



# Executive Cabinet

Agenda and Reports  
for consideration on

**Thursday, 4th September  
2008**

in the Council Chamber, Town Hall, Chorley

At 5.00 pm



[www.chorley.gov.uk](http://www.chorley.gov.uk)

## **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.

28 August 2008

Dear Councillor

## **EXECUTIVE CABINET - THURSDAY, 4TH SEPTEMBER 2008**

You are invited to attend a meeting of the Executive Cabinet to be held in the Council Chamber, Town Hall, Chorley on Thursday, 4th September 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 - 10)**

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

4. **Public Questions**

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

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

5. **Consideration of the Forward Plan (Pages 11 - 14)**

To receive and consider the Council's Forward Plan for the four months period commencing 1 September 2008 (enclosed).

**EXECUTIVE MEMBER (POLICY AND PERFORMANCE) ITEM (INTRODUCED BY COUNCILLOR P CASE)**

6. **Delivering Efficiency and Value for Money - Reflecting Back and Looking Forward (Pages 15 - 24)**

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

**EXECUTIVE MEMBER (BUSINESS) ITEMS (INTRODUCED BY COUNCILLOR P MALPAS)**

7. **Prevention of Homelessness Strategy for Chorley, 2008 - 2013 (Pages 25 - 60)**

Report of Corporate Director (Business), with attached draft Strategy document (enclosed).

8. **Short Stay Car Parks - Petition referred by Council at its meeting on 15 July 2008 (Pages 61 - 66)**

Report of Corporate Director (Neighbourhoods) (enclosed).

**EXECUTIVE MEMBER (PEOPLE) ITEMS (INTRODUCED BY COUNCILLOR J WALKER)**

9. **Introduction of Free Swimming Programme (Pages 67 - 70)**

Report of Corporate Director (People) (enclosed).

10. **Coppull Leisure Centre - Options for future operation (Pages 71 - 74)**

Report of Corporate Director (People) (enclosed).

11. **Any other item(s) that the Chair decides is/are urgent**

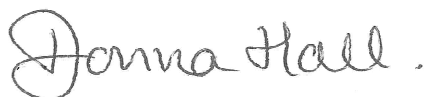
12. **Exclusion of the Public and Press**

To consider the exclusion of the press and public for 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 Schedule 12A to the Local Government Act 1972.

13. **Business Directorate - Restructure of Strategic Housing Section (Pages 75 - 78)**

Report of Corporate Director (Business) (enclosed).

Yours sincerely



Donna Hall  
Chief Executive

Tony Uren  
Democratic Services Officer  
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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

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

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**Executive Cabinet****Minutes of meeting held on Thursday, 14 August 2008**

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

**Also in attendance:**

**Lead Members:** Councillor Mark Perks (Lead Member for Neighbourhoods), Rosie Russell (Lead Member for Health and Older People) and Iris Smith (Lead Member for Licensing)

**Other Members:** Councillors Ken Ball, Henry Counce, Dennis Edgerley, Anthony Gee, Catherine Hoyle, Adrian Lowe, June Molyneaux, Ralph Snape, Stella Walsh and Peter Wilson

**08.EC.57 APOLOGIES FOR ABSENCE**

Apologies for absence were submitted on behalf of the Executive Leader (Councillor Peter Goldsworthy) and Councillor Eric Bell (Executive Member for Neighbourhoods).

**08.EC.58 DECLARATIONS OF ANY INTERESTS**

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

**08.EC.59 MINUTES**

The minutes of the meeting of the Executive Cabinet held on 26 June 2008 were confirmed as a correct record for signature by the Deputy Leader of the Council, subject to the correction of Minute 08.EC.54 (Household Refuse and Recycling Collections and Ancillary Services - Award of Contract) to clarify that, whilst the submitted report had recommended an executive decision, the nature of this item had required a Council decision.

**08.EC.60 PUBLIC QUESTIONS**

There had been no requests from any member of the public to speak at the meeting on any of the agenda items.

**08.EC.61 FORWARD PLAN**

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

**Decision made:**

**That the August Forward Plan as now presented be noted.**

**08.EC.62 PERFORMANCE MONITORING REPORT - FIRST QUARTER OF 2008/09**

The Executive Cabinet considered a report of the Assistant Chief Executive (Policy and Performance) which set out and reviewed the Authority's performance both in respect of the delivery of the 31 key projects included in the Corporate Strategy and against the new National Indicators for which the Council was responsible, during the first quarter of 2008/09 ending on 30<sup>th</sup> June 2008.

The report revealed an overall commendable performance in the delivery of the Corporate Strategy key projects with 81% of the projects either having been completed or progressing on or ahead of plan. The report explained the reasons for six projects being currently behind schedule, indicating that four of the key projects were expected to be brought back on track shortly. A separate confidential report on one of the remaining projects was to be considered later in the meeting.

The former Best Value Performance Indicators (BVPIs) had been replaced by a new set of National Indicators which would alter the focus from service delivery to broader outcomes more related to quality of life issues. While baseline targets for a number of the new indicators had not yet been released, the report confirmed that the majority of the indicators that were currently able to be measured were on target. Action plans had been devised for those remaining indicators where performance was lower than anticipated.

Particular reference was made to the progression of the Vulnerable Households project being developed and administered by the National Children's Home with LSP funding. The Deputy Leader of the Council confirmed that a Project Coordinator had now been appointed to take forward the innovative venture that aimed to co-ordinate all sources of assistance to selected families in Chorley and South Ribble. One key partner was to be identified to act as the lead agency and central point for the co-ordination of the package of support and advice to each respective family, thus avoiding a multiplicity of interventions.

**Decisions made:**

- 1) **That the report to be noted.**
- 2) **That a representative of the National Children's Home be invited to attend an early Members Learning Hour session to update Members on the progress of the Vulnerable Households project and to clarify the intended management procedures.**

**Reasons for decisions:**

The presentation will allow an opportunity for members to be advised of an update position on the important LSP project.

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

None.

**08.EC.63 CHORLEY PARTNERSHIP - ANNUAL PERFORMANCE REPORT FOR 2007/08**

The Executive Cabinet received a report of the Assistant Chief Executive (Policy and Performance) presenting the Chorley Partnership's end of year performance report for 2007/08.

The report reviewed the Partnership's activities and performance throughout 2007/08, commenting particularly on the progress and implications of the LSP sponsored projects and how they were contributing to the achievement of the Sustainable Community Strategy. 71% of measurable targets had been met, with an 86% improvement on the past year.

The Local Strategic Partnership (LSP) had undergone an external peer review by the Improvement and Development Agency in November 2007, which had recognised and commended the Partnership's progress over the year, particularly in relation to its encouragement of partners to contribute significant match funding. 11 projects had been identified for sponsorship by the LSP in 2008/09, which would be pursued by the respective Thematic Groups.



The Chief Executive also reminded the Members that the introduction of the new Comprehensive Area Assessment regime, which would place greater emphasis on the quality of outputs and not just service delivery, would take into account the performance of the District's LSP.

**Decisions made:**

**That the report to be noted.**

**08.EC.64 CHORLEY PARTNERSHIP - PERFORMANCE REPORT FOR FIRST QUARTER OF 2008/9**

The Executive Cabinet received a report of the Assistant Chief Executive (Policy and Performance) updating the Members on the current activities and work being coordinated and planned by the LSP for the first quarter of 2008/09.

Allan Jones, Managing Director of Porter Lancastrian Limited, had been appointed as the new Chair of the Chorley LSP Board. A new Lancashire Local Area Agreement has been signed off with the Government and the LSP's Thematic Groups were pursuing 11 new cross-cutting projects, which had generated in the region of £300,000 additional funding from partners.

The Community Cohesion Strategy had been launched and the LSP's Annual Report had highlighted the areas where the LSP had added value to services and the quality of life for Chorley residents in 2007/08.

**Decision made:**

**That the report be noted.**

**08.EC.65 CAPITAL PROGRAMME, 2008/09 - MONITORING**

The Executive Cabinet considered a report of the Assistant Chief Executive (Business Transformation) recommending a number of alterations to the 2008/09 Capital Programme and reviewing the situation in relation to the capital resources required to finance the programme.

The report recommended changes which would increase the Capital Programme in respect of the Eaves Green Link Road, the play area scheme at Clayton Brook with Places for People and the Coronation Recreation Ground lighting scheme by a total of £163,400, to be financed wholly from external resources.

The report also drew attention to the expected shortfall in the level of capital resources in 2008/09, could principally by a likely reduction in capital receipts from the disposal of assets and 'right to buy' sales. It was accepted that the implications of the expected capital shortfall would need to be addressed by the Executive Cabinet.

**Recommendation made:**

**That the Council be recommended:**

- 1. to approve the revised Capital Programme for 2008/09, as set out in Appendix 1 to the submitted report, at a total cost of £10,197,590;**
- 2. to authorise a comprehensive review of the 2008/09 Capital Programme in the light of the expected available resources.**

**Reason for recommendation**

To ensure that the 2008/09 Capital Programme is accurately updated and also feasible measures to secure the financing of the programme are examined.

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

The estimated increase in borrowing could be avoided or minimised by a combination of reducing or slipping expenditure to a later year; using other resources such as revenue reserves or "VAT shelter" income of up to £0.650m due from Chorley Community Housing or approving the disposal of more surplus assets.

**08.EC.66 REVENUE BUDGET, 2008/09 - MONITORING**

The Executive considered a report of the Assistant Chief Executive (Business Transformation) monitoring the Council's financial performance during the first quarter of 2008/09 in comparison with the budgetary and efficiency savings targets for the current financial year.

While an overspend of £188,000 was forecast, savings in the region of £150,000 had already been achieved and it was envisaged that further efficiency savings would be made in order to achieve a balanced budget by the financial year end.

The report identified and commented on the most significant variations to the original budget, indicating the areas that would require to be closely monitored (eg income streams from car parking and markets fees, concessionary travel and benefit costs).

In response to the concern expressed by a Member at the ability of District Councils to meet the costs of the Government's recent concessionary travel scheme, the Chief Executive advised the Members that, whilst the precise level of the expected shortfall and local authorities funding of the scheme was not yet known, Chorley Council had been requested to make representations to the Government on behalf of the Lancashire authorities seeking Central Government aid in meeting the anticipated funding shortfall. The Government's response to the representations would be reported to a future meeting. The Chief Executive also reported that, in the interim, the Lancashire County Council had agreed to fund the costs of allowing disabled persons and companions to travel throughout Lancashire during peak time hours (ie prior to 9.30am).

