

# Our Vision

## STRATEGIC RISK REGISTER 2009/10

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 neighbourhoods 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 5.5 Improvement and extension of the green corridor of Chorley	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>KEY STRATEGIC RISKS (RED) AND OPPORTUNITIES (GREEN)</b>	<p><b>Outcome 1.1</b></p> <ul style="list-style-type: none"> <li>Deliver the Economic Regeneration Strategy to achieve objectives in the corporate plan but resourcing may be an issue</li> <li>Failure to deliver a strategy/proactive structured approach to create employment</li> <li>Economic slowdown / credit crunch – reducing developments in the borough</li> </ul> <p><b>Outcome 1.2</b></p> <ul style="list-style-type: none"> <li>Town Centre – risk of decline unless investment is made</li> <li>Delays to the Market Walk phase 2 development</li> <li>The effect of the recession on the high street may result in the loss of small business and big stores</li> </ul> <p><b>Outcome 1.3</b></p> <ul style="list-style-type: none"> <li>Not retaining skills base in local economy (52% of working population travel outside the Borough)</li> <li>Excellent schools &amp; skills base</li> <li>Impact of the economic slowdown on employment levels</li> <li>Lack of priority given to addressing issues in areas of deprivation</li> </ul> <p><b>Outcome 1.4</b></p> <ul style="list-style-type: none"> <li>Not retaining skills base in local economy (52% of working population travel outside the Borough)</li> <li>Excellent schools &amp; skills base</li> <li>Impact of the economic slowdown on employment levels</li> </ul>	<p><b>Outcome 2.1</b></p> <ul style="list-style-type: none"> <li>Uncoordinated agency approach to individuals, families and young people in SOA's</li> <li>Worsening gap between haves and have not's in the borough</li> <li>The recession may worsen life-chances in the most deprived areas</li> </ul> <p><b>Outcome 2.2</b></p> <ul style="list-style-type: none"> <li>A reduced focus on teenage pregnancy by the LEA in Chorley could result in an increase within hotspots of the borough</li> </ul> <p><b>Outcome 2.3</b></p> <ul style="list-style-type: none"> <li>Failure to implement long term plans to cope with an ageing population on issues affecting the older members of society</li> <li>Insufficient resources to support an ageing population</li> </ul> <p><b>Outcome 2.4</b></p> <ul style="list-style-type: none"> <li>Good and affordable leisure facilities and countryside location</li> <li>Lack of leadership from the PCT as they are in a period of change</li> <li>Specific problems regarding alcohol, respiratory diseases and cancer</li> <li>Alcohol is still an issue and generally health issues are still worse than our nearest neighbours in the 2008 Chorley health profile</li> </ul> <p><b>Outcome 2.5</b></p> <ul style="list-style-type: none"> <li>In comparison to similar (family) authorities health in Chorley is poor</li> <li>Lack of a co-ordinated approach to deliver improved quality of life in rural communities</li> </ul>	<p><b>Outcome 3.1</b></p> <ul style="list-style-type: none"> <li>Potential changes to the 4 yearly system from 2011</li> </ul> <p><b>Outcome 3.2</b></p> <ul style="list-style-type: none"> <li>Lack of direct focus on promoting volunteering by the Council</li> </ul>	<p><b>Outcome 4.1</b></p> <ul style="list-style-type: none"> <li>Implementation of the Climate Change Strategy</li> <li>The cost implications of 'green' options</li> </ul> <p><b>Outcome 4.2</b></p> <ul style="list-style-type: none"> <li>Mobilisation of the new waste collection contract</li> </ul> <p><b>Outcome 4.3</b></p> <ul style="list-style-type: none"> <li>Maximize the level of council owned land which is actively conservation managed.</li> </ul>	<p><b>Outcome 5.1</b></p> <ul style="list-style-type: none"> <li>The place survey will change the way we measure satisfaction from service based to more 'place' based</li> <li>Maintaining the identity of the borough</li> </ul> <p><b>Outcome 5.2</b></p> <ul style="list-style-type: none"> <li>Local people priced out of the housing market</li> <li>Lack of affordable housing</li> <li>The recession and housing market slump will affect development of affordable properties as developer's bank land</li> <li>Homelessness and demand for temporary accommodation may increase due to job losses and the collapse of buy to let</li> <li>Increasing levels of mortgage repossessions may result in higher numbers of homeless presentations</li> <li>Increase in demand for private rented sector due to inability to