

# Executive Cabinet

Agenda and Reports  
for consideration on

**Thursday, 27th March 2008**

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.

18 March 2008

Dear Councillor

## **EXECUTIVE CABINET - THURSDAY, 27TH MARCH 2008**

You are invited to attend a meeting of the Executive Cabinet to be held in the Council Chamber, Town Hall, Chorley on Thursday, 27th March 2008 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 - 8)**

To confirm as a correct record the minutes of the meeting of the Executive Cabinet held on 14 February 2008 (enclosed).

4. **Public Questions**

Members of the public who have requested the opportunity to ask a question(s) on an item(s) will be requested 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.

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

5. **Scrutiny Inquiry Reports**

To consider the Overview and Scrutiny Committee's recommendations on the final reports of the following scrutiny inquiries.

- a) Absence Management (Pages 9 - 22)

The final report of the Corporate and Customer Overview and Scrutiny Panel's scrutiny inquiry into Absence Management. (enclosed).

- b) Efficiency Gains (Pages 23 - 54)

The final report of the Corporate and Customer Overview and Scrutiny Panel's scrutiny inquiry into Efficiency Gains (enclosed).

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

6. **'One Chorley Forward Together' - Community Cohesion Strategy for Chorley**  
**(Pages 55 - 58)**

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

A copy of the Strategy document is attached separately.

7. **Chorley Partnership - Third Quarter Update** (Pages 59 - 66)

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

#### **ECONOMIC DEVELOPMENT AND REGENERATION ITEMS (INTRODUCED THE EXECUTIVE MEMBER, COUNCILLOR P MALPAS)**

8. **Joint Working with Preston and South Ribble Councils on the Local Development Framework and establishment of Joint Advisory Committee** (Pages 67 - 70)

Report of Corporate Director (Business) (enclosed).

9. **Guiding Principles for the development of the Botany/Great Knowley site** (Pages 71 - 94)

Report of Corporate Director (Business) (enclosed).

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

10. **Asset Management Strategy and Plan, 2008/10** (Pages 95 - 142)

Report of Assistant Chief Executive (Business Transformation), with attached draft Strategy and Plan (enclosed).

11. **Capital Programme - 2007/08 - Monitoring** (Pages 143 - 152)

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

12. **Core Funding, 2008/09 - Awards in excess of £5,000** (Pages 153 - 158)

Report of Corporate Director (People) (enclosed).

#### **CUSTOMER, DEMOCRATIC AND LEGAL SERVICES ITEMS (INTRODUCED BY THE EXECUTIVE MEMBER, COUNCILLOR J WALKER)**

13. **Achieving Service Excellence in Chorley** (Pages 159 - 168)

Report of Corporate Director (People) (enclosed).

14. **Review of the Council's Decision Making Structure** (Pages 169 - 176)

Report of the Director of Corporate Governance (enclosed).

**STREETSCENE, NEIGHBOURHOODS AND ENVIRONMENT ITEM (INTRODUCED BY THE EXECUTIVE MEMBER, COUNCILLOR E BELL)**

15. **Crime and Disorder Reduction Partnership** (Pages 177 - 196)

Report of Corporate Director (Neighbourhoods) (enclosed).

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

17. **Exclusion of the Public and Press**

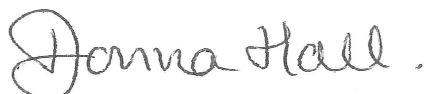
To consider the exclusion of the press and public for the following items of business on the ground that they involve the likely disclosure of exempt information as defined in Paragraph 1 of Part 1 of Schedule 12A to the Local Government Act 1972.

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

18. **People Directorate - Restructure** (Pages 197 - 208)

Report of Corporate Director (People) (enclosed).

Yours sincerely



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Chief Executive

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**Distribution**

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

**This information can be made available to you in larger print or on audio tape, or translated into your own language. Please telephone 01257 515118 to access this service.**

આ માહિતીનો અનુવાદ આપની પોતાની ભાષામાં કરી શકાય છે. આ સેવા સરળતાથી મેળવવા માટે કૃપા કરી, આ નંબર પર ફોન કરો: 01257 515822 01257 515823

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

## Executive Cabinet

### Minutes of meeting held on Thursday, 14 February 2008

**Present:** Councillor Peter Goldsworthy (Executive Leader in the Chair), Councillor Pat Case (Deputy Leader of the Council) and Councillors Eric Bell, Alan Cullens, Peter Malpas 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), Rosie Russell (Lead Member for Health and Older People) and Iris Smith (Lead Member for Licensing)

**Other Members:** Councillors Ken Ball, Nora Ball, Dennis Edgerley, Anthony Gee, Daniel Gee, Catherine Hoyle, Laura Lennox, Ralph Snape and Mrs Stella Walsh

#### 08.EC.01 COUNCILLOR KEN BALL

The Executive Leader expressed the Members' best wishes for the speedy return to full health of Councillor Ken Ball following his recent stay in hospital.

#### 08.EC.02 DECLARATIONS OF ANY INTERESTS

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

#### 08.EC.03 MINUTES

The minutes of the meeting of the Executive Cabinet held on 6 December 2007 were confirmed as a correct record for signature by the Executive Leader.

#### 08.EC.04 FORWARD PLAN

The Executive Cabinet received the Council's February Forward Plan, which set out details of the potential key decisions to be made by the Executive Cabinet or individual Executive Members during the four-month period commencing 1 February 2008.

**Decision made:**

**That the February Forward Plan, as now presented, be noted.**

#### 08.EC.05 BID FOR BEACON COUNCIL STATUS

The Chief Executive gave a short presentation on Chorley Council's bid to the Improvement and Development Agency for Beacon Council status to be afforded to the Authority by the Government in recognition of the Council's initiatives related to 'Transforming Services for Citizen Engagement and Empowerment'.

The Chief Executive's presentation explained the rationale and basis of the bid for Beacon Council status, highlighting the strong customer orientated culture of the whole of the organisation that underpinned its service delivery. The Council's innovative and consultative approach had helped to shape services around the needs and aspirations of local residents to the extent that the Council was now acknowledged as one of the top performing Authorities in respect of its recycling, street cleanliness and benefits services. The Authority's overall customer satisfaction

rate had increased by 14% during the past 12 months, placing Chorley amongst the five Authorities with the highest customer satisfaction ratings.

The Council's bid had emphasised Chorley's innovative and pioneering practices which had highlighted, in particular, transformation of its business processes and re-engineered services around customer and corporate priorities; the use of mosaic customer profiling in identifying and categorising the various types of customer profiles for linkage with the 'circle of need' which aimed to provide a comprehensive support package to customers; the innovative partnership projects (e.g. the Multi-Agency Tasking and Co-ordination (MATAC) Unit and the Vulnerable Households project); the development of a Locality Plan and an LAA neighbourhood pilot scheme with Lancashire County Council; the transfer of community centres to local community management; the pursuance of shared services with County and neighbouring District Councils; and the introduction of contracted equality targets.

Chorley Council's bid was one of only 5 from 15 applications to be short listed and the Secretary of State for Communities and Local Government was due to announce the award of Beacon Council Status on 4 March 2008.

The Council, if successful, would be awarded £83,000 to spend on the dissemination of good practice to other authorities and would be granted certain exemptions from the inspection regime. The Chief Executive also indicated that the award of Beacon Status would enable the Council to develop an on-line toolkit and other bespoke monitoring and diagnostics services to other Councils, based on Chorley's experience of business transformation, in addition to the organisation of national conferences and events.

The Members thanked the Chief Executive for her address and affirmed their support of the bid of Beacon Status, which, if awarded, would assist the Council's efforts to achieve the highest CPA rating.

#### **08.EC.06 ALCOHOL CONSUMPTION IN DESIGNATED PUBLIC PLACES - PROPOSED ORDER UNDER CRIMINAL JUSTICE AND POLICE ACT 2001**

The Executive Cabinet considered a report of the Corporate Director (Neighbourhoods) recommending the Council to undertake a consultation exercise on a proposal to make a Designated Public Place Order under the provisions of the Criminal Justice and Police Act 2001 in respect of the area surrounding the Leisure Centre complex and Springfield Road, Coppull and in the vicinity of German Lane, as defined on the plan accompanying the Director's report.

The Order, if effected, would not introduce a blanket ban on the drinking of alcohol with the designated area, but failure to comply with a Police Officer's requirements in respect of public drinking or surrender of alcohol, without reasonable excuse, would become an arrestable offence.

Residents in the area at Coppull had suffered from anti-social behaviour caused by drunkenness over a long period and various schemes and measures introduced in the past had had varying degrees of success, but had failed to eradicate the problem. The Police had now supported the current proposals to consult on the Order, which, if introduced, would provide a further tool for the Police to tackle alcohol problems. If the initiative proved successful, the scheme could be replicated in other appropriate areas of the Borough.

Coppull Parish Council had agreed to fund the costs of the provision of appropriate signage within the designated area. Councillor Ken Ball confirmed the



Parish Council' support of the scheme and requested the Council to consider the extension of the designated area to embrace Darlington Street, Coppull.

**Decision made:**

1. **That the Council be recommended to consult the persons, organisations and businesses identified in the appendix to the submitted report on a proposal to make a Designated Public Place Order under Section 13 of the Criminal Justice and Police Act 2001 in respect of the area within Coppull defined on the plan attached to the submitted report.**
2. **That the proposal to submit the above recommendation for consideration at a special meeting of the General Purposes Committee on 3 March 2008 be noted.**

**Reasons for Decision**

1. The facilities affected are public buildings and facilities that provide a service to the community. If the Council fails to take all reasonable steps to prevent the anti-social behaviour of people at this location then confidence in public services will be lost.
2. The legislation governing this order is tailored specifically to address the problems that are prevalent at this locality and also caters for issues of displacement as a result of an Order.
3. All other means to prevent drunkenness and unruly behaviour at this location have been tried and have had only limited or short-term effect.
4. This type of Order has not been tried in Chorley previously and this location will give the Council the ideal opportunity to monitor and evaluate its effectiveness for future projects.
5. The Parish Council is willing to pay for all signage.
6. A dispersal notice was effective during its period of operation, which gives some confidence that the order will be successful.
7. An Order will support the Parish Council in their efforts to upgrade the facilities, thorough Lottery Funding, and will show that the Council is determined to stop anti-social behaviour in this area.

**Alternative options considered and rejected**

A number of measures designed to eradicate anti-social behaviour (e.g. CCTV, alley gates, seating facilities, Dispersal Notice, restricted access) have met with only limited success.

A permanent Police or Police Community Support Officer presence would not be cost effective or proportionate.

(Councillor Ken Ball and Nora Ball left the meeting after the conclusion of the above item at approximately 5.40pm).

**08.EC.07 REVENUE BUDGET, 2007/08 - THIRD QUARTERLY MONITORING REPORT**

The Executive Cabinet received a report of the Assistant Chief Executive (Business Transformation) monitoring the Council's financial performance during the third quarter 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 identified and commented on the most significant variations to the original budget since the last monitoring report, indicating that the projected overspend on the 2007/08 budget had been reduced to £30,000. It was envisaged, however, that further efficiency savings would be made in order to achieve a balanced budget by the financial year-end.

**Decision made:**

**That the report be noted.**

**08.EC.08 PROPOSALS FOR GENERAL FUND REVENUE BUDGET AND COUNCIL TAX, 2008/09**

The Executive Cabinet considered a report of the Assistant Chief Executive (Business Transformation) putting forward revised proposals for the General Fund Budget and Council Tax levels for 2008/09 with a view to the Executive Cabinet's recommendations being considered by the Council on 26 February 2008, following the consultation exercise into the draft budget proposals agreed at the 6 December 2007 Executive Cabinet meeting.

The report was accompanied by the following appendices:

- Appendix A contains a summary of the key factors impacting on the budget position (e.g. further information on Government grants), which, collectively, had allowed an opportunity for the investment of a further £35,000 in projects linked to the Council's corporate priorities, in addition to the £265,00 agreed previously.
- Appendix B put forward priorities to restructure the car park fees and tariffs for 2008/09.
- Appendix C summarised the outcome of the consultation exercise on the draft budget proposals, highlighting the consultees' preferred top three priorities for further investment.
- Appendix D outlined the views of recommendations of the Corporate and Customer Overview and Scrutiny Panel and the Environment and Community Overview and Scrutiny Panel on the draft budget proposals.

After taking account of the additional financial resources that would be available to the Authority in 2008/09 and the views and suggestions of consultees, the report put forward proposals to reduce the proposed Council Tax increase from 3% to 2.5% and to invest significant extra sums on the Council's 'Get Up and Go' programme and the improvement of neighbourhoods. In addition further capital expenditure was recommended to be incurred on the improvement of football pitches and energy efficiency schemes throughout the Borough.

A non-Executive Member present at the meeting requested the Executive Cabinet to consider the allocation of a further £100,000 from reserves for use by the Council's Strategic Housing Team to pump prime the funding of appropriate initiatives to combat homelessness throughout the Borough.

**Recommendations made:**

**That the draft General fund revenue budget proposals for 2008/09 agreed at the 6 December 2007 meeting of the Executive Cabinet for consultation purposes to recommended for approval and adoption by the Council at its meeting on 26 February 2008, subject to the following amendments:**

- **The Council Tax increase for 2008/09 be 2.5% rather 3% as previously proposed.**
- **That, following the budget consultation exercise, a further investment of £20,000 be allocated to the 'Get Up and Go' programme, to be funded by a similar reduction in the sum previously allocated for the extra opening of Astley Hall.**
- **That an additional £100,000 expenditure on improving neighbourhoods be funded from working balances and reserves.**
- **That the addition of the Cotswold House grant bid at a total cost of £3.2m, to be financed from grant and £500,000 of the Council's own resources, be noted.**
- **That further sums of Capital resources totalling £300,00 and £150,000 respectively be allocated for the improvement of the Council's football pitches and the improvement of the Council's buildings to make them more energy efficient.**

**Reasons for recommendation:**

To finalise the Executive's budget proposals for 2008/09 which will form the basis of the recommendation to the Council on 26 February 2008.

**Alternative option(s) considered and rejected:**

None.

**08.EC.09 PERFORMANCE MONITORING REPORT - THIRD 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 (BVPI's) during the third quarter of 2007/08 ending on 31 December 2007.

The report revealed an overall commendable performance in the delivery of the refreshed Corporate Strategy's key projects, with 84% of the projects either having been completed or progressing on or ahead of plan. The report explained that three of the projects were currently behind schedule for reasons beyond the Council's control, but indicated that the projects managers were confident that the projects would be delivered on the foreseeable future.

In addition, the report confirmed a good overall BVPI performance, with an increased 41% of BVPI's in the top quarter nationally. 67% of indicators had shown an improving or consistent performance and an assurance was given that performance in relation to the indicators which were failing to meet their respective budgets would be monitored and action instigated to effect improvements.

The report also highlighted the Audit Commission's award of a maximum score of 4 for Chorley Council's use of resources, with only 12 other Authorities nationally receiving the maximum score. Additionally, Chorley Council had been one of only seven Council's to receive an overall 4 out of 4 score on Value for Money. The Executive Cabinet appreciated the significant achievement, which bode well for the impending CPA inspection.

**Decision made:**

**That the report be noted.**

**08.EC.10 CHILD AND YOUNG PERSON PROTECTION POLICY**

The Corporate Director (People) presented a report recommending the adoption of the Child and Young Person Protection Policy accompanying the report.

The Executive Cabinet was reminded that the Council provided a wide variety of services and activities either directly for, or with the participation of, children and young people, particularly in the field of sport, art and culture. The Council had, under the terms of the Children Act 2004, a statutory responsibility to provide a safe environment for children and young people, in which their welfare was of paramount importance.

The Child and Young Person Protection Policy confirmed the Council's commitment to its responsibility to safeguard children and set out various systems, guidance and procedures for officers to follow in differing circumstances in order to protect children and young people.

The policy would apply to all permanent and temporary staff, Councillors, Contractors and volunteer workers. It was intended that the role of Designated Child Protection Officer, who would provide a point of contact and take forward any concerns or disclosures on children at risk, would be undertaken by the new post of Active People Manager (Leisure and Inclusion).

**Decision made:**

**That the Child and Young Person Protection Policy, as now submitted, be approved and adopted.**

**Reason for Decision:**

The introduction of the policy will enable the Council to promote good practice and provide children and young people with appropriate safety and protection whilst involved in activities of the Council, and will allow Council representative to make informed and confident responses to specific child protection issues.

**Alternative option(s) considered and rejected:**

None.

**08.EC.11 EXCLUSION OF PRESS AND PUBLIC****Decision made:**

**That the press and public be excluded from the meeting during consideration of the following item of business on the ground that it involves the likely disclosure of exempt information as defined in Paragraph 1 of Part 1 of the Schedule 12A to the Local Government Act 1972.**

**08.EC.12 IMPROVING NEIGHBOURHOODS IN CHORLEY**

The Executive Cabinet considered a report of the Chief Executive on the recommendations of the Cabinet Task Group that had been set up to examine the findings of the Environment and Community Overview and Scrutiny Panel's inquiry into methods of neighbourhood working.

Whilst the Overview and Scrutiny Committee had advocated the creation of 8 Neighbourhood Areas based on the Neighbourhood Policing Areas, the Task Group had recommended the establishment of neighbourhood teams operating within seven Neighbourhood Areas identified on the accompanying plan as a more appropriate model better placed to work in conjunction with existing community groups and Parish Councils.

The report recommended the transfer of the Community Development Officers from the People Directorate to the Neighbourhood Directorate and the establishment of a new post of Neighbourhood Co-ordinator and two additional front-line Neighbourhood Officers.

The resources required to implement the initiative, which included the provision of a fund to support local schemes and a £100,00 non-recurrent pump-priming sum, had been factored into the 2008/09 draft revenue budget.

The Chief Executive emphasised that the proposals had been formulated with the aim of disseminating the neighbourhood working model across the whole of the Borough, with the emphasis being placed firmly on an action based initiative, as opposed to a meetings led concept.

#### **Decisions made:**

1. **That the Neighbourhood Working proposals and action plan, as outlined in the submitted report, be approved and adopted.**
2. **That approval be given to the seven neighbourhood footprints as defined on the plan shown in Appendix 1 to the submitted report.**
3. **That a new post of Neighbourhood Co-ordinator be established at a grading established by the Job Evaluation exercise.**
4. **That two additional posts of front-line Neighbourhood Officer be established at a grading established by the Job Evaluation exercise.**
5. **That the existing post of Trainee Community Development Assistant in the People Directorate be deleted and replaced by one full time qualified Community Development Assistant in the Neighbourhoods Directorate at a grading established by the Job Evaluation exercise.**
6. **That the existing Community Development Officer post be transferred to the Neighbourhoods Directorate.**
7. **That the budget provision for the implementation of the proposals, as projected in the submitted report, be accepted and approved.**
8. **That the areas of the Borough currently not covered by Parish Councils be encouraged to explore the option.**
9. **That the Charley Community Safety Partnership be recommended to review and consider the future of Target Area Partnerships (TAPS) through the refresh of the Community Safety Strategy.**

#### **Reasons for recommendations:**

The proposals have been compiled with the primary aim of enabling

- (i) people to feel and be involved in their communities;
- (ii) services to be improved by local influence and delivery;

- (iii) the development of community confidence and cohesion.

**Alternative options(s) considered and rejected:**

The recommendations of the Overview and Scrutiny Committee were considered by a group of Executive Cabinet members (i.e. Executive Member for Streetscene, Neighbourhoods and Environment, Executive Member for Health, Leisure and Well-Being and Executive Member for Customer, Democratic and Legal Services), with advice from the Chief Executive and the former Director of Streetscene, Neighbourhoods and Environment.

As a result of its examination, the Task Group considered that a Neighbourhood Working model based on the seven Policing and Borough Ward boundaries would be inappropriate. Alternatively, the Group favoured a revised model based on seven Neighbourhood Areas that would better secure the engagement of existing groups in the respective areas.

Executive Leader

# **Final Report of the Corporate and Customer Overview and Scrutiny Panel into Absence Management**



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## 1. EXECUTIVE SUMMARY

At the request of the Overview and Scrutiny Committee the sub-group undertook a scrutiny inquiry into absence management. This was selected as a topic linked to the corporate strategy and the Council's priority of "ensuring that Chorley Council is a performing organisation".

### Objectives

1. To assess whether the current attendance policy is sufficiently robust.
2. To determine whether the attendance policy is being applied consistently.
3. To identify actions that could improve attendance.

### Desired Outcomes

1. To ensure the Council is on target to improve the Council's Best Value Performance Indicator (BVPI) 12 and reach the top quartile.
2. To identify best practice from the public/private sector and recommend actions for Chorley.
3. To ensure the Council has appropriate action plans in place to encourage a healthy workforce and workplace.
4. To ensure that staff recognise the benefits to themselves and colleagues of a fair and consistently applied absence management policy.

### Sub-Group Membership

Councillor Mike Devaney (Chair)

Councillor Terry Brown

Councillor Danny Gee

Councillor Hasina Khan

Councillor Geoff Russell

Councillor Stella Walsh

Councillor Doreen Dickinson

Councillor Pat Haughton

Councillor June Molyneaux

Councillor Joyce Snape

### Officer Support

#### Lead Officer

Lorraine Charlesworth

Corporate Director (Human Resources and Organisational Development)

#### Democratic Services

Ruth Hawes

Assistant Democratic Services Officer

### Contribution of Evidence

The Panel would like to thank all those who have provided evidence and contributed to the Inquiry, including South Ribble Borough Council, British Nuclear Fuels and Debit Free Direct (a local private company with a similar number of employees and age range).

The staff should be thanked for their co-operation and congratulated on the excellent improvement of the absence statistics.

### Recommendations

The Sub-Group, after taking account of all the evidence has made recommendations to the Executive Cabinet in the following areas:

- Employees should speak to their manager (or a nominated officer if their manager is not available) when phoning in sick rather than a colleague. *In addition to the Manager being aware immediately of the absence and reasons it also gives the opportunity to discuss any diary appointments or outstanding workload that the Manager can redistribute.*
- To enable managers to check the absent employees diary and activate an “out of office” message on e-mails, informing senders that the person is unavailable and who to contact if the message is urgent. *This will ensure that all e-mails are responded to.*
- To set an annual target of 8.5 working days lost due to sickness for internal Council use. *This would be top quartile performance.*
- Return to work interviews should be carried out by managers (or a nominated officer if their manager is not available) on the first day back in work. They should be held in private and handled sensitively ensuring the employee is fully fit to return to work. *It also gives the Manager the opportunity to discuss any issues that may have contributed to the absence and welcome the employee back into work as a valued member of the team.*
- To report long-term and short-term sickness as well as the overall figure. *This will highlight trends to the management team.*
- To support the implementation of a workplace listeners scheme. *This will support the mental well-being (health and well-being strategy).*
- To continue to provide antibacterial hand wash in all toilets and kitchens. *This works towards creating a safe and healthy workforce (health and well-being strategy).*
- Encourage staff to take up the Active at Work and new initiatives offered. *This promotes physical activity (health and well-being strategy).*
- Feedback on the new Occupational Health contract as part of the monitoring of inquiry recommendations. *It is important to continually monitor the Occupational Health contract to ensure that staff receive the best possible service.*

Financial Implications: There are no financial implications to any of the recommendations made.

## 2. METHOD OF INVESTIGATION

### Evidence

The Sub-Group received and considered several reports and documents, these included:

1. Chorley Council Policies: attendance, bereavement and special leave.
2. Absence Statistics (BVPI 12).
3. Return to work interview statistics.
4. Absence figures shown by month and cumulative.
5. Disability, sickness and categories used to show the reasons for absence.
6. Health and well-being initiatives, including Occupational Health Services.
7. Demonstration of the electronic system used to report sickness.
8. South Ribble Absence Management Policy.
9. Comparative information with other local authorities.
10. Evidence of a private sector system.

### Witnesses

The sub-group Chair, Councillor Mike Devaney, interviewed officers from South Ribble Borough Council and Debit Free Direct (a comparably sized local company) in September. The Corporate Director (Human Resources and Organisational Development) attended a convention for workplace listeners at British Nuclear Fuels in November.

### Panel Meetings

The meeting papers of the Sub-Group can be found on the Council's website: [www.chorley.gov.uk](http://www.chorley.gov.uk). This includes the inquiry documentation: project outline, information and witness checklists and project plan.

### General Information

Information on Chorley Borough Council's Overview and Scrutiny Toolkit, policy and procedures can be found on the Council's website: [www.chorley.gov.uk/scrutiny](http://www.chorley.gov.uk/scrutiny)

### 3. FINDINGS

Objective 1: To assess whether the current attendance policy is sufficiently robust

It should be recognised that everyone gets ill from time to time and the Council supports its staff as appropriate. If an employee is absent due to long-term illness he/she must be treated fairly and sympathetically. The Council is committed to encouraging a healthy workforce.

Chorley Council has a number of policies in place to manage absence, including bereavement leave, special leave and parental leave. These policies enable staff to take authorised leave as outlined within the relevant policy, this avoids the need to report in sick for example when a close family member has died. Leave associated with these policies must be approved by their Manager and is closely monitored within Human Resources to avoid any abuse of the provisions. Chorley's attendance policy is comprehensive with practical advice to managers on how to manage absence.

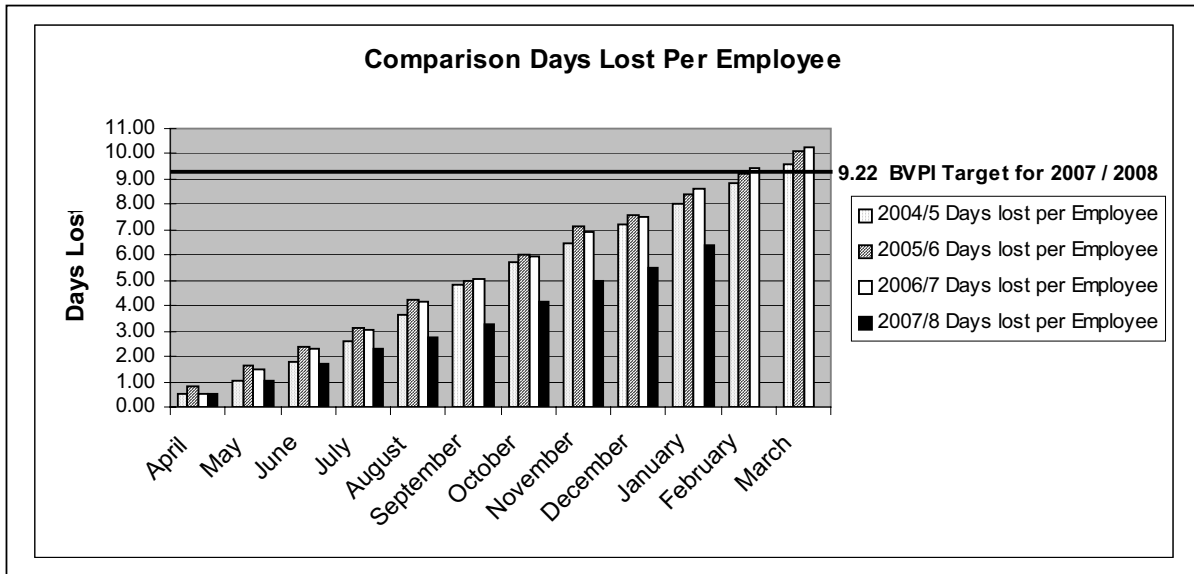
Best Value Performance Indicator 12 measures the working days lost due to sickness absence.

- The annual target for the Council for the financial year, to the end of March 2008, is 9.22 days.
- The actual absence statistics for the Council from April 2007 to the end of December 2007 is 5.5 days.
- Comparative figures from 5 other District Councils in Lancashire range from 5.53 days to 8.92 days for the same period.
- For 2006/07 Chorley was mid table in comparison to other Lancashire Councils.
- The actual absence statistics for the Council from April 2007 to the end of January 2008 is 6.38 days.

Please see the graph opposite for the comparison of the days lost per employee over the last 4 year period. .

A local company with a comparable number of staff was contacted to compare how they manage attendance. Whilst their practices were effective for their own organisation it was felt that they would not be appropriate for the Council as we are subject to a National Agreement on Pay and Conditions of Service.

In response to Objective 1 "To assess whether the current attendance policy is sufficiently robust" the Sub-Group found that the current Attendance Management Policy is robust, however, as the policy has been in place for nearly two years it would benefit from a number of modifications as part of the policy review process.



Recommendations

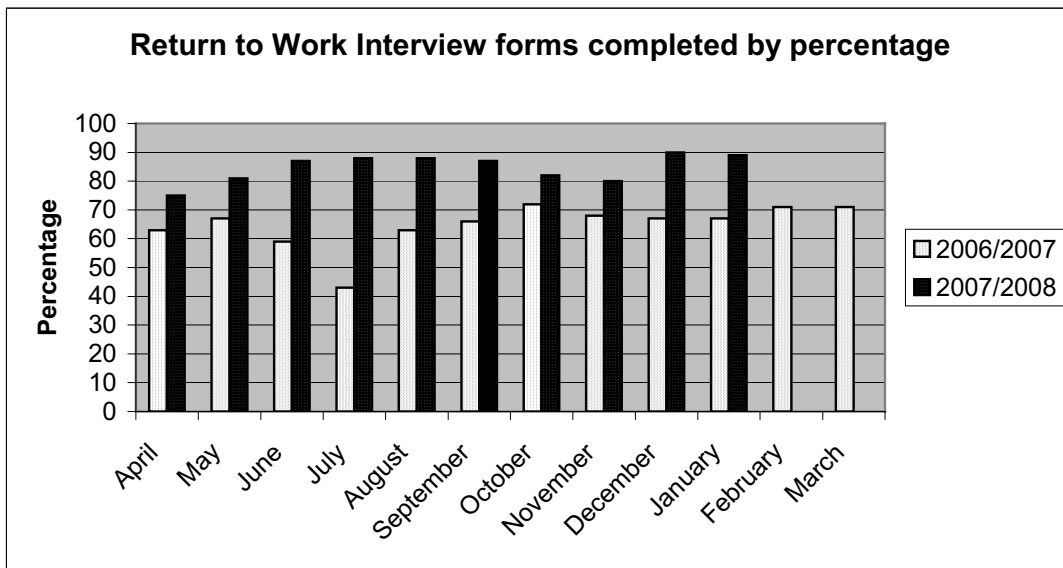
- Employees should speak to their manager (or a nominated officer if their manager is not available) when phoning in sick rather than a colleague. *In addition to the Manager being aware immediately of the absence and reasons it also gives the opportunity to discuss any diary appointments or outstanding workload that the Manager can redistribute.*
- To enable managers to check the absent employees diary and activate an “out of office” message on e-mails, informing senders that the person is unavailable and who to contact if the message is urgent. *This will ensure that all e-mails are responded to.*
- To set an annual target of 8.5 working days lost due to sickness for internal Council use. *This would be top quartile performance.*

Objective 2: To determine whether the attendance policy is being applied consistently

The system used to report and monitor sickness was demonstrated to the sub-group. It is used throughout the Council and ensures consistency. Human Resources Advisors support managers throughout the process.

As part of the ongoing efficiency inquiry all Directors were asked about the level of absences and the application of the policy within their Directorate. Overall the response was positive. Generally the policy is being applied consistently. Return to work interviews are an important part of the policy. Evidence shows that return to work interviews are an effective part of managing absence and therefore are monitored and reported on a monthly basis. However, it is disappointing to report that despite the work carried out this stands only at 90% at the end of December. Additional work is currently underway with managers to ensure they are completed on every occasion regardless of the length of sickness absence.

The graph opposite shows the percentage of return to work interviews completed per month – April to December 2007.



**Monthly Percentage of Return to Work Interviews**

	2006/2007	2007/2008
April	63	75
May	67	81
June	59	87
July	43	88
August	63	88
September	66	87
October	72	82
November	68	80
December	67	90
January	67	89
February	71	
March	71	

	<b>06/07 April-March</b>	<b>07/08 April-January</b>
Number of absence occasions	530	283
Number of return to work interviews completed	370	239
% Return to work completion rate	71%	89%
	N.B. 11 not yet returned to work	N.B. 13 not yet returned to work

The split between short and long-term absence, which is any absence above 20 working days, is reflective of national trends at 1.36% short-term and 1.75% long-term up to the end of January 2008.

The box opposite shows sickness statistics from April to January 2007.

Trends and reasons for absence are analysed, in addition to monitoring Directorates and teams within them, thus recognising different working environments. Those employees who work outdoors in general have more absence due to the nature of their job and working conditions, this again is reflective of the national picture. However, further analysis and investigation and support will be carried out to improve attendance in these areas.

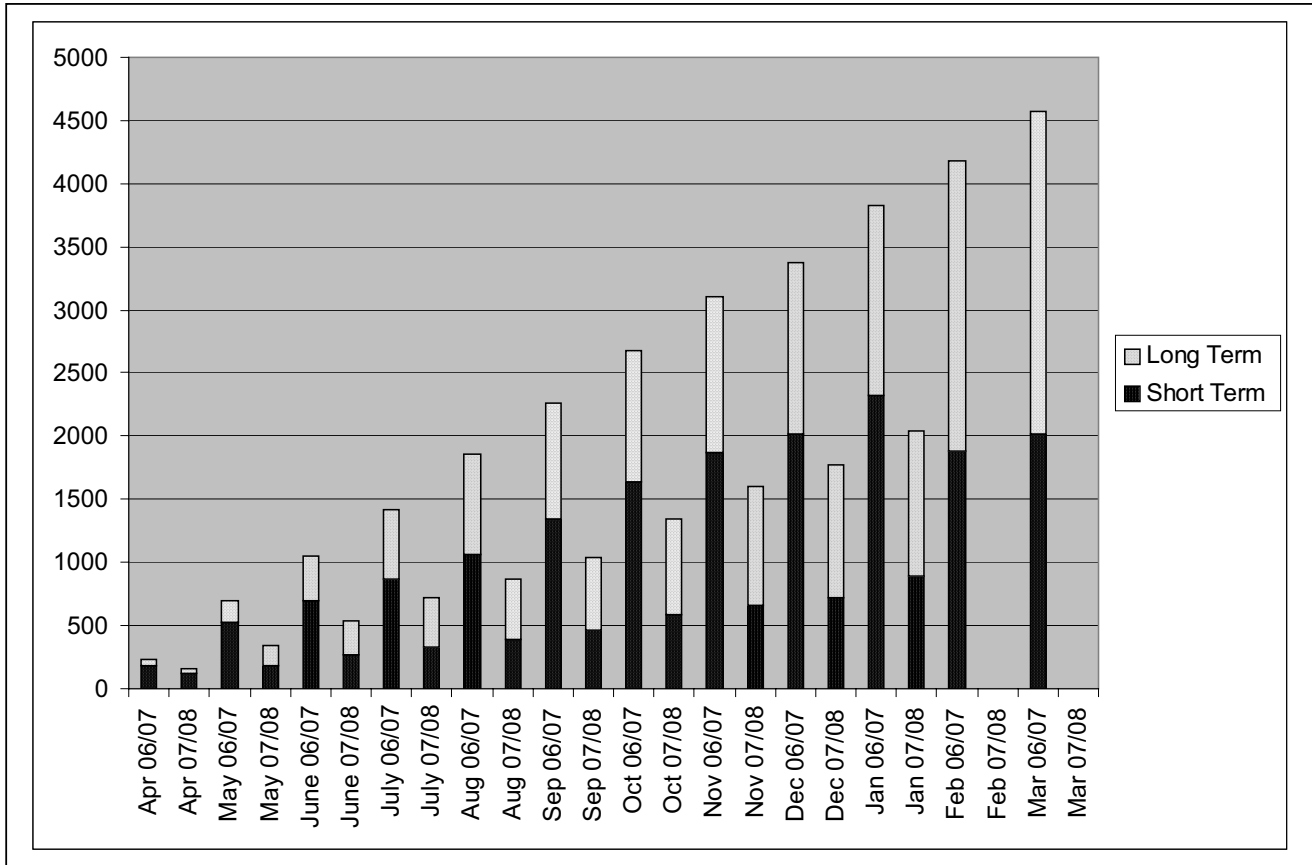
The graph opposite shows a comparison of long-term/short-term days lost.

#### Recommendations

- Return to work interviews should be carried out by managers (or a nominated officer if their manager is not available) on the first day back in work. They should be held in private and handled sensitively ensuring the employee is fully fit to return to work. *It also gives the Manager the opportunity to discuss any issues that may have contributed to the absence and welcome the employee back into work as a valued member of the team.*
- To report long-term and short-term sickness as well as the overall figure on a monthly basis. *This will highlight trends to the management team.*



Comparison of long / short term days lost



The table shows sickness statistics from April to January 2007.

Working Days Lost	2039.47
Working Days Available	65489.18
Sickness Level (%)	3.1
Short Term Days Lost	891.11
Long Term Days Lost	1148.36
Short Term (%)	1.36
Long Term (%)	1.75

Objective 3: To identify actions that could improve attendance

As a result of the visit to British Nuclear Fuels it would be beneficial to introduce a similar scheme of workplace listeners throughout the Council. Workplace Listeners are trusted colleagues with whom people could share concerns. To help volunteers the Council will introduce training and listening skills.

A health and well-being strategy is being developed and intends to provide a holistic approach to improving the overall health and well-being of our workforce. This will include:

Creating a safe and healthy workplace includes flu vaccinations, health and safety. A good example was the introduction of antibacterial hand wash in all toilets and kitchens throughout the Council after the winter vomiting bug.

Recruitment, retention and rehabilitation robust selection, attendance and job evaluation policy.

Mental Well-Being stress management policy, workplace listeners, flexi-time policy, staff involvement and communication, equality and diversity policy, plus other alternative therapies.

Musculoskeletal conditions includes DSE assessments, and physiotherapy and manual handling training.

Tobacco includes the smoke free policy and help to stop smoking.

Alcohol and substance misuse including development of an alcohol and substance misuse policy and support through occupational health.

Physical activity includes Active at Work, discounted gym membership and information on the loop

Healthy eating includes promoting and encouraging healthy eating through advice and guidance on the loop. A page on the loop advises all staff of the health initiatives and facilities available, the ticker-tape and e-news and views is used to highlight information.

The Chief Executives Awards is an annual event that amongst other things recognises individual and team attendance.

A review of the current Occupational Health provision has taken place and with effect from the 1 April 2008 will be provided by Preston and Chorley NHS Trust based at Chorley Hospital.

The Council is part of a "health and well-being" group that is looking at new initiatives and best practice across Lancashire. Lancashire County Council, West Lancashire and Burnley Councils are partners in this group.

In response to Objective 3 “To identify actions that could improve attendance” the Sub-Group have made the following recommendations:

- To support the implementation of a workplace listeners scheme. *This will support the mental well-being (health and well-being strategy).*
- To continue to provide antibacterial hand wash in all toilets and kitchens. *This works towards creating a safe and healthy workforce (health and well-being strategy).*
- Encourage staff to take up the Active at Work and new initiatives offered. *This promotes physical activity (health and well-being strategy).*
- Feedback on the new Occupational Health contract as part of the monitoring of inquiry recommendations. *It is important to continually monitor the Occupational Health contract to ensure that staff receive the best possible service.*

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# **Final Report of the Corporate and Customer Overview and Scrutiny Panel into Efficiency Gains**



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## 1. EXECUTIVE SUMMARY

At the request of the Overview and Scrutiny Committee the sub-group undertook a scrutiny inquiry into efficiency gains. This was selected as a topic linked to the corporate strategy and the Council's priority of "ensuring that Chorley Council is a performing organization".

### Objectives

1. To assess the performance of the council in achieving the efficiency targets set by the government.
2. To ensure that efficiency gains do not adversely affect our customers.
3. To identify the council's future plans to tackle the efficiency agenda.

### Desired Outcomes

1. To identify potential areas for efficiency not already being considered.
2. To identify any lessons learned so far and to assess how these can be applied to the future efficiency agenda.
3. To ensure that a robust and effective process is in place to identify, gather, calculate, report and monitor efficiency gains.
4. To ensure suitable arrangements are in place to enable action if required.

### Sub-Group membership

Councillor Stella Walsh (Chair)

Councillor Henry Counce

Councillor Mike Devaney

Councillor Keith Iddon

Councillor Thomas McGowan

Councillor Geoff Russell

Councillor Mick Davies

Councillor David Dickinson

Councillor Kevin Joyce

Councillor June Molyneaux

### Officer Support

James Douglas

Ruth Hawes

Sarah Dobson

Business Improvement Manager (Lead Officer)

Assistant Democratic Services Officer

Performance Advisor - Corporate and Customer

### Contribution of Evidence

The Panel would like to thank all those who have provided evidence and contributed to the Inquiry, including Chorley Council Directors, External Auditor, Corporate Procurement Officer and Partnerships Manager and Customer Access Officer.

### Conclusion

Achieving efficiency gains is not just about money it's about improving the service provision to our customers. Council budgets are public money and we ought to be challenging how the money is spent.

The sub-group have found that the council's approach has been strategic and successful, achieving the efficiency targets set by the government a year in advance whilst performance figures have improved. The Audit Commission have scored Chorley the maximum of four for the Use Of Resources Assessment in 2007. This confirmed the council's continuing excellent performance.

This external assessment together with the internal review carried out enable the sub-group to conclude with confidence that the steps taken so far in the drive to improve efficiency have provided a firm foundation to meet the challenges set by the government for the forthcoming 3 year period.

If authorities can prove they have been prudent, have had good scores from Audit Commission, have good performance indicator statistics and have good customer satisfaction scores it can be questioned what further could be done.

### Recommendations

The sub-group, after taking account of all the evidence have made recommendations in the following areas:

#### Objective One - To assess the performance of the council in achieving the efficiency targets set by the government.

The sub-group found that the council has achieved the targets set by the government a year in advance and therefore have made no recommendations in this area.

#### Objective Two - To ensure that efficiency gains do not adversely affect our customers.

1. To ensure that cost reduction/efficiency gains do not adversely affect front line services robust service performance monitoring arrangements identified continue to be strictly followed, including the retention of a number of performance indicators as set out in the report.