**Decisions made:**

- 1. That the report be noted.**
- 2. That the sum of £50,000 be transferred from working balances to a specific resource to meet anticipated costs of equal pay claims.**

**Reason for decisions:**

To ensure that the Council's budgetary targets are achieved.

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

None.

**08.EC.67 NEIGHBOURHOODS DIRECTORATE - VALUE FOR MONEY REVIEW**

The Assistant Chief Executive (Business Transformation) presented a report which commented on the findings, conclusions and recommendations contained within the report of an internal Panel's value for money review of the Council's Neighbourhood Directorate.

The internal review had been set up to assess how well value for money was being delivered and improved within the Neighbourhoods Directorate and to produce a long-term action plan focused on the Council's Business Transformation agenda.

Each service and function within the Directorate have been evaluated and scored against five agreed criteria to assess how well value for money was being achieved. Conclusions and recommendations had then been compiled to identify any measures and actions that required to be taken in order to meet Government's efficiency targets and the Council's aspirations for neighbourhood working.

**Decisions made:**

- 1. That final report of the Value for Money Review of the Neighbourhoods Directorate be noted and approved for publication.**
- 2. That the recommendations contained within the report be approved for consultation.**
- 3. That the learning from the initial review be used to improve the methodology for future reviews undertaken within the next 3 year review programme.**

**Reason for decisions:**

To ensure that the recommendations of the Value for Money Review Team are implemented and used to inform and improve future Value for Money reviews.

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

None.

**08.EC.68 CENTRAL LANCASHIRE LOCAL DEVELOPMENT FRAMEWORK  
PREFERRED CORE STRATEGY**

The Executive Cabinet considered a report of the Corporate Director (Business) seeking endorsement for consultation purposes, of the Central Lancashire LDF Preferred Core Strategy.

The Acting Planning Policy Manager gave a short presentation on the background to and content of the Preferred Core Strategy document which, when approved and adopted, would constitute the key overarching document of the Local Development Framework, to which all other subsidiary documents within the Framework would need to conform. The Strategy had been produced as a preferred options type document in order to allow the evaluation of alternative options during the consultation stage.

The Members were reminded that the Core Strategy aimed to direct the future location of new development and infrastructure within the Central Lancashire area, focusing, in Chorley, on brownfield sites and regeneration sites. The report and presentation also highlighted the nine principal themes that underpinned the draft Core Strategy options, together with the criteria that would be used to ensure delivery of associated infrastructure.

The Executive Cabinet was also reminded that, in the event of the 'Growth Point' initiative proceeding, the Core Strategy would need a spatial option to accommodate accelerated growth. In this context, a note was circulated at the meeting containing alterations to the respective draft Core Strategy Chapter on the Growth Point Update and the Executive Member for Business also recommended the addition of the following text in the chapter.

"Although the Growth Point has been supported by the Government not all the respective Councils are firmly committed until more information on funding, timescales and other details is made available."

**Decisions made:**

1. That, subject to the revision of the respective chapter on Growth Point Update, as outlined in the circulated note and reported by the Executive Member for Business, the Central Lancashire Preferred Core Strategy be approved for consultation purposes.
2. That the Executive Member for Business be granted delegated authority to agree the indicator targets, presentation of sustainability appraisal results and any other minor text or graphical amendments.

**Reasons for decisions:**

It is a statutory requirement to produce a Core Strategy as part of the Local Development Framework process.

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

None.

**08.EC.69 FOOD SAFETY SERVICE - EXTERNAL AUDIT REPORT AND INTERVENTION PROGRAMME**

The Corporate Director (Neighbourhoods) presented a report drawing attention to a report of the Food Standard Agency (FSA) on the outcome of its external audit of the Council's food safety service. The report had concluded that overall the Council's service provision was deemed to be effective and comprehensive. Consequently, a short action plan had been provided to implement the procedural improvements advised by the Agency.

In addition, the FSA had published revised Codes of Practice for the inspection of food premises, which effectively permitted local authorities to reduce the burden of inspection on low risk food businesses and, alternatively, provide advice and information and undertake targeted visits and surveillance exercises. A food hygiene intervention programme had since been prepared to recommend intervention strategy that took account of the FSA's revised guidance.

**Decisions made:**

1. That the report of the Food Standards Agency's audit of the Council's food safety service be noted.
2. That the proposed Food Hygiene Intervention Programme, on now presented, be approved for implementation.

**Reasons for decisions:**

In order to meet the Food Standards Agency's governance and reporting requirements for local authority food safety services.

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

None.

**08.EC.70 EXCLUSION OF THE PUBLIC AND PRESS****Decision made:**

**That the press and public be excluded from the meeting for the following items of business on the ground that they involve the likely disclosure of exempt information as defined in Paragraphs 1 and 3 of Part 1 of Schedule 12A to the Local Government Act 1972.**

#### **08.EC.71 COMMUNICATIONS AND MARKETING REVIEW**

The Executive Cabinet considered a report of the Chief Executive on proposals to alter and improve the structure of the Communications Section.

The importance of the Section had been recognised by the Comprehensive Performance Assessment Inspectors and the projected restructure would strengthen the ability of the Section not only to maintain an effective communications and marketing functions, but also to achieve desired improvements in tourism and events activity.

The restructure plans entailed the redesignation and a refocusing of the responsibilities of the existing five posts and the creation of a Modern Apprentice post. The envisaged additional costs to be incurred were to be met from existing budget provision.

##### **Decision made:**

**That the proposal to consult staff and Trade Unions on the plans to restructure the Communications Section as outlined in the submitted report be noted, and that the Executive Leader be granted delegated power to deal with any changes arising from the consultation.**

##### **Reason for decision:**

To enable the Communications and Marketing Team to further improve and absorb responsibility for desired improvements in events and tourism activity.

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

The creation of an additional specialised Event and Tourism Officer post was rejected on cost grounds.

#### **08.EC.72 NEIGHBOURHOODS DIRECTORATE - RESTRUCTURE**

The Executive Cabinet considered a confidential report of the Corporate Director (Neighbourhoods) seeking approval to undertake consultations with staff and trade unions on plans to restructure a number of sections within the Neighbourhoods Directorate.

The report outlined the proposed staffing changes that had been formulated principally to implement the new Neighbourhood Working arrangements and the efficiencies highlighted within the recent Value for Money exercise; reflect the improved specification and resource requirements of the new Waste Management Contract; improve working relationships between directorate functions; support the integration of enforcement functions into the Neighbourhoods Directorates; improve service standards and delivery through the co-ordination of services at local level; and to ensure safer and more effective operations at the Bengal Street Depot.

The report detailed the specific posts identified for deletion from the establishment and the new posts to be created, highlighting the operational benefits that were likely to accrue from the restructure. It was envisaged that the proposals would generate annual savings in the region of £70,000.

**Decision made:**

**That the proposals to restructure a number of sections within the Neighbourhoods Directorate, entailing the deletion and creation of the posts identified in the submitted report, be approved for consultation with affected staff and trade unions.**

**Reasons for decision:**

The planned restructure is aimed at creating a more 'fit for purpose' Directorate capable of delivering, in particular, the new Neighbourhoods working agenda.

The Value for Money service identified opportunities to redress imbalances in the management and supervision elements of the existing structure. The new proposals take account of those opportunities and allow for greater resource allocation and decision making at the front line of service delivery.

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

None.

**08.EC.73 REVIEW OF CUSTOMER RELATIONSHIP MANAGEMENT AND AUTOMATED CALL DISTRIBUTION SYSTEMS**

The Corporate Director (People) presented a report on the outcome of a review of the effectiveness of the Northgate Customer Relationship Management (CRM) system since its implementation in late 2007 to support the Shared Contact Centre partnership between the Lancashire County Council and six Lancashire Districts, including Chorley.

Whilst the CRM was now operational, its use was limited. Considerable problems had been encountered and it was apparent that the system was not operating and functioning as satisfactorily as planned. Consequently, a number of options to address the situation had been assessed, with the most viable and preferred option for Chorley being to opt out of the use of the Northgate CRM and Macfarlane Automated Call Distribution systems deployed in the Contact Centre. Acceptance of this option would require the procurement of an alternative business tool, and the Corporate Director of ICT recommended the procurement of the Microsoft CRM product as a cost effective alternative to the current system.

The Executive Cabinet was assured that the success of the partnership was not dependent upon the use of the same CRM product by each authority and the Council would remain committed to the principle of partnership service delivery. The Lancashire County Council had, in fact, developed its own software and it was understood that other authorities in the partnership were reviewing their own position in relation to the effectiveness of the CRM system.

**Decisions made:**

**That the Executive Cabinet agrees to:**

- (a) remain committed to the principle of partnership service delivery with the Lancashire County Council, but chooses to opt out of the use of the Northgate Customer Relationship Management and Macfarlane Automated Call Distribution systems;**
- (b) extend the enterprise agreement with Microsoft to include the supply of Microsoft Dynamics CRM and server licences;**
- (c) procure additional technical and configuration support for the implementation of Microsoft Dynamics CRM and hardware;**

- (d) extend the current corporate telephony installation to include the Siemens HiPath ProCentre ACD system; and
- (e) negotiate and reach a compromise in respect of the £50,000 annual revenue cost with the County Council.

**Reason for decisions:**

The move to Microsoft Dynamics CRM and Siemens HiPath ProCenter ACD systems will provide an effective solution, with the potential for financial savings, whilst protecting the integrity of the partnership's venture with Lancashire County Council.

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

1. Continuance of the current system with the County Council as the primary supplier and CRM host with all partners having client access is unlikely to encourage technical confidence and could incur significant future costs.
- 2) The same arguments for rejection apply to the option that would entail the respective partners negotiating contracts for the supply, support and development of the solution from Northgate independent of the County Council and hosted at each partner site.

