, and any necessary action and consultation will be undertaken after this review. Actions and equality issues have also been integrated into directorate business improvement plans, to ensure that equality and diversity are at the heart of what we do.

Customer Services

The Council's commitment to providing high quality services to our customers remains one of the most important themes for the Council. 98% of people who visited the one stop shop were either satisfied or very satisfied with the level of service received. The One Stop Shop came second in a mystery shopping exercise with an 88% score. Comments from mystery shoppers were very positive and included comments such as, "*they couldn't have been more helpful*" and "*the whole experience was very good*"

A new look, customer focussed website was launched to make it easier for residents to communicate with the Council over the internet. The new website has been well received. In the same mystery shopper exercise, the website scored an overall rating of 94%, well above the average for other Councils of 79%. One of the mystery shoppers commented: "*it's a great site, very user friendly, can only find good things to say about it*". The site allows residents to make payments and other interactions with the Council. Since it was launched in April, over 4,000 people have made a payment online and 2,000 used it to book on Get Up and Go activities.

The Council is a member of the Lancashire Shared Services Contact Centre partnership and is working towards providing a single point of contact for County and District services. This is currently underway and a CRM system will be in place in the first quarter of 2008.

The council is currently profiling its citizens using Experian's Mosaic public sector data. This uses 600 data sources to segment citizens into 11 groups and 61 subgroups. It will enable the council to better understand its citizens and 'tailor' services, communications and service delivery to appropriate customer groups. The project involves Lancashire County Council, as a critical provider of two tier services. This will lead to further joint working initiatives taking place to the benefit of all citizens and improved efficiencies.

The Council is also at the first stage of a pioneering project to understand the needs of its citizens. The project has been presented to CLG and the Cabinet Office, as part of the National Process Improvement Project. This 'circle of need' project is looking at the possibility of providing services based on need and related needs, rather than service delivery, and achieving this proactively at first contact. It is hoped a range of services can be provided, regardless of the provider, at one touch point, negating the need for the citizen having to re-contact the council or a multitude of providers.

Our Priority: Place

Our recycling performance remains exceptionally high, Chorley recycled over 44% of household waste either recycled or composted in 2006/07. This is far in excess of the statutory target of 40% by 2010. We are one of the best performing authorities in Lancashire for recycling. £50,000 has been secured from Defra for Chorley and Lancashire County Council to jointly develop a procurement model for outsourcing waste collection contracts. This model will then be used as an example nationally when Councils outsource their waste collection.

Whilst our recycling rate is very high, we are continuing to develop initiatives to make recycling easier for residents. For example, with funding from Lancashire County Council, Chorley is introducing an innovative way to encourage recycling. 'Cow Bins' have been introduced to Buckshaw Village. The bins are designed to be used in areas where communal bin stores mean that normal recycling containers are impractical.

Chorley has won its 6th Green Apple Award for its work around environmental issues. This year, the Council has won the award for its 'Recipe 4 Health' initiative, particularly the work that we do around encouraging good environmental practice in businesses. We also retained the Green Flag award for Yarrow Valley Park, a national accreditation for parks and open spaces.

Key message: Improvement in priority areas

- *Recycling at 44%, well above the national target*
- *Winners of 'Gold' for our floral display at the Southport Flower Show*
- *Winners of the green apple award for the 6th time*
- *Winners of North West Britain in Bloom*

Community Skip Days have continued to be a huge success and have been expanded to ensure that they have the maximum impact. The Community Skip Days see the placing of skips in areas of the borough for people to deposit the waste that they may otherwise struggle to get rid of. The aim of the days is to reduce the incidents of fly-tipping, and to encourage a general 'clean up' of the local area. On hand during the day are neighbourhood officers, representatives from Chorley Community Housing and PCSOs to give advice and help to residents in the area.

The Council won the prestigious Gold award at the Southport flower show for a themed bedding display, demonstrating the abilities of our streetscene team. After the show, the display was moved to a prominent position in the town centre to allow all Chorley's visitors and residents enjoy it. We also won an award from the Chorley Civic Society for our work around Ackhurst Lodge and the flower display celebrating the centenary of Scouting. In October, we won the North West Britain in Bloom for the environmental work undertaken by the Council. We were also runners up in the best large town category.

