

Executive Cabinet

Agenda and Reports

For consideration on

**Thursday, 6th December
2007**

In the Council Chamber, Town Hall, Chorley

At 5.00 pm



PROCEDURE FOR PUBLIC QUESTIONS/SPEAKING AT EXECUTIVE CABINET MEETINGS

- Questions should be submitted to the Democratic Services Section by midday, two working days prior to each Executive Cabinet meeting to allow time to prepare appropriate responses and investigate the issue if necessary.
- A maximum period of 3 minutes will be allowed for a question from a member of the public on an item on the agenda. A maximum period of 30 minutes to be allocated for public questions if necessary at each meeting.
- The question to be answered by the Executive Member with responsibility for the service area or whoever is most appropriate.
- On receiving a reply the member of the public will be allowed to ask one supplementary question.
- Members of the public will be able to stay for the rest of the meeting should they so wish but will not be able to speak on any other agenda item upon using their allocated 3 minutes.

Chief Executive's Office

Please ask for: Tony Uren
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Date: 27 November 2007

Chief Executive: Donna Hall

Chorley
Council

Town Hall
Market Street
Chorley
Lancashire
PR7 1DP

Dear Councillor

EXECUTIVE CABINET - THURSDAY, 6TH DECEMBER 2007

You are invited to attend a meeting of the Executive Cabinet to be held in the Council Chamber, Town Hall, Chorley on Thursday, 6th December 2007 at 5.00 pm.

AGENDA

1. **Apologies for absence**
2. **Declarations of Any Interests**

Members are reminded of their responsibility to declare any personal interest in respect of matters contained in this agenda. If the interest arises **only** as result of your membership of another public body or one to which you have been appointed by the Council then you only need to declare it if you intend to speak.

If the personal interest is a prejudicial interest, you must withdraw from the meeting. Normally you should leave the room before the business starts to be discussed. You do, however, have the same right to speak as a member of the public and may remain in the room to enable you to exercise that right and then leave immediately. In either case you must not seek to improperly influence a decision on the matter.

3. **Minutes (Pages 1 - 10)**

To confirm as a correct record the minutes of the meeting of the Executive Cabinet held on 15 November 2007 (enclosed).

4. **Public Questions**

Members of the public who have requested the opportunity to ask a question(s) on an item(s) will be asked to put their question(s) to the respective Executive Member(s). Each member of the public will be allowed to ask one supplementary question within his/her allotted three minutes.

MATTERS REFERRED BY THE OVERVIEW AND SCRUTINY COMMITTEE (INTRODUCED BY THE CHAIR OF THE OVERVIEW AND SCRUTINY COMMITTEE, COUNCILLOR D EDGERLEY)

5. **Introduction of Neighbourhood Working in Chorley (Pages 11 - 24)**

The Overview and Scrutiny Committee considered at its meeting on 12 November 2007 the attached report of the Director of Streetscene, Neighbourhoods and Environment on

Continued....

the recommendations of the Environment and Community Overview and Scrutiny Panel following its inquiry into Neighbourhood working.

The Overview and Scrutiny Committee, after assessing the two potential options for neighbourhood working in Chorley, has recommended the Executive Cabinet to support the adoption of the following system:

- That there be 8 Neighbourhood Areas based on the Neighbourhood Policing Areas.
- That consideration be given to Parishing the non-parished areas of Chorley.
- That consideration be given to the future of Target Area Partnerships.

EXECUTIVE LEADER'S ITEMS (INTRODUCED BY THE EXECUTIVE LEADER, COUNCILLOR P GOLDSWORTHY)

6. **Forward Plan** (Pages 25 - 30)

To receive and consider the Council's Forward Plan for the four months period commencing 1 December 2007 (enclosed).

CORPORATE POLICY AND PERFORMANCE ITEM (INTRODUCED BY THE EXECUTIVE MEMBER, COUNCILLOR MRS P CASE)

7. **Joint District and Lancashire County Council Locality Plan for Chorley** (Pages 31 - 36)

Report of Assistant Chief Executive (Policy and Performance), with attached draft Plan (enclosed).

8. **Chorley Partnership - Progress update** (Pages 37 - 54)

Report of Assistant Chief Executive (Policy and Performance) (enclosed).

ECONOMIC DEVELOPMENT AND REGENERATION ITEM (INTRODUCED THE EXECUTIVE MEMBER, COUNCILLOR P MALPAS)

9. **Housing and Planning Delivery Grant - Consultation On Allocation Mechanism** (Pages 55 - 62)

Report of Corporate Director (Business) (enclosed).

10. **Growth Point Designation - Expression of Interest Bid** (Pages 63 - 66)

Report of Corporate Director (Business) (enclosed).

RESOURCES ITEMS (INTRODUCED BY THE EXECUTIVE MEMBER, COUNCILLOR A CULLENS)

11. **Capital Programme, 2007/08 - Monitoring Report** (Pages 67 - 80)

Report of Assistant Chief Executive (Business Transformation) (enclosed).

12. **Capital Programme, 2008/09 - 2010/11**

Report of Assistant Chief Executive (Business Transformation) (enclosed).

13. **Approval of draft Budget proposals for 2008/09 for consultation purposes** (Pages 81 - 100)

Report of Assistant Chief Executive (Business Transformation) (enclosed).

14. **Approval of Council's Mid-Term Financial Strategy for 2007/08 - 2009/10**

Report of Assistant Chief Executive (Business Transformation) (enclosed).

15. **Any other item(s) that the Executive Leader decides is/are urgent**

16. **Exclusion of Press and Public**

To consider the exclusion of the press and public during consideration of the following items of business on the ground that they involve the likely disclosure of exempt information as defined in Paragraphs 1 and 3 of Part 1 of Schedule 12A to the Local Government Act 1972.

EXECUTIVE LEADER'S ITEM (INTRODUCED BY THE EXECUTIVE LEADER, COUNCILLOR P GOLDSWORTHY)

17. **Market Walk - Phase 2 Update (Pages 101 - 106)**

Report of Assistant Chief Executive (Business Transformation) and Corporate Director (Business) (enclosed).

HEALTH, LEISURE AND WELL-BEING ITEM (INTRODUCED BY THE EXECUTIVE MEMBER, COUNCILLOR M PERKS)

18. **People Directorate - Management Restructure (Pages 107 - 110)**


Report of Corporate Director (People) (enclosed).

RESOURCES ITEM (INTRODUCED BY THE EXECUTIVE MEMBER, COUNCILLOR A CULLENS)

19. **Financial Shared Services**

Report of Assistant Chief Executive (Business Transformation) (enclosed).

Yours sincerely



Chief Executive

ENCS

Distribution

1. Agenda and reports to all Members of the Executive Cabinet, Lead Members and Chief Officers for attendance.

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માટે કૃપા કરી, આ નંબર પર ફોન કરો: 01257 515822

ان معلومات کا ترجمہ آپ کی اپنی زبان میں بھی کیا جاسکتا ہے۔ یہ خدمت استعمال کرنے کیلئے براہ مہربانی اس نمبر پر ٹیلیفون
کیجئے: 01257 515823

Executive Cabinet

Minutes of meeting held on Thursday, 15 November 2007

Present: Councillor Pat Case (Deputy Leader of the Council in the Chair) and Councillors Eric Bell, Alan Cullens, Peter Malpas, Mark Perks and John Walker

Also in attendance:

Lead Members: Councillors Mrs Marie Gray (Lead Member for Town Centre), Harold Heaton (Lead Member for Development Control), Geoffrey Russell (Lead Member for Finance) and Iris Smith (Lead Member for Licensing)

Other Members: Councillors Ken Ball, Henry Counce, David Dickinson, Dennis Edgerley, Anthony Gee, Daniel Gee and Mrs Stella Walsh

07.EC.119 APOLOGY FOR ABSENCE

An apology for absence was submitted on behalf of the Executive Leader and Chair (Councillor Peter Goldsworthy).

07.EC.120 DECLARATIONS OF ANY INTERESTS

There were no declarations of interest by any of the Executive Members in any of the agenda items.

07.EC.121 MINUTES

The minutes of the meeting of the Executive Cabinet held on 4 October 2007 were confirmed as a correct record for signature by the Executive Leader.

07.EC.122 PUBLIC QUESTIONS

The Executive Cabinet had not received any requests from members of the public to ask a question(s) on any of the meeting's agenda items.

07.EC.123 AUDIT COMMISSION - APPLICATION FOR CPA RE-CATEGORISATION

The Deputy Leader of the Council reported receipt of a letter from the Audit Commission confirming that the Regional Panel that had considered the Council's application for CPA re-categorisation had determined that the Council had submitted sufficient evidence of improvement to warrant a corporate re-assessment of the Council's current score. The application had been assessed against a criterion that there would be a reasonable prospect of the Council ultimately achieving a reclassified score.

The Council would be notified in due course when the Authority's CPA score would be re-assessed within a national programme.

Decision made:

That the notification be welcomed.

07.EC.124 FORWARD PLAN

The Executive Cabinet received the Council's Forward Plan setting out details of the potential key decisions to be made by the Executive Cabinet or individual Executive Members during the four months period commencing 1 November 2007.

Decision made:

That the November Forward Plan be noted.

07.EC.125 JOINT WORKING WITH BLACKPOOL COUNCIL ON POLICY AND PERFORMANCE

The Chief Executive submitted a report on a proposal for Chorley Council to work jointly with Blackpool Borough Council in the field of policy and performance management.

Blackpool Council had requested the support of Chorley Council's Assistant Chief Executive (Policy and Performance) and her team of Performance Advisors and Communications Manager in the restructure of its Policy Team, a review of the Authority's LSP and its Community, Corporate and Marketing/Communities Strategies, and strengthening of its performance management frameworks.

The report highlighted the potential benefits of the initiative to both Authorities, pointing out that the proposal acknowledged the skills and abilities within Chorley Council's Policy and Performance Directorate; would provide existing staff with valuable experience of working within a unitary authority; and accorded with the concept of shared value for money services. The part-time joint working venture was expected to operate initially up to March 2008 and would generate a flat fee income to Chorley Council of £25,000.

Decision made:

That approval be given to the commencement of the joint working initiative between Chorley and Blackpool Borough Council in the field of policy and performance management.

Reason for decision:

The proposal is in line with the Council's ambition to develop shared services with other Councils, to reduce costs, and to improve service quality.

Alternative option(s) considered and rejected:

None.

07.EC.126 PERFORMANCE MONITORING REPORT - SECOND QUARTER OF 2007/08

The Executive Cabinet considered a report of the Assistant Chief Executive (Policy and Performance) which set out and reviewed the Authority's performance in the delivery of the key projects and measures in the Corporate Strategy and against national Best Value Performance Indicators (BVPs) during the second quarter of 2007/08 ending on 30 September 2007.

The report revealed an overall commendable performance in the delivery of the Corporate Strategy's key projects, with 30 of the 44 projects having been completed and the remaining 14 progressing on course. 75% of the Corporate Strategy indicators had either met or exceeded their target.

Overall, BVPI performance had been good and the Council's quartile positioning remained positive with 58% of BVPIs showing consistent or improved performance. 18

(55%) of indicators were included in the top quartile nationally, with 66% of BVPIs being on course to meet their target by the year end.

The members were informed that only 2 indicators relating to early retirement and the average length of stay in bed and breakfast accommodation were included in the bottom quartile nationally. Action Plans to improve performance had been produced for each of the BVPIs which had failed to reach its target over the last two quarters. With regard to BVPI performance in respect of the use of bed and breakfast accommodation, both the action plan and a later report on the Executive Cabinet's agenda would be recommending the transfer back to the Council of responsibility for homelessness services.

In response to the opinion expressed by a few Members present at the meeting that the broader strategic housing issues impacting on the demand to accommodate homeless people should be addressed, the Corporate Director (Business) confirmed that all factors influencing the BVPI, including current processes and procedures, the causes of homelessness and the provision of affordable houses for sale or rent, would be assessed.

Decision made:

That the report be noted.

07.EC.127 DIRECTION OF TRAVEL SELF ASSESSMENT, 2007

The Executive Cabinet received a report of the Assistant Chief Executive (Policy and Performance) which enclosed a copy of the Council's Direction of Travel Self-Assessment report for 2007. The document had been sent to the Audit Commission to be taken into account in the production of its Direction of Travel Assessment of the Council to be included in the Annual Audit and Inspection letter to be published in March 2008.

The report demonstrated and highlighted each of the significant achievements of the Authority across each of its four priority areas over the past 12 months in its quest to deliver better services and outcomes to its residents. The achievements had been recognised by a number of external bodies through awards and commendations, which were listed in the Self Assessment document.

The Executive Member for Streetscene, Neighbourhoods and Environment reported receipt of a letter from the Home Office acknowledging the Council's achievements in the field of community safety and the Member complimented the Chief Executive and the Council's staff who had contributed to the high level of service provision.

Decision made:

That the report and Direction of Travel Self Assessment for 2007 be noted.

07.EC.128 MOVING FORWARD WITH PROJECT AND PROGRAMME MANAGEMENT

The Executive Cabinet received a report of the Assistant Chief Executive (Policy and Performance) reviewing the Council's project and programme management achievements and outlining the planned actions to further strengthen the systems.

The report, firstly, provided an overview of the Council's past achievements in the field of project and programme management, including the development of a management toolkit, which had been recognised nationally as a best practice tool.

Secondly, the report outlined the actions put in place to address the small number of risks identified by the recent internal audit of project management.

Finally, the report referred to the outcome of a recent regional survey commissioned by the North West E-Government Group which had compared the Council's project management performance with other regional authorities. The survey had revealed the maturity of the Council's management approach and processes to be above average for six of the nine themes measured.

The report concluded that, overall, the authority's project and management systems were robust and effective, and that the Officers were actively addressing the means of improving a small number of areas (eg training, capacity and governance arrangements) in order to maintain the Council's high reputation in the area of project management.

Decision made:

That the report be noted.

07.EC.129 CIVIC EVENTS WORKING GROUP

The Executive Cabinet received the minutes of the Civic Events Working Group held on 12 October 2007.

The Working Group had considered both the arrangements for the Mayoral Civic Event to be held on Friday, 16 May 2008 following the inauguration of the new Mayor at the Annual Meeting on 17 May, and an update of the plans for the civic commemoration of Remembrance Sunday, 11 November 2007.

A number of Members commended the past services of Peter Doyle who had resigned recently from the post of Mayor's Attendant.

Decision made:

That the minutes of the Civic Events Working Group be noted and approved.

07.EC.130 FORMALISING JOINT LOCAL DEVELOPMENT FRAMEWORK WORKING AND PRODUCTION OF JOINT CORE STRATEGY

The Corporate Director (Business) presented a report seeking Members' instructions on the adoption of the most appropriate means of formalising the current joint working arrangements between Chorley, Preston and South Ribble Councils on the Local Development Framework (LDF) Core Strategy and other planning policies with a view to the production of a joint Core Strategy for the Central Lancashire area.

A formalised working arrangement would entail the three authorities entering into a local agreement to cover relevant areas (ie governance; project management and co-ordination; administration; procurement; and conflict resolution).

The report explained and commented on the two options for formalised models of joint working laid out in Sections 28 and 29 of the Planning and Compulsory Purchase Act 2004. The Section 29 option would involve a more formal joint working approach requiring the establishment of a Joint Committee. The three authorities, however had recommended the adoption of a more informal approach under Section 28, under which the three authorities would enter into an agreement to prepare a joint Core Strategy. It would be possible for that agreement to include provision for an informal Joint Advisory Body, which would make recommendations on aspects of the Core Strategy to the constituent authorities for their determination. Decisions at key stages would still need to be taken by each authority's Executive or full Council.

Decision made:

That the Council be recommended to support the Section 28 option in principle to formalise the joint working arrangements between the Chorley, South Ribble and Preston Councils leading to the production of a joint LDF Core Strategy, subject to the detailed wording and later approval of a local agreement document.

Reason for decision:

The adoption of the Section 28 option will allow the Council to continue with joint working with Preston and South Ribble Councils on a formal basis that still requires final decisions to be taken by the respective Councils.

Alternative option(s) considered and rejected:

The other statutory options would be more formal and reduce/remove decision making powers from individual Councils. The only other option is to not formalise our arrangements and just work together on evidence gathering and sharing practice. However this would mean a joint Core Strategy involving Chorley could not be produced and so the opportunity to full co-ordinate LDF planning across Central Lancashire would be missed.

07.EC.131 CHORLEY COUNCIL'S ACTIONS TO REDUCE CARBON EMISSIONS AND IMPACT ON CLIMATE CHANGE

The Executive Cabinet received a report of the Corporate Director (Business) detailing the actions and measures that the Council had either instigated or were proposing to develop to reduce its carbon emissions in order to mitigate the impact of global climate change.

The initiatives initiated by the Council in its community leadership role to combat climate change included:

- the formation of the Climate Change Task Group comprising all Heads of Service with a remit to examine all the Council's activities and produce a Climate Change Strategy within the next 6 months to reduce the Council's environment footprint;
- the Council's membership of the Local Government Information Unit Carbon Trading Pilot Project set up to assist and advise local authorities and organisations on the reduction of carbon emissions;
- the provision of a baseline survey on energy consumption within the Council's operational properties by Liberata;
- the introduction of a sustainable procurement policy; and
- the addition of a new priority to develop local solutions to global climate change in the LSP's refreshed Community Strategy.

The current activities would form part of the wider Climate Change Strategy, which would also contain further programmed actions.

Decision made:

That the report be noted and that the future actions proposed be supported.

07.EC.132 SALE OF LAND AT FAIRVIEW FARM, ADLINGTON

The Corporate Director (Business) presented a report seeking approval to the transfer of an area of land at Fairview Farm, Adlington to Places for People Housing Association at a nil value for the development of affordable housing.

The Executive Cabinet, at its meeting in June 2007, had supported the transfer of the land for the purpose of providing 42 units of social rented or low cost houses for sale.

The Corporate Director of Governance advised the Members that a general consent of the Secretary of State would apply to the proposal to improve the social wellbeing of the area, as the value of the land to be disposed of did not exceed £2m.

Members requested the provision of measures to safeguard the affordability of the proposed dwellings and to ensure that the best balance of houses available for sale and rent was achieved.

Decision made:

That the Council be recommended:

- (1) to approve the transfer of land at Fairview Farm, Adlington to Places for People Housing Association at nil value, subject to the Association obtaining funding from the Housing Corporation in the 2008-2011 National Affordable Housing Programme and satisfactory nomination rights being negotiated;**
- (2) to authorise the Officers to examine appropriate mechanisms which can be agreed to ensure that the dwellings constructed retain their affordability upon resale or reletting.**

Reasons for decision:

1. To ensure that a supply of low cost and social housing is maintained in the Borough.
2. The Council has a corporate target of providing 250 units of affordable housing by 2009, last year a total of 9 units were completed and none were granted planning permission. This development alone has the potential to provide almost 20% of the corporate target.
3. Places for People have also indicated that they will recycle £900,000 of their Social Homebuy Grant on the development, which in turn reduce the amount that is requested from the Housing Corporation.
4. The development of the site was identified in the Council's 2005 Housing Strategy as a proposed development of key strategic relevance.
5. If successful the development will provide approximately 42 units of affordable housing, It is currently proposed to place five 2-bed houses and nine 3-bed house on the site for social renting, and twelve 2-bed houses, three larger 2-bed houses, and thirteen 3-bed houses for low cost sale, however ongoing discussions are taking place with Development Control.
6. If Places for People Housing Association are unsuccessful in the bid for funds, the land would remain in Council ownership and it would be able to enter into negotiations with other providers.

7. The Housing team are currently negotiating over nomination rights to the development. Although not agreed it is envisaged that the Council will have 100% nomination rights to initial lets and 50% of all subsequent lets.

Alternative option(s) considered and rejected:

8. Transfer of the land at market value, the scheme would be at risk due to the additional funding required from the upcoming National Affordable Housing Program 2008-2011. The consequence of requesting additional funding is less funding will be available for other proposed new developments within the borough. The Housing Corporation who fund the National Affordable Housing Program may choose not to offer funding to the development due to high costs per unit.
9. Transfer the land to another Registered Social Landlord. The Council could negotiate with another social housing provider, however, discussions with Places for People have been ongoing for a number of years and any agreement reached with another Association would 'sour' the working relationship between the Council and Places for People, who are the borough's second largest housing provider. Any Housing Association would be faced with the same difficulties in securing funding if purchasing the land at market value.

07.EC.133 CENTRAL LANCASHIRE HEALTH AND WELL BEING BOARD

The Corporate Director (People) submitted a report recommending the Council's membership of the Central Lancashire Health and Wellbeing Board to be established by the Central Lancashire Primary Care Trust.

