

# CORPORATE STRATEGY OVERVIEW 2008/09 – 2010/11

## OUR VISION

The Council's ambition is for Chorley to be recognised as the most attractive, caring and vibrant place in the North West to live, to work, to invest and to visit.

People can expect safe, clean, sustainable neighbourhoods with equal access to first class, co-ordinated public services which meet their diverse needs. They can expect high quality local job and training opportunities, a decent home and to be valued and respected by all. They will be able to have their say and influence local services in their areas and to insist on good value for public money. The character of our friendly, contemporary market town and its surrounding villages will be enhanced whilst ensuring Chorley plays a pivotal role in regional economic development.

PRIORITY	PROSPERITY	PEOPLE	PLACE	PERFORMANCE		
<b>STRATEGIC OBJECTIVE</b>	<b>1 STRENGTHEN CHORLEY'S ECONOMIC POSITION IN THE CENTRAL LANCASHIRE SUB-REGION</b>  Leads: Cllr P Malpas Jane Meek	<b>2 IMPROVING EQUALITY OF OPPORTUNITY AND LIFE CHANCES</b>  Leads: Cllr P Case Jamie Carson	<b>3 INVOLVING PEOPLE IN THEIR COMMUNITIES</b>  Leads: Cllr J Walker Donna Hall	<b>4 DEVELOP LOCAL SOLUTIONS TO CLIMATE CHANGE</b>  Leads: Cllr P Malpas Jane Meek	<b>5 DEVELOP THE CHARACTER AND FEEL OF CHORLEY AS A GREAT PLACE TO LIVE</b>  Leads: Cllr P Goldsworthy Ishbel Murray	<b>6 ENSURE CHORLEY COUNCIL IS A CONSISTENTLY TOP PERFORMING ORGANISATION</b>  Leads: Cllr P Goldsworthy Lesley-Ann Fenton
<b>LONG TERM OUTCOME</b>	1.1 A vibrant local economy 1.2 A thriving Chorley town centre and other service centres 1.3 Preserve jobs in the borough 1.4 Create and maintain Higher Added Value jobs	2.1 The number of SOA's in the worst 20% nationally will reduce 2.2 Improved life chances for young people and children 2.3 Improved quality of life for the borough's older people 2.4 Healthier communities and reduced health inequalities 2.5 Improved quality of life in rural communities	3.1 People will be involved in decision making and in improving the well being of their communities 3.2 Increase the level of volunteering in the borough	4.1 The Council's environmental footprint will be reduced 4.2 An improved local environment 4.3 Seek to protect the local natural environment and improve biodiversity	5.1 More people will be satisfied with Chorley as a place to live 5.2 There will be a range of housing tenures that address community requirements 5.3 There will be more affordable housing 5.4 Safer communities	6.1 Community aspirations are delivered through the efficient use of resources and effective performance management 6.2 An excellent community leader 6.3 A provider and procurer of high quality priority services 6.4 An excellent Council that is continually striving to improve 6.5 Improved access to public services
<b>MEASURES and TARGETS</b>	<b>Outcome 1.1</b> <ul style="list-style-type: none"> <li>Number of new businesses established. Target 53 p.a.</li> <li>Number of new businesses established and sustained for 12 and 24 months. Target 83% and 76% by March 2011</li> </ul> <b>Outcome 1.2</b> <ul style="list-style-type: none"> <li>Town Centre Visits. Target 40,469 by March 2011</li> <li>Vacant Town Centre Floor Space. Target 8% or below by March 2011</li> </ul> <b>Outcome 1.3</b> <ul style="list-style-type: none"> <li>Working age people on out of work benefits. Target 12.2% by March 2011 NI152 (LAA)</li> </ul> <b>Outcome 1.4</b> <ul style="list-style-type: none"> <li>Median workplace earnings in the borough. Target: £482.50 by March 2011 NI166 (LAA)</li> </ul>	<b>Outcome 2.1</b> <ul style="list-style-type: none"> <li>The number of neighbourhoods in the worst 20% nationally. Target 7 by 2011</li> <li>Working age people claiming out of work benefits in the worst performing neighbourhoods. Target 