

## STEPHEN CHORLEY

<b>Date of Birth</b>	27 May 1948
<b>Nationality</b>	British
<b>Profession</b>	Economist/Planner and Public Sector Manager Chartered town planner (MRTPI)

### Key qualifications

Professional background in economics and town planning. Senior positions in local government with broad ranging responsibilities for service management and strategic policy advice in economic development, roads and transport, planning and property functions. Experience working with private as well as public sector organisations. Strong record of applying analytical skills and creative thinking combined with pragmatism in implementation and experience in management at a senior level in complex, publicly accountable organisations.

### Summary of experience

Stephen has worked for local authorities for the a little under 30 years, 15 of which were at senior management level culminating in a post as a Director for the last 9 years. Prior to that he worked for an independent organisation representing business and local authority interests in Scotland and for an international firm of chartered accountants.

He has led a number of Best Value reviews and self assessments, and managed major changes in the business operation of two in-house trading units (roads maintenance and fleet management and maintenance).

He has had a leading role in drawing up development strategies at national (Scotland), regional (Strathclyde) and local (Ayrshire) levels. These included a strategy and related investment programme for the west of Scotland which was one of the first and largest 'structural funds programmes' funded by the EU and was a prototype for the funding arrangements through which EU funds have been channelled for the last 15 years.

For the last 9 years roads management and transport planning within Ayrshire have formed a central part of his Stephen's remit. During this period he has developed a new transport strategy for the area, and successfully promoted the construction of a major new motorway link to Ayrshire alongside a progressive framework of public transport improvements through improved bus stations, bus quality corridors and new rail freight terminals.

Stephen has been responsible for promoting a number of business and commercial property developments ranging from enterprise centres and business parks to town

centre regeneration schemes. Most of these projects have involved partnerships with private developers.

He has also promoted a variety of environmental initiatives ranging from local environmental improvement schemes to the development of an environmental strategy and related indicators for Strathclyde Regional Council. Stephen has recently been advising CoSLA on proposals for the introduction of Strategic Environmental Assessment in Scotland.

The creation and promotion of partnerships has been a central role for the last 20 years. These have ranged from local development partnerships to major regional organisations. Recently Stephen has been assisting the Strathclyde Passenger Transport Authority in developing their engagement in Community Planning.

### **Employment summary**

1995-04	East Ayrshire Council: Director of Development Services
1989-95	Strathclyde Regional Council, Chief Executive's department: senior executive officer (economic development, planning and environment)
1981-89	Strathclyde Regional Council, Chief Executive's Department: group leader, Economic Development Unit
1975-81	Strathclyde Regional Council, Physical Planning Department: principal planner (economic development)
1972-75	Scottish Council for Development and Industry (SCDI): economist
1969-70	Arthur Andersen and Co (chartered accountants): trainee accountant

### **Employment record**

#### **East Ayrshire Council, Director of Development Services (1995 – 2004)**

Responsible for the overall direction of 260 employees, a revenue budget of £12m, a capital programme of £12m, and in-house trading services with a turnover of £6m. Functions: economic development and regeneration, environmental strategy, roads and transportation, planning and building standards, business support and promotion, property portfolio management, development project planning, external funding, and in-house trading services (roads maintenance and fleet management and maintenance).

#### Recent projects

- Proposals for deepening the Strathclyde Passenger Transport Authority's engagement in community planning.
- Proposed response for the Convention of Scottish Local Authorities to the Scottish Executive's consultation on Strategic Environmental Assessment.
- Preparation of an economic development strategy for Ayrshire as 'Scotland's Western Gateway' for the Ayrshire Economic Forum.
- Outline proposal for an Urban Regeneration Company for the Ayrshire Economic Forum.
- Development of an asset management framework for Council properties including an outline financial and cost-benefit appraisal of options for council office accommodation following Treasury recommended procedure.

Other significant projects:

- Best Value reviews and improvement in the management and delivery of services using a variety of approaches including EFQM, the Accounts Commission's Programme Management and Planning (PMP) templates, comprehensive Best Value Service review, improvement action plans, and extended use of performance measures
- Innovative business planning approaches for in-house roads maintenance and fleet management and maintenance services. These have involved comprehensive change in contractual arrangements, management processes, working methods, quality control and conditions of service. Both services have been turned from loss makers to profitable businesses operating to externally bench-marked prices and have won external work on a competitive basis.
- A new economic strategy for the area, a 'restoring communities' programme in conjunction with local community groups, townscape redevelopments, and a native woodlands and land reclamation programme which has resulted in 250 ha of new community woodlands.
- New Structure Plan, Local Plan and Opencast Coal Subject Plan
- Successful lobbying for a new motorway connection to Ayrshire
- A Local Transport Strategy which has formed the groundwork for an integrated £10m programme of traffic management and road safety improvements leading a reduction of over 30% in pedestrian accidents and increased cycle and bus usage.
- Partnerships and Community Planning: new regional partnerships with the Ayrshire Structure Plan Joint Committee, the Ayrshire Economic Forum, the West of Scotland Loans Fund, the West of Scotland Transport Joint Committee, and the Ayrshire and Arran Tourist Board; local regeneration partnerships in a number of communities and Town Centre Management projects in Kilmarnock and Cumnock; major contribution to the East Ayrshire Community Plan
- Over £40m of external funding for development projects managed by the department – a leverage rate on Council funds of 5:1 (sources have included European Funds, Heritage Lottery, Public Transport Fund, Flood Prevention funding and a range of smaller grant sources).
- New property development in support of the Council's development objectives including three new business parks being developed through public/private partnerships, a new town centre development strategy incorporating edge-of-centre retail developments and town centre offices and significant new inward investment businesses on specifically prepared sites.
- Implementation of a £20m flood prevention scheme incorporating environmentally sensitive attenuation schemes.

**Strathclyde Regional Council, Chief Executive's Department (1981 - 1995)**

Responsible for administration of three Council committees and two teams providing advice on economic policy and corporate environmental policy.

Projects included:

- An Economic Development Strategy for the region.
- An Environmental Charter and associated environmental indicators.
- Successful submission for European development funding of a £1bn development programme supported by £250m of European funds over five years. This

programme was a pre-cursor of the programme funding arrangements now in place throughout the EU.

- Management, under the auspices of CoSLA, of allocations of European Social Funds for Further Education and local authority supported training programmes in Scotland.
- Innovative business support and training programmes funded through European grants.
- Local partnerships to promote economic development in several areas within the region.
- Facilitation through planning agreements of major developments of new business parks in Glasgow in support of the Glasgow Regeneration Alliance.
- Development of economic forecasting methodologies in conjunction with Cambridge Econometrics and production of a widely circulated review of economic trends within the region.

**Strathclyde Regional Council, Physical Planning Department (1975 - 1981)**

Responsible for the economic analysis underlying the regional Structure

**Scottish Council for Development and Industry (1972 - 1975)**

Major reports on the future of the Scottish economy, promoting service sector employment (in particular head offices and the finance sector), and development institutions (advocating a Development Agency linked to a Scottish Assembly).

**Arthur Andersen and Co (1969 - 1970)**

Articled clerk. Successfully completed first year for qualification as an ACA.

**Educational and Professional Qualifications**

- BA (Hons) - Politics Philosophy and Economics - University of Oxford 1969
- MSc - Urban and Regional Planning - University of Strathclyde 1972
- Chartered Town Planner 1995
- Short course training in strategic management at Henley Management College and senior management in local government at Strathclyde University.
- Training in basic accountancy, management information systems and systems auditing with Arthur Andersen