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## Chief Executive's Office

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Your Ref:  
Our Ref:  
Doc ID:  
Date: 27 September 2005

**Chorley**  
Borough Council

Town Hall  
Market Street  
Chorley  
Lancashire  
PR7 1DP

**Chief Executive:**  
Jeffrey W Davies MA LLM

Dear Councillor

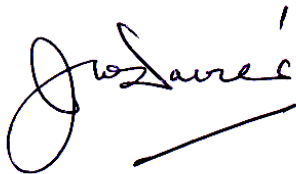
### **EXECUTIVE CABINET - THURSDAY, 29TH SEPTEMBER, 2005**

I am now able to enclose, for consideration at the above meeting of the Executive Cabinet, the following reports that were unavailable when the agenda was printed.

<b>Agenda No</b>	<b>Item</b>
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- |     |   |
|-----|---|
| 11. | <b><u>Strategic Housing Function</u> (Pages 219 - 234)</b><br>Report of the Head of Housing Services (enclosed)                   |
| 17. | <b><u>Lancashire Local Area Agreement</u> (Pages 235 - 252)</b><br>Report of the Head of Corporate and Policy Services (enclosed) |

Yours sincerely



Chief Executive

Encs

### **Distribution**

1. Agenda and reports to all Members of the Executive Cabinet and Chief Officers for attendance
2. Agenda to all remaining Councillors for information.

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આ માહિતીનો અનુવાદ આપની પોતાની ભાષામાં કરી શકાય છે. આ સેવા સરળતાથી મેળવવા માટે કૃપા કરી, આ નંબર પર ફોન કરો: 01257 515822

ان معلومات کا ترجمہ آپکی اپنی زبان میں بھی کیا جاسکتا ہے۔ یہ خدمت استعمال کرنے کیلئے براہ مہربانی اس نمبر پر ٹیلیفون

01257 515823

کیجئے:

Report of	Meeting	Date
Head of Housing Services (Introduced by the Executive Member for Housing and Neighbourhood Renewal)	Executive Cabinet	29 September 2005

## HOUSING SERVICES RE-STRUCTURE

### PURPOSE OF REPORT

- To seek members approval for a new strategic Housing Services Staffing Structure.

### CORPORATE PRIORITIES

- The report meets corporate priorities of serving our customers better and investing in our capacity to deliver.

### RISK ISSUES

- The issue raised and recommendations made in this report involve risk considerations in the following categories:

Strategy	✓	Information	
Reputation	✓	Regulatory/Legal	✓
Financial	✓	Operational	✓
People	✓	Other	

- The provision of a 'fit for purpose' Strategic Housing Service, is a requirement to meet Housing Stock Transfer and deliver CPA criteria.

### BACKGROUND

- Members at their meeting on 7 April 2005 approved a report detailing proposals for consultation on a new Strategic Housing Service Structure.
- Members received a further report on 26 May summarising the consultative responses which contain some general concerns over the proposals. In response to this members approved an approach to take matters forward by approving to:
  - Proceed with the proposal to establish a new Home Improvement Agency jointly with South Ribble Borough Council and second two posts of Home Improvement Officer and Home and Area Improvement Officer to the Agency on existing grades.
  - Confirm the proposal to transfer the residual strategic housing function to the new Development Regeneration Unit and the transfer of the housing standards function to the Environmental Services Unit but subject to a review of the proposed staffing arrangements by Tribal HCH, the Council's recently appointed lead housing stock transfer consultants.

7. Tribal HCH have now submitted their report on the review of staffing arrangements contained at appendix 1 of the Report.

### **CONSULTANTS REPORT**

8. The proposal from Tribal HCH recommends the inclusion of 2 additional service delivery posts, Strategic Manager, and Home Energy Efficiency Officer, together with 1 Admin Assistant support post. The inclusion of the 2 service delivery posts have been included to address issues of capacity and service quality raised following consultation and feedback. The options of including the Admin support post and Energy Efficiency Officer are discussed further in the report.
9. The proposed core structure proposed by Tribal (excluding options for Admin support and energy Efficiency Officer) provides the capacity to continue to deliver a Strategic Housing Service. This core structure is referred to at Addendum 1 of the covering report.
10. The consultant recommendations are set at paragraph 1.14.1 of their report and for ease and clarity are repeated below:
  1. The structure outlined in this report be adopted.
  2. A distinct stand alone strategic housing service is established within the new Development and Regeneration Unit.
  3. The changes are implemented at the earliest opportunity.
  4. The structure is reviewed in Autumn 2007 (or twelve months after transfer)
  5. Consideration is given to providing an additional EHO or technician to assist with Housing Standards
  6. Additional Administrative support for the Environmental Services Unit is reviewed
  7. Consideration is given whether to transfer the existing Administrative Assistant from Housing Renewal to the new Development and Regeneration Unit.
11. It is suggested to Members that 2, 3 and 4 be accepted. With regard to the other proposals options are available.
12. In considering the options covered by recommendations 1,5,6 and 7 Members are asked to consider the impact of the proposals on
  - (i) Cost/savings to the General Fund/HRA budget.
  - (ii) To consider whether to include the post of Home energy Efficiency Officer.
  - (iii) Whether the current level of service delivered as part of Housing Standard Service to be transferred to Environmental Services and undertaken by a Technical Assistant is a service priority for the Council.
  - (iv) Whether Members consider that administrative support to the environmental Services Unit and Development and Regeneration Unit are matters to be approved now or further considered at the 12 month review.

### **HOUSING STANDARDS SERVICE OPTIONS**

13. Members' attention is drawn to paragraph 1.7.7 of the Consultant report regarding a proactive service to cater for the domestic drainage rubbish and low level nuisance complaints. If Members choose not to provide this service, but then the post of Technical Assistant can be deleted and only 1 EHO post transferred to Environmental Services. The post is only temporarily filled and thus no potential redundancy would ensue.

**HOME ENERGY EFFICIENCY OFFICER OPTIONS**

14. The Tribal HCH proposal includes a post of Home Energy Efficiency Officer. The inclusion of the post would allow for the provision of a proactive service to promote and develop measures to address fuel poverty and affordable warmth. It would be an enabling role with actual service delivery for grants etc through the Home Improvement Agency. The deletion of this post would still enable statutory functions to meet Home Energy Conservation Act requirements but little capacity to develop partnerships to access potential new funds or undertake promotion/publicity.
15. The structure for including this post is indicated at addendum 2 of this report.

**ADMINISTRATIVE SUPPORT OPTIONS**

16. With regard to recommendation 7 of the Tribal report of their proposed structure which involves the transfer of the Admin Assistant currently in Housing Renewal to the Development and Regeneration Unit, Members are asked to consider information set out below.
17. With the introduction of the proposals for the Home Improvement Agency and the transfer of the Housing Standards Function to Environmental Services, some of the administrative support will subsequently not be required. There will however be a residual clerical administrative support function requirement and the addition of Housing Needs and Investment staff currently not being supported through administrative services is also likely to add administrative support needs. However, until the new structure is implemented no assessment of support needs can be undertaken and it is therefore an option for members to review the administrative support needs in 12 months time. If Members choose not to transfer this post to the new Development and Regeneration Unit, to avoid a potential redundancy situation this post will be transferred to Housing Revenue Account.
18. With regard to recommendation 6 of the Tribal Report, that administrative support to Environmental Services be reviewed it is an option for Members to consider this review now or the proposed review in Autumn 2007.

**OPTION CHOICE**

19. Members have a choice of options:
  1. Accept the structure proposed in the Tribal Report.
  2. Accept an amended structure as set out in the addendum 1 to my covering report which in essence involves the transfer of an administrative assistant post to the Housing Services unit. and/or
  3. Retain or delete the post of Technical Assistant as detailed at paragraph 11 of this report.

**COMMENTS OF THE HEAD OF HUMAN RESOURCES**

20. HR fully supports the secondment of staff to the Housing Improvement Agency.
21. With regard to the adoption of a Strategic Housing function in the event of either structure being implemented the staff members involved will be subject to ring fencing and selection, only where necessary, however members should be aware that this could potentially lead to compulsory redundancies.

22. Members need to consider whether the resources contained within either structure can deliver a service at a level that is acceptable to the organisation and this may have an effect on staff members who may require support in this area. Adoption of the Tribal proposal will have a negative effect on the budget challenge borne out of the loss of the Housing Revenue account and may have an impact on other service areas who potentially may have to assist in making the necessary savings.

#### COMMENTS OF THE DIRECTOR OF FINANCE

23. The original proposal resulted in a saving to the General Fund of £67k, with some costs being borne by the Housing Revenue Account. This situation resulted from both a change in the overall structure and also of having a stand-alone unit whereby recharges to and from the HRA are no longer required.
24. The financial effects of the options for consideration are as follows:
- Option 1 - The Tribal proposal increases the number of staff by 2 over and above the original proposal. The cost of the additional staff would be £85k and as a result the costs to the General Fund would increase by the same amount. The proposal would therefore be more expensive to the General Fund than current budget.
- Option 2 – The alternative structure as per Addendum 1, whereby the admin support is transferred to the HRA, and the Home Energy Efficiency Officer post and the remaining technical post are deleted, would result in a saving of £29k from the original proposal. The inclusion of the Home Energy Efficiency Officer post (Addendum 2) would result in an overall cost neutral effect on the General Fund.
- Option 3 – The cost of retaining the technical post would be an additional £25k to each of the alternative structures contained in Option 2, therefore Addendum 1 would then have a net saving of £4k and Addendum 2 a net cost of £25k, in relation to the original proposal.
25. In all cases there will be an additional cost to the HRA of approx. £52k.

#### RECOMMENDATION(S)

26. (1) That the Tribal HCH report be noted.  
(2) Members option choice is requested on the New Strategic Housing Service Structure.

#### ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

27. Options included as part of the report.

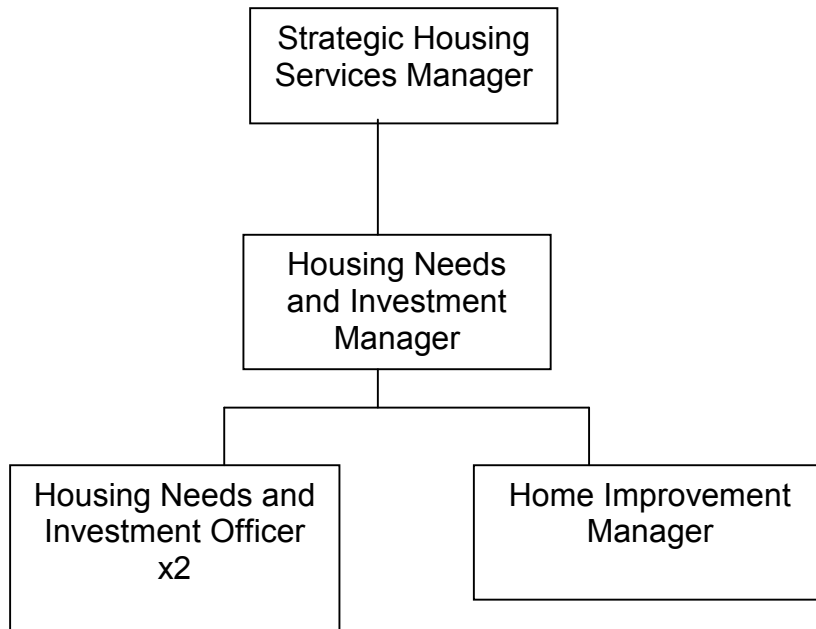
STEVE LOMAS  
HEAD OF HOUSING SERVICES

Background Papers			
Document	Date	File	Place of Inspection
Report To Exec	7 April 2005 and 26 May 2005		Town Hall, Chorley

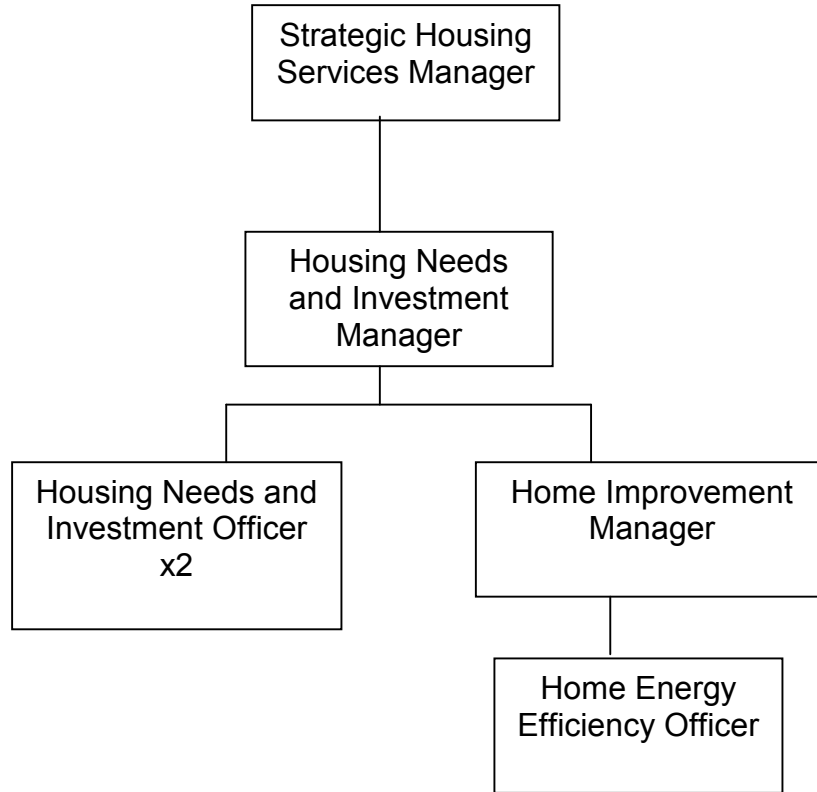
Report Author	Ext	Date	Doc ID
Steve Lomas	5577	22 September 2005	ADMINREP/REPORT

**Alternate Strategic Housing Services Structure**



NB The above structure excludes homelessness services or housing register management.

**Alternate Strategic Housing Services Structure**



NB The above structure excludes homelessness services or housing register management.



**T R I B A L**

**HCH**

**CHORLEY BC**

**REVIEW OF PROPOSALS FOR SEPARATION OF  
THE STRATEGIC HOUSING FUNCTION**

**September 2005**

T R I B A L

HCH

**Document control sheet**

Client	Chorley BC
Document Title	<b>CHORLEY BC</b> REVIEW OF PROPOSALS FOR SEPARATION OF THE STRATEGIC HOUSING FUNCTION
Version	03
Status	Draft
Reference	
Author	Mark Longhill
Date	19 <sup>th</sup> Sept 2005
Further copies from	<b>email: <a href="mailto:documents@tribalgroup.co.uk">documents@tribalgroup.co.uk</a> quoting reference and author</b>

Quality assurance by:	
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**Document history**

Version	Date	Author	Comments
01	14 <sup>th</sup> Sept	Mark Longhill	
02	15 <sup>th</sup> Sept	Mark Longhill	
03	19 <sup>th</sup> Sept	Mark Longhill	

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## 1 Introduction

### 1.1 Background

1.1.1 The Council produced a report entitled, "Housing Service Restructuring" earlier this year, which was approved by the Executive Cabinet on 7<sup>th</sup> April for consultation purposes with staff and Trades Unions. The report focused on the separation of the strategic housing functions from the housing landlord role in preparation for housing stock transfer.

1.1.2 As a result of the consultation, a number of staff gave written feed back on the proposals and raised a number of specific concerns.

1.1.3 In light of the concerns raised, it was decided to invite TRIBAL HCH to independently carry out a review of the proposals and to provide a written report.

### 1.2 The Brief

1.2.1 We were specifically asked to

- liaise with staff who had submitted written responses to the report and review their concerns
- consider the level of the senior post needed to lead the strategic housing function
- consider whether the proposed structure would be fit for purpose
- consider whether there were adequate resources for energy efficiency
- consider potential future demands on the service
- review the proposed staffing arrangements and suggest alternatives, if appropriate

### 1.3 Our Approach

1.3.1 We looked at the national framework and guidance on the strategic housing function.

1.3.2 We looked at staffing arrangements in other similar sized authorities, who have transferred their housing stock, their experiences and examples of good practice.

1.3.3 We interviewed eight staff individually, who had submitted letters or comments on the proposals, and invited them to restate and expand on their concerns. There were two members of staff who were not available, one being off sick and the other having been promoted to a post in another local authority.

1.3.4 We would like to thanks the staff for sharing their views with us.

1.3.5 This report needs to be read in conjunction with the original Council report, a copy of which is attached at Appendix A.

## 1.4 National Framework and Guidance on the Strategic Housing Function

- 1.4.1 The Government has been advocating that councils should consider splitting their strategic from their landlord roles since 2000. Often the catalyst for doing this is when authorities are considering transferring their housing stock as is the case in Chorley.
- 1.4.2 This in itself is not a problem. However, there is danger that with the transfer of the stock, local authorities provide an under resourced residual strategic housing team.
- 1.4.3 The Audit Commission in its report in 2002, "Housing After Transfer: the Local Authority Role," pointed out that although a quarter of local housing authorities had now sold off their homes, they still retain statutory housing duties which they should not ignore.
- 1.4.4 It added that councils needed to take a more strategic approach to housing, and adjust to a new way of working in which housing providers can be influenced, but not directly controlled, by the council.
- 1.4.5 The importance of the residual strategic housing role of local authorities was reinforced again in the Housing Transfer Manual 2005. The Government stated "the Secretary of State will not grant consent to transfer if the authority cannot demonstrate convincingly that they (the retained housing services) will be provided satisfactorily in the future Performance in these areas will continue to be part of a post-transfer authority's Comprehensive Assessment and Future Best Value Reviews. "
- 1.4.6 In our view the above guidance should not be taken lightly. There is evidence of some district authorities, who have not adequately resourced their strategic housing functions post transfer, which, in some instances, has resulted in adverse Best Value Reviews.
- 1.4.7 It is important therefore that the Council is mindful of this in coming to any decision on resourcing the service.

## 1.5 Current Housing Responsibilities of Local Authorities

- 1.5.1 The key strategic housing services that will still need to be provided by the Council post transfer were outlined in the report to Executive on 7<sup>th</sup> April:
- Dealing with Statutory homelessness
  - Provision of Temporary accommodation
  - Housing Strategy
  - Supporting People Commissioning
  - Low Cost Home Ownership
  - The Approved Development Programme
  - Partnership working with the statutory and voluntary sector
  - Discretionary and mandatory grants
  - Disabled Facilities Grants
  - Home Energy efficiency advice

- Housing standards
- Empty private dwellings
- Private landlord liaison

1.5.2 We would suggest that this list understates the position and would add the following:

- Homelessness strategy
- Contributing to Sub regional housing strategies
- Liaison with Primary Care Trusts

## 1.6 Future Housing Responsibilities of Local Authorities

1.6.1 Looking ahead, the government 's agenda would suggest a growing housing role for local authorities working in partnership with other organisations. This type of work is often demanding in terms of time and calls for officers with the appropriate level of authority and experience to make decisions to be available.

1.6.2 The Government is committed to providing more choice and financial inclusion. In housing, it is promoting initiatives such as Home Buy and HomeSave which provides assistance for council and housing association tenants wherever they are at, financially. It gives incentives to tenants who open a bank account and to those who save modest amounts. It offers new opportunities for tenants to own a stake in housing without putting them under pressure to buy their home. For those who want to and can afford to purchase, it provides a scheme for shared ownership. This should not affect the Council, assuming that transfer proceeds.

1.6.3 The Housing Act 2004 brings new responsibilities and tools available with regards to the enforcement and monitoring of private sector housing.

1.6.4 For example, Empty Dwelling Management Orders (EDMOs) are a new legal tool which will help local authorities to bring longer-term empty properties back into use. EDMOs enable local authorities to rent out properties which the owner has chosen to leave empty and use the rental income to cover repair and management charges They were introduced by the Housing Act 2004, but require secondary legislation to bring them into force.