The principal intention of the Board would be to maximise partnership working between the PCT and local authorities with the general aim of improving the health and wellbeing of local residents.

Decision made:

That approval be given to the Council's membership of the Central Lancashire Health and Wellbeing Board.

Reason for Decision:

The Board will enable senior decision makers to foster good relationships, to develop joint training opportunities across their structures and explore innovative approaches to improving the population's health and wellbeing and to reduce health inequalities.

Alternative option(s) considered and rejected:

None

07.EC.134 REFUSE AND RECYCLING CONTRACT - PROCUREMENT EVALUATION MODEL

The Executive Cabinet considered a report of the Director of Streetscene, Neighbourhoods and Environment seeking Members approval of the criteria to be used in the evaluation of tenders received for the new Refuse and Recycling Collection Contract in accordance with the Council's Contract Procurement Rules.

The suggested criteria based on an evaluation of various weightings would allow Members' engagement in the assessment process.

Decision made:

That the evaluation criteria and weighting system proposed in the submitted report be approved for use in the evaluation of the tenders submitted as part of the procurement of the next refuse and recycling contract.

Reason for decision:

To ensure that the procurement process complies with the Council's Contract Procurement Rules and ensures that the Council can obtain the most economically advantageous bid for the service.

Alternative option(s) considered and rejected:

None.

07.EC.135 REVENUE BUDGET, 2007/08 - MONITORING

The Executive Cabinet received a report of the Assistant Chief Executive (Business Transformation) monitoring the Council's financial performance during the second quarter period of 2007/08 in comparison with the budgetary and efficiency savings targets for the current financial year in respect of the General Fund.

The report revealed a forecast overspend of £91,000, but envisaged that further savings to be identified during the remainder of the financial year would ensure that a balanced budget was achieved at the year end.

While no specific remedial action was recommended at this stage, the report pointed to a number of areas that would require close monitoring (ie the achievement of corporate savings and efficiency targets; increased refuse collection costs; concessionary travel and benefit costs).

The report also recommended the transfer back to the Borough Council of responsibility for the management of homelessness from Chorley Community Housing.

Decisions made:

1. That the report be noted.
2. That notice be given to Chorley Community Housing that it is the Council's intention to terminate the current agreement for them to provide the Homelessness service for the Council.

Reasons for decisions:

To ensure that the Council's budgetary targets are achieved and that satisfactory and effective processes are adopted for the management of the homelessness service.

Alternative option(s) considered and rejected:

None.

Executive Leader

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Report of	Meeting	Date
Environment and Community Overview and Scrutiny Panel Cllr Greg Morgan-Chair	Overview and Scrutiny Committee	12 November 2007

INTRODUCTION OF NEIGHBOURHOOD WORKING IN CHORLEY

PURPOSE OF REPORT

1. The Environment and Community Overview and Scrutiny Panel has completed its inquiry into Neighbourhood Working and makes the following recommendations.

RECOMMENDATION(S)

2. That Overview and Scrutiny Committee consider this report for recommendation to Executive Cabinet.

EXECUTIVE SUMMARY OF REPORT

3. The Environment and Community Overview and Scrutiny Panel has undertaken an inquiry into Neighbourhood Working.

This report makes recommendations for the adoption and implementation of a system of neighbourhood working for Chorley.

If adopted the system would provide for:

The establishment of neighbourhood teams.
 Support for working with existing neighbourhood based groups.
 A funding mechanism to support local initiatives.
 The reinforcement of the role of the ward Councillor in neighbourhoods
 Support for relatively deprived and poorly organised neighbourhoods.

REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

4. People will feel and be involved in their communities.
 Services will be improved by local influence and delivery.
 Community confidence and cohesion will be built.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

5. The panel considered a wide range of neighbourhood working models as part of the inquiry process.

CORPORATE PRIORITIES

6. This report relates to the following Strategic Objectives:

Put Chorley at the heart of regional economic development in the central Lancashire sub region		Improved access to public services	✓
Improving equality of opportunity and life chance	✓	Develop the character and feel of Chorley as a good place to live	✓
Involving People in their Communities	✓	Ensure Chorley is a performing Organisation	✓

BACKGROUND

7. The Environment and Community Overview and scrutiny panel has: -

Commissioned a report from a special advisor [***“The scope and prospects for neighbourhood working in Chorley” - Partners in Change***]. This report posed a number of questions, which the Scrutiny panel accepted as the basis for continuing the inquiry. Obtaining the answers to these questions was the key output of the inquiry.

Held a number of inquiry hearings

Interviewed and questioned witnesses from Partners such as the Police service, Registered social landlords, Community Organisations, Parish Councils, Active Citizens, other Local Authorities, third sector organisations and private individuals.

Held a listening day at the St. Lawrence’s centre

Undertaken a site visit to the Great Lever Neighbourhood Management Area in Bolton where board members, councillors and officers were interviewed.

8. The Scrutiny Inquiry has heard evidence that:

8.1 Chorley has existing strengths in neighbourhood representation, especially through the 23 Parish Councils and the 3 Target Area Partnerships [PAICE, SWITCH and Clayton Brook Together]. The scrutiny panel has determined that the Council should build on these existing strengths and assets.

8.2 Key front line services in particular Police; streetscene, leisure and housing report a high degree of existing commitment to neighbourhood working. They co-operate well together. Three of these services already have designated neighbourhood workers. The fourth (leisure) is ready and able to move in this direction. These services report experience and ability in attracting other partners – for example, social services, education – as needed to look at particular pieces of work (e.g. supporting vulnerable families). A proposal based on existing strengths and familiarity with joint working is likely to be less costly and more sustainable than alternatives trying to bring together services and personnel without this background. The scrutiny Inquiry has often heard about the need to work from what exists and not impose additional demands and structures.

8.3 These services have front line responsibility for issues that most concern residents – crime, anti social behaviour, youth provision, environment and parking.

8.4 The Target Area Partnerships and the Parish Councils will be reluctant to accept new commitments that require additional meetings or other demands on time. In most cases

it would not be practical or desirable to try to provide a dedicated neighbourhood management service for each one. We have also heard that many witnesses feel the need for a service that is able to respond to more local groups. This suggests a need for a solution that is flexible and responsive to opportunities to meet with neighbourhood representatives on their own terms without demanding that people form new bodies structured to the convenience of professional management rather than to that of volunteers.

- 8.5 We need also to link with Community Forums, or any community engagement structure that may replace them, without sacrificing the ability to empower groups at a more localised level. Again this points to a need for flexibility.
- 8.6 The 3 Target Area Partnerships despite being essentially a creation of the Community Safety Partnership have reported difficulties with support in respect of community development, communications and administration.
- 8.7 The Parish Councils do not feel they have a 'champion' in the district council in the way that the Target Area Partnerships do. They felt that there may be a risk of alienating these existing structures if a solution is produced that appears to make additional demands on the limited time and resources of volunteers and/or to marginalise and diminish the contribution these bodies make. There is little will or capacity to generate new structures. These considerations point to a solution that reassures these bodies and puts those wishing to participate at the heart of neighbourhood working.
- 8.8 The 3 Target Area Partnerships and some (but not most) parish councils are interested in engaging positively with an extension of neighbourhood working. Some residents groups are also interested but these link with the Target Area Partnerships or Parish Council structures. We also heard that solutions need to avoid making consistent demands on all to engage in a similar way. The intention is to be flexible, response and accommodating.
- 8.9 There are uncertainties around the short term future of the environment affecting neighbourhood working – thinking here in particular of the outcome of the Lancashire Partnership - LAA Neighbourhood Dimension pilot in Clayton Brook* and any resultant commitment of the County Council to operate at small area level, the wider consultation on Lancashire's neighbourhood empowerment policy; and the new experience of Community Forums.

Again this supports a solution that is flexible and responsive. Neighbourhood working, we felt, should be considered a journey, not a destination.

**[The Draft Final report of the Chorley Pilot available at 30 October broadly supports the proposals here and in particular highlights the contributions from:*

The successful partnership working established through the safer and Stronger Communities block.

The Stronger and More Involved Communities theme group of the LSP

The production of local profiles and action plans monitored as part of the Local Strategic Partnership Performance Management framework

The strengthening and development of Community Development support for communities.]

- 8.10 Channels of communication which are able to 'cascade' both up and down so that strategic priorities and information support neighbourhood empowerment, which can operate at the smallest practical scale are important.
- 8.11 Resourcing and organisation should contain additional costs at sustainable levels. Any neighbourhood working proposal must however recognise and provide for costs for community development and communications.

- 8.12 At one of the Pathfinder areas [Bolton], how Neighbourhood Working had delivered measurable improvements in satisfaction and achieved some of its original aims of reducing relative deprivation.
- 8.13 At Bolton the make up of the responsible board and the recruitment and appointment of active community members was considered vital to success. Their appointment and selection process impressed us and we were shown how this had improved the effectiveness of neighbourhood management and created a more sustainable future.
- 8.14 As widely reported in the literature it is the community confidence building aspect of neighbourhood management that helps to ensure its success in the longer term.

MODEL FOR NEIGHBOURHOOD WORKING

9. Drawing on this evidence the panel considered three models of neighbourhood working for Chorley. We rejected one model as being too expensive and demanding of other resources.

We are proposing one model is adopted in Chorley and that we adopt the Area Teams approach but also include for an element of capacity building using community development techniques, which are well established in Chorley in the Target Area Partnerships. These would be cascaded into other areas on the same model.

9.1 Neighbourhood Team Approach

In this approach the effort would be concentrated on a particular theme, or related group of themes of community concern. Implicit in this approach is a Borough-wide coverage with similar opportunities, though not necessarily equality of effort, in each neighbourhood.

A repeated feature of the Scrutiny hearings in Chorley was an enthusiasm for this type of approach based on these community concerns:

- 9.1.1 **Quality of life:** those things that make somewhere a good place to live, such as working on and improving local environmental quality
- 9.1.2 **Support for the neighbourhood:** being involved and proud to live in a neighbourhood and being consulted about local issues and feeling that you can affect the use of resources.
- 9.1.3 **Confidence in local service providers:** knowing problems will be addressed, including prompt and effective community and individual feedback and accountability. Partners working together to built both community capacity and confidence in service providers.
- 9.1.4 **Feelings of safety outside the home at night:** having the confidence to be outside the home day or night so that greater use can be made of Greenspace and other community facilities.

- 9.2 An important related theme to much of the evidence was both perceived and real inter-generational tension manifest by:

- Mutual misunderstanding and intolerance
- Perceived problems from shared use of space
- A desire to develop diversionary activities for young people

- A desire from young people to make a contribution to their local environment and society.
- 9.3 The core of the proposal is for “**Neighbourhood Teams**” [NTs] to be formed for delivering key front-line services on a neighbourhood basis. These will be based on those services that now have a commitment to working together and managing services on a neighbourhood basis.
- 9.4 Each NT would prepare an annual action plan for its neighbourhood. The action plan would be evidence based and would accept reasonably felt community concerns as a valid evidence base so that the information advising the action plan would commonly be:
- 1) **Crime, disorder and environmental data analysed through MATAC**
 - 2) **Super output area profiling data supplied by Chorley Council.**
 - 3) **Existing Parish Plans.**
 - 4) **Health inequalities data supplied by the Primary Care Trust.**
 - 5) **Results of a facilitated action planning process managed through the Community forums or faith and community groups.**
 - 6) **Local environmental, crime reduction and asset management proposals from local groups, active citizens and ward Councillors.**
- 9.5 It would be implemented by:
- 9.5.1 Building on existing structures such as MATAC, Neighbourhood Policing and the close and effective working of the Crime and Disorder Reduction Partnership
- 9.5.2 Progressing the work already done in restructuring the management of environment, streetscene and crime and disorder operations by both strengthening and deepening this integration by:
- Developing neighbourhood Streetscene strategies
 - Undertaking a comprehensive asset register of public space and developing local care partnerships, and community management of suitable spaces.
 - Further restructuring street care operations to concentrate on neighbourhood management satisfaction as well as asset management and maintenance.
- 9.5.3 Managing the risk of operational failure by concentrating initially on this basket of issues which are easier to deliver and buy-in more easily obtained because the evidence is that people understand and relate to the objectives and outcomes
- 9.5.4 Basing the organisation on existing neighbourhood boundaries, which are understood and at least partly based on “natural” neighbourhoods.
- 9.5.5 In this latter case Overview and Scrutiny Committee will be asked to finalise a recommendation from two potential footprints based on either;
- 8 neighbourhoods based on the Neighbourhood Policing areas [**Option 1 attached**] or
 - 7 neighbourhoods based on the Lancashire County Council electoral divisions [**Option 2 attached**]

The panel were mindful of the view that quality of life issues were inextricably linked with not just relative inequality of opportunity but in some neighbourhoods pockets of real health inequality, which could respond to neighbourhood managed health interventions.

The panel felt that neighbourhood managed health interventions such as smoking cessation, alcohol harm reduction and the promotion of active lifestyles was the logical next progression for the neighbourhood teams, when augmented by health care resources.

9.6 The panel recommend that the following structures and arrangements be put in place:

The neighbourhood team core management be:

- Police (Community beat managers)
- Streetscene (Neighbourhood officers)
- Leisure (generic youth, sport and arts workers)
- Social housing (where applicable – neighbourhood officers from CCH and PfP)

9.7 Each team will have a nominated leader who will be answerable to the management board of each neighbourhood.

9.8 The teams will involve other services either on an ad hoc project basis or by recruitment over the longer term. Team members must be empowered to make decisions on local service provision within agreed parameters.

9.9 Each NT will establish a communication hub or base in the neighbourhood. They will have freedom to do this and this hub may be for example a school, simply a notice board, a temporary mobile office, a community centre or village hall etc. These will not need to be staffed but there will be a commitment to have a presence in the same way that the PACT arrangements work. The panel heard that, whilst the community appreciated the effort devoted to the current PACT process a more involving process with more real time feedback would be appreciated.

9.10 The Panel has heard that reputable governance arrangements need to be established for the Neighbourhood Teams. A potential, but as yet undeveloped, role for the Local Strategic Partnership was an option but in the mobilisation phase it was envisaged that the teams would be accountable to the Neighbourhood Coordinator who would develop a more structured governance model in the first year of operation.

Community engagement

9.11 Each NT will have a commitment to report to its local community with a “Management Board” of ward councillors and a community representative providing community administrative oversight to ensure that another tier of local governance does not impose additional burdens.

9.12 This reporting will not be a formal written report but is designed to support and enhance the role of the local Ward Councillor. The panel felt that this type of informal oversight was more fruitful and engaging and more meaningful to the type of problems the NTs were likely to resolve.

9.13 NTs will also report periodically to each Parish or Town Council in its area and keep Target Area Partnerships and organisations representing local opinion and concern informed of what is going on.

9.14 The community representative would be appointed following advertisement against a job description with the Council acting as the appointing body.

- 9.15 The panel agreed that effective communication chains are essential to this proposal. The panel also agreed that, traditional, or additional, communication methods would exert a very strong negative influence on success and recommend that feedback to board members, groups and active citizens using effective mobile working technology is a requirement.
- 9.16 NTs will respond to local street groups, action groups etc. These will normally be short-life groups stimulated by local concern and/or by the NT itself. Where groups emerge with a longer-term representative function then the NT will co-opt a representative onto the management board for the life of the project. An example of such interests might be the local Tree Warden, where one has been appointed.
- 9.17 NTs will be represented at meetings, give basic support to groups in terms of understanding and influencing NTs services and other services where NTs can make links, and identify needs and opportunities to develop new initiatives to empower neighbourhoods.
- 9.18 PACT meetings will be expanded formally to include environmental and other issues and will continue to be the primary face-to-face means of community engagement with citizens.
PACT will become **Partners And Community Together**.
- 9.19 An additional resource to collate and analyse neighbourhood intelligence and data sets, which help with community feedback, will be provided based in the MATAAC process.

Characteristically whilst each neighbourhood would have a responsible team this resource would be accountable and coordinated from the centre, which requires the following total resource for Chorley:

Neighbourhood Coordinator/Analyst at the centre
8 Neighbourhood Officers
Generic leisure officer for each neighbourhood
Neighbourhood Policing team
Registered Social Landlord Neighbourhood Officer in areas where there are significant areas of social rented housing.
Element of "credit" spending allocated at the neighbourhood level*

- 9.19.1 The panel recommend that the "credit"-spending element be £500 of revenue or capital allocated to each ward councillor which must be spent on approved outcomes agreed by a Neighbourhood Management Board-this would encourage pooling and cross neighbourhood working.
- 9.20 The panel also recommend that when the performance of the Community Safety Strategy is reviewed at the end of the strategy period of March 2008 that a continuing role for the Target Area Partnerships as community development leaders is examined.
- 9.21 The panel also recommend that to assist this process the following be provided.
 - Some intensive support for struggling, embryonic or badly represented areas that are concentrated in relatively deprived areas determined at April 2008 by the review process mentioned above. The purpose of this is to encourage and develop a voluntary and faith sector community development role and would

provide each group typically with a continuing level of “light touch” support consisting of:

1. Guaranteed 50 days a year of facilitation by a Community Development worker, essentially someone who is “on their side” and to whom they can turn for ideas, support and when things go wrong. This worker would help the groups with action/locality planning, supporting them to review local needs and opportunities, map out their futures and reflect on past achievements and difficulties. This worker can mediate with other organisations and agencies if required and unblock relationships with power holders such as the local authorities.
2. A 3-year credit fund of £5000, per deprived neighbourhood, of unrestricted money to be spent over the three years to support their basic infrastructure and communications.
 [For this purpose a deprived neighbourhood is defined as a neighbourhood containing at least one, or a substantial part of at least one, super output area in the 20% most deprived by reference to the index of multiple deprivation]
 Using this definition three neighbourhoods would qualify irrespective of which model is selected based on the most recent available data - Indices of Multiple Deprivation 2004.
3. Networking experience, by the organisation, by Chorley Council of an annual neighbourhood conference.

The Panel also recommend that a separate senior council officer act as the Champion for each relatively deprived neighbourhood.

9.22 An opportunity, subject to agreement, for a “community anchor” organisation to agree to support each reformed TAP from April 2008.

There would need to be a coincidence of interest between the community anchor and the TAP but the Panel suggests examples.

Target Area Partnership	Community Anchor
Chorley East	Groundwork
Chorley South West	Chorley Community Housing
Clayton Brook	Places for People

9.23 Development of the existing TAP model in Chorley

This option also includes a development role to extend this TAP model to other, less represented, areas of the Borough this is because:

- Reliance in all these models is placed on the utilisation of existing groups. This works well for most of the area and is what our witnesses said they preferred. However it runs the risk of leaving the non-parished areas without community representation.

9.24 It is recommended that a community development function be supported which would:

- Take responsibility for identifying or developing cohesive community groups that would be prepared to undertake a neighbourhood management role in non-parished or TAP areas.
- Potentially these might include:

Existing resident or special interest groups
 Voluntary or faith groups
 Schools
 Ad-hoc groups of active citizens
 Short term project or “friends” groups.

9.25 The Panel also recommend that the Community Development worker also supports:

- The identification of rural areas suffering from pockets of deprivation and isolation
- The identification of poverty and deprivation concentrated in micro-pockets with little prospect of the emergence of champions or without the right critical mass for large-scale interventions.
- The Ward councillors in decision making about the preferred projects to be supported by credit spending by being the accountable officer for the expenditure.

10. Resource requirements of these recommendations.

Nature of resource	Annual budget	Notes.
Additional 2 Neighbourhood Officers	£40000	
Neighbourhood Coordinator/Analyst	£30000	
Members credit budget	£23500	47 x £500
Target area partnership support	£5000	Guaranteed for 3 years
Community development worker	£25000	
Rural isolation budget	£5000	
Total	£128500	

It is intended that this budget would replace the discretionary support budget of £50000 currently available resulting in a net budget requirement for £78500. If the credit budget were determined to be all capital funding then this would further reduce the revenue requirement to £55000.