Key message: Improving wider outcomes

- *Commended for our work to reduce crime rates*
- *Average workplace earnings now above the Lancashire average*
- *Undertaking an innovative 'vulnerable households' initiative*

Our work to make our communities safer has received national recognition, with crime falling by 18% since August 2005 and commendation from the Home Office for our strong performance in reducing vehicle theft, criminal damage and other types of crime. The Multi Agency Tasking and Coordination process has been credited with bringing about this success, by targeting 'hotspot' areas for crime and undertaking specific projects. For example, a number plate recognition day was recently organised through MATAC. The day was supported by a number of different agencies, the Council, the Environment Agency, Customs and the Police and led to 30 vehicles being stopped for various offences.

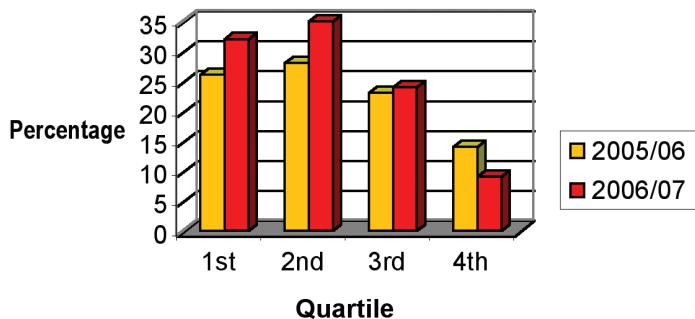
Since the beginning of 2007, in partnership with Lancashire Police, Chorley Council has helped to fund 22 PCSOs to help reduce crime and tackle antisocial behaviour across the borough. They have had a positive impact, as was highlighted in a recent letter from the local Divisional Commander for Lancashire Constabulary's Southern Division which said: "*The PCSOs who are joint-funded by the Council are deployed in a similar way to our regular PCSOs, and this is proving to be a real advantage in terms of the positive outcomes for all our communities*".

The overview and scrutiny function has continued to develop and strengthen. Panels are regularly undertaking inquiries into important issues for the Council. A sub panel of the Environment and Community panel has recently concluded an investigation into neighbourhood working in Chorley, and made a number of recommendations for consideration by Cabinet in November.

Our Priority: Performance

The Council performs well in delivering high quality, and continuously improving, services to customers. The Performance Indicator toolkit from the Audit Commission shows that 48% of BPIs showed an improvement over the last year. 35% were in the top quartile when compared with other local authorities. This is above the average for other 'fair' rated councils. 67% of our BPIs were in the 1st or 2nd quartile, compared with just 54% in 2005/06. This high level of performance contributes to the **value for money delivered by the Council**.

Quartile Positioning Comparison



The Council has recently completed a business process architecture project to develop a blueprint for how a district council should be structured to ensure it is focussed around the customer, as part of CLG's National Process Improvement Project. This project has led to a restructure of the senior management team to ensure that it capable of delivering improvements in services and £100k of savings. The new structure should better serve the Council's customer base to ensure we are responsive to their needs.

The strengthened performance management framework has helped to secure improvement across the organisation. For example, as part of the framework, performance roundtables are held with each portfolio holder and the lead member for policy and performance each quarter. This is an opportunity for any issues with performance to be identified and action taken to promote improvement. A particular success in the last year has been the improvement seen in invoice processing and reducing sickness absence. The outturn for invoice processing in 2005/06 was 84.42%. This rose to 91.92% after being specifically targeted and highlighted in performance round tables. A similar increase in performance was experienced in reducing sickness absence levels. Sickness absence in the first six months of 2007/08 is an average of 3.25 days.

The Council's Project Management processes have led to us being invited to sit on an Expert Guidance Group, organised by the North West Improvement Network, to disseminate best practice throughout the northwest. In addition, individual authorities have visited Chorley to gain a greater insight into our project management, including Tameside and Salford. The project management toolkit has also been held up as best practice by the North West Centre of Excellence.