1.6.5 The introduction of HMO licensing, may call for some additional resources as a means of raising property and management standards in the private sector. However, given the relatively small number of HMO's and the size of the private rented sector in Chorley, we would not envisage this having a major impact.

## 1.7 Specific Functions and Resourcing -

1.7.1 **Strategic Housing** -We have examined the proposed location of the different housing functions, the proposed resources and, from our interviews with staff involved, we noted the following.

1.7.2 There seems to be general acceptance that the strategic housing function should be located in the new Development and Regeneration Unit, comprising economic development, regeneration, development control, economic regeneration and building control.

- 1.7.3 We would endorse this proposal view in that there is already close working between these disciplines, in particular housing and planning. It is also consistent with the approach recommended in the recent report “Intelligent Approaches to Housing”, a joint publication by the Chartered Institute of Housing, Royal Town Planning Institute and the Local Government Association.
- 1.7.4 However, we suggest that the function should not be placed under the Planning Policy Manager, as proposed in the original report, but be the responsibility of a new post of Strategic Housing Services Manager at a comparable level of seniority in the Council.
- 1.7.5 This would reflect the importance of housing in its own right and ensure that it was not subsumed under the planning function. Also, we consider there is a capacity issue for the Planning Policy Manager to effectively lead on this role and carry out his existing role effectively.
- 1.7.6 This would also reflect the growing importance of the strategic housing function of local authorities.
- 1.7.7 **Housing Standards-** There seems to be general support for the Housing Standards function to be transferred to the Environmental Services Unit. This seems logical given the options available and the natural links with environmental health. However, there does seem to be an issue of capacity in relation to dealing with 500 drainage issues per year. Also, it would appear that this is almost entirely a reactive service at present. Even if the Council chooses not to provide a proactive service, there would appear to be a need for some additional support for post holder who deals with. This could be either one technician or another EHO.
- 1.7.8 In addition, concern has been expressed about the additional demand on existing administrative support available in Environmental Services Unit resulting from one or two further staff.
- 1.7.9 **Housing Renewal-** We would support the location of this role under strategic housing. Whilst there was some suggestion that this should be with environmental health, both of these are recognised approaches. ( The Council has already agreed in principle that the two current housing renewal staff work for the new Home Improvement Agency. )
- 1.7.10 **Energy Efficiency** – The issue of additional resources for addressing energy efficiency was raised in the feedback from staff. One needs to differentiate between the statutory functions that are a Council responsibility under the Home Energy Conservation Act and the non statutory support such as assistance with Affordable Warmth.
- 1.7.11 We would suggest the latter could be partially fulfilled through the work of proposed joint Home Improvement Agency (HIA). However, this would not address the statutory functions. This is an area the Council may wish to review once HIA is up and running.
- 1.8 Suggested Structure**
- 1.8.1 A copy of our suggested structure is attached at Appendix B with detail of the individual posts at Appendix C.

## 1.9 Salaries

1.9.1 In respect of individual salaries, this is a matter for the Council to determine. The issue of lack of equality of pay was raised by one or two staff. It was not a wide spread issue. We are aware that the Council is currently undertaking Job Evaluation and would not wish to pre-empt the outcome of this exercise.

1.9.2 However, we would stress the importance of having salaries that both attract and retain the right calibre of staff to deliver the service in an effective manner. In particular, we would suggest that the post of Strategic Housing Services Manager should be on a comparable salary to the other Managers in the Development and Regeneration Unit to reflect the importance of the strategic housing service.

## 1.10 Timing

1.10.1 In terms of implementation of any changes, it recommended that they are introduced as soon as practical. It is not considered either necessary or beneficial to wait until transfer, which is not scheduled to take place until December 2006.

1.10.2 Implementation of any proposed changes sooner rather than later, would allow for the new arrangements to be established and new links established in advance of transfer. It also minimises uncertainty for staff and would help minimise any potential loss of staff over and above normal turnover.

## 1.11 The Homelessness Service

1.11.1 This report has not addressed the issue of where the homelessness service, which is an important strategic housing function, should be located. The reason for this is because there is currently a review based on Best Value principles being carried out to determine the most appropriate way to deliver the service, assuming the transfer proceeds.

1.11.2 If it is decided the homelessness service should be retained in house, then one could add an additional service area that could be managed by the Strategic Housing Services Manager with support staff.

1.11.3 We would suggest the issue of the capacity of this section to carry out preventative work as well as reactive work should be addressed as part of this separate review.

## 1.12 Capacity

1.12.1 A key issue raised by a number of staff was the issue of the capacity of the proposed structure to provide services. Having compared the structure with other district authorities of a comparable size, we would suggest that it is similar in size to a number of others.

1.12.2 The issue for the Council is to decide on its priorities and resource services accordingly. We would suggest that the structure and staffing numbers allow for only a limited amount of non statutory and proactive work to be carried out. This is not a problem in itself.

1.12.3 A common theme from the interviews and submissions from staff was the concern to ensure adequate administrative support. From our perspective, this is a real issue that needs to be reviewed and some additional support may need to be provided. The

benefits are that it would free up professional time as well as allow staff to use their time more productively.

- 1.12.4 Based on our understanding of current administrative support, the Council may wish to consider transferring the existing Administrative Assistant post from Housing Renewal to the new Development and Regeneration Unit.

### **1.13 Conclusion**

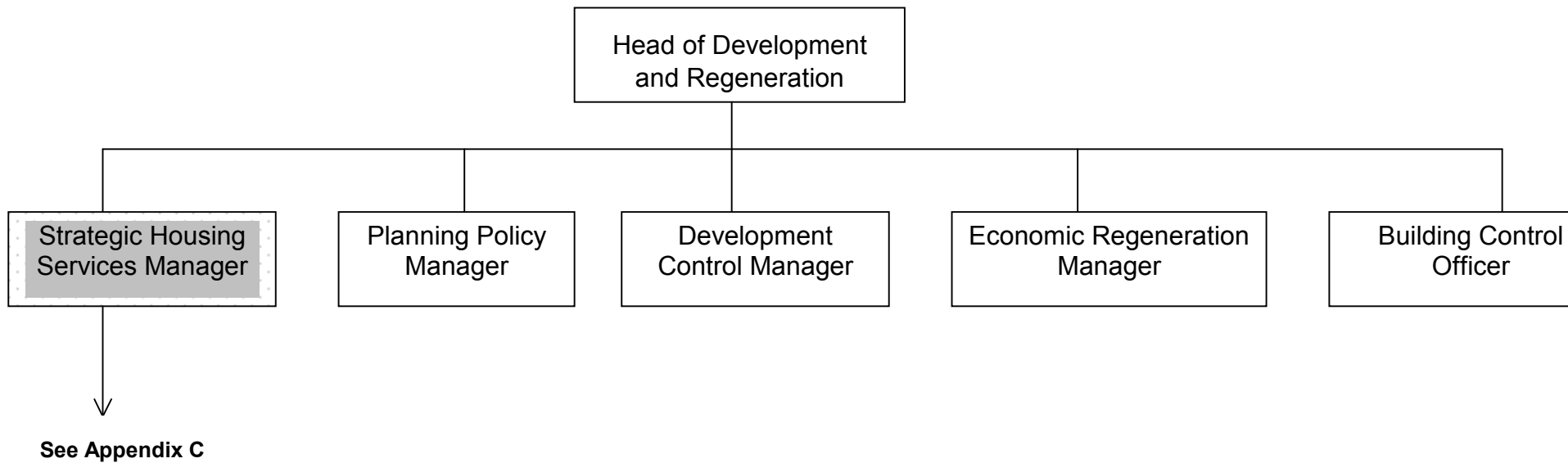
- 1.13.1 In our opinion the original report provides the basis for a structure that is broadly fit for purpose, with the key caveat of having a suitable post to head up the strategic housing service

### **1.14 Recommendations**

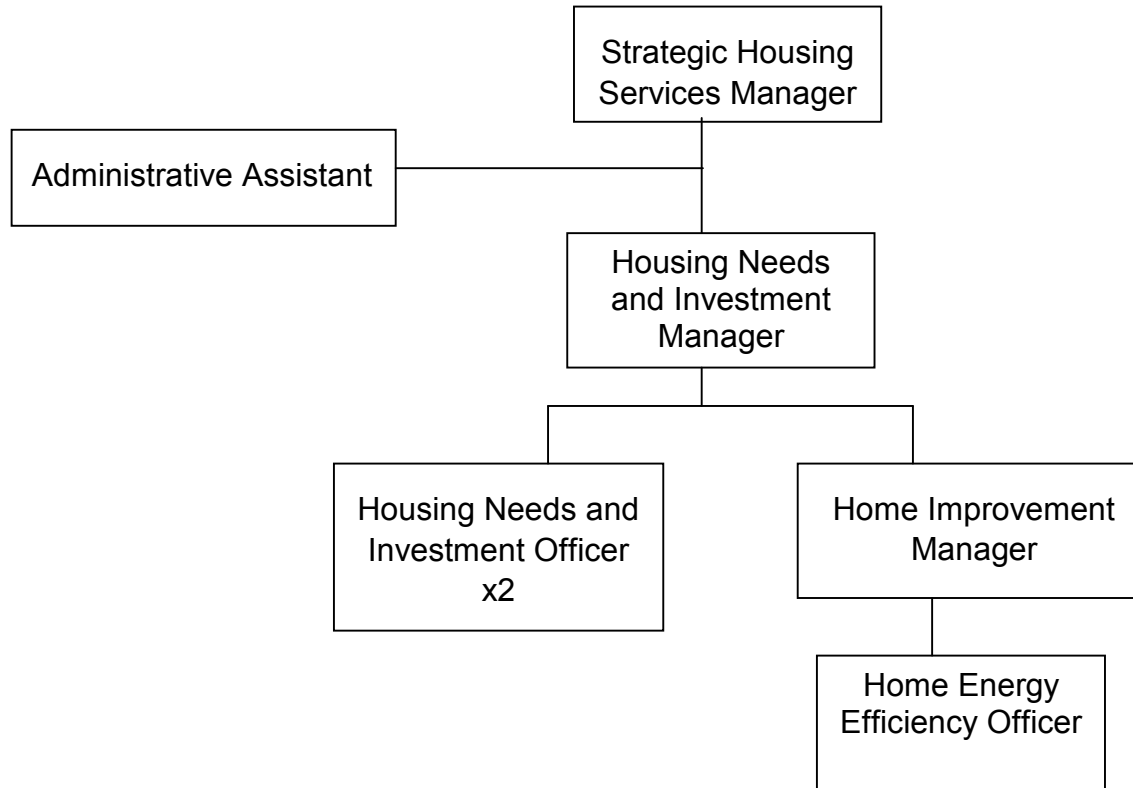
- 1.14.1 We recommend that :
- The structure outlined in this report be adopted,
  - A distinct stand alone strategic housing service is established within the new Development and Regeneration Unit
  - The changes are implemented at the earliest opportunity
  - The structure is reviewed in Autumn 2007 (or twelve months after transfer.)
  - Consideration is given to providing an additional EHO or technician to assist with Housing Standards
  - Additional Administrative support for the Environmental Services Unit is reviewed
  - Consideration is given whether to transfer the existing Administrative Assistant from Housing Renewal to the new Development and Regeneration Unit.