IMPLICATIONS OF REPORT

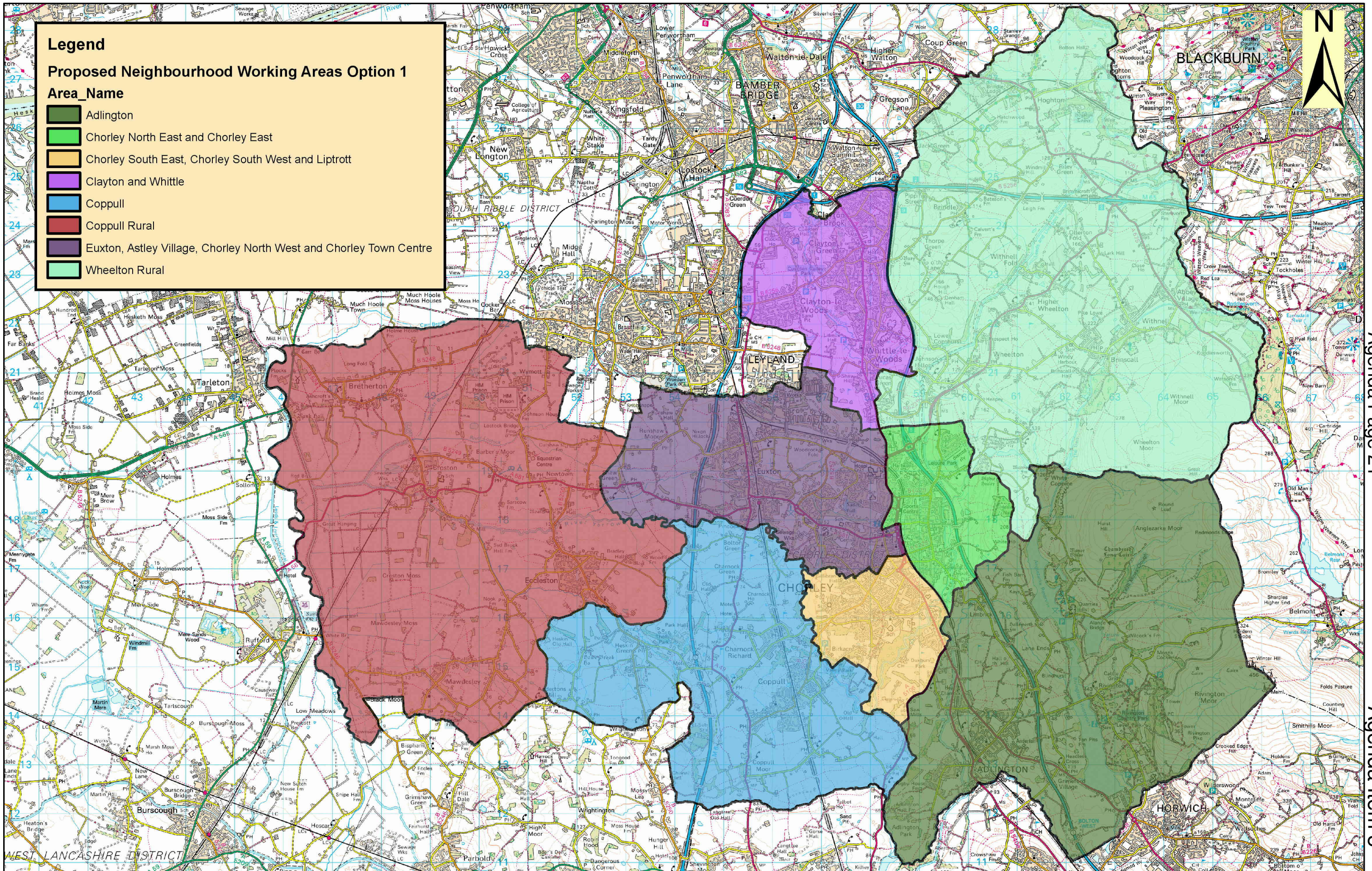
11. This report has implications in the following areas.

Finance	✓	Customer Services	
Human Resources	✓	Equality and Diversity	✓
Legal	✓		

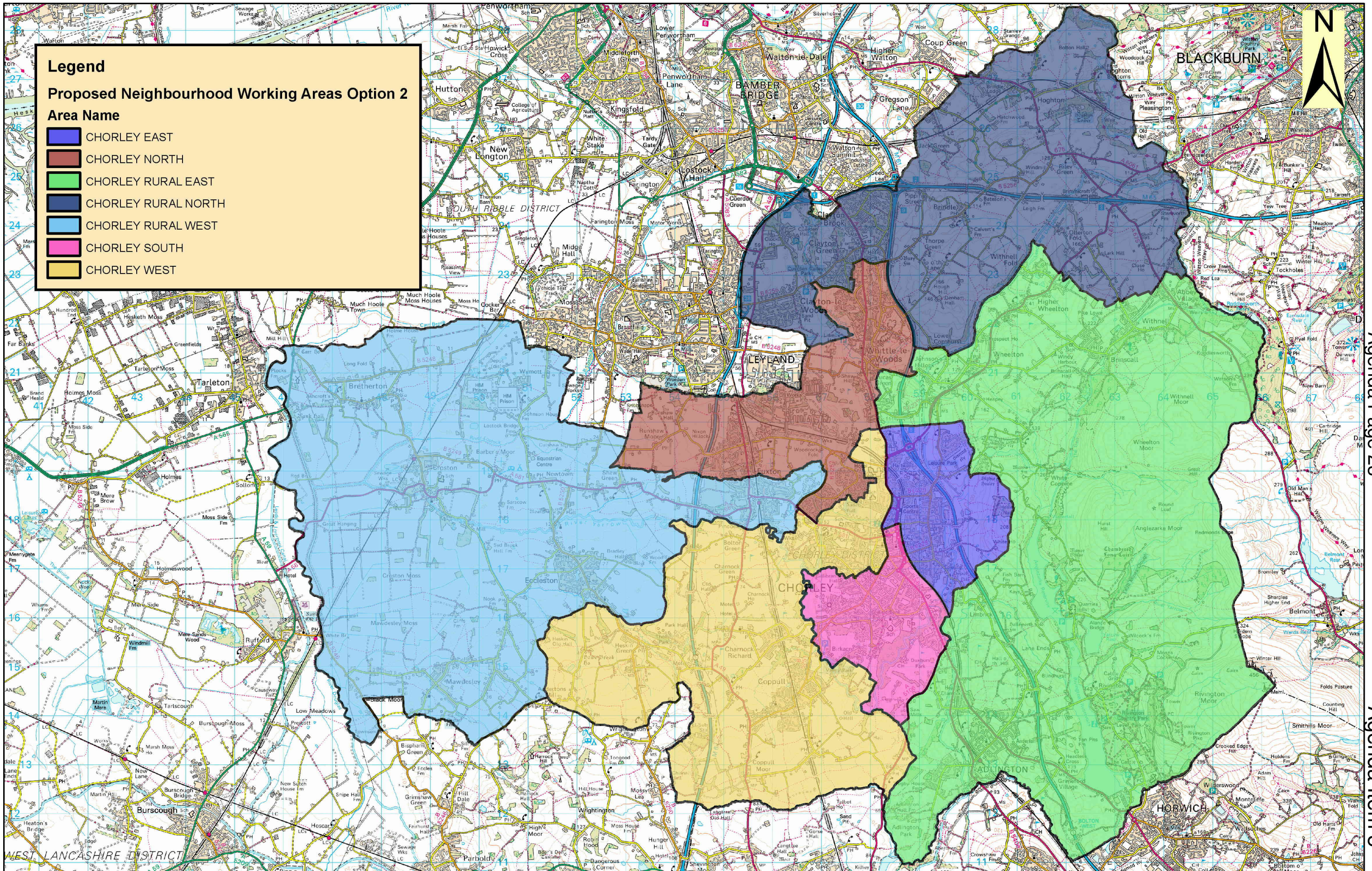
JOHN LECHMERE
 DIRECTOR OF STREETSCENE, NEIGHBOURHOODS AND ENVIRONMENT

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
John Lechmere/Paul Lusk	5720	1 October 2007	



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Legend

Proposed Neighbourhood Working Areas Option 2

Area Name

- CHORLEY EAST
- CHORLEY NORTH
- CHORLEY RURAL EAST
- CHORLEY RURAL WEST
- CHORLEY SOUTH
- CHORLEY WEST

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CHORLEY BOROUGH COUNCIL FORWARD PLAN FOR THE FOUR MONTH PERIOD 1 DECEMBER 2007 TO 31 MARCH 2008

This Forward Plan sets out the details of the key decisions which the Executive Cabinet, individual Executive Members or Officers expect to take during the next four month period. The Plan is rolled forward every month and is available to the public 14 days before the beginning of each month.

A Key Decision is defined as:

1. Any executive decision (as opposed to a regulatory decision) which is likely to result in the Council incurring significant expenditure or the making of savings where there is:
 - A change in service provision that impacts upon the service revenue budget by £100,000 or more, or
 - A contract worth £100,000 or more, or
 - A new or unprogrammed capital scheme of £100,000 or more.
2. Any executive decision which will have a significant impact in environmental, physical, social or economic terms on communities living or working in two or more electoral wards - This includes any plans or strategies which are not within the meaning of the Council's Policy Framework set out in Article 4 of the Council's Constitution.
3. As a matter of local choice, the Forward Plan also includes the details of any significant issues to be initially considered by the Executive Cabinet and submitted to the Full Council for approval.

The current members of the Executive Cabinet are:

Councillor Peter Goldsworthy	Leader of the Council
Councillor Patricia Case	Deputy Leader and Executive Member for Corporate, Policy and Performance
Councillor Eric Bell	Executive Member for Streetscene, Neighbourhoods and Environment
Councillor Alan Cullens	Executive Member for Resources
Councillor Peter Malpas	Executive Member for Economic Development and Regeneration
Councillor Mark Perks	Executive Member for Health, Leisure and Well Being
Councillor John Walker	Executive Member for Customer, Democratic and Legal

Anyone wishing to make representations about any of the matters listed below may do so by contacting the relevant officer listed against each key decision, within the time period indicated.

Under the Access to Information Procedure Rules set out in the Council's Constitution, a Key Decision may not be taken, unless:

- It is published in the Forward Plan;
- 5 clear days have lapsed since the publication of the Forward Plan; and
- If the decision is to be taken at a meeting of the Executive Cabinet, 5 clear days notice of the meeting has been given.

The law and the Council's Constitution provide for urgent key decisions to be made, even though they have not been included in the Forward Plan in accordance with Rule 18 (General Exception) and Rule 19 (Special Urgency) of the Access to Information Procedure Rules.

Copies of the following documents may be inspected at the Town Hall, Chorley, PR7 1DP or accessed from the Council's website: www.chorley.gov.uk

- Council Constitution
- Forward Plan
- Reports on the key decisions to be taken
- The minutes or decision notice for each key decision, which will normally be published within 5 working days after having been made

Members of the public are welcome to attend meetings of the Executive Cabinet which are held at the Town Hall, Chorley. The dates and times of the meetings are published on www.chorley.gov.uk or you may contact the Democratic Services Section on telephone number 01257 -515118 for further details.

D Hall
Chief Executive

Publication Date: 16 November 2007

Details of the Decision to be taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date decision can be taken	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representation s may be made to the following officer by the date stated
Introduction of Neighbourhood Working in Chorley	Executive Cabinet	Executive Member for Streetscene, Neighbourhoods and Environment	6 Dec 2007	Overview and Scrutiny Committee and Strategy Group.	Draft proposals to be available on the Council's web-site and circulated to consultees.	Report of the Corporate Director (Neighbourhoods)	Corporate Director (Neighbourhoods) Tel: 01257 515720 john.lechmere@chorley.gov.uk Wednesday, 21 November 2007
Approval of the Council's Mid-Term Financial Strategy for 2007/08 - 2009/10	Executive Cabinet	Executive Member for Resources	6 Dec 2007	Citizens' Panel, Business community, Strategy Group and Staff members.	Draft Strategy to be available on the Council's web-site and circulated, when appropriate, to consultees.	Draft Strategy	Assistant Chief Executive (Business Transformation) Tel: 01257 515480 gary.hall@chorley.gov.uk Wednesday, 21 November 2007

Details of the Decision to be taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date decision can be taken	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated
Approval of draft Budget proposals for 2008/09 for consultation purposes	Executive Cabinet	Executive Member for Resources	6 Dec 2007	Citizens' Panel, Business community, Strategy Group and staff members.	Draft proposals to be available on the Council's web-site and circulated to consultees.	Approval of draft Budget proposals for 2008/09 for consultation purposes	Assistant Chief Executive (Business Transformation) Tel: 01257 515480 gary.hall@chorley.gov.uk Wednesday, 21 November 2007
Approval of a Joint District and LCC Locality Plan for Chorley	Executive Cabinet	Executive Leader	6 Dec 2007	Lancashire County Council and Strategy Group.	Draft Plan to be circulated to consultees.	Locality Plan	Assistant Chief Executive (Policy and Performance) Tel: 01257 515323 lesley-ann.fenton@chorley.gov.uk Wednesday, 21 November 2007

Details of the Decision to be taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date decision can be taken	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated
Approval of Pay and Workforce Strategy	Executive Cabinet	Executive Member for Resources	27 Mar 2008	Trade Union's, Staff Members, Staff Forum and Strategy Group	Draft Plan to be circulated and available for comments on the website	Draft Plan	Corporate Director of Human Resources Tel: 01257 5151 lorraine.charlesworth@chorley.gov.uk Monday, 10 March 2008
Approval of Streetscene Strategy Document	Executive Cabinet	Executive Member for Streetscene, Neighbourhoods and Environment	27 Mar 2008	Strategy Group	Draft documentation to be circulated to consultees.	Strategy Document	Corporate Director (Neighbourhoods) Tel: 01257 515720 john.lechmere@chorley.gov.uk Monday, 10 March 2008

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Report of	Meeting	Date
Assistant Chief Executive (Policy and Performance) (Introduced by the Executive Member for Corporate Policy and Performance)	Executive Cabinet	6 th December 2007

JOINT LOCALITY PLAN 2007/08

PURPOSE OF REPORT

- To present the Joint Locality Plan 2007/08 to Members for consideration and approval.

RECOMMENDATION(S)

- That the proposed Joint Locality Plan is adopted
- To delegate to the Executive Member for Policy and Performance the decision to approve any amendments made by Lancashire County Council's Cabinet or the Lancashire Locals Committee.

REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

- The development and publication of a joint locality plan is a key part in improving two-tier working between Chorley Borough Council and Lancashire County Council. It is a key project within the Corporate Strategy, supporting the long term outcome 6.2, 'An Excellent Community Leader'.
- The joint nature of the plan means that some small changes may be made after approval by Executive Cabinet. Delegating responsibility to the Executive Member for Policy and Performance will ensure the plan is published in an efficient and timely manner.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

- N/A

CORPORATE PRIORITIES

- This report relates to the following Strategic Objectives:

Put Chorley at the heart of regional economic development in the central Lancashire sub region		Improved access to public services	
Improving equality of opportunity and life chance		Develop the character and feel of Chorley as a good place to live	
Involving People in their Communities		Ensure Chorley is a performing Organisation	✓

BACKGROUND

8. The October 2006 Local Government White Paper states that 'status quo is not an option in two-tier areas if councils are to achieve the outcomes for place shaping and service delivery that communities expect and deliver substantial efficiency improvements'.

In response to the White Paper, county and district partners across Lancashire produced 'Transforming Local Government in Lancashire'. It outlined how partners would develop relationships to work more closely and effectively together towards 'enhanced two-tier' working. This included the development of a joint Locality Plan.

Two district councils, Chorley and Rossendale, worked with the County Council to develop locality plans which other districts could use as models when developing locality plans for their area. At a recent pan-Lancashire officer meeting, Chorley's locality plan was seen as a strong example, and many councils will now be using the best practice developed by Chorley.

CHORLEY'S JOINT LOCALITY PLAN

9. The Locality Plan for Chorley was developed for the first time in autumn 2007. The first plan has been used as an opportunity to develop an initial methodology for its development and identify the most appropriate way to take forward the plan in future.
10. The aim of the Locality Plan is to encourage a better, and closer, working relationship between Chorley Borough Council and Lancashire County Council, where opportunities for joint working are identified and pursued. In addition, it is hoped that the plan will set out clearly to the public the roles of the respective Councils in Chorley and some of the main projects that will be carried out in the next twelve months either by one of the Councils, or jointly in partnership.
11. The plan was based on the priorities contained within the sustainable community strategy. It was hoped that this way, there would be a clear link between the priorities of both Councils and the Locality Plan. The plan should also contain all the main projects that will be undertaken in the Borough over the next year.
12. The Policy and Performance Directorate coordinated Chorley Council's response to the locality plan. Information was gathered from directorates about schemes that will be delivered in the next 12 months that will be tangible and noticeable to the public. These schemes could be delivered by Chorley Council alone, or in partnership with Lancashire County Council.
13. The initial information gathered from directorates in Chorley was used as a basis for discussions with Lancashire County Council to identify more effective ways of working together and to develop a joint locality plan. In it, projects and planned work were identified to illustrate the different projects that local government would carry out in the next twelve months, and who would undertake it. It is hoped that the projects selected would all be tangible work that a member of the public would be able to identify when it was undertaken.
14. One of the initial benefits realised through the development a locality plan is that it has helped to crystallise what Lancashire County Council does in the Chorley area. Where previously many projects carried out by the County Council would not be co-terminous with the Chorley area, it has been possible to identify the benefits that will be felt in Chorley.

15. The Locality Plan is attached for approval. As it is a joint plan, it will also be considered at Chorley’s Lancashire Locals committee on 10th December 2007, and then approved by Lancashire County Council’s Cabinet. Once fully approved by both Councils, the plan will be published and made widely available, by displaying it in public buildings and making copies available to any interested parties.

IMPLICATIONS OF REPORT

16. This report has no implications in the following areas.

Finance		Customer Services	
Human Resources		Equality and Diversity	
Legal			

LESLEY-ANN FENTON
 ASSISTANT CHIEF EXECUTIVE (POLICY AND PERFORMANCE)

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Chris Sinnott	5337	14 th November 2007	

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OUR VISION Chorley Council and Lancashire County Council want to deliver the best standard of local government to Chorley. We believe that by working together, we can achieve more for Chorley. This locality plan sets out just some of the things that will be achieved in the next 12 months.

In Chorley this year your Councils will...