#### Objective Three - To identify the council's future plans to tackle the efficiency agenda.

2. A strategy be prepared setting out how the Council intends to met the challenging target to reduce the operating costs of the Contact Centre by 25% by 2011.

3. A corporate plan setting out our strategic approach be prepared by officers, indicating how the gains demanded through Comprehensive Spending Review 07 will be delivered.
4. A strategic approach be taken to service procurement through partnership, collaboration and shared services.
5. The programme of business process re-engineering (commenced through integration of waste management public contact and the Customer Relationship Management) be continued, to maximise efficiency gains.
6. To continue to develop the transactional functionality of the Council's website as part of channel optimisation.
7. To increase the information relating to efficiency gains presented to the Executive Cabinet.
8. To recognize the drive to thin client technology and focus on new ways of working (for example reducing inkjet printers by encouraging two sided copying).
9. To add the transformation agenda to the remit of the member development steering group.
10. To implement a sustainable procurement policy and action plan to ensure the council's commitment to the environment, equality and diversity issues.
11. To suggest a future scrutiny inquiry topic of the provision of information and communication technology for members and staff.
12. To investigate the inclusion of members in the health and well-being initiatives provided for council staff.

#### Financial Implications

There are no financial implications to the recommendations other than officer time. This will be more than returned over time.



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## 2. METHOD OF INVESTIGATION

### Evidence

The sub-group received and considered several reports and documents, these included:

1. Annual efficiency statements – forward and backward looking from 2004 to the present.
2. Efficiency Statements Preparation Process.
3. Use of Resources: Value for Money Self Assessment (October 2006).
4. Achieving Value for Money (Executive Cabinet May and October 2007).
5. Customer Focused Access and Service Design Strategy, August 2005.
6. Corporate Procurement Strategy 2004 – 2009.
7. Property Services outsourcing (Executive Cabinet November 2006).
8. Briefing note on comparisons for 2005/2006 and 2006/2007 with Audit Commission Nearest Neighbours.
9. Performance indicator information for each Directorate to enable any areas where performance has been affected by efficiency gains.
10. Research questions prepared for the Audit Commission case study.

### Witnesses

The sub-group interviewed:

1. Assistant Chief Executive (Business Transformation).
2. Corporate Director of Governance.
3. Corporate Director (People).
4. Corporate Director of Human Resources.
5. Corporate Director of Information Communication Technology.
6. Assistant Chief Executive (Policy & Performance) Corporate Director (Business).
7. Corporate Procurement Officer Assistant Chief Executive (Business Transformation).
8. Customer Access Officer.
9. External Auditor.

Panel Meetings: The meeting papers from the sub-group can be found on the Council's website: [www.chorley.gov.uk](http://www.chorley.gov.uk). This includes the inquiry documentation: project outline, information and witness checklist and project plan.

General Information: Information on Chorley Council's overview and scrutiny toolkit, policy and procedures can be found on the Council's website: [www.chorley.gov.uk/scrutiny](http://www.chorley.gov.uk/scrutiny).

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### 3. FINDINGS

Objective/Key Issue 1: To assess the performance of the council in achieving the efficiency targets set by the government.

There is considerable documentary evidence relating to the efficiency agenda within the council that shows the approach has been strategic and very successful. The council has surpassed the target of £1.29 million set by the government a year in advance. These have been achieved through reducing the support services structure of the organisation and by investing in technology to e-enable service provision. This has resulted in reduced operating costs alongside a clear 3-year picture of ongoing improvement in the services we provide to the public. The sub-group also found clear evidence that an efficiency culture has been firmly established within the council through the interview process with directors, senior managers and the external auditor. The external auditor complimented the council on both the approach and achievements in delivering and improving value for money.

The government assesses efficiency over a number of strands including procurement, corporate services, transactional and productive time. As indicated above the major efficiency gains area for the council has been reducing support services costs in the back-office. The sub-group noted that by the end of the financial year 2006/7 around £800,00 had been achieved through reductions in that area.

Procurement has been another area of success. The sub-group noted that since the corporate procurement team were formed in 2004 savings made on the procurement strand are £503,00.00, which already exceeds the corporate target set under the procurement strategy of £500,00.00 by 2009. This has been achieved through a combination of framework contracts and major procurements such as insurance services, the property services contract and the golf and leisure service partnership contracts.

The contact centre has also provided major procurement savings. By working in partnership the council will save £300,000 over the 7-year partnership period as opposed to going-it alone. Council officers are also confident there will be more to come through implementation of the Customer Relationship Management system, which will include business process re-engineering of each of the service areas being transferred. The sub-group noted that this programme was well underway and that savings in staff time through re-engineering of processes on the waste service had been identified.

Major non-cashable savings have also been achieved particularly through introduction of the loop and by reducing staff sickness levels. The loop provides easily accessible information so that less staff and member time is wasted searching for information. The council's drive to reduce sickness levels is now also resulting in efficiency gains.

The sub-group also examined the process for gathering, calculating and reporting efficiency gains. Calculating efficiencies is not an exact science however, the council has a robust process in place to ensure that whilst efficiency gains submitted are maximised any gains made can be justified under scrutiny. Identification and monitoring of efficiency gains is now carried out through a corporate process, which involves all directorates and senior management. The key focus is achieving Value For Money.

The sub-group also noted that the council's work on Value For Money, recognised through the top rating in the Use of Resources assessments in 2006 and 2007, was also being recognised through a case study being carried out on Chorley by the Audit Commission looking at their approach to back office efficiency.

In response to Objective 1 the sub-group found that the council has exceeded the efficiency targets set by the government and therefore have made no recommendations in this area.

Objective/Key Issue 2: To ensure that efficiency gains do not adversely affect our customers.

Chorley has been well ahead of the game with using technology to make efficiency savings and work smarter; this has reduced the number of support services staff required, without impacting on front line services. This is evidenced through performance indicators with 74% of having improved over the last three years. This is above the average for district councils.

The sub group noted that the way our costs are directed and allocated carefully reflects the council’s strategic objectives and priorities. The following table shows how this has been done:

	Total Savings	Growth Diverted to Priorities			
		Customers	Capacity	Greener, Cleaner, Safer	Total
2004/05	708	158	30	61	249
2005/06	283	0	27	166	193

		Prosperity	People	Place	Performance	Total
2006/07	558	55	59	107	24	245
2007/08	1,265	135	15	66	30	246
	2,814	348	304		281	933

33% of savings made over the period have been directed from non-priorities into investment in the Council’s current priorities, whilst at the same time minimising the impact on Council Tax levels.

Furthermore the council’s long-term performance has shown marked improvements from 2003/4, coupled with reducing costs, offering increased value for money and quality services for those the council serves. 70% (47 out of 68) of the total basket of national best value indicators have shown improved performance from 2003/4 to 2006/7 (where a comparison can be drawn). This drive for further improvement has been carried forward into 2007/8 where strengthened performance management arrangements and driving down of costs continues to realise benefits for residents and customers.

Plans are in place to deliver a proactive service through customer profiling. Work is underway on tracking service failure (this is built in to the new waste contract) to reduce the number of calls received from customers on service failure. The sub-group noted that reducing avoidable contact was one of the new national indicators and that as part of the VFM Review of Neighbourhoods costs of failure demand were being calculated on the waste service. Significant efficiency gains are anticipated through a reduction of avoidable contact in both Customer Services and the Waste service back office.

There will be a change in the reporting mechanism for performance as the current Best Value Performance Indicators are being phased out. There are 200 indicators currently out for consultation as part of the Local Area Agreements. The sub-group discussed the full list of indicators.

An exercise was undertaken to establish which of the best value performance indicators from the current performance reporting regime would remain important in terms of measuring service quality as a measure of efficiency in 2008/09 and beyond. A number of the more useful indicators in determining quality of service delivery will be retained in the National Indicator Set or in the Value for Money indicator set to be adopted by the Council.

The list below details those indicators felt to be important going forward which do not meet either of these two criteria particularly given the inclusion of a value for money indicator in the National Indicator Set which will assess the Council's delivery of net, ongoing cash-releasing value for money gains that have impacted since the start of the financial year

BV3: Overall satisfaction with the Council,

BV2a: The equality standard for local government in England,

Ombudsman: average number of days to respond to complaints,

BV4: Percentage of user satisfaction with complaints handling,

BV8: Percentage of invoices paid by agreed date or within 30 days,

BV9: Percentage of Council Tax collected: Adjusted for deprivation,

BV10: Percentage of NNDR collected,

BV12: Average number of days lost to sickness absence,

BV111: Satisfaction of applicants with planning service (CPA indicator E3),

BV86: Cost of waste collection per household,

BV90a: Satisfaction with waste collection (CPA indicator E8A),

BV90b: Satisfaction with recycling adjusted for deprivation (CPA indicator E8B),

BV89: Satisfaction with cleanliness of public space - adjusted for deprivation (CPA indicator E38),

BV64: Number of non-LA-owned vacant dwellings returned to occupation or demolished during the year as a direct result of action by the authority (CPA indicator H23),

BV183a: Average length of stay in B&B accommodation (in weeks) (CPA indicator H14),

BV183b: Average length of stay in hostel accommodation (in weeks) (CPA indicator H15),

BV203: Percentage change in the number of households in temporary accommodation at 31 March (CPA indicator H22),

HIP Percentage of homelessness acceptances that are repeat applications,

BV119a: Satisfaction with sports and leisure facilities (CPA indicator C5),

BV119e: Satisfaction with parks and open spaces (CPA indicator C9),

BV175: Percentage of racial incidents reported to the council that resulted in further action (CPA indicator H19).

In response to Objective 2 “To ensure that efficiency gains do not adversely affect our customers” the Sub-Group made the following recommendations:

Recommendations

1. To ensure that cost reduction/efficiency gains do not adversely affect front line services robust service performance monitoring arrangements identified continue to be strictly followed, including the retention of a number of performance indicators as set out in the report.

Objective/Key Issue 3: To identify the council's future plans to tackle the efficiency agenda.

The Government's efficiency gain objectives, set out in the Local Government White Paper of 2006, are now clearly reflected in the Comprehensive Spending Review of 2007. An overall target of 3% per annum has been set for local government. The sub-group noted the consistent comments from officers that this was indeed a challenging target. The external auditor also franked this view. However, the findings of the sub-group suggest that Chorley is very well placed to take up this challenge, although the future focus needs to be around efficiencies gained through smarter procurement, shared services and collaborative and partnership working have set out areas of potential gains for the future.

The sub-group found that central to the council's drive for excellence was the lead role its officers had played nationally on the Department for Communities and Local Government business process architecture project. This was a major, government funded project which concluded that local authorities need to have a wholesale rethink on what customers need and to realign work activities so that they focus resources where they best add value. Following on from this initiative, the Chief Executive has now put a more customer focused management structure in place which also strengthens our corporate commitment to the well established Value For Money principles.

Further projects are ongoing on customer profiling and need and the sub-group also noted that a Business Transformation Plan has now been approved and will be spearheaded by the Assistant Chief Executive (Business Transformation and Improvement). This innovative approach to business transformation establishes customer service excellence and value for money as the twin drivers of business transformation, with improvement plans across a number of thematic workstreams, led by Directors and reporting to the Strategy Group. The sub-group noted that this methodology is already being employed on the Value For Money review of the Neighbourhoods directorate which will be used as a pilot for rollout corporately.

The sub-group also found that our strategic approach to procurement makes the council well placed to take on the challenges set by the Comprehensive Spending Review 07. Whole life costing has been firmly established across the council through training of officers involved in the procurement process.

As part of the strategic approach to Value For Money service reviews will be undertaken during 2007/8 as part of a 3-year programme. These will involve the study of activities and processes undertaken within directorates with a focus on driving out waste and inefficiency and further enhancing the customer experience. Additionally the recently approved Partnerships Framework will also strengthen governance arrangements and ensure effective delivery of objectives through partnerships. Partnership working is increasingly the preferred method of delivering service and

the sub-group was pleased to note the corporate focus on ensuring that we maximise benefits and opportunities through those currently in operation and that we now have a robust procedure for ensuring the success of those partnerships we may enter in the future.

Training and awareness will be provided to all levels of the organisation on the efficiency agenda as part of a drive to embed a Value For Money culture at the Council. The revamped Business Improvement Planning process will be effectively integrated to the Council's overall financial and performance management cycle and with a real focus on migration of customers to cheaper access channels following the new website which was launched in April 2007.

The sub-group concluded in their agreement that the Comprehensive Spending Review 07 targets provide a challenging target for the council but that we were well placed to take this challenge on and continue to deliver on the efficiency agenda

In response to Objective 3 "To identify the council's future plans to tackle the efficiency agenda" the Sub-Group have made the following recommendations:

#### Recommendations

2. A strategy be prepared setting out how the Council intends to met the challenging target to reduce the operating costs of the Contact Centre by 25% by 2011.
3. A corporate plan setting out our strategic approach be prepared by officers, indicating how the gains demanded through Comprehensive Spending Review 07 will be delivered.
4. A strategic approach be taken to service procurement through partnership, collaboration and shared services.
5. The programme of business process re-engineering (commenced through integration of waste management public contact and the Customer Relationship Management) be continued, to maximise efficiency gains.
6. To continue to develop the transactional functionality of the Council's website as part of channel optimisation.
7. To increase the information relating to efficiency gains presented to the Executive Cabinet.
8. To recognize the drive to thin client technology and focus on new ways of working (for example reducing inkjet printers by encouraging two sided copying).
9. To add the transformation agenda to the remit of the member development steering group.
10. To implement a sustainable procurement policy and action plan to ensure the council's commitment to the environment, equality and diversity issues.
11. To suggest a future scrutiny inquiry topic of the provision of information and communication technology for members and staff.
12. To investigate the inclusion of members in the health and well-being initiatives provided for council staff.



**1. Please outline the services within the remit of your Directorate.**Assistant Chief Executive (Business and Transformation) Gary Hall

Joint working arrangements with South Ribble. Accountancy, efficiency and procurement, exchequer, internal audit, revenues and benefits.

Assistant Chief Executive (Policy and Performance) Lesley-Ann Fenton

Corporate policies and plans, performance management by working with Directorates and Audit Commission, project and program management (all projects on corporate strategy), Comprehensive Performance Assessment (CPA) lead directorate, awards e.g. Beacon award currently going through, Local Area Agreement (working with LCC), Local Strategic Partnership (LSP) support, external funding officer (work with partners and groups to access funding), Communications (media, marketing, branding, internal communications (the loop etc), council's website.

Corporate Director (Business) Jane Meek

Building Control, Design and Heritage, Development Control, Economic Development and Tourism, Planning Policy, Regeneration, Strategic Housing and Land Charges

Corporate Director (People) Jamie Carson

Leisure, culture, leisure centres, community centres, community development, sport, arts, play, developing the voluntary, community and faith sector, customer facing aspects of parks and open spaces, including Yarrow Valley and Astley Park, nature trails, bereavement services, Customer Services, information management.

Corporate Director (Neighbourhoods) Gary Hall on behalf of Ishbel Murray

Streetscene, environmental health, grounds maintenance, transport, waste and recycling contract, parking, toilets, mostly front line services.

Corporate Director of Governance Andrew Docherty

Legal, Democratic, Elections, Emergency Planning/Business Continuity, Civic Services, Mayoralty, Licensing. Until September 2007 Customer Services.

Corporate Director of Information and Communication Technology Tim Murphy

ICT procurement, desktop support, maintenance and enhancements to networks, servers, telephony, integration. Members' support on ICT. Geographical Information Systems (GIS), Local Land and Property Gazetteer (LLPG), disaster recovery, software application development and support, ICT Security, technical management of the web-site and intranet, technical support of the Planning application. Also, major input into operational projects e.g. Customer Relationship Management (CRM).

Corporate Director of Human Resources Lorraine Charlesworth

General Human Resources, training development, organisational development, occupational health (provided by Bolton MBC), payroll (provided by Blackpool)

Members requested general information for on what each Directorate does be prepared and distributed to all Members.

**2. How many Full Time Equivalents are there in your Directorate?**Assistant Chief Executive (Business and Transformation)

72.

Assistant Chief Executive (Policy and Performance)

11.8

Corporate Director (Business)

50.176.

Corporate Director (People)

52

Corporate Director (Neighbourhoods)

Just over 100, about ¼ of the staff at the council.

Corporate Director of Governance

27.33

Corporate Director of Information and Communication Technology

12 &amp; modern apprentice

Corporate Director of Human Resources

7 FTE and 1 modern apprentice.

**3. What contribution has your directorate made to achieving efficiency gains?**Assistant Chief Executive (Business and Transformation)

There has been a restructure, there are joint working arrangements with South Ribble for financial services, there is nothing else like this in the country at the moment. A new financial system has been implemented.

Assistant Chief Executive (Policy and Performance)

There has been a restructure, the loop project generated £20,000 savings, working with ICT. The staff newsletter is now electronic (£20,000 savings), centralisations of communications, now have own graphic designer in house, do black and white copying where possible. There are lots of non-cashable savings as well.

Corporate Director (Business)

A restructure was undertaken recently and some teething problems were experienced. The benefits will kick in the next year. All targets have been achieved in improving the service. A good example is the e-planning project. This was driven from the top down to be more efficient and provide a better service for customers. There is a non-cashable and a cashable saving here as plans do not have to be copied, enveloped and sent out but uploaded to the internet instead. There is a forum where people who submit applications on a regular basis to submit them electronically.

Corporate Director (People)

For "Get Up and Go" the bookings are now done on line. The reduction in leaflets saved £6,000.00 in postage. The procurement of management services for leisure centres and the golf course have been cashable efficiency savings, as has the community management of community centres. There are more community centres to go through this process in the future.

Within customer services we are developing the platform for more efficiency gains with the introduction of the Customer Relationship Management system. Customer Services continue to undertake a great deal of business process reengineering when services transfer into the Contact Centre.

Corporate Director (Neighbourhoods)

The targets that have been set have been achieved in terms of efficiencies. It is mainly the front line service in this directorate, previously the council have concentrated on the back office services for efficiency gains. The new director will be looking at this with the department heads going forward. A good example is the different machines bought for grounds maintenance so grass could be cut in the wet, also mini sweepers enabling a wider area to be covered. The transfer of the front facing element of the service made significant efficiency savings due to the business process reengineering undertaken. There was a discussion regarding morale of staff. It was noted that pay and conditions were consolidated so the hours are longer in the summer and shorter in winter.

Corporate Director of Governance

A restructure undertaken a few years ago trimmed down the team. Electronic systems have been implemented for elections, including telephone and internet electoral registration saving postage costs and officer time. The modern.gov system for committee administration has resulted in less post and printing, huge time saving in production and publication to the web. Many smaller savings both cashable and non cashable have been made across the Directorate.

Customer Services continue to undertake a great deal of business process reengineering when services transfer into the Contact Centre.

Schedule of Responses – Efficiency Gains Scrutiny InquiryCorporate Director of Information and Communication Technology

The directorate has an involvement in many of the projects that have delivered efficiencies both at a Directorate level and corporately. Examples include the ePlanning system, the web-site redesign, the development of self-service facilities and the implementation of CRM. In terms of our own targets, the Directorate has been restructured and the headcount reduced. We have also identified new technologies such as thin client technology that will deliver savings. In addition, the Directorate took the opportunity to work with South Ribble to purchase a new telephone system. This is expected to deliver significant savings. We have also purchased software to provide an in-house integration capability that would otherwise have resulted in greater external costs.

The team is small considering the size of the authority, this can cause difficulties with specialities, efforts are made not to have just one person with knowledge. The council has a limited budget for specialists e.g. mobile working. These support skills are then transferred over to our staff.

Corporate Director of Human Resources

A restructure within the Directorate effective from the 1<sup>st</sup> January 2008 will achieve cashable efficiencies in addition to the efficiencies gained by having a fit for purpose structure with a multi skilled team that is able to adapt to the changing needs and priorities of the Authority.

By using the council's websites applications can be filled in and submitted on-line, reducing the cost of photocopying and postage, The size of adverts has been reduced to a teaser reducing advertising costs, although for hard to recruit positions e.g. planners, full-page adverts have been used in professional publications

Savings achieved are not always cashable, the majority of policies go through "staff matters" and the Joint Consultative Committee that fosters good industrial relations, and then elected members - policies are more effective with feedback with staff. The council was tenth in the Times best council to work for. After 8 months sickness absence stood at 5 days which is really good against the target.

A top 50 managers event is held every 6 weeks to increase communication.

The current occupational health contract has been heavily monitored throughout the year and significant efficiency savings have been achieved.

**4. What areas of improved efficiency have you targeted for the future?**Assistant Chief Executive (Business and Transformation)

Corporately there is a need to formalise plans in this area. Work is being undertaken on service transformation and improving the customer experience for local people. The Council has been involved in national work on “business architecture” and the infrastructure to deliver this is now in place. There is more work to be done on how people see the organisation as a whole, but this is similar to the national trend.

The Government have set out areas of potential gains for the future, including procurement and collaboration. Chorley have already done so much on efficiencies and other organisations, who have done less, will have more meat on the bone to lose. Chorley is already a lean mean machine!

Assistant Chief Executive (Policy and Performance)

Looking at the replacement of our performance management software system for a cheaper alternative, either an in-house solution or one where licences are cheaper. Given the majority of the budget are staffing costs, income generation is the main means of off-setting costs. We have generated income this year by providing policy & performance support to Blackpool Borough Council. Currently looking at where we could sell time, expertise etc to partners e.g. use a little of our branding officer’s time during purdah to design documents for partners.

Corporate Director (Business)

There will be a continuation of joint working on the Local Development Framework (LDF) and exploration of other areas for joint working e.g. economic development.

There is a need for professional people within the directorate; it would have a detrimental effect on the service if costs were reduced.

The housing allocation team will be back in house soon, we have the motivation to provide the service in a cost effective way.

Corporate Director (People)

We will be looking to drive out efficiency savings as more services are brought into the CRM system. We will also continue to transfer assets into Community Management.

Corporate Director (Neighbourhoods)

The new Director will cast a fresh pair of eyes over the directorate when she starts. A Value For Money review is being undertaken at the moment. There are areas where efficiencies can be made e.g. enforcement by bringing functions together (environmental health and licensing).

There are opportunities through considering how do we do business and reducing non added value tasks. Absence management and way vehicles are procured needs to be reviewed. There is potential for SMS text messages to confirm that jobs have been completed.

It is a member decision whether reinvest money in services or claim them as efficiency savings.

Corporate Director of Governance

As part of a review of vehicles there is no longer a deputy mayoral car or van for civics, we have proposals for a less grand, more environmentally friendly mayoral car, ongoing distribution list reviews will further reduce paper copies of committee papers, the fees for the Lancastrian have just been increased (for the first time in 12 years), there is potential for licensing to be transferred into Neighbourhoods, parish elections could no longer be subsidised. It was suggested that the Lancastrian be a future scrutiny inquiry topic.

Schedule of Responses – Efficiency Gains Scrutiny InquiryCorporate Director of Information and Communication Technology

Mobile working, Telephony, Thin Client, software licences, in future directorates will be billed directly for telephone costs increasing accountability.

Server virtualisation (day-to-day usage of servers is not to capacity allowing them to be shared whilst capacity is retained for big jobs).

In virtual servers, capacity can be swapped around even allowing unused server capacity to be powered down reducing energy usage. Virtual servers can reduce the number of physical servers required thereby reducing maintenance costs).

Integration between software packages will result in major efficiencies. Also, migrating customers onto cheaper channels e.g. self service on the website. Disaster recovery may be shared with other local authorities. Customer Relationship Management (CRM) customers will be able to track queries & advisors will have records of contact with the council.

Printing in offices can be doubled sided, if requests come in for deskjet printers they are referred to the Director to justify, as ink is costly.

A suggestion was made to communicate that double sided printing is available and to aim to reduce desk jet printers in offices.

Storage devices will be considered jointly with West Lancs and Preston.

The member group on technology issues could reinstated, there is a need to consider member requirements and training. Answerphone facilities can be provided for Members home telephones if they require them. Members mini websites should be rolled out in the new municipal year.

Corporate Director of Human Resources

The website “jobs go public” will be used shortly meaning that advertising in publications will be reduced. Application forms will be viewed electronically and won't be printed it off.

A scanner had been purchased and the department was investigating scanning in personal files to reduce storage.

A HR information system is planned to allow staff to self serve for absence information and their manager to interrogate the system etc.

A management development programme will be developed with an emphasis on mentoring, less formal training, including member training.

Officers recently had a day at BNFL regarding workplace listeners, with 35 people from all over the site and shifts who had been well trained. We came back with some really good ideas, are working on a well-being policy and workplace listeners will be included in this.

Following a review of the Occupational Health contract a new provider will deliver the service from 1<sup>st</sup> April 2008.

**5. Is there any scope for joint working within your Directorate?**Assistant Chief Executive (Business and Transformation)

There will be lots of opportunities to work with the public sector and other Local Authorities, in particular joint working on back office services. The Council could provide services for other organisations, for example, the current joint working arrangements with South Ribble for financial services. There is nothing else like this in the country at the moment.

Assistant Chief Executive (Policy and Performance)

We are pursuing the possibility of undertaking a statutory consultation exercise with local residents jointly with our neighbouring District authorities and LCC in autumn of 2008. This should be cheaper than doing it individually. Similarly there is potential for joint work on equality and diversity and research but limited in terms of strategic policy and performance.

Corporate Director (Business)

Ongoing projects are discussed at the directorate management team meetings - this helps communication with the people who need to know about things.

As part of the re-structure we set up a Director wide admin team which enabled us to provide efficiencies across the Directorate and we will continue to develop this.

There is potential for joint working between regeneration and economic development.

There is scope for joint working with external organisations such as parish councils, although systems need to be in place to manage the process and make sure it's delivered.

Corporate Director (People)

There are regular meetings with other local authorities on joint working in relation to the Contact Centre partnership.

For the golf and leisure centre contracts it is built in the contract to be self-monitoring with penalties for reductions in performance etc.

There is potential for additional community management of community centres.

There are systems for feedback on the parks between People and Neighbourhoods Directorate.

Corporate Director (Neighbourhoods)

We have to remember the service is local and to match the requirements of the service to the benefits of joint working. E.g. local knowledge is not needed for food testing, whereas for grounds and street cleansing a locally delivered is to be preferred.

There are opportunities to combine the use of assets e.g. the council could use another depot instead of having our own depot or having a joint management infrastructure.

The results of the Value For Money review will be considered and all opportunities considered. We could perhaps ask the parish councils to maintain the green spaces instead of us and need to engage with the parishes on some of these issues. These are not easy questions to ask and answer. Whatever system we set up there is a need to manage the process and make sure it's delivered.

Corporate Director of Governance

Yes and we already do so. Across the Directorate much specialist training is provided on a joint basis with other Authorities at low or sometimes no cost. Legal services use colleagues from neighbouring Councils to handle work at peak times and "lead adviser" arrangements operate on certain joint projects. Elections publicity has been arranged jointly with two other Councils. Business Continuity training has been provided for local businesses in conjunction with the police and another Council. The possibility of further joint work around the new ethical standards regime is currently being explored.

Schedule of Responses – Efficiency Gains Scrutiny InquiryCorporate Director of Information and Communication Technology

We already work jointly on a number of projects and are exploring new areas as well. We work very closely with LCC ICT Services in respect of the Contact Centre and have just completed a joint procurement exercise with South Ribble for a new telephony system. I am currently discussing joint working around a new storage project with Preston and West Lancs. and have also begun discussions with LCC around disaster recovery arrangements that could be beneficial to the Council. I am aware of the work that the NWCE is carrying out around software licensing and although it is too late for us this year, we will be monitoring the situation ready for renewals next year.

Corporate Director of Human Resources

Meetings are ongoing with West Lancashire BC and South Ribble BC Human Resources Managers about joint working on policies, work areas and human resources generally. This is an agreement with West Lancashire regarding policy development in place currently.

Chorley is leading on the HR shared services project looking at opportunities for joint working across all the Lancashire authorities

As part of this the majority of authorities are looking at the joint procurement and advertising on a Lancashire portal Website that would achieve efficiency gains, whilst broadening the advertising opportunity for Lancashire.



**6. How do you manage and improve efficiency within your directorate and how does it link with your Business Improvement plan and the corporate strategy?**

The answer was generally the same for all Directors:

Within the business improvement plan there is a section on Value For Money

There are weekly departmental management team meetings that look at the business improvement plan as part of the meeting.

Performance is monitored by Policy and Performance, this is reported to Overview and Scrutiny.

**7. What is your budget and what are the main heads of expenditure?**Assistant Chief Executive (Business and Transformation)

£1726,00.00.

Assistant Chief Executive (Policy and Performance)

600k. Staff, consultancy, statutory consultation, communications and marketing.

Corporate Director (Business)

2,859,940. Main is for dc fees. Housing is a growing budget area.

Corporate Director (People)

£1,950,000.

Corporate Director (Neighbourhoods)

The directorate has the biggest spend area in the council of 5 million. 2.7 million is staff, 2.3 million is contracts.

Corporate Director of Governance

£1.6m. The budget has little flexibility. The main costs are staff, members allowances, mayoralty, building costs and rates.

Corporate Director of Information and Communication Technology

The forecast cash outturn budget for 2008/9 is £1,019,000. The main heads are staff and goods and services.

Corporate Director of Human Resources

£494,00. Staffing, recruitment and training.

**8. How do you ensure that any efficiency gains you achieve are corporately collected and reported?**

The answer was generally the same for all Directors:

There is a process to collect information organised by the business transformation team and the accountants resulting in the forward and backward looking statements.

Efficiency gains can come up unexpectedly, e.g. checking telephone and internet electoral registration saved £1,500 on overtime costs as less checking was required. There is a need to capture these as they can be forgotten when officers are busy doing the day job.

It is difficult when reporting non-cashable savings to accurately work out a cost for them.

**9. What measures have you taken to ensure that effective procurement practice is in place within your directorate and can you give us examples of this in practice?**Assistant Chief Executive (Business and Transformation)

The new financial system is a good example. Procurement is within this directorate.

Assistant Chief Executive (Policy and Performance)

There is limited procurement, however when it takes place the main area is consultancy, support, citizen's panel tendering and commissioning statutory surveys. All such procurements tend to go through a tender process as they are over the minimum threshold.

Corporate Director (Business)

Managers are well versed in the Council Procurement Rules and work with the procurement team. e.g. Nature Reserve Maintenance Contract, Chorley Town Centre Design Strategy, Big Wood Reservoir Remedial Work. There was a waiver relating to the Buckshaw Village station as the contract needed to be with network rail.

Corporate Director (People)

Golf course: the lease is for 25 years with equivalent budgeted income being received plus capital improvements to the course. The numbers of people using the facility increased by 18% in first year, there will be new clubhouse facilities which will attract weddings etc.  
Leisure contract: has gone into third of a 15 year deal, the longer contract period drives down the costs.  
Astley Park: market testing is underway for expressions of interest with commercial and voluntary faith groups. Joint working with Lisieux Hall here whilst improving the facility. There will also be a lease for the catering facility.

Corporate Director (Neighbourhoods)

There is a corporate priority relating to sustainable purchase and we need to concentrate on this moving forward, thinking about the carbon footprint etc.

New waste contract – we have learnt from the previous contract etc cleaning of the toilets and graffiti removal.

Corporate Director of Governance

We follow the contract procedure rules and are aware of the possibilities to make savings by questioning and amalgamating expenditure. We have very few significant contracts though and, where we do have some specific issues – for example the election printing market is very small and quality is absolutely key, so opportunities for procurement savings here are few.

Corporate Director of Information and Communication Technology

Procedure rules on procurement are adhered to and the team works with the procurement officer.

Citrix / Thin Client project is a huge project replacing computers with a more green option. A specialist did the proof of concept; the skills have now been transferred over to the team. Work has been undertaken with Human Resources on training. The Directorate uses Framework agreements where possible.

Telephony contract: money has been saved on procurement by working jointly with South Ribble. Specialists were also jointly procured to advise on specification. Joint arrangements will be explored where there are potential benefits e.g. business continuity.

Schedule of Responses – Efficiency Gains Scrutiny InquiryCorporate Director of Human Resources

Health & Safety is delivered by Bolton MBC and is now overseen by audit.

Occupational Health is currently delivered by Bolton MBC but will soon be delivered by Chorley Hospital on a pay as go basis. This means reduced travelling time and service from designated doctors and nurses, this should save £5,000 this year.

Eye screening is now have arranged with an optician locally.

Hospital will do proactive work including group sessions including stress management.

Although the Occupational Health provision is not currently open to Members it is suggested that this be recommended for consideration by the Councils Remuneration Panel

A Human Resources system will be purchased this year. Blackpool is used on a rolling 12 month basis, however this will be reviewed in light of the proposed procurement of the HR information system with a possibility for joint working with South Ribble Borough Council.

The training budget has reduced this year as with the new structure more training will be delivered in-house.

Data Protection is being looked at closely to make sure the council adheres to the regulations.

**10. The use of the absence management policy can lead to efficiencies. Is the policy working in your Directorate?**Assistant Chief Executive (Business and Transformation)

The policy is enforced.

Assistant Chief Executive (Policy and Performance)

This year the figures are really good. The policy is enforced.

Corporate Director (Business)

The Directorate has an excellent sickness record. It is more of an issue to get people to go home when they are sick!

Corporate Director (People)

Each directorate has a monthly breakdown showing the sickness. Managers have had training on the policy. The policy is working well.

Corporate Director (Neighbourhoods)

There are elements where the policy does work and doesn't. The age profile, injuries and working outside need to be taken into account. It is not possible to have a 1 size fits all policy on absence management. Occupation health and physiotherapy are particularly important here.

Corporate Director of Governance

In relatively small teams the figures can be misleading and hide some of the real picture. Last year sickness levels were well above average because of a few people with long term sickness problems. At the same time Democratic Services received a team award for the least amount of sickness absence in the council. The sickness policy is enforced though and good use has been made of occupation health and physiotherapy to keep people in work.

Corporate Director of Information and Communication Technology

The policy has been used and has worked, it helps both the people who are off and those at work.

Corporate Director of Human Resources

The policy is used on every occasion of sickness within the Directorate and is working well with a sickness figure of less than 1 day per person up to the end of January.

(The following questions were asked of individual Directors)

**Assistant Chief Executive (Business and Transformation)**What is your view on the council's approach to achieving the efficiency targets set for the council as part of the 04 Spending Review?

The approach has been strategic and very successful. The Council has achieved the targets a year in advance. Savings have been made from changing the structure of the organisation and if these are analysed the majority of savings have not been in public facing areas but the back office - performance figures have improved showing that there has been no reduction in service provision. Cashable and non-cashable savings have been achieved with concentration on cashable savings. Probably are more non-cashable savings but judgement has to be made on the time required to calculate these. The organisation has a culture of efficiency - not all councils have this culture.

The figures indicate the Council has been particularly successful under the transactional efficiency gains category. How have these gains have been achieved?

The Council had a three pronged approach: procurement, corporate services and transactions. In 2004 work was undertaken in the transactional side by utilising technology to gain cashable efficiencies e.g. new financial system, also strengthening sickness absence management (non-cashable efficiency).

Key is re-engineering business processes to release both cashable and non-cashable savings, e.g. the loop, making investment work harder and get more for the same money e.g. outsourcing the golf course to Glendale and property services to Liberata.

The building blocks are in place to enable efficiencies to be made in the Contact Centre, in procurement, business improvement and performance advisors to support Directors in achieving efficiencies.

The work and success on efficiency has been recognised by the Audit Commission as Chorley will be a case study on efficiency and Value for Money.

Has improving efficiency had an impact on front-line services and have financial gains made in efficiency been re-invested in front line service?

Under the 2007 review the general message is that the government has put cash in to health and education, not Districts. Councils are capped on council tax rises so efficiency gains are used to balance the budget. Cashable efficiency savings have put back into front line services.

The budget is 65% salary costs. Investment has been made in high demand areas services such as recycling, as a Council we want to do well and exceed targets set. The costs of delivering the Revenues and Benefits service is complicated, the majority is provided through a subsidy but this is capped.

What arrangements are in place to ensure that the efficiency gains are monitored, reported, robust and adhere to the efficiency guidance?

Reporting mechanisms have improved over last 18 months. There are quarterly reports on performance indicators to the Overview and Scrutiny Committee and Panel, within this is a section on Value For Money and efficiency. There is potential to increase the information provided to the Executive Cabinet.

Are there any areas of the council where anticipated gains have not been made and if so why not?

It was anticipated that savings would be made in Human Resources, however Job Evaluation took longer than anticipated. The Directorate has now been restructured and although the target won't be made for 07/08 efficiency savings will be on track for 08/09.

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How confident are you that the council will achieve the demands for efficiency/value for money delivery in the spending review 07 review period?

The target driving the efficiency and Value For Money agenda is balancing the budget not the government targets. It is important to get building blocks right to move forward on Value For Money and other areas within assessments.

The 08 Use of Resources assessment will be changed focussing on outcomes rather than tasks. It has been a conscious decision to concentrate on Value For Money up to this point. E.g. the golf course at Duxbury, the Council secured two million pounds investment in the course and usage has increased. Also, the outsourcing of property services to Liberata. Expertise in specialised areas means the Council is getting more for the money invested whilst tapping into the skills set of the partner. Another benefit of outsourcing certain services is the transfer of risk, for example routine maintenance is carried out for a fixed price.

The Council will look at every opportunity for efficiencies through outsourcing or joint working. When procuring services quotes will be assessed on more than price, the cheapest quote is not always the best. For large projects non-cashable savings will be calculated.

### **Corporate Director (Business)**

There have been developments on the Council's website with the Planning Portal. Has this produced efficiency savings?

Yes, but they can be difficult to measure.

### **Corporate Director (Neighbourhoods)**

We understand that there will be significant efficiency savings as a result of the mobile working project. How is the project progressing?

The use of technology is being reviewed as part of the Value For Money review so these things will be picked up. An intelligence management system being planned.

### **Corporate Director – ICT**

What impact do you think improving our ICT platform has had on achieving efficiency gains in recent years?

The development of the Council's technology infrastructure has been fundamental to the success of the efficiency programme. 5 years ago the Council began its investment with the implementation of a state of the art inter-building network and that investment has been maintained through both government grant funding and our own resources. A significant proportion of the efficiency savings delivered in recent years have their roots in business change facilitated by technology – the contact centre, on-line flexi-time, the Loop, electronic document management are examples of this. Without doubt, these improvements would not have been possible without the investment.

### **Corporate Director – Human Resources**

Substantial efficiency savings have been made through reduction of the establishment in recent years. What sort of impact has that had on staff?

There has been lots of consultation and communication, some staff took voluntary severance. Staff were ring fenced and interviewed. Compulsory redundancy was kept to a minimum.

Job Evaluation is nearly completed, this has impacted on morale although information has continued to be communicated to demonstrate fairness and transparency.

Sickness absence levels are low. Staff can see the changes for the better and this was highlighted when they voted Chorley to be the 10<sup>th</sup> best Council to work for in the Times awards.

The Chief Executive holds awards annually, including awards for innovation, attendance etc.

**Corporate Director – People**How do you see the Contact Centre contributing to the council's future efficiency gains targets?

Customer Services now have the platform to deliver efficiency gains by dealing with more queries at first point of contact. There is more work to do here with potential gains to be made by working with partners, including LCC, PCT. These may be gains for partners. Improved working is required to reduce the cost of contact centre in response to Varney.

The customer access strategy is being updated, work is needed on tracking service failure, this is built in to the new waste contract to reduce the number of calls received.

Plans are in place to deliver a proactive service through customer profiling.

The performance indicators shows satisfaction is high, the abandon rate is also a good measure. The aim is now a 5% abandon rate which is a challenging target that we are meeting.

When services are transferred into the Contact Centre there can be fluctuations in call numbers - this is managed better now.

**Corporate Procurement and Partnerships Manager Janet Hinds**1. Please could you outline the responsibilities within your role?

Raising profile of procurement: so officers understand importance of procurement. The contracts procedure rules have been reviewed, guidance produced and training given.

Corporate procurement of goods and services e.g. energy, stationery, mobile phones. More recently the telephony contract in conjunction with ICT. There has been an increased involvement from directorates.

Provision of advice and support in procurements within directorates, also play a major role in some of the larger procurements like Property.

Monitoring of key partnerships and contract management, including sports and leisure, property etc to monitor the effectiveness and governance of key partnerships. This was picked up in a use of resources assessment that this area needed to be strengthened.

2. What contribution have corporate procurement made to the council's efficiency savings in the period covered by the 04 Spending Review.

IDeA Procurement Challenge in March 2006 said "The Team commend the council on their excellent progress." It is estimated that the savings are half a million.

3. Can you broadly tell us how these are made up and give us some more detail on the more notable examples?

Contact Centre: £129,000 in total, with £43,000 per year.

Property: £117K per year commencing in July 2007 (7 year contract). The procurement process was managed and now the contract management is within corporate procurement.

Insurance: £101,000 per year commencing in March 07 (10 year contract). Following a full European Union negotiated procedure, market timing and review of policies.

Cleaning of Public Conveniences: £18,600. New Contract from May 07.

Process Savings: £66,000 reduction in corporate support costs as a result of new system (£48k in 04/05 and £18k in 05/06).

Recycling Vehicles: £51,910 Full EU tender, which realised much better prices than market testing (Oct 04) and enabled them to reconsider service and procure another vehicle

Also, consolidated invoicing programme, photocopiers/printers, kerbside recycling bags and Christmas lighting.

4. The efficiency agenda continues as part of the CSR07 review. What future contribution do you feel corporate procurement can make to securing future efficiency gains?

There are several key procurements including the main waste contract due for renewal April 2009. Tenders are out this month.

Telephony system: we have worked with South Ribble Borough Council and invited tenders jointly with both Councils buying a similar system. Chorley BC provided the procurement support was provided for both Councils and South Ribble provided legal support for both Councils. We have also shared the cost of consultants in the development of the specification, instead of both paying



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consultants fees. The new telephony system itself is estimated to save approximately £200,000 over a 7 yr life.