**Proposed Housing Strategic Service**  
**Located within the Development and Regeneration Unit**



Proposed Strategic Housing Services Structure



NB The above structure excludes homelessness services or housing register management.

Report of	Meeting	Date
Head of Corporate & Policy Services (Introduced by Councillor D Edgerley, Executive Member for Customers, Policy and Performance)	Executive Cabinet	29/9/05

## LOCAL AREA AGREEMENT

### PURPOSE OF REPORT

- To update the Executive on progress in respect of the Local Area Agreement for Lancashire and invite comments on the emerging priority outcomes and process for its preparation.

### CORPORATE PRIORITIES

- The LAA represents an agreement between Government, the Local Authority and its partners on an agenda for improvement over a three-year period. It is important that the LAA is consistent with local priorities in order that it doesn't detract from the pursuit of our Community and Corporate Strategy priorities.

### RISK ISSUES

- The issue raised and recommendations made in this report involve risk considerations in the following categories:

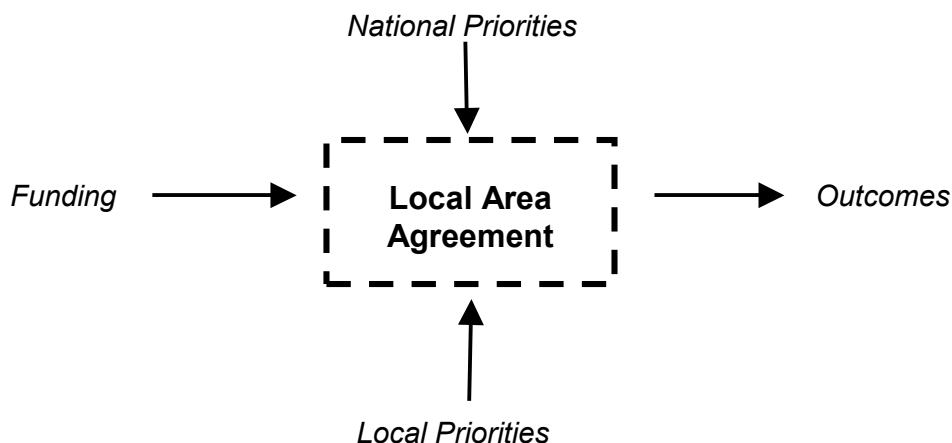
Strategy	✓	Information	
Reputation	✓	Regulatory/Legal	
Financial	✓	Operational	✓
People		Other	

- As indicated in paragraph 2 above it is important that the LAA is consistent with our Community and Corporate Strategy priorities. Following CPA significant effort has been invested in providing greater clarity and focus locally through our Community and Corporate strategies. We do not now want to lose this focus through the imposition of targets through the LAA which are not priorities for Chorley.
- Within the LAA 'stretch targets' will be identified which will attract Performance Reward Grant (PRG). If these targets are not achieved a reduced level of PRG will be payable.
- As the LAA is an agreement between Government and the local authority a failure to deliver may be harmful to our reputation.
- Once the LAA has been signed the Council will need to deliver operationally to ensure that targets are achieved.



**BACKGROUND**

8. Local Area Agreements represent a new approach to improve co-ordination between central government and local authorities and their partners, working through Local Strategic Partnerships. The introduction of LAAs is the first step in the implementation of the Government’s 10-year vision for the future of local government.
9. While central government will continue to set high level strategic priorities, the intention is that LAAs provide the scope for there to be more local control with local solutions developed between local authorities, LSPs, partners and Government Offices regionally to achieve Government targets and local priorities. They are intended to devolve decision making from Whitehall with a stronger role for Government Offices.
10. National guidance requires the countywide partnership to lead discussions on the development of the LAA in 2 tier areas and thus the Lancashire LAA will be led by the Lancashire Partnership. Chorley is represented on this body by the Deputy Leader and the Chief Executive.
11. Guidance indicates that LAAs provide the vehicle for a more mature relationship between central and local government and between local government and its partners. The 4 main aims of LAA are:
  - To deliver locally agreed outcomes contained in community strategies
  - To reduce bureaucracy
  - To provide more flexibility on how funding is used to deliver local priorities; and
  - To promote working together in real partnership
12. LAAs can revolutionise relationships between central and local government if councils and their partners are adventurous enough to think ‘outside the box’ in developing solutions to local issues, and central government is actively encouraging councils and their partners to do this.
13. Although the negotiation of the LAA and the delivery of the outcomes agreed necessarily has to involve a significant degree of process, the aim is that LAAs will provide an opportunity to be challenging and innovative and that areas will strive to be creative in the choice of targets and the identification of funding streams and freedoms and flexibilities.
14. The diagram below sets out the broad principles of the LAA.



15. LAAs are structured around 4 blocks, namely:
- Safer and Stronger Communities (this block includes the environment),
  - Children and Young People,
  - Healthier Communities and Older People, and
  - Economic Development and Enterprise.

### **INTRODUCTION OF LAAS**

16. LAAs were introduced on a pilot basis to 21 areas in 2004 and 20 agreements were signed in April 2005. In the first 20 pilots, an average of 40 funding streams and over £800m of Government funding went into LAAs. On average, each LAA included 64 targets instead of the hundreds that councils and partners were previously required to meet.
17. The second round of LAAs was announced in April 2005 and Lancashire County Council together with its partners, submitted an expression of interest to be in the second round. The expression of interest was signed by key partners including Chorley Borough Council to show their support for the submission. Lancashire's bid was successful and the Lancashire LAA is due to begin in April 2006.

### **BRINGING LAAS AND LOCAL PUBLIC SERVICE AGREEMENTS (LPSA) TOGETHER**

18. The pilot LAAs have shown that it makes sense to bring together the processes for LPSAs and LAAs, and to that end, LPSA negotiations are to transfer from departmental teams to Government Offices, which are already responsible for overseeing LAA negotiations. LPSAs will be merged within the LAA and will become the reward element of the LAA. A number of priority outcomes with targets will be agreed for the full LAA and then 12 of those targets will be selected for stretch targets which, if achieved, will derive Performance Reward Grant.

### **DEVELOPMENT OF THE LANCASHIRE LAA**

19. The starting point for development of the Lancashire LAA has been to use existing data and intelligence to identify the issues and problems in Lancashire and to prioritise and agree joint solutions to these issues and problems. This approach has already been adopted in the development of the Lancashire wide Community Strategy, *Ambition Lancashire*, which used information from the State of Lancashire Report, consultation data, priorities from district level Community Strategies and a visioning event held at the Swallow Hotel to identify issues and problems, aspirations and priorities. It is intended, therefore, that Lancashire's LAA should therefore be grounded in *Ambition Lancashire*. We are anxious to ensure that this is not at the expense of the local priorities contained within Chorley's Community Strategy.
20. During February and March 2005, research, analysis of plans and strategies and consultation with a wide range of partners was undertaken to identify priorities for a second generation Local Public Service Agreement (LPSA 2) and the Safer and Stronger Communities 'mini' LAA (which will now become the Safer and Stronger Communities block of the LAA). This is now being used to inform the development of the Lancashire LAA. The priority outcomes and possible measures identified through this work, and the links with priorities in *Ambition Lancashire* are contained in Appendix A.
21. This should be seen as a starting point to begin the detailed process of prioritisation and negotiation with partners and with Government Office. Broad outcomes from *Ambition Lancashire* may be agreed as the broad outcomes for the LAA, with specific targets being based around neighbourhoods and their specific issues and in particular (but not exclusively) in areas of high deprivation.

22. Lancashire County Council are keen that the LAA is not seen as a new initiative but rather as a potential delivery plan for *Ambition Lancashire*. For our part we are seeking to ensure that the LAA represents a delivery plan for the Chorley Community Strategy and that this local focus is not lost.

### NEIGHBOURHOOD FOCUS

23. The Lancashire Partnership is keen to ensure that Lancashire's LAA focuses on the needs of individual communities and neighbourhoods, within the context of an over-arching strategic framework. It will be important that outcomes for the Lancashire LAA are expressed in sufficiently broad terms to allow for local flexibility, perhaps, for example, focussing on areas or wards of greatest need.
24. The LAA 'Expression of Interest' highlighted the Lancashire Partnership's aim of focussing on local areas of need and opportunity.