OUR AIMS	Ensuring that Chorley is the pulse of a thriving central Lancashire economy	Improving life chances for all	Building Stronger Communities with improved access to public services	Developing the character and feel of Chorley as a good place to live, work and play
CHORLEY COUNCIL WILL	<p>Undertake the second phase of the Market Walk redevelopment in Chorley Town Centre, developing the range and quality of the shopping experience in Chorley.</p> <p>Undertake improvements of the Flat Iron and Covered Markets.</p> <p>Upgrade the street furniture and work to improve shop fronts on Market Street.</p> <p>Encourage investment and job creation at the regional strategic site at Buckshaw and develop a plan for the future.</p> <p>Encourage medium size business growth in the Buckshaw Link.</p> <p>Create niche workspace in the Enterprise Village to encourage new business growth.</p>	<p>Continue to develop the highly successful Get Up and Go programme, offering 3,000 free places to young people for activities throughout the summer.</p> <p>Introduce Play Rangers to play areas to ensure that children can get the most from the play areas in a safe environment.</p> <p>Adopt new sports pitches: Fairview in Adlington and Gillibrands in Chorley.</p> <p>Help more people become more involved in regular physical activity by implementing the play strategy, the local sport and physical activity alliance and introducing more activities for older people.</p>	<p>Run a series of community skip days, to help people dispose of bulky waste who would not otherwise be able to organise removal.</p> <p>Learn more about our customers to make sure that we offer everyone the best service possible and tailor our services to respond to and meet people's needs.</p>	<p>Invest in upgrading the facilities in Astley Park.</p> <p>Improve the facilities at Duxbury Golf Club, including a new club house.</p> <p>Deliver a programme of alley gate installations to increase residents' feelings of safety in their neighbourhoods.</p> <p>Collect recycling in a different way from apartments and housing with central bin stores to help residents recycle more. This is currently being piloted in Buckshaw Village.</p> <p>Improve the facilities at Brinscall Swimming Pool.</p> <p>Improve the facilities at Clayton Green Leisure Centre.</p>
LANCASHIRE COUNTY COUNCIL WILL	<p>Support Chorley Town Centre Regeneration Improvements.</p> <p>We will work with our partners to provide resources to help all learners (aged 14-19) to progress to further learning, training or employment. This will include innovative approaches to delivery which will inspire our young people to achieve and equip them with the skills, qualifications and experiences required to meet the challenges of the 21st Century. This will include vocational learning opportunities, access to 'construction' training, a new Diploma in Engineering and a range of Young Apprenticeship programmes and activities.</p>	<p>Make available a climate change fund to support community projects on climate change.</p> <p>We will provide support to schools in Chorley to help them provide for, or ensure access to, a range of further services and activities beyond the school day, to help meet the needs of pupils, their families and the wider community.</p> <p>Work with partners to develop high quality services to serve the whole community, but mainly families with children under the age of 5 from newly designated children's centres at Buckshaw Primary School, Clayton Brook Primary School, Coppull Primary School, and Duke Street Nursery School. This includes the provision of services targeted at those who require them most.</p> <p>Make funding available to support Chorley Schools developing ways to encourage sustainable and healthier ways to travel to school, particularly walking and cycling, and help to reduce car use by parents, pupils and staff.</p>	<p>Implement our Customer Access Strategy, to provide improved ways for our customers to access all the services provided by Lancashire County Council.</p> <p>Work with young people in Chorley to provide opportunities for them to be involved in projects to improve their local area. A special fund will be available to young people in Chorley to support this work.</p> <p>Support the Chorley Youth Council – a group of young people in Chorley who meet together to try to ensure young people's opinions are heard.</p> <p>Build a new Chorley Register Office with improved facilities and public access. Building works expected to begin in February/March 2008.</p> <p>Carry out refurbishments to Chorley Town Centre Library, including disabled toilet facilities.</p> <p>Carry out a refurbishment to improve facilities and accessibility to the Bankside Learning Disability Day Centre.</p> <p>To support the local Voluntary, Community and Faith Sector groups in Chorley through the allocation of grants through the Chorley Lancashire Local Committee</p> <p>Continue to build on the Parish and Town Council Charter – developing the way we work with Parish and Town Councils across Chorley</p>	<p>Provide a roadside footway between Bretherton and Croston.</p> <p>Provide a further 10 Mobile Safety Traffic Camera sites across Chorley.</p> <p>Install traffic calming measures to:</p> <ul style="list-style-type: none"> Eaves Green Road (to commence shortly) Collingwood Road, (design in progress, on site mid 2008) Eaves Green Home Zone (following a new housing development) work to start March 2008 <p>Carry out improvements to signs and road markings, along with speed limit reductions to:</p> <ul style="list-style-type: none"> A675 south of Abbey Village A675 from Hoghton Bridge to M65 Riley Green <p>Carry out improvements to signs and road markings to Cowling Brown, Heath Charnock.</p> <p>Look to provide new traffic signals to Wheelton Bypass/Blackburn Road junction.</p> <p>As part of the West Pennine Moors partnership projects programme, improve Healey Nab Woodland, including increasing biodiversity and the development of a new mountain bike trail.</p> <p>Promote cycling in the Borough through a series of new cycle paths and improvements to existing paths around the Borough. In addition, publish a cycle map of Chorley in summer 2008.</p>
TOGETHER WE WILL	<p>Improve the accessibility of Chorley by completing the Eaves Green Link Road.</p> <p>Continue to work together on the opening of Buckshaw Railway Station – anticipated for March 2009.</p> <p>Develop with our partners proposals for a Green Technology Centre at the Regional Investment Site, Buckshaw Village. The Centre will provide advice and support to existing and new businesses across Central Lancashire who specialise in environmental technologies.</p>	<p>Work with other key partners to ensure that there is a coordinated response to problems faced by some of the most vulnerable households in Chorley.</p> <p>Work together, and with partners, to increase access to young people's sexual health services and workers to help reduce teenage pregnancy rates in Chorley.</p> <p>Support the development of District Children's Trust Arrangements. This will bring together organisations so they can place the needs of children, young people and their families at the centre of what they do, and improve the way that they work together.</p> <p>Work together, and with partners, to provide information, advice and practical help to people who need extra help so they can stay at home and retain independence.</p> <p>Implement the Chorley Transport and Service Accessibility Plan – to make sure that people can reach services they need, such as education, healthcare, employment and leisure facilities.</p> <p>Work together to create more opportunities for children and young people. For example, in the development of youth provision at Applejax.</p>	<p>Our local councillors will work together on the Chorley Lancashire Local Committee influencing local county council services in Chorley. Members of the public, are invited to attend these meetings and share their views.</p> <p>Chorley Council, with financial support from Lancashire County Council, will improve access to Yarrow Valley Country Park. This will enable wheelchair access from the car park to the lodges and the base of the Weir.</p> <p>Develop the Chorley Older People's Strategic Partnership Board - bringing together older people and other organisations - to give older people the opportunity to shape the services that most affect them.</p> <p>Continue to develop a Shared Services Contact Centre, improving customer access to Chorley Council and Lancashire County Council services.</p> <p>Work together to develop provision for a community facility at Buckshaw Village.</p> <p>Investigate options for the future viability of the Information and Advice centre on Market Street, Chorley.</p>	<p>Make improvements in the Big Wood / Copperworks Wood areas, as part of a Reclamation and Management of Derelict Land (ReMADE) project, which will improve public safety, access and enjoyment, as well as provide an extension of Yarrow Valley Country Park and footpath between Yarrow Valley Country Park and Astley Park in Chorley.</p> <p>Develop a strategy that will help Chorley respond to the challenges posed by Climate Change.</p> <p>Develop a framework to encourage the growth of affordable housing stock in Chorley.</p> <p>Identify opportunities for young people to become involved in local arts/creative projects.</p> <p>Work with the police and other key agencies to improve Community Safety. For example, by organising 'action weeks' to target particular areas.</p>

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Report of	Meeting	Date
Assistant Chief Executive (Policy & Performance) Introduced by the Executive Member for Corporate Policy and Performance	Executive Cabinet	6 th December 2007

THE CHORLEY PARTNERSHIP – A PROGRESS REPORT

PURPOSE OF REPORT

1. To outline the improvements made to the Chorley Partnership (the Local Strategic Partnership for Chorley) since last quarter, to keep Cabinet informed about the current work being co-ordinated by the LSP and future plans for the LSP.

RECOMMENDATION(S)

2. That the report be noted.

EXECUTIVE SUMMARY OF REPORT

- The Sustainable Community Strategy, including the Chorley Partnership's vision for Chorley, and its 5 key priorities, has now been published.
- The LSP is now starting to scope out possible partnership projects for 2008/9 building on the success of 2007/8 projects.
- The LSP is engaged with the revision of the LAA process and is currently debating and responding to consultation on the 35 national indicators Chorley would like to see considered for negotiation with central government, including 5 locally developed indicators specific to Chorley.
- The IDeA Peer Review – the final report from the IDeA was very positive, recognising the great strides we have made in improving partnership working, evidenced by the innovative work that is taking place. It also outlines areas for further development, which are being incorporated into an LSP Improvement Plan.

REASONS FOR RECOMMENDATION(S)

3. To keep Members informed about the progress of and work being carried out by the Chorley Partnership, and to update Members on the LSP's role in the 2008 LAA negotiations, as well as possible projects for the Partnership for the 2008/9 financial year.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

4. N/A

CORPORATE PRIORITIES

5. This report relates to the following Strategic Objectives:

Put Chorley at the heart of regional economic development in the central Lancashire sub region	X	Improved access to public services	X
Improving equality of opportunity and life chance	X	Develop the character and feel of Chorley as a good place to live	X
Involving People in their Communities	X	Ensure Chorley is a performing Organisation	X

PROGRESS TO DATE

1. Since the last quarter’s progress report to Executive Cabinet, more positive work has been carried out through the LSP.
2. The Sustainable Community Strategy for Chorley has been published and an accompanying action plan is being produced with full partner involvement.
3. The Local Public Service Board and Executive have been amalgamated into one decision-making body, streamlining the amount of LSP meetings partners attend and driving forward joint working in Chorley.
4. The 6 projects given injection funding from Chorley Borough Council are progressing well:

Vulnerable Households – the pilot in South Ribble is already being hailed as an example of best practice of partnership working, and if proves successful, could attract LAA funding in the future. Currently still in its pilot phase, this two-year project is currently identifying 15 families in Chorley to work with.

MATAC – this project is already displaying dramatic successes in the reduction of crime in targeted hotspots in Chorley and has been hailed as best practice by the Home Office.

Reducing Teenage Pregnancy – the Teenage Pregnancy Action plan is being delivered, involving schools and colleges, the youth service, children’s centres, the PCT, etc. Initiatives such as young mums talking to teenagers about the reality of parenthood, sexual health advice and other initiatives are ongoing.

First Steps – plans are now in place to improve the community centre outside area with landscaping and planting schemes, to be maintained by residents. Groundwork have consulted with residents on what sort of design they would prefer and partners such as the police and Streetscene, Neighbourhoods and Environment have been consulted on issues around community safety, which have also informed the designs.

Marketing Chorley – prominent feature display stands have been produced and are situated in key locations throughout the Borough, promoting Chorley as a place to invest. The Marketing Chorley action plan is ongoing.

Chorley Community Network – the Stronger and More Involved Communities sub-group is making progress with making links with VCF groups in Chorley and so far over 200

groups have been added to the database. We are exploring the option of making this database available online via the Chorley Partnership website.

5. IDeA Peer Review

The Chorley Partnership underwent a review by the Improvement and Development Agency to seek an external perspective on the partnership's approach to:

- Achievements and impact
- Vision and strategy
- Leadership and relationships
- Governance and performance

The review team spoke to partners and held focus groups of staff involved with the LSP. The final report detailing their findings is attached to this document. The report recognises that whilst it is still early days for the LSP in its current form, the partnership is poised to make real difference through joint working in Chorley, evidenced by the 6 projects already taking place. The report highlights the achievements of the LSP so far, recognises the commitment of the Council and its partners, as well as the work that has taken place to improve the governance and effectiveness of the Chorley Partnership. The report also suggests areas for continued improvement, such as improving communication within the partnership and to press ahead with the delivery of the six LSP-funded projects.

6. Engagement in the Local Area Agreement consultation process

The Chorley Partnership has been asked by the Lancashire Partnership to respond to consultation on the 35 national indicators we would like to see considered for negotiation with central government, which best reflect Chorley's priorities.

The Policy & Performance team have put forward a suggested initial draft list of 35 indicators they feel best fit the priorities within the Sustainable Community Strategy. The Chorley Partnership Executive is currently debating this list, and the other alternatives, and is participating in a county led consultation event on 12th December to refine the final list. The deadline for comments on the 35 indicators is 19th December 2007.

7. LSP projects for 2008/9

Work has begun to scope out possible projects for the Chorley Partnership for the next year. At the joint action planning session, and across the theme groups, discussions are commencing around a limited number of potential LSP projects for next year. Examples of possible projects so far include:

- Climate change – exemplar households, exemplar businesses, green transport plan, promoting the green agenda to small and medium sized businesses, fuel poverty, etc.
- Promoting Cultural Chorley – a common understanding of “what the culture of Chorley is”
- Expanding MATAAC to include more information
- Inter-generation community projects
- Alcohol harm reduction strategy for Chorley
- Research into young people using alcohol to find out the scale of the problem and to identify best ways of changing young people's behaviour

Discussions will continue in the theme groups and at the LSP Executive on where best to allocate resources, depending on the Council's budget decisions in the new year.

IMPLICATIONS OF REPORT

This report has no implications in the following areas.

Finance		Customer Services	
Human Resources		Equality and Diversity	
Legal			

There is one attached paper with this report.

Report Author	Ext	Date	Doc ID
Claire Thompson	5348	19 th November 2007	



The LSP Peer Challenge Partnership

Peer Challenge
of the
**Chorley Local Strategic
Partnership**

November 6/7th, 2007

The LSP Peer Challenge Partnership

1. Executive Summary

- 1.1 The Chorley LSP is very new in its current form. Although there has been a history of partnerships in Chorley for some years, it is only within the last year or so that the current partnership can really be said to have been operating and, even within this time, there have been further changes to structures and roles.
- 1.2 The Council has driven the establishment of the current partnership and is continuing to provide considerable support through dedicated staff and finance for projects. While, without exception, partners are positive about the council's commitment and recognise its community leadership role, they also report that it is sometimes difficult to distinguish the partnership from the council.
- 1.3 The new Chorley Partnership has come a long way in a relatively short space of time. It has achieved a great deal in terms of building the infrastructure of the partnership and forming personal relationships which are making a significant impact on the way business is done in the Borough. Much remains to be done to ensure that the partnership matures and is able to produce concrete achievements which are recognised by local people as having made a real difference to their lives. However, there seems no reason to doubt that this is perfectly possible provided the current focus and direction is maintained.

2. Background

- 2.1 The LSP Peer Challenge Methodology has been developed and is offered through a partnership between SOLACE Enterprises Ltd, Warwick University Business School and the IDeA.
- 2.2 The aims of peer challenge are to:
 - Provide an objective, robust and managed external challenge to an LSP's own assessment of its current performance;
 - Encourage thinking about strengths and areas for improvement;
 - Contribute to producing a strong and forward looking improvement plan.
- 2.3 This model of peer challenge involves a team of five people making an assessment over a period of two days. The team comprises a facilitator from one of the three provider organisations, a Chief Executive and an elected member from other local authorities and two

members who represent other public, private or voluntary sector partner organisations

- 2.4 Principles on which the approach is based include:
- Using credible associates and peers who understand the working of the relevant type of LSP;
 - Peers who are independent from and acceptable to the LSP;
 - A peer challenge structured around the specially developed LSP Benchmark;
 - Written and verbal feedback provided to the LSP by the team.
- 2.5 The purpose of the model of peer challenge is to help the LSP to ensure that its own assessment is as accurate a reflection of its current performance, achievements and future capacity as it possibly can be and to give pointers towards future development needs.
- 2.6 The Benchmark which provides the framework for the assessment covers the following four areas and these are used to structure the feedback in this report:
- Achievements and Impact
 - Vision and Strategy
 - Leadership and Relationships
 - Governance and Performance

3 The Chorley LSP peer challenge process

- 3.1 The peer challenge of the Chorley LSP began prior to the on-site period with a review of key documents provided on C-D Rom together with a self assessment covering the areas of the LSP Benchmark.
- 3.2 The challenge team was:
- Andrew North, Chief Executive Cheltenham Borough Council
 - Cllr James Hakewell, Leader Kettering Borough Council
 - Kim Harper, Chief Executive Derby CVS
 - Kevin Lambert, Chief Superintendent Northumbria Police
 - Patricia Coleman, SOLACE Enterprises Facilitator
- 3.3 The evening prior to the visit the team met to make final preparations for the peer challenge. The team discussed their views on the background information provided by the LSP, agreed the lines of enquiry to be pursued during the visit and additional activities and documentation which might be needed to gather information.
- 3.4 The various methods that the team used to gather information included:

- Face to face and telephone interviews with a cross section of stakeholders
 - Focus group discussions
 - Additional document reviews
- 3.5 At the end of each day the team reflected back to the Council, on behalf of the LSP, what they thought they were seeing and learning which provided an opportunity to steer the team to look at additional information if necessary.
- 3.6 The results of the process outlined above are set out in the remainder of this report. In making its comments the team sought to add value by concentrating on those areas where, as peers, they were able to contribute most to the further development of the LSP.
- 3.7 While the team took care to note areas of strengths as well as areas for improvement, since the main aim of the challenge process is to stimulate improvement, comparatively more attention has been given in this report to explaining and evidencing the areas on which the team believes the LSP should focus its attention in the future.

4 Headlines

The Team's overall assessment of the LSP was of:

"A sea change from a low base, going in the right direction, high ambitions and expectations, still early days but now poised to deliver real change"

Positives:

- The new Partnership is actively developing its infrastructure, key strategies, plans and processes and has established a number of significant cross-cutting projects
- This is a Partnership that is keen to learn, is aiming to be inclusive and is ambitious for Chorley
- The new Chief Executive and Council Leader, who are determined that the Borough achieves, have brought focus
- Partners seem to trust each other
- There is positive engagement by key partners e.g. Police and PCT
- The private sector is making a significant contribution
- The Voluntary, Community & Faith sector is feeling positive and wanting to be accountable

- The LSP is now better placed to engage with the next LAA and ensure the Borough's priorities are addressed

Issues to Consider:

- It is time to start consolidating and investing in the Partnership's capacity
- Partnership working involves compromise and "letting go" without losing focus – all partners should ensure that they retain sensitivity to the needs of different sectors so some don't get left behind
- Partners need to take responsibility for being proactive and not wait for the council to always take the lead
- Do more to check back with Partners and the Community about proposals
- Who owns the Chorley brand? How far have other Partners adopted it?
- Other roles for the LSP may include:
 - Lobbying on behalf of the Borough (e.g. to government)
 - Promoting the Borough's successes beyond the immediate area
 - Celebrating successes of partners, individually as well as collectively

These headline points constitute the feedback given to the Chief Executive of the council at the end of the visit. They are developed further in the main body of this report.

5 Achievements and Impact

Strengths

- 5.1 Partnership working has considerable history in Chorley dating back, according to some, to 1996. During recent years some specific partnerships e.g. Community Safety, have been very active and have achieved practical outcomes but the overall partnership or LSP did not have a good reputation for action and was considered to be largely "a talking shop".

- 5.2 The inception of the current LSP dates from around the time of the arrival of the Borough Council's Chief Executive and the new administration about 18 months ago. The impact of the new Leader's and Chief Executive's desire to see the Borough succeed is regarded by most partners and stakeholders as the reason for the drive and energy which now exists in the partnership. The LSP is now seen as a reliable performer by the Government Office.
- 5.3 Given the newness of the current LSP it would be unrealistic to expect much in the way of practical outcomes. Some practical achievements claimed by the LSP e.g. reduction in crime, increase in employment, reduction in infant mortality, are either the result of work through specific partnerships or the efforts of individual agencies including the council.
- 5.4 However, in the past year the partners in the LSP have worked hard to build a new infrastructure and membership. Six themed sub- groups have been established and through the provision of £85,000 of funding from the council which has levered in further funding from partners, each group has either established or is working to establish a cross-cutting project through which to deliver the priorities identified in the Sustainable Community Strategy. The injection of funding, which has now been committed by the council for subsequent years, has had a substantial impact in unblocking barriers to partnership working. In addition, the council has appointed a full time officer to support the LSP and all of the council's senior managers are fully on board with the partnership agenda.
- 5.5 The LSP is now poised to deliver practical achievements through the on-going work of specific partnerships it has subsumed e.g. The Multi-Agency Tasking and Coordinating Project within the Community Safety theme and the new projects which are being established e.g. Vulnerable Households. The projects are proving to be extremely useful in developing relationships between partners, a culture of partnership working and practical approaches.
- 5.6 The existence of a strong LSP now means that there is much greater ability than previously to input to the development of the new LAA and to ensure that it incorporates the Chorley Partnership's priorities.

Areas for Development

- 5.7 The LSP does not receive Neighbourhood Renewal Funding nor other external grants which would make it easier to support partnership activity. Therefore it will be essential to begin, as soon as possible, to work towards aligning mainstream budgets to focus on priorities, joining up between services and, where appropriate, to pool

budgets. If the LSP simply continues to work through a limited number of projects its impact will, inevitably, be limited. Other partners have indicated a willingness to contribute, alongside the council, to the support costs of the LSP, especially in specific areas e.g. consultation. This should be encouraged in order that the LSP is seen genuinely to be a partnership.

- 5.8 Partners should build on existing experiences e.g. the joint Community Safety Team and consider opportunities to locate and commission services jointly wherever this makes sense. For example, there would appear to be considerable scope to re-assess the various information and advice outlets within Chorley Town Centre and to co-locate these in a single building e.g. the Borough Council's Customer Contact Centre, under a Chorley Partnership branding. This would also be extremely helpful in giving the partnership a profile with local people.

6 Vision and Strategy

Strengths

- 6.1 The LSP has recently produced a Sustainable Community Strategy. This has built on the previous strategy developed in 2005. The strategy contains a clear vision which has been agreed by the partners as being distinctive to Chorley and reflecting the Borough's urban / rural mix. A new set of five priorities have been developed and targets have been streamlined and made SMARTer.
- 6.2 The existence of this strategy will enable alignment of the Borough's Sustainable Community Strategy with that of the county-wide partnership –Ambition Lancashire - and the Local Area Agreement, both of which are currently being re-freshed.
- 6.3 The 2005 strategy was developed through extensive consultation. For well thought through reasons, this time there was more limited consultation through partner networks. The Voluntary, Community and Faith sector in particular were involved in this through the "Stronger and More Involved" sub- group.
- 6.4 Further strategies are currently being developed which will produce added value to the partnership, including a draft Community Cohesion Strategy currently out to consultation and a Climate Change Strategy.
- 6.5 Other important areas identified as priorities include affordable housing and health inequalities.