Postal Project: All 2<sup>nd</sup> class mail will now be handled by TNT from the Union Street Offices, with 1<sup>st</sup> class mail remaining with Royal Mail. This will save approximately £8,000 per year.

Shared Services project with South Ribble: this should come to fruition later this year. Chorley will be the host authority and will be providing a procurement service for South Ribble.

Another key area in the next few months is to make progress on and embed across the authority, best practice and initiatives for sustainable procurement, procuring from the third sector, and equality and diversity in procurement, all of which are important factors in the government's transformational agenda.

CSR07 will present Chorley with a very difficult challenge over the next 3 years as we are ahead of the game. There is an expectancy that a large proportion of the savings will come from smarter procurement of the top spend categories. These are identified in the CSR 07 report and include spend on construction of roads and buildings and adult social care - expenditure that is not available to districts like Chorley. For Chorley, the savings will come from focusing on strategic service areas, which is part of the vision for business transformation. The infrastructure is in place but it will be extremely difficult to make 3% over the 3 years.

**Customer Access Officer Kris Boardman**1. Please could you outline the responsibilities within your role?

The role is a newly created role and includes the design, development and delivery of a customer access strategy, to understand our customer groups (especially minority and hard to reach customers) and their needs. I also provide assistance to other council departments in measuring customer satisfaction and gathering customer insight.

I am project manager on a project that has received funding from central government. It examines customer needs and related needs to assist customer service advisors in delivering with a range of appropriate services to the customer regardless of who the provider is. The project is still in its early stages.

I feed into Value For Money reviews from a customer satisfaction aspect and examine any opportunities that may present themselves from central government that will enhance the services we offer.

2. Can you tell us what contribution the creation of the Contact Centre has made to delivering efficiency savings for the council?

For financial year 04/05 through to 06/07 efficiency savings of £150,200 can be claimed.

For backward looking statements for 04/05 and 05/06 efficiency savings amount to £87,200 are made up of:

Non-Cashable savings of £17,200 (£13,800 for transferring first point of contact for environmental services, public space services and licensing to the OSS) and £3,400 (for transfer of first point of contact for planning and environmental services to OSS).

Cashable savings of £70,000 made up of £27,000 (due to reduction of 1.5 FTE posts following closure of the cash office at Union street) and £43,000 (saved through the contact centre partnership).

The contact centre continues to make efficiencies for example the corporate director of business transformation has estimated to provide a front line enquiry service would cost £40,000 for development and building control (in 07/08). Through a restructure it has been agreed a £20,000

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transfer for the service to be provided in customer services and a £20,000 efficiency gain will be reflected in the 07/08 forward looking statements.

3. A Procurement saving of £300,000 has been identified through the Shared Services Contact Centre Partnership. Is this still a justifiable efficiency gain for the council for the remaining 4 partnership years?

The costs savings can still be claimed as despite recent delays in the Customer Relationship Management system implementation. If we were to go it alone we would have already have incurred the up front capital investment of £414,200 plus £250,586 in software plus on going maintenance costs.

4. We are aware that implementation of the Customer Relationship Management system is currently underway. Can you please update us on progress and tell us what efficiency gains you think will be achieved through its implementation?

Implementation is well under way training has begun and there is a revised go live date of the 26<sup>th</sup> March. It is important for members to note implementing a CRM system on its own will not yield any efficiency savings. When individual services are integrated within the CRM system business processes can then be re-engineered and efficiency savings identified retrospectively.

During the first phase of CRM implementation the focus is on waste management as this is a high volume service. The project team have undertaken some re-engineering of business processes. For example: a number of business processes that were undertaken in the back office have now been transferred to the contractor. This will result in 38% of an FTE time being saved.

This phase will also see the implementation of SMS text messaging facilities. This opens up a new, lower cost channel for citizens to access council services. We are unable to accurately predict the amount of cost savings this will generate as take up for this service will ramp up over time. It is thought any cost savings will be non – cashable for this initiative.

5. We understand that there is significant variation in the different methods of communicating with the council. Can you elaborate on this issue and tell us what plans there are for future channel optimisation.

Channel Optimisation is about ensuring citizens contact us by the most appropriate channel given their individual circumstances.

We are not proposing any communication channels are shut down or customers are being forced to contact the council for certain services through certain channels. However we want to ensure citizens are using and encouraged to use the most suitable channels for their individual circumstances.

Customers are contacting us regularly enquiring about transactions that could be undertaken via self-service that we have not yet implemented. These are the type of customers who on contact we would direct to self service channels (if implemented) and would probably want to transact with us using this channel in the future for a number of transactions.

To help facilitate channel optimisation we are making services which the contact centre and one stop shop offer (and will continue to offer) where appropriate these services will be online.

6. Are there plans to deliver services for other partner organisations? Is there potential to generate income from this approach as well as improve the service to the customer?

There is one service that the contact centre currently delivers for an external organisation. We currently answer housing repair calls for Chorley Community Housing (CCH) and on a Wednesday morning when CCH have training sessions we deal with the whole range of CCH calls. As part of the contract the council do receive an income from CCH for providing this service.

We have been selected (with South Ribble Borough Council), to pilot a face-to-face pilot service with Lancashire County Council, following a successful trial last year. An officer from LCC will be

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based in the OSS on a Monday and Tuesday every week for the next 3 months. This has provided another access channel for our citizen to access LCC services.

As part of the pilot the Council is looking into a pilot where initial enquiry telephone calls for LCC Highways enquiries would be taken by the Council and reported to LCC Highways department using their web based reporting system. The council will receive no income for providing this service, but it will enhance the overall customer experience, as the customer is not ‘handed off’ to another government department. This is very much in its infancy at this stage and nothing has been implemented.

7. How will the Council measure the number of times members of the public contact the Council to resolve an issue/request for service?

The Audit Commission have recently released a new national indicator which all authorities must measure the number of times a member of the public contacts us to resolve an issue/request for service. The measurement for number of contacts per resolved request is:

Total number of customer contacts

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Total number of resolved customer requests

The lower the figure, the better the performance.

We will be able to measure this via the CRM system with the limited data it will hold by the Audit Commission deadline for waste management. The Audit Commission recognise difficultly councils without a CRM system in place will have in measuring this, which Chorley Council is one of. The Audit Commission has left measurement open to some interpretation and potential negotiation.

8. According to the Varney report there should be a reduction of 25% in running costs for contact centres in the future. Do you think this is a realistic target for Chorley?

We are aware of the contents of the Varney report and the fact that these reductions are thought to be achievable by 2010/2011.

At the present moment we are not in a position to say if these cost savings are realistic. As already outlined the contact centre has already delivered significant cost savings to the organisation and it is looking likely the CRM system roll out will deliver more efficiencies. However it is not known if the contact centre will be able to deliver the efficiencies outlined in the Varney report at this time – especially as we have more services currently in the pipeline to migrate into the contact centre.

**External auditor Mike Thomas**

1. Please could you outline the responsibilities within your role?

I have two roles, district auditor and inspection role.

As the district auditor I give an opinion on the council’s accounts and use of resources/Value For Money. This includes a view on where we are currently and the direction of travel.

As a relationship manager I have an inspection role for Comprehensive Performance Assessment and undertake that role across Lancashire and for various local authorities.

2. How do you feel Chorley Council has performed in relation to the delivery of its efficiency targets set for the 04 Spending Review period compared with other Local Authorities?

We don’t specifically report on targets set by Chorley, just what has been achieved. The Audit Commission and the Government didn’t want to be set on numbers, it’s more about do you know what you want to achieve, have you put in place the arrangements and where are you on what it costs to deliver services. There needs to be a culture within the organisation to continuously improve. The wider element is to look at the arrangements and on that Chorley have scored 4.

When changes are made to improve there is a time lag to demonstrate that improvement. Chorley has progressed well and is continuously improving. There is a constant challenge to deliver services in a more efficient way and robust performance management.

Schedule of Responses – Efficiency Gains Scrutiny Inquiry

There are different elements to use of resources, including comparison of cost and performance with other local authorities and customer satisfaction. It is difficult to obtain customer satisfaction information.

Work undertaken in Chorley on partnerships and outsourcing has produced efficiency savings whilst improving the service.

Before the efficiency targets were set out efficiency was seen as an important challenge. CPA and BVPI have challenged and pushed for improvements. There will be a different perspective on performance indicators going forward and spending review will demand continual improvements. There will be indicators through the local area agreements and it is thought that the relevant performance indicators will still be collected.

It is important for members and employees to be focussed on efficiency.

3. Are there any efficiency areas where you feel we might have had a greater focus on?

Last year there were a few things and these have been responded to. The self-assessment completed by Chorley has been hailed as best practice. There is nothing specific I can suggest, the culture and awareness shows in the better scoring authorities like Chorley. The corporate strategy - plan on a page is a good example of the council reacting to a changing world, the plan is reviewed on a regular basis. Options for the delivery of services are regularly considered.

A few years ago local authorities didn't seek out best practice but this has now changed. It is difficult to compare districts and this is a challenge for the Audit Commission. Local authorities have chosen to deliver services such as waste collection differently, weekly, fortnightly etc. There may be political decisions and policy reasons for some of these differences. The key point is evidencing cost information about what the council does. CIPFA do request standard accounting returns, but even these can be interpreted in different ways with recharges being done in different ways.

4. What are your views on the targets set by the Government for the CSR07 spending review period?

The efficiency agenda is being challenged on, the treasury are saying savings need to be made. It is a political agenda so it is difficult to comment on really. There is a national efficiency strategy that will be received by local authorities that Donna Hall and Lesley-Ann are involved in.

The challenge is how to continually make efficiencies savings whilst maintaining the service delivery to the customer. Chorley is well along the road and this should be taken into account going forward.

In the next three years there may be a general election, this may have a bearing on the future. This is public money and we ought to be challenging how the money is spent.

5. How would you assess Chorley's readiness to deliver against these targets?

The targets are set at a national level, it is anticipated that there will be a focus on areas that aren't improving, such as health, decent homes and education.

If authorities can prove they have been prudent, have had good scores from audit commission, have good performance indicator statistics and have good customer satisfaction scores it can be questioned what further could be done.

Value For Money is not just about money it's about providing a better service.

Report of	Meeting	Date
Assistant Chief Executive (Policy and Performance (Introduced by the Executive Member for Corporate Policy and Performance)	Executive Cabinet	27 <sup>th</sup> March 2008

## **‘ONE CHORLEY FORWARD TOGETHER’ CHORLEY’S COMMUNITY COHESION STRATEGY**

### **PURPOSE OF REPORT**

1. To inform members about the production of a community cohesion strategy by the Chorley Partnership and the role that the Council will play in delivery of the strategy

### **RECOMMENDATION**

2. That the Strategy be noted and endorsed.

### **EXECUTIVE SUMMARY OF REPORT**

3. The Local Strategic Partnership (LSP) has produced a community cohesion strategy for Chorley titled ‘One Chorley Forward Together’. This work was led by the Council and involved consultation with a number of key bodies and individuals.
4. The strategy sets out Chorley’s response to the national community cohesion agenda, which is increasing in importance.
5. Members of the LSP Board agreed the strategy on the 11<sup>th</sup> of March and partners will now begin work to deliver the actions contained within the strategy.
6. Delivery will be led by the stronger, more involved communities sub group of the LSP which contains representation from a number of key bodies from the statutory, community, voluntary and faith sectors.

### **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 chances	✓	Develop the Character and feel of Chorley as a good place to live	✓
Involving people in their communities	✓	Ensure Chorley Borough Council is a performing organization	

**BACKGROUND**

8. Community cohesion is becoming an increasingly important national agenda. A need has been identified for Chorley to develop its own response to this agenda which sets out the challenges and opportunities faced locally in terms of community cohesion.

9. The national agenda is dominated by issues of race and religion and is often confused with the anti-extremism agenda. It was felt that it was important that we engage with partners in the Local Strategic Partnership (LSP) to ensure that a collective view is taken about the best ways to make our communities places where everybody feels that they belong and are able to prosper.

10. The ‘One Chorley- Forward Together’ strategy is also the Council’s and the Local Strategic Partnership’s response to ‘Our Shared Future’ the high profile paper from the Commission of Integration and Cohesion on community cohesion.

11. The Council is the lead agency for a number of key actions contained within the strategy (as attached) and is also driving forward the Community Charter a key element of the strategy. The ‘One Chorley-Forward Together’ strategy will also have important linkages with campaigns being led by the Council such as the Chorley Smile campaign.

**THE STRATEGY**

12. The strategy sets out the vision Chorley as below:

One Chorley, a place in which all regardless of their background and circumstances feel that they belong, and the community is moving forward together. People should have the opportunity, resources and motivation to participate as they wish in our community.

The strategy also sets out the key priorities, which will be:

- improving life chances for all,
- developing the character and feel of Chorley as a good place to live work and play,
- building stronger communities with improved access to public services.

13. The strategy has gone through an extensive period of consultation. Consultees included all members of the LSP, ethnic minorities consultative committee, churches together, disability liaison group, councillors and the lesbian, gay, bisexual and transgender community.

Throughout the consultation a view was expressed that it was important that the strategy fitted with people’s understanding of Chorley and the specific community cohesion challenges and opportunities facing the Borough as well as responding to the national agenda.

14. The LSP Board agreed the strategy on the 11<sup>th</sup> of March 2008.

**DELIVERY**

15. The following means of taking forward the strategy have been identified:

- Press Release (from all partners)
- Publish the strategy on Council and LSP websites
- Place an article in e news and Views (the Council's staff newsletter)
- Place copies in reception buildings
- Provide a copy to all members
- Provide a copy to key partner agencies and members of the LSP

Delivery of the strategy will be monitored through the stronger more involved sub group of the LSP on a quarterly basis and the LSP executive annually.

16. The Council is the lead agency for a number of key actions contained within the strategy (as attached) and is also driving forward the Community Charter, a key element of the strategy. The 'One Chorley-Forward Together' strategy will also have important linkages with campaigns being led by the Council such as the Chorley Smile campaign.

**IMPLICATIONS OF REPORT**

17. 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 CORPORATE DIRECTOR OF POLICY AND PERFORMANCE**

18. The community cohesion strategy is an important element of our work to take forward equality and diversity in Chorley. Through working with our key partners to deliver the actions contained within the strategy we will ensure that we are effectively responding to the challenges and opportunities faced by our communities.

LESLEY-ANN FENTON  
 ASSISTANT CHIEF EXECUTIVE, DIRECTOR OF POLICY AND PERFORMANCE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Sarah Dobson	5325	12 <sup>th</sup> March 2008	

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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	27 <sup>th</sup> March 2008

**THE CHORLEY PARTNERSHIP – A PROGRESS REPORT**

**PURPOSE OF REPORT**

- 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)**

- That the report be noted.

**EXECUTIVE SUMMARY OF REPORT**

- The 3<sup>rd</sup> Quarter has been a busy time of activity for the Chorley Partnership
  - LAA negotiations ongoing
  - Projects progressing
  - Children’s Trust arrangements developed
  - Projects for 2008/9 being scoped out
  - Elections onto the LSP Board and a new Partnership Chair in 2008
  - Improved LSP communications

**REASONS FOR RECOMMENDATION(S)**

- 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.

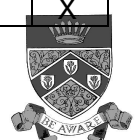
**ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

- N/A

**CORPORATE PRIORITIES**

- This report relates to the following Strategic Objectives:

Put Chorley at the heart of regional	X	Improved access to public services	X
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economic development in the central Lancashire sub region			
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**

The 3<sup>rd</sup> Quarter has been a busy time for the Chorley Partnership, particularly in the delivery of its projects, the setting up of the Children’s Trust, and the ensuring Chorley’s interests are represented in the ongoing negotiations around the new LAA.

5.1 Local Area Agreement

Overall, the Chorley Partnership has been successful in securing 20 out of 35 indicators – with a few more still being discussed with GONW, particularly around the use of temporary accommodation and community safety indicators. This is good news for Chorley, and shows that we have been influential in the shaping of the new LAA for Lancashire.

Officers are now working with LCC and other partners to develop baselines for the 35 indicators, from which we can set 3-year stretch targets.

The final LAA will be agreed with GONW and signed off in June.

5.2 Children’s Trust

A sub-group of the Children & Young People’s partnership met to discuss the membership of the district Children’s Trust. In line with statutory guidance, it was decided that the Children’s Trust will supersede the Children & Young People’s Thematic Partnership on the LSP, and will be made up of the 10 Duty to Co-operate Partners, at the most senior level as possible.

Former members of the Children & Young People’s Partnership will still be included in the mailing list for the Children’s Trust, to keep them informed of its discussions, and there will be an open invitation for these members to attend Children’s Trust meetings when relevant.

The Children’s Trust will continue to monitor the progress of the Children & Young People’s Partnership’s current and future LSP Projects, at its meetings and at the LSP Executive.

The Children’s Trust will focus on strategic matters. Operational issues will be picked up in a number of ways, such as neighbourhood teams, task groups for specific issues (ie teenage pregnancy) and existing forums (ie the secondary head teachers’ group).

5.3 Project bids

Following the Council’s decision to allocate £90,000 to the LSP to pump prime joint projects with our partners, the Chorley Partnership’s thematic groups are working on project bids for 2008/9. The LSP Executive will decide which of the projects to select at its meeting on 23<sup>rd</sup> April. The projects will be selected based on a variety of factors, such as their impact on the objectives of the Sustainable Community Strategy, the amount of additional funding they can lever, and the extent of support from other partners, amongst other criteria.

5.4 LSP Project update 2007/8

All the LSP projects from 2007/8 are progressing well. In particular, the Chorley teenage pregnancy action plan, which was given £10,000 from the Chorley Partnership and attracted over £95,000 of additional funding from other partners including the NHS, has already started to

demonstrate falling teenage pregnancy rates. The young mum's group is now fully trained and is delivering sessions with young people to demonstrate the harsh realities of teenage parenthood. The PCT have committed to extend sexual health clinics' opening hours and venues across the borough, which is very good news for the young people of Chorley. They are currently carrying out work to identify best possible locations for this service. The latest figures published show that teenage pregnancy in Chorley has fallen from 45.3 per 1000 of population to 40.4 - a reduction of 10% in 1 year. In real terms this is a reduction from 90 cases to 79. Whilst this data is 14 months behind real time, it is an excellent foundation on which to progress with our targeted work with young people.

MATAC continues to be a big success for the Chorley Partnership and its sub-group, the Community Safety Partnership, with crime dropping by 18% in the 3<sup>rd</sup> Quarter compared to last year. The process has now been mainstreamed by Lancashire Police, and is being used in other districts, which is very good news.

The Neighbourhood, Environment & Streetscene's project, 'First Steps' which involves a community tidy up in Clayton Brook and other community safety areas, has had plans drawn up, following consultation with residents. Physical work has been slow to start, following funding issues at Groundwork, however these have now been resolved and the project is now about to move into the implementation phase.

The Economic Regeneration Group are progressing with their Marketing Chorley project. With support from council officers, an inward investment pack is being produced and the business pages on the Internet are being updated to appeal to businesses looking to relocate to Chorley. The group has also produced the Pilot Employment Charter, which seeks to gain commitment from employers to actively employ local people, and, where possible, from disadvantaged groups (eg. the unemployed).

The Chorley Community Network project is also nearing completion, with a database compiled of over 130 voluntary organisations operating within the Borough. It is hoped that this network will strengthen links between the VCF sector and statutory agencies. Similar projects have proved very successful in other areas around the country.

The Vulnerable Households project, run in conjunction with the South Ribble Partnership, is now at the stage where lead professionals from the various organisations involved are being identified and we will soon be at the stage where the vulnerable families in Chorley can be identified. It has been agreed that families causing the most disruption, and where intervention will have the highest impact on communities, will be targeted first.

#### 5.5 New Partnership Chair / VCFS members

Every two years, the Chair of the Chorley Partnership is re-elected by the members of the LSP Board. As the current Chair was last elected in 2006, the post of Chair will be up for election in May and nominees for Chair will be accepted until Monday 19<sup>th</sup> May. The deadline for votes for these nominees will then be Monday 2<sup>nd</sup> June. The Performance Advisor (Partnership) will collate these votes and announce the result before the 25<sup>th</sup> June Board meeting.

The LSP Board has 10 seats allocated to the Voluntary, Community and Faith sectors. From 2008, these are also to be 2 year terms. The VCF sectors conduct these elections, putting forward candidates and then voting for their preferred representation. It is hoped that the results of these elections will be in place by the beginning of May, to allow these new members to take part in the election of the wider LSP Chair.

#### 5.6 Communications

Following the recommendations of the IDeA Peer Review in November, we are developing a communications and marketing strategy for the Chorley Partnership. This will improve internal

communications between the thematic groups, Board and Executive and the elected members of the Council.

The Performance Advisor (Partnership) will now distribute quarterly updates on the LSP’s meetings and distribute to all members of the LSP (**See Appendix A**).

The strategy will also include actions to promote the work of the Chorley Partnership to the public (this will be an important aspect of Comprehensive Area Assessment from 2009) such as branding and using existing communications channels (eg. Chorley Borough News) to further communicate the work of the Chorley Partnership.

**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		

## What's happening in the Chorley Partnership 3<sup>rd</sup> Quarter Update

### THE EXECUTIVE

At the recent Executive meeting on Tuesday 15<sup>th</sup> January, the LSP's budget for next year was discussed. Chorley Borough Council have allocated £90,000 in their draft budget for 2008/9 for more cross-cutting projects. The council hopes this might encourage partners to contribute to a joint pot of funding with which we can run 10 – 12 projects next year and enable the partnership to attract further external funding.

Thematic groups are asked to consider what sort of projects they would like to run next year, to help them deliver the objectives of the new Sustainable Community strategy. Projects that have pooled funding from partners, or commitments of funding from elsewhere already agreed, will be especially welcome. The Chairs of each of the thematic groups will receive bid forms to fill out for each project, demonstrating how a particular project would meet the objectives of the Sustainable Community Strategy.

It is hoped decisions will be made at the end March / beginning of April, when we have a confirmed budget for 2008/9.

#### **Chorley Borough Council - Circle of Need project**

The Council presented the Circle of Need concept, which aims to provide its customers with related services when they contact the council, by linking different needs together. For example, if someone needs temporary accommodation they may also need housing, financial help, food or health support. The idea is to understand all these needs at the first point by understanding the relationships between them. The model brings together Council services with others from government departments and the voluntary sector to provide a truly 'joined up' service. It is hoped that partners will help to develop the project.

#### **Chorley Smile Consultation Panel**

As part of its continued work to engage residents and to ensure services are shaped around customer needs, Chorley Council has recruited a citizen's panel of residents, of 1000 residents which is representative of the local community. The council has commissioned a social research company to carry out 2 surveys this year. Chorley Council have offered this resource to partners – if any organisations would like to carry out consultation over the next twelve months, they are encouraged to utilise the residents panel, at a greatly reduced cost than carrying out their own separate consultation.

If you're interested in the Chorley Smile consultation panel, drop Chris Sinnott, Performance Advisor, in the Policy & Performance Team at Chorley Council, a line on 01257 515337 or [chris.sinnott@chorley.gov.uk](mailto:chris.sinnott@chorley.gov.uk) and he will advise you on how many questions are available for partners to add onto surveys, timescales and costs - and will answer any further queries.

**Improvements to the LSP**

The IDeA's review of the Chorley Partnership produced a series of actions to consolidate the effectiveness of the LSP and its capacity to deliver the Community Strategy. These included producing a Communications Strategy for the partnership, consolidating the Compact with the voluntary sector and engaging elected members in the scrutiny of the partnership. An action plan is in place to deliver these improvements by March 2009.

**THE THEMATIC GROUPS****Children & Young People – 27<sup>th</sup> November 2007**

The Teenage Pregnancy Action Plan was updated on. The young mums training being led by YACS (Youth and Community Services) is going well. The increased condom distribution and sexual health sessions are not progressing as well – for example there is only one service per week for young people in Chorley.

The PCT gave a presentation on the development of young people's sexual health services and the need to increase the frequency of clinics. Options are currently being looked at as to new venues and ways to engage with young people.

[B4@AJ's](#) the under 18 club night at Applejax is going really well with approximately 450 members. A review meeting will be held in the near future with partners.

Children's Trust Arrangements Terms of Reference and Statement of Commitment are being examined by a sub-group of the CYP. The Statement of Commitment will be signed in January.

A submission of funding has been made to Sports England for £170k to increase sports and physical activity in Chorley by 1% each year. 3 priority areas being targeted: 14-24 year-olds; Women and girls participation and the 50+ population.

Next meeting: January 29<sup>th</sup>, 2pm

**Community Safety Partnership – 7<sup>th</sup> December 2007**

At its December meeting, the Community Safety Partnership reported that there had been an overall reduction in crime over the last 4 months. The MATAC process is proving to be very successful in tackling crime – crime is down by 18% compared to this time last year.

In February the first Week of Action will take place, to be held in Chorley East. Commencing on 18th February 2008, a series of proactive actions will take place to reduce crime and make people feel safer in their neighbourhood, such as vehicle safety and road tax checks, as well as crime prevention advice, increased patrols and anti burglary packs. The PCT are providing

health checks and advice on healthy eating, smoking cessation and alcohol awareness. The council are carrying out graffiti removal, litter picking and general tidy-ups of the area. Over 30 agencies are involved in the pilot initiative, with more planned in other areas if the pilot is a success.

Next meeting: 14<sup>th</sup> March, 10am

#### **Health & Wellbeing - 4<sup>th</sup> December 2007**

The group discussed several issues at its last meeting. The plans for a Central Lancashire Health & Well Being Board were raised and the merits of such a group debated.

The group undertook an action planning exercise on what it would be focusing on in 2008/9. Topics included Fair Access to Care Services / Gateway Development and supporting vulnerable people through the 3<sup>rd</sup> sector following the County Council's decision to raise its social care provision threshold, as well as tackling health inequalities that exist within Chorley.

Next meeting: 12<sup>th</sup> February, 10am.

#### **Neighbourhood, Environment & Streetscene – 12<sup>th</sup> December 2007**

The group ran through its action plan, which, it was recognised, needs to be updated to include 'added value' actions rather than actions that single organisations are delivering as part of their day job. Partners reported progress on their current actions – all work is progressing well.

The new National Indicators around climate change and the environment were discussed and debated around how to measure some of the indicators and how they would add value for Chorley.

The Lancashire Locals Climate Change Fund was discussed. Community & Voluntary groups are encouraged to apply to the fund for grants if they wish to make changes that will reduce their organisation's carbon footprint or benefit the local community in terms of climate change. It was recognised that this could be a potential source of funding for future project work.

An update was given on the progress of the First Steps project, which is developing into a larger-scale project. The work to improve the community areas of Clayton Brook is continuing, with more funding being sought for an expansion of the project from Lancashire County Council.

Next meeting: 12<sup>th</sup> March, 2pm

#### **Stronger & More Involved Communities – 1<sup>st</sup> November 2007**

The group were updated on the consultation on the LSP's Sustainable Community Strategy and the Community Cohesion Strategy and thanked for their input to date.

The Chorley Community Network project, which aims to Bring together the vast range of voluntary, community and faith sector organisations within the

Borough, is a real challenge, but one that the group are committed to achieving this next year. The project is making good progress, over 450 organisations have so far been contacted for information and informed of the support available to them. A competition is running to choose a logo for the Network.

There was some discussion about Fair Access to Care with some serious concerns raised. Don Rowbottom from LCC is being invited to talk to the group at a future meeting to bring them up to speed on the changing social care provision thresholds and the impact this may have on their organisations.

Next meeting: 17<sup>th</sup> January, 4pm

### **Economic Regeneration – 4<sup>th</sup> December 2007**

A Marketing Chorley sub group has now been established and are making progress with the project. In particular 4 key actions are being driven forward:

1. Improve the internet 'business' area on [www.chorley.gov.uk](http://www.chorley.gov.uk)
2. Produce Inward Investment pack - based on information provided for website.
3. Produce an events timetable for 2008 of event and networking opportunities and to ensure representation from the partnership.
4. Work up into a business case for further funding to create a database of customers based on three info sets - new customers, customers already in Chorley and business start ups. This database would be used to help target further activity in marketing the borough.

The Economic Regeneration Partnership have also lodged bids with the NWDA (North West Development Agency) to access funding worth £3.8m for 5 further projects, including a green technology centre, to be included in the Sub-regional Action Plan. The NWDA is to make allocations across 14 themes. There will be another opportunity to 'polish' bids before final decisions are made on the allocation of funding.

Next meeting: 4<sup>th</sup> March, 2pm.



Report of	Meeting	Date
Corporate Director (Business) (Introduced by the Executive Member for Economic Development and Regeneration)	Executive Cabinet	27 March 2008

## **ESTABLISHMENT OF JOINT ADVISORY COMMITTEE AND JOINT WORKING WITH PRESTON AND SOUTH RIBBLE COUNCILS ON THE LOCAL DEVELOPMENT FRAMEWORK**

### **PURPOSE OF REPORT**

1. To present proposed formal arrangements for Local Development Framework joint working and approve the terms of a local agreement document.

### **RECOMMENDATION(S)**

2. Cabinet is recommended to:
  - agree to establish under Section 102(4) of the Local Government Act 1972 a Joint Advisory Committee with Chorley, Preston and South Ribble Borough Councils to advise upon the preparation of any Joint Local Development Document
  - delegate authority to the Executive Member for Economic Development and Regeneration to deal with the practical implementation of the joint working
  - note that in due course it will be asked to nominate one or more Members of the Cabinet and Substitute(s) to serve on that Joint Advisory Committee

### **EXECUTIVE SUMMARY OF REPORT**

3. At its meeting on 15 November 2007, Cabinet agreed in principle to formalise joint working on the Local Development Framework (LDF) with Preston and South Ribble Councils by entering an agreement under section 28 of the Planning and Compulsory Purchase Act 2004. This Report (together with one going to the Council on 22 April 2008) progresses that decision. It proposes that the three authorities produce a Joint Core Strategy and any other Joint Local Development Documents that may subsequently be agreed, that process would be overseen by a Member level Joint Advisory Committee. That Joint Advisory Committee would not, however, have delegated decision making powers, it would only advise. Each authority would reach its own decisions on LDF matters having received advice from the Joint Advisory Committee. The precise financial and staffing of the arrangement will be worked up in due course in liaison with the Joint Advisory Committee and/or the Executive Member for Economic Development and Regeneration.

**REASONS FOR RECOMMENDATION(S)**

**(If the recommendations are accepted)**

4. There is a need to build in a more formal dimension to the existing inter-authority co-operation on planning policy matters. In so enhancing decision making by providing a formal arena in which key issues are aired, the potential for delay in the LDF programme will be minimised, while enhanced external financial support may ensue.

**ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

5. Maintaining the existing informal co-operation is feasible but the benefits of a more formal approach will be missed. Alternatively it would be possible to go further than proposed by establishing a Section 29 Joint Committee. That would take some time to achieve, however, and would also involve each authority delegating its planning powers to that joint body.

**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	X	Develop local solutions to climate change.	X
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	X	Ensure Chorley Borough Council is a performing organization	X

**BACKGROUND**

7. At its meeting on 15 November 2007 (Minute EC 130) Cabinet agreed to recommend to Council to support in principle joint working on the Local Development Framework (LDF) with Preston and South Ribble Councils by entering an agreement under section 28 of the Planning and Compulsory Purchase Act 2004. That approval was subject to the detailed wording and later approval of a local agreement document. The Council subsequently accepted that recommendation at its meeting on 18 December 2007. Both the report to Cabinet and the report to Council highlighted the possibility of establishing a joint advisory body to make recommendations to the constituent authorities on the contents of the joint documents.

8. A number of factors are of relevance to that decision:

- the existing track record of co-operation on planning policy between the three authorities
- the views of the Government Office for the North West being supportive of joint working on the LDF
- potential financial rewards through Housing and Planning Delivery Grant
- the extent of other joint/partnership working that the Council is successfully pursuing
- the scope to maximise economies of scale
- the prospect of furthering better spatial planning to the benefit of all three districts
- while decision making would remain with the three authorities, the risk of the programme being delayed would be reduced as key issues are aired and discussed in full by a formally established joint body: this was felt to be a preferable route to the alternative of proceeding under Section 29 by way of statutory Order to create a Joint Committee with delegated powers taking decisions binding on the three authorities

9. Cabinet now needs to confirm that the establishment of a Joint Advisory Committee is the way forward and agree the practical elements of the working of that Joint Advisory Committee. A report on the subject is also being submitted to Council on 22 April 2008 as some elements of the LDF process are not Executive Functions, including the decision to produce a Joint Core Strategy and other Joint Local Development Documents( LDDs).
10. Currently each authority has a Member Working Group (MWG) to advise officers in the preparation of the Local Development Framework. Preston's comprises 7 members, Chorley have 17 members and South Ribble have 10. Whilst joint meetings have been held successfully, the potential membership of some 34 members would be too great to effectively direct joint work on the Core Strategy. The representation from each Council needs to be equal, and the total number of members reduced substantially. Other joint working authorities tend to have 3 or 4 members each on the Joint Advisory Body. Accordingly, the recommendation is for three Members from each local planning authority with one from the County Council.
11. A draft Agreement has been prepared to establish the Joint Advisory Committee and is being discussed by the Council's legal advisers. That Agreement covers the procedural aspects of the Joint Advisory Committee. Important provisions in the draft include provision for substitute Members, a proposal that the venue for meetings should rotate between the Districts and a proposal that the Chairmanship should be rotated on an annual basis.
12. Until now the Officer support for joint working has been provided on an informal basis with, for example, "writing teams" of Officers getting together to produce draft documents. Going forward, decisions will be required about what more formal staffing arrangements are required. It is envisaged that proposals will be worked up in liaison with the Joint Advisory Committee before being submitted to each Council. The agreement provides for this eventuality.
13. The agreement can be terminated on notice by any of the Authorities. If this happened prior to a LDD being submitted for independent examination, each authority would be able to pick up the work done to then produce its own LDD. However the implications of doing so are considerable and could, for example, involve a re-write of the Core Strategy, thus missing a Local Development Scheme milestone with a knock on effect on other LDDs and potential loss of Housing and Planning Delivery Grant. If termination happened while the LDD was the subject of independent examination, the independent examination would be suspended but could (with the consent of the Department for Communities and Local Government) be resumed in respect of any subsequent "adoption" by an authority of some or all of the work carried out jointly. In the unlikely event that termination occurred at the final adoption stage, this would prevent adoption of the LDD with consequent delay and cost.
14. When the Agreement is in force, it is suggested that Full Council would nominate up to two Members to serve on the Joint Advisory Committee with Cabinet nominating the other seat(s). This would reflect the fact that the Joint Advisory Committee will be dealing with a mix of Executive and Council functions. So in total there would be 3 Members from each District Council. The County Council would have 1 Member on the Committee, so overall it would comprise 10 Members. The Committee would only advise on LDF matters, normally this would concern the content of documents to be published. The views of the Committee will then be reported to each District Council Cabinet for final decisions.

## **IMPLICATIONS OF REPORT**

15. 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	X	No significant implications in this area	

**COMMENTS OF THE CORPORATE DIRECTOR OF GOVERNANCE**

- 16. The proposal is the most appropriate legal route for implementing the Cabinet's and Council's earlier decisions and will be reflected in a legal agreement between the parties.

JANE E MEEK  
CORPORATE DIRECTOR (BUSINESS)

There are no background papers to this report

Report Author	Ext	Date	Doc ID
Julian Jackson	5280	28 February 2008	Z/LDF/JOINT WORKING

Report of	Meeting	Date
Corporate Director (Business) (Introduced by the Executive Member for Economic Development and Regeneration)	Development Control Executive Cabinet	4 March 2008 27 March 2008

## **GUIDING PRINCIPLES FOR DEVELOPMENT OF THE BOTANY/ GREAT KNOWLEY SITE**

### **PURPOSE OF REPORT**

1. To advise Members of responses received following further consultation including a workshop seminar on the Guiding Principles document for the development of the Botany /Great Knowley site and to approve the document as attached.

### **RECOMMENDATION(S)**

2. The Executive Cabinet:
  - approves the Guiding Principles document for the development of the Botany /Great Knowley site, with any minor textural amendments delegated to the Corporate Director (Business), and
  - reaffirms that the Council will use all reasonable endeavours to seek a re-allocation of the site through the formal Local Development Framework process.

### **EXECUTIVE SUMMARY OF REPORT**

- 3 The Botany/Great Knowley site has long been earmarked for employment development. It remains appropriate for this use and is probably needed more than ever before. There is no quick and easy way to re-allocate the site and in any event attempts by the Council to do this may not be within the authority's control or in the best interests of the Borough. It would undermine efforts to foster local economic growth and employment creation. Any development on the site will need to be designed to a visually high standard and be well co-ordinated with any other proposals on the site.
- 4 The Guiding Principles document, which takes account of relevant highways, ecological and landscape considerations, provides guidance and advice to developers so as to ensure the highest quality design and layout for any potential development of the Botany/Great Knowley site. Following further consultation and a workshop with interested parties on the Guiding Principles document it has been amended to provide a comprehensive checklist of requirements that need to accompany any planning application.

### **REASONS FOR RECOMMENDATION(S)**

#### **(If the recommendations are accepted)**

- 5 To adopt the Guiding Principles document and thereby put in place positive guidance to developers to promote a high quality designed development of this site.

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



- 6 The only other alternatives would be to withdraw the document. However this option is unwarranted because following the recent consultation the document can be adopted with appropriate amendments.

**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 chances	√	Develop the Character and feel of Chorley as a good place to live	√
Involving people in their communities	√	Ensure Chorley Borough Council is a performing organisation	√

**BACKGROUND**

- 8 The Executive Cabinet considered a report on 26 June 2007 outlining the background to the identification of the site for employment purposes in the initial Chorley Borough Local Plan, after taking account of the need to provide a variety and mix of employment opportunities throughout the Borough. The report also clarified that any revision of the Local Plan Review policies would entail long and complex processes within the Local Development Framework regime, highlighting the risk of substantial compensation claims arising from any move to pursue other routes.
- 9 The Executive Cabinet resolved:
- 1) That the Council uses all reasonable endeavours to seek a re-allocation of the site through the formal Local Development Framework process.
  - 2) The Guiding Principles document be endorsed for further consultation, including a workshop seminar with the local residents' group.
- 10 In September 2007 two of your officers and Councillor Malpas met a core group of nearby residents who had raised areas of concern with the development of the site and the Guiding Principles document. These concerns are covered in Appendix 1 (pages 5-6). Also in September the employment allocation on this (and other sites) in the Local Plan was confirmed as being 'saved' by the Government Office for the North West.
- 11 Your officers subsequently drafted further amendments to the Guiding Principles document following further discussion with Lancashire County Council as the Highway Authority. The Highway Authority had confirmed that the preferred means of access into the site could be off the A674 roundabout giving access to the Botany Bay village or a new access arm coming off the A674 roundabout.

**CONSULTATION RESPONSES**

- 12 In November 2007 all those on the petition (Chorley residents objecting to the site's allocation), other interested parties, landowners and organisations such as the Highways Agency, received a letter asking for views on the amended document, listing the areas of concern from the nearby resident's group and asking for interest in attending a workshop to discuss any issues and solutions in more depth. Over 900 letters were sent out.
- 13 Seven written responses were received from the November 2007 consultation, of these 4 were private individuals and three were organisations (The Highways Agency, Lancashire County Council and British Waterways). The replies and the Council's proposed response is attached at Appendix 1 (pages 1-4).

- 14 Your officers held a workshop on the Guiding Principles document on 23 January 2008. Eight local residents and three organisations (Highways Agency, Lancashire County Council as Highway Authority and a local agent representing two landowners) attended. A copy of the meeting notes is attached at Appendix 2.
- 15 The Guiding Principles document has been amended (see bold underlined text) in light of some of the consultation responses and is attached at Appendix 3. The main changes proposed are to:
- Expand the Design section to be more specific on external appearance and layout requirements. This to include consideration of the site's land form and character, building materials, protection of Footpath Number 26 and provision for new internal pedestrian/cycling links to Footpath Number 26, and where an access crosses the canal there should be a pedestrian/cycle link onto the Leeds and Liverpool Canal towpath to improve existing walking and cycling networks (page 2, Appendix 3);
  - Expand paragraph 13 on the integration of energy conservation and renewable energy provision in the scheme (page 3, Appendix 3);
  - Expand the advice from the Highway Agency to reiterate the need for a comprehensive travel plan to achieve sustainability proposals on this site (page 5, Appendix 3);
  - Following public health guidance on creating environments to encourage physical activity from the National Institute for Health and Clinical Excellence (January 2008), insert that the scheme should promote and create built or natural environments that encourage physical activity as a routine part of the daily life and ensure the new workplaces are linked to walking and cycling networks (page 3, Appendix 3)
  - Insert a new section on noise design advice for new industrial use next to residential use and require a full noise impact assessment to be undertaken as part of information for the planning application submission (page 5 & 6, Appendix 3)

## **PROPOSED WAY FORWARD**

- 16 The consultations held with all parties, including the residents, have been very constructive. Those residents that have taken the opportunities to actively engage have appreciated that the Council could be faced with a planning application at any time for this site making it appropriate for a fully comprehensive Guiding Principles document to now be finalised and issued. The consultation engagement has therefore concentrated on improving the document in the manner now indicated in the appendices to this report.
- 17 Your Officers will still consider whether any changes should be put forward to the allocation of this land in the Local Development Framework. In the 'call for sites' alternative future use proposals include suggestions from residents' to include the land in the Green Belt. These are all being fully assessed to help inform which allocation should be proposed when the LDF gets to that stage next year. However even if the site is not the subject of planning applications in the meantime, the early indications from ongoing work on a Borough-wide employment land review being prepared by consultants, are that this is a good site for business development and is needed for such purposes. In the face of such evidence any proposals to delete the allocation are not likely to find favour with the Local Development Framework examining Inspector.

## **IMPLICATIONS OF REPORT**

- 18 The report has no implications.