26.6% by March 2011 NI153 (LAA)</li> </ul> <b>Outcome 2.2</b> <ul style="list-style-type: none"> <li>Under 18 conception rate Target 20.2 per 1000 by March 2011 NI112 (LAA)</li> <li>The number of visits young people make to leisure facilities. Target 361,327 p.a. by March 2011</li> <li>The % of 16-18 year olds who are not in education, employment or training (NEET). Target 5.2% by March 2011 NI117 (LAA)</li> </ul> <b>Outcome 2.3</b> <ul style="list-style-type: none"> <li>Rate of regular physical activity among older people Target 20% by March 2011</li> <li>Rate of participation in regular volunteering among older people. Target 26.6% by March 2011</li> </ul> <b>Outcome 2.4</b> <ul style="list-style-type: none"> <li>The number of visits to leisure facilities. Target 900,000 p.a. by March 2011</li> </ul> <b>Outcome 2.5</b> <ul style="list-style-type: none"> <li>People satisfied with their neighbourhood as a place to live from rural wards. Target 90% by March 2011 NI5</li> </ul>	<b>Outcome 3.1</b> <ul style="list-style-type: none"> <li>The % of people who feel they can influence decisions in their locality. Target 37% by March 2011 NI4 (LAA)</li> <li>The % of people who feel their communities are places where people from different backgrounds get on well together. Target 84% by March 2011 NI1 (LAA)</li> </ul> <b>Outcome 3.2</b> <ul style="list-style-type: none"> <li>The % of people who regularly participate in volunteering. Target 20% by March 2011 NI6 (LAA)</li> </ul>	<b>Outcome 4.1</b> <ul style="list-style-type: none"> <li>CO2 emissions from local authority operations. Target 10% reduction by March 2011 NI185</li> <li>The Council's score for 'Adapting to Climate Change'. Target: Achieve Level 3 by March 2011 NI188 (LAA)</li> <li>The % of municipal waste land filled. Target 50% by March 2011 NI193 (LAA)</li> </ul> <b>Outcome 4.2</b> <ul style="list-style-type: none"> <li>Recycling and composting performance. Target 50.19% by March 2011 NI192 (LAA)</li> </ul> <b>Outcome 4.3</b> <ul style="list-style-type: none"> <li>Level of biodiversity in the borough. The % of appropriate Council owned sites under active conservation management. Target 14% by 2011 NI197 (LAA)</li> </ul>	<b>Outcome 5.1</b> <ul style="list-style-type: none"> <li>The % of people satisfied with their neighbourhood as a place to live. Target 76% by March 2011</li> <li>The % of people satisfied with parks and open spaces. Target 74% by March 2011</li> <li>The number of parks receiving Green Flag status. Target 3 by March 2011</li> <li>Street and environmental cleanliness. Targets: Litter 4.5%, Detritus 4.5% by March 2011 NI195</li> </ul> <b>Outcome 5.2</b> <ul style="list-style-type: none"> <li>Number of households in temporary accommodation. Target 13 by March 2011 NI156 (LAA)</li> </ul> <b>Outcome 5.3</b> <ul style="list-style-type: none"> <li>The % of new housing completions which are affordable. Target 20% by March 2011</li> </ul> <b>Outcome 5.4</b> <ul style="list-style-type: none"> <li>Feelings of safety during the day. Target 90% by March 2011</li> <li>Feelings of safety during the night. Target 50% by March 2011</li> <li>Reduce crime in the borough. Target reduce by 3% by March 2011</li> </ul>	<b>Outcome 6.1</b> <ul style="list-style-type: none"> <li>Satisfaction with the way the Council runs things. Target 63% by March 2011</li> <li>Achieve efficiency savings of 3% per annum.</li> <li>Achieve Positive Direction of Travel. Target: positive Direction Of Travel by March 2009</li> <li>Achieve 4/4 Use of Resources and Value For Money. Target 4/4 per annum.