An internal audit of project management was carried out at the end of 2006. The audit reviewed the management of the capital programme to see how the project management process was being applied in practice. The overall rating was 'adequate' which was the highest rating achievable. The audit found our project management toolkit to be clear and comprehensive, while also being scaleable to ensure that an appropriate and practical level of control is applied according to the size and complexity of the project.

Key message: High performance

- A data quality policy has been produced to enhance and promote the Council's performance management system*
- 67% of BVPIs in 2006/07 were in the 1st or 2nd quartile*
- The Project Management system has been recognised and used as best practice*

A new Data Quality Strategy has been developed and adopted for use across the organisation. This policy has helped to strengthen our data quality and performance management framework. The strategy ensures that roles are clearly defined, procedures are clear and robust and that the performance information is used to improve services. The Council is part of a pan-Lancashire working group working on a pilot project to develop a central national repository for performance information. This system could help improve the way that performance information is used in local authorities.

Key message: High performance

- Scored 4 out of 4 for delivering Value for Money*

Chorley Council continues to deliver **strong performance in delivering value for money for its residents**. The Council was the only district council to receive 4 out of 4 in delivering value for money in 2006. In addition, the council was able to achieve no rise in Council Tax for 2007/08 with no impact on front line services. The savings were achieved through efficiencies and savings made through streamlining restructures.

Chorley has made significant progress in achieving the efficiency targets set for us by the government through the 2004 spending review. Submission of the backward looking statement for 2006/7 saw our efficiency gains stand at £1.88 million, of which £1.35 million is cashable. We are therefore considerably in excess of our £1.29 million target for the 3 year period with one year still to go. Instrumental to this achievement has been our corporate approach to delivering efficiency and value for money and our investment in new technology, particularly our website and intranet which have been the twin platforms to effectively driving out expensive manual processes and providing easier access for our customers.

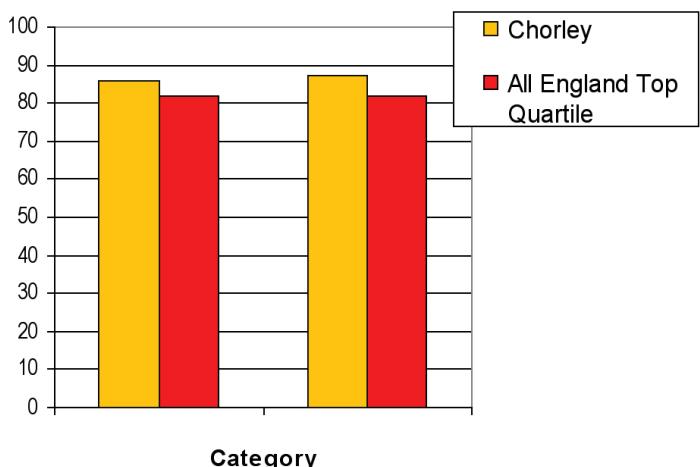


Chorley has been praised for the strengths of its internal communications and the leadership of the organisation. In The Times Top 100 Councils to Work for awards, the leadership of the Council was commended as particularly effective. In addition, the Council was a finalist in the MJ's Top Team of the Year award. Internal communications have been recognised as particularly strong at Chorley. For example, the Council's intranet, The Loop received national recognition as good practice. After this, we jointly hosted the SOCITM annual conference and have subsequently hosted a series of workshop days at the request of other Councils to demonstrate the intranet. We have also been awarded Investors in People status for our work around developing our staff.

Resident Satisfaction

All the best value measures in the benefits and tenant satisfaction surveys were in the top quartile when compared to other Councils.

Tenants and Benefits Satisfaction



As would be expected in a Council with a strong reputation for customer service, satisfaction with the handling of complaints rose between 2003 and 2006. 40% of residents are happy with the way that their complaints were handled. In some areas, there was a fall in satisfaction in the measures in the General Survey when compared to the 2003 survey. This fall in satisfaction has had an adverse effect on our overall BVPI status. More residents, however, believed that the Council had improved overall in the last 3 years than thought it had got worse. The results of the survey have been analysed in detail and action has been taken to address issues around resident satisfaction.