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

**JANE E MEEK**  
**CORPORATE DIRECTOR (BUSINESS)**

<b>Background Papers</b>			
<b>Document</b>	<b>Date</b>	<b>File</b>	<b>Place of Inspection</b>
Executive Committee Report Land Allocated at Botany/ Great Knowley, Chorley	26 June 2007	***	Union Street

<b>Report Author</b>	<b>Ext</b>	<b>Date</b>	<b>Doc ID</b>
Alison Marland	5281	18 February 2008	***



**Botany Bay/Great Knowley Consultation Responses Received (November 2007) Appendix 1**

Name	Response	Council Response
P & S Currall.	<p>Include restrictions to prevent parking on all side roads (entrances to Great Knowley and Merton Grove etc.) for a minimum distance to keep access clear at all times.</p> <p>Minimise the carbon footprint of the site by insisting that all sources of energy capture and reuse are incorporated in both the construction and operational phases of the project</p>	<p>The amount of development and access to the development will need to be designed to maximise opportunities to travel to the site by public transport therefore preventing overspill into the surrounding areas. Parking should be in line with the Joint Lancashire Structure Plan 2001 – 2016 (JLSP) Parking Standards, the level being informed by a completed accessibility questionnaire (see Table C of JLSP Parking Standards).</p> <p><b>Amend para 13</b> at Design Section. <b><u>“The integration of energy conservation will be achieved through means of design, materials, orientation and layout. Refer to the Sustainable Resources Submission Development Plan Document and in any event include appropriate renewable energy provision to achieve a 10% reduction in carbon emissions or any higher figure that may apply at the time.”</u></b></p>
Howerd Booth	<p>The site should accommodate no less than 80% B1 uses.</p> <p>Applicants will need to prepare a statement to prove that there are no more suitable sites in Chorley Town Centre.</p> <p>A contextually appropriate and high quality place will be required in terms of the amount of development, its layout, scale (height and massing of buildings), appearance, landscape setting, accessibility, and coherent and clear image.</p> <p>Building must not take place within 20m of the canal or any boundary.</p>	<p>The site should accommodate a balanced mix of office and general industrial employment uses. Any change to increase the % of office accommodation on this site would reduce choice and site location for employers in the Borough and may adversely impact on Chorley town centre as well as sustainable travel. The Council are committed to providing a choice of employment sites and to meet a range of needs and uses of different types of employers. See also Highway Agency comments below on trip generation for 50% B1 use of the site.</p> <p>It is a requirement in the document that an applicant will have to apply a sequential test if they are proposing office development on the site. <b>Insert at para 7:</b> “In terms of office development <b>on the site</b>, applicants should apply a sequential test (as set out in Planning Policy Statement 6: Planning for Town Centres) and so conform to the requirements of the Joint Lancashire Structure Plan Policy 17. Applicants will need to prepare a statement to show <b>proof</b> that there are no more suitable sites in Chorley Town Centre”.</p> <p>A Site Level Survey showing contours and breaks of slope will determine where buildings can be located. The document states in paragraph 10 that an appropriate balance between buildings (footprint and massing) and the spaces around and between them will be of critical importance.</p> <p>Landscaping around the entire site and Blackburn Road will be considered within the Landscape Impact Assessment to be submitted as part of the planning application. Insert additional reference at para 9 to <b><u>“appropriate boundary treatment”</u></b>.</p>

Careful attention should also be paid to the creation of high quality public space. An appropriate balance between buildings (footprint and massing) and the spaces around and between them will be of critical importance. Designs in the master plan must make provision for a green space/park area of minimum 250m2.

Footpath Number 26 and the canal must be maintained and upgraded in terms of surfacing so that it is adequate for cyclists.

Design considerations should include the integration of renewable energy into the scheme to result in the equivalent of saving 10% of carbon emissions.

Signage must be limited to 3m2 per office/unit and there should be no freestanding illuminated signs other than necessary highway signage.

Include sound proof/light proof boundary fencing to protect local residents from noise and light pollution.

The location of a green/park area in this locality is not suitable because of the conflict of uses imposed by the proposed employment development such as the manoeuvring of vehicles to service premises and confined spaces. This whole area borders extensive countryside allowing for access to leisure pursuits such as walking.

Insert at paragraph 12: "Footpath Number 26 is to be maintained and upgraded in terms of surfacing. **The openness of this footpath should be maintained.**"

The Leeds and Liverpool Canal towpath will not form part of the Botany/ Great Knowley site planning application as the towpath is adjacent to the west bank of the canal and not part of the development site.

Some improvements will be made to the Canal towpath in this locality following the approval of 3 office blocks at land to the south of Botany Bay Mill (07/0062/FULMAJ). The applicant included the Canal towpath within the red edge on the location site plan and has agreed to undertake improvement works to upgrade the Canal towpath.

**Amend para 13 at Design Section. "The integration of energy conservation will be achieved through means of design, materials, orientation and layout. Refer to the Sustainable Resources Submission Development Plan Document and in any event include appropriate renewable energy provision to achieve a 10% reduction in carbon emissions or any higher figure that may apply at the time."**

Signage will need separate consent through the Advertising Regulations

Solid wooden fencing around the entire site and Blackburn Road would urbanise this site and would enclose the canal frontage.

At the detailed planning stage appropriate, segregated levels of lighting could be agreed. Minimum amounts of lighting could be required along the canal side and along tree corridors.

**Insert at paragraph 36 request for a Full Noise Scheme Assessment as part of the planning application submission requirements. There is a need for a full Noise Scheme Assessment to be undertaken before the Council can advise on either the need or the extent of noise restrictions.**

**Insert after paragraph 31 new heading and paragraphs on Noise Design Advice.**

		<p><u>“Noise Design Advice for New Industrial Use next to Residential Use PPG24 states that local planning authorities must ensure that development does not cause an unacceptable degree of disturbance, while at the same time not placing unreasonable restrictions on development and to allow for the creation of jobs and the construction and improvement of essential infrastructure. It accepts that development of this nature will generate noise.</u></p> <p><u>The following advice aims to protect the present and future occupiers of residential properties from new industrial or commercial noise</u></p> <p><u>Developers should carry out an assessment in accordance with BS4142 to determine the rating level of the new development. It is recommended that during normal daytime hours (0700 to 2300 hours), the BS4142 rating level, measured over 1 hour, should be 5dB below the background (L<sub>A90</sub>). During the night-time period (2300 to 0700 hours), the BS4142 rating level, measured over 5 minutes should be 5dB below the background (L<sub>A90</sub>).</u></p>
		<p><u>The assessment should be carried out at the site boundary or at the nearest noise sensitive premises depending on the circumstances. These noise levels are intended to ensure that existing noise sensitive premises and land which may be used for noise sensitive development in future does not become blighted by noise.</u></p> <p><u>Consent Under the Control of Pollution Act</u>  <u>An applicant will also need to consider noise, vibration, dust etc from the construction process. An applicant is advised to apply to the Council for a prior consent under the Control Of Pollution Act. The Council will be able to restrict times and noise limits for the construction phase of the development”.</u></p>
<p>Stuart Litwinski</p>	<p>Loss of green field land and the effect it will have on ecology in the surrounding area. Do we really need more offices; is this making make best use of this land? We already have a large business development nearby on the old ROF site.</p>	<p>The Botany/Great Knowley site has been earmarked for employment development since 1991. It remains appropriate for this use and is probably needed more than ever before to foster local economic growth, employment creation and to offer a choice of employment sites. Any development on the site will need to be designed to a high standard and be well co-ordinated with any other proposals on the site – hence the need for the Guiding Principles.</p>
<p>British Waterways</p>	<p>Request the developer(s) of the Botany/Great Knowley site fund the upgrading of the short remaining stretch of the canal. In addition make an annual maintenance contribution for at least 10 years, to cover the cost of any necessary repairs to the towpath surface, litter collection and weedkilling as well as litter removal</p>	<p>The Leeds and Liverpool Canal towpath will not form part of the Botany/Great Knowley site planning application as the towpath is adjacent to the west bank of the canal and not part of the development site.</p> <p>Some improvements will be made to the Canal towpath in this locality</p>

<p>Mrs Riding</p>	<p>K.I.</p>	<p>following the approval of 3 office blocks at land to the south of Botany Bay Mill (07/0062/FULMAJ). The applicant included the Canal towpath within the red edge on the location site plan and has agreed to undertake improvement works to upgrade the Canal towpath.</p>
<p>Lancashire County Council</p>	<p>As there is a perfectly good site nearby (Buckshaw village) and factory units at the Chorley North site, more developments are not needed in this area. It will be difficult and costly to not go ahead with the development of the Botany Bay/Gt Knowley site. It would be regrettable to lose more green fields just because they are so close to the M61.</p>	<p>The Botany/Great Knowley site has been earmarked for employment development since 1991. It remains appropriate for this use and is probably needed more than ever before to foster local economic growth, employment creation and to offer a choice of employment sites. Any development on the site will need to be designed to a high standard and be well co-ordinated with any other proposals on the site – hence the need for the Guiding Principles.</p>
<p>Highway Agency</p>	<p>The Guiding Principles are welcomed and appear to highlight the issues relevant to the site. Chorley Council will need to be satisfied that development of this site will not result in an overprovision of employment land in Chorley. Welcome the addition of the Ecology and Biodiversity statement. Also add a contact for Public Rights of Way issues Tony Alker (Principal PROW Officer, 01772 533723).</p>	<p><b><u>Insert: Contact Details: Public Rights of Way issues Tony Alker (Principal PROW Officer, 01772 533723).</u></b></p>
<p></p>	<p>If this site is to form part of the overall Local Development Framework allocations then a sound evidence base relating to sustainability will need to be produced in order to justify its location. Owing to the high percentage of B1 Office (50% of development), the site, when fully developed, is likely to generate in excess of 600 trips in the morning peak. Many of these trips will arrive via M61 J8 and will have a significant impact on its operation. Such a large generation figure raises questions in relation to the sustainability of the site in terms of its access by means other than the private car (particularly single occupancy cars). The bulk of these trips will result from the B1 office element. Could this element of the proposals be reduced? If sustainability is to be achieved, a comprehensive travel plan with associated ITB measures will need to be at the forefront of any proposals, with genuine trip forecast reductions. Monitoring regimes will also need to form part of the proposals to ensure that targets are both achieved and adhered to.</p>	<p>Comments Noted. Insert new para in Access- Highways Agency section: <b><u>if sustainability is to be achieved, a comprehensive travel plan with associated Influencing Travel Behaviour (ITB) measures will need to be at the forefront of any proposals, with genuine trip forecast reductions. Monitoring regimes will need to form part of the proposals to ensure that targets are both achieved and adhered to.</u></b></p>

## Areas of Concern Raised by Core Group of Residents September 2007

Areas of Concerns	Council Response
Piecemeal Development –not permitted. Require "will not be permitted"	The Council will not grant permission for this site until an appropriate Masterplan has been submitted as part of a planning application. It is unlikely the whole site will be constructed in one following an approved MasterPlan. It is more likely to be developed piecemeal because of the size of the site.
Use type 80% B1 offices	See Howerd Booth response Page 1
Proof of office availability within Chorley	See Howerd Booth response Page 1
Site Design-no building within 20m of any boundary	See Howerd Booth response Page 1
Maximum Noise Levels -75db	See Howerd Booth response Page 2 and 3
Landscaping and solid wooden fencing around the entire site and Blackburn Road	See Howerd Booth response Page 2 and 3
Max building height 6m	It is appropriate that heights should vary on this site, providing the concern below is not prejudiced and will achieve the aims of the residents to keep the building heights below the level of Blackburn Road.
Max roof height to be below ground level of Blackburn Road	Insert new bullet point at paragraph 10: <b>Building materials should be sympathetic to the local area and be predominantly of red brick and tile roof construction. Maximum roof height should be below the ground level of Blackburn Road.</b>
Building Construction red brick and tile roof	See response above
Footpath maintained and "green" kept minimum 10m either side	See Howerd Booth response Page 2
Green/park area with children's play area with facilities between Blackburn Road and Canal adjacent to the footpath	The location of a green/park area with children's play area in this locality is not suitable because of the conflict of uses imposed by the proposed employment development such as the manoeuvring of vehicles to service premises and confined spaces. The Council are unlikely to endorse such a children's facility unless it was overlooked by existing residential properties. Furthermore this whole area borders extensive countryside allowing for access to leisure pursuits such as walking.
Light order/control	At the detailed planning stage appropriate, segregated levels of lighting could be agreed to ensure there is no harm to ecological issues such as bats. Minimum amounts of lighting could be required along the canal side and along tree corridors
Signage –max signage per 3m squared. Not illuminated, Not placed closer than 10m apart.	Signage will need separate consent through the Advertising Regulations.
Ecological issues-animals protected/moved	A site survey and ecological survey is required to be submitted as part of a planning application to inform design. Certain plants and animals are protected by the Wildlife and Countryside Act 1981. European protected species, which include all species of bats in Britain, are given additional

<p>Transport Access- via Botany Roundabout only</p> <p>Provision of traffic lights at Blackburn Road/Millennium Way</p> <p>Parking enforcement on Blackburn Road</p> <p>Cycleway along canal resurfaced</p> <p>Tree Preservation Order with 100k fine per tree/shrub</p>	<p>protection under the Conservation (Natural Habitats etc) Regulations 1994.</p> <p>Lancashire County Council as Highway Authority has confirmed access should be off road to Botany Bay village or off fifth arm of A674 roundabout. No access will be permitted off Blackburn Road.</p> <p>The Blackburn Road/A674 junction will have traffic lights installed in the spring of 2008.</p> <p>See response to P &amp; S Curral Page 1</p> <p>See British Waterways response Page 3</p> <p>The maximum fine for destruction of a tree(s) subject to a Tree Preservation Order is £20,000 (Crown Court)</p> <p>The Council has prepared Supplementary Planning Guidance on Trees and Development (1999) to help developers incorporate trees into their designs and to understand how to protect trees during the development process. Reference to this guidance will be inserted in the Guiding Principles document.</p>
<p>Shrubs kept for bats and included in Tree Preservation Order</p>	<p>A Tree Preservation Order does not protect shrubs only trees of amenity value, which make a significant contribution to the visual quality of the environment both in countryside and towns. Landscaping details will be considered in detail as part of the ecological survey and the Landscape Impact Assessment both required to be submitted as part of the planning Application.</p>

## APPENDIX 2

## BOTANY/GREAT KNOWLEY WORKSHOP

Wednesday 23 January 2008

**Attendance:****Residents:** Alex Green, Mrs K Bertwistle, Mrs Taylor, Mr D.Fothergill, Anne Wilson,**Residents and representing Inland Waterways:** Audrey Smith, David Smith**Landowner:** W J Drinkwater**Peter Gilkes:** Peter Gilkes Company**Lancashire County Council Highway Authority:** Dave Allen, Alex Fogg (Bridges Division)**Highways Agency:** Dave Wild**Highways Agency Consultants:** Neville McKenzie**Chorley Council:** Jane Meek (welcome and introductions), Julian Jackson, Alison Marland  
Councillor Peter Malpas, Councillor Adrian Lowe**Apologies:** Janet Manning, Bernard Manning, Mrs Yamada, Howerd Booth, Councillor  
Marion Lowe, Councillor Dennis Edgerley

Jane Meek	Welcome and Introductions
Alison Marland	Presentation on the site description and features, planning policy status, guiding principles document requirements, consultation responses (November 2007) and Issues raised from this consultation. Both the presentation and issues raised from consultation with the Council responses are attached
Ann Wilson	Where will the access cross over the Leeds and Liverpool Canal?
Alison Marland Julian Jackson (CC)	The access will be either from the land on the west side of the canal or off a fifth arm of the roundabout on the A674. No decision has been made on where the access will cross over the canal as no detailed plans have been received by the Council.
Alex Fogg (LCC)	The location of the access over the canal is a matter for the developer. However detailed plans of the road layout and canal crossing need to be seen by LCC. There may be a replacement of the Knowley canal bridge but any proposal needs to show the provision of gradients to accommodate a bridge.
David Smith	Knowley Bridge is not listed.
Alex Green	The roundabout access and the number of cars coming to the site will impact on the surrounding area. There are already other proposals for the site west of the canal and land to the north of the A674 and a culmination of all these uses will have a traffic impact on the area and existing residents.
Alison Marland (CC)	Has resolved to approve a number of schemes on the different parts of the land to the west of the canal including office and industrial uses, a public house and hotel. Some of these schemes are subject to legal agreements that have not yet been finalised.
Dave Wild (Highways Agency)	A developer will need to provide a Transport Assessment to show how traffic generated by the site will be distributed onto the local road and motoway network. The developer will need to take account of all permissions granted for development such as those located on the

<p>Dave Allen (LCC)</p>	<p>opposite side of the canal. This development will not be looked at in isolation but must show all traffic likely to be generated from all schemes in the area.</p> <p>A developer will be required to provide a Travel Plan to show the peak traffic periods with the emphasis on reducing the number of car borne journeys to and from the site with workers to use alternative modes of transport. A developer contribution for public transport will be required as part of the Section 106 contributions.</p>
<p>Mrs Taylor</p>	<p>There is only a hourly bus service on Blackburn Road. There should be more public transport in this area. Blackburn Road is a hazard, as the speed limit extends from 30 miles an hour to 40 miles an hour and people do not keep to the imposed speed limits. The problem may not be resolved when the County Council install a long proposed pedestrian refuge crossing on Blackburn Road.</p>
<p>Alex Green</p> <p>Audrey Smith</p> <p>Julian Jackson (CC)</p>	<p>There should be a pedestrian/cycle route on the east side of the canal which could through the Boatyard from Blackburn Brow.</p> <p>There is already an existing canal towpath on the western side of the canal. There should not be a need to provide another. The existing towpath should be improved to accommodate such users.</p> <p>The Council will look at the provision/improving a pedestrian/cycle route.</p>
<p>Dave Allen (LCC)</p>	<p>Traffic lights will be installed at the junction of Blackburn Road and the A674 during 2008/9. This is a separate safety initiative.</p>
<p>Councillor Lowe</p>	<p>It is proposed there is only one access from the A674. There is to be no access off Blackburn Road so the proposed development will not exasperate the problem on Blackburn Road.</p>
<p>Audrey Smith</p>	<p>The traffic to be generated is one of the issues. When improvements are made they need to be continued to be monitored.</p>
<p>Mrs Taylor</p>	<p>This development will only add to the existing traffic generation, noise, lighting and safety issues which are created by existing developments in the area i.e. Chorley North Industrial Estate(noisy works) and Botany Bay Mill (helicopter flights and security lighting).</p>
<p>Alex Green</p> <p>Julian Jackson (CC)</p> <p>Peter Gilkes</p>	<p>What does Safeguarded Land mean for the land to the east of the Botany/Great Knowley site?</p> <p>The land is not earmarked for any use and the Council have made no decision on the land.</p> <p>Confirmed that this land had been recently sold.</p>
<p>Mrs Taylor</p> <p>Peter Gilkes</p>	<p>Will the value of properties go down in the Blackburn Road area as a result of this proposed development and because of the loss of views?</p> <p>There is no need to lose a view in this locality because of the nature of the slope and topography.</p> <p>In my experience people are more likely to be put off when they do not know what is to be developed, than when development has taken place.</p>
<p>Audrey Smith</p>	<p>To reduce the number of car parking spaces on the site, could cars be accommodated on the Botany Bay Mill car park between Mondays to Friday?</p>



Julian Jackson (CC)	The Council could not require this to happen..
Alex Green	Is the road from the A674 roundabout to the site west of the canal adopted?
Alison Marland	None of the road is adopted from the roundabout. Part of the road into this site has been constructed to adoptable highway standards, but the road has only been given a temporary planning consent and this needs to be renewed regularly. Any access proposed from this road with a crossing to the Botany/Great Knowley site, would need to be realigned.
Ann Wilson	The town turns its back on the canal and any scheme in this locality should respect the canal.
Audrey Smith	The canal in this locality does not attract or direct visitors to amenities, facilities, chorley town. The canal should be marketed and there should be some visitor boards, signposting in this locality. To lose the water frontage would be a sad loss.
Alison Marland (CC)	The Council will give consideration to this proposal.
Councillor Malpas	Has consideration been given to the type of schemes that would be accepted on this site? Do you have any examples?
Alison Marland	There are few examples but the B1 office development would probably take the form of separate units similar to those at Ackhurst Park. There would need to be a range in size of B2 units but large sheds would be unacceptable. The Council will need to look at external construction materials and the Guiding Principles document has a lengthy section covering design.
Alex Green	Please take great care with the visual impact and aesthetics of any scheme, maintain the attractiveness of the Leeds and Liverpool Canal.
Alison Marland	Following the feedback from this workshop, the Guiding Principles document will be amended and taken to an Executive Cabinet meeting for determination.

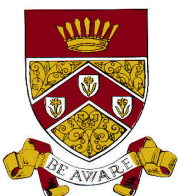
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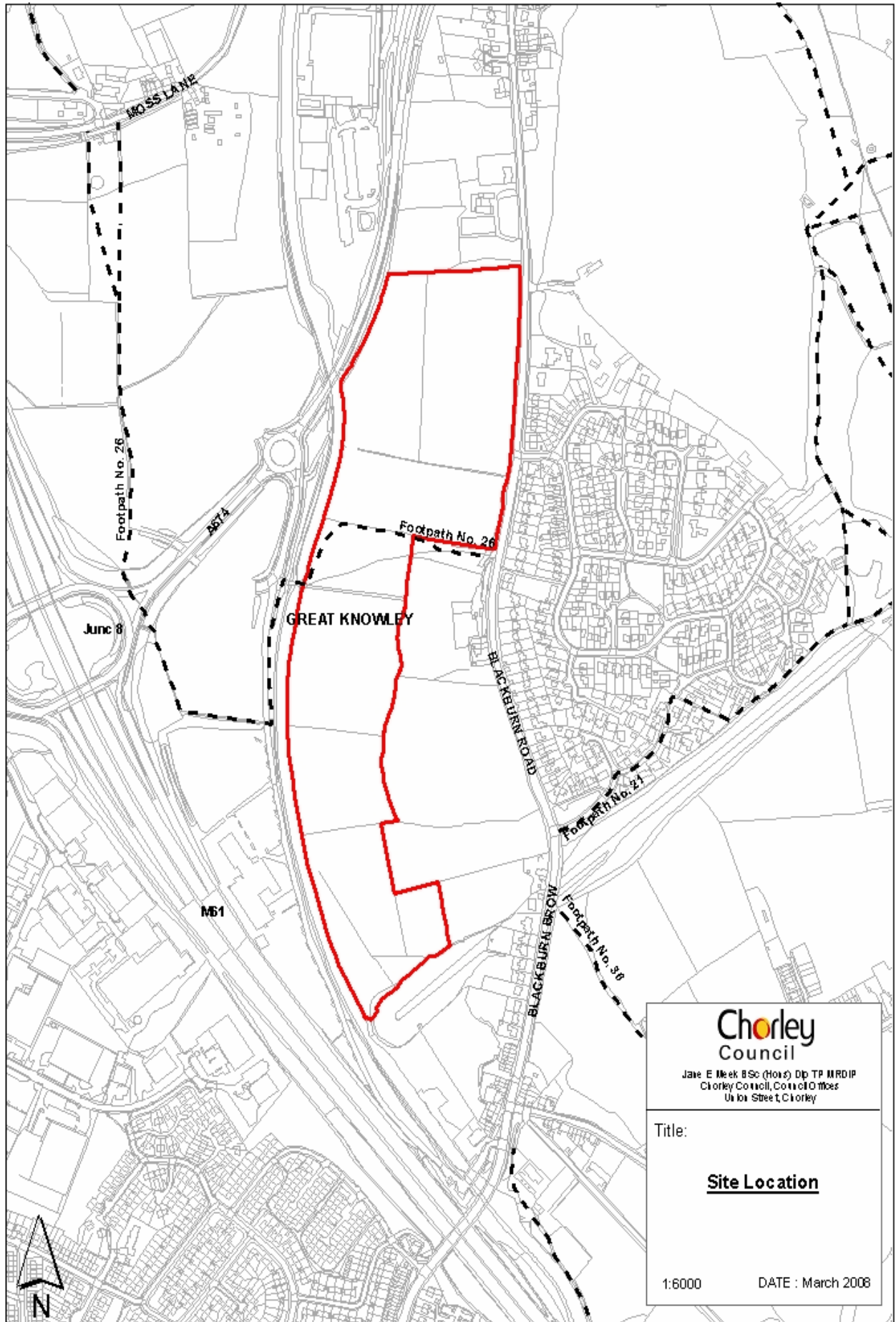


APPENDIX 3

**GUIDING PRINCIPLES  
FOR DEVELOPMENT OF  
THE BOTANY/GREAT KNOWLEY SITE**

**March 2008**





## INTRODUCTION

- 1 Planning Policy Statement 1 (PPS1) underlines that good design is indivisible from good planning. This guidance note is intended to assist the design process that should be undertaken by those considering the development of the Botany/Great Knowley site.

## LOCATION AND SITE DESCRIPTION

(See site location plan)

- 2 The essentials of the site are:
  - Large, prestigious and visually prominent sloping greenfield site of 14.1 hectares.
  - Situated off the A674, 2.5km to the north east of Chorley Town, in close proximity to junction 8 of the M61 motorway.
  - The western boundary comprises the Leeds – Liverpool canal.
  - The northern boundary is bounded by the A674 and Green Belt.
  - Blackburn Road forms part of the eastern boundary, together with an area of land allocated in the adopted Local Plan Review as an Area of Safeguarded Land. This same land and a former railway embankment mark the southern end of the site.
  - The site is currently used as grazing land.
  - A public footpath (number 26) runs through the site between Blackburn Road and a crossing over the Leeds and Liverpool canal at Knowley Bridge (Bridge 79).
  - The site contains a large number of trees, which are protected by a Tree Preservation Order (TPO) – see plan at the back of the document.

## REQUIREMENTS

### General

- 3 A comprehensive Master Plan for the whole site will be required as part of any outline planning application.
- 4 Piecemeal development will only be permitted in conformity with the approved Master Plan. Detailed applications for the separate parcels should only be submitted in line with the Master Plan otherwise such applications are likely to be refused planning permission.
- 5 The site is allocated under Policy EM1.4 of the adopted Chorley Borough Local Plan Review (August 2003) for B1 (Business (Offices/Light Industry)) and B2 (General Industry) uses. Policy EM2 covers development criteria for industrial/business development. **These policies have been saved.**
- 6 The site should accommodate no more than 50% B1 uses with the remainder comprising B2 uses to form a prestigious business park.
- 7 In terms of office development **on the site**, applicants should apply a sequential test (as set out in Planning Policy Statement 6: Planning for Town Centres) and so conform to the requirements of the Joint Lancashire Structure Plan Policy 17. Applicants will need to prepare a statement to show **proof** that there are no more suitable sites in Chorley Town Centre.
- 8 The above requirement stems from the fact that certain policies including Policy EM1 (Employment Land Allocations) of the adopted Chorley Borough Local Plan, August 2003 are not in general conformity with the Replacement Joint Lancashire Structure Plan 2001-2016 (adopted March 2005). The Joint Lancashire Structure Plan Policy 17 states where office development should be located and that a local authority will need to assess the proportion of the overall land allocation, set out in JLSP Policy 14, which should be allocated to office

development (Use Class B1a). Policy EM1 as adopted does not take on board the requirements of JLSP Policy 17 or quantify the amount of land allocated specifically for office development.

### Design

- 9 Any scheme should make a positive contribution to the local environment **and consider the site's land form and character**. To this end, it should respond to the physical features of the site, its topography, boundary treatment, landscape features (including protected trees) and ecology; **biodiversity**, views into and out of the site; access into/out of and **circulative requirements** around the site for vehicles, and pedestrians **and cyclists**; existing services; and neighbouring uses (including the canal). A contextually appropriate and high quality place will be required in terms of the amount of development, its layout (**routes and building blocks**), scale (height and massing of buildings), appearance (**detail and use of materials**), landscape setting, **appropriate boundary treatment**, accessibility, and coherent and clear image. Early discussion with the Council is strongly advised.
- 10 Careful note should be taken of the following:
- The scheme should ensure that the developed site has its own identity. To this end, careful layout, good looking, innovative building design will be required. Over-elaborate detailing, **and size** should be avoided and, given local topography, special attention should be paid to roofscapes.
  - **Building materials should be sympathetic to the local area and be predominantly of red brick and tile roof construction. Maximum roof height should be below the ground level of Blackburn Road.**
  - Careful attention should also be paid to the creation of high quality public space. An appropriate balance between buildings (footprint and massing) and the **relationship of spaces** around and between them will be of critical importance.
  - The Leeds Liverpool canal is an important heritage and leisure asset and many canal-related structures within the Borough are listed as buildings of historic or architectural importance. The design of buildings fronting the canal and of any new structure crossing the canal should therefore respect the significance of the waterway in these terms. More particularly, any new bridge across the canal will be expected to safeguard and make a positive contribution to the distinctive character of local canal architecture.
- 11 Scheme design should take account of permissions granted for development on the opposite side of the Canal (Site EM1.9), so as to ensure compatibility between the two developments, and, in particular, to maintain the landscape dominated character of this section of the canal. At any one point, only one side of the Leeds and Liverpool Canal should have buildings fronting directly onto the canal and the other side should **where possible** be heavily landscaped **and maintain the openness of the canal** to avoid creating a corridor of development. **The opportunity to introduce a new pedestrian and cycleway on the east side of the canal should be taken as well as ways to encourage canal users to access local existing shopping and other services.**
- 12 Footpath Number 26 is to be maintained and upgraded in terms of surfacing. **The openness of this footpath should be maintained to make it safe, attractive and welcoming to all users. There should be provision for new internal pedestrian/cycling links to Footpath Number 26, and where an access crosses the canal there should be a pedestrian/cycle link onto the Leeds and Liverpool Canal towpath to improve existing walking and cycling networks.**

#### **Contact details:**

**Public Right of Way Issues Tony Alker (Principal ProW Officer) (01772) 533723  
tony.alker@env.lancscc.gov.uk**

- 13 ~~Design considerations should include the integration of renewable energy into the scheme to result in the equivalent of saving 10% of carbon emissions.~~ **The integration of energy conservation will be achieved through means of design, materials, orientation and layout. Refer to the Sustainable Resources Submission Development Plan Document and in any event include appropriate renewable energy provision to achieve a 10% reduction in carbon emissions or any higher figure that may apply at the time.**
- 14 Scheme design should take account of the need to promote safety and security of people, place and buildings.
- 15 Scheme design should promote and create built or natural environments that encourage physical activity as a routine part of the daily life and ensure the new workplaces are linked to walking and cycling networks. (See National Institute for Health and Clinical Excellence public health guidance on creating environments to encourage physical activity).**
- ~~16~~ Careful attention should be paid to the need to create a high quality landscaped setting for the built development, including boundary treatment. It should be noted that, in order to establish the landscape framework for development, peripheral and structural planting (native species) will be required in the first season after planning permission is granted / development commences and ornamental and/or native planting to soften hard landscaping on completion of the building works.

### **Ecology and Biodiversity**

- ~~17~~ Careful recognition should be paid to the requirements of Planning Policy Statement 9: Biodiversity and Geological Conservation. The Key Principles of PPS9 ensure that the potential impacts of planning decisions on biodiversity and geological conservation are fully considered. These include that development plan policies and planning decisions:
- i) should be based upon up-to-date information;
  - ii) should aim to maintain, and enhance, restore or add to biodiversity and geological conservation interests;
  - iii) plan policies on the form and location of development should take a strategic approach to the conservation, enhancement and restoration of biodiversity and geology, and recognise the contribution that sites, areas and features, both individually and in combination, make to conserving these resources;
  - iv) planning policies should promote opportunities for the incorporation of beneficial biodiversity and geological features within design of developments.
- ~~18~~ Planning Policy Statement 9 deals with Networks of Natural Habitats which provide a valuable resource, can link sites of biodiversity importance and provide routes or stepping stones for the migration, dispersal and genetic exchange of species in the wider environment. Local authorities should aim to maintain networks by avoiding or repairing the fragmentation and isolation of natural habitats “this may be done as part of a wider strategy for the protection and extension of open spaces and access routes such as canals and rivers, including within urban areas”.
- ~~19~~ Planning Policy Statement 9 also states “that development proposals provide many opportunities for building-in beneficial biodiversity or geological features as part of good design. When considering proposals, local planning authorities should maximise such opportunities in and around development, using planning obligations where appropriate”.
- ~~20~~ A site survey and ecological survey is required to inform design. The site’s location within an “intermediate” Natural Heritage Zone is a consideration (Policy 21 of the Joint Lancashire Structure Plan Landscape and Heritage Supplementary Planning Guidance). In addition the

emerging Regional Spatial Strategy, Policy EM1 dealing with Heritage and Policy EM3 dealing with Green Infrastructure need to be considered.

**Contact Details:** John Jones (01772) 534171  
john.jones@env.lancscc.gov.uk

### Access

2120 Three potential Development Access points are shown on the Proposals Map of the Local Plan Review. However, now that the A674 roundabout giving access to Botany Bay village is available, this or a new access arm coming off the A674 roundabout are the preferred means of access. Lancashire County Council as Highway Authority would not support access from Blackburn Road. The Blackburn Road/A674 junction will have traffic lights installed in the spring of 2008.

#### Highway Authority Contact Details:

David Allen (01772) 533855 david.allen@env.lancscc.gov.uk  
Paul Dunne (01772) 530175 paul.dunne@env.lancscc.gov.uk

2224 There needs to be cooperation between the relevant landowners on both sides of the canal to make sure the road proposals can accommodate the necessary link over the canal to access the site, and to provide the infrastructure to serve all the development plots. The Borough Council will not grant planning permission for this site until the adjacent site, known as EM1.9 (Botany Bay), is under construction. The Council need to see a commitment that Site EM1.9 will be developed and the access arrangements are in place before this site comes forward for development.

2322 Any existing or proposed retaining structures supporting the highway or properties, including highway bridges, culverts and footbridges encountered/proposed on or access to the site must be notified and discussed initially with the relevant officer of the Lancashire County Council, Highways and Environment Management, Bridges Division.

**Contact Details:** Alex Fogg, (01772) 53 4624  
alex.fogg@env.lancscc.gov.uk

2423 If access into the site is proposed via a new canal bridge over the Leeds and Liverpool Canal, early discussion is advised with British Waterways and owners of the adjacent site EM1.9 (Botany Bay). Any new bridge will need to revert to private ownership. The developer should contact British Waterways as soon as possible to agree any necessary future stoppages.

**Contact Details:** Alison Truman (01942) 405774  
alison.truman@britishwaterways.co.uk  
www.britishwaterways.co.uk

2524 The Highways Agency should also be consulted at the onset because of the proximity of the site to the M61, junction 8 and how development would affect this part of the network; the design stage and the green travel plan.

**Contact Details:** David Wild (0161) 9305768  
david.wild@highways.gsi.gov.uk

25 The Highway Agency have indicated they require a Transport Assessment to be submitted in accordance with DfT Circular 02/2007 and Guidance on Transport Assessment (GTA), 2007. As the site is undeveloped at present, all trips generated by the site will be new to the network and could generate significant levels of traffic in the AM and PM peaks which could potentially have a material impact on the strategic highway. It is important for the Highway



Agency to understand how traffic generated by the site will be distributed onto the local and trunk road network. It is also important to take into account the permissions for development located on the opposite side of the canal at Site EM1.9.

**27 If sustainability is to be achieved, a comprehensive travel plan with associated Influencing Travel Behaviour (ITB) measures will need to be at the forefront of any proposals, with genuine trip forecast reductions. Monitoring regimes will need to form part of the proposals to ensure that targets are both achieved and adhered to.**

2826-The Highway Agency wish to see the following matters raised within a site masterplan:

- A full site Travel Plan providing, in outline form, a set of principles that would limit use of the private car, and promote viable, sustainable alternatives to all users. It would form the basis for all subsequent development proposals.
- Consideration of the whole site within the Agency's Influencing Travel Behaviour (ITB) initiative.
- Identification of maximum parking standards (by use class) for the whole of the site, using the parameters identified within the Joint Lancashire Structure Plan 2001- 2016.
- An accessibility mapping exercise for the whole site to determine strategic accessibility (by journey time) by car and public transport beyond its immediate environs.

2927-Parking should be in line with the Joint Lancashire Structure Plan 2001 – 2016 (JLSP) Parking Standards, the level being informed by a completed accessibility questionnaire (see Table C of JLSP Parking Standards).

3028 A developer contribution will be required (secured through a Section 106 agreement) to address transport and accessibility issues (including public transport) pertinent to the development. Lancashire County Council will advise the Borough Council on this aspect. The County Council will calculate contribution figures from those set out in the "Planning Obligations in Lancashire" - Policy Paper (July 2006) and subsequent approvals. The final sum could extend to several hundred thousand pounds.

**Contact Details:**

Neil Whittingham (01772) 533857 Planning Contribution Officer  
neil.whittingham@property.lancscc.gov.uk

**Noise Design Advice for New Industrial Use next to Residential Use**

**31 PPG24 states that local planning authorities must ensure that development does not cause an unacceptable degree of disturbance, while at the same time not placing unreasonable restrictions on development and to allow for the creation of jobs and the construction and improvement of essential infrastructure. It accepts that development of this nature will generate noise.**

**32 The following advice aims to protect the present and future occupiers of residential properties from new industrial or commercial noise.**

**33 Developers should carry out an assessment in accordance with BS4142 to determine the rating level of the new development. It is recommended that during normal daytime hours (0700 to 2300 hours), the BS4142 rating level, measured over 1 hour, should be 5dB below the background (L<sub>A90</sub>). During the night-time period (2300 to 0700 hours), the BS4142 rating level, measured over 5 minutes should be 5dB below the background (L<sub>A90</sub>).**

**34 The assessment should be carried out at the site boundary or at the nearest noise sensitive premises depending on the circumstances. These noise levels are intended**

**to ensure that existing noise sensitive premises and land which may be used for noise sensitive development in future does not become blighted by noise.**

**35 Consent Under the Control of Pollution Act**

**An applicant will also need to consider noise, vibration, dust etc from the construction process. An applicant is advised to apply to the Council for a prior consent under the Control of Pollution Act. The Council will be able to restrict times and noise limits for the construction phase of the development.**

**APPLICATION REQUIREMENTS**

**36** When a planning application is submitted, the Borough Council will expect it to be accompanied by the following: -

- A Transport Assessment;
- A Green Travel Plan;
- A Sequential Test Statement (for office development);
- An Ecological Survey (Great Crested Newts/Water Voles/Bats etc). This should also include a Phase 2 survey incorporating mapped NVC Communities, a survey for CRoW Act 2000 Section 74 Habitats and Species, an assessment of habitat linkage/de-fragmentation in the wider landscape and the opportunities to deliver biodiversity enhancement. The Ecological Survey should also give an indication of necessary mitigation measures;
- A Design and Access Statement;
- A Site Level Survey showing contours and breaks of slope;
- Section Drawings, showing the relative heights of proposed and surrounding buildings;
- Drawings showing accurate views into and out of the site before and after development;
- A Statement showing the location and sizes of any highway structures;
- A Landscape Impact Assessment, including existing trees and their spread in relation to buildings and the purpose and extent of any proposed screening;
- **A Full Noise Scheme Assessment**
- A Record of Community Involvement; (See adopted Chorley Council Statement of Community Involvement (July 2006) Sections 7 & 8);
- A completed accessibility questionnaire (see Table C of JLSP Parking Standards), which should inform the level of parking provision.

**Note**

**37** Lancashire County Archaeology Services has checked their records and there are no significant archaeological implications to the proposed development. Lancashire County will therefore not be recommending that any archaeological investigation of the site is necessary.

**PLANNING POLICY INFORMATION**

A Direction has been issued under paragraph 1 (3) of Schedule 8 to the Planning and Compulsory Purchase Act 2004 in respect of policies in the Adopted Chorley Borough Local Plan that are saved for on-going use after 27 September 2007. The saving of policies does not override Structure Plan non-conformity.

The site is allocated under Policy EM1.4 of the adopted Chorley Borough Local Plan Review (August 2003) for B1 (Business (Offices/Light Industry) and B2 (General Industry) uses. Policy EM2 of the Local Plan covers development criteria for industrial/business development. The following other local plan policies are particularly relevant.

Policy EP4 covers species protection, Policy EP9 - Trees and Woodland and Policy EP10 - Landscape Assessment.

Policy TR22 covers Development Access Points. Three development access points are shown on the Proposals Map. Policy TR4 covers highway related development control criteria and the requirement on a site of 5.0 hectares or more to support proposals with a Transport Impact Assessment.

Policy TR18 covers provision for pedestrians and cyclists in new developments. Policy RR19 covers the provision of footways, cycleways and bridleways in existing networks and new development.

Policy DC1 covers the Green Belt and Policy DC3 covers the Areas of Safeguarded Land.