</li> </ul> <b>Outcome 6.2</b> <ul style="list-style-type: none"> <li>Achieve Level Three of the Equality Standard by April 2009</li> <li>Achieve a positive LSP Peer Review by November 2009</li> <li>Achieve Level Two of the Member Development Charter by October 2009</li> </ul> <b>Outcome 6.3</b> <ul style="list-style-type: none"> <li>% of National Indicators on target. Target 73% by 2011</li> </ul> <b>Outcome 6.4</b> <ul style="list-style-type: none"> <li>% of Corporate Strategy projects achieved or on track. Target 90% by 2011</li> <li>Staff satisfaction. Target achieve 80% by 2011</li> </ul> <b>Outcome 6.5</b> <ul style="list-style-type: none"> <li>Customer satisfaction with the service received from 'Contact Chorley'. Target 98% p.a.</li> <li>The number of self-service interactions through the Council's website. Target 10% year on year.</li> <li>The number of appropriate Council services available via 'self service'. Target 100% by March 2011</li> </ul>
<b>KEY PROJECTS</b> November 08 - October 09	<ul style="list-style-type: none"> <li>Develop a succession strategy to sustain businesses for the future (1.1, 1.4)</li> <li>Develop options for the next phase of the Town Centre development (1.1, 1.2)</li> <li>Develop and deliver a markets action plan (1.2)</li> <li>Identify and design key projects from the Town Centre Audit and Urban Design Strategy (1.2)</li> <li>Implement new decriminalised parking arrangements (1.2)</li> <li>Develop and deliver an action plan to support businesses through the economic downturn (1.1, 1.3)</li> <li>Deliver the redundancy support project (1.3)</li> </ul>	<ul style="list-style-type: none"> <li>Deliver the Families First project (2.1 &amp; 2.2, 2.4, 5.4)</li> <li>Involve young people in their communities and deliver Children's Trust priorities for year one (2.2, 3.1)</li> <li>Implement the Chorley elements of the Play Strategy (2.2)</li> <li>Implement the 50+ Active Generation project (2.3, 2.4, 3.2)</li> <li>Develop an action plan to reduce health inequalities in the borough (2.1, 2.4)</li> <li>Deliver the Rural Awareness Project (2.5)</li> </ul>	<ul style="list-style-type: none"> <li>Develop a framework for Buckshaw Village (3.1)</li> <li>Develop community governance options in response to the Local Government and Public Involvement in Health Act (3.1)</li> <li>Develop an action plan for leisure and cultural provision for 2009 – 2012 (3.2, 2.2, 2.3, 2.4)</li> <li>Deliver the next phase of Chorley Smile (3.1, 3.2, 5.1)</li> <li>Deliver a major public event in summer 2009 (3.1, 5.1)</li> </ul>	<ul style="list-style-type: none"> <li>Develop a green travel plan for staff (4.1)</li> <li>Develop and deliver the first year of the Council's climate change action plan (4.1, 4.3)</li> <li>Deliver an invest to save programme for the Council's use of energy (4.1)</li> <li>Implement recycling and refuse contract mobilisation (4.2)</li> </ul>	<ul style="list-style-type: none"> <li>Continue to improve the green corridor of Chorley (5.1, 4.2)</li> <li>Investigate the extension of the green corridor to Ellerbeck (5.1, 4.2)</li> <li>Develop seven neighbourhood action plans working with parish councils, other partners and community groups (5.1, 2.1, 2.5, 3.1, 3.2)</li> <li>Develop and implement a solution for temporary accommodation (5.3)</li> <li>Work with partners to make sites available for the development of affordable housing (5.2, 5.3)</li> <li>Establish a choice based lettings scheme (5.2)</li> <li>Pilot and review the proposed Chorley/SRBC CDRP merger (5.4)</li> </ul>	<ul style="list-style-type: none"> <li>Develop and embed a new staff competency framework (6.1, 6.4)</li> <li>Achieve Level Three of the Equality Standard (6.2, 6.4, 2.2, 2.3, 2.4, 2.5)</li> <li>Prepare for I&amp;DeA Peer Review of LSP (6.2)</li> <li>Achieve Level Two of the Member Development Charter (6.2)</li> <li>Implement shared Finance services with SRBC (6.3)</li> <li>Develop a customer service and insight action plan (6.4, 6.3, 6.5)</li> <li>Implement a new CRM solution (6.5)</li> </ul>