Executive Leader

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## **CHORLEY BOROUGH COUNCIL FORWARD PLAN FOR THE FOUR MONTH PERIOD 1 SEPTEMBER 2008 TO 31 DECEMBER 2008**

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

A Key Decision is defined as:

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

The current members of the Executive Cabinet are:

Councillor Peter Goldsworthy	Executive Leader
Councillor Patricia Case	Executive Member (Policy and Performance) and Deputy Leader
Councillor Eric Bell	Executive Member (Neighbourhoods)
Councillor Alan Cullens	Executive Member for Resources
Councillor Peter Malpas	Executive Member (Business)
Councillor John Walker	Executive Member (People)

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

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

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

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

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

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

Members of the public are welcome to attend meetings of the Executive Cabinet which are held at the Town Hall, Chorley. The dates and times of the meetings are published on [www.chorley.gov.uk](http://www.chorley.gov.uk) or you may contact the Democratic Services Section on telephone number 01257 515122 for further details.

**D Hall**  
**Chief Executive**

**Publication Date: 21 August 2008**

<b>Details of the Decision to be taken</b>	<b>Decision to be taken by</b>	<b>Relevant Portfolio Holder</b>	<b>Earliest Date decision can be taken</b>	<b>Proposed Consultees</b>	<b>Method(s) of Consultation</b>	<b>Documents to be considered by Decision taker</b>	<b>Representations may be made to the following officer by the date stated</b>
Prevention of Homelessness Strategy for Chorley, 2008 - 2013	Executive Cabinet	Executive Member for Business	4 Sep 2008	Strategy Group, Lancashire County Council Social Services Directorate, Primary Care Trust, Housing Providers	Draft Document to be circulated to Consultees	Draft Prevention of Homelessness Strategy Document	Corporate Director (Business) Tel: 01257 515285 jane.meek@cho.rley.gov.uk Tuesday, 26 August 2008
Sale of land at Gillibrand, Chorley (Parcel 10)	Executive Member for Resources	Executive Member for Resources	8 Sep 2008	Strategy Group.	Draft report circulated to Consultees.	Report of Corporate Director (Business) Sale of land at Gillibrand, Chorley (Parcel 10)	Corporate Director (Business) Tel: 01257 515285 jane.meek@cho.rley.gov.uk Monday, 1 September 2008
Chorley Town Centre Audit and Design Strategy	Executive Cabinet	Executive Member for Business	2 Oct 2008	Strategy Group	Draft Strategy Document to be circulated to Consultees	Draft Audit and Design Strategy Document	Corporate Director (Business) Tel: 01257 515285 jane.meek@cho.rley.gov.uk Friday, 19 September 2008

Details of the Decision to be taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date decision can be taken	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated
Report on outcome of bid to Government for the designation of the Central Lancashire and Blackpool areas as a 'Growth Point'	Executive Cabinet	Executive Member for Business	2 Oct 2008	Strategy Group	Draft report to be circulated to consultees	Report of Corporate Director (Business)	Corporate Director (Business) Tel: 01257 515285 jane.meek@cho.rley.gov.uk Friday, 19 September 2008

Report of	Meeting	Date
Assistant Chief Executive (Business Transformation) (Introduced by the Executive Member for Policy and Performance)	Executive Cabinet	4 <sup>th</sup> September, 2008

## **DELIVERING EFFICIENCY AND VALUE FOR MONEY-REFLECTING BACK AND LOOKING FORWARD**

### **PURPOSE OF REPORT**

- The purpose of the report is to;
  - Provide an update for members on Efficiency gains achieved through the 3-year, 04 Spending review period which ended on 31st March, 2008
  - Outline a strategic way forward for tackling the continuing demands for delivering efficiency and value for money under the Comprehensive Spending Review 07, which covers the 3-year period 2008-2011.

### **RECOMMENDATION(S)**

- That the successful achievement of the government £1.29 million efficiency targets set for the 04 Spending Review period and the £726,404 excess savings we are able to count towards the CSR07 period target, be noted.
- That the strategic way forward set out in this report be approved as a platform for delivering efficiency gains and achieving value for money be approved.
- That the efficiency target of £1.26 million be approved as a local target for the council during the CSR07 spending review period.
- That the Executive Member for resources be nominated VFM champion.
- That an annual update be presented to Executive Cabinet to monitor progress.

### **EXECUTIVE SUMMARY OF REPORT**

- The report provides a final position statement on the council's performance on achieving efficiency gains during the 04 Spending Review period 2005/2008. The council substantially exceeded the government targets set for it and is now in a favourable position to meet the challenge of the Comprehensive Spending Review 07, which covers the period 2008/2011.
- The report suggests that although there is no requirement for the council to set a local target for efficiency gains during the CSR07 period that we would be wise to do so. Following the guidance given by the CLG and taking account of a substantial carry-forward of excess efficiency gains from the 04SR period, the target figure calculated for the CSR07 period is £1.26million.

The report outlines the key areas where the government suggests council's should focus and explains how officers intend to manage and achieve the savings targets

This agenda sets us a real challenge but will keep a concentrated focus on delivering efficiencies and improving value for money, whilst enabling us to invest in priority areas.

**REASONS FOR RECOMMENDATION(S)**

**(If the recommendations are accepted)**

- 9. To ensure Executive Cabinet is fully aware of the council's performance against targets set for efficiency savings in the 04 Spending review period which ended 31<sup>st</sup> March, 2008
- 10. To ensure member support to the principle of setting a local efficiency gains target for the council during the CSR07 period.
- 11. To ensure members are appraised of the issues and demands presented by the continuing efficiency agenda and our strategy to achieve success

**ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

- 12. Unlike the 04 Spending Review, there are no individual targets set for council's in the CSR07 spending review period unless a target is agreed as one of the Local Area Agreement targets. A target for efficiency gains is unlikely to be included in the LAA for Lancashire.
- 13. The percentage targets are set for Local Government as a whole however each authority's performance will be monitored through the new National Indicator 179 'Value for Money – total net value of ongoing cash releasing value for money gains that have impacted since the start of the 2008/9 financial year. Additionally the Audit Commission Use of Resources assessment will continue to monitor performance and progress.
- 14. To ensure internal focus it is therefore considered essential that we set our own target for efficiency gains

**CORPORATE PRIORITIES**

- 15. 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	<b>x</b>

**BACKGROUND**

- 16. Chorley has made excellent progress in achieving the targets set for us by the government through the 2004 spending review. The backward looking statement for 2007/08 details our efficiency gains of £2.77 million of which £2.03 million is cashable. We are therefore considerably in excess of our £1.29 million target for the SR04 period.
- 17. These savings have been achieved through an ambitious change programme implemented across the Council over the past 3 years and this gives us an excellent platform to take the organisation forward through the next phase of transformation.

18. The council is now a nationally recognised performer in terms of delivering and improving value for money with the highest score of 4 achieved in both the 2006 and 2007 Use of Resources – VFM theme assessments.
19. A strategic Framework for the delivery and Improvement of VFM has guided and supported this change programme, however it is now timely to consider the new demands set by the government as part of the CSR07 and determine how we need to tackle them.

#### 04 SPENDING REVIEW PERIOD 2005-2008

20. We have recently submitted the final statement for this period and the table below sets out across the various themes where our efficiency gains were made

	<b>Cashable £</b>	<b>Non- cashable £</b>	<b>Total £</b>
<b>Efficiency Gains</b>			
Corporate Services	791,322	46,722	838,044
Procurement	655,018	0	655,018
Productive Time	107,035	364,054	471,089
Transactions	383,718	327,189	710,907
Cultural	96,120	0	96,120
<b>Total</b>	<b>2,033,213</b>	<b>737,965</b>	<b>2,771,178</b>

21. This substantially exceeds our target of £1.29 million and is an achievement the council can be proud of. Additionally it enables us to carry forward £726,404 in cashable savings to be offset against the target calculated for the CSR07 period, which clearly relieves the burden for the coming 3 years.

#### THE GOVERNMENTS'S NEW EFFICIENCY REGIME

22. The Comprehensive spending review 2007 marks the next stage of the government's programme for delivering better value for money in public services. The CSR07 has 'raised the bar' to introduce a 3% per annum net cash-releasing efficiency target across the local government sector. The other major differences are that all efficiency gains must be cashable ( under the 04 period cashable and non-cashable gains up to a 50-50 ratio were acceptable) the 3% target each year is now multiplicative (i.e. 3%, 6.1%, 9.3%) rather than 2.5% per annum, there is no individual target set for council's and the requirement to submit detailed annual efficiency statements has been replaced by a requirement to report their progress on achieving vfm gains through a new national indicator 179.
23. The National Improvement and Efficiency Strategy published earlier this year provides £380 million over the next 3 years to support the change programme. Its aim is to join central and local resources on value for money and improvement priorities. It will do this through Regional Improvement and Efficiency partnerships (RIEP's). The North West RIEP has now been formed with support for improvement and efficiency in the region being delivered through 5 sub-regional partnerships. Chorley is part of the Lancashire sub-region, which has been allocated funding of £1.1million in 2008/9 to support development across a variety of strategic themes including transformational government, efficiency, economic development and community empowerment and neighbourhood delivery. Similar levels of funding are anticipated in the second and third years of the partnership.
24. From April, 2009 Comprehensive Area Assessment (CAA) will replace Comprehensive Performance Assessment (CAA). This will be a significant change with the focus moving away from assessing services delivered by the council to public services delivered in an area by councils and their partners, including private and voluntary sectors. CAA will

provide assurance about how well run local public services are and how effectively they use taxpayers' money so it is imperative that we continue to demonstrate that we deliver efficiency and value for money. From 2009 the Use of Resources Assessment will also form part of the CAA. Changes to the current structure are currently out for consultation but the focus of the assessment will be broader than the current financially dominated structure with 3 themes proposed, which for district councils concentrate on the importance of sound and strategic financial management, strategic commissioning and good governance and the effective management of people.