### PROCESS

25. Despite the challenge that a Lancashire LAA presents, the tight timescale within which the LAA has to be agreed will necessarily require robust project management to ensure that all key milestones are met within the required timescales. A project plan has therefore been developed.
26. The plan falls broadly into 4 areas, namely governance arrangements, performance management, fund management and a section for each of the 4 LAA blocks. The plan also includes generic arrangements such as management and reporting arrangements, and communication.
27. Key managerial arrangements for the LAA contained in the project plan include:
- The need for a lead LAA contact from every partner
  - The establishment of a Lancashire Partnership board or steering group to develop and oversee the delivery of the LAA
  - The clarification of existing countywide partnerships or the creation of new forums for each block comprising key partner representatives similar to the one established for the Safer and Stronger Communities block. A key issue will be to ensure that the LSPs, and especially their thematic groups, contribute to the development and delivery of the outcomes under each of the LAA blocks
  - Two full partner conferences on 11 October and early February (date to be arranged)
  - The early development of a communication strategy.
28. Key milestones include:
- identification of the main themes/outcomes and the production of a draft Local Area Agreement by 30 September 2005. The starting point for this will be the long list of priority outcomes shown at Appendix A
  - detailed negotiation of measures and targets by the end of January 2006
  - identification and negotiation of those LAA targets where stretch performance can be achieved and for which performance reward grant can be earned (formerly known as LPSA targets and now known as the LAA reward element) and
  - signing of the agreement by the end of March 2006. Although LAAs are 3-year agreements, they will be reviewed annually.

**RESOURCING THE LAA**

29. Consideration has been given to the resources required to develop and deliver the LAA. Lead officers have been identified at county level and from partner organisations. Partners' roles have been agreed through a partner protocol and partners are being asked to take a pro-active role in the LAA negotiations as well as in the delivery of the LAA. Taking on board the lessons learned from LPSA1, County have indicated that partners will be actively engaged throughout the process rather than merely consulted or invited to comment/respond to requests for information. This will include research and/or consultation with our own key stakeholders, working with LCC in the development of the performance management and governance arrangements, identifying funding streams and potential freedoms and flexibilities, and developing and managing our own internal communications, project management and reporting arrangements.
30. Consideration has been given to the best way to co-ordinate and administer the LAA for Chorley and a proposed approach is as follows:
31. **Identify a Management Team Champion (Colin Campbell), a LAA lead officer (Tim Rignall) and a LAA co-ordinator.** This would allow the Council to be represented appropriately at the different levels of meetings involved in the LAA process. The lead officer (a more strategic role) would represent the Council's views at meetings, district wide events, etc and the co-ordinator (more operational) would make sure that milestones were delivered and that the right people were involved for Chorley. Currently the LAA Co-ordinator post does not exist and further consideration will be needed to see how we might achieve this.
32. **Establishment of an LAA Core Team.** The core team would meet on a regular basis to progress the development of the LAA on behalf of the Council. Suggested representation is:  
  
Tim Rignall, LAA Co-ordinator, Jamie Carson (YP & C), Audrey Harrison (SSC), Jane Meek (ED), Gary Hall (Finance), Jane Casey (Partnership Co-ordinator). This team would vary in size to accommodate specialists as required – both in terms of funding streams to be included, mainstreaming issues and service delivery issues and would form the basis for the Partner Group referred to below.
33. **Establishment of a Chorley LAA partner group** or 'public service forum'. This forum would consist of the core team plus the Chorley block leads, Members, Partnership Chair (and others as necessary). Block leads have provisionally been identified for all of the blocks. This forum would help to reduce the impact on block leads of the work requested by LCC, be able to address cross-cutting issues and provide an effective mechanism for progressing the development and delivery of the LAA. It has been suggested that Member numbers should be the same as the Community Strategy/LDF Member Working Group (5/4/2/2).
34. Experience to date and learning from earlier LAA pilots suggests that to be successful the LAA will require appropriate resourcing. As the LAA will require appropriate resourcing and is a continuation of the Lancashire Local Public Service Agreement (LPSA) it may be appropriate to consider investing some of the PRG to ensure we can support and contribute to the LAA and achieve further PRG in subsequent years. Further reports will be presented in due course identifying how we might achieve the LAA Co-ordinator post with appropriate support.

## MONITORING AND REPORTING ARRANGEMENTS

35. Lancashire County Council, as the accountable body, will put in place the following project management and reporting arrangements in line with the overall LAA project plan:
- Monthly reports to LCC County Management Board
  - Bi-monthly reports to LCC Cabinet and Overview and Scrutiny Management Panel
  - Reports to each meeting of the Lancashire Chief Executives
  - Reports to each meeting of the Lancashire Leaders and Chief Executives
  - Reports to each meeting of the Lancashire Partnership Executive
36. Block leads will supplement these arrangements with monitoring and reporting relating specifically to their block, and, as mentioned above, partners will be asked to address their own specific monitoring and reporting arrangements. Clearly these arrangements will be dependent on LCC making the information referred to above available promptly.

## PROGRESS TO DATE

### OVERVIEW/GENERAL

37. Progress so far is broadly in line with the LAA Project Plan. Key actions taken so far include:
- Briefing pack produced and briefing sessions have been held for block leads and for LAA lead officers from partner organisations.
  - A draft communications strategy has been produced together with roles and responsibilities for block leads and LAA lead officers from partner organisations to ensure that there is clarity about arrangements for communication and performance management. As this is a Lancashire Partnership strategy, a communications framework for LCC has been produced and attached as an appendix to the strategy to clarify the part LCC will play in communications.
  - Meetings have been arranged for block leads on a monthly basis. The LAA Steering Group comprising representatives from GONW, block leads, Joanne Platt, Judith Moore and Andrew Mullaney has been established. The first meeting for LAA Partner Lead Officers has been held.
38. GONW have confirmed that broad outcomes for the LAA must be developed by 30 September. However, at the LAA partners meeting on 22 September it was agreed that the draft list of LAA outcomes and measures (Appendix 1) needed considerably more work and that GONW be asked to extend the current deadline of 30/9/05 to enable this to be addressed. The District Council lead officers stressed the importance of focussing on the priority outcomes identified by Local Strategic Partnerships (LSP). Lead Officers from the Central and West Lancashire Districts (Preston, Chorley, South Ribble and West Lancs) are now working together to propose a way forward for the sub-region. This is to include liaison with the LSPs. The outcomes will be fed into the process for agreeing the final LAA submissions. However, the County Council will remain responsible for formally consulting the LSPs. In view of this District Council representatives queried the value of the 11 October conference at this stage. The County Council is to consider the way forward. It was also suggested that if the conference is to go ahead, that a sub-regional focus would be appropriate, for at least part of the day.



**GOVERNANCE ARRANGEMENTS**

39. A consultation paper has recently been issued outlining proposals to re-structure the Lancashire Partnership. This consists of a Lancashire Public Service Board working to a Lancashire Partnership Forum, underpinned by input from 'block partnerships', which are themselves underpinned by input from LSPs and their sub group.
40. The paper, presented to the Lancashire Partnership Executive as a draft for consultation at its meeting on 21 September, has a period of consultation to 4 December.
41. The paper contains sections on the involvement of districts, the business sector and the community, voluntary and faith sector as well as the role of elected members.
42. The steering groups for the 4 blocks are currently at various stages of maturity and development. A key principle will be the active involvement of appropriate district LSP 'theme groups' with the relevant block partnership.
- Safer and Stronger Communities  
Safer and Stronger Communities Working Group in place although membership is currently under review
  - Children and Young People  
Children and Young People Strategic Partnership is likely to take on the governance role for this block and this will be discussed at their next meeting on 12 September 2005. A working group, with membership linked to the outcomes agreed with GONW, will be established and will report to the Children and Young People Strategic Partnership.
  - Economic Development and Enterprise  
To be determined
  - Healthier Communities and Older People  
To be determined

**PERFORMANCE MANAGEMENT**

43. Meetings have been held with Performance Soft, the suppliers of the PERFORM system, to agree a project plan for the development of a performance management system for partnership working which will serve the needs of Lancashire Partnership for the delivery of Ambition Lancashire and the Lancashire LAA.
44. An analysis of profile and performance data is also being undertaken, down to ward level wherever possible, to aid decision making about PI selection and targeting of improvement activity when the priority outcomes have been agreed with GONW. Partners have been keen to focus on determining agreed outcomes and then deciding on the measures needed to identify performance. With this in mind LCC have agreed not to request unnecessary data.
45. Partners have been concerned at LCC expectation that they will resource inputting performance information into County's system as well as their own. It is, therefore, intended that we will use our own Performance Plus system to monitor the LAA for Chorley. We can then export this data to County for them to use in their monitoring.

**FUND MANAGEMENT ARRANGEMENTS**

46. Work is beginning regarding the financial aspects of the LAA. This includes identification and assessment of funding streams, fund management arrangements and assessment of the financial implications of the LAA.

47. Contact has been made with partners to identify finance leads and meetings will be held with both block leads and partners to start the process of matching potential funding streams with potential outcomes, and identifying financial blockages and freedoms and flexibilities needed to achieve potential outcomes.

### **THEME BLOCKS**

48. A briefing session for block leads was held on 18 July. Blocks lead officers have now developed block project plans using the overall LAA project plan as a guide. Block lead officers have established contact with the relevant GONW officers. They have also contacted LSP thematic groups and other partners to establish their views about the prioritisation of priority outcomes.
49. Priority must be given at this stage to determining priority outcomes and a proforma has been designed for the production of a business case for each outcome. Once the outcomes have been agreed with GONW, block leads will use the October conference to agree performance indicators with partners. Block project plans include arrangements for action planning through a series of block workshop sessions between November and January which will ensure that partners are fully involved in the development of delivery plans for the agreed outcomes and targets. GONW are supportive of this approach.
50. Recently an announcement was made about NRF funding which impacts upon all LAA blocks to some extent. Burnley, Hyndburn, Pendle and Preston qualify for NRF funding under the new arrangements and the funding will be passported through LCC. Hyndburn and Pendle will receive reduced allocations (transition funding) since they are no longer defined as being among the most deprived districts. Transitional funding will be received for 2 years (2006/7 – 2/3 of the 05/06 allocation: 2007/8 – 1/3 of the 05/06 allocation).