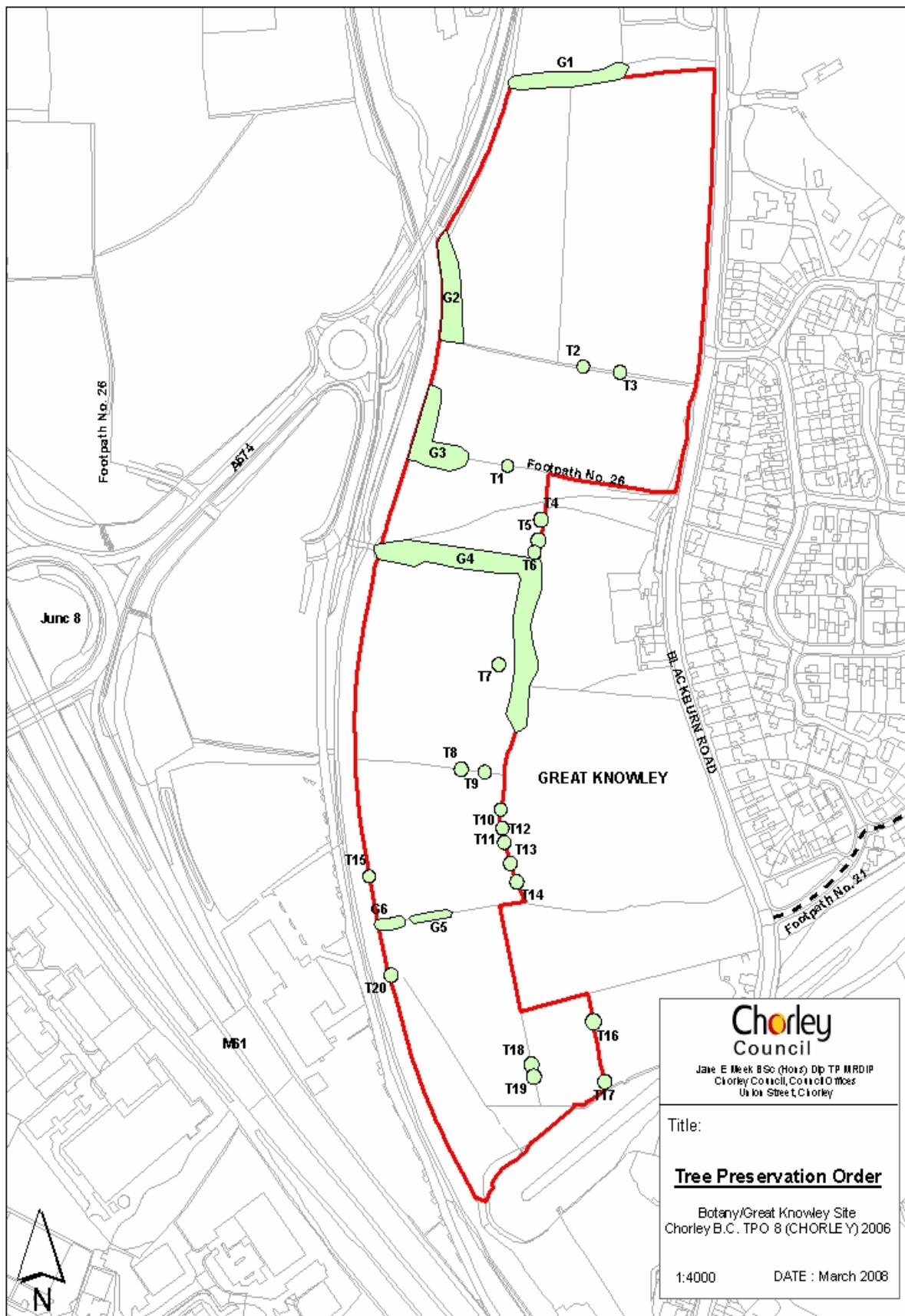
The Statement of Community Involvement (July 2006) sets out the Council's proposals for the involvement of the local community in the preparation of the new Local Development Framework and in the determination of Planning Applications. Section 7 covers what are the best ways of informing the Community about planning proposals and Section 8 - the record of Community Involvement.

Town Centre Strategy adopted October 2006.

Economic Regeneration Strategy adopted March 2006.

**COUNCIL CONTACTS**

David Stirzaker	Planning Officer Development Control (East Team)	(01257) 515223	david.stirzaker@chorley.gov.uk
Alison Marland/ Louise Nurser	Principal Planning Officers: Planning Policy	(01257) 515281	alison.marland@chorley.gov.uk louise.nurser@chorley.gov.uk
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**Chorley Council**  
 Jane E Meek BSc (Hons) Dip TP MRDIP  
 Chorley Council, Council Offices  
 Union Street, Chorley

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Title:

**Tree Preservation Order**

Botany/Great Knowley Site  
 Chorley B.C. TPO 6 (CHORLEY) 2006

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Report of	Meeting	Date
Assistant Chief Executive (Business Transformation) (Introduced by the Executive Member for Resources)	Executive Cabinet	27 March 2008

## **ASSET MANAGEMENT STRATEGY AND PLAN 2008/10**

### **PURPOSE OF REPORT**

1. To present the Council's draft Asset Management Strategy and Plan and seek agreement to the draft being circulated for consultation.

### **RECOMMENDATION(S)**

2. That the Executive Cabinet consent to the draft being circulated for consultation.
3. That the Executive Member for resource be given delegate authority to agree the final document subject to there being no significant changes being required following consultation.

### **EXECUTIVE SUMMARY OF REPORT**

4. The draft Strategy and Plan outlines the Council's ambition in relation to the use of its asset base. The Strategy and Plan incorporates both property and land but now own reference to the natural assets (ie parks and open spaces) that the Council aims and manage. The Council's Corporate Strategy has a number of key objectives, targets and measures relating to achieving increased usage of facilities and may require a greater enabling role in terms of the use of its land holdings.
5. The Strategy set out the Council's key aims linked specifically to its Corporate Strategy, together with the specific actions that will deliver these aims. For completion the key operational actions and the relevant targets and measures are outlined.

### **REASONS FOR RECOMMENDATION(S)**

#### **(If the recommendations are accepted)**

6. To ensure the Council's Asset Management Strategy is adopted.

**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 chances		Develop the Character and feel of Chorley as a good place to live	
Involving people in their communities		Ensure Chorley Borough Council is a performing organization	✓

There are specific links in the Plan to the Council’s use of Resources Assessment which is used to judge the Council’s performance in managing its resources. In addition there are specific references to the climate change agenda where the Council’s Energy Management Plan will be implemented and the desire to do more on sustainable procurement.

**BACKGROUND**

- 8. The production of an Asset Management Strategy Plan is required as it forms one of the suite of key corporate plans that form the framework for driving the organisation forward in terms of delivering its corporate priorities.
- 9. The Plan outlines the Council’s approach to the use of its assets which are valuable resources incorporating good practice guidance.

**THE STRATEGY**

10. The Strategy sets out the Council’s vision for its asset resources as follows:

Chorley vision for it’s asset are that they will be fit for purpose maximised to their full potential and make a significant contribution to its corporate objectives.

The Strategy outlines:

- The Vision
- Key Aims
- Actions to deliver these aims
- The resources allocated to achieving these aims

11. The Strategy demonstrates that fulfilling these aims will be fundamental to the Council achieving a number of corporate objectives in relation to:

- Equality of Access
- Sustainability
- Affordable Housing
- Health and Wellbeing

12. Delivery of the Strategy and its key aim will be monitored by the Council’s management team as part of its performance management framework.

**IMPLICATIONS OF REPORT**

13. 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 ASSISTANT CHIEF EXECUTIVE (POLICY AND PERFORMANCE)**

14. The report details specific targets and actions in relation to achieving equality of access. These actions are designed to achieve compliance with the relevant legislative requirements but equally as important will hopefully improve access too and usage of the Council's facilities in general.

GARY HALL  
 ASSISTANT CHIEF EXECUTIVE (BUSINESS TRANSFORMATION)

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Gary Hall	5480	18 March 2008	Capital Programme Monitoring Mar 2008.doc

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Working in Partnership



# DRAFT

## **Asset Management Strategy and Plan 2008 - 2010**

V2 8/3/08



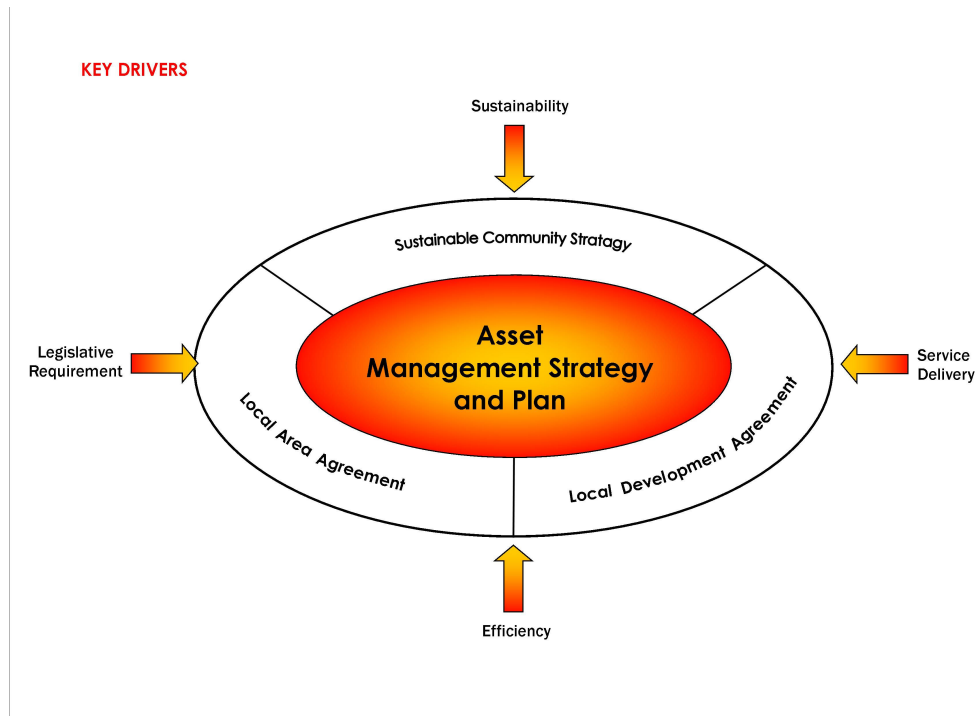
## Introduction

1. Chorley Council's Asset Management Plan has been revised in 2008 to incorporate good practice guidance contained in:
  - Royal Institution of Chartered Surveyors (RICS) public sector asset management guidance issued January 2008 - a guide to good practice
  - BUILDING ON STRONG FOUNDATIONS - A Framework for Local Authority Asset Management – issued February 2008 - Communities for Local Government (CLG)
2. 'Previous guidance focused on encouraging the development of the necessary processes for asset management within local government. The new guidelines seek to foster a greater emphasis on achievements, in terms of outputs (e.g. improved property assets) and outcomes (e.g. better achievement of corporate objectives and more efficient and effective services to the public resulting from improved property landlord assets).
3. Property and land is a key strategic resource and such assets are essential to local authorities' functions and their best use and management are crucial in the delivery of efficient and effective services. Local authorities' corporate and service needs are changing increasingly rapidly as demands for services change and as expectations of performance increase.
4. Asset Management forms an integrated part of business management. It's aim is to ensure that local authorities have the right space, at the right time, in the right place and at the right cost so as properly to support their strategic corporate and services goals and objectives.'
5. The Council has in the last 2 years market tested the provision of professional property services and as a result Liberata Plc were appointed and started to deliver the Council's property services in July 2007.

## Chapter One

### Purpose of Chorley Council's Asset Strategy and Asset Management Plan

In this chapter details are given of the purpose and drivers for good asset management.



#### 5. **Asset Management Strategy**

Chorley Council's asset strategy describes the high level, longer term vision to achieve the Council's goals. It takes account of service delivery, customer and user requirements in the light of changing business drivers.

6. Asset strategy is placed in the context of wider organisational issues. It aligns asset objectives with organisational objectives. It ensures overall efficient and effective use of assets in the medium/long term and provides:

- a platform for structured and rigorous forward thinking;
- a basis for corporate and consultative strategy development;
- an explicit description of the direction of the organisation (or a particular aspect of that organisation, in this case, assets)
- a clear statement for communicating the strategy to the organisation - changes planned, coordinated and prioritised within the corporate plan, all key service areas involved;
- a basis for future decision making
- corporate leadership

7. 'Asset strategy' is used to describe the general direction that the asset base will take over the next 3-5 years, the approach to be adopted in getting there and the policies that will be applied to decision making. Business goals and objectives of the organisation are considered, its business drivers, its financial context and the implications for the

organisation's assets. It describes the organisation's asset objectives and its longer term vision for the asset base, and the overall financial framework in which this would happen.

8. The asset strategy is delivered through the asset management plan and a good asset management plan would aim to deliver.
- deliver exceptional services for citizens, aligned with locally agreed priorities, whilst focusing investment clearly on need;
  - empower communities and stimulate debate;
  - improve the economic well-being of an area;
  - ensure that, once built, assets are correctly maintained;
  - Introduce new working practices and trigger cultural organisational changes;
  - reduce carbon emissions and improve environmental sustainability;
  - increase co-location, partnership working and sharing of knowledge;
  - improve the accessibility of services and ensure compliance with the Disability Discrimination Act (DDA) 2005;
  - generate efficiency gains, capital receipts, or an income stream; and
  - Improve the quality of the public realm.

The aims and actions exemplified in this document look to achieve three good procurers.

9. **Asset Management Plan**

In addition to the strategy the asset management plan describes the organisational arrangements that are to be adopted to implement the strategy in the short to medium term and makes clear the critical success factors and associated performance measures that will need to be met in implementing the strategy, together with an assessment of current performance.

It brings clarity to the way assets are managed in the organization in the following way by the systems and processes to support good asset management by:

- identifying the organisational arrangements for asset management;
- identifying corporate processes for assets;
- identifying performance measures and measurement;
- identifying data management;
- capacity management
- clear property objectives

10. **Operational Asset Management**

Operational asset management involves the carrying out of actions in the shorter term to achieve the strategic goals and to ensure efficient and effective use of the Council's assets as a resource.

This will involve:

- Prioritising building repair and maintenance works
- Ensuring projects are delivered on time and within budget, minimising service disruption.
- Rationalising the portfolio, disposing of properties that do not support objectives or fail to make an adequate return on investment.
- Implementing the requirements of health and safety legislation, fire safety legislation and the Disability Discrimination Act 2005.
- Assessing sufficiency, suitability and costs of assets.
- Minimising space utilisation and building revenue costs.
- Improving building energy efficiency.

- Co-location/ sharing premises with Council departments and with other public bodies and voluntary organisations.
- Securing continuous improvement to services.

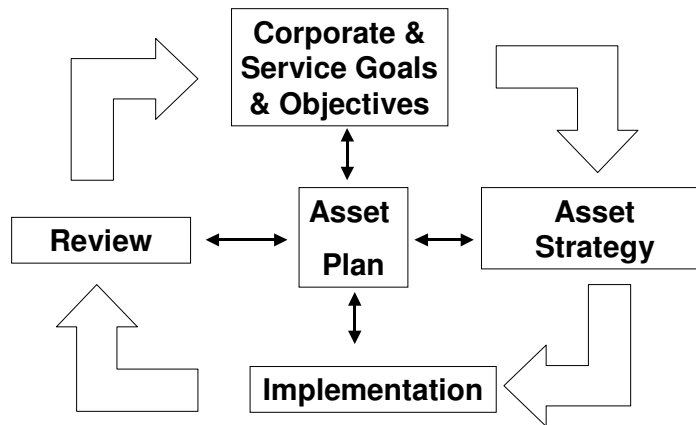
The programme management and Development Plan included in this document detail how the above will be administered.

## Chapter Two

### Asset Management Strategy

*In this chapter we explore what Chorley Borough Council is seeking to do, making sure that those and the organisation's major business drivers that have asset implications are highlighted*

12. **The essential steps in successful property asset management, illustrated in diagram below:**



**Diagram: Key Steps in Asset Management**

13. **Chorley Council Corporate goals and objectives:**

The Council in partnership with a number of outside organisations under the auspices of the Chorley partnership has committed itself to a Community Strategy which aims to ensure that:

**Chorley becomes one of the most attractive caring and vibrant places in the North West to live. In order to achieve this the Council will need to ensure:**

- Activities are better co-ordinated
- The Council is responsive to the needs of local communities
- Services are delivered in ways that suit local people
- The needs of future generations are taken into account.

14. The Community Strategy has three key components:

- An analysis of the challenges and opportunities facing Chorley
- A long term vision for the area based on the collective views of the partners and the wider community in the Borough
- A set of priority areas for action that the partnership will focus on in achieving these outcomes

15. The strategy has led the Council to a corporate commitment of five priorities to:
1. Put Chorley at the heart of regional economic developments in the Central Lancashire sub-region.
  2. Improving equality of opportunity of life chance.
  3. Involving people in their communities.
  4. Develop local solutions to climate change.
  5. Develop the character and feel of Chorley as a good place to live and visit.
  6. Ensuring Chorley Borough Council is a performing organisation.

In these respects the Council's assets management aims are aligned to the Corporate Strategy as follows:

**Vision**

Chorley's vision for its assets are that they will be fit for purpose be maximised to their full potential and make a significant contribution to its corporate objective.

16. Asset Management Aims:

Strategic Objective	Aim
Putting Chorley at the heart of regional economic development in the central Lancashire sub region.	Maximise the use of the Councils asset base to encourage economic development.

Strategic Objective	Aim
Improving equality of opportunity of life chances.	Ensure all the Council assets offer the opportunity for participation and accessibility.

Strategic Objective	Aim
Getting people involved in their communities.	Maximise the use of the Council's asset base and to look to transfer assets into community ownership where appropriate.

Strategic Objective	Aim
Develop local solutions to climate change.	Make the Council's property assets more energy efficient and reduce it's carbon footprint.

Strategic Objective	Aim
Develop the character and feel of Chorley as a good place to live and visit.	Use of our asset base to contribute towards development of a balanced housing market.

Strategic Objective	Aim
Ensure Chorley is a performing organisation.	Maintain the score 3 of the asset management elements of the use of resources and to work towards achieving level 4.

In order to deliver the asset management aims the Council will undertake a series of key tasks and priorities designed to contribute or meet the desired aims. These are outlined below.



**Chapter Three**

**Asset Management Plan**

In this chapter the key actions that are necessary to achieve the Council’s aims are outlined.

Aim	Action
Maximise the use of the Council’s asset base to encourage economic development.	<ul style="list-style-type: none"> <li>• Invest in improving the covered market facility</li> <li>• Undertake a town centre audit and develop a plan to improve the public realm.</li> <li>• Complete the Local Development Framework process ensuring policies maximise the opportunity for economic development.</li> <li>• Continue to develop Market Walk Phase II.</li> <li>• Contribute towards the work being undertaken by the LSP Sub Group on economic regeneration.</li> </ul>

Aim	Action
Ensure all the Council’s assets offer the opportunity for participation and accessibility.	<ul style="list-style-type: none"> <li>• Undertake access audits for all Council facilities.</li> </ul>

Aim	Action
Getting people involved in their communities.	Complete the programme of transfer of assets into community use.

Aim	Action
Develop local solutions to climate change.	<ul style="list-style-type: none"> <li>• Implement the energy management policy and action plan.</li> <li>• Submit a proposal for an enterprise/green technology centre.</li> <li>• Ensure sustainable procurement is undertaken on asset spend.</li> </ul>

Aim	Action
<p>Use our asset base to develop a balanced housing market.</p> <p>Develop our community assets including parks and open spaces to encourage usage.</p>	<p>Review of surplus land assets and establish a disposal programme influenced by the need for affordable housing development.</p> <p>Improve our community assets in Chorley including parks and open spaces to ensure they are fit for purpose.</p> <p>Make our vehicle assets more energy efficient.</p>

Aim	Action
Maintain level 3 of the asset management element of the use of resources and to work balances achieving level 4.	<ul style="list-style-type: none"> <li>• Review performance measures and benchmarks of asset performance and their contribution towards corporate objectives.</li> <li>• Maintaining the Council's asset portfolio so it is fit for purpose and sustain and sufficient for needs.</li> <li>• Undertake strategic asset review.</li> <li>• Ensure whole life costing techniques are future developments.</li> <li>• Work with other parties to produce joint asset management plans.</li> </ul>

The aims contained in this document are already limited to Directorates Improvement Plans.

**Chapter Four**

**Operational Management**

17. In this chapter the various roles and responsibilities on asset management are actioned together with the key policies, process and procedure that will be maintained.

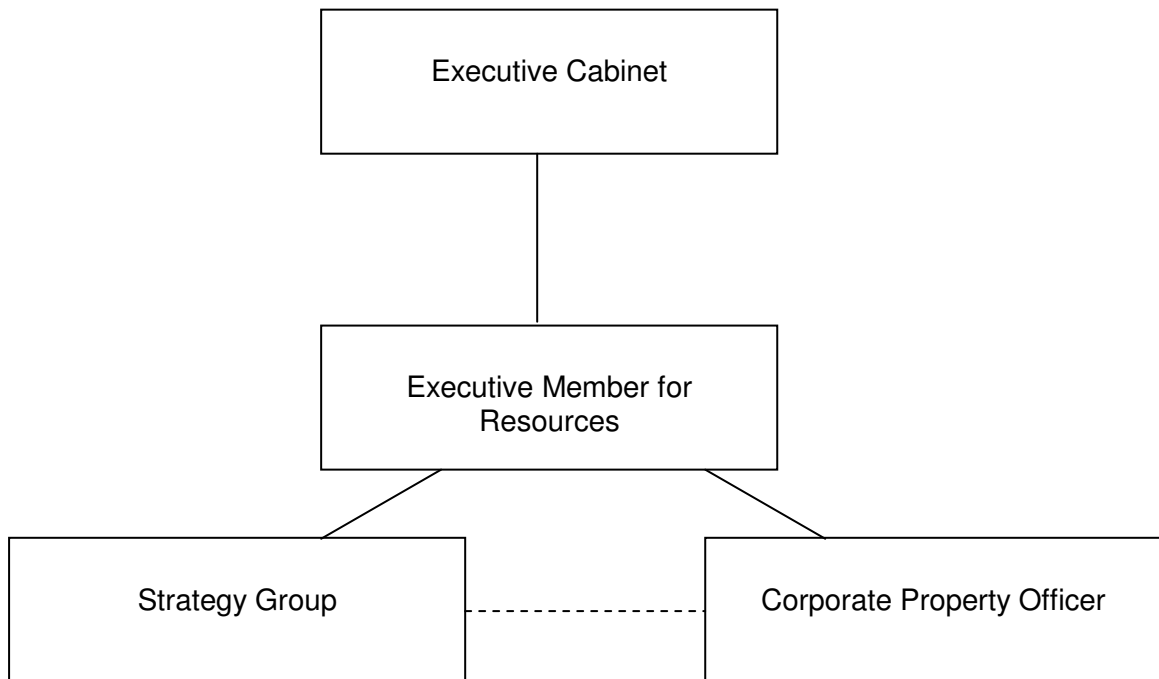
This section sets out how the Council will manage its asset base by defining:

- Roles and responsibilities
- Policies and procedures
- Data management
- Consultation

18. **Role and Responsibilities**

The overall strategic lead and the hierarchy of decision making on asset management is shown in the diagram below.

**Strategic Overview**



The various roles and responsibilities are presented as follows:

**19. Role of Executive Cabinet and Executive Member for Resources**

Administering the Council's Assisted Car Purchase and Car Leasing Schemes and the determination of interest rates in relation to such schemes in consultation with the Executive Member for Resources.

Effecting all arrangement for the leasing of equipment or other assets on behalf of the Council.

To ensure the regular write off of irrecoverable debts in line with the scheme of authority contained within the Financial Procedure Rules forming part of this Constitution.

Proposal of alterations to valuation lists and appearance for the Council at Valuation Tribunals.

Determination of claims for housing benefit (including backdating of benefit) in accordance with the applicable regulations.

Variation of the summons charge in the light of rising staff costs.

Taking of action to collect and recover personal, standard and collective Community Charge, Council Tax and Non-Domestic Rates (including, but not limited to, applying for distress warrants and instituting and pursuing committal proceedings).

Determination of applications for house purchase and improvement loans, in accordance with the Council's approved scheme.

Determination of claims for discretionary housing payments.

To determine, in consultation with the relevant Executive Members ,applications for discretionary rate relief in accordance with approved Council policies

Authorisation of directed surveillance exercises under the Regulation of Investigatory Powers Act 2000.<sup>i</sup>

Authority to write off irrecoverable debts.

**HEAD OF PROPERTY SERVICES**

Approval of the following land and property functions and transactions:

Acquisitions and disposals of interests in property up to a maximum amount of £1,000.

Settlement of compensation claims for disturbance arising out of displacement of residential, business and agricultural occupiers (Land Compensation Acts and Planning and Compensation Act 1991) or any subsequent legislation up to a maximum of £1,500

Assessment and payment of Home Loss and Farm Loss payments arising out of displacement of residential and agricultural occupiers (Land Compensation Acts) up to a maximum of £1,500.

Settlement of claims under Part I of the Land Compensation Act 1973 or any subsequent legislation for depreciation in value of an interest where no land is taken up to a maximum of £1,000.

Employment of private contractors for housing and other building maintenance works on a labour and materials basis, to supplement or assist the Building Maintenance Direct Labour Organisation.

Resolving on behalf of the Council under the relevant Town and Country Planning Regulations to seek planning permission for development carried out or to be carried out by the Council or for development of land or property owned by the Council.

**DIRECTOR OF CUSTOMER, DEMOCRATIC AND LEGAL SERVICES AND ALSO CERTAIN INDIVIDUAL OFFICERS OF THE LEGAL SERVICES UNIT WHERE INDICATED BELOW**

Following consultation with the appropriate Chief Officer, instructing Counsel with regard to functions of the Executive.

Attesting the Council's Seal and signing legal documents on the Council's behalf with regard to functions of the Executive.

Authority to institute legal proceedings under Section 37 of the Local Government (Miscellaneous Provisions) Act 1982 – failure to give the prescribed notice of holding a temporary market (on the recommendation of the Head of Property Services).

Authority to determine applications for the Council's written consent, as Ground Landlord, to alterations to residential properties under the terms of respective leases.

Resolving to institute legal proceedings on behalf of the Council and representing the Council before any Court, Tribunal, Inquiry or other hearing with regard to any function of the Executive.

Agreeing to Right to Buy applications as joint purchases by husband and wife where only one spouse has signed the Right to Buy form and agreeing that members of tenants' families may be joined in as parties to Right to Buy purchases.

Authorising and serving serve Notices of Entry under the relevant statutory power to gain possession of land or property included within Clearance Areas or adjacent to General Improvement Areas.

Authorising and serving Notices of Entry under Section 11 of the Compulsory Purchase Act 1965, or any subsequent legislation, to gain possession of land or property comprised within a confirmed Compulsory Purchase Order.

Following consultation with the Director of Streetscene, Neighbourhoods and Environment, authorisation and institution of proceedings under Sections 219 and 220 of the Highways Act 1980 (The Advance Payments Code).

Authorisation and taking of action under part IX of the Highways Act 1980 in respect of unlawful interference with highways and streets.

Action in connection with temporary closures of roads or restriction of traffic under part II of the Road Traffic Regulation Act 1984, section 21 of the Town Police Clauses Act 1847 or section 15 of the County of Lancashire Act 1984.

Grant or issue of any licences or permits under a function which is the responsibility of the Executive and is not specifically allocated to any other officer of the Council.

The institution of legal proceedings to obtain possession of Housing Revenue Account properties following the issue of Notices of Proceedings for Possession in respect of introductory tenancies under the Housing Act 1996 and Notices to Quit in respect of non-secure tenancies.

To be exercised jointly with the Director of Development and Regeneration, the functions, powers and duties contained within Sections 20, 31 and 34 of the County of Lancashire Act 1984 or any subsequent legislation

Following consultation with the Director of Finance, authority to prosecute in relation to housing benefit and council tax benefit fraud<sup>ii</sup> and authority to prosecute in relation to offences concerning Department of Works and Pensions administered benefits where invited to do so under joint working arrangements with the Department of Work and Pensions.<sup>iii</sup>

### **DIRECTOR OF CUSTOMER, DEMOCRATIC AND LEGAL SERVICES**

Hire of rooms for Members' surgeries where there is no suitable Council-owned accommodation.

Following consultation with the Executive Leader and Deputy Leader of the Council, approval of the free use of the Council Chamber and Committee Rooms for charities and voluntary bodies or other similar purposes.

Approval of requests for reproduction of the Council's coat of arms.

Lettings and bookings of the Lancastrian Hall and Mayflower Room.

The functions of:

- i) authorising the service of notices and the undertaking of consequential action, including carrying out work in default;
- ii) authorising officers to exercise powers of entry where the legislation confers such a power (including making any necessary applications for warrants);
- iii) issuing and signing formal cautions on behalf of the Council,

in connection with the enforcement of the following legislation and all subordinate legislation made under it, in so far as it relates to a dwelling, a caravan, a mobile home or a caravan site or site to be used for this purpose of a mobile home or as a camping site:

Public Health Act 1936  
 National Assistance Act 1948  
 Caravan Sites and Control of Development Act 1960  
 Local Government (Miscellaneous Provisions) Act 1976  
 Mobile Homes Act 1983  
 Building Act 1984  
 Housing Act 1985  
 Housing Act 1989  
 Environmental Protection Act 1990  
 Home Energy Conservation Act 1995  
 Housing Act 1996  
 Housing Grants, Construction and Regeneration Act 1996

For the purpose of the above functions, "dwelling" has the meaning assigned to it in the Housing Act 1985 and "caravan", "mobile home", "caravan site" and "camping site", have the meanings assigned to them in the relevant legislation.

To consent on behalf of the council to the addition of family members onto Right to Buy applications where either they were not included originally or they do not fulfil the 12 months residency requirement; and

To act on behalf of the Council in respect of offers/requests received under the Right of First refusal regulations

**DIRECTOR OF LEISURE AND CULTURAL SERVICES**

Administration and letting of all amenity facilities in accordance with conditions and policies approved by the Council from time to time.

The promotion and advertising of sporting, community and cultural events, entertainments, exhibitions etc in accordance with the policies approved by the Executive from time to time.

Approval of hire charges at Duxbury Park Golf Course and amendments to the Golf Club rules.

Management and letting of all cultural facilities in accordance with conditions and policies approved by the Executive from time to time

Following consultation with the relevant Executive and Representative Members , authority to vary or implement fees and charges for services and facilities provided by the Leisure and Cultural Services Unit on an occasional basis.

Following consultation with the relevant Executive Member, the variation of programmes at the leisure centres and swimming pools.

Agreeing the transfer to the Council of land which forms part of the community related assets held by the Commission for New Towns or English Partnerships, where the transfer is for a nil or nominal consideration.

Determination of requests for the use of Astley Hall, including, following consultation with the relevant Executive Member , requests for its use on a concessionary basis.

Following consultation with the relevant Executive Member and approval of the level of funding by the Executive Cabinet or by the relevant Executive Member (where the level of core funding does not exceed £5000), authorisation of core funding grant agreements with appropriate bodies providing services relevant to life and leisure and tourism issues.

<p>Determination or variation of the amounts of fees or charges for particular services or facilities within the responsibility of the Executive (except for housing rents and other housing related charges).</p>	<p>The Executive Member with responsibility for the particular service or facility.</p>
<p>Temporary closure of particular facilities within the responsibility of the Executive for the purpose of specific events or special activities.</p>	<p>The Executive Member with responsibility for the service to which the particular facility relates.</p>
<p>Authorisation to enter into contracts for the supply of goods or services or the execution of works.</p>	<p>The Executive Member with responsibility for the service to which the contract relates</p>

Settle terms of consultation documents, within agreed or established Executive Cabinet plans and polices	The Executive Member for the particular service or activity concerned.
To determine responses on behalf of the Council to consultation documents and papers	The Executive Member(s) responsible for the relevant function or service; if more than one, jointly.
<b>Property Matters</b>	
Approval of terms of property transactions (e.g purchase and sale prices, rents and terms and conditions of leases and tenancies).	The Executive Member responsible for Resources
Determination that particular land or property is no longer required for the particular purpose for which it is held by the Council.	The Executive Member responsible for the service for which the land or property is currently held.
Determination that particular land or property which is no longer required for the particular purpose for which it is held may be disposed of or appropriated for some other statutory purpose of the Council.	The Executive Member responsible for Resources

20. **Strategy Group**

Strategy Groups role will be as follows:

- Agree the Five year draft PMP
- Oversee the PMP – Work programme broken down into quarters as a minimum – effectively a project plan for year ahead
- Quarterly monitoring using highlight reports, monitoring progress against the programme management and development plan of the current year reporting timetable)
- Rectifying any problems with either the PMP or disposal programme not being delivered as planned.
- Agree and manage submit the Joint Risk Register

21. **CORPORATE PROPERTY OFFICER**

The Council is required to designate a Corporate Property Officer.

The CPO currently designated as the Assistant Chief Executive, who works closely in partnership with Liberata UK Ltd and the partnership and contract management encompasses all corporate property management and maintenance.



22. In fulfilling his role, the CPO:

- Report to Strategy Group on Property Performance.
- Reviews all Units' Business Plans for the ensuing financial year. These give full details of the specific service proposals from which the CPO is above to gauge implications for future property resources and match them to the existing asset base. From this will flow recommendations as to the level of property holdings required over the three year life of the Service Plans.
- Monitors decisions of the Executive Cabinet on corporate issues likely to have an effect on the Council's requirement for property and ensures adequate property advice is provided as part of the decision making process. This may take the form of in-house expertise or commissioning of feasibility studies on the range of options available, capital costs and revenue consequences.
- Monitors a rolling programme that reviews property holdings and their maintenance over a seven year period. The information from Business Plans and corporate proposals is fed into this monitoring review process in order to produce recommendations as to the level, condition and cost of the property assets needed to deliver the Council's services.
- Ensures that information is collated, maintained and updated to enable the production of a number of local performance indicators to monitor property performance in the context of specific service aspirations. The local PI's are described later.

### 23. Policies and Procedure

The Council will maintain the following Policies and Procedures as part of its suite of information designed to ensure programme asset management procedures are followed:

- Legionella Management Plan
- Asbestos Management Plan
- Energy Management Plan
- Fire Regulation Management Plan

These Plans contain detailed action and designed roles and responsibilities of the Council and its partner Liberata.

### 24. DATA MANAGEMENT

Data quality and data management are fundamental to ensuring effective management of the Council's asset base. In this respect the Council's property records are currently held in a number of computerised and paper based databases. The following information will therefore be retained and maintained by Liberata.

- **Land Terrier** – The Council's Land Terrier, recording details of land ownership acquisitions and disposals, comprises a paper and plan based system containing individual property records which are cross referenced to Deed Packets held in the secure Deed Rooms. The paper based records are supported by CAD drawings of the main Council buildings.

The Terrier provides the basis for a five-yearly rolling programme for inspection of the boundaries of all Council land to identify any encroachments that have occurred and to enable action to be taken to ensure the integrity of the Council's estate.

- **Asset Register** – This comprises a Microsoft Access database for non-housing property assets. The databases hold information on address, service unit responsible; cost centre; method of valuation; purpose held; asset category; valuation, valuation date and date sold (if

applicable). The Access database can also generate valuation certificates for each individual asset. The Asset Register is updated by reference to the Land Terrier and revaluations are carried out on a five year rolling programme. It is mainly used as an accounting tool to measure the cost of service delivery. The data will be transferred to the Technology Forge asset management system in 2008/09.

- **Let Estate Portfolio Database** – This comprises a paper database detailing all properties let by the Council. It includes lease/licence details, rental income and rent review dates, tenant details and termination dates. A Microsoft Access database has been designed to take over from the paper based system. The system is updated on receipt of completion statements from the Legal Services Unit and the information is used in the production of performance indicators for the non-operational investment portfolio. The data will be transferred to the Technology Forge asset management system in 2008/09.
  - **Property Maintenance System** – The Technology Force asset management system is used to provide a reactive online repair reporting system. This system is also currently used for the issuing of works orders. The system is updated daily and can produce a summary information of expenditure and commitments on property for use in the production of performance indicators. It also holds details of the planned maintenance programme.
  - **Asbestos Register** – The production of an Asbestos Register by the Council provides an information source for all occupiers and contractors working in Council buildings. In its draft form the register is used in the preparation of the planned maintenance programme. The asbestos surveys are to be reviewed.
  - **Disability Audit** – All the Council's public buildings have been surveyed for the purposes of producing an audit in connection with the Disability Discrimination Act. The information is held as a series of individual building audits used not only to ensure compliance but to inform the planned maintenance programme. This information is to be reviewed and revised audits carried out.
  - **Condition Surveys** – Condition surveys have been carried out on all the Council's buildings. The information has been input into Technology Forge and then used in preparation of the planned maintenance programme and in production of performance indicators. The condition of all non-housing properties is assessed at least every five years, however some more heavily used or sensitive properties are re-visited on a yearly basis dependant on the extent of use and corporate functionality.
25. Individual Service Units keep their own databases to manage day to day lettings of the properties for which they are responsible, eg community centres, Astley Hall, leisure facilities, car parks etc. These are used to ensure efficient service provision and to assist in forecasting, budget monitoring and the production of local performance indicators. The information can also be used when reviewing options for service provision or relocation.
26. As part of its e-government strategy, the Council has established a website on which property information is made available for marketing purposes and exchange of information.

### **Data Quality**

27. The Council's Partnership framework requires all key partners to ensure that their procedures for the collection of performance data are robust and ensure the data produced is accurate.

In relation to this Liberata will:

- Implement ISO9022 quality system by July 2009
- Comply with the Council's Data Quality Policy

### **Consultation**

28. The Council is committed to ensuring that proper Consultation takes place in relation to its Asset Portfolio. The main avenues for consultation will be as follows:

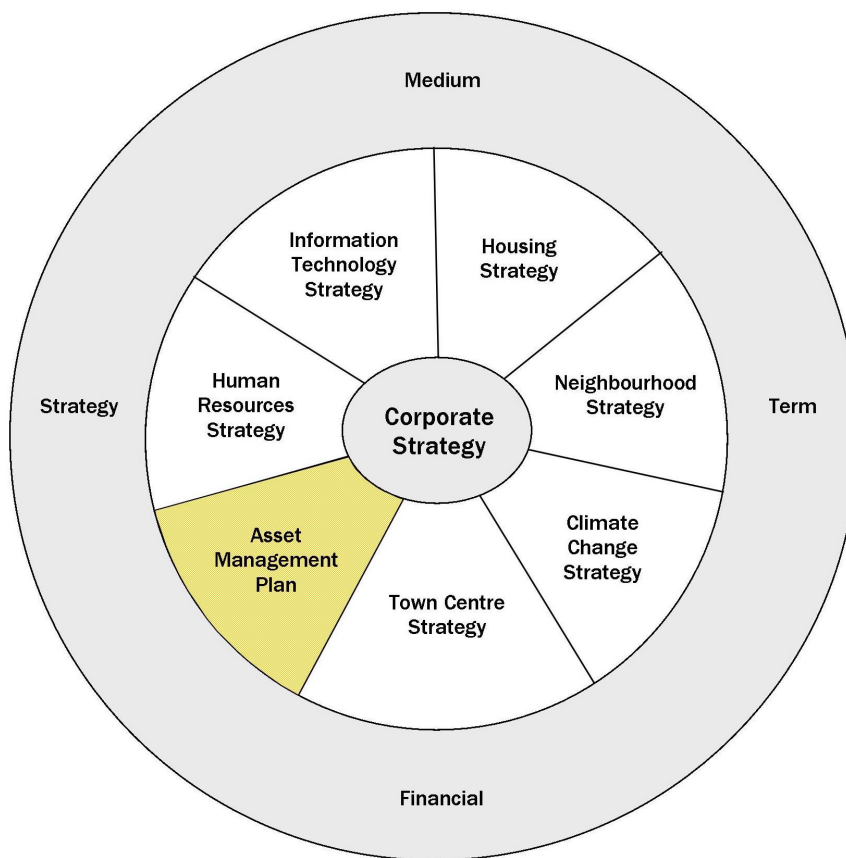
- The Citizens Panel
- Town Centre Forum
- Various voluntary and community lists
- Disability Liaison Committee
- Council for Voluntary Services
- Age Concern

**Chapter Five**

**Resourcing and Performance Measurement**

In this chapter an analysis is provided of the resource context and key spending planned for the Council's assets and the Financial Planning Period 2008/09 to 2010/11. In addition the Performance Framework for asset management management is presented and the programme of works and development required to deliver on the strategy.

The Asset Management Strategy and Plan links to the Corporate Strategy and is part of a suite of Plans requires to inform the Councils delivery on its promises. This position is presented diagrammatically below:



Diagram

Assets management plus relationship to the Councils Corporate Strategy

The Council has committed the following resources to the maintenance and enhancement of its current asset base for the period 2008/09 to 2010/11. The resources allocated are to enable Council's promise to in particular enhance its asset base to make it fit for purpose in deliver on its corporate objectives.

**Capital Resources**

Set out in the table below is a summary of the Capital Resources allocated or the period 2008/09 – 2010/11.

	£ 000
Planned Maintenance of Property Assets	700
Making the Council's property assets energy efficient and fit for purpose	150
Planned Enhancing	
Town Centre and markets	1.400
Leisure Centre/Swimming Pool refurbishments	785
Duxbury Golf Course	290
Improvements to football pitches	300
Ancillary Community Assets	
Astley Park improvements	1.381
Woodland and Play Areas	313
Common Bank	99
	5.418

In addition the following sums are committed as part of the Council's arrangement with Liberata to manage and maintain its property 'asset' portfolio from revenue resources.

	£'000	£'000	£'000	£'000
Core Management Services	283	283	283	849
Reactive maintenance	75	75	75	900
Minor Asset Management	22	22	22	66
	380	380	380	9.815

The successful delivery of this strategy will be dependent upon the right level of resources being committed, and this is evidenced above but also ensuring performance and critical success focus are achieved. In this respect set out below are the critical success factors and measures that will be used to gauge the success of the strategy.

**Performance Measures**

In order to measure the effectiveness of the asset management strategy set out in the table below of the critical success factor that will be used to establish if the overall aim of the Plan have been achieved.

Strategic Aim	Measures (Critical Success Factors)
Maximise the use of the Council's own asset base to encourage economic development.	Maintain void levels at less than 5% of turnaround on the investment portfolio. Continue to work with developers to complete Market Walk phase II.
Ensure the Council's assets offer the opportunity for participation and accessibility.	% of buildings open to the public meeting the requirements of the Disabled Discrimination Act. % measured of assets fit for purpose.
Maximise the use of the Council's asset base and look transfer assets into community ownership where appropriate.	Increase the number of visits young people make to leisure facilities. Increase the number of visits to leisure facilities. Increase the % of people satisfied with parks and open spaces. Increase the number of parks receiving green flag status. Number of assets transferred to community management.
Make the Council's Property assets more energy efficient and reduce its carbon footprint.	Reduction in energy usage by 10% by 2010.  Achieve requirements of Level 5 of the Sustainable procurement framework.
Use our asset base to contribute to development of abandoned housing market.	Hectare of land released for affordable housing.
Develop our community assets including parks and open spaces to encourage usage.	% of community assets fit for purpose.
Maintain level 3 of the Asset management element of the use of resources and look towards achieving level 4.	% floor area in good or satisfactory condition.  % of planned maintenance programme completed.  % land registration recording completed and information available electronically.  Target capitals achieved (% of approved budget) Income generated from investment property approved budget)  The number of interarches that is achieved electronically.  Compliance with legislative timescales.
	£ per square now cost of 3 main action buildings.
	square metres municipal employee.
	Customer satisfaction.