Areas for Development

- 6.6 The SCS was prepared quite hurriedly in order to feed into the county-wide processes for developing the SCS and LAA. It would be helpful now to begin checking out with partners the implications of the partnership strategy for their own strategies and operational plans.
- 6.7 Similarly, some of the priorities do not have full sign up. For example, although teenage pregnancies are an issue county-wide, there is not perceived to be a particular problem in Chorley but other aspects of health are e.g. alcohol consumption and the health and social care needs of the growing number of elderly people. The LSP needs to ensure that there is sufficient space for full discussion about specific priorities for the future.
- 6.8 The boundaries of the Borough are not coterminous with those of a number of key partners e.g. Police and PCT. These organisations are unlikely to have the capacity in the longer term to support districts at both a strategic and an operational level. It may be necessary to consider a move towards a Central Lancashire LSP (also covering the boroughs of Preston and South Ribble) at some point in the future and, to this end, the CP should welcome and support sub-regional strategies e.g. for Health and Well-being. This would build on current strategic developments across the sub-region e.g. the Local Development Framework.

7 Leadership and Relationships

Strengths

- 7.1 Although it is still early days, there is undoubtedly trust between most partners. The partnership is seen as inclusive and engagement by all sectors is strong. There is a sense of common purpose and commitment by all to the LSP's overarching strategic objectives.
- 7.2 Relationships between the leaders of the LSP are strong outside of meetings. A lot of business is done through these informal networks e.g. the establishment of Apple Jacks Nightclub for 12-16 year olds. These positive inter-personal relationships are a major factor in motivating the LSP.
- 7.3 Engagement by the private sector is stronger than in many LSPs. Key individuals within the private sector are injecting an inspirational and dynamic vision of future economic development within the area based on clear recognition of its potential as a location for national and multi-national businesses.

- 7.4 There is now an energy and commitment to the partnership from the Voluntary, Community and Faith sector (VCF) sector. This follows a somewhat difficult period of readjustment to the new LSP structure and arrangements to identify membership from the sector through elections, which not all were happy about. The main platform for the VCF is through the Stronger and More Involved Sub-group but individuals from the sector are also influential in other forums of the LSP. The VCF are, therefore, engaged and want to be fully accountable along with other partners.
- 7.5 In recent months a decision has been implemented to incorporate the Local Public Sector Board into the LSP executive structure in order to avoid duplication and focus the capacity of public sector partners. At this point, the Leader of the Council took over the role of chair of the LSP Executive. The LSP Board is chaired by an independent business consultant who also has links with the VCF.
- 7.6 Other council members e.g. relevant Cabinet portfolio holders are engaged in the partnership at Executive and Board levels and within the sub-groups. Council members from both main political groups on the council are supportive of and engaged with the LSP. Consideration is currently being given to how Overview and Scrutiny members might contribute to the progress of the LSP.
- 7.7 Relationships between the Chorley LSP and the county-wide partnership – Ambition Lancashire, are developing e.g. through the Leader's role, as Chair of the CP, on the county partnership and through the engagement of district level partnership officers in the development of the LAA. While the county council is seen as the least engaged partner in the CP and is said to be missing from some key projects, the level of engagement is also much improved and in certain areas is viewed as strong. The Locality Plan developed in conjunction with the County Council is seen as a major step forward in building the relationship.
- 7.8 South Ribble is the closest neighbour and there is considerable cross-boundary working and shared projects. A friendly rivalry appears to exist between the two boroughs.
- 7.9 The LSP newsletter "Chorley People" is attractive and informative and is a means of keeping stakeholders in touch with the work of the partnership.

Areas for Development

- 7.10 The council must take care to balance its legitimate role as a major player in and effective leader of the partnership, with an approach that encourages consensus and openness to other partners' views and needs. There is a danger that the council could become over-dominant and through this leave others behind. A number of partners expressed the view that it was sometimes difficult to see a distinction between the council and the partnership. This is particularly likely if key meetings are always led by the council, held in council buildings and council members and officers out-number other partners. The view was also expressed that some other partners can be marginalized even on issues where they have expertise. This was not thought to be deliberate – as the view is that there is a genuine aspiration to be inclusive. However, there is also a need for partners to be proactive and not always sit back and wait for the council to take the lead.
- 7.11 Now is the time to begin to invest in the capacity within the LSP. This includes the capacity within sector e.g. the VCF so they do not get left behind by the speed and focus of some other key partners e.g. the private sector. There is also a need to provide space for key partners e.g. through the Executive to develop greater awareness about the challenges for each other's organisations and the opportunities provided through the partnership to collectively work on and support the response to these. In particular this means that space must be provided outside of formal meetings or through meetings of a different style to enable and encourage this sharing.
- 7.12 Whilst the self-assessment indicates that there is a formal Compact with the VCF in place, this does not yet appear to be the case. Although not a statutory requirement for the LSP the robust development and implementation of a local Compact, championed by the Council, will provide a framework within which the relationship between the voluntary, community and statutory sectors can be further developed. The Compact is a national model for partnership working underpinned by five codes; partnerships, consultation, funding, volunteering, community groups and equal opportunities. Partnership working is a primary theme of Compacts and its principles and values need to be fully embedded. It provides conflict resolution mechanisms for partners to openly move forward on identified issues, a framework for effective interaction and sets down core principles that maximise the opportunity for co-ordinated and open interaction between partners. Often LSPs appoint Compact champions, resulting in stronger partnerships and the increased development of the local voluntary sector. The development of a Chorley Compact

implementation plan will ensure good practice in partnership working with the voluntary and community sector and generally

- 7.13 There is also a question remaining for some on whether, even after the process of elections, the VCF is truly representative. Some harder to reach groups may be missing e.g. Elderly People's Forum and others may be over-represented e.g. Parish Councils.
- 7.14 The LSP has yet to establish arrangements for consulting and engaging with communities. The council operates 4 Community Forums to which partners are invited to contribute. Current discussions about a possible move towards neighbourhood management might have implications for the future of the forum structure. Any decisions about this need to be seen in the wider context of the relationship between the council and the LSP. Some partners indicated that they were comfortable with the council taking responsibility for community engagement on behalf of the LSP as part of its legitimate community leadership role. Other partners e.g. the VCF are unlikely to share this view.
- 7.14 Related to this is the issue of branding. The "Chorley" logo used by the council is very strong and attractive. With the agreement of key partners, it has the capability of being used as the brand for the place and so be used by all partners to indicate where activities are being delivered jointly through the LSP. As yet this does not appear to have been discussed.
- 7.15 In order to ensure that relationships remain positive and support good cross agency working as the partnership matures, to supplement the formal constitution, the LSP should adopt protocols including a code of behaviour and other agreements covering consultation, use of brand, information sharing etc.

8 Governance and Performance

Strengths

- 8.1 The LSP has established a comprehensive performance management system to connect strategic objectives and high level priorities to specific action plans and targets, although it is very new and is yet to be fully tested.
- 8.2 The council's Performance Plus information system is to be used to administer the performance management framework and all partners will be encouraged to input their performance management information into the system to enable monitoring across the partnership.

- 8.3 Performance monitoring reports are presented to the LSP Executive and the LSP Board at each meeting.
- 8.4 The targets in the new SCS have been radically pruned from those in the previous strategy. As well as being far fewer in number they are also focused on the outcomes of partnership activity rather than also including what partners are committed to work on individually. They are directly related to achievement of the 6 cross-cutting projects over-seen by the theme sub-groups. It is intended that the new LAA targets should also be aligned to the performance management framework and delivery of the SCS.
- 8.5 The council's impressive Mosaic customer profiling technology and GIS mapping software enables in depth analysis at neighbourhood level and in future partners will be able to use this information to plan partnership activity.
- 8.6 There is a clear meeting structure. The Executive meets every 6 weeks. Its members include the most senior representatives of the partner organisations, the chairs of the 6 sub-groups and the Chair of the Board. In total this is estimated to be 17 people. The Board meets quarterly and has a membership of 40 – 10 from each of the three sectors – public, voluntary and private – plus 10 elected councillors – 6 representing the borough council and 4 from the county council. The sub-groups meet according to their individual work programmes.
- 8.7 The LSP is open to learning as demonstrated by its invitation to the peer challenge team to visit.

Areas for Development

- 8.8 Whilst the structure of meetings is clear some partners were unsure about the distinctive roles of the different fora- Executive, Board and sub-groups - with the relationship between the Executive and the Board being a particular cause of confusion. A key issue is to establish where accountability lies and how accountabilities inter-relate. Some see the Board as having primacy and others the Executive. Role descriptions for members of the different fora would help to clarify this. There is also a need to distinguish the performance management responsibilities of Executive, Board and sub-groups. Some members of the Executive were not sure why they were present. They do not feel that the Executive is taking a sufficiently strategic approach. The role of the Executive should be to drive, support, resource and performance manage the major priorities of the partnership and it should not get too involved in the detail of projects which are within the remit of the sub-groups.

- 8.9 How agendas are arrived at is also unclear to some. The view was expressed that the Board meetings are long, that the agendas are managed by the council and items requested by others and seen as more important are crowded out. Sometimes unnecessary sparring by councillors on matters of party politics or borough /county politics is also seen to take up too much time (although others expressed the view that there had been some improvement here).
- 8.10 There was a suggestion that Executive meetings while "business-like" do not encourage contributions from and dialogue between partners. Poor or irregular attendance at Executive meetings by some partners or the regular attendance of substitutes should be viewed as a cause for concern and the reasons investigated.
- 8.11 Several issues were raised on the role of the sub-groups. The development and management of the projects is an important focus but there is a strong view that should not be to the exclusion of a more strategic focus. The Health group has tried to take a more strategic view and has therefore been slower to develop a specific project. This is a cause for concern by some others. There is an issue about whether sub-groups should have devolved responsibility for deciding on, or at least be consulted about matters which pertain to their area e.g. there was a question about whether the £18,000 funding coming from the county council to spend in the area of climate change would be referred to the Environmental sub-group. Finally on this point there were a number of concerns expressed about the viability of the Children and Young People's sub-group becoming the Children's Trust from January and whether there had been adequate discussion about this with all partners.
- 8.12 There is a desire on the part of some council members who are not currently involved in the LSP to have a role. This should be resisted in terms of inclusion in the Executive or Board but welcomed more generally. However, there is a need to communicate more effectively with *all* councillors about the role and activities of the LSP so that they can become advocates for it and also use it as a means through which to engage more directly with partners at ward and neighbourhood levels.
- 8.13 Overview and Scrutiny does not yet have a specific role in relation to the LSP and this should be developed. However it should not be simply to add a further layer of performance monitoring and must be more focused e.g. to have a role in developing any improvement arrangements which result from this report or to review and produce proposals for specific areas of the LSP which need to be developed. Areas that would be very pertinent to the role of councillors include: how the LSP undertakes community engagement and how effectively the council is using its influence with the LSP.

- 8.14 The performance management framework is very new and over time will need to be further developed to ensure that the priorities and targets for the SCS, LAA, Ambition Lancashire and individual partner organisations are fully aligned and that performance indicators are consistent. Partners seem to welcome the opportunity to contribute to the framework but some are unsure, as yet, about how to do this.

9 Recommendations

The LSP should:

- 9.1 Prepare and implement an Improvement Plan following consideration of this report.
- 9.2 Avoid letting the strong urge to act and continually drive forward crowd out opportunities to discuss and reflect.
- 9.3 Look at other areas where the LSP could start to add value e.g. through:
- Lobbying on behalf of the Borough (e.g. to government)
 - Promoting the Borough's successes beyond the immediate area
 - Celebrating successes of partners, individually as well as collectively
- 9.4 Try to define and promote the added value the partnership brings. Answer the questions "are we collectively making a difference?" and "how do we know?"

Patricia Coleman

On behalf of the team

November 2007

Report of	Meeting	Date
Corporate Director (Business) (Introduced by the Executive Member for Economic Development and Regeneration)	Executive Cabinet	6th December 2007

HOUSING & PLANNING DELIVERY GRANT - CONSULTATION ON ALLOCATION MECHANISM

PURPOSE OF REPORT

1. To inform members of the publication of a Government consultation document relating to the allocation mechanism for the Housing and Planning Delivery Grant (HPDG) and to agree a response to it.

RECOMMENDATION

2. To note the report and to forward the attached responses to the Department of Communities and Local Government.

EXECUTIVE SUMMARY OF REPORT

3. The consultation paper proposes that the allocation mechanism for HPDG will consist of two elements, one relating to plan making and the other to housing delivery. There will be no grant for development control performance, but poor development control performance will be punished by a reduction in the grant for plan making. The plan making element will require Councils to identify a five and fifteen year supply of housing land and to deliver sound Development Plan Documents (DPDs). The Council is already able to identify a five year supply of housing on existing sites with planning permission in the Borough, but more work will be required to identify a fifteen year supply. It is also proposed to reward authorities for joint working on DPDs and Strategic Housing Market Assessments, which is good news for the authority, as we are undertaking joint work with South Ribble and Preston Councils on a Core Strategy and also about to embark on a Strategic Housing Market Assessment.
4. The housing delivery element of the grant aims to reward authorities that deliver housing annually at a level of at least 0.75% of existing housing stock, in order to meet the Government's national target for more housing to be built. At current housing stock levels this would equate to grant being awarded in Chorley if more than 336 homes were completed per year. This is fewer homes than the housing target for the Borough as set out in the draft Regional Spatial Strategy Panel Report and appears a realistic aim for the Borough.

REASONS FOR RECOMMENDATION

5. To ensure that the opportunity is taken to express the Council's views to the Government about the proposed allocation mechanism for the HPDG.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

- 6. None

CORPORATE PRIORITIES

- 7. This report relates to the following Strategic Objectives:

Put Chorley at the heart of regional economic development in the central Lancashire sub region		Develop local solutions to climate change	
Improving equality of opportunity and life chance		Develop the character and feel of Chorley as a good place to live	√
Involving People in their Communities		Ensure Chorley is a performing Organisation	√

BACKGROUND

- 8. The HPDG derives from claims from local authorities that housing growth was inadequately recognised by the local government finance system. The Kate Barker review recommended an incentive scheme to raise housing delivery, which the Government accepted. It is hoped that HPDG will incentivise local government to grow their tax base and also to enable communities that are experiencing housing growth to receive some reward for accepting new housing in their area. The recent Government Green Paper, “Homes for the future” sets out a range of measures by which the Government will work with partners and communities to deliver more and better homes. HPDG is part of this broader agenda.
- 9. HPDG builds on the existing Planning Delivery Grant. Planning Delivery Grant was designed to incentivise improved performance in development control, with smaller incentives for plan-making and for housing delivery in South East England. Some funding was also allocated for planning support and advisory bodies. The Government have decided that in future there will no longer be an award for performance on development control. Instead funding for development control will be supported by increases in planning fees, with separate arrangements for planning support and advisory bodies. HPDG funding will go exclusively to local authorities and will focus on plan making and housing delivery. HPDG will be unringfenced and used according to local priorities.
- 10. This consultation follows a previous consultation on the HPDG in 2006.

KEY PROPOSALS

- 11. The proposed allocation mechanism for HPDG consists of two elements, one relating to plan making and the other to housing delivery.
- 12. The Plan Making Element
All planning authorities will be eligible for the planning element (£194 million nationally over the three years to 2011). It will be split across 3 components:
 - Assessment and delivery of land for housing over 5 and 15 year timescales;
 - Delivery of “sound” Core Strategy Development Plan Documents (DPDs) and other DPDs that allocate sites for more than 2000 dwellings; and
 - Delivery of “sound” DPDs and Strategic Housing Market Assessments through joint working.

13. The plan making element of the grant will be awarded to local planning authorities (LPAs) based on work undertaken during the previous financial year. Therefore, for the financial year 2008 – 2009 authorities will be rewarded for work undertaken for the period 1st April 2007 – 31st March 2008.
14. It is proposed that the assessment and identification of land for housing over 5 and 15 year timescales will comprise 40% of the plan making element. LPAs will be rewarded for maintaining a five year supply of deliverable (suitable, available and achievable) sites for housing. It will be assessed in either a five year land availability assessment or contained within a Strategic Housing Land Assessment or Annual Monitoring Report. Where LPAs have also identified a fifteen year supply of land for housing which is deliverable, developable and/or in broad locations the grant will be rewarded at an enhanced level. This will be assessed through evidence provided in Strategic Housing Land Assessments. If LPAs have not identified a 15 year supply of housing land by the end of March 2010, they will not be eligible for this grant element.
15. 50% of the plan making element will be based on the delivery of Core Strategies and other DPDs which allocate land for more than 2,000 dwellings. LPAs will be able to claim for each of the eligible DPDs that commenced during the relevant year, which are delivered in accordance with the Submission and Adoption milestones set out in the Local Development Scheme – the annually updated 3 year programme for LDF document production. A reduced percentage of grant will be allocated when DPDs are not delivered in accordance with the milestones in the Local Development Scheme.
16. It is proposed to reward LPAs that are working jointly on any DPDs and it is also proposed to incentivise local authorities to work together to jointly publish Strategic Housing Market Assessments by March 2009. These must be prepared through Housing Market Partnerships and must provide evidence of need and demand across the sub-region.
17. If development control performance falls below any national planning standard the Government propose to include a mechanism to abate HPDG from the planning element for plan making. The aim of this is to ensure that LPAs are rewarded when they deliver across the whole of their service and not just those elements that are relevant to HPDG grant allocation. For 2007/08 it is proposed that the abatement will be triggered where the local authority fails to deliver 60% of major planning applications within 13 weeks and 65% of minor and 80% of other planning applications within 8 weeks. In Chorley performance from April to October 07 was 88.9% for major applications, 73% for minor applications and 87.8% for other planning applications.

The Housing Element

18. The Government want more housing to be built in order to meet the national target of 240,000 homes per year by 2016 and improve long-term affordability. They are proposing that all local authorities delivering housing at a level of at least 0.75% of existing stock will be eligible for the housing element of the grant, which will be £316 million nationally over the three year period. Once eligible, allocation will be based on one unit of grant for each net additional dwelling beyond the 0.75% point. An average of the last three years' delivery figures will be used to avoid annual peaks and troughs.
19. The Government has decided against rewarding local authorities for housing delivery against existing targets in current plans, as some LPAs are revising targets via the Regional Spatial Strategy process and some targets are out-of-date. However, once targets are have been updated the Government plan to review the operation of the system to ensure that the HPDG accords with the planning framework. The consultation

paper states that the Government will seek to ensure that HPDG does not support inappropriate housing growth, via checks in the planning system.

Additional Issues

20. The Government also considers that the HPDG might provide an opportunity to improve the design quality of new housing development. They suggest an assessment of the quality of built schemes could take place or that the steps that LPAs have taken to improve skills and knowledge in this area could be rewarded.
21. The Government are also seeking views as to whether there is any support for incentivising the delivery of family homes, by allocating a higher proportion of grant for these forms of housing rather than flats. They also wish to explore how HPDG might be used to incentivise local authority performance in the reduction in the number of empty homes. Another suggestion is to include registration of local surplus public sector land as an eligibility criterion for HPDG to encourage the use of such land for housing purposes.

IMPACTS FOR CHORLEY

22. The Council is already able to identify a five year supply of housing on existing sites with planning permission in the Borough and there is further potential for housing at Buckshaw Village, so it is not envisaged that identifying a five year rolling supply of sites will be problematic in the near future. However, much work will be needed to identify a fifteen year supply of housing land, but this work is planned through future work on a Strategic Housing Land Assessment and work on the Core Strategy and Site Allocations Development Plan Documents. The Council is currently making progress on the preparation of a Core Strategy, which is due to be submitted to the Secretary of State in September 2009 and adopted in December 2010.
23. The Council is undertaking joint work on the Core Strategy with Preston and South Ribble Councils and a Strategic Housing Market Partnership to work on a Strategic Housing Market Assessment is currently being set up to cover the three Central Lancashire Districts, so grant in these areas is welcome.
24. As at April 2007 the housing stock level in Chorley was 44,832. Therefore, if these proposals are implemented, at current stock levels grant would be triggered if more than 336 houses were delivered per year, which is a figure that is below the housing requirement (417 dwellings per year) that is set out in the draft Regional Spatial Strategy for the North West Panel Report. The HPDG consultation paper gives an illustrative figure of £1600 for each additional unit above the 0.75% delivery floor. Therefore, it should be possible for Chorley to earn grant for the housing element of the proposed HPDG. It should be noted however, that housing completion data is often affected by factors outside of local authority control. Even when a site is deliverable, housebuilders decide when it will be developed and the speed of that development.
25. HPDG will not be ringfenced so will be able to be used for Chorley Borough priorities.
26. LPAs have been asked specific questions in the consultation paper. Responses to these questions are included in Appendix 1.