### **SAFER AND STRONGER COMMUNITIES BLOCK**

51. Work on this block is more advanced than the others because it was identified as a mini-LAA last year. The guidance contains 4 prescribed national outcomes for this block and discussions have already taken place with GONW over recent months, particularly in terms of governance and outcomes. GONW have recently queried whether the representatives from some of the districts on the Steering Group are of a sufficient seniority to be able to commit resources to the delivery of the SSC Agreement. A review of membership is, therefore, underway.
52. The list of priority outcomes for this block has been extended to include the 'stronger' aspects which include housing, parks and open spaces, waste management and access to services. Partners are now being consulted on the revised list of outcomes. Sub outcomes and performance indicators have also been identified and targets currently exist for 40% of those indicators. The Lancashire Community Cohesion Network is developing performance indicators to be included in the agreement although some of these will more appropriately fit with other LAA blocks.

### **CHILDREN AND YOUNG PEOPLE BLOCK**

53. Preliminary meetings within LCC have identified the strong correlation between work being undertaken for this LAA block, the Every Child Matters Priority Setting Conversation (scheduled for December 2005) and development of the Children and Young People's Plan.
54. Various events have already been arranged, including 5 Partnership Days, to discuss the identification and delivery of priority outcomes for children and young people which will assist with and bring together the 3 streams of work noted above.

**ECONOMIC DEVELOPMENT AND ENTERPRISE BLOCK**

55. This block was introduced after the pilot phase and the Local Enterprise Growth Initiative (LEGI) funding will be the main funding stream for this block. Initial contacts have been made with LSP thematic groups and countywide agencies including Business Link, Learning and Skills Council and Jobcentre Plus and further meetings are planned to take forward discussions about LEGI and any other funding streams which might be included within this block. It is expected that LEGI bids will align with the outcomes in the LAA.
56. To date, three proposals have emerged from early discussions, they are focussed on helping deprived communities and groups, but further work will be needed, in August and early September to establish the focus for the Economic Development and Enterprise Block in Lancashire. The initial ideas include:-
- A Job Guarantee Programme - working with Jobcentre Plus
  - A Banks Voucher - to encourage and enable business ideas to develop to a point where they would attract funding from banks.
  - A sliding scale on benefits for people on benefits who are starting a business, (Eire uses this model with some success)
  - Flagship sites in deprived areas
57. Outstanding issues concern the scope and focus, and governance of the Economic Development and Enterprise Block. In terms of scope, the approach being considered involves this block having twin transformational drivers:
- i. A very local "Closing the Gap" driver building on the "Lancashire Local" process, focussing on Neighbourhood Renewal/Management Districts, and extending the approach to Super Output Areas in the worse (say 20%) over three years.
  - ii. A Countywide driver "Improving Strategic Cohesion of the Public Sector Economy in Lancashire." The aim being to support the "Closing the Gap" approach in 1, and maximise the contribution of the public sector to the "Northern Way" enabling everyone in Lancashire to benefit from improved economic performance over the next 20 years.
58. Issues of Governance have yet to be determined. If the approach above is adopted, there will be a need for the "Closing the Gap" driver to have governance arrangements at County and local levels.
59. The second driver has implications for the impact of all public sector expenditure (£4 billion or 20%+ of the Lancashire Economy) on economic development and growth in Lancashire. It is of such strategic significance that it will have a direct impact on the private sector, businesses and jobs, and the VFC sector. The NWDA and GONW will have a significant interest in its direction, role and impact. The Lancashire Partnership, District LSPs, Lancashire Economic Partnership will be key players and appropriate governance arrangements will need to be agreed.

**HEALTHIER COMMUNITIES AND OLDER PEOPLE**

60. ODPM guidance suggests that the Healthier Communities and Older People block should be led by colleagues from the health sector. Discussions with health colleagues to identify such a lead are on going and it is hoped that this issue will be resolved shortly although the proposal to reconfigure PCTs may hinder early progress.
61. The Older People element of this block is initially being developed separately as the scope extends beyond health issues. This work has strong correlations with the development of the Lancashire Older People's Strategy.

62. A meeting has been held with Chairs of LSP thematic groups for healthier communities to discuss priority outcomes and proposals for future engagement. There was agreement for the current list of outcomes which have strong links with the Health Policy Framework. Following discussion at the PCT Chief Executives meeting on 5 August, the Chief Executive of Preston PCT has offered to co-ordinate health service input to the LAA, on the basis that she is Chair of the Cumbria and Lancashire Public Health Network and represents one of the three 'spearhead' PCTs in Lancashire. 'Spearhead' PCTs will be expected to develop innovative ways of implementing the recommendations of the recent public health white paper. Agreement is also being sought on the level of detailed public health input from one of the Directors of Public Health who is currently providing support on an informal basis. This includes facilitation of further consultation with the PCTs on the list of proposed outcomes for the Healthier Communities element of this block.

#### **COMMENTS OF DIRECTOR OF FINANCE**

63. The development of a successful LAA is clearly the cornerstone of the Governments desire to promote joint working between different tiers of Government and to ensure resources are directed to outcomes which will improve the quality of life of residents. This report demonstrates that it will take a considerable amount of effort and resources to manage and drive the process and ultimately to deliver the outcomes required.

Whilst the timescales for delivering the LAA agreement are right without more information it is not possible to identify the financial implications of signing up to the agreement. I shall report back to Members when a clearer picture is available.

#### **COMMENTS OF HEAD OF HUMAN RESOURCES**

64. HR are in support of the proposals contained in this report.

#### **RECOMMENDATION**

65. The Executive is invited to offer comments on the emerging LAA, endorse the approach to resourcing the LAA outlined in paragraph 30 and note the intention to submit further reports as the agreement develops.

#### **REASONS FOR RECOMMENDATION**

66. The LAA will focus attention on outcomes that will improve the quality of life of the County's residents. It is important that Members have the opportunity to comment on the process for the agreements development. It is equally important that the Council has arrangements in place to play a full and effective part in the agreements development.

#### **ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

67. None.

TIM RIGNALL  
HEAD OF CORPORATE AND POLICY SERVICES  
CHORLEY BOROUGH COUNCIL

There are no background papers to this report.

<b>Report Author</b>	<b>Ext</b>	<b>Date</b>	<b>Doc ID</b>
Tim Rignall	5140	27/09/05	CPSREP/90163JM2

LAA/CPA Theme	Outcomes	Possible Target Measures	Baseline data Available	Ambition Lancashire * (linked to district community strategies)	Links to supporting evidence LCC/BC/Partners' Strategies	Consultation	Survey analysis	Areas of poor performance **	National PSAs	
Safer & Stronger Communities	Reduction in anti social behaviour	Anti social behaviour incidents: BVPI127 BVPI176 BVPI189  (prevention of youth offending) (See also CYP) (on school transport)		AL114 & AL 117	National Policing Plan All district CDRP strategies All community strategies CPS Area Business Plan Hyndburn Neighbourhood Renewal Strategy ECS Directorate Env Directorate	Conference 3/05 Wyre LSP Preston LSP South Ribble LSP Ribble Valley LSP	Lil Survey 2003 Priority 1		Nat PSA 1	
	Reduction in fear of crime	Survey Community Participation (PACT,etc)		AL 115 AL 116	All district CDRP strategies Police ECS Directorate All community strategies		Lil Panel Wave 11			
	Reduction of alcohol related crime	Violent offences - licensed premises (BV 127c)			AL 121	All district CDRP strategies	Lancaster CC		Burnley,Chorley,Hyndburn,Lancaster, Pendle,Preston,Rossendale & Wyre in bottom quartile in 2003/4	
		Violent offences - under influence (BV 127d)			AL 121				Burnley,Chorley,Hyndburn,Lancaster, Pendle,Preston,Rossendale, Wyre & Sth Ribble in bottom quartile in 2003/4	
	Reduction in violent crime	Violent Offences by stranger(BV 127a) Racial violence incidents			AL 133	All district CDRP strategies Fylde Community Plan Preston Community Strategy Hyndburn Neighbourhood Renewal Strategy	Hyndburn BC		Burnley,Hyndburn,Lancaster &Preston in bottom quartile in 2003/4	
	Reduction of domestic violence	No of refuge spaces/1000 pop. BV 176 No of DV incidents reported			AL 124	All district CDRP strategies Hyndburn Neighbourhood Renewal Strategy West Lancashire Community Strategy	Lancaster CC		Burnley, Chorley, Fylde, Lancaster, Rossendale & Wyre in bottom quartile in 2003/4	
	Reduction of fires & KSI from fire	No of accidental fires		Yes	AL123 & AL126	LFRS Strategy Lancaster Comm Strategy	Conference 3/05 Wyre LSP			Nat. PSA 3
		No of KSI from accidental fires No of deliberate property fires		Yes	AL123 & AL126 AL123	All CDRP strategies Wyre Community Plan Fylde Community Plan Chorley Community Strategy				
Reduction of serious injuries & deaths from road traffic accidents	No of KSIs (BVPP 99 - 10 sub indicators): older people/children No of 20 mph zones			AL120 & AL122	Burnley BC Env Directorate Health Inequalities Framework Lancaster Comm Strategy Wyre Community Plan Fylde Community Strategy All CDRP strategies Preston Neighbourhood Renewal Strategy West Lancashire Community Strategy Hyndburn Community Strategy Hyndburn Neighbourhood Renewal Strategy	Conference 3/05 Conference 3/05		Lancs performance against BVPP99 in bottom quartile for 9 out of 10 sub indicators and below England average for national floor target 26 (Overall		
Sustainable communities/cohesion	Volunteers % of volunteers			AL 111	Preston Neighbourhood Renewal Strategy		Lil Panel Wave 12	road casualties) in 2003/4		
	participation in democracy/local decision making			AL 108	Lancaster Comm Strategy Wyre Community Plan Preston Neighbourhood Renewal Strategy	Lancaster CC Lancaster LSP	Lil Survey 2003 Priority 7 Lil Panel Wave 12			
	No of young people involved in Youth Councils			AL 086	Chorley Community Strategy Rossendale Community Strategy	Fylde LSP Chorley CC Wyre LSP Ribble Valley LSP				