**\* Targets to be confirmed as part of consultation**

### **Programme Management and Development Plan**

In respect of the specific aims required by those charged with providing professional property advice and support, a number of key inputs and outputs required, these are set out in the Programmes and development plan set out below:

**CORE ASSET MANAGEMENT SERVICE**

Service Delivery	Detail	Target/Performance Measure	Status	What Needs Doing	When
<p><b>Acquisition of Land and Property</b></p>	<p>(A) The Service Provider will take instructions on requests from the Director of Finance to acquire interests in land and will also Carry out inspections/surveys &amp; prepare plans Reference ownerships &amp; negotiate terms for the acquisition of all property interests to meet the Council's service needs, including purchase price, disturbance claims, home loss claims, fees, costs and other compensation payments, if applicable. Agree terms in accordance with authority delegated by the Council or "subject to contract" for subsequent approval by the Council or, failing agreement take instructions on the preparation and implementation of a Compulsory Purchase Order. Prepare and submit reports in the Council's corporate style for authorisation of agreed terms by the appropriate officer or Member of the Council in accordance with delegated authority. Issue instructions on the terms of acquisition and items of disturbance etc to the Director of Customer, Democratic &amp; Legal Service.</p>	<p>1</p> <p>Completion of negotiation &amp; reporting stages to a timescale agreed with the Director of Finance and issue of instructions within 1 week of authorisation</p>	<p>O</p>	<p>Annual Review with D o F</p>	<p>31 March annually</p>

Service Delivery	Detail	Target/Performance Measure	Status	What Needs Doing	When		
		<p>(B) The Service Provider will provide information to, and where necessary, be suitably represented at any Public Inquiry associated with the compulsory purchase of property or through written representations to an arbitrator.</p> <p>(C) The Service Provider will provide a quarterly monitoring statement to the Contract Manager showing progress with negotiations within 1 week of each Quarter Day.</p>	<p>2</p> <p>3</p>	<p>Representation at Public Inquiries</p> <p>Production of timely monitoring statements</p>	<p>0</p> <p>0</p>	<p>Annual Review with D of F</p> <p>To be included in Quarterly report</p>	<p>31 March annually</p> <p>8 Jan 8 April 8 July 8 October</p>
<p><b>Identification and sale of surplus assets</b></p>	<p>(A) The Service Provider will keep under review the assets in the Miscellaneous Land and Buildings Portfolio and Investment Portfolio and identify any land or buildings that in the view of the Service Provider are under performing or are surplus to the Council's requirements.</p> <p>(B) The Service Provider will report to the Corporate Improvement Board (CIB) with recommendations for investment or disposal and the formulation of a three-year disposal programme of surplus assets in line with corporate objectives to augment the Council's capital programme.</p> <p>(C) The Service Provider will prepare and submit written reports with recommendations for disposal, on behalf of the CIB to the appropriate Executive Member.</p> <p>(D) The Service Provider will take instructions from the Director of Finance to dispose of property assets and will also:</p> <p>Obtain the best planning consent available, prepare sales particulars and market the assets for sale or otherwise</p>	<p>4</p> <p>5</p> <p>6</p> <p>7</p>	<p>0</p> <p>0</p> <p>0</p> <p>0</p>	<p>Production of monitoring report within 1 week of the quarter day</p> <p>Production of monitoring report within 1 week of each Quarter Day</p> <p>All reports produced within 2 weeks of instruction</p> <p>Completion of negotiation &amp; reporting stages to a timescale agreed with the Director of Finance and issue of</p>	<p>0</p> <p>0</p> <p>0</p> <p>0</p>	<p>To be included in Quarterly report</p> <p>To be included in Quarterly report</p> <p>Annual review with D of F</p> <p>Annual Review with D of F</p>	<p>8 Jan 8 April 8 July 8 October</p> <p>8 Jan 8 April 8 July 8 October</p> <p>31 March Annually</p> <p>31 March Annually</p>



Service Delivery	Detail	Target/Performance Measure	Status	What Needs Doing	When
	<p>negotiate terms in accordance with Government directives and Council policies and to a timescale agreed by the CPB.</p> <p>Agree terms in accordance with authority delegated by the Council or "subject to contract" for subsequent approval by the Council</p> <p>Prepare and submit a report in the Council's corporate style for authorisation by the appropriate officer or Member of the Council in accordance with delegation arrangements in force at the time</p> <p>Issue instructions on the terms of disposal to the Director of Customer, Democratic &amp; legal Service</p> <p><b>(E)</b> The Service Provider will provide a quarterly monitoring statement to the Contract Manager showing progress with negotiations.</p>	<p>instructions within 1 week of authorisation</p> <p>8</p>	<p><b>O</b></p>	<p>To be included in Quarterly report</p>	<p>8 Jan 8 April 8 July 8 October</p>
<b>Property Management</b>	<p><b>(A)</b> The Service Provider will provide a property management service for the Council's non operational property (see section 5 for management requirements) including, but not limited to, initiating and concluding negotiations for leases, rent reviews, lease renewals, covenant enforcement &amp; variations, terminations, dilapidations, licences, rights, easements and way leaves.</p> <p><b>(B)</b> The Service Provider will maintain void levels at less than 5% of turnover on the Investment Portfolio.</p>	<p>9</p> <p>10</p>	<p><b>K</b></p> <p><b>K</b></p>	<p>Annual Review with Clients</p> <p>To be included in Quarterly report</p>	<p>31 March Annually</p> <p>8 Jan 8 April 8 July 8 October</p>

Service Delivery	Detail	Target/Performance Measure	Status	What Needs Doing	When
	<p><b>(C)</b> The Service Provider will provide a property management service, as requested by an Authorised Contact in respect of parts of operational assets temporarily surplus to the Council's operational requirements and will also</p> <p>Prepare and submit reports on terms agreed in the Council's corporate style for authorisation by the appropriate officer or Member of the Council in accordance with delegation arrangements in force at the time within 1 week of request.</p> <p>Issue instructions to the Director of Customer, Democratic &amp; Legal Service to draw up the relevant agreements and to the Director of Finance to invoice rents and service charges.</p> <p>Record all relevant details of tenancies, licences and leases and make them available for inspection by the Contract Manager at all times.</p> <p>Provide an ongoing quarterly summary to the Director of Finance of all leases and licenses and their payment terms.</p>	<p>11</p> <p>All reports produced in an accurate timely &amp; professional manner and instructions issued within 1 week of authorisation.</p>	<p>○</p>	<p>Annual review with clients and D of CuDLS</p>	<p>31 March Annually</p>
	<p><b>(D)</b> The Service Provider will initiate appropriate action against any unsatisfactory tenant or unauthorised occupants of the Council's land and if necessary commission action through the Director of Customer, Democratic &amp; Legal Service to terminate the tenancy/secure possession in accordance with established procedures. In the case of occupation of private land by unauthorised travellers the Service Provider to liaise with and assist the owner to regain possession.</p>	<p>11 a</p> <p>Quarterly summary provided to D of F</p>	<p>○</p>	<p>Annual Review with D of F</p>	<p>31 March Annually</p>
		<p>12</p> <p>Appropriate action initiated.</p>	<p>○</p>	<p>Annual Review with D of F</p>	<p>31 March Annually</p>

Service Delivery	Detail	Target/Performance Measure	Status	What Needs Doing	When
<p><b>Property Management</b></p>	<p><b>(E)</b> The Service Provider will report quarterly to the CIB as to the nature and use of the Investment Property portfolio, identifying any under performing property with recommendations on commercial opportunities that may exist for investment, acquisition or disposal as these occur. Attend and present reports to Members to include updates on Performance Indicators (PIs) in the Service Delivery Plan.</p>	<p>13</p> <p>Production of monitoring report within 1 week of each Quarter Day</p>	<p><b>K</b></p>	<p>To be included in Quarterly report</p>	<p>8 Jan 8 April 8 July 8 October</p>
	<p><b>(F)</b> The Service Provider will prepare, submit, agree and implement an Energy Management Plan, monitor and manage energy consumption in these buildings to achieve efficiencies and promote sustainability within 3 months of commencement of the Contract.  (NB this excludes responsibility for procuring and paying for energy which requires only technical input from the Service Provider.)</p>	<p>14</p> <p>Production of Energy Management Plan within 3 months of Contract start &amp; annual update as part of Service Delivery Plan. Energy related PIs in Appendix A.</p>	<p><b>O</b></p>	<p>Check receipt of EMP  Check receipt of EMP update</p>	<p>30 Sept annually</p>
	<p><b>(G)</b> The Service Provider will prepare, submit, agree and implement an Asbestos Management Plan for the Council's Operational Buildings within 3 months of the Contract commencement including nomination of duty holders within the scope of the relevant legislation</p>	<p>15</p> <p>Asbestos Management Plan produced within 3 months of Contract start and annual update in Service Delivery Plan.</p>	<p><b>O</b></p>	<p>Check receipt of AMP Check receipt of AMP update</p>	<p>30 Sept annually</p>
	<p><b>(H)</b> The Service Provider will prepare, submit, agree and implement a Legionella Management Plan for the Council's Operational Buildings within 3 months of the Contract commencement including nomination of duty holders within the scope of the relevant legislation</p>	<p>16</p> <p>Legionella Management Plan produced within 3 months of Contract start &amp; annual</p>	<p><b>O</b></p>	<p>Check receipt of LMP Check receipt of</p>	<p>1Oct 07  30 Sept annually</p>

Service Delivery	Detail	Target/Performance Measure	Status	What Needs Doing	When
		update in Service Delivery Plan.		LMP update	
<b>Maintenance of and Access to Property Records</b>	<p><b>(A)</b> The Service Provider will take over responsibility for the Council's files and records of property assets, maintain accurate records, create electronic versions of new files and provide information to Service Directorates, the public and other organisations as required. This may include details of tenure, tenants, vacant land or buildings, plans of land &amp; buildings, budgets, monitoring of expenditure and details of service charges and making available or providing access to electronic records of ownership plans and details for use by GIS users in the Council.</p> <p>The Service Provider will notify the Director of Finance of all properties which remain unoccupied for a period in excess of 3 months.</p>	<p>17</p> <p>All files up to date &amp; new ones capable of electronic access by or transmission to the Council within 12 months of contract start date</p> <p>100% Notification</p>	<b>K</b>	<p>Annual statement of compliance required + Annual review with Clients</p> <p>Annual review with D of F</p>	<p>31 March Annually</p> <p>31 March Annually</p>
	<p><b>(B)</b> The Service Provider will protect the Council's interests in land ownership through a 5 year rolling programme of inspections, check boundaries, and resolve difficulties with adjoining land owners as necessary.</p>	<p>18</p> <p>20% assets inspected each year</p>	<b>O</b>	Check Inspection Programme	31 March Annually
	<p><b>(C)</b> The Service Provider will review and maintain a register of the Council's land and property assets above an agreed de minimus level of value. Value these assets in accordance with the national accounting code of practice and record the results on the register. Update and maintain information in the register to prevailing CIPFA and RICS standards.</p>	<p>19</p> <p>Maintenance of an accurate register and provision of timely report to the Director of Finance</p>	<b>K</b>	Check Asset Register Provided annually to D of F	30 April Annually

Service Delivery	Detail	Target/Performance Measure	Status	What Needs Doing	When
	Provide an up to date version for the Director of Finance by 30 April each year.			Commission check valuations	31 May Annually
<b>Valuations</b>	<b>(A)</b> The Service Provider will Undertake and certify valuations for all Council purposes as requested by an Authorised Contact in accordance with RICS and CIPFA guidelines within 4 weeks of request.	20	○	Annual review with Clients	31 March Annually
	<b>(B)</b> The Service Provider will evaluate the rating assessment of the Council's property assets and take action to lodge and pursue appeals against those assessments considered incorrect.	21	○	Commission check valuations	31 March Annually
	<b>(C)</b> The Service Provider will evaluate the Council Tax bandings of the Council owned non HRA residential properties and challenge and if appropriate appeal those considered incorrect.	22	○	Check receipt of report	30 April Annually
	<b>(D)</b> The Service Provider will maintain an up to date schedule of insurance valuations for the Council's property with annual indexing to maintain their real value and carry out a detailed valuation review at least every 3 years. Notify the Council of the appropriate insurance levels and advise of any specific risk that could impact upon insurance liability.	23	○	Check receipt of report.	30 April Annually
				Check receipt of schedule + detailed review at 2010 and 2013	31 January Annually 2010/2013

Service Delivery	Detail	Target/Performance Measure	Status	What Needs Doing	When
<p><b>Consultancy &amp; General Property Advice</b></p>	<p><b>(A)</b> The Service Provider will provide representation upon Corporate Officer Working Groups as required and advise the Council of its options based upon the Service Provider's expertise.</p>	<p>24</p> <p>Representation provided as required</p>	<p>○</p>	<p>Annual Review with Clients</p>	<p>31 March Annually</p>
	<p><b>(B)</b> The Service Provider will provide a suitably qualified person to act as expert witness for all property matters, to prepare reports and appear in court as may be required.</p>	<p>25</p> <p>Expert witness available on request</p>	<p>○</p>	<p>Annual Review with Clients</p>	<p>31 March Annually</p>
	<p><b>(C)</b> The Service Provider will advise and consult with the Director of Finance on different methods of procuring property related maintenance &amp; servicing contracts, including the implementation and awarding of all such contracts and assist in the development of the Council's procurement policy and strategy.</p>	<p>26</p> <p>Advice given on request and summary of procurement activity produced by 30 April each year.</p>	<p>○</p>	<p>Annual review with D of F Check receipt of proc. summary</p>	<p>31 March Annually  1 May Annually</p>
	<p><b>(D)</b> The Service Provider will advise the Council on property issues concerned in the preparation and implementation of its strategic objectives including, but not limited to the following –</p> <ul style="list-style-type: none"> <li>• Economic Regeneration Strategy</li> <li>• Town Centre Strategy</li> <li>• Local development Framework</li> <li>• Housing Strategy</li> <li>• Leisure Strategy etc.</li> <li>• Medium Term Financial Strategy</li> </ul>	<p>27</p> <p>Advice and assistance provided as requested, twelve half days per annum</p>	<p>○</p>	<p>Annual Review with Clients</p>	<p>31 March Annually</p>

Service Delivery	Detail	Target/Performance Measure	Status	What Needs Doing	When
	<p><b>(E)</b> The Service Provider will undertake a strategic review of the Council's operational accommodation resources and requirements within 6 months of Contract commencement and update annually thereafter.</p>	28	O	Check receipt of review /Check receipt of review updates	30.9.08 then annually
	<p><b>(F)</b> The Service Provider will provide the Council with advice and produce any appropriate drawings or documentation to support grant aided programmes, heritage and conservation responsibilities or schemes promoted by voluntary sector partners.</p>	29	O	Provision of an appropriate, professional service within agreed timescales.	31 March Annually

**CORE ASSET MAINTENANCE SERVICE**

Service Delivery	Detail	Target/Performance Measure			Status	What Needs Doing	When
<b>Planned Maintenance</b>	<p>(A) The Service Provider will maintain an up to date record of the condition of the Council's buildings, plant and machinery and associated property assets based on the methodology of the Baseline Condition Survey in respect of a sample of properties selected by the Contract Manager. Present to the Contract Manager by 30 September each year an itemised estimate of requirements to maintain them by way of a 5 year Planned Maintenance Programme (PMP) within the cost envelope provided by the Council.</p>	30	Maintenance of accurate records of condition and production of draft PMP by 30 September each year.	<b>K</b>	Check production of draft PMP	30 September annually	
		31	Production of final PMP by 31 December each year	<b>O</b>	Check records of Property Condition	30 September annually	
					Order full Condition Survey	1 March 2012 1 March 2014	
	<p>(B) The PMP in its final form will</p> <ul style="list-style-type: none"> <li>• Demonstrate how it provides for effective programmed maintenance of the fabric, decoration and Service of the assets</li> <li>• Demonstrate how it meets the requirements of any Government legislation in respect of the property assets.</li> </ul>	31	Production of final PMP by 31 December each year	<b>O</b>	Check production of PMP	31 December Annually	
	<p>(C) The Service Provider will carry out servicing &amp; safety checks of Council owned buildings, plant, machinery and equipment annually or as required by legislation or regulations. This information shall be recorded on a register to be maintained and updated by the Service Provider.</p>	32	Completion of all servicing & safety checks	<b>K</b>	Check Certification Register	31 March Annually	



Service Delivery	Detail	Target/Performance Measure	Status	What Needs Doing	When
	(D) The Service Provider will provide estimates of costs & timescales for improvements to property assets in response to requests by Authorised Contacts.	33 Provision of advice within 4 weeks of request.	O	Annual Review with Clients	31 March Annually
<b>Responsive Maintenance</b>	<p>(A) The Service Provider will provide a responsive maintenance &amp; repair service for assets as described in section 5 of this specification and will also</p> <ul style="list-style-type: none"> <li>• Advise the Authorised Contacts of the need for specific works, inspect buildings for defects, legislative or regulatory requirements, dangerous materials etc. and provide options for dealing with the issues of a constructional nature.</li> <li>• Provide an “out of hours” emergency service to secure &amp; make good property pending repair work for those assets in section 5 with a maintenance obligation.</li> <li>• Have regard to the nature of the asset when ordering work, particularly where sensitive community issues are involved e.g. community centres with nursery groups.</li> <li>• Acknowledge receipt of instructions with a reference number for subsequent enquiries, notify category and advise the Authorised Contact on completion of work through electronic means.</li> </ul>	34 Instructions taken, categorised as below, acknowledged within 1 working day, acted upon and completion notified. <b>Emergency</b> for completion within 4 hours <b>Urgent</b> for completion within 2 working days <b>Routine</b> for completion within 10 working days <b>Planned</b> for inclusion in the PMP	K	Annual Review with Clients	31 March Annually
<b>Improvement and Development of</b>	<p>(A) The Service Provider will provide an architectural service including but not limited to the following:</p> <ul style="list-style-type: none"> <li>• Advise on the Council’s requirements for works, which</li> </ul>	35 Provision of an appropriate, professional service within agreed	O	Annual Review with Clients	31 March Annually

Service Delivery	Detail	Target/Performance Measure	Status	What Needs Doing	When
<p><b>Property Assets</b></p>	<p>will include quality, timing, costs, performance measures and general advice on how to proceed with any works project.</p> <ul style="list-style-type: none"> <li>• Advise on materials, energy efficiency, longer term maintenance liabilities, designing out crime, compliance with statutory requirements and other elements of good design and practice.</li> <li>• Undertake site appraisals, obtain information on ownership, existing buildings and occupancy, boundaries, easements, encroachments, Service and rights of way.</li> <li>• Analyse the Council's requirements, preparation of outline proposals and budget estimates</li> <li>• Undertake scheme design and development to a point where approvals, bids and funding streams can be assessed.</li> <li>• Undertake site investigation surveys including levels, Service, highway implications, planning applications, and full cost estimates.</li> <li>• Complete scheme design to illustrate the size and character of the project in sufficient detail to allow the spatial arrangements, materials and appearance to be evident to the relevant Council officers.</li> <li>• Present proposals to appropriate meetings of Council officer groups and evening meetings as necessary to move towards scheme approval.</li> </ul>	<p>timescales</p>			
<p><b>Improve-ment and Develop-ment of Property Assets</b></p>	<p><b>(B)</b> The Service Provider will provide a project management service including but not limited to</p> <ul style="list-style-type: none"> <li>• Develop a programme to implement any approved scheme and provide appropriate management for the project including the letting of contracts for works and site supervision.</li> </ul>	<p>36</p>	<p>0</p>	<p>Annual Review with Clients</p>	<p>31 March Annually</p>

Service Delivery	Detail	Target/Performance Measure	Status	What Needs Doing	When
	<ul style="list-style-type: none"> <li>• Submit to the Council the Project Plan and Project Management Methodology, in accordance with the Council's adopted methodology for that project within 10 working days of commissioning.</li> <li>• Finalise the design, obtain any statutory approvals, issue, receive and award tenders for works for the project in compliance with the Council's Corporate Procurement arrangements for such contracts.</li> <li>• Perform the role of planning supervisor for the project, complete and compile all relevant CDM documentation, health and safety notifications and consents or approvals required.</li> <li>• Arrange and manage all pre-contract meetings and arrange regular meetings on the progress of the project with appropriate officers of the Council.</li> <li>• Carry out the approved Project Management Methodology, which shall include full clerk of work duties, preparation of regular cash flow statements and forecasts, minor variations and authorisation of all payments due under the contract.</li> <li>• Certify practical completion of the project, and agree final accounts with the appointed Contractor, Sub Contractors and any consultants or suppliers and deal with any disputes or arbitration.</li> <li>• Advise the Council on the use, control, operation or maintenance of the completed project including fixtures, fittings, heating, electrical or mechanical equipment included.</li> <li>• Compile service drawings, service manuals and any other appropriate documentation of the completed project; attend any hand-over meetings, maintain contact with the contractor through the defects liability period, carry out inspections, ensure that defects are rectified and issue certificates of making good.</li> <li>• Manage any retentions outstanding, issue final</li> </ul>				

Service Delivery	Detail	Target/Performance Measure	Status	What Needs Doing	When
	<p>certificates and present final costs of projects to the Council including explanations as to any variations to costs or the programme</p>				
<p><b>Improve-ment and Develop-ment of Property Assets</b></p>	<p><b>(C)</b> The Service Provider will provide a quantity surveying service including but not limited to</p> <ul style="list-style-type: none"> <li>• Prepare specifications and schedules as required for contracts for works required by the Council.</li> <li>• Maintain lists of companies in line with the Council's Corporate Procurement Policy and select from such lists contractors to provide engineering, building, or other works required by the Council. Maintain and apply criteria in accordance with the Council's Corporate Procurement Rules to select such companies for admission to the lists and for specific tender invitation.</li> </ul> <p><b>(D)</b> The Service Provider will provide or procure further specialist services to assist with appraisals and/or service provision on specific projects where needed. including but not limited to the following professional fields:</p> <ul style="list-style-type: none"> <li>• Services for historic buildings &amp; monuments</li> <li>• Land surveying</li> <li>• Mechanical &amp; electrical engineering</li> <li>• Environmental &amp; utility issues</li> <li>• Structural engineering</li> <li>• Environmental &amp; sustainability issues</li> <li>• Archaeological services</li> <li>• Ecological services</li> <li>• Hydrogeology &amp; geotechnical services</li> <li>• Waste management services</li> </ul>	<p>36a</p> <p>Provision of an appropriate, professional service within agreed timescales</p>	<p><b>O</b></p>	<p>Annual Review with Clients</p>	<p>31 March Annually</p>
		<p>37</p> <p>Provision of an appropriate, professional service within agreed timescales</p>	<p><b>O</b></p>	<p>Annual Review with Clients</p>	<p>31 March Annually</p>

Service Delivery	Detail	Target/Performance Measure			Status	What Needs Doing	When
<p><b>Additional Services</b></p>	<p>(A) The Service Provider will provide expertise as required in the fields of</p> <ul style="list-style-type: none"> <li>• General practice surveying &amp; valuation</li> <li>• Building surveying</li> <li>• Quantity surveying</li> <li>• Project management</li> <li>• Land surveying</li> <li>• Mechanical &amp; electrical engineering</li> <li>• Environmental &amp; sustainability issues</li> <li>• Architecture</li> <li>• Structural engineering</li> <li>• Archaeological services</li> <li>• Ecological services</li> <li>• Hydrogeology &amp; geotechnical services</li> <li>• Waste management services</li> </ul>	38	Expertise provided as required	O	Annual Review with Clients	31 March Annually	
<p><b>Communications</b></p>	<p>(A) The Service Provider will undertake all liaison on contract and performance issues through the Contract Manager</p> <p>(B) The Service Provider will nominate key staff as contacts for the Service and for overall management of the Contract to be available during normal working hours.</p> <p>(C) The Service Provider will supply data in electronic format to meet the performance measures of the Council in respect of the Contract, in particular to monitor and report progress to the Contract Manager in meeting specific Performance Indicators (PIs) in the annual Service Delivery Plan.</p>	39  40  41	All liaison via Contract Manager  All key staff nominated  All relevant data supplied within 1 week of the month/quarter due.	O  O  O	Annual Review Contract Manager  Annual Review with Clients  Check receipt of data	31 March Annually  31 March Annually  Month End	

Service Delivery	Detail	Target/Performance Measure			Status	What Needs Doing	When
	<b>(D)</b> The Service Provider will deliver to the Contract Manager a quarterly summary demonstrating progress on schemes within the PMP and capital programme	42	Quarterly report delivered to Contract Manager	<b>K</b>	Incl. in Qtrly report. Check submission of report to CIB	8 <sup>th</sup> Jan 8 <sup>th</sup> April 8 <sup>th</sup> July 8 <sup>th</sup> Oct	
	<b>(E)</b> The Service Provider will receive and respond to instructions from Authorised Contacts through electronic means in an agreed format. <b>(F)</b> The Service Provider will acknowledge receipt of instructions for responsive repairs within 1 day with a reference number for subsequent enquiries, notify category and advise the Authorised Contact on completion of work through electronic means.	43 44	Instructions received & acknowledged within 1 week. Instructions received, acknowledged within 1 day & acted upon	<b>O</b> <b>O</b>	Annual review with Clients Annual Review with Clients	31 March Annually 31 March Annually	
<b>Communications</b>	<b>(G)</b> The Service Provider will use designs agreed with the Council for joint branding on letterheads, forms and other stationary to promote the partnership between the Council and the Service Provider.	45	Use of designs agreed	<b>K</b>	Annual Review	31 March Annually	
<b>Customer Care</b>	<b>(A)</b> The Service Provider will deal with correspondence, enquiries and complaints in accordance with the Council's policies. <b>(B)</b> The Service Provider will maintain a web site in respect of the Service provided by the Service Provider with links to the Council's web site in an agreed format.	46 47	Council's policies and timescales complied with. Web site maintained in an agreed form.	<b>O</b> <b>K</b>	Annual Review with Clients Quarterly check on Web site	31 March Annually 1 Jan 1 April 1 July 1 Oct Annually	

Service Delivery	Detail	Target/Performance Measure	Status	What Needs Doing	When
	<p>(C) The Service Provider will agree in March each year with the Contract Manager, a programme of customer consultation / survey / involvement activity to reflect the needs, wants and expectations of customers, and deliver this programme.</p>	<p>48</p> <p><b>Programme agreed and delivered</b></p>	<p><b>O</b></p>	<p>Check programme agreed for year ahead</p> <p>Check programme agreed and delivered for previous year</p>	<p>31 March Annually</p> <p>30 April Annually</p>
<p><b>Service Delivery Plan and Budgets</b></p>	<p>(A) The Service Provider will prepare an annual Service Delivery Plan as an appendix to the Asset Management Plan reviewing service performance in the previous 12 months, detailing how the Service is to be delivered in the forthcoming year including any Service Improvement Change Proposals (SICP) introduced or proposed and ensuring that the aims of the Plan are in line with the Council's strategic objectives and integrate with the Business Plans of the Council's other services.</p>	<p>49</p> <p>Production of an annual Service Delivery Plan by 30 September and meeting PI targets in Appendix A.</p>	<p><b>K</b></p>	<p>Check Production of Service Plan</p>	<p>30 September Annually</p>
	<p>(B) The Service Provider will supply details to the Contract Manager of cost / price breakdowns of Service provided to individual Service Areas to facilitate the management of the Council's internal market by 31 March each year.</p>	<p>50</p> <p>Production of annual breakdown of estimated and actual costs for future/past years by 31 March each year</p>	<p><b>O</b></p>	<p>Check receipt of breakdown</p>	<p>31 March Annually</p>

Service Delivery	Detail	Target/Performance Measure	Status	What Needs Doing	When
<p><b>The Asset Management Plan and Statement</b></p>	<p><b>(A)</b> The Service Provider will prepare an annual Asset Management Plan (AMP) in accordance with CIPFA, RICS &amp; Government guidelines and in conjunction with the Corporate Property Officer, co-incident with the Council's annual Business Plan cycle, setting out the Council's strategic and management plans for the use and development of its property assets over the ensuing year.</p>	<p>51 Production of an AMP by September 30 each year to maintain the existing achieved level of excellence standards in the CIPFA guidelines..</p>	<p><b>K</b></p>	<p>Check Production of Asset Management Plan</p>	<p>30 September Annually</p>
	<p><b>(B)</b> The Service Provider will supply to the Contract Manager quarterly, monthly and annual data as required by the Plan</p> <p><b>(C)</b> The Service Provider will contribute to the updating of the Council's Capital Strategy, and provide information on capital bidding and programme requirements based on information gained through condition surveys undertaken on the Council's assets including advice on asset renewal requirements and programming, relative needs, priorities and matters arising.</p>	<p>52 Provision of data at timely intervals</p> <p>53 Information provided by 31 December each year</p>	<p><b>O</b></p> <p><b>O</b></p>	<p>Check provision of data and S.P's submission of O&amp;S report</p> <p>Check Information provided</p>	<p>Included in Quarterly/ Annual reports</p> <p>31 December Annually</p>
<p><b>Financial Procedures and Control</b></p>	<p><b>(A)</b> In relation to budgets for specific projects being managed by the Service Provider on the Council's behalf, the Service Provider is charged with the proper administration of financial affairs in relation to the managed budgets, consistent with the Council's own Financial Regulations which cover issues such as: -</p> <ul style="list-style-type: none"> <li>• High standards of conduct, financial management, security, accountability ;</li> </ul>	<p>54 Maintaining standards consistent with the Council's Financial regulations</p>	<p><b>K</b></p>	<p>Annual review with D of F</p>	<p>31 March Annually</p>



Service Delivery	Detail	Target/Performance Measure	Status	What Needs Doing	When
	<ul style="list-style-type: none"> <li>• Taking reasonable action to ensure that the use of resources is legal, properly authorised, providing value for money and achieving best value</li> <li>• Ensure accounting records are properly maintained and held securely</li> <li>• Provision of relevant information (e.g. in relation to Performance Indicators, grant claims, value for money and analyses as required)</li> <li>• Access to records for audit purposes and consultation with the Council's Director of Finance where changes to systems are being proposed</li> </ul>				
	<p><b>(B)</b> The Service Provider will channel all legal work, advice etc through the Council's Director of Customer, Democratic and Legal Service and ensure legal commitments on leases, sales &amp; acquisitions are not entered into without the Director's approval.</p> <p><b>(C)</b> The Service Provider will advise the Council on relevant property related aspects of risk management.</p> <p><b>(D)</b> The Service Provider will comply with audit requirements (see below) and encourage a culture and practice of preventing frauds and corruption. Report to the Council's Money Laundering Officer where suspicious circumstances encountered e.g. cash property transactions.</p>	<p>55</p> <p>All legal work procured through the Director of Customer, Democratic &amp; Legal Service.</p> <p>56</p> <p>Advice provided as required</p> <p>57</p> <p>Compliance with audit requirements</p>	<p>○</p> <p>○</p> <p>○</p>	<p>Annual Review with clients and DCuDLS</p> <p>Annual Review with D of F</p> <p>Annual Review with Clients and D of F</p>	<p>31 March Annually</p> <p>31 March Annually</p> <p>31 March Annually</p>
<b>Financial Procedures and Control</b>	<p><b>(E)</b> The Service Provider will identify and advise on the property and financial implications of any new proposals or proposed changes in Council policy .</p>	<p>58</p> <p>Advice provided as required</p>	<p>○</p>	<p>Annual Review with Clients</p>	<p>31 March Annually</p>

Service Delivery	Detail	Target/Performance Measure	Status	What Needs Doing	When
	<p>(F) The Service Provider will integrate financial management and planning with the Council's Business Plans time-scale.</p> <p>(G) The Service Provider will assess, agree and notify to the Director of Customer, Democratic and Legal Services, contributions to legal &amp; surveyor's fees and costs, in accordance with the Council's approved scale of charges for sales and lettings of property</p>	<p>59</p> <p>Integration achieved including Service Provider's annual property business plan using the Council's own business plans as provided to the Service Provider.</p> <p>60</p> <p>All fees and costs assessed, agreed and notified to the DCuDLS</p>	<p>○</p> <p>○</p>	<p>Check Integration achieved</p> <p>Annual Review with the D of CuDLS</p>	<p>30 September Annually</p> <p>31 March Annually</p>
<p><b>Staff</b></p>	<p>(A) The Service Provider will comply with the security requirements of the Council's administrative buildings with all staff conforming to the security systems, and visitors to the Service Provider being subject to established control and supervision.</p>	<p>61</p> <p>All security measures complied with.</p>	<p>○</p>	<p>Annual Review with Clients and D of CuDLS</p>	<p>31 March Annually</p>
<p><b>Quality Assurance and Monitoring</b></p>	<p>(A) The Service Provider will take appropriate steps to safeguard the quality of the Service, accuracy of work undertaken by staff and to ensure that all financial and statistical data is accurate, reliable and supported by relevant documentation. Any data conflicts will be promptly identified and resolved.</p>	<p>62</p> <p>Compliance with quality assurance procedures of relevant accreditation</p>	<p>○</p>	<p>Annual Review with Clients</p>	<p>31 March Annually</p>

Service Delivery	Detail	Target/Performance Measure	Status	What Needs Doing	When
	<p><b>(B)</b> The Service Provider will ensure that all reports relating to the data integrity of the systems in use are reviewed and processed promptly and evidenced by a signature and date of the member of staff concerned. These shall be available for the Contract Manager to inspect at any time during the normal working day.</p> <p><b>(C)</b> The Service Provider will have in place quality systems approved by the Contract Manager. Provide upon request copies of all relevant procedures and planned programmes to the Contract Manager.</p> <p><b>(D)</b> The Service Provider will obtain an accreditation for the service equivalent to the standard required for Charter Mark status within 2 years of the contract commencement</p>	<p>63 Compliance with quality assurance procedures of relevant accreditation</p> <p>64 Compliance with quality assurance procedures of relevant accreditation</p> <p>65 Compliance with quality assurance procedures of relevant accreditation within 2 years of contract start.</p>	<p>O</p> <p>O</p> <p>O</p>	<p>Annual Review with D of F</p> <p>Annual Review with D of F</p> <p>Check programme</p> <p>Check Achievement</p>	<p>31 March Annually</p> <p>31 March Annually</p> <p>1 July 08</p> <p>1 July 09</p>
<p><b>Participation in the wider Corporate role of the Council</b></p>	<p><b>(A)</b> The Service Provider will participate in the wider corporate role of the Council which includes, but is not limited to the following:</p> <ul style="list-style-type: none"> <li>• Participate in any future reviews of the Service and make available suitably qualified persons to contribute to any such review.</li> <li>• Provide or contribute to reports to Members and officers charged with making decisions or carrying out scrutiny investigations on behalf of the Council and attend evening meetings of the Council as required.</li> <li>• Attend meetings of Council officers, bodies or groups</li> </ul>	<p>66</p> <ul style="list-style-type: none"> <li>• Participation in reviews</li> <li>• Provision of reports as required</li> <li>• Attendance at meetings</li> <li>• Provision of confidential advice</li> <li>• Provision of suitable advice</li> </ul>	<p>K</p>	<p>Annual Review with Clients and Senior Members</p>	<p>31 March Annually</p>

Service Delivery	Detail	Target/Performance Measure	Status	What Needs Doing	When
	<p>associated with the Council's service delivery.</p> <ul style="list-style-type: none"> <li>• Provide good quality, professional advice to the members and officers of the Council</li> <li>• Advise the Council on the implementation of relevant HM Government Circulars, Green Papers, consultation documents and changes to legislation as they affect the operation of the Service.</li> <li>• Advise Members &amp; officers on corporate matters to include recommendations and any cost implications.</li> <li>• Respect the sensitive and confidential nature of the Council's business and not disclose information except where legally required to do so or as may otherwise be necessary to provide the Service.</li> </ul> <p><b>(B)</b> The Service Provider will Fulfil the property Service role within the Council's Local Civil Emergency Plan and Business Continuity Plan, participate in training exercises, contribute to the updating, review and amendment of the plans and contact details. Attend all meetings associated with these plans.</p>	<ul style="list-style-type: none"> <li>• Provision of suitable advice</li> <li>• Maintenance of confidentiality</li> </ul> <p>Meet all roles and objectives of the Plans.</p>	K	Annual review with D of CUDLS	31 March Annually
		67			

**KEY**

0 = Ongoing Performance Measure  
 K = Key Performance Measure

<sup>i</sup> Added by executive cabinet meeting of 18 April 2002  
<sup>ii</sup> Added by executive cabinet meeting of 21 March 2002 and amended following departmental reorganisation approved by the executive cabinet meeting of 26 June 2002  
<sup>iii</sup> Amended by council meeting of 28 January 2003

Report of	Meeting	Date
Assistant Chief Executive (Business Transformation) (Introduced by the Executive Member for Resources)	Executive Cabinet	27 March 2008

## CAPITAL PROGRAMME MONITORING 2007/08

### PURPOSE OF REPORT

1. This report updates the 2007/08 capital programme approved by Council on 26 February 2008, indicating additional slippage of expenditure to and from 2008/09, and other budget changes.

### RECOMMENDATION(S)

2. Executive Cabinet are asked to approve the slippage to/from 2008/09 and other budget changes set out in Appendix A to the report.

### EXECUTIVE SUMMARY OF REPORT

3. The 2007/08 capital programme was last reported to the Council meeting of 26 February 2008. This report shows the split between slippage and other budget changes that were taken into account in the revision to the programme.
4. Subsequently further slippage to 2008/09 has been identified by project managers, and it is necessary to start one project, budgeted for in the 2008/09 programme, earlier than originally intended. The net effect of this slippage is an estimated reduction of prudential borrowing in 2007/08 of around £205,000, though this borrowing will be required in 2008/09 instead.
5. There are a number of additions to the 2007/08 programme, or other budget adjustments, that total around £381,000. These changes do not require any increase in borrowing, and are to be financed by use of external sources of funding such as developers' contributions and Government grants. However, use of developers' contributions in 2007/08 may require a corresponding increase in borrowing in a later financial year.

### REASONS FOR RECOMMENDATION(S)

#### (If the recommendations are accepted)

6. To ensure that the 2007/08 capital programme is up to date and represents a realistic estimate of the outturn for the financial year.

**ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

7. A major recommended change to the programme in 2007/08 is the capitalisation of interest in respect of the land assembly required for the Gillibrand Link Road, for which the Council has received the necessary capitalisation direction. This interest would otherwise be charged to the revenue budget, which would reduce revenue balances available for use in future years.

**CORPORATE PRIORITIES**

8. 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 chances		Develop the Character and feel of Chorley as a good place to live	✓
Involving people in their communities		Ensure Chorley Borough Council is a performing organization	✓

The capital programme has an indirect effect on most Strategic Objectives.

**BACKGROUND**

9. At Council of 26 February 2008, the 2007/08 capital programme was reduced from a total of £10,175,240 to £7,411,780. Of the overall reduction, £2,144,420 was slippage to 2008/09 and £619,040 was in respect of other reductions in scheme budgets. Of this total, £580,000 was the deletion of a budget for site assembly for affordable housing projects, which will be reintroduced as the need and opportunity arises in future. The specific changes made to the programme on 26 February 2008 are shown in Appendix A.
10. Further slippage of £499,850 to 2008/09 has been identified by project managers, offset by budget increases of £381,040, which give a net reduction in the 2007/08 programme to £7,292,970.

**SLIPPAGE TO/FROM 2008/09**

11. It is necessary to bring forward the budget for implementation of new financial systems to ensure continuity of service in respect of cash receipting. In addition it is necessary to increase the budget by £24,000, which can be met from uncommitted Government grant (PDG).

12. Other expenditure estimated to slip to 2008/09 is as follows:

- Telephony £70,000
- Highways Improvements £90,000
- Private sector housing £8,660
- Town Centre Strategy £20,000
- Marketing Chorley £10,000
- Astley Park schemes £184,000
- Duxbury Golf Course £160,090
- Big Wood £19,100

- 13. Much of this expenditure would be financed from external sources such as grants and contributions, so the net effect on borrowing is estimated to be a reduction in 2007/08 of around £205,000.

**OTHER CHANGES**

- 14. The main change is the capitalisation of the interest on the cost of land assembly for the Gillibrand Link Road, which saves the revenue budget £213,000. It is intended that this be financed from developers' contributions for transport improvements. However, in the longer run this reduces resources available for future transport-related schemes and therefore use of prudential borrowing may be necessary in a future financial year. As a consequence, £213,000 will be added to the working balances during 2007/08. Essentially, at this stage will be used to mitigate the risk in relation to concessionary transport and possibly to fund improvements in the management of homelessness following a review of the options that is currently on-going.
- 15. The unallocated private sector housing budget is to be used for the implementation of a computer system to be used by Strategic Housing at an estimated maximum cost of £10,000.
- 16. Budget provision is required for expenditure being incurred by the Council in advance of construction of the new Buckshaw Village Railway Station. The estimated total this year will be financed with the S106 contribution already received, so there is no effect on the Council's own resources.
- 17. The contribution to be made to Lancashire County Council in respect of the Eaves Green Link Road is to be reduced slightly following changes to the estimated capital receipt from the sale of the Council's land in the vicinity of the Link Road.
- 18. The balance of the Planning Delivery Grant available in 2007/08 would be used to complete the e-Planning project.

**IMPLICATIONS OF REPORT**

- 19. 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	

- 20. The financial implications of the changes to the programme are detailed in the text of the report.