**CSRO7 – IMPLICATIONS FOR CHORLEY**

- 25. As mentioned above, there is no individual requirement for each council to have an efficiency target. They will only exist as targets where they are negotiated as part of one of the 35 targets in each LAA. This is not the case in Lancashire so we must decide whether it is appropriate to set a local target for the council. My view is that we should have a target to aim for and it makes sense to set that at the same level as the government has set for the local government sector. This will help maintain our focus and determination to continue the excellent progress made over the past 3 years
- 26. The government have recognised that some, if not most, councils will want to have an efficiency gains target. Consequently they have issued 'unofficial' guidance on how councils might go about calculating an individual target. We have followed that advice and calculated the target for Chorley, which is summarised below;

<u>Summary</u>	<u>£</u>
Baseline	21,351,000
9.3%	1,985,643
Less c/f	(726,404)
<b>Target</b>	<b><u>1,259,239</u> over 3 years</b>

- 27. Clearly this will be difficult to achieve however given the progress made over the past 3 years and with delivery and improvement of VFM now at the heart of service delivery we should approach the challenge with confidence of success.

**THE KEY EFFICIENCY GAINS TARGET AREAS**

- 28. In recent years senior management and members have played important roles in shaping and developing national and regional agendas. It is important that this policy continues as it will help us ensure we influence developments to Chorley's advantage and secure funding to lead and drive projects initiated from the Regional and sub-regional Improvement and Efficiency partnerships. This in turn will support our drive to deliver our vfm targets.
- 29. The Government advice is that councils need to concentrate their efforts in 3 specific areas

**Procurement –**

- Collaborative working-shared services, shared resources, shared purchasing, shared technologies, shared delivery through effective partnerships with public, private and voluntary sectors.
- Effective procurement – competition, procurement team skills/expertise, e-procurement, incorporating the voluntary sector.



**Service Transformation –**

- The use of business process improvement to ensure sustained emphasis on customer focus alongside providing a high quality value for money service. Included in BPI should be an assessment of processes, systems and structures

**Asset Management –**

- Streamlined approach to asset management- strategic asset management and partnership working

30. We have already taken steps to see we have a platform to take us through the next phase of delivering efficiencies and value for money. Earlier this year senior management agreed a strategic themed approach to business transformation and I have set out below the strategic themes and what our approach will be using these themes against the respective government criteria listed above.

**Chorley Transformation themes**

Workforce Development  
 Information Management  
 Technology  
 Procurement  
 Asset Management  
 Performance Management  
 Customer Service Excellence

**Procurement**

31. A strategic procurement theme has been set up to lead the way in maximising benefits through improved procurement practice. Procurement savings have made a substantial contribution to our O4SR efficiency savings, standing at over £700k over the 3 years.
32. Arrangements for the procurement of goods and services has been significantly improved over this period and with education and training and corporate support from the procurement team we now have high standards of procurement practice in place across the Council. This has enabled us to achieve all 20 of the National Strategy milestones for District Councils.
33. Going forward our focus needs to continue to be around the strategic commissioning of services. This has worked well for us to date and through our VFM service reviews it is important that, where appropriate, options appraisal of service delivery models, is identified for consultation.
34. Our shared procurement arrangements, shortly to be implemented as part of the Shared Financial Services Partnership with South Ribble, should also provide benefits, Chorley is leading on Procurement and the merger should make it easier to maximise procurement efficiencies through joint contracting, collaborative working and using best practice across the two councils. Additionally formation of the Procurement Hub through Team Lancashire should help deliver procurement savings.
35. Shared services is very clearly the way forward and for a small council like Chorley it makes sense for us to work with partners on Team Lancashire and the Local Strategic Partnership where it makes financial and operational sense and improves the services we provide to our citizens. Additionally we should be mindful of the opportunities for generating additional income for this council by providing services and professional advice to others. We have already had considerable success in this area and further development could provide a useful income stream as well as enhancing staff skills and the council's reputation.

### Service Transformation

36. Executive Cabinet have approved a 3-year programme of VFM service reviews, which commenced towards the end of last year in the Neighbourhoods directorate. The final report from the review was presented to the last executive cabinet meeting and it also helped inform the major structural review of the Neighbourhoods directorate which will realise annual savings of £70k.
37. This however is only the first stage of the transformation journey for the directorate. A business transformation plan has been produced, which over a period of 18 months will see all services re-engineered as part of the CRM implementation programme and we anticipate further opportunities to reduce costs through this process.

The review programme continues with a start in September in the council's Business directorate.

### Asset Management

38. Our Asset Management Strategy and plan covering the period 2008/2010 is almost finalised. This incorporates property, land and the natural assets such as parks and open spaces that the council is responsible for managing and maintaining. The strategy will be fundamental to the council achieving its corporate objectives around equality of access, sustainability, affordable housing and health and well-being, however it will also ensure that we are utilising our asset base in the most effective manner and this is likely to deliver efficiency gains for the council.
39. A Strategic Staff Accommodation review is also underway. There has been considerable change in demand for staff accommodation in recent years and it is timely to look at future demand in the light of shared services opportunities, the need to reduce our asset base around the demands set out in the Varney report and the opportunity for staff home and mobile working. I see considerable opportunity to reduce the accommodation required for staff and this should deliver considerable efficiency savings for the council.
40. The ongoing programme of transferring community centres to community management will also continue to give us efficiency savings

### Reporting and Monitoring Arrangements

41. At the highest level progress will be monitored through the 3-year period by the new National Indicator 179. This indicator in effect replaces the Annual Efficiency statements, which were in use during the 04 spending review period.

The definition of the new indicator is:

**The total net value of ongoing cash releasing value for money gains that have impacted since the start of the 2008/9 financial year**

42. The figure that Councils are required to report for the indicator will be the equivalent to the figure that was used in the Annual Efficiency Statements for total cumulative cashable efficiency gains achieved.

The definitions for each term used in the indicator are:

- a. **Net gains** – efficiencies should be reported net of investment and ongoing costs required for their implementation;

- b. **Ongoing gains** – if an efficiency is not sustained in full or in part in later years, then the value of the indicator must be reduced accordingly.
  - c. **Cash-releasing gains** – only those efficiencies that reduce the level of resource required to achieve the same or better outputs, allowing resources to be redeployed, should be recorded; and
  - d. **Gains since the start of the 2008-09 Financial Year** – valid gains may be the result of actions taken before April 2008, but only where they impact on a Council's expenditure for the first time after 31 March 2008 (through overachievement in SR04 may also be recognised in the indicator).
43. Councils will be required to submit a figure for the VFM indicator twice in each calendar year. On the first occasion, starting from October 2008, Councils will report their *forecast* for the position at the end of the financial year. This is akin to the output of the Forward Look AES, though looking at the whole period since March 2008 rather than only the particular year in question, and will help those bodies working with Councils to identify any emerging issues early.
44. On the second occasion, starting from July 2009, Councils will report the *actual* position as at the end of the financial year that ended on the previous 31 March. This is akin to the output of the Backward Look AES. Specific deadlines for reporting on the indicator, and the method through which this will be done, are to be announced in due course.
45. Efficiency measurement will continue to be important for Councils and they will be judged on performance in this area. The Government is however seeking to reduce the reporting requirements on the basis that Councils' internal audit systems are effective in monitoring the way the organisation measures the efficiency benefits obtained from projects. In addition the Government expects that the processes for measuring efficiency will still be an area considered by external auditors appointed by the Audit Commission in the new Comprehensive Area Assessment (CAA) regime.
46. Furthermore the Government has added that *"while Councils will not be required to achieve a specific level of value for money gains, where the national indicator shows that little progress is being reported, that would be a trigger for further investigation by the local Government Office to understand the reasons why"*
47. We can conclude therefore that although the administrative burden of producing annual efficiency statements has been reduced, we will need to have a very similar preparation and evaluation process for determining efficiency statements as currently exists.

## CONCLUSIONS

48. The O4 spending review period efficiency targets have been substantially surpassed but in a sense this is merely the first phase on our transformation journey.
49. The government have increased the pressure in the CSR07 period and if we follow the targets they suggest for Local Government as a whole this presents us with a £1.26 million efficiency gains target for the next 3 years.
50. It goes without saying that this will not be easy to achieve and many of the large scale corporate efficiencies have been put in place during the last 3 years, thereby reducing the availability for further savings in this area.

- 51. Our concentration must therefore be around ensuring services are procured by the optimum method, processes and systems are streamlined through service transformation and our assets are utilised more effectively. This should enable us to deliver on the targets and more importantly free up resources for investment in priority areas or keeping council tax rises to the minimum.

**IMPLICATIONS OF REPORT**

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

Finance		Customer Services	<b>x</b>
Human Resources		Equality and Diversity	
Legal		No significant implications in this area	

**COMMENTS OF THE CORPORATE DIRECTOR (PEOPLE)**

- 50. I support the principles outlined in this report.

To deliver the changes we need to tackle the barriers to service transformation, specifically the difficulties of promoting co-ordinated service delivery based around citizen and business need.

Moving forward there is a clear opportunity to coordinate services effectively and deal with more problems at the first point of contact. This approach could drive out inefficiencies by improved performance and coordination of front-line services reducing duplication of business processes. Over the longer term, further efficiencies and service enhancements could be made by reducing the back office functions that would be required.

Efficiencies could arise from a number of areas, primarily improved overall channel management and a shift to cheaper and more effective channels; less duplication of services and customer contact, especially through increased standardisation in data capture and customer related information; use of better coordinated business delivery and contract management and through process redesign arising from the use of shared data and improved business process.

Implementation of the new CRM system will help provide a better understanding of customer needs and demand for services and identify where things could be improved through business process reviews. This type of insight or intelligence can also be used effectively to design and shape the delivery of services in the longer term but requires a holistic approach.

Developing an effective CRM programme requires significant change and will be challenging. In the first phase the focus will be on the Neighbourhood Directorate. Future implementation will be considered carefully alongside the VFM review programme. This will provide further evidence and rationale to determine priorities for the future.

i.

GARY HALL  
 ASSISTANT CHIEF EXECUTIVE (BUSINESS TRANSFORMATION)

<b>Report Author</b>	<b>Ext</b>	<b>Date</b>	<b>Doc ID</b>
James Douglas	5203	22 <sup>nd</sup> July, 2008	***

<b>Background Papers</b>			
<b>Document</b>	<b>Date</b>	<b>File</b>	<b>Place of Inspection</b>
Value for Money in Local Government- meeting the challenge of CSR07	August 2007	***	Business Improvement team office, Union St
Measuring and Reporting value for money gains – DCLG guidance	January 2008		

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Report of	Meeting	Date
Corporate Director (Business) (Introduced by the Executive Member for Business)	Executive Cabinet	4 <sup>th</sup> September 2008.