IMPLICATIONS OF REPORT

27. This report has implications in the following areas and the relevant Corporate Directors' comments are included:

Finance	√	Customer Services	
Human Resources		Equality and Diversity	
Legal		No significant implications in this area	

COMMENTS OF THE ASSISTANT CHIEF EXECUTIVE (BUSINESS TRANSFORMATION)

28. The report outlines the fact that this is potentially a new income stream for the Council and this will replace the planning delivery grant income that the Council has previously received.

The exact level of grant is unknown for 2008/09 and is dependant upon the final allocation scheme that is agreed. However, I have for budget planning purposes had to assume a level of grant and have included in the draft budget for 2008/09 a sum of £75k.

Based upon the level of grant received previously, the allocation methods proposed and our current performance, I believe this assumption to be reasonable. However, the final outcome will only be known later in the year once the allocation method is finalised and the grant figure confirmed.

JANE E MEEK
CORPORATE DIRECTOR (BUSINESS)

Background Papers			
Document	Date	File	Place of Inspection
Housing & Planning Delivery Grant (HPDG) Consultation on Allocation Mechanism	October 2007		Civic Offices Union Street
Housing & Planning Delivery Grant (HPDG) Consultation Paper	July 2006		Civic Offices Union Street

Report Author	Ext	Date	Doc ID
Stephen Lamb	5282	09/11/07	HPDG Cabinet Report 07

HOUSING AND PLANNING DELIVERY GRANT**APPENDIX 1****CONSULTATION QUESTIONS**

- 1. Do you agree with the principle of rewarding a 5 year supply of deliverable sites for housing?**
Yes.
- 2. Do you agree with the principle of enhanced grant for demonstrating a 5 year supply of deliverable sites for housing where the authority has also identified 15 years of deliverable, developable and/or broad locations of housing sites?**
Yes.
- 3. Do you agree with the principle of rewarding local planning authorities for the delivery of priority Development Plan Documents?**
The delivery of priority Development Plan Documents is vital and should be rewarded, however, some flexibility is required. See below.
- 4. Do you agree with reductions in the grant payable where delays occur to the delivery of milestones for submission and adoption?**
No, the lack of clear consistent guidance on the production of DPDs is currently making it difficult for many authorities to meet milestones, which would then be penalised by reductions in grant. Some flexibility is required.
- 5. Do you agree with the principle of joint working among local planning authorities?**
Yes.
- 6. Do you agree with the overall weighting of the planning element of HPDG, ie. 40% for the assessment and identification of land for housing over a 5 and 15 year timescale, 50% for the delivery of development plan documents and 10% for joint working?**
Yes.
- 7. Do you agree with the principle of abatement where performance on development control declines below national planning standards?**
Only if performance is significantly below national standards. It is unclear what the situation would be for authorities that receive no grant and have poor development control performance. Would money be taken away from such authorities?
- 8. Do you agree with our proposed criteria for the housing element?**
Once Regional Spatial Strategies are finalised these should form the basis for housing delivery targets. It should be noted however, that housing completion data is often affected by factors outside of local authority control. Even when a site is deliverable housebuilders decide when it will be developed and the speed of that development.
- 9. In principle, do you think Housing and Planning Delivery Grant should be used to support improvements in design quality?**
Whilst improvements in design quality are necessary, it is difficult to see how this would work effectively in practice. Who would assess the design quality of schemes?

When would they be assessed? How would improvements to skills and knowledge be assessed?

10. Do you have any views on how the process could work in practice?

See above.

11. Do you have any views as to whether Housing and Planning Delivery Grant should be incentivising delivery of family homes?

Providing a Strategic Housing Market Assessment indicates a shortage of family homes in an area, incentivising the delivery of family homes would be acceptable.

12. Do you agree that an added eligibility criterion on empty homes would be useful and effective?

Whilst bringing empty homes into re-use is desirable, it may prove very difficult to monitor it accurately in practice.

13. Are there other ways we might incentivise the bringing back into use of empty homes through HPDG?

No comments.

14. Do you agree that including registration of local surplus public sector land as an eligibility criterion would be a useful and effective incentive?

This is likely to prove an incentive for those authorities with surplus public sector land.

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Report of	Meeting	Date
Corporate Director (Business) (Introduced by the Executive Member for Economic Development and Regeneration)	Executive Cabinet	6 December 2007

GROWTH POINT EXPRESSION OF INTEREST BID

PURPOSE OF REPORT

- To outline the main features of the bid.

RECOMMENDATION(S)

- That the approval of the Executive Cabinet be sought to the pursuance of an Expression of Interest Bid for Growth Point designation of the Central Lancashire and Blackpool areas.

EXECUTIVE SUMMARY OF REPORT

- Councils in the North of England have been invited by the Government to apply to become Growth Points. A Growth Point designation would mean accelerated housing growth over requirements as set out in the Regional Spatial Strategy (RSS). In return for faster housing growth additional funding for the provision of infrastructure may be available and increased opportunities to secure affordable housing. English Partnerships would be the main delivery vehicle to provide advance infrastructure. Central Lancashire – South Ribble, Preston and Chorley – appears to fit the Government’s criteria for a successful bid. However it became apparent that Blackpool was also likely to bid. On advice from Government Office a single joint bid for Blackpool and Central Lancashire has been submitted. Consultants were appointed to prepare an Expression of Interest bid, with costs shared equally between Central Lancashire Councils and Blackpool.

REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

- Growth Point designation is expected to provide greater opportunities for more affordable housing and associated infrastructure.

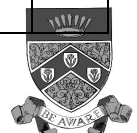
ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

- None.

CORPORATE PRIORITIES

- This report relates to the following Strategic Objectives:

Put Chorley at the heart of regional economic development in the central Lancashire sub region	X	Develop local solutions to Climate Change	
Improving equality of opportunity and life chances	X	Develop the character and feel of Chorley as a good place to live	X



Involving People in their Communities		Ensure Chorley is a performing Organisation	
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BACKGROUND

7. The Department of Communities and Local Government (DCLG) has invited bids from councils who wish to be designated as Growth Points or Eco Towns.
8. The concept behind the DCLG initiative is to increase housing supply, and in particular affordable housing, as quickly as possible. The first phase has involved the south of England and the Midlands and the Government is rolling this out to the North of England. It appears that in return for increasing the rate of housing development that some monies will be made available to provide for the necessary infrastructure. The housing development must be sustainable not only in terms of general location and environmental issues but must also be aligned with strong forecast economic growth.
9. The joint LDF work to date and the earlier sub-regional economic and planning work carried out by GVA Grimley suggests that a sound basis exists to demonstrate that Central Lancashire – South Ribble, Preston and Chorley – can meet these sustainability criteria.
10. This matter was discussed at the Joint LDF Working Group on 27 September 2007 in the context of the LDF Core Strategy work. At this stage there is no commitment required as it is only an expression of interest. If there is no commensurate delivery of infrastructure the councils could withdraw from the “bid”. To submit a bid it has been necessary to obtain consultancy support (from GVA Grimley) and the 3 councils have agreed to share the costs of this from their respective LDF funds. The work involved will be of considerable value in the LDF process irrespective of whether the bid is successful.
11. The deadline for submitting an Expression of Interest was 31st October, with a decision on successful bids being made in February.
12. In preparing the bid a meeting was held with officers of the 3 Councils and the County Council, GONW and English Partnerships as well as Blackpool. This meeting explored the intentions of Central Lancashire and Blackpool to potentially submit rival bids for Growth Point status. On advice from GONW it was apparent a successful bid was more likely if Blackpool and Central Lancashire Councils worked together and submitted a joint bid. On this basis, a joint Central Lancashire and Blackpool submission was prepared.
13. In addition further information was provided by English Partnerships that a potential delivery mechanism is for funding to be made available for infrastructure through a Community Investment Fund. The concept is for an initial amount of capital to be transferred into the fund to provide necessary infrastructure with monies then recovered from developers (a so called ‘roof tax’) and this receipt to then be returned to the fund for further infrastructure projects, and thus the fund would be sustained.

DETAILS OF THE BID

14. The key features of the bid are:-
 - At least 4,000 affordable homes to be provided across the combined area by 2016.
 - A total of 20,000 new homes across Central Lancashire and Blackpool over the next 9 years.

- A £10,000 per unit 'roof tax' tariff that would raise £130million for infrastructure investment.
- It is not just housing growth that is envisaged but also for this to provide the impetus for bringing forward major employment sites for local jobs.

15. No firm commitments have been given to particular sites for development but in Chorley the bid envisages the remaining land at Buckshaw Village to be a key component.

IMPLICATIONS OF REPORT

16. This report has implications in the following areas and the relevant Corporate Directors' comments are included:

Finance		Customer Services	
Human Resources		Equality and Diversity	
Legal		No significant implications in this area	X

JANE MEEK
(CORPORATE DIRECTOR (BUSINESS))

Background Papers			
Document	Date	File	Place of Inspection
Background Reports Central Lancashire, Blackpool Growth Point Bid document and appendices	October 2007		Members Room Town Hall

Report Author	Ext	Date	Doc ID
Julian Jackson	5280	20 November 2007	

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Report of	Meeting	Date
Assistant Chief Executive (Business Transformation) (Introduced by the Executive Member for Resources, Councillor A Cullens)	Executive Cabinet	6 th December 2007

CAPITAL PROGRAMME MONITORING 2007/08

PURPOSE OF REPORT

1. To update Members on the progress of the 2007/08 Capital Programme, and to seek Member support and approval for a number of recommendations from the Strategy Group.

RECOMMENDATION(S)

2. That the Council accepts an additional grant award of £373,000 from the Heritage Lottery Fund towards the cost of the Astley Park capital project and contributes £106,000 towards the cost of the grant-eligible expenditure and £17,000 for additional design fees not eligible for grant.
3. That the revised capital programme for 2007/08 in the sum of £10,175,240 be approved and that slippage of £1,176,650 expenditure to 2008/09 onwards be noted.

EXECUTIVE SUMMARY OF REPORT

4. This report seeks approval to requested amendments and additions to the 2007/08 Capital Programme following a recent monitoring exercise and Strategy Group meeting. In particular, it is proposed that the overall budget of the Astley Park project is increased in order to ensure the successful completion of the scheme according to the timetable agreed with the Heritage Lottery Fund. Following a "value engineering" exercise and the redesign of certain aspects of the project, the HLF has offered additional grant funding, but match funding is also required from the Council. The delay to the building works phase of the project means that there is significant slippage of expenditure to next year, but the project is still expected to be completed on time.

REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

5. To ensure that the Capital Programme reflects and is capable of assisting the delivery of the Council's corporate priorities.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

6. None.

CORPORATE PRIORITIES

7. This report relates to the following Strategic Objectives:

Put Chorley at the heart of regional economic development in the central Lancashire sub region	✓	Improved access to public services	✓
Improving equality of opportunity and life chance	✓	Develop the character and feel of Chorley as a good place to live	✓
Involving People in their Communities	✓	Ensure Chorley is a performing Organisation	✓

BACKGROUND

8. On 4th October 2007 Executive Cabinet approved the 2007/08 capital budget of £8,798,310. The programme is now forecast to be £10,175,240 and significant reasons for this increase are given below. A detailed analysis of the programme showing the changes, including slippage to next year, is shown at Appendix A.

HOW ARE WE PERFORMING?

(A) Key Performance Indicators

9. High level monitoring of the capital programme is carried out through 3 performance indicators, which have been described in previous Executive Cabinet reports. Table 1 lists these and shows targets and current performance.

Performance Indicator	Target 2007/08	Performance Nov 2007
1. The % of the capital programme budget actually spent	90	23
2. The % of projects using the toolkit	70	76
3. The % of capital schemes intended to be completed during the year actually completed	85	29

Table 1 – Capital Programme 2007/08 – Key Performance Indicators

- 10. The percentage of the budget actually spent is lower than forecast for the time of year, however there are significant commitments in the financial system, which are likely to be met by the time of the next monitoring report.
- 11. The percentage of projects using the toolkit exceeds the target, is very encouraging and is likely to increase as the year progresses and more staff are trained in project management skills.
- 12. Although the percentage of capital schemes actually completed is quite low, this reflects the fact that many of the schemes e.g. disabled facilities grants payment cannot be shown as completed until year-end.

(B) Capital Monitoring 2007/08

13.

Executive Cabinet Date	Details	£	Note
4/10/07	Approved Capital Programme	8,798,310	
	<u>Less</u> Slippage	(1,176,650)	A
	<u>Plus</u> Other Changes	<u>2,553,580</u>	B
	Total	<u>10,175,240</u>	

Note A: Appendix A shows the full capital programme and identifies slippage to 2008/09 and other changes.

Note B: Appendix B is a scheme-by-scheme analysis of the other changes with brief explanations of the changes. The offer letter from the Heritage Lottery Fund is presented as Appendix C.

(C) Capital Receipts Monitoring 2007/08

14. There are limited large disposals expected during 2007/08. The former King Street premises have been sold and the sale of housing development land at Eaves Green is imminent. In respect of the latter, a third of the sum is required to pay the ransom value due to English Partnerships, and the balance will be paid to Lancashire County Council as a further contribution towards the cost of the Eaves Green Link Road.

Based on the level of sales to date, a sum of £1m has been included as the estimated share receivable by the Council from Chorley Community Housing in respect of Preserved Right To Buy sales of dwellings to our former tenants.

In addition, the Council has agreed to transfer land at Gillibrand Fields and Fairview Farm, Adlington to housing associations in return for nomination rights to properties to be built there, rather than cash, in order to promote affordable housing in the Borough.

IMPLICATIONS OF REPORT

15. This report has implications in the following areas and the relevant Directors' comments are included:

Finance	✓	Customer Services	
Human Resources		Equality and Diversity	
Legal		Streetscene, Neighbourhoods and Environment.	

16. The financial implications of the report are covered in the body of the report.

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Barbara Charnock/Michael L. Jackson	5457/5490	16 Nov 07	CapitalProgrammeMonitoringReport Dec

Capital Programme Monitoring 2007/08

Scheme

Assistant Chief Executive (Policy & Performance)

Project Management Support Capitalisation
 Website Refresh
 Contribution to Pitch Drainage Bishop Rawsthorne School
 External Funding Pot
 - Charnock Richard FC
 Pump priming the Local Public Services Board

Assistant Chief Executive (Policy & Performance) Total

Director of Corporate Governance

Pump Priming the Area Forum
 Legal Case Management System

Director of Corporate Governance Total

Assistant Chief Executive (Business Transformation and Improvement)

Capitalised Restructuring Costs
 Planned Maintenance of Fixed Assets
 Town Hall Disabled Access and Refurbishment
 Gillibrand Link Road - land assembly

Assistant Chief Executive (Business Transformation and Improvement) Total

Director of Human Resources

e-Enabling HR systems - Training
 HR Management System

Director of Human Resources Total

2007/08 Current Estimate £	Slippage to 2008/09 £	Other Changes £	2007/08 Revised Estimate £	External Funding £	CBC Funding £
40,000			40,000		40,000
14,840			14,840		14,840
19,990			19,990	19,990	0
9,650			9,650		9,650
6,000			6,000		6,000
40,000			40,000	40,000	0
130,480	0	0	130,480	59,990	70,490
50,000			50,000	50,000	0
31,750	(31,750)		0		0
81,750	(31,750)	0	50,000	50,000	0
667,000			667,000		667,000
200,000			200,000		200,000
0		11,300	11,300		11,300
0		731,000	731,000		731,000
867,000	0	742,300	1,609,300	0	1,609,300
30,000			30,000		30,000
68,500			68,500		68,500
98,500	0	0	98,500	0	98,500

Capital Programme Monitoring 2007/08

Scheme

Director of ICT

Website Development (incl. ICT salary capitalisation)
Thin Client Pilot/Full Integration
Telephony
Data Storage Solution

Director of ICT Total

Corporate Director (Business)

Disabled Facilities Grants
Housing Renewal
- Home Repair Grants
- Energy Grants
- Handyperson Scheme
Refurbishment of Cotswold House Homeless Unit
Regeneration Projects - Design Fees
Chorley Strategic Regional Site
Town Centre Paving Project
eDevelopment and Building Control Project
Groundwork Projects
Adlington Rail Station Improvements (S106 funded)
Common Bank - Big Wood Reservoir
Provision of Affordable Housing
Regional Housing Pot Capital Grant funded schemes
Affordable Housing Halliwell Street Project 2007-2010
Homeless prevention Central Lancs Sanctuary Scheme Project
Affordable Housing HALS Project 07/09
EAGA Energy Efficiency
Affordable Housing Project (Site Assembly)
Delivering the Chorley Town Centre Strategy
Marketing Chorley
Eaves Green Link Road - contribution to LCC scheme

2007/08 Current Estimate £	Slippage to 2008/09 £	Other Changes £	2007/08 Revised Estimate £	External Funding £	CBC Funding £
30,000			30,000		30,000
251,150			251,150		251,150
137,000			137,000		137,000
67,350			67,350		67,350
485,500	0	0	485,500	0	485,500
355,000			355,000	235,000	120,000
105,000			105,000		105,000
101,880			101,880		101,880
10,000			10,000		10,000
40,000			40,000	40,000	0
103,220			103,220		103,220
576,530			576,530		576,530
33,080			33,080	33,080	0
32,490			32,490		32,490
14,050		15,000	29,050		29,050
7,500			7,500	7,500	0
330,000			330,000	330,000	0
79,720		(61,060)	18,660		18,660
693,000		(597,780)	95,220	95,220	0
		79,000	79,000	79,000	0
		28,500	28,500	28,500	0
		460,000	460,000	460,000	0
		110,000	110,000	110,000	0
580,000			580,000	580,000	0
100,000			100,000	100,000	0
10,000			10,000	10,000	0
		1,214,150	1,214,150	266,750	947,400

Capital Programme Monitoring 2007/08

Scheme

Corporate Director (Business) Total

2007/08 Current Estimate £	Slippage to 2008/09 £	Other Changes £	2007/08 Revised Estimate £	External Funding £	CBC Funding £
3,171,470	0	1,247,810	4,419,280	2,375,050	2,044,230

Capital Programme Monitoring 2007/08

Scheme

Corporate Director (People)

- Leisure Centres Capital Investment
- Duxbury Park Golf Course capital investment
- Astley Park Improvements - Construction
- Brinscall Swimming Pool Refurbishment
- Village Hall & Community Centres Projects
- Astley Hall/Park CCTV
- Cemetery Development

Corporate Director (People) Total

Corporate Director (Neighbourhoods)

- Extension to Chorley Cemetery (new burial area)
- Litter/Dog Waste/On-street recycling bins
- Replacement of recycling/litter bins & containers
- Enhanced Recycling/Kerbside Collection
- Adlington Play Development (S106 funded)
- Harpers Lane Recreation Ground Imps (S106 funded)
- Planting Schemes IT System
- Astley Park Woodland Management
- Chorley Cemetery Lodge Refurbishment
- Various traffic calming/local road safety schemes
- Highway improvements - Gillibrand estate/Southlands
- Intelligent Management Information
- Play/Recreation Facilities (S106 funded)
- Alleygates
- DEFRA Waste Performance & Efficiency Grant scheme
- Memorial Safety - Closed Churchyards
- Ulines Walton Play/Leisure Schemes (S106 funded)
- Corporate Play Development Plan
- Vacant Dwellings
- Building Safer Communities
- Coppull Playzone

2007/08 Current Estimate £	Slippage to 2008/09 £	Other Changes £	2007/08 Revised Estimate £	External Funding £	CBC Funding £
716,250			716,250		716,250
465,240	(46,400)		418,840		418,840
1,644,690	(1,092,000)	496,130	1,048,820	817,940	230,880
190,000			190,000		190,000
120,000			120,000		120,000
24,000		10,000	34,000	24,000	10,000
13,000	(6,500)		6,500		6,500
3,173,180	(1,144,900)	506,130	2,534,410	841,940	1,692,470
830			830		830
16,390			16,390		16,390
50,000			50,000		50,000
158,000			158,000		158,000
25,000			25,000	25,000	0
30,000			30,000	30,000	0
350		(350)	0		0
56,000			56,000	56,000	0
13,000			13,000		13,000
18,000			18,000		18,000
90,000			90,000	90,000	0
78,960		350	79,310	50,000	29,310
37,880			37,880	37,880	0
40,000			40,000		40,000
44,970			44,970	44,970	0
		20,000	20,000		20,000
10,630			10,630	10,630	0
50,000			50,000		50,000
18,660		(18,660)	0		0
26,760			26,760	26,760	0
25,000			25,000	25,000	0