					Rossendale LSP Pendle LSP Chorley BC
	<b>Multi cultural opportunities</b>			Ribble Valley BC Corp. Plan South Ribble BC Corp Strategy Hyndburn BC Corporate Plan Ribble Valley Community Strategy Pendle BC Corporate Plan Preston CC Corporate Plan Preston Community Strategy Pendle Community Strategy Rossendale Community Strategy	
	%of economically active BME people	AL 007			
	No of racial incidents recorded by councils	AL 113			
	<b>Community engagement</b>	AL 111			
	support for/commissioning from VCFS	AL 111			
	Community engagement (log)	AL 108		CPS Area Business Plan	Pendle LSP
	Participation in neighbourhood watch schemes	AL 106		Fylde Community Plan	Rossendale LSP
	Tenant participation			Ribble Valley Community Strategy Rossendale Community Strategy	
	neighbourhood management/liveability	AL119			
<b>Improved streetscene</b>	No of Litter incidents	AL166		West Lancs DC Corp Plan	Preston LSP LIL Survey 2003 Priority 5
	No of dog fouling incidents	AL166		Pendle Neighbourhood Renewal Strategy	LIL Panel Wave 10
	Incidents of fly tipping	AL166		Ribble Valley Community Strategy	Ribble Valley BC LIL Panel Wave 11
	Time taken to remove tipped items	AL166		Fylde BC Corporate Plan	Hyndburn BC LIL Panel Wave 12
	% pop. Satisfied with cleanliness of their area	AL166		Ribble Valley BC Corp Plan	LIL Survey 2003
	% areas on top 2 cleanliness categories - street cleanliness index	AL166		South Ribble BC Corp Strategy	BVPI Satisfaction 2003/4
	BVPI 199	AL166	Yes	Wyre BC Corporate Plan	
	Play equipment available for children	AL 175		Lancaster Comm Strategy Lancaster CC Corporate Plan Fylde Community Plan LCC Environment Directorate South Ribble Community Strategy Preston CC Neighbourhood Renewal Strategy Preston Community Strategy Chorley Community Strategy West Lancashire Community Strategy West Lancashire BC Corporate Plan Hyndburn Community Strategy Pendle Community Strategy Rossendale Community strategy	
<b>Attractive parks &amp; open spaces</b>	% increase in area of native woodland	AL175		Hyndburn BC Corporate Plan	Ribble Valley DC LIL Survey 2003 Priority 5
	clean waterways/bathing water?	AL 162		Hyndburn Neighbourhood Renewal Strategy	LIL Panel Wave 8
	% pop satisfied with parks & open spaces	AL 175		Hyndburn Community Strategy	LIL Panel Wave 10
	Area of open space improved	AL 175		Fylde BC Corporate Plan	LIL Panel Wave 12
	No of trees planted/year	AL 164 & AL 171 & AL 175		West Lancs DC Corp Plan	BVPI Satisfaction 2003/4
	No of wildlife habitats	AL 172		Wyre BC Corporate Plan	
	Miles rights of way available	AL 027		South Ribble Community Strategy	
	No of play areas	AL 175		Preston Community Strategy West Lancashire Community Strategy Ribble Valley Community Strategy Pendle Community Strategy Rossendale Community Strategy	
<b>Greater access to services</b>	<b>Physical access</b>				
	% pop. Within 1km of 5 basic services	AL019		Hyndburn & Ribble Valley PCT Delivery Plan Ribble Valley Community Strategy	Chorley BC
	<b>Electronic access</b>				
	No of users of contact centre(s)	AL022	Yes	West Lancs DC Corp Plan	Chorley BC
	BVPI 157			Burnley BC Corporate Plan	
	% public satisfied with services provided by councils	AL 022		Fylde BC Corporate Plan Chorley BC Corporate Plan West Lancashire DC Corporate Plan	LIL Survey 2003 BVPI Satisfaction 2003/4
<b>Housing</b>	<b>Availability</b>				
	No of dwellings built on previously developed land	AL138 & AL139		Pendle BC Corporate Plan Preston Community Strategy Hyndburn BC Corporate Plan Chorley BC Corporate Plan Hyndburn Community Strategy	LIL Panel Wave 10

No of vacant houses as % of total stock	AL140	Preston Community Strategy Pendle Community Strategy		
No of affordable, specialist & supported homes	AL143 & AL144	Wyre BC Corp Plan Wyre Community Plan	Wyre LSP	Lil Survey 2003 Priority 8
% affordable homes on new housing sites	AL 143	Fylde Community Plan Fylde BC Corporate Plan South Ribble Community Strategy Chorley BC Corporate Plan West Lancashire Community Strategy Lancaster Comm Strategy Burnley BC Corporate Plan Rossendale Community Strategy	Wyre BC Ribble Valley BC Ribble Valley LSP Pendle LSP	
Prop unfit private sector dwellings made fit/demolished	AL 139 & AL 140	Lancaster Comm Strategy Ribble Valley Community Strategy Burnley BC Corporate Plan		
<b>Decent Homes:</b>				
No of homes meeting decent homes standard	AL141	Elevate HMR Pathfinder Prosp.	Wyre LSP	
% spend of Home Improvement Grant Budget in regen. areas	AL 139 & AL 140	Pendle BC Corporate Plan Lancaster Comm Strategy Wyre BC Corporate Plan South Ribble Community Strategy Preston Community Strategy Preston Neighbourhood Renewal Strategy Preston CC Corporate Plan Chorley Community Strategy West Lancashire BC Corporate Plan Hyndburn Neighbourhood Renewal Strategy Hyndburn Community Strategy Ribble Valley Community Strategy Burnley BC Corporate Plan Pendle Community Strategy Rossendale Community Strategy	Wyre BC Hyndburn BC	
% tenants satisfied with services provided by landlord				
<b>Homelessness:</b>				
Reduction in homelessness	AL 144	South Ribble BC Corp Strategy		
No of new units of accommodation for use as temporary housing	AL 144	Wyre BC Corporate Plan		
No of people sleeping rough on single night	AL 144	Preston Community Strategy West Lancashire BC Corporate Plan Ribble Valley Community Strategy Pendle Community Strategy Rossendale Community Strategy		
	AL 144			
<b>Waste :</b>				
% waste composted or recycled	AL165	Fylde BC Corporate Plan Lancaster CC Corporate Plan	Wyre BC Ribble Valley DC	Lil Survey 2003 Priority 5 Lil Panel Wave 8
Reduce amount of waster/head collected	AL 165	Preston CC Corporate Plan		Lil Panel Wave 10
Market recycled materials	AL 165	Ribble Valley BC Corp Plan		Lil Panel Wave 12
Landfill waste (reduced)	AL 165	Lancaster Comm Strategy Wyre BC Corporate Plan Fylde Community Plan Preston Community Strategy South Ribble Corporate Strategy Chorley BC Corporate Plan West Lancashire BC Corporate Plan Ribble Valley Community Strategy Rossendale Community Strategy		BVPI Satisfaction 2003/4
<b>Children &amp; Young People</b>				
<b>Improved life chances for young people</b>				
<b>Teenage Pregnancy</b>				
Under 18 conception rate (inc repeat pregnancies and	AL084	SHA Local Delivery Plan Preston Neighbourhood Renewal Strategy		Lil Panel Wave 8
No of teenage mothers participating in education, employment or training *)	AL071	Hyndburn Community Strategy Wyre BC Corporate Plan Lancaster Comm Strategy Wyre Community Plan Fylde Community Plan ECS Directorate Preston Community Strategy Pendle Neighbourhood Renewal Strategy		
<b>14 - 19 :</b>				
% self employed and in business	AL065 & AL070 AL 001 & AL 008	Preston Neighbourhood Renewal Strategy	Wyre LSP Wyre BC	Lil Survey 2003 Priority 11
KS4 attainment	AL 091	ECS Directorate	Hyndburn BC	





<b>Reduced substance misuse</b>	<b>Smoking:</b>				
	No of people who stop smoking	AL095	Preston Neighbourhood	Lancaster LSP	
	No of enclosed smoke free workspaces	AL 095	Renewal Strategy	Hyndburn BC	
	No of convictions for sale of cigarettes to under age people	AL 095	Wyre Community Plan		
No of deaths attributable to smoking	AL 095	Fylde Community Strategy			
	No of alcohol related admissions to A&E	AL 095	Preston Community Strategy Hyndburn Neighbourhood Renewal Strategy		
	Drug prevention	AL 118	ECS Directorate		LIL Panel Wave 11
	No of people accessing drug treatment	AL 118 & AL 095	Preston Neighbourhood		LIL Survey 2003 Priority 4
	No of people reoffending after referral for drug treatment	AL 118 & AL 095	Renewal Strategy District CDRPs Wyre Community Plan West Lancashire Community Strategy Hyndburn Neighbourhood Renewal Strategy		
<b>Reduced health inequalities</b>	<b>Child health</b>				
	Infant mortality and life expectancy at birth	AL094 & AL095	Futurebuilders	Wyre LSP	
	% mothers breastfeeding	AL 094 & AL 095	Lancaster Comm Strategy	Wyre BC	
	No of children in nursery (Sure Start/Childrens Centres)	AL 081	South Ribble Community Strategy	Fylde LSP	
	<i>Child poverty?</i>		Chorley Community Strategy	Lancaster LSP	
			Hyndburn BC Corporate Plan	Preston LSP	
			Hyndburn & Ribble Valley PCT	South Ribble LSP	
			Pendle Community Strategy	Pendle LSP	
			Rossendale Community Strategy		
	<b>Access to health services:</b>				
Inpatient waiting time	AL 135	Wyre Community Plan			
% patients with access to routine appt to see GP/PC Professional	AL 135	Preston Community Strategy Chorley BC Corporate Plan West Lancashire Community Strategy Hyndburn & Ribble Valley PCT Ribble Valley Community Strategy			
	<b>Mortality rates from major killer diseases:</b>				
No of people on CHD register	AL 096	Preston Neighbourhood Renewal Strategy	Wyre LSP		
Suicide Rates	AL 094	Pendle Neighbourhood Renewal Strategy	Wyre BC		
		Health Inequalities Framework	Fylde LSP		
		South Ribble Community Strategy	Lancaster LSP		
		Preston Community Strategy	Preston LSP		
		Preston Neighbourhood Renewal Strategy	South Ribble LSP		
		Chorley Community Strategy	Pendle LSP		
		West Lancashire BC Corporate Plan			
		West Lancashire Community Strategy			
		Hyndburn Neighbourhood Renewal Strategy			
		Hyndburn & Ribble Valley PCT			
		Pendle Community Strategy			
		Rossendale Community Strategy			
	<b>Dental health</b>				
No of people with decayed, filled or missing teeth	AL 097	PCT Delivery Plans			
	AL 097	West Lancashire Community Strategy			
	<b>Mental health:</b>				
No of adults with mental health problems helped to live at home	AL100 & AL101	Wyre Community Plan			
	AL 101	Fylde Community Plan			
		West Lancashire BC Corporate Plan			
		Hyndburn Neighbourhood Renewal Strategy			
		Hyndburn Community Strategy			
		LCC ECS Directorate			
	Access rate to CAMHS				
<b>Improved natural environment</b>	<b>Water quality</b>				
	Water quality against national standards	AL161 & AL162	Lancaster Comm strategy Preston Community Strategy West Lancashire Community Strategy Hyndburn Community Strategy Ribble Valley Community Strategy	Wyre BC	LIL Survey 2003 Priority 5
	<b>Air quality</b>				
Air quality against national standards	AL161	Fylde Corporate Plan		Wyre BC	LIL Survey 2003 Priority 5