## **PREVENTION OF HOMELESSNESS STRATEGY 2008-2013**

### **PURPOSE OF REPORT**

1. To seek members comments and approval for consultation of the Prevention of Homelessness Strategy 2008-2013 including supporting Action Plan.

### **RECOMMENDATION(S)**

2. Approval of the Prevention of Homeless Strategy for consultation purposes.
3. To grant delegated power to the Executive Member (Business) to agree the final Strategy document after taking of the outcome of the consultation exercise.

### **EXECUTIVE SUMMARY OF REPORT**

4. There is a legal duty on Local Authorities to publish Prevention of Homelessness Strategy every five years. This strategy is required to demonstrate how the Council plans to address homelessness in the Borough. The strategy includes our strategic priorities and a detailed action plan, which will build on the progress made by the Housing Options Service following transfer back to the Council in April 2008.

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

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

4. The Strategy must be consulted with all partners in order to ensure that it is fit for purpose and to identify any omissions and ensure that all agencies take 'ownership' of the action plan in order to ensure its deliverability.

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

5. Non considered

### **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	x	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	x

**BACKGROUND**

7. The Homelessness Act 2002 introduced new statutory duty on Local Authorities to produce a local Homeless Strategy. This Prevention Strategy replaces and updates the initial Homeless Strategy first produced in 2003.
8. The purpose of the strategy is to enable local authorities to have an accurate picture of the levels of homelessness and to outline the steps to be taken in order to tackle and prevent homelessness. The Key Objectives of the Strategy are to:
  - Identify Actions that can be taken to prevent homelessness.
  - Provision of suitable services and accommodation for homeless people.
  - Supporting homeless people to prevent them becoming homeless again.
9. Delivery of the Actions contained in the 2003 Strategy was hugely successful, with only a small percentage of the actions not progressed principally due to them no longer being appropriate or possible.
10. In April 2008 The Housing Options and & Allocations Service was brought back to The Council under the Strategic Housing Department. The Council has already seen significant improvements. The return of this function has provided greater opportunities to implement a process of change management within the operational delivery of the Service, linked to the broader objectives outlined in the Strategic Action Plan.
11. There are three Key Priorities within the 2008-13 Action Plan, which include
  - Improving Services To Customers
  - Reducing Use of Temporary Accommodation & Improving Standards
  - Developing Early Intervention & Enhanced Options:

Homeless services have changed in focus towards delivering preventative services. There is also a focus on linking housing services with employment and training opportunities. Commitments within the action plan include development of Rental Bond Schemes, Peer Education Projects and Improvements in access to floating support services.
12. Conclusions
 

The Strategy is intended to be the foundation for a programme of activity and Projects, which will effectively reduce homelessness in Chorley. The Actions represent a move towards early intervention and prevention, and the outcomes are intended to enable the Council target resources on developing more effective and appropriate services for customers.



**IMPLICATIONS OF REPORT**

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

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

**COMMENTS OF THE ASSISTANT CHIEF EXECUTIVE (BUSINESS TRANSFORMATION)**

14. There are no immediate costs associated with this report. The action plan contained in the report identifies that there are some potential cost implications associated with some of the actions. However, at this stage these are only indicative and are relatively minor in nature. Once firmer costs are known, bids for additional resources will be made if the costs cannot be borne within the Council's current cash limits, and these will be considered in the normal way by the Executive or Council as appropriate.

JANE MEEK  
CORPORATE DIRECTOR (BUSINESS)

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Debbie Despres		17 <sup>th</sup> August 2008	***

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# Chorley Council

## **Prevention Of Homelessness Strategy 2008 -2013**

DEAFEN



**Preface****Cllr Goldsworthy**

As Leader of Chorley Council I fully support this strategy, which builds on the excellent work we have been doing to reduce the number of our residents facing homelessness. High levels of people in temporary accommodation comes with high costs, both to the families concerned and also the local tax payer and can have a profound effect on the lives of children.

We want to stop the cycle of homelessness and by developing links with other agencies, helps to achieve the national goal to promote work and training opportunities alongside housing, therefore making Chorley a better place to live for everyone.

**INSERT SIGNATURE**

DRAFT

**Forward**

This Prevention of Homelessness Strategy replaces the last strategy, which was produced in 2003. Since the publication of the Prevention of Homeless Strategy in 2003, Strategic Housing Services have made significant improvements and successfully met many of the targets set in its action plan.

There is however, still much work to be done. There have been significant changes, both in the housing market and in local service delivery, since the last strategy was produced. These changes provide opportunity for partners to work together to deliver high quality services, which meet local peoples', needs and ensure local and national targets are met.

Our vision for housing is:

***Supporting the community and our partners to provide good quality affordable homes, which meet local peoples' needs whilst promoting sustainable and inclusive communities***

This vision along with the Strategic Objectives which will be outlined in the forthcoming 2009 – 2014 Housing Strategy, will underpin all activity relating to housing and homelessness.

Our vision for homelessness is:

***To tackle the issue of homelessness and ensure that every case of homelessness which is preventable, is so.***

**This information can be made available to you in larger print or on audio tape, or translated into your own language. Please telephone 01257 515515 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

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

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DRAFT

## 1. INTRODUCTION - what is this strategy all about?

Homelessness means not having a home either as a result of lack of accommodation or because a person has no rights or permission to occupy the accommodation they are living in. It affected over 800 Households in Chorley in 2007/8<sup>1</sup> and can have profound effects on the lives of those experiencing it, particularly children.

Local Authorities along with partner agencies are required to provide assistance to homeless people and that means not just finding accommodation but also preventing homelessness in the first place. The reasons for becoming homeless can be complex and are often linked to other issues such as relationship breakdown, offending, drug abuse, unemployment and chaotic lifestyles. By working together, these agencies can effectively prevent homelessness by identifying those at risk at an early stage and helping them to access all the services they need, including housing.

The introduction of the Homelessness Act 2002 imposed a legal requirement on all local authorities in England and Wales to adopt a strategic approach to tackling homelessness. As part of this strategic approach local authorities have to

*“Carry out a homelessness review for their district and formulate and publish a strategy based on the results of their review.” (Homelessness Act 2002 - Section 1).*

The National Homelessness Strategy ‘Sustainable Communities: settled homes; changing lives’ was published in March 2005 and emphasised the importance of identifying people at risk of homelessness early.

The new focus was placed on homelessness prevention, identifying those at risk of becoming homeless and developing strategies to ensure the risk was eliminated. The types of interventions and services which have been developed over the past 5 years have really changed the face of homelessness services, into one which is about delivering options for housing, promoting a ‘ladder of housing opportunity’, with a range of products and services on offer, as opposed to the old way of homelessness assessments as the route to ‘council housing’.

Homeless prevention requires engagement across all sectors and agencies, no longer can homelessness officers work in isolation and this approach has proven to deliver best value and savings for Councils along with a higher quality services for customers. The Government is now promoting links to employment and training with housing services, to ensure that a person’s employment and training needs are considered alongside housing needs.

The need for targeted and appropriate services for the prevention of homelessness has always been apparent however, recent changes in the global economy and the UK housing market are expected to create further pressures, with expectations that there will be rising repossessions and greater number of households unable to access affordable housing. Such predictions are at an early stage and may or may not be realised but are providing the impetus to really drive forward new innovations and improvements in homelessness prevention activity.

Homelessness services in Chorley need to respond to the changing local and national context and deliver a service, which is focussed on prevention and achieves outcomes, and improves life chances of those living in the borough.

### **Our three key priorities are**

- ✓ Improving Services for Customers
- ✓ Reducing the Use of Temporary Accommodation
- ✓ Prevention of Homelessness

## 2. DELIVERY OF THE 2003 STRATEGY ACTION PLAN - how did we do last time?

The first strategy was published in July 2003 and included an action plan of key objectives and tasks required to deliver wide ranging services to prevent homelessness and ensure those experiencing homelessness could access timely and appropriate support.

Delivery of the strategy action plan has been mixed, with the majority of the actions successfully completed. A number of the actions were not progressed and generally this was because of reasons of changing priorities, lack of available resources or as a result of the stock transfer of the Councils' owned stock to Chorley Community Housing.

A full summary of the Strategy Action Plan including details of each task will be included in the 2008 Homelessness Review document.

However, the table below illustrates the key achievements of the strategy.

**Table 1.0 Summary of Achievements**

<b>Action</b>	<b>Date of Completion</b>
<i>Produce a structured support package for mother &amp; baby unit</i>	April 2005
<i>Deliver young homelessness person unit</i>	Summer 2005
<i>Establish a drug and alcohol multi agency task group</i>	December 2004
<i>Develop Private landlord forum</i>	Autumn 2003
<i>Develop floating support forum</i>	Autumn 2003
<i>Joint Protocol for care leavers</i>	Spring 2004
<i>Introduce structured key working at Cotswold House</i>	Autumn 2003
<i>Improve Decision Letters</i>	Autumn 2003
<i>Conduct Rough Sleepers Count</i>	November 2007
<i>Deliver Affordable Housing in rural parishes</i>	December 2004
<i>Develop minimum let standards for Cotswold House</i>	March 2005
<i>Statement on choice for general needs applicants</i>	March 2004
<i>Offer support, advice and assistance to all agencies in Supporting People scheme reviews</i>	Introduced 2004 ongoing programme
<i>Encourage and enable all services to achieve Supporting People accreditation</i>	Introduced 2004 ongoing programme



<b><i>Remodelling of Stonham's Ex-Offenders Unit on Southport Road</i></b>	<b>December 2006</b>
<b><i>Structured needs assessments for all homeless customers</i></b>	<b>July 2004</b>
<b><i>Housing Association Forum</i></b>	<b>2003 (format changed in 2008)</b>
<b><i>Produce timetables for ADP developments</i></b>	<b>June 2008</b>

The Strategy action plan includes a number of key targets, which have not been achieved.

Resources and the delivery of the Large Scale Voluntary Transfer are the two most significant reasons why certain actions have not been achieved, particularly as the Housing Options and Allocations Service, along with the management of Cotswold House, were also transferred to Chorley Community Housing in March 2007. The implications and outcomes of these decisions will be examined in greater detail in the Homelessness Review 2008. Some of the actions were no longer relevant given changes in service delivery and management.