Capital Programme Monitoring 2007/08

Scheme

Lighting at Coronation Recreation Ground

Corporate Director (Neighbourhoods) Total

Capital Programme Total

2007/08 Current Estimate £	Slippage to 2008/09 £	Other Changes £	2007/08 Revised Estimate £	External Funding £	CBC Funding £
0		56,000	56,000	56,000	0
790,430	0	57,340	847,770	452,240	395,530
8,798,310	(1,176,650)	2,553,580	10,175,240	3,779,220	6,396,020

Capital Programme Monitoring 2007/08

Scheme

Financing the Capital Programme

Prudential Borrowing
 Unrestricted Capital Receipts
 Housing Investment Programme Restricted Capital Receipts
 Capital Receipt earmarked for Strategic Regional Site
 Preserved RTB Capital Receipts from CCH
 Revenue Budget - Specific Revenue Reserves or Budgets

CBC Resources

Ext. Contributions - Developers
 Ext. Contributions - Lottery Bodies
 Ext. Contributions - Other
 Government Grants - Disabled Facilities Grants
 Government Grants - DEFRA
 Government Grants - Housing Capital Grant
 Government Grants - LPSA1
 Government Grants - LABGI
 Government Grants - Other

External Funding

Total capital resources

TOTAL CAPITAL FINANCING

2007/08 Current Estimate £	Slippage to 2008/09 £	Other Changes £	2007/08 Revised Estimate £	External Funding £	CBC Funding £
3,319,290	(268,810)	(21,190)	3,029,290		3,029,290
471,520	(12,400)	860,880	1,320,000		1,320,000
358,540			358,540		358,540
576,530			576,530		576,530
0		1,000,000	1,000,000		1,000,000
111,660			111,660		111,660
4,837,540	(281,210)	1,839,690	6,396,020	0	6,396,020
1,068,800		266,750	1,335,550	1,335,550	0
1,322,240	(895,440)	445,140	871,940	871,940	0
330,000		2,000	332,000	332,000	0
180,000			180,000	180,000	0
44,970			44,970	44,970	0
788,000			788,000	788,000	0
50,000			50,000	50,000	0
150,000			150,000	150,000	0
26,760			26,760	26,760	0
3,960,770	(895,440)	713,890	3,779,220	3,779,220	0
8,798,310	(1,176,650)	2,553,580	10,175,240	3,779,220	6,396,020
8,798,310	(1,176,650)	2,553,580	10,175,240	3,779,220	6,396,020

Capital Programme Monitoring 2007/08

Scheme

Assistant Chief Executive (Business Transformation and Improvement)

Town Hall Disabled Access and Refurbishment

Gillibrand Link Road - land assembly

Assistant Chief Executive (Business Transformation and Improvement) Total

Corporate Director (Business)

Groundwork Projects

Provision of Affordable Housing

Regional Housing Pot Capital Grant funded schemes

Affordable Housing Halliwell Street Project 2007-2010

Homeless prevention Central Lancs Sanctuary Scheme Project

Affordable Housing HALS Project 07/09

EAGA Energy Efficiency

Eaves Green Link Road - contribution to LCC scheme

Corporate Director (Business) Total

Corporate Director (People)

Astley Park Improvements - Construction

Astley Hall/Park CCTV

Corporate Director (People) Total

Other Changes £	External Funding £	CBC Funding £	Comments
11,300		11,300	Final consultancy costs re main refurbishment contract
731,000		731,000	Increased cost of compensation and associated costs
742,300	0	742,300	
15,000		15,000	Levering additional resources from other parties for small environmental projects
(61,060)	(79,720)	18,660	Transferred from Corporate Director (Neighbourhoods)
(597,780)	(597,780)	0	Reallocation of resource to specific projects
79,000	79,000	0	Use of existing resource
28,500	28,500	0	Use of existing resource
460,000	460,000	0	Use of existing resource
110,000	110,000	0	Use of existing resource
1,214,150	266,750	947,400	Additional contribution to LCC's costs and payment of ransom value re development land, financed from S106 and earmarked capital receipt
1,247,810	266,750	981,060	
496,130	391,140	104,990	Revision to project cost agreed with Heritage Lottery Fund who provide 82% grant-funding, plus £17,000 additional design costs not eligible for grant
10,000		10,000	Increase required to complete existing project
506,130	391,140	114,990	

Capital Programme Monitoring 2007/08

Scheme

Corporate Director (Neighbourhoods)

Planting Schemes IT System
 Intelligent Management Information
 Memorial Safety - Closed Churchyards
 Vacant Dwellings
 Lighting at Coronation Recreation Ground

Corporate Director (Neighbourhoods) Total

Capital Programme Total

Financing the Capital Programme

Prudential Borrowing

Unrestricted Capital Receipts

Preserved RTB Capital Receipts from CCH

CBC Resources

Ext. Contributions - Developers
 Ext. Contributions - Lottery Bodies
 Ext. Contributions - Other

External Funding

TOTAL CAPITAL FINANCING

Other Changes £	External Funding £	CBC Funding £	Comments
(350)		(350)	Transferred to Intelligent Management Information
350		350	Balance of Planting Schemes budget
20,000		20,000	Urgent work St John's Whittle le Woods
(18,660)		(18,660)	Transferred to Corporate Director (Business)
56,000	56,000	0	Big Lottery Fund scheme
57,340	56,000	1,340	
2,553,580	713,890	1,839,690	
(21,190)		(21,190)	Replaced by use of capital receipts
860,880		860,880	Receipt earmarked for Eaves Green Link Road project
1,000,000		1,000,000	Estimated receipts due from CCH
1,839,690	0	1,839,690	
266,750	266,750	0	S106 re Eaves Green Link Road
445,140	445,140	0	Increase re Astley Park and Coronation RG
2,000	2,000	0	Contribution to Coronation RG project
713,890	713,890	0	
2,553,580	713,890	1,839,690	



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2 October 2007

PK-01-00970/2

Suzanne Cox
Chorley Borough Council
Civic Offices
Union Street
Chorley
Lancashire
PR3 2NQ

Astley Park – Grant Increase

Please find attached a side letter confirming the award of a further £373,000 towards the continuing restoration of Astley Park and buildings within it including the Coach House and Pavilion. The letter also confirms that Trustees agreed to the change to the approved purposes allowing the removal from the scheme of the lighting to Chorley Approach.

The increase allows for a number of relatively minor across the board increases as well as for a number of more substantial increases including:

- work to the Coach House taking into account the increase in tender price and the recommended higher specification for some items as set out in your Request for Grant Increase
- toilets provided in the farmhouse
- partial re-roofing of the Coach House
- basic refurbishment of the pavilion to provide toilets and changing room facilities
- new benches and bins
- a new wall to be built between the boiler house and Astley Hall to ensure the security of the Hall after hours
- additional contingency
- additional fees

The costs set out below are a guideline and there is room for movement between cost headings if necessary. Please do not hesitate to contact me if you need any further information.

Julia Doughan
 Grants Officer, North West Team
 Direct line: 0161 831 0859
juliad@hlf.org.uk

Detailed breakdown of cost increases after value engineering

walled garden/nursery garden including new wall	£114,291
coach house including courtyard roof	£181,429
benches/bins	£69,796
demolition	£20,900
play area, pets corner, adventure play	£43,839
pavilion	£104,517
Chorley Approach	£32,979
Ackhurst Approach	£5,800
lighting	£7,727
external works	£50
woodland clearance	£24,175
subtotal	£605,503
value engineering cost savings	£186,754
total	£418,749
contingency	£78,147
fees	£51,233
subtotal	£129,380
total increase in costs	£548,129
minus cost of lighting	£69,000
minus Chorley BC partnership funding @ 22%	£106,000
HLF grant increase request @ 78%	£373,129

Report of	Meeting	Date
Assistant Chief Executive (Business Transformation) Statutory S151 Officer	Executive Cabinet	6 December 2007

DRAFT GENERAL FUND BUDGET FOR 2008/09

PURPOSE OF REPORT

1. To secure the Executive's agreement of the content of the draft revenue budget that will form the basis of further work in terms of delivering a balanced budget for 2008/09.

RECOMMENDATION(S)

2. The Executive Cabinet are recommended to:
 - Note my advice under S25 of the Local Government Act 2003 on the draft budget, particularly in relation to monitoring working balances within the range set out in the Medium Term Financial Strategy.
 - Agree to the consultation process outlined in the report.
 - Agree to consult on the savings proposals and the shape of the budget as outlined in the report.

EXECUTIVE SUMMARY OF REPORT

3. This report outlines the executives budget proposals for 2008/09. The report sets out how the Executive propose to:
 - Balance the Council's Budget
 - Continue to invest in priorities
 - Protect front line services
4. That said the financial position is such that significant savings have to be achieved, this is a result of the fact that firstly, the levels of additional government grant are likely to be contained and secondly, the current costs of the continuation of our services needs to be realigned.
5. The strategy for achieving a balanced budget has been to:
 - Focus on a line by line review of current spending
 - Identify where possible savings that are administrative in nature and do not affect front line services
 - Look for opportunities to generate additional income
6. The details of the strategy and proposal are set out in detail in the paper. Also included is a review of the level of the Council's working balances. The financial risk profile has changed due to a number of factor and as such working balance need to be maintained at a higher level that has been the case previously.

7. I am required as part of the budget process to review the assumptions and budget proposals in terms of their deliverability and my thoughts are set out in the paper, but essentially confirm that the basis of the budget is robust and that together with the changes proposed in the level of working balances, protects against the financial risks the Council face. The current forecasts and budget proposals show the following:

Table 1: Budget Position

	£'000	£'000
Budget gap based upon service continuation		640
Less proposals to balance and rebasing		- 315
		<hr/> 325
Savings proposals	-187	
Income generated	-223	
3% Council Tax Increase	-180	- 590
Headroom for Growth		<hr/> - 265

8. The analysis shows that under the current proposals a sum of £265k would be available to enhance the services the Council delivers. The Executive propose that this sum is used in the following way:

Table 2: Investment Proposals

	£'000
Cash spent in neighbourhoods	100
Projects delivered by the Council and 15 parties	90
Extending opening hours at Astley Hall	40
Events and Tourism Officer	25
Extend Get Up and Go Scheme	10
Total	265

9. More details of the investment plans are shown in the budget consultation document which will be tabled at the meeting.
10. This report should be read in conjunction with the report included elsewhere on his agenda, containing the Executive proposal for Capital Investment contained in the Capital Investment Programme.

REASONS FOR RECOMMENDATION(S)
(If the recommendations are accepted)

11. To begin the budget consultation process for 2008/09.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

- 12. None.

CORPORATE PRIORITIES

- 13. The budget is the ultimate expression of corporate priorities and it is the essential that the link between priorities and resources used is explicit in any budget proposal.

Put Chorley at the heart of regional economic development in the central Lancashire sub region	✓	Improved access to public services	✓
Improving equality of opportunity and life chance	✓	Develop the character and feel of Chorley as a good place to live	✓
Involving People in their Communities	✓	Ensure Chorley is a performing Organisation	✓

BACKGROUND

- 14. The policy context for this budget whilst driven to some extent by National, Regional and Sub-Regional issues is influenced most by the local issues highlighted in the Corporate Strategy.
- 15. The development of the refreshed Community Strategy and the objectives therein form the basis of the Council's own Corporate Strategy. Contained in that document are the key objectives, outcomes and targets the Council works to deliver as part of its contribution to the overall well-being of the area.
- 16. Some of the main local issues are:
 - Access to affordable housing.
 - The development of the local economy.
 - Continuing to develop the effectiveness of the Local Strategy Partnership.
 - Engagement, participation and satisfaction with local service delivery.
 - For the first time looking to improve the environment through developing measures to combat climate change.
- 17. The context is also in part, set by the proposed Medium Term Financial Strategy which forms the framework on which the budget is built, particular key targets of note include:

Working balances will not be used to finance recurrent expenditure.

Working balances will be maintained at a level between £1.25m - £1.50m with a review in light of the Council's financial risk profile after 18 months.

- 18. The risk profile has change significantly since the last Medium Term Financial Strategy was set and this is discussed later in this document.
- 19. The key debate in terms of the budget involves the means of resolving the conflict between various policy implications and the availability of resources including the level of Council Tax to be set.

RESOURCE CONTEXT

20. The government recently announced its spending plan for 2008/09 to 2010/11, the key messages from that Comprehensive Spending Review 2007 are:
- An increase in the funds/grants available to local government of 4.2% in 2008/09; 3.5% in 2009/10 and 3.4% in 2010/11. After accounting for inflation this amounts in real terms increases of 1.5%, 0.80% and 0.7% over the CSR period.
 - This is significantly less than the previous period and the important issue for this Council will be the level of additional grant it receives. Within that lessened resources figure the government's priorities will continue to be the services delivered by other public sector bodies and not those by district councils.
 - Additional grant has been allocated for the cost of implementing the new free concessionary travel scheme from April 2008. This will initially be paid direct to councils rather than through the rate support grant mechanism. Although this may change in later years with it being consumed into the grant settlement.
 - A 3% CASHABLE efficiency target for Local Councils over the CSR period.
21. There were a series of other announcements made, which could affect the Council in relation to the financing of Local Area Agreements. A change of specific grants to general grants which are NOT RING-FENCED will mean local priority will determine funding allocations. This may have significant implications if for instance community safety became less of a priority, the Council may lose a significant funding stream that has helped it to deliver on its Crime and Disorder Agenda?
22. The Government also expects that Local Authorities will keep Council Tax increase WELL BELOW 5% in each of the next three years.
23. At present no indicative figures are available in relation to any of the funding streams. This information will only become available in mid December. As such assumptions have been made which may or may not be accurate. I will report to members the impact of the settlements once more details become available as part of the final budget setting process.

CONSULTATION

24. For 2008/09, the process will consist of:
- Circulation of the draft budget papers to partners and stakeholders.
 - Publication of the detailed information on the Internet and Intranet, supplemented by a press release.
 - Specific meetings with Parish Councils and trade unions.
 - Review by the Overview and Scrutiny Committee and Panels of the draft budget.
 - Engagement with the refreshed Citizens Panel.
25. In previous years the feedback from the general public has been limited. The hope is that by engaging the Citizens Panel. In particular, the feedback may be more useful?

THE COST OF MAINTAINING CURRENT SERVICE LEVELS

26. Appendix 1 sets out the cost of maintenance of current service levels and any additional statutory requirements, adjusted for known changes that should have no impact on the level of service provided. This is summarised in the table below:

Table 3 – The Cost of maintaining current service levels and meeting statutory requirement

	£'000
2007/08 Budget requirement	14,088
Pay Inflation	458
Increments	107
Job Evaluation	(170)
Other Changes	381
Total	14,864

27. The figures represent a cost increase of 5.6% compared with the 2007/08 figures. However it should be borne in mind that much of the increase is beyond the Council's control.
- Pay awards are settled nationally and pension costs are at the mercy of the performance of the financial markets.
 - Contractual commitments.

CAPITAL FINANCING COSTS

28. Also included on this agenda is a draft Capital Programme for 2008/09 to 2010/11. Again this is predicated upon a number of key assumptions, particularly in relation to the levels of specific capital grant that the Council may receive. Once again the details of these sums will only become available later in the planning cycle.
29. The key issue as always for Members is how affordable are the Plans. As in previous years the Council's ability to deliver investment is dependent upon its ability to generate planning gain receipts and other capital receipts. The levels of borrowing are increasingly kept to a minimum as the pressure on the Council's revenue budget is sufficient to mean little headroom for investment is available. That said the Council has been particularly successful at attracting S106 funds but going forward these are likely to decrease over the medium term as the opportunities for attracting such funding decrease.
30. The expected levels of borrowing whilst still low in relation to the totality of the programme do have revenue consequences and these has been factored into future revenue budget forecasts.

BALANCING THE BUDGET

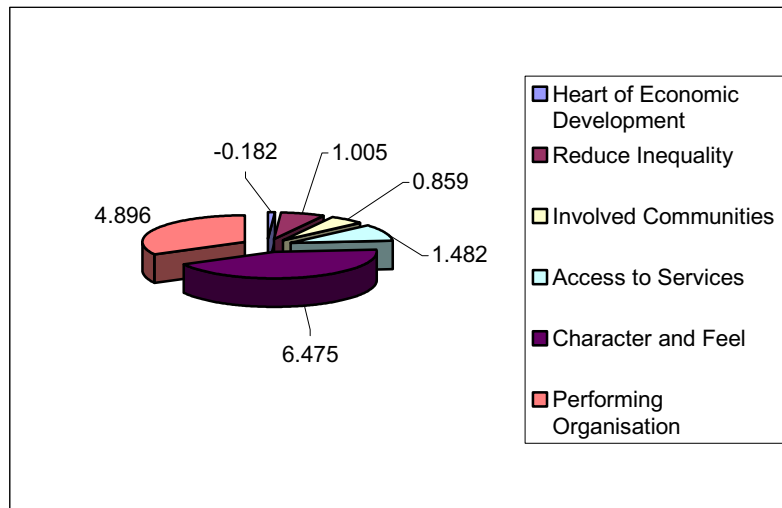
31. All the figures that follow reflect a tax base of 35,296.10. The figure has been set under the powers delegated to the Director of Finance by the Council This is an increase of 331.10 (0.94%) on the last financial year and is in line with expectations.
32. The Strategy for bridging the budget gap is built on the following principles:
- Minimising the level of Council Tax increase.

- Creating headroom in the budget to continue investing in priorities.
 - Rebasing the Council's budget based upon historic performance and future expectations.
 - Maximising the Council's revenue earning opportunities.
 - Minimising the impact on service delivery.
33. A summary of the effect on the rebasing exercise and an analysis of the significant movements in budget year on year is shown in Appendices 2 and 3.
34. A summary of the proposals to make efficiencies and to maximise income opportunities are shown in Appendices 4 and 5 respectively.
35. In terms of the overall message from the proposals it is clear that all the above principles have been utilised in that:
- The proposed level of Council Tax is well below the 5% expected by the Government at 3%, currently the retail price index is at just over 4%.
 - Further investment in the Council's Corporate Priorities is proposed.
 - The line by line review of the base budget has elicited significant savings.
 - The review of revenue generating activities has identified some opportunities.
 - The number of changes in both the level and nature of the Councils staffing establishment is minimal.

POLICY CHOICES

36. The Administration in policy terms have determined that they wish to continue to have low Council Tax rises. In terms of its impact on services the overwhelming objective is to at least maintain service delivery at its current level given that in most cases the Council is performing well.
37. However within that context and within the Council's resources constraints some resources have been identified to be put into priority areas of the Corporate Strategy. A summary of the current 2007/08 budget resources mapped against the Council's priorities shows the following:

Diagram 4: Current Resource Allocation



38. The table shows that the bulk of the Council’s resources are spent in developing the look and feel of Chorley and ensuring Chorley is a performing organisation. The draft budget for 2008/09 includes:
- Additional resources to develop the effectiveness of the LSP.
 - More money to develop the Council’s emerging neighbourhood agenda.
 - Complimentary funds to ensure that the refurbishment of Astley Park is supplemented by additional opening hours.
 - More financing to develop the opportunity for events development and the borough’s tourism officer and the Get Up and Go Programme.
39. However as investment is being made in some priority areas this ultimately means that in order to deliver a balanced budget savings from other areas have to be made, set out below is my assessment of the impact the proposals may have.
40. The bulk of the savings are being made from the two priorities of developing the character and feel of Chorley and ensuring Chorley is a performing organisation.

RISK ISSUES

41. In terms of the budget proposal there still remains a number of risk areas where actual performance may not match the assumptions made. In such an event this may impact on the Council’s ability to deliver a balanced budget. The majority of these areas are not unique to Chorley and are recurrent issues in many cases, given the nature of local authority business.
42. The risk in almost all cases is a result of not having information on which to base future forecasts. This position is a result of either a budget being demand led, as is the case with Concessionary Travel or information on particular funding streams not being available until later in the year.

43. In respect of the key assumptions in the budget, these are as follows:

Table 5. Budget Assumptions

Assumption	%/£
Pay Award	+2.5%
Grant Settlement	+3.0%
Pension Contribution	+1.0%
Housing Planning Grant	+£75k
Concessionary Travel	+50%

44. In relation to each individual item I would make the following comments:

PAY AWARD

45. The assumption is based upon the 2007 settlement and the stated intention of the Government to restrain Public Sector Pay Awards.

GRANT SETTLEMENT

46. The Comprehensive Spending Review 2007 (CSR07) in terms of headlines indicates that for Local Government as a whole grant increases will be 1% in real terms (above inflation). However, it is not possible to identify the level of grant that will flow through in terms of settlement. However, every 0.5% difference will account for £40k.