Preston Community Strategy  
West Lancashire Community Strategy  
Hyndburn Community Strategy

Older People	Promoting independence & well being of people with disability	No. people with disability supported in own home	AL099 & AI101	Wyre Community Plan Fylde Community Plan West Lancashire BC Corporate Plan Hyndburn Neighbourhood Renewal Strategy Hyndburn Community Strategy Ribble Valley Community Strategy	LIL Survey 2003 Priority 10
		No. people with disability using direct payments	AL099 & AI101		
	Waiting time for disabled facilities	AL 101	Wyre BC Corporate Plan Ribble Valley Community Strategy Social Services Directorate	LIL Survey 2003 Priority 10	
	Promoting independence & well being of older people	No. people over 65 using direct payments	AL132		
	No. people over 65 in very sheltered housing	AL135	Social Services Directorate Preston Community Strategy West Lancashire Community Strategy West Lancashire BC Corporate Plan		
	No of people over 65 receiving care in their own homes	AL 135 & AL 136	Lancaster Comm Strategy Wyre BC Corporate Plan Fylde Community Plan South Ribble BC Corporate Plan West Lancashire Community Strategy West Lancashire BC Corporate Plan Hyndburn Neighbourhood Renewal Strategy Hyndburn Community Strategy Ribble Valley Community Strategy		
	Reduced A&E hospital admissions for over 65s	AL135	Social Services Directorate Lancaster Comm Strategy		
	Decrease in no. of admissions of older people to perm. Residential/nursing care	AL144	Lancaster Comm Strategy Wyre Community Plan Preston Community Strategy		
Economic Development	Increased tourism	No. of visitors % value of tourism to local economy Visits to tourism centres	AL006 AL 006 AL 148	Hyndburn BC Corporate Plan Pendle BC Corporate Plan Ribble Valley BC Corp Plan Wyre BC Corporate Plan Lancaster Comm Strategy Wyre Community Plan Fylde Community Plan Preston Community Strategy West Lancashire Community Strategy Hyndburn Community Strategy Ribble Valley Community Strategy Rossendale Community Strategy	
Employment & training opportunities	Lifelong learning: % NEET *		AL012	Elevate HMR Pathfinder Prosp. Fylde Community Plan Hyndburn Neighbourhood Renewal Strategy Rossendale Community Strategy	Wyre LSP Wyre BC LIL Survey 2003 Priority 9 & Priority 11 LIL Panel Wave 10
		No of people achieving basic skills level Adults enrolling on Adult Education courses	AL075 AL 078	Elevate HMR Pathfinder Prosp. Hyndburn Neighbourhood Renewal Strategy Ribble Valley Community Strategy	Rossendale LSP
		Employer specified learning places No of employers signed up to learning charter	AL012 & AL075 AL 078	Elevate HMR Pathfinder Prosp. Lancaster Comm Strategy	Wyre LSP Wyre BC LIL Survey 2003 Priority 11

			Wyre Community Plan Fylde Community Plan South Ribble Community Strategy Preston Community Strategy Hyndburn Community Strategy Hyndburn Neighbourhood Renewal Strategy Ribble Valley Community Strategy	Fylde LSP Rossendale LSP	
	<b>People into work :</b>	AL012	Elevate HMR Pathfinder Prosp.		
	people on incapacity benefit	AL012	Preston Community Strategy		
	young people	AL012	Preston Neighbourhood Renewal Strategy		
	young mothers	AL012 & AL084	West Lancashire BC Corporate Plan		
	people with poor basic skills	AL012	Hyndburn Community Strategy		
	people with disabilities	AL 101	Fylde Community Plan		
	No of apprenticeships in public sector	AL011 & AL075	Pendle Neighbourhood Renewal Strategy		
	% unemployed				
	<b>Job creation</b>				
	No of jobs:	AL 001	Elevate HMR Pathfinder Prosp.	Wyre LSP	
	in manufacturing industries	AL 001	Wyre Community Plan	Wyre BC	
	in service industries	AL 001	Chorley Community Strategy		
	in financial/high salary sector	AL 001	Lancaster CC Corp Plan	Fylde LSP	
	in creative industries	AL 146	Wyre BC Corporate Plan	Chorley BC	
	in retailing and distribution	AL 001	Fylde Community Plan	Ribble Valley LSP	
	Average pay levels	AL 001	Fylde Corporate Plan	Pendle LSP	
			South Ribble Community Strategy		
			Preston Community Strategy		
			West Lancashire Community Strategy		
			Ribble Valley Community Strategy		
			Pendle Neighbourhood Renewal Strategy		
			Rossendale Community Strategy		
	<b>No of Training sessions for elected members</b>	AL 108	Lancaster CC Corporate Plan Burnley BC Corporate Plan		
<b>Increased business sustainability</b>	<b>Business start ups &amp; survival rates</b>	AL008 & AL074	Pendle BC Corporate Plan	Wyre LSP	11 districts were below England average in 2002/3 and 2003/4 for National Floor Target 6 (New Firms Registration)
	Graduate new business start ups	AL 008	Lancaster Comm Strategy	Wyre BC	
	Social enterprise start ups	AL 009	Wyre Community Plan	Chorley BC	
			Fylde Corporate Plan	Fylde LSP	
			Preston Community Strategy	Ribble Valley LSP	
			Chorley Community Strategy	Pendle LSP	
			West Lancashire Community Strategy		
			West Lancashire BC Corporate Plan		
			Hyndburn BC Corporate Plan		
			Hyndburn Neighbourhood Renewal Strategy		
			Ribble Valley Community Strategy		
			Pendle Neighbourhood Renewal Strategy		
			Pendle Community Strategy		
			Rossendale Community Strategy		
	<b>Levels of vacant property in town centres</b>	AL014		Ribble Valley LSP	
	<b>Broadband coverage</b>	AL022	Lancaster Comm Strategy West Lancashire BC Corporate Plan Hyndburn Community Strategy Burnley BC Corporate Plan Rossendale Community Strategy		
<b>Increased inward investment</b>	Rate of development of business & industrial land	AL014 & AL015	Pendle BC Corporate Plan Elevate HMR Pathfinder Prosp. Wyre Community Plan Preston Community Strategy West Lancashire Community Strategy Hyndburn Community Strategy Burnley BC Corporate Plan Pendle Neighbourhood Renewal Strategy Pendle Community Strategy Rossendale Community Strategy		
	% Gross Value Added (GVA)	AL 004	South Ribble Community Strategy Ribble Valley Community Strategy		
	Use of Regional Investment Sites	AL016			

**Sustainable transport**

**Public transport**

Use of public transport	AL020 & AL041 &AL131	Pendle BC Corporate Plan Wyre BC Corporate Plan Lancaster Comm Strategy South Ribble Community Strategy Preston Community Strategy West Lancashire BC Corporate Plan Ribble Valley Community Strategy	Lancaster LSP Lancaster CC	LIL Survey 2003 BVPI Satisfaction 2003/4 LIL Panel Wave 2 LIL Panel Wave 4
% new development within 400m of bus	AL018 & AL019			
Reliability of public transport Availability of public transport	AL020 & AL131	Pendle BC Corporate Plan Wyre Community Plan	Lancaster CC	
<b>Traffic Congestion:</b> Reduction in traffic flows to/from town centres No of ride and drive parking spaces No of incidents of illegal parking detected	AL 029 AL 021	Pendle BC Corporate Plan Wyre BC Corporate Plan Fylde BC Corporate Plan South Ribble Community Strategy Preston Community Strategy Chorley BC Corporate Plan West Lancashire Community Strategy	Lancaster CC	LIL Survey 2003 Priority 3
No of cycle routes Use of rail, cycling and walking networks	AL 027 AL 027	Lancaster Community strategy Lancaster CC Corporate Plan South Ribble Community Strategy Preston Community Strategy West Lancashire BC Corporate Plan West Lancashire Community Strategy Ribble Valley Community Strategy		
<b>Energy:</b> Capacity for onshore renewable energy electrical generation Renewable energy used in public buildings % homes energy efficient with SAP rating higher than 60	AL159 AL159 AL159 AL 158	Ribble Valley Community Strategy Lancaster Comm Strategy Preston Community Strategy Chorley Community Strategy West Lancashire Community Strategy Hyndburn Community Strategy	Wyre BC	LIL Survey 2003 Priority 5
% Biodiversity Action Plan targets achieved	AL 173	Lancaster Comm Strategy		

\* Priority outcomes from Ambition Lancashire are derived from rigorous consultation with public and partners and are in part an aggregation of district community strategies  
 \*Areas of poor performance have been identified against national floor targets/national PSAs and BVPIs.  
 There are areas of poor performance not listed including % ill health retirements, female top earners, employees with disability and employees from ethnic minorities (corporate health measures)  
 NB: Many of the above priority outcomes may be subject to measurement of performance to address differing needs in terms of deprivation, rurality, demography, ethnicity or social inclusion.