obtain mortgage finance</li> </ul> <p><b>Outcome 5.3</b></p> <ul style="list-style-type: none"> <li>Local people priced out of the housing market</li> <li>Lack of affordable housing</li> <li>The recession and housing market slump will affect development of affordable properties as developer's bank land</li> <li>Loss of S106 income may lead to failure to deliver affordable housing</li> </ul> <p><b>Outcome 5.4</b></p> <ul style="list-style-type: none"> <li>Changes to Community Safety Partnership - strategic responsibility to County may move resources / impact away from Chorley</li> <li>Impact of recession may lead to increasing levels of crime</li> </ul> <p><b>Outcome 5.5</b></p> <ul style="list-style-type: none"> <li>Good and affordable leisure facilities and countryside location</li> </ul>	<p><b>Outcome 6.1</b></p> <ul style="list-style-type: none"> <li>3% Efficiency and Transformation Targets</li> <li>Deliver better VFM</li> <li>Data Quality issues</li> <li>Proactively manage the Council's performance information architecture in response to the new NI set</li> <li>Dealing with increasing customer expectations</li> <li>Falling satisfaction with the Council during the recession</li> <li>Failure to achieve level 3 of the Equality Standard (6.4)</li> </ul> <p><b>Outcome 6.2</b></p> <ul style="list-style-type: none"> <li>Two tier working opportunities</li> <li>Develop LSP activity</li> <li>The need to manage political relationships effectively</li> <li>Keeping partners engaged</li> </ul> <p><b>Outcome 6.3</b></p> <ul style="list-style-type: none"> <li>Maintain excellent services &amp; performance in light of budget/efficiency targets</li> <li>Workforce Plan now in place</li> <li>Find other ways to provide non priority services &amp; redirect resources to priority areas</li> <li>Ineffective management of the Council's partnerships (not LSP)</li> <li>The adverse economic climate may affect partner's service delivery and key contracts.</li> <li>Loss of key staff following CPA</li> <li>Staff retention of due to a lack of career path</li> <li>Falling income streams due to recession may adversely effect resourcing and service delivery</li> </ul> <p><b>Outcome 6.4</b></p> <ul style="list-style-type: none"> <li>Proactively manage the Council's performance information architecture in response to the new NI set</li> <li>Potential for complacency following the achievement of excellent status</li> </ul> <p><b>Outcome 6.5</b></p> <ul style="list-style-type: none"> <li>Successfully Implement CRM</li> <li>Implement a strategy for managing customer access / focus and channel migration</li> <li>Deal with failure demand from NI 14</li> </ul>
<b>ACTIONS</b>	Business Directorate <ul style="list-style-type: none"> <li>Implement the "Market Chorley to the world" action plan (1.1,1.2,1.4)</li> <li>Continue to market the "Revolution" strategic regional site (1.1,1.4)</li> <li>Deliver the "New business start up" program(1.1,1.2,1.4)</li> <li>Implement the "Chorley Employment Charter" (1.1,1.3)</li> </ul>	Business Directorate <ul style="list-style-type: none"> <li>Develop the Friday Street health centre project with the PCT facilitated through "Land bank" (2.1,2.4)</li> <li>Target the "Chorley Employment Charter" towards areas of deprivation (2.1)</li> <li>Focus the use of the Outreach Enterprise Facilitator Service towards deprived areas to encourage entrepreneurship and self employment (2.1)</li> </ul>	Business Directorate <ul style="list-style-type: none"> <li>Work in partnership with TWL Ltd to encourage volunteering and activities in areas of deprivation(3.2)</li> </ul> Business Transformation & Improvement Directorate <ul style="list-style-type: none"> <li>Budget consultation exercises 2009/10 (3.1)</li> </ul>	Business Directorate <ul style="list-style-type: none"> <li>CHISS scheme to target energy saving measures in private sector housing (4.1)</li> <li>Achieve the targets set in the Corporate Strategy to increase the no of sites which are actively managed (4.3)</li> </ul>	Business Directorate <ul style="list-style-type: none"> <li>Complete the restructure of Strategic Housing (5.2)</li> <li>Implement an In house Debt Counsellor (5.2)</li> <li>Assume direct management of Cotswold House (5.2)</li> <li>Deliver the Homeless Prevention Strategy (5.2)</li> <li>Establish a holistic housing advice centre and promote all housing options (5.2)</li> </ul>	Business Directorate <ul style="list-style-type: none"> <li>Implement the recommendations from the VFM review of Business (6.1)</li> <li>Implement the "Homestart" family Support Project (6.2)</li> <li>Develop an outreach service including home visits for homelessness and housing advice customers (6.5)</li> </ul>