PENSIONS CONTRIBUTION

47. A current revaluation is underway in relation to the Pension Scheme and this will set the employers contribution. Over the last 12 months there has been a general improvement in the pension deficit, due in the main to better investment performance. I have therefore assumed the following:

2008/09	+1%
2009/10	+0.5%
2010/11	+0.5%

48. Again the actual results will only be known later in the financial year, but before the budget setting meeting.

HOUSING AND PLANNING GRANT

49. This year 2007/08 is the last year of receipt for planning delivery grant. This specific grant has been paid to the Council and other Council's to invest in improving planning service. The successor of this grant is the Housing and Planning Delivery Grant. There is a paper elsewhere on this agenda that sets out the details of the new grant. I have assumed for budget planning purposes that the Council will receive some grant and this is based upon my assessment of current performance against the allocations criteria, which may change.

CONCESSIONARY TRAVEL

50. This particular element of the budget represents the greatest risk in terms of identifying accurately the likely cost of the new concessionary travel scheme which is to be implemented from April 2008. There are two key risk issues namely:

- we cannot estimate the potential take up in terms of additional concessionaries or the impact having a free service will have on travel patterns.
- At present Councils are charged based upon estimated rather than actual usages. With the introduction of the free scheme new smart Council technology will be introduced so that individual authorities can be charged on an actual basis. This means historic cost will not be an indication of future costs.

51. Whilst the gross extra cost of the new concession is estimated to be in the region of £320k, the Government has announced extra specific grant for Councils and I have assured the worst case scenario in terms of the level of grant we may receive at £207k.
52. The Government are currently consulting on the method of grant allocation, but nothing is yet finalised. In addition it is proposed that the current discretions granted by the Council in relation to both community transport and subsidised bus rates are maintained for 2008/09, with a review taking place in a year of the success or otherwise of maintaining those discretions.

EXPENDITURE SAVINGS

53. Turning to the savings and additional fees and charges Income proposed in the draft budget, I made the following comments, which is strategic in nature and also does not focus on the minute of individual proposals.
54. The budget proposals as they currently stand includes expected expenditure savings of £187k. The bulk of the savings £117k are non staffing related and focus on areas where the impact on the delivery on front line services is minimised. As such and given the scale of the individual savings proposals, it is unlikely that they will impact at all on the Council's ability to deliver its corporate priorities.
55. In relation to the savings from staffing costs in the context of the balancing of the Council's budget these are less severe than in previous years and focus on streamlining middle management costs and some minor reductions in benefit staffing. Again I anticipate that this will not significantly affect our overall ability to deliver the corporate plan targets and objectives but may impact on the levels of services being provided, but only at the margins. In relation to the rebasing exercise some of the more significant adjustments have been as a consequence of the transfer of the Council's housing stock to CCH. The impact of this was not fully realised in the 2007/08 budget.

INCOME PROGRAMME - FEES AND CHARGES INCOME

56. This year the Council has undertaken a strategic review of fees and charges with the objective of ensuring that the fees and charges were correct, covering costs and at a market rate. In many instances the Council has not raised charges for over 5 years.
57. The budget contains a number of proposals in relation to increasing those fees and charges that in some cases, for a number of years where they have been frozen. This applies particularly to car parking income.
58. In pure finance terms the restructuring of the fees and charges for car parking and the changing of market tolls is wholly appropriate.
59. The financial risk to the Council is that there is a degree of consumer resistance to the proposed charges. For this reason, I have adjusted a number of the fees and charges budgets that are subject to consumer choice and not taken the totality of the additional income that could be generated.

60. I believe that in this way a prudent approach has been adopted. A summary of the levels of income currently anticipated for the major income streams and those subject to some amendments to the fees and charges is shown in the table below:

Major Income Streams

Table 6 - Total Fees and Charge Income

	£'000
Licensing Fees	(161)
Local Land Searches	(189)
Parking Fees	(556)
Market Toll	(300)
Planning and Building Control Fees	(664)
Investment Portfolio	(414)
	(2,284)
	(2,284)

61. The table shows the importance of fees and charges income to the Council. Its historic approach of containing the levels of fees and charges is not sustainable unless used for the delivery of strategic objectives.

CONCLUSION OF THE ADEQUACY OF WORKING BALANCES AND THE ROBUSTNESS OF THE BUDGETED WORKING BALANCES

62. The current financial strategy that takes us up until the end of 2007/08 allocated for working balances to be in a range £780k-£1.25m. This was based upon the financial risk profile which to a great extent has remained unchanged over that financial planning period.
63. However, from 2008/09 a number of the external factors influencing the Council's ability to either attract funding or to influence expenditure has changed. This is the main due to the following reasons:
- The CSR07 means that there is a risk of less rate support grant over the planning period 2008/09-2010/11.
 - The full impact of the changes to the concessionary travel budget will not be known for at least 15 months in the new scheme.
 - The impact of the development of Market Walk on car parking fees and charges will be unknown.
 - The Government is capping capitalisation applications and as such the cost of change may need to be resourced from revenue.
64. The greatest potential impact is likely to come from the concessionary travel issue, but all of the issues have the propensity to affect the Council's ability to both balance its budget and continue to deliver effective services.
65. In this respect, I am minded to propose that working balances are kept at a higher level in the next 12-18 months in recognition of the risks. I therefore propose that working balances are kept in the range £1.25m-£1.50m for this period after which a further review needs to take place based upon the latest evidence.

- 66. As members will be aware, working balances are there to protect the Council's against the 'peaks and troughs' in expenditure and allows them to be able to manage any changes to be base level of expenditure that is required to bring the budget back into balance.
- 67. Sometimes this can take time so maintaining working balances means the Council does not have to make reactive changes that can significantly impact on service performance.
- 68. In terms of resource availability, members will be aware that the Council's overall working balances position is made up of balances in hand and those to be transferred from the Housing Revenue Account, following stock transfer. Whilst the exact date of the availability of these results is still subject to discussion with the CLG, they will become available over the planning period and as such will be available and this will mean that the working balances position is as follows:

Source	£'000
Estimated working balances based upon latest Revenue Monitoring Position 2007/08	637
Estimated transfer of working balance	879
Total	1,516

- 69. With regard to the robustness of the budget assumption for 2008/09 once again each Directorate has had a line by line review completed on their budget and whilst there are still some issues to resolve they represent adjustments that are reasonable and deliverable.
- 70. In previous years the Council has been faced with the prospects of making savings and 2008/09 will be exactly the same. The savings are necessary firstly to contain of Council Tax and secondly, to redirect resources into corporate priorities. This report has identified that more savings and investment plans are well developed but further work will be necessary as we work through the budget cycle and better and more up to date information becomes available.
- 71. Some inherent risks remain in the budget but the underlying assumptions I have made have been agreed by the executive and I believe they are reasonable. I have outlined my views and advice in relation to the level and adequacy of working balances and summarise the key risks and mitigation that are and should be put in place.

IMPLICATIONS OF REPORT

- 72. As this budget is for consultation only at this stage this has no impact on directorates.

GARY HALL
 ASSISTANT CHIEF EXECUTIVE (BUSINESS TRANSFORMATION)

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Gary Hall	5480	20 November 2007	FINREP/2011LM1

Analysis of Budget Variations 2007/08 - 2010/11

	2007/08 £000	2008/09 £000	2009/10 £000	2010/11 £000
Base Budget Requirement	16,231	16,545	17,272	17,807
Less				
Recharges	3	-	-	-
Capital Charges	(2,581)	(1,998)	(1,984)	(1,984)
Cash Base Budget Requirement	13,654	14,547	15,288	15,823
Movements:				
Inflation				
Pay	325	371	361	357
Pensions	112	87	46	48
Non-Pay	62	37	43	27
Contractual	126	41	15	16
Income	13	(32)	(28)	(34)
Increments	96	107	65	38
Revenue Effects of the Capital Programme	10	120	-	-
Volume - Income	407	45	-	-
Volume - Expenditure	434	495	53	33
Investment	321	74	(20)	-
Savings - Star Chamber	(1,265)	(7)	-	-
Savings - Other	(416)	(10)	-	-
Senior Management Review	(114)	(174)	-	-
Base Budget Review	-	(315)	-	-
Effects of stock transfer - Reduction in cost - Other	55	41	-	-
Effects of stock transfer - Service Level Agreements	(76)	22	-	-
Contingency:				
- Genuine	(50)	(10)	-	-
- Management of the Establishment	10	18	-	-
- Salary Related Savings	(60)	-	-	-
- Procurement Savings	(35)	-	-	-
- Gershon Savings	(25)	-	-	-
- Job Evaluation	256	(170)	-	-
Directorate & Corporate Cash Budgets	14,567	15,288	15,823	16,307
Base Recharges	(3)	-	-	-
In year transfer of recharges to cash budgets	(17)	-	-	-
Capital:	1,684	1,998	1,984	1,984
Base Capital Charges				
In year transfer of capital	314	(14)	-	-
Total Recharges	1,978	1,984	1,984	1,984
Total Directorate & Corporate Budgets	16,545	17,272	17,807	18,291
Reversal of Capital Charges	(1,678)	(1,664)	(1,664)	(1,664)
Net Financing Transactions:				
- Net Interest/Premiums/Discounts	(314)	(440)	(440)	(440)
- MRP less Commutation Adjustment	6	16	172	222
Net Operating Expenditure	14,559	15,184	15,875	16,409
Use of Earmarked Reserves				
- Capital Financing Reserve re: Def Chge w/os	(320)	(320)	(320)	(320)
- Units Earmarked Reserves	(151)	-	-	-
Total Expenditure	14,088	14,864	15,555	16,089
Financed By				
Council Tax - Borough	(6,019)	(6,080)	(6,140)	(6,202)
Parish Precepts	535	535	535	535
Council Tax Parishes	(535)	(535)	(535)	(535)
Aggregate External Finance	(8,008)	(8,457)	(8,657)	(8,857)
Collection Fund Surplus	(60)	-	-	-
Total Financing	(14,088)	(14,536)	(14,797)	(15,058)
Net Expenditure	0	327	758	1,030
Analysis of Net Expenditure (Budget Gap)				
Net Expenditure Brought Forward	-	-	327	758
Net Expenditure in Year	-	327	430	273
Net Expenditure Carried Forward	-	327	758	1,030

Appendix 2

Analysis of Significant Movements in Budget between 2007/08 & 2008/09

	£'000
Pay	371
Pensions	87
Increments	107
Concessionary Travel	200
Concessionary Travel - impact of scheme changes	207
Housing Benefits - reduction in subsidy	141
Refuse Collection	97
Astley Park scheme - Grounds maintenance	70
Housing & Delivery Grant - new grant to replace PDG	70
Garage Rents	(48)
Revenue salaries charged to capital schemes	28
Local Development Framework - use of earmarked reserve	(52)
Bed & Breakfast costs	50
Non-Pay (Utilities/Leases/Insurances)	37
Telephony Review	(30)
Management/maintenance of Garages	20
Liberata Contract - revised charges	(36)
DPE Cash collection costs	35
Private Lifeline Alarms - function transferred to CCH	41
Senior Management Review	(174)
Base Budget Review	(315)
Job Evaluation	(170)
Other changes	5
	<u>741</u>

Appendix 3

Base Budget Review Savings 2008/09**Savings
£****Chief Executive's Office**

Conferences	(1,000)
Car Leases	(3,520)
Refreshments	(2,500)
Stationery/Computer Consumables	(6,000)
Photocopier Leases/Charges	(19,500)
Other Minor Budgets	(5,860)

(38,380)**Customer, Democratic & Legal Services**

Central Emergency Service	(9,940)
Photocopier Leases	(2,700)
Members Subsistence/Hospitality	(5,000)
Legal Publications	(5,000)
Legal Fees	(4,000)
Utilities - various	16,640
Gambling Premises income	(7,200)
Internet charges	(3,000)
Return of approx £3k lodged with court re CPO	(3,000)
Hire of Lancastrian	(22,850)
Other Minor Budgets	(570)

(46,620)**Development & Regeneration**

Stationery, directorate wide.	(2,000)
Development Control/Other Fees	(13,000)
Projects & Regen/Misc Expenses	(15,150)
Misc expenses (Projects & Regen.)	(5,150)
Stationery fees	(2,000)
Postages	(2,000)
Legal Fees (Development Control)	(3,000)
Other Fees (Development Control)	(5,150)
Urban Tree Scheme	(500)
Fences	(450)
Purchase/Maintenance of Furniture	(2,370)
Microfiche/Microfilming	(4,000)
Car Allowances	(4,000)

(58,770)**Finance**

Conferences	(900)
Saving on Financial Accountant post	(6,900)
Saving on Corporate Procurement Officer post	(8,990)
Overtime	(3,000)
Agency Staff	(2,000)
Lone Working System	(3,000)
Health & Safety contract with Bolton Council	(5,000)
Allpay cards	(6,500)
Anite contract	(10,000)

Base Budget Review Savings 2008/09

	Savings
	£
Other Minor Budgets	(2,390)
	<u>(48,680)</u>
 <u>Human Resources</u>	
Corporate Training	<u>(17,000)</u>
 <u>ICT Services</u>	
Stationery	(2,000)
Computer Equipment - Purchase	(16,000)
Computer Consumables	(2,600)
Computer Equipment/Software - Maintenance	5,700
Internet Charges	(5,760)
	<u>(20,660)</u>
 <u>Policy & Performance</u>	
Minor Budgets	<u>(490)</u>
 <u>Streetscene, Neighbourhoods & Environment</u>	
Refuse Collection: Target Bonus	20,000
Refuse Collection: External Contractors	(5,390)
Grounds Maintenance	(6,000)
Special Projects	(25,000)
Recycling income	(15,000)
Refuse Collection income from SRBC	(24,000)
Pest Control contracts	5,000
Maintenance of Street Furniture	(6,150)
Maintenance of Bus Shelters	(6,000)
Vehicle disposals -1 Tractor	(4,000)
Reductions in working hours to 29 hours	(8,220)
Reductions in working hours to 29 hours	(9,090)
	<u>(83,850)</u>
 TOTAL SAVINGS	 <u>(314,450)</u>

SCHEDULE OF POTENTIAL SAVINGS FOR DIRECTORATE SAVINGS TARGETS 2008/09

	2008/09	<u>Comments</u>
	£	
<u>CHIEF EXECUTIVES OFFICE</u>		
Corporate Services	(5,000)	Income from speaker's fees and events. Risk with level of income achievable.
<u>CORPORATE GOVERNANCE</u>		
Replace current Civic car with "Green" car	(3,000)	Civic car would possibly not be as grand as previously but greener
Stop Town Twinning	(4,000)	No town twinning expenditure in 07/08. Nothing planned for 08/09.
Not using agency staff at elections	(4,000)	Would mean using approx 12 council staff for upto 2 weeks. Direct impact on other services.
<u>BUSINESS</u>		
Heritage Conservation Grants	(8,000)	Dissatisfaction from listed property owners.
<u>BUSINESS IMPROVEMENT</u>		
Delete vacant part-time Benefits Officer post.	(13,310)	Current vacant post to be deleted from establishment. Additional pressures on existing staff.
Documents on Line	(8,000)	Stop accepting payments by cheque via Anite. Will impact on staffing resources.
<u>ICT SERVICES</u>		
Provision for adhoc purchases in year	(6,000)	Remaining budget to be used for printers only. Reinforce the need for staff to adopt the less expensive thin client units in place of more expensive equipment such as laptops.
Provision for misc support in year	(10,000)	Reduction will result in additional skills/resources being identified on a project by project basis and funded as part of project costs.
Provision computer support services in GIS/LLPG	(13,600)	Directorate will no longer be able to fund an apprentice. Remainder of this saving was to be used to 'pump-prime' the use of GIS within the Council by funding the purchase of useful datasets. These will now have to be funded through some other mechanism.
<u>PEOPLE</u>		
Reduce funding for Advice Centre project, Market Street	(10,000)	Our contribution will fall from £33k to £8K for LCC Welfare Rights advice centre.
Reduce size of BT listing	(1,000)	In line with a rationalisation of service DDI numbers. Smaller sized advert in BT listing.
Stop cash collection - reduce Securicor costs	(4,000)	Currently cash is collected daily from Union Street & weekly from Astley Hall. This would be reduced to weekly for Union Street & cease for Astley Hall.
Flare Licences	(5,000)	Subject to use of CRM and effective integration via NDL.

SCHEDULE OF POTENTIAL SAVINGS FOR DIRECTORATE SAVINGS TARGETS 2008/09

	2008/09 £	<u>Comments</u>
<u>POLICY & PERFORMANCE</u>		
Communications	(10,000)	Efficiency savings in provision for publicity.
APSE subscription	(5,000)	Cancel annual subscription.
Consultants Fees	(2,000)	Reduce provision for Best Value reviews/Performance Management, etc.
Website Development	(5,000)	Remove provision for one year only for 2008/09.
	<u>(116,910)</u>	
<u>STAFF RELATED OPTIONS</u>		
<u>CORPORATE GOVERNANCE</u>		
Merge Enforcement functions in Corporate Governance & Neighbourhoods.	(21,210)	Detailed work to be completed as part of the current value for money review to be completed in Feb 08
<u>NEIGHBOURHOODS</u>		
Restructure of Neighbourhoods middle management	(48,470)	
	<u>(69,680)</u>	
	<u>(186,590)</u>	
TOTAL SAVINGS OPTIONS		
FEES & CHARGES REVIEW OPTIONS	(223,301)	
TOTAL POTENTIAL SAVINGS	<u>(409,891)</u>	

PROPOSALS FOR INCREASING FEES & CHARGES IN 2008/09

DIRECTORATE	INCOME AREA	BUDGET 2007/08 £	PROPOSAL	ESTIMATED INCREASE £
Corp. Governance	Hackney/Prvt Carriage Licences	(63,410)	Increase charges to coincide with comparable local council charges	(2,246)
Corp. Governance	Other Licences	(1,800)	Increase charges to coincide with comparable local council charges	(1,937)
Business	Local Land Charge Searches	(188,950)	No proposed increase at this stage. Review to be carried out. CBC are in competition with other local authorities and private business. An increase in fees could risk customers going elsewhere.	0
Business	Tolls - General Market	(225,000)	3% inflationary increase on cabins Conversion of 10 unoccupied stalls into 7 cabins at higher rents Creation of café unit from 5 unoccupied stalls Letting 5 of 9 remaining unoccupied stalls following refurb All these options are feasible, there is high demand for cabins and expressions of interest in the café.	(6,750) (5,687) (2,708) (5,200)
Business	BCC'S Plans Fees Inspection Fees Buildg Control	(137,040) (176,130)	3% inflationary increase 3% inflationary increase Comfortable to increase fees by 3%.	(4,111) (5,284)
Business Improvement	Rail Pass Charge	(19,390)	Adding £1.00 to current overhead levied (currently 50p)	(1,175)
People	Casual Hire:Offices And Rooms	(30,430)	3% inflationary increase	(913)
People	Grant Of Right Of Burial Fees	(20,220)	Increase charges from £495 to £800. Which is market rate.	(12,200)
People	Interment Fees	(52,000)	Increase charges to £400 from current charge of £360. Introduce a new charge for cremated remains plots	(3,760) (3,200)
People	Indoor Leisure Charges	(25,000)	A combination of increases to reflect the level of investment in the centres and amending profit share formula	(25,000)

PROPOSALS FOR INCREASING FEES & CHARGES IN 2008/09

DIRECTORATE	INCOME AREA	BUDGET 2007/08 £	PROPOSAL	ESTIMATED INCREASE £
People	Get Up and Go		Additional activities for which we currently charge. Typically 3 day activities offering added value eg visits, payments to be made on-line.	(5,000)
Neighbourhoods	Wheeled Bins	(15,570)	Increase from £32 to £40 per bin	(3,130)
Neighbourhoods	Emptying Dog Waste Bins	(4,610)	Expected new income from annual sponsorship of waste bins	(3,000)
Neighbourhoods	Pest Control Contracts	(21,480)	3% inflationary increase	(490)
Neighbourhoods	Parking Permits	(54,370)	Increase to £265 (from £220) and additional permits.	(22,990)
Neighbourhoods	Parking Fees	(540,800)	New Flat Iron stall layout - extra 50 parking spaces on Tuesdays 50 spaces x 52 weeks x £3.80 daily income/space = £9,880	(9,880)
			Rationalisation of tariffs:- Short Stay car parks	(38,600)
			Rationalisation of tariffs:- Long Stay car parks	(24,000)
			5% increase	(27,040)
Neighbourhoods	Income from amortisation of commuted sums on Public Open Spaces		Based on £90,000 of receipts brought into revenue equally over 10 years.	(9,000)
			ESTIMATED ADDITIONAL INCOME	(223,301)

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