A number of the actions remain of strategic relevance and therefore will be carried forward in the new strategy and these are included in table 2 below.

**Table 2.0 Table of Actions Brought Forward To New Strategy**

<b><i>Action</i></b>	<b><i>Reason Not Delivered</i></b>	<b><i>New Target Date</i></b>
<i>Housing Needs Data Analysis</i>	Previous Housing Needs Survey 2004. Interim Housing Needs study recently commissioned with full strategic housing market assessment expected to be published Spring 2009	September 2009
<i>Procedure Illegal Evictions</i>	Focus on LSVT and BVPI	January 2009
<i>Joint Protocol Ex-Offenders</i>	Focus on LSVT and BVPI	January 2009
<i>Collection &amp; Analysis of Customer Satisfaction Data</i>	Housing Options Service outsourced to Chorley Community Housing 2007/8. Service now delivered in house.	Data collection mechanism implemented. Analysis to be undertaken every 12 months. First analysis end of quarter two 2008/9.
<i>Best Value Assessment and Improvement Plan of Housing Options Service</i>	Small best value assessment undertaken prior to transfer. No longer relevant.	March 2009.

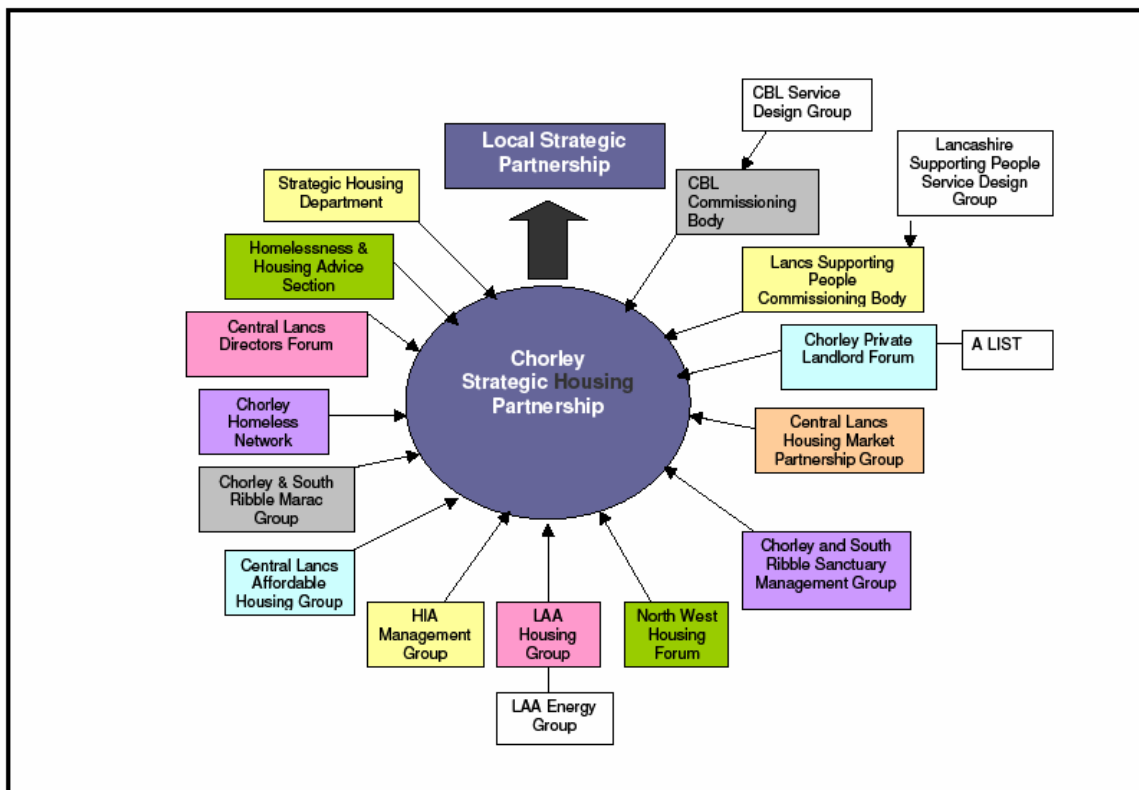
**3. PARTNERSHIPS AND SERVICES – who will help us to achieve our goals?**

Partnership working is central to shaping and delivering strategy for prevention of homelessness. The Local Housing Authority cannot work alone in developing actions and targets for homelessness, working together is the only way that results can be achieved, through sharing expertise and resources.

Chorley Council has a proven track record of working in partnership across the borough and indeed, across the sub region and region. The Central Lancashire Housing Market has long been documented and therefore developing cross authority initials and protocols is appropriate and efficient.

The flowchart below highlights the partnerships and agencies, which are working together to shape and deliver this strategy. The Chorley Strategic Housing Partnership as a sub group of the LSP will be responsible for the delivery of the Strategy Action Plan.

**Flowchart of Partnerships Contributing to Housing Delivery**



**4. CURRENT AND FUTURE TRENDS IN HOMELESSNESS - what are the problems we face?**

The Council have seen the total number of homelessness presentations gradually begin to fall, with significant decreases being recorded in quarter one of 2008/9<sup>ii</sup>. There are a number of reasons for this and it does not mean that people are no longer facing the risk of being homeless. What it means is that we are working with partners to identify those at risk at a much earlier point, which enables us to prevent the homelessness from occurring, and allows the household to think through their options and make a more planned move.

The table below summarises the main three causes of homelessness in Chorley, although we are seeing the number of mortgage repossessions and particularly, early enquiries about mortgage defaults, increasing in recent months.

**Table 3.0 Summaries of Main Causes of Homelessness<sup>iii</sup>**

<b>3 Main Causes</b>	<b>2003/04</b>	<b>2004/05</b>	<b>2005/06</b>	<b>2006/07</b>	<b>2007/08</b>
<b>Parents, relatives or friends not able to accommodate</b>	61	56	77	64	59
<b>Relation Breakdown</b>	72	83	66	56	22
<b>End of Assured Shorthold Tenancy</b>	22	46	32	50	29

**Parents, relatives or friends not able to accommodate**

Increasing numbers of young people are coming to the Council for help with housing. Most young people become homeless either because they have failed to settle after leaving care or because they have left their parental home after disputes. Greater joint working with agencies such as Social Services will reduce those at risk of homelessness leaving care and is a target area of the action plan. For young people leaving the parental home, education will be key, with the main emphasis on sustaining young people in the family home rather than encouraging too early independence.

**Teenage Pregnancy**

Teenage conception rates in Chorley have increased by 14% in the period from 2004 - 2006 (ONS statistics 2008), yet across England there has been a reduction of 13.3 % per 1000 girls aged 15-17 represents an overall decline of 13.3%, the lowest nationally for over 20 years. Anecdotal evidence suggests that some young people do believe that access into social housing is easier for families with children and that there is plenty of social housing available in Chorley. Education, particular peer support will help to provide young people with the information to make informed choices to plan their futures.

## Relationship Breakdown

Relationship breakdown is a significant cause of homelessness although it has declined in recent years. Appropriate referrals to mediation and marriage support are vital in ensuring people are given the advice and support they need.

## End of Assured Shorthold Tenancy

The private rented sector is not regulated in the same as the social rented sector and therefore landlords tend to use the eviction process more readily in order to resolve issues of tenancy breach. Engaging with private landlords is imperative in order to ensure landlords are providing effective tenancy management and are equipped to take on this role. The Council are developing new ways to engage with private landlords including Landlord Accreditation and the provision of training through the Landlord Forum. Closer links with the housing benefit section and debt advice services will also ensure that issues around rent arrears can be resolved at an earlier stage.

## Affordability

Increasing issues of affordability, coupled with a decrease in the number of social rented units of accommodation have led to greater pressure on homelessness services. Average incomes in Chorley for 2008 are the second highest across the Lancashire region, noting a 2.8% increase on the previous year.

Chorley and South Ribble are suitable locations for commuters to either Manchester or Preston. For the 2008 ward results, the Pennine ward in Chorley district, with an average in excess of £49,000, retains its position of having the highest average income in Lancashire. Inward migration has led to increasing house values, and so some people within certain communities, particularly rural villages, are no longer able to afford to buy their own homes in the same village that they grew up in.

Affordable housing is a corporate priority of the Council and we are working with partners to deliver increasing numbers of new affordable housing which are available to those who live in the borough.

## Increase in Mortgage Repossessions

The current housing market with uncertainty around interest rates, the decline in the sub prime market and end of fixed term mortgages arranged prior to the decline, are expected to have a significant impact on homelessness and place particular demand on Housing Advocacy services. Already in 2008, mortgage repossessions are up by 34% and are expected to continue to rise. It is essential that the Council and our partners be prepared to respond to these changes and reduce the risks of these impacts.

## Housing Need

There are currently 1,379 applicants currently on the Councils' waiting list for accommodation<sup>iv</sup>. New HIP HSSA data has just been collected for 2008 and to date (subject to verification) this has given a total waiting list figure (including the Councils') of 3,479. This figure may include duplications and as a number of RSLs no longer hold waiting lists due to the introduction of Choice Based Letting Schemes, the figure is not an accurate measure of housing need.

The Council is currently commissioning a piece of research, which will result in an Interim Summary of Housing Needs being published in late Summer 2008. A full Strategic Housing Market Assessment will be commissioned across Central Lancashire in 2008, with the findings expected to be published in early 2009. The Northwest Regional Assembly commissioned a market assessment across the Northeast Region in 2008 and within the Central Lancashire sub region, it was found that social rented accommodation accounts for 79% of all housing need.

**Supported Housing**

The need for specialist housing is linked to homelessness and whilst figures only show a very small proportion of those with support needs accessing homelessness services, recent studies have highlighted the need for specific provision in Chorley. These include accommodation - based services for Drug Misuse, the Frail Elderly and Single Homeless. There is also a need for support based services (which can be floating) for Frail elderly, Older People with Mental Health Problems and People with Physical or Sensory disability.”

**Ex Offenders**

The successful expansion of the Stonham Project in Chorley has meant that there is a dedicated resource for ex offenders in Chorley and which will ensure their specific needs are met.

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## 5. STRATEGIC OBJECTIVES AND PRIORITIES - what do we want to achieve?