GARY HALL  
 ASSISTANT CHIEF EXECUTIVE (BUSINESS TRANSFORMATION)

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Michael Jackson	5490	12 March 2008	Capital Programme Monitoring Mar 2008.doc

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**Capital Programme Monitoring 2007/08**

Scheme	2007/08 Estimate at 6/12/07 £	Slippage (to)/from 2008/09 £	Other Changes £	2007/08 Estimate at 26/2/08 £	Slippage (to)/from 2008/09 £	Other Changes £	2007/08 Revised Estimate £	External Funding £	CBC Funding £
<b><u>Assistant Chief Executive (Policy &amp; Performance)</u></b>									
Project Management Support Capitalisator	40,000			40,000			40,000		40,000
Website Refresh	14,840		210	15,050			15,050		15,050
Contribution to Pitch Drainage Bishop Rawsthorne School	19,990			19,990			19,990	19,990	0
External Funding Pot	9,650	(9,650)		0			0		0
- Charnock Richard FC	6,000			6,000			6,000		6,000
Pump priming the Local Public Services Board	40,000		(40,000)	0			0	0	0
<b>Assistant Chief Executive (Policy &amp; Performance) Total</b>	<b>130,480</b>	<b>(9,650)</b>	<b>(39,790)</b>	<b>81,040</b>	<b>0</b>	<b>0</b>	<b>81,040</b>	<b>19,990</b>	<b>61,050</b>
<b><u>Director of Corporate Governance</u></b>									
Pump Priming the Area Forum	50,000		(50,000)	0			0	0	0
<b>Director of Corporate Governance Total</b>	<b>50,000</b>	<b>0</b>	<b>(50,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Assistant Chief Executive (Business Transformation and Improvement)</u></b>									
Capitalised Restructuring Costs	667,000		33,000	700,000			700,000		700,000
Planned Maintenance of Fixed Assets	200,000	(100,000)		100,000			100,000		100,000
Town Hall Disabled Access and Refurbishment	11,300		(10)	11,290			11,290		11,290
Gillibrand Link Road - land assembly	731,000		17,730	748,730		213,000	961,730	961,730	0
Financial Systems Development	0			0	62,000	24,000	86,000	24,000	62,000
<b>Assistant Chief Executive (Business Transformation and Improvement) Total</b>	<b>1,609,300</b>	<b>(100,000)</b>	<b>50,720</b>	<b>1,560,020</b>	<b>62,000</b>	<b>237,000</b>	<b>1,859,020</b>	<b>985,730</b>	<b>873,290</b>
<b><u>Director of Human Resources</u></b>									
e-Enabling HR systems - Training	30,000	(30,000)		0			0		0
HR Management System	68,500	(50,500)		18,000			18,000		18,000
<b>Director of Human Resources Total</b>	<b>98,500</b>	<b>(80,500)</b>	<b>0</b>	<b>18,000</b>	<b>0</b>	<b>0</b>	<b>18,000</b>	<b>0</b>	<b>18,000</b>

**Capital Programme Monitoring 2007/08**

Scheme	2007/08 Estimate at 6/12/07 £	Slippage (to)/from 2008/09 £	Other Changes £	2007/08 Estimate at 26/2/08 £	Slippage (to)/from 2008/09 £	Other Changes £	2007/08 Revised Estimate £	External Funding £	CBC Funding £
<b><u>Director of ICT</u></b>									
Website Development (incl. ICT salary capitalisation)	30,000			30,000			30,000		30,000
Thin Client Pilot/Full Integration	251,150			251,150			251,150		251,150
Telephony	137,000			137,000	(70,000)		67,000		67,000
Data Storage Solution	67,350	(67,350)		0			0		0
<b>Director of ICT Total</b>	<b>485,500</b>	<b>(67,350)</b>	<b>0</b>	<b>418,150</b>	<b>(70,000)</b>	<b>0</b>	<b>348,150</b>	<b>0</b>	<b>348,150</b>
<b><u>Corporate Director (Neighbourhoods)</u></b>									
Litter/Dog Waste/On-street recycling bins	16,390		8,270	24,660			24,660		24,660
Replacement of recycling/litter bins & containers	50,000	(19,760)	(6,240)	24,000			24,000		24,000
Enhanced Recycling/Kerbside Collection	158,000	(14,380)	(13,520)	130,100			130,100		130,100
DEFRA Waste Performance & Efficiency Grant scheme	44,970			44,970			44,970	44,970	0
Various traffic calming/local road safety schemes	18,000			18,000			18,000		18,000
Highway improvements - Gillibrand estate/Southlands	90,000			90,000	(90,000)		0	0	0
Intelligent Management Information	79,310	(65,520)		13,790			13,790	0	13,790
Alleygates	40,000		11,490	51,490			51,490		51,490
Building Safer Communities	26,760			26,760			26,760	26,760	0
<b>Corporate Director (Neighbourhoods) Total</b>	<b>523,430</b>	<b>(99,660)</b>	<b>0</b>	<b>423,770</b>	<b>(90,000)</b>	<b>0</b>	<b>333,770</b>	<b>71,730</b>	<b>262,040</b>

**Capital Programme Monitoring 2007/08**

Scheme	2007/08 Estimate at 6/12/07 £	Slippage (to)/from 2008/09 £	Other Changes £	2007/08 Estimate at 26/2/08 £	Slippage (to)/from 2008/09 £	Other Changes £	2007/08 Revised Estimate £	External Funding £	CBC Funding £
<b>Corporate Director (Business)</b>									
Disabled Facilities Grants	355,000			355,000			355,000	235,000	120,000
Housing Renewal									
- Home Repair Grants	105,000			105,000			105,000		105,000
- Energy Grants	101,880			101,880			101,880		101,880
- Handyperson Scheme	10,000			10,000			10,000		10,000
Refurbishment of Cotswold House Homeless Unit	40,000			40,000			40,000	40,000	0
Housing Software Implementation	18,660			18,660	(8,660)		10,000		10,000
Regional Housing Pot Capital Grant funded schemes	95,220	(95,220)		0			0	0	0
Affordable Housing Halliwell Street Project 2007-2010	79,000	(79,000)		0			0	0	0
Homeless prevention Central Lancs Sanctuary Scheme Project	28,500	(28,500)		0			0	0	0
Affordable Housing HALS Project 07/09	460,000	(460,000)		0			0	0	0
EAGA Energy Efficiency	110,000	(110,000)		0			0	0	0
Affordable Housing Project (Site Assembly)	580,000	0	(580,000)	0			0	0	0
Regeneration Projects - Design Fees	103,220			103,220			103,220		103,220
Town Centre Paving Project	33,080			33,080			33,080	33,080	0
eDevelopment and Building Control Project	32,490		(20,010)	12,480		12,210	24,690	24,690	0
Delivering the Chorley Town Centre Strategy	100,000			100,000	(20,000)		80,000	80,000	0
Marketing Chorley	10,000			10,000	(10,000)		0	0	0
Eaves Green Link Road - contribution to LCC scheme	1,214,150			1,214,150		(18,170)	1,195,980	266,750	929,230
Buckshaw Village Railway Station	0		0	0		150,000	150,000	150,000	0
<b>Corporate Director (Business) Total</b>	<b>3,476,200</b>	<b>(772,720)</b>	<b>(600,010)</b>	<b>2,103,470</b>	<b>(38,660)</b>	<b>144,040</b>	<b>2,208,850</b>	<b>829,520</b>	<b>1,379,330</b>

**Capital Programme Monitoring 2007/08**

Scheme	2007/08 Estimate at 6/12/07 £	Slippage (to)/from 2008/09 £	Other Changes £	2007/08 Estimate at 26/2/08 £	Slippage (to)/from 2008/09 £	Other Changes £	2007/08 Revised Estimate £	External Funding £	CBC Funding £
<b>Corporate Director (People)</b>									
Leisure Centres/Swimming Pool Refurbishment	906,250	(75,000)		831,250			831,250		831,250
Duxbury Park Golf Course capital investment	418,840	(208,750)		210,090	(160,090)		50,000		50,000
Astley Park Improvements - Construction	1,048,820			1,048,820	(150,000)		898,820	694,940	203,880
Astley Hall/Park CCTV	34,000			34,000	(34,000)		0	0	0
Astley Park Woodland Management	56,000			56,000			56,000	56,000	0
Village Hall & Community Centres Projects	120,000	(90,000)		30,000			30,000		30,000
Extension to Chorley Cemetery (new burial area, Cemetery Development	830		(280)	550			550		550
Chorley Cemetery Lodge Refurbishment	6,500		280	6,780			6,780		6,780
Memorial Safety - Closed Churchyards	13,000		490	13,490			13,490		13,490
Groundwork Projects	20,000			20,000			20,000		20,000
Adlington Rail Station Improvements (S106 funded)	29,050			29,050			29,050	6,000	23,050
Common Bank - Big Wood Reservoir	7,500			7,500			7,500	7,500	0
Adlington Play Development (S106 funded)	330,000	40,000	19,100	389,100	(19,100)		370,000	370,000	0
Harpers Lane Recreation Ground Imps (S106 funded)	25,000		450	25,450			25,450	25,450	0
Play/Recreation Facilities (S106 funded)	30,000			30,000			30,000	30,000	0
Ulnes Walton Play/Leisure Schemes (S106 funded)	37,880	(27,630)		10,250			10,250	10,250	0
Corporate Play Development Plan	10,630	(10,630)		0			0	0	0
Coppull Playzone (S106 funded)	50,000			50,000			50,000	50,000	0
Lighting at Coronation Recreation Ground	25,000	(25,000)		0			0	0	0
Chorley Strategic Regional Site	56,000	(56,000)		0			0	0	0
CRM Integration	576,530	(576,530)		0			0		0
	0	15,000		15,000			15,000		15,000
<b>Corporate Director (People) Total</b>	<b>3,801,830</b>	<b>(1,014,540)</b>	<b>20,040</b>	<b>2,807,330</b>	<b>(363,190)</b>	<b>0</b>	<b>2,444,140</b>	<b>1,250,140</b>	<b>1,194,000</b>
<b>Capital Programme Total</b>	<b>10,175,240</b>	<b>(2,144,420)</b>	<b>(619,040)</b>	<b>7,411,780</b>	<b>(499,850)</b>	<b>381,040</b>	<b>7,292,970</b>	<b>3,157,110</b>	<b>4,135,860</b>

**Capital Programme Monitoring 2007/08**

Scheme	2007/08 Estimate at 6/12/07 £	Slippage (to)/from 2008/09 £	Other Changes £	2007/08 Estimate at 26/2/08 £	Slippage (to)/from 2008/09 £	Other Changes £	2007/08 Revised Estimate £	External Funding £	CBC Funding £
<b><i>Financing the Capital Programme</i></b>									
Prudential Borrowing	3,029,290	(640,050)	(994,360)	1,394,880	(205,090)	0	1,189,790		1,189,790
Unrestricted Capital Receipts	1,320,000		10,040	1,330,040		40,820	1,370,860		1,370,860
Preserved RTB Capital Receipts from CCH	1,000,000		200,000	1,200,000		(60,000)	1,140,000		1,140,000
Housing Investment Programme Restricted Capital Receipts	358,540		10,490	369,030	(8,660)		360,370		360,370
Capital Receipt earmarked for Strategic Regional Site	576,530	(576,530)		0			0		0
Revenue Budget - Specific Revenue Reserves or Budgets	111,660	(39,650)	3,060	75,070		(230)	74,840		74,840
<b>CBC Resources</b>	<b>6,396,020</b>	<b>(1,256,230)</b>	<b>(770,770)</b>	<b>4,369,020</b>	<b>(213,750)</b>	<b>(19,410)</b>	<b>4,135,860</b>	<b>0</b>	<b>4,135,860</b>
Ext. Contributions - Developers	1,335,550	(99,470)	229,250	1,465,330	(133,100)	284,520	1,616,750	1,616,750	0
Ext. Contributions - Lottery Bodies	871,940	(54,000)		817,940	(123,000)		694,940	694,940	0
Ext. Contributions - Other	332,000	38,000		370,000			370,000	370,000	0
Government Grants - Disabled Facilities Grants	180,000			180,000			180,000	180,000	0
Government Grants - WPEG	44,970			44,970			44,970	44,970	0
Government Grants - Housing Capital Grant	788,000	(772,720)		15,280		79,720	95,000	95,000	0
Government Grants - LPSA1	50,000		(40,000)	10,000	(10,000)		0	0	0
Government Grants - LABGI	150,000		(50,000)	100,000	(20,000)		80,000	80,000	0
Government Grants - Planning Delivery Grant	0		12,480	12,480		36,210	48,690	48,690	0
Government Grants - Other	26,760			26,760			26,760	26,760	0
<b>External Funding</b>	<b>3,779,220</b>	<b>(888,190)</b>	<b>151,730</b>	<b>3,042,760</b>	<b>(286,100)</b>	<b>400,450</b>	<b>3,157,110</b>	<b>3,157,110</b>	<b>0</b>
<b>TOTAL CAPITAL FINANCING</b>	<b>10,175,240</b>	<b>(2,144,420)</b>	<b>(619,040)</b>	<b>7,411,780</b>	<b>(499,850)</b>	<b>381,040</b>	<b>7,292,970</b>	<b>3,157,110</b>	<b>4,135,860</b>

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Report of	Meeting	Date
Corporate Director (People) (Introduced by the Executive Member for Resources, Councillor Alan Cullens)	Executive Cabinet	27/03/2008

## CORE FUNDING 2008/09 - AWARDS IN EXCESS OF £5,000

### PURPOSE OF REPORT

- To consider Core Funding applications in excess of £5,000 for 2008/2009.

### RECOMMENDATION(S)

- That the recommendations in Sections 16 to 22 be approved, subject to the Corporate Director (People) agreeing, and signing off, a Core Funding Agreement with each organisation.

### EXECUTIVE SUMMARY OF REPORT

- This report deals with applications for Core Funding in excess of £5,000. Core Funding awards are provided to local groups whose activities contribute towards the Council's Corporate Strategy and the Community Plan. The report contains several recommendations to provide support for local groups.

### REASONS FOR RECOMMENDATION(S)

#### (If the recommendations are accepted)

- To provide key local organisations with Core Funding for 2008/09 to enable them to continue with their work, which contributes towards the Council's strategic objectives and the strategic themes in the Borough's sustainable Community Strategy.

### ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

- Not to award Core Funding grants in 2008/09.

### CORPORATE PRIORITIES

- The effective allocation of awards ensures Chorley Council remains a performing organisation. The applicants, combined, contribute towards all other Corporate Priorities

Put Chorley at the heart of regional economic development in the Central Lancashire sub-region	3	Develop local solutions to climate change.	3
Improving equality of opportunity and life chances	3	Develop the Character and feel of Chorley as a good place to live	3
Involving people in their communities	3	Ensure Chorley Borough Council is a performing organization	3

**BACKGROUND**

7. Core Funding is revenue grant aid to organisations that provide non-profit making services in the Borough that further the Council's strategic objectives and the strategic themes in the Borough's Sustainable Community Strategy.
8. A condition of grant aid to all organisations that receive Core Funding is that they agree and sign a Core Funding Agreement. The Agreement specifies the services to be provided, the beneficiaries, the times the service is to be provided, performance measures etc.
9. Members should note that officers plan to discuss the options to align Core Funding, in future years, with grant funding other organisations, for example, Lancashire County Council and Central Lancashire Primary Care Trust.

**APPLICATION PROCESS**

10. A letter and an application form were sent to previous recipients of Core Funding, plus those organisations that have enquired about Core Funding during the past 12 months.

**POWERS**

11. There are delegated powers to deal with awards of Core Funding of £5,000 or less. Core Funding awards, in excess of £5,000 need to be decided by the Executive Cabinet.

**BUDGET**

12. The total available Core Funding budget for 2008/09 is £141,430. The total value of requests amounts to £167,320 - £25,890 above budget.
13. If all of the recommendations to the Executive Cabinet and Executive Member for Resources are accepted, the value of the awards is within the available budget.

**AWARDS FOR £5,000 OR LESS**

14. The Executive Member for Resources will be recommended to approve the following Core Funding awards for 2008/2009:

• Victim Support, Lancashire (Chorley Branch)	£2,280
• Preston & Western Lancashire Racial Equality Council	£1,500
• Chorley Women's Centre	£4,460
• Chorley & South Ribble Council for Voluntary Service	£4,850
• Help the Homeless (Chorley)	£650
• Central Lancs Dial A Ride	£2,080
• Chorley Pensioners Associations	£350
• Preston and Lancashire Survivors	£400

14. The Executive Member will be recommended to refuse two applications. The first application is from Cuerden Valley Park Trust. The Trust are one of a number of organisations who provide greenspace. To approve this application would set a precedent that the budget could not meet in future years. The second application is from



Chorley FM who have requested Core Funding to develop training opportunities. There are other funding sources that could support this type of work. An offer of officer support will be made to support Chorley FM with funding bids.

15. Several of the awards to be approved by the Executive Member for Resources are subject to specific conditions.

#### **APPLICATIONS TO BE APPROVED BY THE EXECUTIVE CABINET.**

16. **Chorley and South Ribble Shopmobility:** Shopmobility have requested £10,500 funding for 2008/09. This is the same level of funding as 2007/08. The applicant contributes towards making Chorley a thriving town centre, reducing pockets of inequality and improving access to public services.

**Recommendation:** A Core Funding grant of £10,150 be awarded.

17. **The Lifestyle Centre, Chorley:** Formerly Age Concern, Chorley have requested £2,385 funding for 2008/09. This is the same level of funding as 2007/08. They have also asked, as in previous years, for a contribution towards their accommodation costs, this is estimated to be £3,700 for 2008/09. The applicant contributes towards the Council's long term outcomes of improving the quality of life for the Borough's older people and healthier communities. They provide support and development services similar to other groups, and a 'drop-in' social facility that meets a specific demand.

**Recommendation:** A Core Funding grant of £2,385 be awarded plus £4,200 towards their accommodation costs, the latter via internal transfer.

18. **South Lancashire Arts Partnership (SLAP):** SLAP has requested £10,000 funding for 2008/09. This is a £3,205 increase on their grant for 2007/08. The request for additional funding is to support the additional work the Partnership has become involved in, for example, the Town Centre music cafe project. The Partnership covers Chorley, South Ribble and West Lancashire and has been formed to provide economies of scale that working across the three districts provides. This makes projects more attractive for Lottery funding. The applicant contributes towards positive activities for children and young people, increasing volunteering opportunities, getting people involved in their communities and developing the character of the Borough. The Partnership employ a full time officer who coordinates much of their activity. There is uncertainty regarding funding for this post. Without the post the Partnership's capacity will be reduced.

**Recommendation:** A Core Funding grant of £7,000 be awarded, subject to SLAP providing analysis of activity across Chorley, South Ribble and West Lancashire districts and funding from each district and SLAP providing satisfactory plans to safeguard their co-ordinator's post and maintain their delivery at the current level, as a minimum.

19. **Chorley & District Sports Forum:** The Forum have requested £6,000 funding for 2008/09. This is a £565 increase on their grant for 2007/08. £1,500 of their award is for the Talented Individuals grant scheme which the Forum administers on the Council's behalf. The increased request is based on current demand for their services. Since taking on the administration of the talented individuals grant scheme, awareness, and as a result applications, have risen. Any grant offer should be conditional upon the Forum continuing to operate robust methodology for appraising applications and a fixed budget for the year. The applicant says that they contribute towards all of the Council's strategic objectives, and, specifically, positive activities for children and young people, reducing inequalities, involving people in their communities and improving health. Over the past 12 months, Chorley Sport and Physical Activity Alliance (SPAA) has developed bids for Sport

England funding. The outcome of these bids will be known towards the end of March. Further discussions are required to clarify the remit of the Forum given the SPAA bids.

**Recommendation:** An, in-principle, Core Funding grant of up to £5,435 be awarded; subject to the Forum meeting with Corporate Director (People) and, Executive Member, to review the remit of the Forum given the development of the Sport and Physical Activity Alliance and the allocation of grants to talented individuals.

20. **Chorley, South Ribble & Districts Citizens Advice Bureaux (CAB):** The CAB has requested £69,600 funding for 2008/09. This is an increase of £4,000 on their grant for 2007/08 of £65,600. In addition, the CAB have requested that the Council continue to meet their accommodation costs. This is estimated to be £17,850 during 2008/09. The request for an above inflation increase is to contribute towards salary and pension costs. They point out that the Council's funding allows them to attract other funding to the bureaux.

In recent years South Ribble Borough Council have reduced their funding of the Leyland bureaux, which resulted in a reduction in the service in Leyland. The CAB have assured me that this has not impacted on the Chorley bureaux as South Ribble residents have been referred back to Leyland; this will continue to be the practice.

The CAB currently offer, in Chorley, six drop-in sessions per week, which include drop-in and appointments, and six telephone sessions run in tandem with the drop-in sessions. The CAB, in their application, state that other services provided in the Borough such as home visits for people with disabilities, outreach services delivered at the point of access and specialist services are paid for by other funding sources, which the security of the Council's financial support allow them to access.

The applicant has provided significant evidence to show how they contribute towards all of the Council's strategic objectives, most notably reducing pockets of inequality.

The services provided by the CAB were reviewed last year and were found to be very well used with high levels of satisfaction. The Council's financial support to the local CAB is above average for Lancashire districts, but is not at the top of the range. However, without a more detailed analysis of what is being delivered for the grant, financial comparisons alone should be treated with caution.

**Recommendation:** A Core Funding grant of £67,240 (to be paid in two six monthly payments, in advance) be awarded, plus £17,850 to cover accommodation costs; subject to CAB providing the same level of service during 2008/09 as they have in 2007/08, as a minimum, and maintaining the Community Legal Service Quality Mark.

21. **Chorley & South Ribble Homestart:** Homestart have requested £10,000 funding for 2008/09 towards the general costs of their service in the Borough. This is a £5,000 increase on their grant for 2007/08. The applicant contributes towards reducing pockets of inequality, getting people involved in their communities via volunteering and improving access to public services. The increase in funding is sought to return to staffing levels they had previously. The Core Funding will support their base services and give some security.

**Recommendation:** A Core Funding grant of £5,125 be awarded.

22. **Lancashire Sport:** Lancashire Sport have requested £5,125 Core Funding for 2008/09. This is a £125 increase on their grant for 2007/08. Lancashire Sport state that they have asked all authorities in Lancashire for the same amount. Their main areas of contribution to the Corporate Strategy are around reducing pockets of inequality and getting people involved in their communities. Our contribution to Lancashire Sport leads to grants way in excess of our grant to Lancashire Sport.

**Recommendation:** A Core Funding grant of £5,125 be awarded.

**IMPLICATIONS OF REPORT**

23. 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)**

24. The awards, if approved, are within the agreed budget.

JAMIE CARSON  
CORPORATE DIRECTOR (PEOPLE)

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Jamie Carson	5815	10 March 2008	Core funding in excess of £5000

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Report of	Meeting	Date
Corporate Director (People) (Introduced by the Executive Member for Customer, Legal & Democratic Services)	Executive Cabinet	27 March 2008

## ACHIEVING SERVICE EXCELLENCE IN CHORLEY

### PURPOSE OF REPORT

- To inform members about our approach for improving service design and delivery based on a clear understanding of customer need and the timescale for action.

### RECOMMENDATION(S)

- Executive Cabinet are recommended to:
  - Note the Council's approach for improving service design and delivery based on a clear understanding of customer need.
  - Note the timescales for action.
  - Approve the inclusion of the 'Circle of Need' project within the work programme and the acceptance of £50,000 of Department of Communities and Local Government funding, through the National Process Improvement Project (NPIP).

### EXECUTIVE SUMMARY OF REPORT

- Our principal aim as an organisation is to continue to achieve service excellence and improvement. This paper recommends a set of general principles for service design and delivery based on the needs of customers. Essentially this is more than just about handling customer contact. It's about the relationship between customer need and their expectations and how this can influence the design and shape of services. Customers want to be able to access services in a straightforward and direct way and through a single contact with us. They want the range and quality of services to be the same irrespective of where they live or who they are. Getting this right has huge benefits for citizens and also enables significant opportunities for efficiencies across the Council.

### REASONS FOR RECOMMENDATION(S)

- The report brings the Council's work around improving service design and delivery based on a clear understanding of customer need, plus a timescale for action, into one document. This provides clarity and raises awareness of the various elements and their linkages.

### ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

- None.

### 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		Develop local solutions to climate change.	
Improving equality of opportunity and life chances		Develop the Character and feel of Chorley as a good place to live	
Involving people in their communities		Ensure Chorley Borough Council is a performing organization	√

7. The report majors on ensuring the Council is a performing organisation. However, the approach will support the Council in achieving all strategic objectives.

**BACKGROUND**

8. Clearly, the delivery of services is not a new concept. Neither is the design of service delivery. There is also evidence that an element of intelligence, based on customer need, has been used to shape the current mix of services. However, the twin drivers of improving customer satisfaction and delivery of efficiency savings requires us to take a radical approach to how we design and deliver services. This report recommends that this approach should be based on clear customer insight.

9. The following sections outline:

- a) Where we are now
- b) Where we want to be
- c) How we plan to get there, and
- d) How we will monitor and review progress

**WHERE ARE WE NOW?**

- 10. We are in a fantastic position to continue building on our success in providing excellent services. We have bucked the national trend and increased satisfaction with services by 13.2% over the last 12 months (compared with 2006 Best Value Survey).
- 11. We are very proud of the success of our Contact Centre. This has helped customers access services easily and through a single point of contact. It has also helped customers access a wide variety of other public services. This service also has Charter Mark accreditation and continues to play a significant role in exciting and innovative projects with central government and others.
- 12. In 2005 we received the highest possible score in an Audit Commission inspection. This included a three star excellent rating with a further three stars for our excellent prospects for improvement in customer focus and access.
- 13. For the first time the Council has also become one of only three councils to get the prestigious Beacon Award for the Transforming Services: Citizen Engagement and Empowerment theme. The award recognises the success of the whole Council for actively involving and consulting customers to improve and develop innovative and highly effective services.
- 14. Our consultation and engagement with the community has been strengthened over the last year through a number of ways. A new consultation and participation strategy has been produced to ensure that consultation undertaken by the Council is consistent and coherent. Coupled with the strategy is a toolkit, which aims to increase Chorley's capacity to deliver consultation. A database of consultation exercise and outcomes has also been delivered to facilitate a more co-ordinated approach to engagement and consultation.

15. The Council has also recruited over 14,000 residents to the 'Chorley Smile' Panel' which is already having a real impact on service design and delivery and decision making, members of the panel were actively involved in the Budget setting process this year.
16. The Council has also reviewed its approach to dealing with complaints to ensure that the best possible use is made of the valuable information complaints can provide about service design and failure and to ensure that we can understand where disproportionate levels of service are being experienced by particular groups and to ensure that we can take real action to address this.
17. Chorley is working with South Ribble on an innovative and ground breaking partnership which will see the two Councils working jointly together to deliver financial services, delivering significant savings and efficiencies to the Council Tax Payer. The Council is also leading the way on enhanced two tier working in Lancashire.
18. We are also working hard to improve levels of satisfaction and drive out inefficiencies that generate high levels of 'failure demand' or 'failure to resolve issues at first point of contact'. This work is currently focusing on Waste Services as part of the Customer Relationship Management implementation.
19. The Council completed the Business Process Architecture project as part of CLGs National Process Improvement Project. The project has led to a restructure of the management team to realise £100k of savings and establish a senior management team that is capable of delivering a change programme and customer focussed services. The Council has also refocused itself and organised around the three distinct customer groupings of People, Business and Neighbourhood to ensure that we deliver service in the best possible way.
20. Good progress has also been made in delivering equality for customers and communities in Chorley, moving from Level One to Level Two of the equality standard with ambitious plans in place to move to level three. The Council undertook an Overview and Scrutiny enquiry in equality and diversity, has refreshed it's equality scheme which now incorporates rurality as a specific element of equality in Chorley, and worked with the Local Strategic partnership to produce a community cohesion strategy. The Council continues to build on existing strong links with potentially vulnerable and marginalized groups.
21. All this is excellent achievement for customers, staff and the Council. However, the world is changing rapidly and customer expectations keep on growing. There are further pressures to delivery service transformation as outlined by Sir David Varney in December 2005. The focus of his review is how to save time and money by examining the scope for more effective service delivery.

#### **WHERE DO WE WANT TO BE?**

22. The corporate Value for Money (VFM) programme has been designed to integrate with the CRM System. The first review has been carried out in the Neighbourhoods directorate and this has coincided with the implementation of the Waste Service onto the CRM. This has enabled us to carry out a business process re-engineering exercise in both the Waste back office and in Customer Services to ensure that the efficiency of the service being transferred. The outcomes from the VFM review and the volume and complexity of call traffic will be considered to determine future priorities for implementation within the Neighbourhoods directorate.
23. Implementation of the CRM system is one way to help provide a better understanding of customer needs and demand for services and identify where things can be improved further. This type of intelligence or insight can also be used effectively to design and shape the delivery of services but requires a holistic approach.
24. Our approach to achieving this is based on the following three strands:

Customer Insight	Service Design	Service Delivery
To understand the needs of our customers better and ensure that our plans are in tune with their needs	To design services from the customer perspective so that services feel tailored to their circumstances	To be accessible through a variety of channels, embracing effective new ways for delivering quality services that support continuous improvements

**To understand the needs of our customers better and ensure that our plans are in tune with their needs (Customer Insight).**

- 25. Our objective is to better understand citizens using customer insight, to allow effective planning of service delivery to meet the needs of distinct customer groups. Integral to this is our quest to join up related services through a consistent understanding of customer groups and their needs, thereby reducing inefficiency and duplication whilst improving the customer experience. The most vulnerable customer groups have the most number of services to join up and are perhaps least equipped to achieve this. Much of our work therefore focuses on deprivation and inequality.
- 26. An example of a way of achieving this is through our ‘Circle of Need’ project funded by Communities and Local Government. The aim of this piece of work is to develop and test a model of ‘Circles of Need’. This will be used to offer new insights and to identify gaps in current services as part of overall service planning. We have received the funding to develop and test this model, along with our LSP. The first phase of this will be delivered in the next six months.
- 27. Using Mosaic data will also help with gaining customer insight. This was delivered as part of phase 1 of the Customer Profiling Project, now complete. This along with other data and customer related intelligence is enabling us to address and better understand strategies for improving service access and delivery. Use of mosaic data will be linked to service requests and households within CRM.
- 28. Another key project has been to develop our lead role nationally on the Business Process Architecture project. The project outcomes have seen a new more customer focused management structure put in place and also provided a better understanding of work activities that will result in further transformation work to deliver efficiencies.

**To design services from the customer perspective so that services feel tailored to their circumstances (Service Design)**

- 29. Customer insight and understanding need is the first step in the journey. The next step is to take this insight and use it to influence the design of services tailored wherever possible to specific need. As mentioned already one example of this is our ‘circle of need’ project and its relevance to vulnerable families.
- 30. Realising these outcomes will require citizen and business focused transformation that should see citizens having single points of contact with us to meet a range of their needs and needing to provide information only once. In addition, providing joined up services designed around the needs of the citizen or business will yield efficiency savings by reducing duplication across our public service partners.
- 31. Service delivery should be grouped around common ‘themes’ that are meaningful for citizens and businesses including ‘change of circumstances’ through for example our role in the ‘Tell Us Once’ pilot and through partnerships for bereavement, birth and change of address with Lancashire County Council.
- 32. Further work with Lancashire County Council and our LSP will aim to reach out to people who find themselves excluded from public services, carry out a single assessment of their



needs and means and commission appropriate services for them. This requirement is greater in those neighbourhoods facing the biggest socio-economic challenges. We will prioritise resources to focus on local co-ordinated public service teams.

33. Value for money is also a central principle in the design of services. The implementation of our CRM system will help this. The focus of this work for 'go live' is on waste services and will then move on to the rest of the Neighbourhood services before being rolled out across all Council services. CRM will also provide opportunities for efficiency, ensuring resources can be directed to where they will most add value.

**To be accessible through a variety of channels, embracing effective new ways for delivering quality services that support continuous improvements (Service Delivery)**

34. Having designed services effectively our channel management principles will offer citizens choice and convenience. Our Contact Centre provides outbound and inbound access to services for citizens and businesses through a variety of methods i.e. post, telephone, face-to-face, online, mobile, fax and soon SMS and indirectly through intermediaries, such as voluntary organisations and home visits through work with Lancashire County Council.
35. Wherever possible customers will be able to do business with us using a channel which is convenient to them at the time of the transaction; however, we will encourage customers to use more cost effective delivery channels where possible, e.g. through promoting the benefits of extended opening hours offered by online transactions.
36. We need to continue reviewing the delivery of services and manage processes effectively to add value and avoid '*failure demand*' (a term used to describe an organisation's failure to do something which causes the customer to make a further demand on the system).
37. Improved service delivery requires;
- greater personalisation of services, tailoring the service to the needs of the individual on the basis of previous information and the behaviour of the individual,
  - greater speed of service, with issues frequently resolved at first contact,
  - greater accuracy in re-using data already supplied and verified,
  - more convenient access to services over longer hours of availability (including by mobile telephone or at home),
  - new services (for example the possibility of single points of contact for dealing with the consequences of a change of circumstances),
  - delivery of more proactive services to target hard to reach and socially excluded citizens.
38. The business transformation programme will also drive out efficiencies through our thematic approach to the delivery of VFM. To support this change workstreams have been formed under Information Management; Technology; Strategic Procurement; Asset Management; Workforce Management and Planning and Service Review. Outputs from these groups should enable our continuing drive for VFM whilst supporting our service excellence aspirations
39. The Council is leading on delivering efficiencies through partnership working. In particular, over the last 18 months we have strengthened the Local Strategic Partnership (LSP), restructuring it to make it more efficient. Last year the Council invested £85,000 in the LSP, which then commissioned 6 crosscutting projects, delivered in partnership with the public, private and voluntary sectors. This funding was matched by partners to the sum of £280,000. This year it has committed £90,000 to partnership working in 2008/9.
40. These projects are delivering efficiencies through the sharing of resources, staff, equipment and intelligence about local communities, helping to deliver the aims of the Sustainable Community Strategy through effective partnership working. The MATAAC process has proved very successful in getting partners to work together and improving outcomes. For example initiatives to tackle crime that is 18% down on this time last year.

41. The Council has also been at the forefront of improving partnership working within the two-tier local authority system. Chorley has pioneered the Locality Plan, an agreement between Chorley Council and Lancashire County Council, to clearly identify areas where the two councils are working together to deliver outcomes for the people and the borough of Chorley. This plan is now being adopted by the other 10 districts in Chorley as an example of best practice.

#### HOW DO WE PLAN TO GET THERE?

42. Developing a CRM programme that requires significant change will be challenging. The focus in the first 12 months will be on the Neighbourhood Directorate. Future implementation will be considered carefully alongside the outcomes from the Value for Money workstreams. These will provide further evidence and rationale to determine priorities for the future. Additionally we will continue to conduct business process reviews as part of the CRM implementation project.
43. The first phase of CRM will focus on the delivery of the following Neighbourhood services:

Action	Timescales	Lead
First tranche of CRM services in respect of Neighbourhood Directorate	Completed	Strategy Group
Waste Management Recycling Refuse Collection Fly Tipping etc	June 2008	Head of Customer Services
Animal Welfare Pest Control Dog Fouling etc	September 2008	Head of Customer Services
Street Cleansing Litter Pollution etc	December 2008	Head of Customer Services
Street Maintenance Grass Cutting Street Furniture etc	March 2009	Head of Customer Services
Agree services for inclusion in 2009/10 programme	September 2008	Strategy Group

44. In parallel with the implementation of CRM we also need to improve our understanding of customer needs. The first of our three strand approach will help improve customer insight by gathering an in depth knowledge of our citizens. This will ultimately lead to improvements in delivery, as each Council service will be tailored to personal circumstances. This will be achieved through completion of the following:

Action	Timescales	Lead
Integrate mosaic data into CRM to better understand the profiles of citizens accessing services.	April 2008	Head of Customer Services
Completion of the 'Circle of Need' model to include LSP services and vulnerable families.	July 2008	Access Officer
Improve satisfaction surveys to capture customer insight and centralise where possible.	March 2009	Access Officer Policy & Performance
Embed insight across all Council services to enable a needs led approach to improving services.	July 2009	Head of Customer Services
Second phase of mystery shopping to independently test services from the customer perspective.	March 2010	Customer Services Manager

45. Having gained customer insight and intelligence this will be used to influence improvement in the design of services so that they are efficiently tailored around the customers own individual circumstances and needs. The second of our three-strand approach for effective service design will be achieved through the following:

Action	Timescales	Lead
Testing the circle of need concept within CRM to provide additional need related services at the first contact.	Starts June 2008 and complete March 2010	Head of Customer Services
Pilot the 'Tell Us Once' project' with LCC and the DWP including for bereavement and births. Subject to acceptance.	Starts April 2008 and complete March 2011	Head of Customer Services
Pilot the 'change of address' model to include other sectors.	Starts July 2008 and complete March 2010	Head of Customer Services
Review business processes across services to better understand service failure, implement lean techniques and reduce avoidable contact.	Starts with Neighbourhoods March 2008  All services complete by March 2011	Head of Customer Services
Develop customer journey mapping for high volume services to help identify areas of improvements and enhance the customer experience.	Commenced for Waste Services.  Fully complete March 2011	Head of Customer Services

46. Well-designed services should be accessible by all citizens not only through appropriate cost effective channels but also in partnership with other public services, for example the County Council and the DWP. Wherever possible this should extend to include other intermediaries, such as voluntary organisations. The final strand, service delivery, will be achieved through the following:

<b>Action</b>	<b>Timescales</b>	<b>Lead</b>
Phase 2 of LCC pilot to research and test out a joined up service delivery model, designed to meet the needs of customers accessing both County and Chorley services.	Commenced 2008  Phase 3 March 2009	Head of Customer Services
Enhance two-tier work with LSP partners to include the consolidation of service delivery wherever possible.	March 2011	Head of Customer Services
Continue delivery of our channel access strategy to include new channels of access such as SMS. This will also provide transactional self-service capability through CRM, channel optimisation and migration.	March 2011	Head of Customer Services
Rationalisation of telephone & email contact to help simplify service access.	March 2011	Head of Customer Services
Develop a business case to explore potential data sharing with partners including DWP through GCSx connections.	March 2009	Head of Customer Services  Director of ICT Services
Develop a business case which sets out the benefits of reducing cost of access to services to help promote and incentivise self-service channels.	March 2009	Head of Customer Services

#### **HOW WE WILL MONITOR AND REVIEW PROGRESS**

47. Implementation of the programme will be managed using the councils Project Management methodology.
48. The refreshed business improvement planning process will also support the effective delivery of the programme through the quarterly business plan monitoring report. This will provide short quarterly updates to members on this and other key objectives within the People directorate.
49. Strategy Group will oversee, monitor and provide challenge and direction to the programme, ensuring that outcomes are on track to be delivered as expected, prior to formal reporting to members bi-annually.
50. The scope of our work to continue achieving service excellence is challenging and in some cases new and groundbreaking. It is therefore fluid by its nature and will continuously evolve and change. As this happens the business case and other project documents will be refreshed to incorporate required changes identified through our learning and experiences.

51. Our success will impact on the following measures and indicators in our Corporate Strategy (3:1 Improved access to public services):
- Maintain customer satisfaction with the services received from Contact Chorley: target 97% pa
  - Increase the number of appropriate Council Services accessible through Contact Chorley: target 100% by March 2008
  - Increase the number of self-service interactions through the Councils website: target 10% increase in baseline each year of the strategy
  - Increase the number of appropriate Council Services available via 'self service': target 100% by March 2010
52. Consideration must also be given in our redesigning of services to a new National Indicator, NI14. This indicator measures the percentage of 'avoidable contacts' in respect of key service areas that are a poor use of customer or officer time. To address this we need to understand how and why customers contact us across the different channels; to recognise when they are able to access the services at the first point of contact; and identify when they are forced to make several contacts to get what they need. If we can identify avoidable contact we will be better able to design services to be more accessible and to offer first-time resolution. Ultimately this indicator will also be managed through CRM although initially it may require a temporary reporting solution.
53. From 2008/09 all the above measures will be monitored and reported to Executive Cabinet on a quarterly basis as part of the performance monitoring report.

**IMPLICATIONS OF REPORT**

54. 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	

JAMIE CARSON  
CORPORATE DIRECTOR (PEOPLE)

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Asim Khan	5448	14 March 2008	

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Report of	Meeting	Date
Director of Corporate Governance (Introduced by the Executive Member for Customer, Democratic & Legal Services)	Executive Cabinet Council	27 March 2008 22 April 2008

## REVIEW OF THE COUNCIL'S DECISION MAKING STRUCTURE

### PURPOSE OF REPORT

- Executive Cabinet is requested to consider, and the full Council meeting is requested to agree:
  - changes to the structure of the Council's overview and scrutiny function;
  - other changes to the Council's committee structure which would assist in streamlining decision making; and
  - consider any changes to the Council's Executive portfolio's in the light of recent management and departmental restructuring.

### RECOMMENDATIONS

- 2.1 That the following recommendations for changes to the structure of overview and scrutiny be approved:
  - One overarching Overview and Scrutiny Committee, meeting 10 times a year with a membership of 12 Councillors. The two current scrutiny panels, Corporate & Customer and Environment & Community, to be disbanded.
  - The Overview and Scrutiny Committee to be the Committee which hears any call-ins of decisions; sets the workplan for scrutiny for the whole year and also consider corporate issues including:
    - overall performance information;
    - business planning for the Council
    - overall budget scrutiny
  - The Overview and Scrutiny Committee to establish and appoint task and finish groups to undertake reviews. A Task and Finish Group should generally consist of Councillors from the membership of the main committee but should also include other Council Members (other than Executive Members) who are interested in the topics under scrutiny.
  - The Chair of Overview and Scrutiny Committee to be from the main opposition group, and the Vice Chair to be from the ruling group.
  - Overview and Scrutiny Task Groups must be chaired by a Member of the Overview and Scrutiny Committee.
  - That the Independent Remuneration Panel be requested to look at the special responsibility allowances for scrutiny roles.
- 2.2 That the structure of decision making for licensing be revised to provide for:
  - an overarching Licensing Committee meeting four times a year, with a membership of 17, to consider all licensing matters (including policy, monitoring and enforcement issues and matters formerly considered by the Statutory Licensing Committee) other



than decisions on individual applications for licences or the review of licences. In addition the Council's functions in respect of Alcohol Designation Orders be allocated to this Committee. In recognition of its proactive role in promoting public safety the Committee be renamed the Licensing and Public Safety Committee.