For example, one of the key factors identified as driving satisfaction with the Council was the kerbside recycling service. The household waste collection contract is currently being redesigned as part of contract renewal, and residents have been widely consulted to ensure that the service suits their needs. For example, a Listening Day was held, a postal survey carried out and a doorstepping campaign of specific areas in the Borough undertaken, to gather residents' views. The results of the postal survey showed that 78% of residents were satisfied with the alternate weekly collection of their waste. In addition a cross-directorate working group has been established to identify possible service improvements and ways to increase resident satisfaction. This group is due to report by the end of November.

Innovation and Joint Working

Over the last year, Chorley has taken the lead role in developing a framework for improving and enhancing collaborative working between district and county level councils in Lancashire. The process led to the document 'Transforming Local Government in Lancashire' which outlined the joint vision of district and county partners for two-tier local government in Lancashire. In addition, Chorley is currently working closely with Lancashire County Council to develop a joint locality plan for Chorley. This should clearly illustrate to the public what each Council does in the area and help the Councils identify areas where they could work more effectively together.

We are closely involved in the process to refresh Lancashire's Local Area Agreement, with a representative sitting on the task and finish group. The LAA has also given us the opportunity to develop innovative solutions to problems in collaboration with our partners. For example we are working with our neighbouring authority, South Ribble and other agencies on a Vulnerable Households Project to reduce the impact of antisocial behaviour by providing intensive joined-up support to thirty problem families across the two boroughs.

Key message: Innovation and joint working

- *Completed the development of the BPA blueprint project*
- *Investigating financial shared services with South Ribble*
- *Helping Blackpool in the delivery of their performance management*
- *Led the development of the 'Transforming Local Government in Lancashire Document*
- *Developing a pilot joint locality plan*
- *Member of national boards leading the way on local government reform, for example the LGA Delivery Council, the CLG Innovation, Capacity and Efficiency Board and the Lifting the Burdens Taskforce*

The Council is working hard to ensure that we deliver services in the most appropriate form, including outsourcing the provision of some services or carrying them out jointly with other bodies. We are currently working with South Ribble to explore the possibility of working jointly to provide finance services for the two councils. Chorley is also leading on the Human Resources group for Lancashire, investigating the possibility of, and issues around, joint working in HR. Property management has been outsourced to Liberata, who are currently carrying out a review of our assets that includes an audit of the energy consumption in each building. This project will help to deliver against the new corporate strategy strategic objective of developing local solutions to climate change.

We are working jointly with Preston and South Ribble on the new Local Development Framework. We are also working with Preston, Blackpool, South Ribble and Flyde Councils to develop a Growth Point Bid to ensure that our areas are able to continue to grow and develop over the coming years.

Chorley is increasingly recognised for its strengths on a national and regional basis. The Chief Executive is a member of the LGA's new Local Government Delivery Council and the CLG Innovation, Capacity and Efficiency Board (the only District Council representation on both groups). We were the first district council to work with the Lifting the Burdens Task Force, helping to develop a framework that should remove some of

the burdens from a national level on local government. We have also been asked to provide support to Blackpool Council in their policy and performance function.

Local Strategic Partnership

The Local Strategic Partnership has been strengthened and refreshed during the last year. With Chorley Council as the driving force, in 2006/07 the LSP invested £285k to pump prime six key projects to improve Chorley. This includes the innovative joint Chorley and South Ribble multi-agency Vulnerable Households Project, the MATAC process and a project to reduce teenage conception rates in Chorley.

The Sustainable Community Strategy has recently been refreshed to ensure that it reflects the priorities and needs of the local area. It has also been refreshed to ensure that the LSP will be able to feed meaningfully into the negotiations and consultations around the refresh of the LAA and county-wide Ambition Lancashire refresh.

Included in the refreshed Sustainable Community Strategy is a commitment to work to tackle Climate Change. This recognises that the LSP is in a unique position to be able to secure commitment from all sectors to work to reduce CO2 emissions and develop solutions to problems posed by climate change.

Key message: LSP Development

- *Invested £85k to lever £285k of funding for key projects*
- *A new, refreshed Community Strategy has been produced.*
- *A robust performance management framework has been put in place.*
- *An IDeA peer review is to be undertaken in November.*
- *A quarterly newsletter is sent to partners to update them.*

A great place to live
A great place to work
A great place to be

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