The way that the Council delivers services in housing has undergone significant change since the previous Housing Strategy and Prevention of Homelessness Strategies were published. These two documents provide the foundations to the activities of the Strategic Housing function and therefore are both to be replaced in 2008.

### Transfer of Housing Stock in 2007

The large-scale transfer of the housing stock to Chorley Community Housing (CCH) in March 2007 meant the Council no longer manages any social housing stock. The Housing Options and Allocations Team was also transferred across to CCH. The team continued to deliver the main homelessness and related functions, with responsibility for the legal duty and therefore decisions made under the legislation, remaining the ownership of the Council.

Following the transfer, it became apparent that the Housing Options and Allocations Team would be best placed within the Strategic Housing Unit at the Council, because of the linkages across the service and also to reduce the bureaucracy and therefore create more efficient working. Therefore the Housing Options and Allocations Service was brought back to the Council from 1<sup>st</sup> April 2008 and already has delivered improvements.

To reflect the local and national changes in priorities, Chorley Council has developed six key strategic objectives for housing which will inform these strategies and associated actions and activity.

1. ***Increase the number of affordable homes.***
2. ***Engage with housing providers across all tenures to ensure provision of high quality, local services which meet the aspirations of their customers.***
3. ***Develop a proactive response to empty homes.***
4. ***Ensure that vulnerable households are not disadvantaged in their housing choice.***
5. ***To tackle the issue of homelessness and ensure that every case of homelessness, which is preventable, is so.***
6. ***Promote affordable warmth and attract greater external funding to the Borough.***

The Chorley Community Strategy was produced in 2005 by the Chorley Partnership and refreshed in 2007, to reflect the priorities for the Borough and involved consultation with over 150 organisations from all sectors across Chorley. This Strategy includes actions, which will be delivered across the partnership and governed by the mechanisms within that partnership.

The Corporate strategy 2007-2010 includes the Council's vision for Chorley to become one of the most attractive, caring and vibrant places in the North West to live, to work, to invest and to visit.

The strategy divides key actions and targets into four key priorities, specifically prosperity, people, place and performance, all of which link into preventing homelessness and improving the life chances of those at risk of or experiencing homelessness.

Both these strategies have cross cutting themes which link to the prevention of homelessness and, delivery of key actions within these strategies are either replicated or are inextricably linked.

**Table 4.0 Linkages Between Local Strategies**

<b>Theme</b>	<b>Corporate Strategy Target</b>	<b>Sustainable Community Strategy</b>	<b>Prevention Homelessness Strategy Action</b>
<b>Prosperity</b>	Reduce the number of neighbourhoods in the 20% most deprived nationally	Reduction in number of super output areas classed as 20% most deprived	Develop links to work, training and education
<b>People</b>	% Decrease in teenage pregnancies. Target 55% by March 2010	Reduction in teenage pregnancy rate per 1000 under 18 year olds	Develop protocol with Teenage pregnancy coordinator  Develop homelessness peers education programme for schools.
<b>Place</b>	% Of private sector housing empty for 6 months or more. Target 0.5% by March 2010.		Develop Private Landlord Accreditation Scheme Develop HALs scheme Explore use of qualified offers in private sector Develop Private Sector Rental Bond Scheme
	Affordable dwelling completed. Target 250 units by March 2009.	Increase in number of affordable houses built	Increase supply of social rented accommodation
	Establish a choice based letting scheme		Develop choice based lettings scheme which is easily accessible to those at risk of or experiencing homelessness

## 6. LINKAGES TO LOCAL AND NATIONAL PRIORITIES – whats happening elsewhere ?

This strategy has been developed against a backdrop of sub regional, regional and national change and priority. Chorley is part of the wider picture and so it is vital this strategy is knitted into other strategies and targets. These are summarised below.

### Northwest Regional Homelessness Strategy 2008

In 2006, 11,580 households in the North West were accepted as homeless and in priority need by local authorities, which is 15% of those nationally.

The Northwest Regional Assembly has recently published the Northwest Homelessness Strategy, which requires all Local Authorities and Partners to work together to

*“ Tackle the underlying causes of homelessness, prevent homelessness and provide services which support people to access warm, secure, and affordable homes”.*

The strategy includes three key priorities

- Prevent homelessness
- Increase access to a choice of settled homes
- Develop plans and activity based on robust understanding of homelessness and housing need

### Social Housing & Worklessness

The Hills review (2007) found that whilst social housing has the potential to become an incentive for work, particularly in lower paid parts of the economy, that this opportunity is not being maximised. A report by the DWP (2008) found that

‘There is significant potential for social landlords to support greater labour market participation among their tenants’. The report states that this help can take two forms

- 1) Direct help by providing training and employment
- 2) Support to help tenants find and keep employment.

These are new challenges for RSLs and Local Authorities and will require a new, more holistic view to how services are delivered and will require a new approach. However, the benefits to social housing tenants will be significant, as their life chances will improve, as will the perceptions and expectations of their children.

### National Target to Reduce the Use of Temporary Accommodation

Temporary accommodation can have a detrimental effect on the lives of those experiencing homeless and particularly affects families, whose local connections to services such as schools and GPs can be disrupted. The Government has pledged to reduce the use of temporary accommodation for households, and included a national target to halve it by 2010. Local Authorities were required to submit baseline data as of 31<sup>st</sup> December 2004, which for Chorley at that time was 26 units. Therefore, the target for Chorley is 13 units by 2010.

### National Drive to Reduce Overcrowding

The Government estimates that 20,000 households are overcrowded in England alone. For families who live in overcrowded housing, life is very difficult with the effects felt in many aspects of their lives. The Government has published an action plan and announced £15 million over 3 years to tackle overcrowding. Chorley are looking closely at some of the



suggested initiatives within the CLG action plan and developing a local strategy to tackle overcrowding, which may include some of the following

- Delivery of larger properties. Included in the provision of affordable homes - more family accommodation.
- Investment in Overcrowding via the Pathfinders as mentioned above
- Securing better deals in the Private Sector - i.e.; via Accredited Landlord Schemes
- Making Better use of the Allocations System & CBL e.g.;  
Greater Priority to Severely over crowded households  
Cash Incentives Under Occupiers.
- Introduce Capital Moves (to make it attractive for older people to move to smaller properties)

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## 7. ACTION PLAN – what we want to do, how and by when.

The strategy action plan is the most important component of any strategy as it sets out what is to be achieved and by when, the outcomes expected and any resource implications. The effectiveness of this strategy will be measured by the delivery of these actions and will be the key drivers for service improvement over the next five years.

The transfer of the Homelessness and Housing Advice Service has provided opportunity to implement a process of change management within the operational delivery of the service, linked to broader strategic objectives, which the Council has identified.

The actions identified have been collated from a variety of exercises in consultation with partners and customers. There have also been service reviews undertaken and an evaluation of key performance indicators for 2007/8. The actions have been carefully devised to ensure they are SMART (specific, measurable, achievable, realistic and timely) but will also provide new challenges for the service.

Appendices one include two graphs collated from partner agencies regarding the client groups engaged in services in Chorley and also causes of homelessness identified by agencies other than the Council.

More information regarding the review of homelessness and what customers think about the services will be published in the Homelessness Review 2008, which will be available in Autumn 2008.

The review of the existing service has yielded a number of key themes, which link easily into the national context and will provide a platform for each corresponding set of actions.

### Key Priorities

#### Priority One: Improving Services to Customers

The Council recognises that the service we provide to customers must improve and adapt to the customers needs. We have assessed our service and listened to customers and developed a number of actions, which will deliver what customers want. Our service needs to extend beyond simple advice and include detailed casework support and appropriate referral to other agencies.

#### Priority Two: Reducing Use of Temporary Accommodation and Improving Standards

Staying in temporary accommodation can have profound effects on families and children and there is a national drive for all partners to reduce the use of this type of accommodation. Chorley has increasing levels of homelessness presentations and whilst use of temporary accommodation is being reduced, it is still a priority in order to reach our target by 2010.

#### Priority Three: Developing Early Intervention & Enhanced Options

The focus of homelessness service has moved towards reaching people earlier in order to give advice and support, which will help to prevent homelessness and enable planned moves. There is also a focus on linking housing services with employment and training opportunities, which will really make a difference to customer's life chances. The Council want to shape our services to reflect these.

**Priority One: Improving Services To Customers**

	<b>Action</b>	<b>Outcome</b>	<b>Baseline</b>	<b>By When</b>	<b>By Whom</b>	<b>Costs</b>
<b>1</b>	To expand the Homelessness & Housing Advice Service	Service delivering comprehensive housing advice and prevention techniques	N/a	March 2010	Internal	Existing resources
<b>2</b>	Establish procedure for home visiting	Increase number of home visits to 90% of all homeless applications	Nil home visits	October 2008	Internal	Existing resources
<b>3</b>	Develop a toolkit of advice notes of housing issues and services	Leaflets published and available in hard copy or electronically and in all formats	N/a	January 2009	Internal	Existing resources
<b>4</b>	Explore the increased provision of specialist debt advice	Part time increase in provision, possibly shared with South Ribble Borough Council	CAB provide Specialist advisors	December 2008	Internal External partners to be identified	£ 15,000
<b>5</b>	Raise Awareness of issues around home ownership including repossessions, mortgage repairs and buy back schemes, and sub prime lending.	Public awareness raised.	No publicity	November 2008	Internal Independent Housing Advice	Existing Resources
<b>6</b>	Develop Homelessness and Housing Advice Web Pages	Customers e-access including enquiry about housing options	N/a	January 2009	Internal	Existing Resources
<b>7</b>	Ensure all officers are suitably trained in current legislation, prevention and specialisms	Personal development plans to be developed and blended learning programmes	N/a	July 2009	Internal & external training providers	£2,000

<b>8</b>	Develop outreach services	Establish regular Housing Options Surgeries across the borough, targeting 'high risk' areas	N/a	December 2009	Internal CAB/Chorley Community Housing	Existing resources
<b>9</b>	Develop an Exclusions Protocol with RSLs	Ensure most vulnerable applicants for accommodation provided support to undertake new tenancies.	N/a	March 2009	Internal RSL leads	Existing resources
<b>10</b>	Develop an Exclusions Panel with RSLs	Ensure all nomination refusals are appropriate and receive support plans to enable planned move in the future.	N/a	June 2009	Internal RSL leads	Existing resources
<b>11</b>	Improve customer satisfaction levels	Customer satisfaction improved by 50% March 2011	N/a	March 2011	Internal	Existing resources
<b>12</b>	Reduce length of time taken to make homelessness decision	Target of 33 days by September 2008	65.9% 1 <sup>st</sup> quarter 2008 within 33 days	March 2009	Internal	Existing resources