- That all individual applications and reviews (including under the Licensing Act 2003, the Gambling Act 2005 and all hackney carriage/private hire and any other miscellaneous licences) be delegated to a Licensing Sub Committee made up of three Councillors scheduled to meet once a month at 10am. Membership to be on a rotational basis as at present.
- The Licensing Sub Committee will meet either as a Licensing Act 2003 Sub Committee (to deal with personal and premises licences and reviews under the Licensing Act 2003 and the Gambling Act 2005) or as a General Licensing Sub Committee (dealing with hackney carriage/private hire and any other miscellaneous licence) depending on the business to be considered.

2.3 That the membership of the Local Development Framework (LDF) Working Group be reduced to 12 to reflect its status as a Working Group and that membership include both the Chair and Vice Chair of the Development Control Committee and the Executive Member for Economic Development and Regeneration. The Working Group's terms of reference to be amended to reflect its revised role in considering just LDF issues rather than the wider Community Strategy.

2.4 That, having succeeded in achieving the Charter for Member Development, the Member Development Steering Group be given an extended remit to include all aspects of Members support, including the responsibilities of the Civic Events Working Group. The group to be renamed the Members Support Working Group, to meet just 5 times a year with membership to include the Executive Member for Customer, Democratic and Legal Services. The Civic Events Working Group to be disbanded.

2.5 That the potential changes to Standards Committee be noted only at this stage but that the Monitoring Officer be authorised to seek to recruit a further two independent members and one Parish Councillor and that the Council membership be increased to five, appointed at the Annual Meeting of the Council.

2.6 That in order to consider the wider equalities agenda, consultation take place on the establishment of an Equalities Forum, meeting 4 times a year with a Council membership of 6 to include the Executive Member for Corporate Policy and Performance. The Equalities Forum to establish Task and Finish Groups to consider specific issues. The existing disability and ethnic minority consultative fora to be disbanded but the wider membership of those groups to be retained for consultation purposes and potential involvement in Task and Finish Groups.

2.7 That consideration be given to changes in the current Executive portfolios to reflect recent managerial and departmental restructuring. The current Executive Member positions are as follows:

- Executive Leader
- Executive Member for Corporate Policy and Performance
- Executive Member for Streetscene, Neighbourhoods and Environment
- Executive Member for Resources
- Executive Member for Economic Development and Regeneration
- Executive Member for Health, Leisure and Well Being
- Executive Member for Customer, Democratic and Legal Services



2.8 That the calendar of meetings for 2008/09, incorporating the above changes be approved as set out in Appendix 1 to this report; and

2.9 That the Director of Corporate Governance be authorised to make the appropriate Constitutional changes to ensure the above recommendations can be implemented, including the removal of references to the Community Forum meetings.

**EXECUTIVE SUMMARY OF REPORT**

3. The report recommends changes to the current decision making structure, in particular on:

- Overview and Scrutiny
- Licensing
- Local Development and Community Strategy Working Group
- Member Development Steering Group
- Standards Committee; and
- A new Equalities Forum

The report further recommends approval to the calendar of meetings for 2008/09 and asks that changes to portfolios be considered.

**REASONS FOR RECOMMENDATIONS  
(if the recommendations are accepted)**

4. The recommendations seek to make improvements to ensure that the Council’s decision-making structure continues to meet local requirements, fits with best practice nationally and changes in the light of new legislation and Government thinking.

**ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

5. There is an option to retain the current structure of decision making.

**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		Develop local solutions to climate change.	
Improving equality of opportunity and life chances		Develop the Character and feel of Chorley as a good place to live	
Involving people in their communities	/	Ensure Chorley Borough Council is a performing organization	/

**BACKGROUND : REVIEW OF COMMITTEES**

7. **OVERVIEW & SCRUTINY** : The review of the scrutiny process has been ongoing throughout 2007/08 with Member consultation and consideration of options by political groups. There is general consensus that there should be one larger overarching scrutiny committee and that the existing scrutiny panels should be abandoned in favour of smaller task and finish groups. These will be made up of scrutiny committee Members but with the option to involve other Members on the Council who may be interested in the reviews being undertaken and who may also make recommendations for topics to be reviewed. The recommendations contained in paragraph 2.1 set out the detail of the new structure and these will be considered by the Overview and Scrutiny Committee on 25<sup>th</sup> March.

It is further suggested that the Independent Remuneration Panel be asked to look at the special responsibility allowances for scrutiny roles in particular an allowance for the Vice Chair role and small allowances for any Task Group chairs.

- 8. LICENSING :** Currently the Statutory Licensing Committee meets to consider policy issues in relation to the Licensing Act 2003 and Gambling Act 2005. The Licensing and Safety Committee, which has the same membership as the Statutory Licensing Committee considers policy and monitoring issues in respect of other licensing functions and any health and safety matters but also deals with individual hackney carriage/private hire licence applications. Individual applications and reviews for the Licensing Act 2003 and Gambling Act 2005 are considered by Sub Committees with rotating membership. As required by law these Sub Committees have three Members. There is scope to simplify the licensing structure and also look to address the anomaly whereby a hackney carriage/private hire licence applicant appears before a committee of 17 people and applicants under other licensing legislation face a sub committee of just three members.

The structure suggested in recommendations in paragraph 2.2 would provide for one overarching Licensing Committee dealing with all policy, consultation, enforcement and monitoring matters and a Licensing Sub Committee would be scheduled to meet once a month, meeting either as a Licensing Act 2003 Sub Committee or as a General Licensing Sub Committee to deal with any applicants who require licence approval/review. Membership of the Licensing Sub Committee would rotate as currently and the scheduled meetings would be cancelled if there was no business for consideration. It is proposed that the Licensing Committee be scheduled to meet four rather than the current eight times a year as it will not be dealing with applications and that Sub Committee meetings are scheduled to meet at 10.00am. The quarterly Licensing Committee will meet at 2.00pm on the same date as a scheduled Sub Committee meeting. The Licensing Liaison Panel will continue in its present form.

It is also proposed that the Council's functions in respect of Alcohol designation orders should be allocated to the Licensing Committee. In recognition of the proactive role that the Committee takes in regard to public safety it is recommended that the Licensing and Safety Committee is renamed the Licensing and Public Safety Committee.

- 9. LOCAL DEVELOPMENT FRAMEWORK/COMMUNITY STRATEGY WORKING GROUP:** This Group has for some years had the same membership as the Development Control Committee but has an extended remit to include the Community Strategy. It is suggested that the terms of reference of this Group be revised to focus on the Local Development Framework (LDF) as Community Strategy issues are considered directly by both the Executive and the LSP, although officers will ensure that both the LDF and Community Strategy continue to be closely aligned. It is also proposed that there be a reduced membership of the Group to recognise its working group status as a debating forum. It is suggested that the membership be reduced to twelve to include both the Chair and Vice Chair of the Development Control Committee and the Executive Member for Economic Development and Regeneration. The specific recommendations are included in paragraph 2.3.
- 10. MEMBER DEVELOPMENT STEERING GROUP:** This group has been focussed on Member development issues and was scheduled to meet monthly during the drive towards achieving the North West Employers Member Development Charter. Having successfully achieved it, the group no longer needs to meet as frequently and could also usefully extend its remit to member support issues and the work currently undertaken on an occasional basis by the Civic Events Working Group. It is suggested that the Executive Member for Customer, Democratic and Legal Services continues to serve on this group as portfolio holder. The Group can provide a lead on issues relating to Members and it is

recommended that it be re-designated the Member Support Working Group. The detail of this recommendation is included in paragraph 2.4.

**11. STANDARDS COMMITTEE:** Following on from the revisions to the Councillors Code of Conduct and provisions contained in the new Local Government and Involvement in Health Act, regulations are currently being drawn up by the Government giving Council Standards Committees a much greater role in the filtering and determination locally of complaints to the Standards Board. The Standards Committee has been kept updated on the Government’s proposals as they are issued, but in summary the Committee will need to establish three Sub Committees to filter complaints, hear cases and hear any appeals. There is also the possibility of joint working on aspects of this process and this is currently being looked at across Lancashire. However, whatever the outcome it is acknowledged that the current membership of the Standards Committee needs to be extended to cope with the additional roles. The recommendations to fulfil this are as set out in paragraph 2.5.

**12. EQUALITIES FORUM:** The current Disability Liaison Group and the Ethnic Minority Consultative Committee have a relatively small Councillor membership with representation from a wider group of community and interest groups. There is a need to embrace the wider equalities agenda beyond ethnicity and disability and the current groups have become very large. It is suggested that the current groups be disbanded in favour of an Equalities Forum with appropriate representation from key partners and relevant community and interest groups. The new Equalities Forum should continue to have a membership of six Councillors, including the relevant portfolio holder, the Executive Member for Corporate Policy and Performance. It is proposed that the Equalities Forum should establish Task and Finish Groups to consider specific issues. A database of the current wider representation from disability and ethnic minority groups will be retained for consultation purposes and potential involvement in Task and Finish Groups. Recommendation 2.6 refers.

**13. PORTFOLIOS :**

The last 12 months has seen a number of changes to departments and the management structure of the Council and there is an opportunity to revise portfolios in line with those changes.

**IMPLICATIONS OF REPORT**

14. 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 (POLICY & PERFORMANCE)**

The Equalities Bill and the recent creation of the Commission for Equalities and Human Rights (which replaces the Racial Equalities Council, Disability Rights Commission and Equal Opportunities Commission) signals a change in thinking nationally about the approach to equalities whereby a co-ordinated approach to all equality issues is seen as the best way forward.

The creation of a single Equalities Forum would allow us to put other strands of equality on an equal platform to ethnicity and disability (age, gender, sexuality, religion and rurality) and would allow us to focus limited resources on delivering real action which will change service outcomes for equality target groups.

The current consultation mechanisms are evolving into task and finish groups, much of the more detailed work around redesigning services has been done outside of meetings and involved site visits or detailed consultation events. Examples include accessibility of the website, markets design and the committee's response to 'Our Shared Future'. The proposed approach would formalize this way of working which from experience has worked well.

**ANDREW DOCHERTY  
DIRECTOR OF CORPORATE GOVERNANCE**

<b>Report Author</b>	<b>Ext</b>	<b>Date</b>	<b>Doc ID</b>
Carol Russell	5196	12 March 2008	

<b>Background Papers</b>			
<b>Document</b>	<b>Date</b>	<b>File</b>	<b>Place of Inspection</b>
Council's Constitution	***	***	website

**DRAFT**

**CHORLEY BOROUGH COUNCIL  
CALENDAR OF MEETINGS FROM MAY 2008 TO MAY 2009**

Council  
Executive Cabinet  
Overview & Scrutiny Committee  
Overview & Scrutiny Task Groups  
Audit Committee  
Development Control Committee  
Licensing & Public Safety Committee  
Licensing Sub-Committee  
Standards Committee  
Borough/Parish Council Liaison  
Chorley Partnership Board  
Chorley Partnership Executive

All Party Leaders Liaison Meeting  
Informal Cabinet Meeting  
Conservative Group Meeting  
Labour Group Meeting  
Local Development Framework Working Group  
Member Support Working Group  
Member Learning Hour  
Equalities Forum  
Lancashire Local Chorley Committee

(LL)  
(ICB)  
(CG)  
(LG)  
(LDF)  
(MSWG)  
(MLH)  
(EF)  
(LLCC)

3.00pm  
5.00pm  
5.30pm  
7.00pm  
5.30pm  
2.00pm  
6.00pm  
7.00pm  
6.15pm

	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY
MON				1 MSWG/O&S	1 O&S			1 O&S					
TUE			1 LSC		2 LSC			2 LSC/COUNCIL					
WED			2 LSC		3 LSC	1 LSC		3				1 LSC	
THU	1 Council Elections		3		4 EC	2 EC		4 EC	1 Bank Holiday			2 CPE	
FRI	2 CG/LG	1	4		5	3 OSTG		5	2			3	1
SAT	3	2	5		6	4		6	3			4	2
SUN	4	3	6		7	5		7	4			5	3
MON	5 Bank Holiday	2 MSWG	7		8 MLH	6 MLH	3 MSWG/ICB	8	5 MSWG/O&S	2 ICB	2 MSWG	6	4 Bank Holiday
TUE	6 CG	3	8 EF		9	7	4 Special Council	9 DC	6	3 L/DC	3 DC	7 COUNCIL	5
WED	7 New Member Induction/LG	4 L/LSC/CPE	9		10 LSC	8 CPE	5 LSC	10 L/LLCC	7 LSC	4 LSC/LLCC	4 L/LSC	8	6
THU	8	5 OSTG	10		11 OSTG	9	6	11 ST	8 EC	5 OSTG	5 ST	9	7 Council Elections
FRI	9	6	11		12	10	7	12	9	6		10 Bank Holiday	8 CG/LG
SAT	10	7	12		13	11	8	13	10	7		11	9
SUN	11	8	13		14	12	9	14	11	8		12	10
MON	12 LL/ICB/CG	9 MLH	14 LL/CG/LG	11 O&S	15 LL/CG/LG	13	10 O&S	15 LL/CG/LG/MB	12 MLH	9 MLH	9 MLH	13 Bank Holiday	11 CG/LG
TUE	13 Annual Council	10 OSTG	15 COUNCIL	12 DC	16 DC	14 DC	11 DC	16	13 CPE/DC	10 O&S	10 OSTG	14	12
WED	14	11 LLCC	16 PCL		17 L/LLCC	15 PCL	12 CPB	17 CPB	14 PCL	11	11 LDF	15	13
THU	15	12 ST/LDF	17 CPE	14 EC	18 ST/LDF	16 OSTG	13 EC	18 ICB	15 Audit	12 EC	12 OSTG	16	14
FRI	16	13	18		19	17	14	19	16	13	13	17	15
SAT	17	14	19		20	18	15	20	17	14	14	18	16
SUN	18	15	20		21	19	16	21	18	15	15	19	17
MON	19 O&S	16 ICB	21 MLH	18	22 ICB	20	17 LL/MLH	22	19 LL	16 ICB	16 ICB	20 LL/CG/LG/MB	18 LL/CG
TUE	20 MLH	17	22 DC	19 DC	23 COUNCIL	21 OSTG	18 OSTG	23	20 OSTG	17	17	21	19 Annual Council
WED	21	18 CPB	23 LLCC	20 DC	24 OSTG/CPB	22 EF	19 LDF	24	21 EF	18 CPB	18 CPB	22 DC	20
THU	22	19	24 OSTG	21	25 Audit	23	20 OSTG/CPE	25	22 OSTG	19	19 Audit	23 EF	21
FRI	23	20	25		26	24	21	26	23	20	20	24	22
SAT	24	21	26		27	25	22	27	24	21	21	25	23
SUN	25	22	27		28	26	23	28	25	22	22	26	24
MON	26 Bank Holiday	23 LL/O&S	28 ICB	25 Bank Holiday	29 O&S	27 LL/CG/LG/MB	24 ICB	29	26 LDF	23 LL/CG/LG	23 O&S	27	25 Bank Holiday
TUE	27 DC	24 DC	29 OSTG	26 ICB	30	28	25	30	27 COUNCIL	24 CPE	24	28	26 DC
WED	28	25	30	27 CPE	29	29 LLCC	26	31	28	25	25 LLCC	29 LSC	27 LSC
THU	29 EC	26 Audit/EC	31	28 LDF	30	30	27	31	29	26 Special Council	26 EC	30	28
FRI	30	27											
SAT	31	28											
SUN		29											
MON		30											
TUE													
WED													

Summer Term 2008  
Mid term closure Monday 26 May - Friday 30 May 2008. Closure after school on Wednesday 23 July 2008  
Autumn School Term 2007 - Re-open on Tuesday 2 September 2008  
Mid term closure Monday 27 October - Friday, 31 October 2008 (inclusive)  
Closure after school on Friday 19 December 2008  
(Local Government Association Annual Conference - 1 to 3 July 2008)

Spring School Term - Re-open on Monday 5 January 2009  
Mid term closure Monday 16 Feb - Friday 20 Feb 2009 (inclusive). Closure after school on Friday, 3 April 2009.

Summer School term 2008 - Re-open on Monday 20 April 2009 May  
Day closure Monday 4 May 2009.  
Mid term closure Monday 25 May - Friday 29 May 2009. Closure after school on Thursday 21 July 2009

AS AT FRIDAY, 14 MARCH 2008

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Report of	Meeting	Date
Corporate Director (Neighbourhoods) (Introduced by the Executive Member for Streetscene, Neighbourhoods and Environment	Executive Cabinet	27 March 2008

## CRIME AND DISORDER REDUCTION PARTNERSHIP

### PURPOSE OF REPORT

- To inform members on the proposal to merge Chorley, South Ribble and West Lancashire Community Safety Partnerships into a Lancashire South Strategic Crime and Disorder Reduction Partnership.

### RECOMMENDATION(S)

- Cabinet is recommended to:
  - \*agree to pursue this concept
  - \*delegate authority to the Executive Member for Streetscene, Neighbourhoods and Environment to agree the establishment and implementation of a strategic Crime and Disorder Reduction Partnership.

### EXECUTIVE SUMMARY OF REPORT

- The current three year Community Safety Strategy for Chorley comes to an end on 31 March 2008. From 2007, there has been a requirement for each Crime Disorder and Reduction Partnership to produce a Strategic Assessment. Chorley, along with the other local authorities of South Ribble and West Lancashire, have undertaken a joint Strategic Assessment under the agreement and guidance of the three Chief Executives and Chief Superintendent. Local action plans are now under development and which will take effect from 1<sup>st</sup> April 2008. The discussion in relation to the Strategic Assessment led on to consideration as to whether the three Crime Disorder and Reduction Partnerships may be able to operate at a strategic level whilst maintaining local service delivery. The principle of merging the Crime Disorder and Reduction Partnerships to form larger strategic partnerships is supported by the Home Office in order to further reduce crime and disorder and in tackling the misuse of drugs. There are also other beneficial factors including the pooling of resources to increase capacity, the co-ordination of displacement and the ability to focus resources on front line actions.

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

- Southern Division of the Lancashire Constabulary incorporates all three District Councils and a strategic CDRP would sit perfectly within this structure in terms of joint Council and Police Operations.

5. At present, the Crime Disorder and Reduction Partnerships function on a very much parochial basis, with little regard to displacement caused by more effective crime reduction techniques elsewhere. There is a need to ensure ‘crime fighting/reduction’ tactics are appropriately spread across all areas so that some locations do not become ‘soft options’ for criminals.
6. The funding system is changing for Crime and Disorder Reduction Partnerships in Lancashire, whereby there is a reduced level of funding provided for local arrangements and Lancashire County Council maintains a greater funding resource centrally. More strategic and joined up activities will be more effective and which will release a greater opportunity to benefit from this revised funding arrangement.
7. The 2008/09 revenue budget for the Chorley Crime and Disorder Reduction Partnership has been subject to a 25% reduction, with no capital provision as yet identified. Therefore, Chorley must increase its chance of funding by ensuring that ‘partnership’ applications are more forthcoming than previously necessary.
8. The Strategic Assessment will incorporate matters pertaining to Chorley but which will take a long term view on issues that will affect the area in the future, particularly cross border crime and travelling criminals
9. There are currently two posts – Domestic Violence and Alcohol - that are jointly funded between South Ribble and Chorley. This system works well across both areas and effectively reduces the cost of employing two extra staff to perform the role in each area, the shared responsibility and workload enjoys sound working practices and systems.
10. Through one strategic partnership, the current meeting structure will be reduced without the need to lose local accountability and focus. At present the same meetings are repeated across the whole of the Southern Division. In essence, more time would be spent ‘in the field’ rather than conducting the same conversations across each Crime and Disorder Reduction Partnership.

**ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

11. To maintain the existing Chorley Community Safety Partnership arrangement is an option. However, the benefits provided for via a strategic partnership arrangement are significant, not least of all in respect to future funding resources and funding opportunities, the planning and execution of joint operations and operated on a strategic standpoint and the sharing of best practice.

**CORPORATE PRIORITIES**

12. 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**

13. Southern Division of the Lancashire Constabulary comprises three local authority areas namely Chorley, South Ribble and West Lancashire. Each of these areas has similarities



with the others in terms of many socio-economic factors and the crime and disorder issues within each area are similar in terms of size and nature. AT present each area has its own Crime and Disorder Reduction partnership (CDRP) that was formed following the introduction of the Crime and Disorder Act 1998.

14. When the requirement for each CDRP to produce a Strategic Assessment was introduced 2007, the Chief Executives of each of the local authority areas met with the divisional Commander of the division to discuss how this might best be achieved and it was agreed that a joint Strategic Assessment that covered all three areas would be a sensible way forward due to the aforementioned similarities. This would not only assist a number of agencies whose footprint covered all three areas but would highlight to each area similar issues and threats in neighbouring areas which could be addressed in a more joined-up manner, hopefully resulting in longer term solutions rather than displacement.
15. The discussion in relation to the Strategic Assessment led on to consideration as to whether the three CDRP's might be able to operate together at a strategic level whilst maintaining local service delivery. The principle of merging CDRP's to form larger strategic CDRP's is supported by the Home Office in order to further reduce crime and disorder and in tackling the misuse of drugs.
16. Across England there are currently four areas that have undergone a formal merger. Further support for strategic CDRP's is also documented in the following reports:
  - 'Delivering Safer Communities'
  - 'Lancashire SCR/CDRP Reform'
  - Tony Holden review in 2007 of South Ribble CDRP
17. In particular the Lancashire SCR/CDRP Reform report, published this month recommends that with the agreement of local partnerships, BCU level meetings should take place between respective lead officers from District Councils, County Council and Police for the purposes of co-ordinating any locally shared priorities. Therefore, it is likely that all three CDRP's will be required to meet under this reform in any event.
18. As a result of this the heads of all of the Responsible Authorities in the partnerships were consulted about whether they would support consideration of a merger of Chorley, South Ribble and West Lancashire CDRP's and it was agreed that this concept was worthy of further consideration.
19. Appendix 1 (attached) contains an outline proposed structure, describing a streamlined process for meetings with each area maintaining a platform of local issues feeding in to the Strategic Assessment model.

**IMPLICATIONS OF REPORT**

20. 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	√

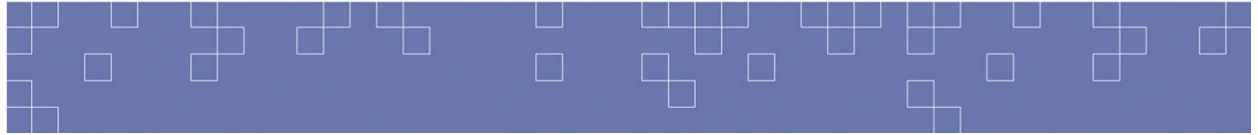
ISHBEL MURRAY  
CORPORATE DIRECTOR (NEIGHBOURHOODS)

<b>Background Papers</b>			
<b>Document</b>	<b>Date</b>	<b>File</b>	<b>Place of Inspection</b>
Proposal to Merge	March 2008		

<b>Report Author</b>	<b>Ext</b>	<b>Date</b>	<b>Doc ID</b>
Phil Towndrow	5260	***	P/REPORTS



**Lancashire  
Constabulary**  
police and communities together



**Proposal to Merge**

**Chorley, South Ribble and  
West Lancashire**

**Community Safety Partnerships  
into Lancashire South  
Strategic CDRP**

**Prepared by Chief Inspector Debbie Howard**

**February 2008**

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MATAC, PPO, Prevent and Deter / Young persons PPO	
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## 1. Background

Southern Division of the Lancashire Constabulary comprises three local authority areas namely Chorley, South Ribble and West Lancashire. Each of these areas has similarities with the others in terms of many socio-economic factors and the crime and disorder issues within each area are similar in terms of size and nature. At present each area has its own Crime and Disorder Reduction Partnership (CDRP) which was formed following the introduction of the Crime and Disorder Act 1998.

When the requirement for each CDRP to produce a Strategic Assessment was introduced in 2007, the Chief Executives of each of the local authority areas met with the Divisional Commander of the division to discuss how this might best be achieved and it was agreed that a joint Strategic Assessment which covered all 3 areas would be a sensible way forward due to the aforementioned similarities. This would not only assist a number of agencies whose footprint covered all 3 areas, but would highlight to each area similar issues and threats in neighbouring areas which could be addressed in a more joined-up manner, hopefully resulting in longer term solutions rather than displacement.

The discussion in relation to the Strategic Assessment led on to consideration as to whether the 3 CDRP's might be able to operate together at a strategic level whilst maintaining local service delivery. The principle of merging CDRP's to form larger strategic CDRP's is supported by the Home Office in order to further reduce crime and disorder and in tackling the misuse of drugs. Across England there are currently 4 areas that have undergone a formal merger. Further support for strategic CDRP's is also documented in the following reports:

- 'Delivering Safer Communities'
- 'Lancashire SCRB/CDRP Reform'
- Tony Holden review in 2007 of South Ribble CDRP

In particular the Lancashire SCRB/CDRP Reform report, published this month recommends that with the agreement of local partnerships, BCU level meetings should take place between respective lead officers from district councils, county council and police for the purposes of co-ordinating any locally shared priorities. Therefore it is likely that all 3 CDRP's will be required to meet under this reform in any event.

As a result of this the heads of all of the Responsible Authorities in the partnerships were consulted about whether they would support consideration of a merger of Chorley, South Ribble and West Lancashire CDRP's and it was agreed that this concept was worthy of further consideration.

## 2. Purpose

In considering whether to move to a merged CDRP for the Southern Division BCU area, the potential benefits should be clear. Any merger should only be agreed if it is considered that the merger would result in improved performance whether this is actual crime and disorder reductions or with increased efficient and co-ordinated working practices.

It was considered that one strategic CDRP could offer the following benefits:

***Pooling of expertise, knowledge, skills and resources to more effectively tackle crime and disorder***

There are clear benefits to the pooling of resources and an example of where this is currently happening is within Chorley and South Ribble with the sharing of a Domestic Abuse and Alcohol Harm Reduction coordinators. Many of the issues impact across all 3 districts and by collaborating at this level is an effective use of resources.

***Co-ordinated approach to funding bids / commissioned work***

In making joint applications and bids for the funding of projects and resources would arguably place the BCU area in a stronger position. Given the current uncertainty around the allocation of funds, this should be given serious consideration.

***Reduction in the number of meetings attended by partners and statutory agencies***

By reducing the number of meetings held across all 3 districts and coordinating them in a more structured way, there will be improved efficiency that could also lead to increased attendance from partners and statutory agencies.

***More efficient working practices***

In bringing all 3 CDRP's together, there are greater opportunities to share best practice and streamline processes and procedures.

### Working Group

Consequently a working group was established comprising relevant parties, including a representative from Government Office North West, and this report details that group's initial findings for consideration.

The terms of reference for the group were as follows:

1. To develop a project plan which could enable a Strategic CDRP covering Chorley, South Ribble and West Lancashire to be in operation by 1<sup>st</sup> April 2008.
2. To propose an effective partnership structure for the Strategic CDRP which would enable effective delivery and maintain links with Local Strategic Partnerships and other Local District Partnerships.

Final Version 070208

3. To propose an effective meeting structure and intelligence led tasking process for the Strategic CDRP which would enable effective local delivery
4. ***To develop a draft 3 year partnership plan for consideration by the Strategic CDRP based upon Lancashire South Strategic Assessment***
5. To develop a Consultation and Communications Strategy in relation to the introduction of the Strategic CDRP including consultation with MP's and Local Councillors
6. To ensure protection of local accountability
7. To make proposals regarding the most efficient and effective use of resources across the partnership whilst ensuring effective local delivery

Following the initial meeting it was decided that major structural changes in relation to the operational delivery level would not be considered at this time and the work should focus upon the development of a Strategic Group.

Across England there are currently a total of 4 officially merged strategic CDRP's and officers from within some of these areas have been consulted.

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### **3. Merger Process**

Guidance is available on merging CDRP's and this is contained within the Home Office document 'Merging Crime and Disorder Partnership Areas under section 5 of the CDA 1998'. This document was produced in 2005 and some slight amendments are due to be made surrounding the production of Strategic Assessments and plans, however advice has been given that the main content and advice remains. If a merger is proposed, then there is a requirement to pilot the merged CDRP prior to making a formal application to merge.

In summary if CDRP's are considering a merger then the following stages should be undertaken:

#### **Stage 1**

Proposal to merge must be agreed by all responsible authorities across the areas

#### **Stage 2**

CDRP's pilot working together as a merged partnership – there is no designated timescale for this however it should be evidenced that a merger will be successful and would impact upon crime and disorder.

#### **Stage 3**

Application to merge to the Home Office Regional Director

#### **Stage 4**

Home Office Regional Director considers application

#### **Stage 5**

If approved – recommended to the secretary of state that an order is made

#### **Stage 6**

Home Office Legal advisors arrange for the order.

If a merger order is granted, it is extremely difficult to 'un-merge' therefore there should be clear evidence that the merger would be successful.

In the event of CDRP's working together 'informally' as a merged partnership, there is still a requirement to publish and consult a strategic assessment and plan within the 'merged' partnership.



## 4. Current Structure

The current structure of the 3 CDRP's within Southern Division is different in all areas and a simple breakdown is detailed as below:

<b>Main CDRP Meeting</b>	<b>South Ribble</b>	<b>West Lancashire</b>	<b>Chorley</b>
Title	Strategic Group	Partnership Group	Partnership Group
Chair	Ch Supt Curtis, Police	Mr Taylor, Chief Executive	Councillor Bell, Elected representative
Frequency	Bi-monthly	Quarterly	Quarterly
Membership	Reps of statutory agencies Main partners	Statutory agencies Full wider partners	Statutory agencies Full wider partners

<b>Steering / Planning Group</b>	<b>South Ribble</b>	<b>West Lancashire</b>	<b>Chorley</b>
Title	Planning and Performance	Strategic Review Group	CDRP Steering Group
Chair	Mr Phil Cox, Fire and Rescue	Mr Brian Lussey, Strategy and Project Development Manager	Councillor Bell, Elected representative
Frequency	Monthly	Quarterly	Quarterly
Membership	Reps of statutory agencies	Reps of statutory agencies Smaller focused group	Reps of statutory agencies Smaller focused group

### **MATAC Process**

In addition to the above meetings Chorley and South Ribble have a monthly Multi Agency Tasking Meeting (MATAC) and West Lancashire hold a monthly PSA1 meeting. The purpose of these meetings is to provide a multi-agency response to operational issues impacting upon current crime and disorder problems. Problem solving principles are applied and resources from all agencies are tasked to priority areas at a tactical and operational level.

### **'Catch and Convict' PPO and Prevent and Deter / Young Person PPO**

Within Chorley and South Ribble, monthly 'Catch and Convict' PPO and Prevent and Deter or Young Person PPO meetings are held. Within West Lancashire similar meetings are held and these are split into a Young Persons Group and an Adult Group. Here all strands of the PPO scheme within the same meeting.

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### **Partnerships Together**

Partnerships Together was formed to encourage joint initiatives whereby the CDRP managers and other representatives meet to share good practice. Some joint funding bids have been made through this group.

### **Thematic Groups**

Each CDRP currently host a number of thematic groups and these vary widely across each district.

### **Multi Agency Partnership Teams (MAP's)**

Multi- Agency Partnership teams are in operation in all 3 districts. The make up of these teams varies slightly however all have officers from district councils and the police and they are co-located. Members of these teams are key to driving operational activity and are active members of the PPO schemes and MATAC / PSA1 meetings.

### **Summary of Current Structure**

Having considered the aims, objectives and terms of reference for each of these meetings, there are wide variations across each of the 3 districts. The most similar structures are at Chorley and West Lancashire as their main meeting includes the wider partnership with representatives from a variety of agencies, elected representatives and the voluntary sector. These forums perform both a decision making and partner consultation function.

## 5. Proposed Future Structure

It is recommended that the structure in Appendix A is adopted.

### Responsible Authorities Group

The highest level meeting of the CDRP would be a joint strategic group, referred to as the Responsible Authorities Group (RAG). This group would be responsible for identifying the strategic priorities in relation to crime and disorder across all three areas; this would be done following consideration of the annual Strategic Assessment. The group would also monitor overall performance against the Partnership Plan and funding arrangements.

Membership of the RAG is recommended as follows:

- District Council
  - Chief Executive x 3
  - Elected Member x 3
  - Directors with the Community Safety Portfolio x 3
- County Council
  - Chief Executive / Director x 1
  - Elected Member x1
  - Community Safety Partnership Officer x 1
- Police
  - Divisional Commander x 1
  - Police Authority x1
- Primary Care Trust Director x 1
- Fire and Rescue Service Area Manager x 1
- Strategic Director LDAT x 1
- Probation District Manager x 1
- Chair of Officers Working Group x 1
- Government Office North West Representative x 1

In order to ensure that each district achieves fair representation, consideration should be given to each council area / agency having a total of one vote each irrespective as to how many representatives are present.

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### Officer Working Group

The Responsible Authorities Group would receive reports from the Officer Working Group, which would be responsible for ensuring that the thematic groups which will work to them and the MATACs are delivering against the current priorities and the Partnership Plan.

It is recommended that as a minimum the Officer Working Group consists of:

- District Community Safety Managers x 3
- County Council Community Safety Partnership Officer
- Police Partnerships Chief Inspector
- PCT – Public Health
- PCT – Operational Services
- Fire and Rescue Service Group Manager
- LDAT
- YOT
- Probation
- Integrated Youth Support Services
- Chairs of Thematic Groups

### Thematic Groups

The establishment of joint thematic groups would ensure that the strategic priorities identified by the RAG are effectively co-ordinated and addressed. Based on priorities highlighted by the Strategic Assessment, thematic groups could relate to the following:

- Young Persons
- Alcohol Harm Reduction
- Drugs (Joint Commissioning Group)
- Vulnerable Households
- Domestic Abuse

It is recommended that the membership of these groups includes specialists in the relevant field at a senior practitioner level and include representatives from each district.

The thematic groups would report to the Officer Working Group but could also be tasked with dealing with more strategic issues arising from the local MATAC and PPO meetings.

### MATAC, PPO and Prevent and Deter

In order to ensure local delivery in line with the priorities and targets it is recommended that each district continues to hold monthly MATAC, PPO and Prevent and Deter Meetings. In respect of West Lancashire, it is recommended that the current PSA1 meeting is developed into a broader MATAC meeting.

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### Community Engagement

If this proposed structure is agreed then this will have implications in respect of community engagement particularly at Chorley and West Lancashire as their main partnership meeting includes a wide range of representatives from a variety of agencies and groups. It is essential that communities continue to be consulted about and engaged with community safety and the format for this will be determined at a local level and may include one or more of the following:

- Neighbourhood Management in particular the development of Partnerships and Communities Together (PACT) meetings and Panels
- Area Committees
- Community Forums
- Continuance of wider partnership group
- LSP Community Engagement

In summary, the CDRP structure would involve the following meetings:

#### **Joint Meetings**

- Responsible Authorities Group
- Officer Working Group
- Thematic Groups

#### **Local Meetings**

- MATAC
- PPO – Catch and Convict
- PPO - Prevent and Deter / Young People
- Community Engagement

## **6. Proposed Meeting / Tasking Process**

It is recommended that the meeting and tasking process should follow the National Intelligence Model (NIM) as this will ensure that all decisions are intelligence led. A partnerships analyst is expected to be in post in February 2008 and this post holder will be responsible for the preparation of tactical and strategic assessments for consideration at meetings.

Terms of reference for each group will be developed to provide clarity around key responsibilities and ensure accountability.

In order to become more efficient, maximise attendance and to allow the analyst the opportunity to provide tactical assessments for every district it is recommended that the meetings will need to be co-ordinated across all areas. Work is currently ongoing to address MATAC and PPO meetings.

Further consideration should be given to the timing of the responsible Authorities Group and Officer Working Group to again ensure that attendance is maximised and allow the analyst the opportunity to pay sufficient time in the preparation of analytical products which will be required.

Consideration will be required to be given to the venue, management and administration of the meetings.

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## 6. Project Plan

As detailed within the terms of reference a clear plan will be required to be developed. Below is a suggested brief plan which will require further development.

25 January 2008	Next Strategic CDRP Working Group Meeting
Jan – Feb 2008	Consultation with CDRP's, LSP's, key stakeholders and communities
March 2008	Decision to/not to implement a pilot merged CDRP
April / May 2008	Implementation pilot
October 2008	Review

### Key Dates

South Ribble CDRP	12/03/08
Chorley CDRP CDRP	14/03/08
West Lancashire CDRP	09/04/08
South Ribble LSP	21/02/08
Chorley LSP	05/03/08
West Lancashire LSP	07/03/08
South Ribble Cabinet	19/3/08
Chorley Cabinet	14/02/08
West Lancashire Cabinet	01/04/08

## 7. Key Considerations

There remain a number of issues which require further consideration and resolution prior to the establishment of a pilot Strategic CDRP.

### ***Timing of Pilot Merger***

This has been discussed at the initial meeting in particular the impact that local elections could place upon the process. It is however recognised that there are potential benefits of progressing the merger as quickly as possible.

### ***Management and allocation of Resources***

The most effective and efficient use of resources is required across the partnership but local operational delivery should continue.

### ***Administration of the Strategic CDRP***

In order for the Strategic CDRP to be effective there must be administrative support and management. At this time there are no additional funds available and therefore this matter will need resolving.

### ***Election of Chairs***

The election of chairs for the Responsible Authorities Group and Officer Working Group should be considered and these decisions will also impact upon the administration of the groups.

### ***Frequency of Meetings***

The frequency of the meeting will need to be considered. Currently there is variance across the districts.

### ***Community / Partnership Engagement***

If the proposed structure detailed within this report is agreed, this could have implications particularly within Chorley and West Lancashire districts. Each area will need to determine how this issue can be overcome in order to ensure that community and partnership issues are addressed.

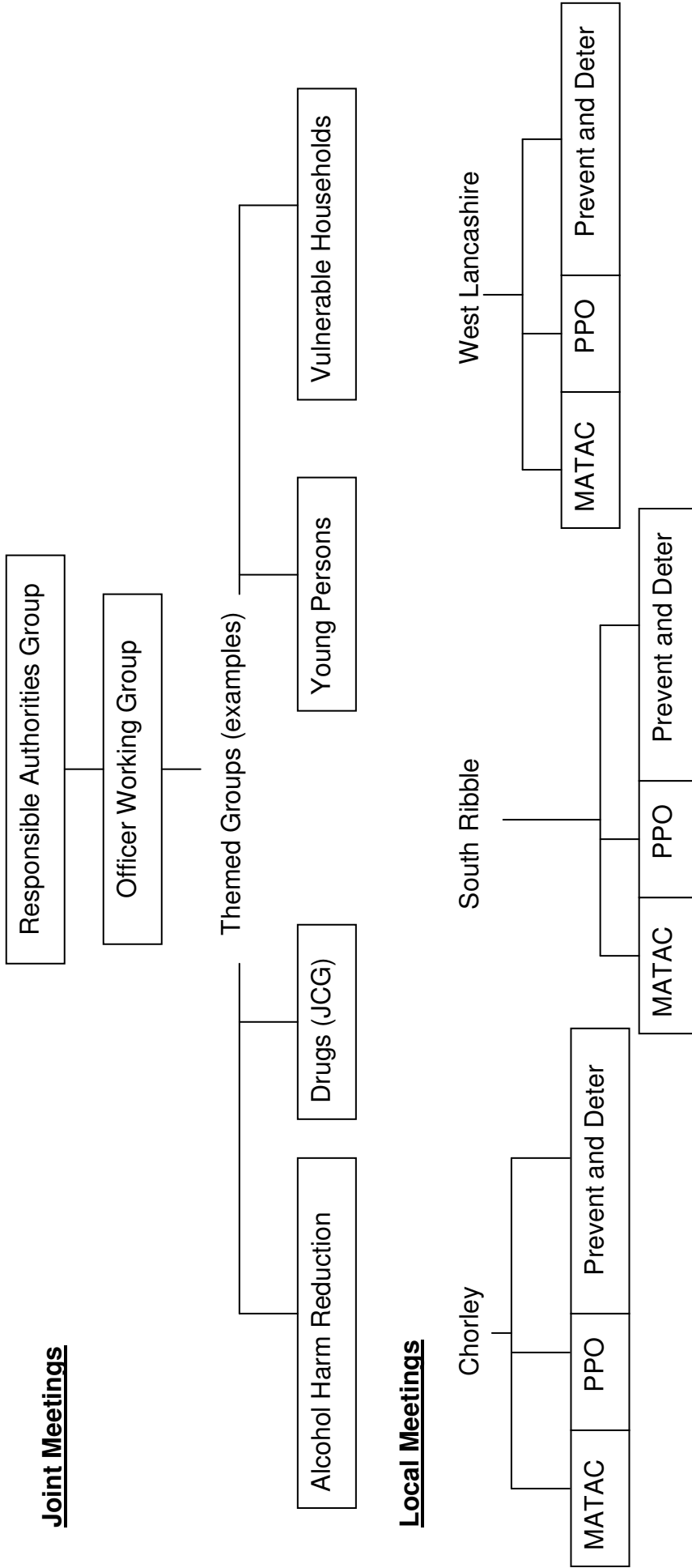
## 8. Recommendations

Decisions are required on the following recommendations:

1. Agree to establish a merged CDRP pilot by 1 April 2008.
2. Empower the project group to deliver the proposals as per the terms of reference detailed within section 2.
3. Agree to continue and commit to the working groups in terms of resources for the duration of the pilot.



**Appendix A**



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By virtue of paragraph(s) 1 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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