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	<ul style="list-style-type: none"> <li>Explore the feasibility of a private sector led "Town Centre Management Board" (1.1)</li> <li>Provide support to business and staff using:</li> <li>Redundancy Task Force Connect to Work Enterprise Facilitator service (1.1,1.3)</li> <li>Undertake an analysis of which business will be worst affected by recession and the impact on rural business (1.1,1.2,1.3)</li> <li>Develop Joint working with CCH and other RSL's to remove barriers to employment and address skills gaps (1.3, 2.1)</li> <li>Implement the "Connect to work project"(1.3)</li> </ul> <p>Business Transformation &amp; Improvement Directorate</p> <ul style="list-style-type: none"> <li>Investigate the reduction of invoice processing times (1.1,1.2,1.3)</li> </ul> <p>Information &amp; Communications Technology Directorate</p> <ul style="list-style-type: none"> <li>Develop web site "dialogues" relating to the economic downturn containing advice and guidance (1.3,2.1,3.2,6.5)</li> <li>Explore the feasibility of implementing a Chorley digital TV channel to provide improved communication with the public (1.3,2.1,6.5)</li> </ul> <p>People Directorate</p> <ul style="list-style-type: none"> <li>Develop a specific range of measures within the "Children's Trust" activity (1.3) People</li> </ul>	<ul style="list-style-type: none"> <li>Develop outreach projects at Cotswold House including Family Planning/Sexwise /Jobcentre plus/welfare advice and develop a programme of learning for customers on basic literacy and maths, life and parenting skills (2.2,2.4)</li> <li>Develop a coordinated peer education project with other partners for delivery in schools targeted at most deprived areas where young people more likely to seek social housing at an earlier stage (2.2)</li> <li>Promote the "CHESS" fuel poverty scheme (2.2,2.3)</li> <li>Procure a new Handyperson Scheme contract (2.3)</li> <li>Housing advice team to deliver outreach (2.5)</li> </ul> <p>Business Transformation &amp; Improvement Directorate</p> <ul style="list-style-type: none"> <li>Utilise the Medium Term Financial Strategy to manage resources (2.3,6.3)</li> </ul> <p>Chief Executives Office</p> <ul style="list-style-type: none"> <li>Chief Executives of CBC/PCT to undertake regular liaison meetings to develop relations (2.4)</li> </ul> <p>Neighbourhoods Directorate</p> <ul style="list-style-type: none"> <li>Undertake the CDRP Community Satisfaction Plan and Strategic Assessment (2.2)</li> <li>Days of action planned for rural areas in 2009 (2.5)</li> </ul> <p>People Directorate</p> <ul style="list-style-type: none"> <li>Continue to invest in free swimming (2.2,2.3)</li> <li>Deliver "Get up and Go" (2.2)</li> <li>Deliver the "Children's Trust" guidance on risk taking behaviour (2.2,2.4)</li> <li>Utilise the "Circles of Need" project to provide better joined up services for older people (2.3,6.2)</li> <li>Implement the "Rescue for Health" initiative (2.4)</li> <li>Undertake joint working with the PCT to develop a health inequalities strategy (2.4)</li> <li>Price freeze on Leisure Services admissions across the board (2.4)</li> <li>Lobby the Central Lancashire Health and Well-being Board lobby to develop corporate partnership working around the PCT footprint (2.4)</li> </ul> <p>Policy &amp; Performance Directorate</p> <ul style="list-style-type: none"> <li>Meetings planned between the ACE (P&amp;P) and the PCT Director of Partnerships to develop closer joint working through LSP activity (2.4)</li> <li>Undertake an LSP rural economic diversification project (2.5)</li> <li>Establish a "Rurality" task and finish" group (2.5)</li> <li>Work with LSP partners to allocate performance reward grant effectively to reduce the gap and address key issues relating to inequality and life chances (2.1,2.2,2.3,2.4,3.2,5.4,6.1,6.2)</li> </ul>	<p>Chief Executives Office</p> <ul style="list-style-type: none"> <li>Investigate further opportunities for community management (3.1)</li> </ul> <p>Neighbourhoods Directorate</p> <ul style="list-style-type: none"> <li>Implement the "Face the Public" community safety initiative based on a strategic assessment (3.1)</li> <li>Neighbourhood Working consultation event (3.1)</li> <li>The expansion of community development and neighbourhood working includes targets to increase volunteering to be measured in the Neighbourhoods action plan. (3.2)</li> </ul> <p>People Directorate</p> <ul style="list-style-type: none"> <li>All SPAA projects contain elements of volunteering (3.2)</li> <li>Develop a corporate Volunteering Plan (3.2)</li> </ul> <p>Policy &amp; Performance Directorate</p> <ul style="list-style-type: none"> <li>Review the Citizen's Panel (3.1)</li> <li>Utilise the LSP Community Empowerment Network (3.2)</li> <li>Introduce a lottery funding training program for officers and volunteers (3.2)</li> <li>Focus on promoting volunteering through Chorley Smile (3.2)</li> <li>Information and links to volunteering will be made available on the Chorley Partnership Web site (3.2)</li> </ul>	<p>Neighbourhoods Directorate</p> <ul style="list-style-type: none"> <li>Develop an "in house" recycling scheme within the Council (4.1)</li> <li>Green Flag status applied for Tatton Rec, Withnell and Yarrow Valley (4.3)</li> </ul> <p>People Directorate</p> <ul style="list-style-type: none"> <li>Implementation of the Heat Exchanger project at All Seasons to save 33% of CBC annual carbon target (4.1)</li> </ul> <p>Policy &amp; Performance Directorate</p> <ul style="list-style-type: none"> <li>Publicise and administer the climate change grants for SME's and the Third Sector (4.2)</li> </ul>	<ul style="list-style-type: none"> <li>Develop effective links with the private rented Sector and a Rental Bond Scheme for vulnerable people (5.2)</li> <li>Terminate the CAB agreement and bring the specialist housing advisor back in house (5.2)</li> <li>Develop and implement a Mortgage Rescue Scheme (5.2)</li> <li>Work with the Courts to determine if any forthcoming possession hearings are preventable (5.2)</li> <li>Proactively target empty homes (5.2)</li> <li>Develop the Land Holding project to deliver 40 housing units (5.3)</li> <li>Explore the housing opportunities for existing sites not considered viable that may attract social housing grant (5.3)</li> <li>Set up an affordable housing task force to improve internal communication and maximise section 106 outputs (5.3,6.3)</li> <li>Developing a programme of potential sites for expenditure of commuted sums for affordable housing managers post (5.3)</li> </ul> <p>Neighbourhoods Directorate</p> <ul style="list-style-type: none"> <li>Establish a "mini - MATAC" within each of the seven Neighbourhood areas (5.4)</li> </ul> <p>Policy &amp; Performance Directorate</p> <ul style="list-style-type: none"> <li>Analyse the place survey results to ensure public satisfaction issues are addressed (5.1,6.1)</li> </ul>	<p>Business Transformation &amp; Improvement Directorate</p> <ul style="list-style-type: none"> <li>Continue VFM review program (6.1)</li> <li>Update the procurement and efficiency strategy (6.3)</li> <li>Undertake training for managers in the application of the revised Partnership Framework (6.3)</li> <li>Update exit management plans for all key partners and contracts (6.3)</li> <li>Continue to monitor partnership performance with regular reports to members.(6.3)</li> </ul> <p>Human Resources &amp; Organisational Development Directorate</p> <ul style="list-style-type: none"> <li>Deliver the actions in the Workforce Plan (6.1)</li> <li>Work with Staff Matters to develop health and wellbeing activities to improve staff workplace and community satisfaction (6.3)</li> <li>Deliver the Management Leadership Program (6.4)</li> </ul> <p>Neighbourhoods Directorate</p> <ul style="list-style-type: none"> <li>Develop and establish Mobile Working within Neighbourhoods (6.5)</li> </ul> <p>People Directorate</p> <ul style="list-style-type: none"> <li>Complete a partial restructure in People and appoint a 'Customer Information Officer' (6.5)</li> <li>Undertake the 'Tell Us Once' Bereavement Pilot scheme (6.5)</li> <li>Deliver the draft project within the Locality Plan to provide combined access channels for all development applications (6.5)</li> </ul> <p>Policy &amp; Performance Directorate</p> <ul style="list-style-type: none"> <li>Continue to fund LSP projects (6.2)</li> <li>Develop a Locality Plan with LCC (6.2)</li> <li>Adopt relevant former BVPI 's as local indicators and incorporate them within Service Plans (6.3,6.4)</li> <li>Undertake a CAA self assessment and implement action to address gaps (6.3,6.4)</li> <li>Implementation of a new Corporate Performance management system. (6.4)</li> <li>N1 14 baselines taken and actions to address avoidable contact planned (6.5)</li> <li>Apply for funding for the proposed "Timely Information for Citizens" project to reduce "Avoidable Contact" (6.5)</li> <li>Utilise LAA funding to develop further projects with partner and strengthen commitment to joint working (6.2)</li> </ul>