**Priority Two: Reducing The Use of Temporary Accommodation and Improving Standards**

	<b>Action</b>	<b>Outcome</b>	<b>Baseline</b>	<b>By When</b>	<b>By Whom</b>	<b>Costs</b>
<b>1</b>	Reduce the Use of B&B as temporary accommodation 2008/9 by 50%	Reduction in total number of nights spent by any client in B&B by 50% to 4.0 days	2007/8 Average number of days in B&B (BVPI 183a) 8.17 days	March 2009	Internal	Existing Resources
<b>2</b>	Increase the number of outreach services at the hostel i.e., family planning, career advice, training etc	More services are accessible to customers staying in the hostel	None	March 2009	Internal/Chorley Community Housing behalf of the Council	Existing resources
<b>3</b>	Commission Options Appraisal for Cotswold House	Suite of short and long term options for hostel	N/a	Publish findings September 2009 Exec Cabinet Approval October 2008	External Andy Gale Associates Internal	Capital amount unknown
<b>4</b>	Improve standards of hostel accommodation in long term	Refurbishment or replacement of hostel accommodation	Accommodation meets statutory minimum but is not fit for purpose	March 2013	Internal Chorley Community Housing / RSL partners	Capital required amount unknown
<b>5</b>	Collect customer satisfaction data for temporary accommodation	Ensure all service users of temporary accommodation receive satisfaction survey	N/a		Internal, Chorley Community Housing	Existing resources

**Priority Three: Prevention Of Homelessness**

	<b>Action</b>	<b>Outcome</b>	<b>Baseline</b>	<b>By When</b>	<b>By Whom</b>	<b>Costs</b>
<b>1</b>	Review and Monitor 16/17 year old protocol Social Services	Effective sharing & ensure 16/17yr olds are provided with appropriate support and accommodation	Protocol developed but efficacy unknown	March 2009	Internal Social Services Dept	Existing resources
<b>2</b>	Review and monitor the protocol Probation	Agreed deliverable protocol in place which ensure effective sharing of information to prevent homelessness	Protocol developed but efficiency unknown	December 2008	Internal Probation Service	Existing resources
<b>3</b>	Review and monitor the protocol Youth Service	Agreed deliverable protocol in place which ensure effective sharing of information to prevent homelessness	Protocol developed but efficacy unknown	December 2008	Internal Youth Service	Existing resources
<b>4</b>	Identify and engage with RSL Homelessness Champions	Improved liaison with RSLs on homelessness, with lead contact identified.	No lead contacts for homelessness	September 2008	Internal RSL leads	Existing resources
<b>5</b>	Develop and implement an Early Warning Protocol with All Registered Social Landlords	Agreed deliverable protocol in place which ensure effective sharing of information to prevent homelessness	N/a	July 2009	Internal RSL partners	Existing resources
<b>6</b>	Develop A Service Level Agreement Revenue & Benefits Department (Housing Benefit)	Agreed deliverable protocol in place which ensure effective sharing of information to prevent homelessness	N/a	January 2009	Internal	Existing resources
<b>7</b>	Conduct a full review of Customer Satisfaction of Homelessness & Housing Advice Services	Suite of satisfaction indicators to inform service improvement targets	N/a	1 <sup>st</sup> report end September 2009, every 6 months thereafter	Internal Chorley Community Housing	Existing resources

<b>8</b>	Develop a customer focus group for Homelessness & Housing Advice Services	Enable regular engagement with service users and those living in the Borough	N/a	January 2009	Internal	Existing resources
<b>9</b>	Provide bi annual presentations and engagement sessions on homeless prevention at Chorley Private Landlord Forum	Tackle prejudices about homelessness Reduce use of Section 21 Notices	N/a	First presentation September 2008	Internal	Existing resources
<b>10</b>	Establish rental bond scheme	Rental bond scheme available & improved access to private rented sector	N/a	April 2009	Internal Partners to be identified	£20,000 capital. Staffing from existing resources
<b>11</b>	Engage with the pilot vulnerable households project (Family Intervention Project)	Housing services fully accessible to the project and supportive of bid for intensive floating support funding.	Project led by LSP & NCH in early stages of development	July 2008	Internal	Existing resources Supporting People funding
<b>12</b>	Improve access to existing floating support services	Increase number of referrals to DISC by Officers		December 2008	Internal	Existing resources
<b>13</b>	Identify Risk assessment mechanism for use for all customers	System developed and agreed by Homeless Network	N/a	November 2008	Internal	Existing resources
<b>14</b>	Develop young persons peer education programme for Housing	Deliver peer education on Homelessness and Housing Options in schools/colleges	N/a	March 2010	Internal Young Peoples Services SLEAP	Existing resources

15	Implement and monitor the Sanctuary Scheme across Chorley and South Ribble.	Scheme in place and fully utilised by Housing Staff and customers	None	Scheme operational July 2008  Review July 2009	Sanctuary Coordinator Internal South Ribble Housing Lead	Regional Housing Pot monies existing
16	Develop a revised Allocations Policy for Chorley	Policy implemented which awards 'prevention points' in certain cases	Allocation Policy outdated	December 2008	Internal	Existing resources

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**8. GOVERNANCE – how will we ensure the strategy does what it says it will do?**

Delivery of this strategy will be governed by internal and external bodies and performance reported regularly. The Chorley Homelessness Network and the Charley Strategic Housing Partnership will receive quarterly updates on performance. There will be an annual review of the action plan which will be produced as a short summary document available on the website.

**Targets**

The actions in this strategy are linked closely to the performance indicators relating to Homelessness and Housing Advice Services. Prior to the end of March 2008, there were a series of best value performance indicators (BVPI) for homelessness and each local authority developed targets to deliver for these. From April 2008, the National Indicator Set replaced BVPIs and only one homelessness indicator was retained.

However, Chorley Council is retaining some of the former BVPIs as local indicators, because we recognised that performance can still be improved.

**Table Performance Indicator Summary**

	<i>Description</i>	<i>Type of Indicator</i>	<i>Target</i>
<b>1</b>	Prevention of Homelessness	P1E indicator	50% total number of cases handled by March 2010
<b>2</b>	Average time spent In B&B	Local (former BVPI)	1 day
<b>3</b>	Average time spent in Hostel	Local (Former BVPI)	6 weeks
<b>4</b>	Use of Temporary Accommodation	NI 156	13 by 2010
<b>5</b>	Number of rough sleepers	P1 E Indicator	Zero

**Monitoring the Action Plan**

Partnership arrangements in Chorley are strong and effective and these will ensure that all partners support this Strategy and the delivery of the actions included within it.

There are a number of key partnership groups and forums, which have fed into the development of the strategy and conversely, will have a say in monitoring the implementation of it and the annual review and refresh.

## 9. CONCLUSION – next steps

This strategy is intended to be the foundation for a programme of activity and projects, which will effectively reduce homelessness in Chorley and improve the lives of those in our communities. The action plan is the key part of the document and delivery of these actions will provide meaningful outcomes for customers.

The changing context of the local housing market means that services have to be flexible and adapt to change quickly. Rising mortgage repossessions, the increasing costs of fuel prices and the cost of living may all have an impact on the demand for housing advice services. A full assessment of housing need is due to be completed in early 2009 and this may highlight the need for the targeting of resources at particular groups or issues. These issues will be included in the annual review of this strategy.

The actions in this strategy represent a move towards early intervention and prevention, which will assist in people making informed, long term decisions about their housing and will link housing choice into other areas of customers needs such as work, health, & education. The outcomes are very much customer focussed and will enable the Council to target resources on developing more effective and appropriate services for customers. It will also significantly reduce the costs associated with reactive homeless provision, which includes temporary accommodation.

## 10. GLOSSARY

<b>Affordable Housing</b>	Low-cost market and subsidised housing (irrespective of tenure, ownership - whether exclusive or shared - or financial arrangements that will be available to people who cannot afford to rent or buy houses generally available on the open market.
<b>Allocations Policy</b>	Applicants apply to go on a housing register by collecting a housing application form. Applicants are awarded points based on their circumstances and housing need
<b>BVPI</b>	BVPI's provide a rounded view of local authority performance delivery. They are designed to enable central Government to monitor progress over a period of time, allow authorities to compare their performance against that of their peers; provide residents with information about the performance of their local authority.
<b>DISC</b>	Developing Initiatives Supporting Communities – North of England charity supports communities by focusing on people who have fallen through the net of statutory provision and who many agencies struggle to help.
<b>Eligible Applicant</b>	During a homeless investigation we will consider whether applicants are eligible for assistance. This is considered against set criteria.
<b>HALS</b>	Housing Association Leasing Scheme. Properties within the private sector are lease to a Housing Association for a fixed period of time.
<b>Homelessness</b>	Anyone who does not have a safe or permanent home may be homeless.
<b>Intentionally homeless</b>	You have deliberately done something or not done something, which has resulted in you becoming homeless. This includes failure to act on advice that has been given to you.
<b>Partnerships</b>	Allow different initiatives and services to support and work together more effectively.
<b>Peer education</b>	A range of initiatives where young people from a similar age group, background and culture and/or social status educate and inform each other about a wide variety of issues.
<b>Prevention</b>	Focuses on helping resolve applicants housing problems to prevent them becoming homeless. Widely adopted approaches include enhanced housing advice, rent deposit and mediation schemes.
<b>Priority Need</b>	Priority need is the second homelessness test. People in priority need are considered to be more vulnerable than other people, and so more in need of help to find accommodation

<b>Private Landlord Accreditation Scheme</b>	Standards relating to the management or physical condition of privately rented accommodation. Landlords who join the scheme and abide by the standards are accredited by the Council.
<b>Rental Bond Scheme</b>	Assistance provided to people in housing need, but do not have a cash deposit to access private rented accommodation. Landlords are offered a bond in the form of a non-cash deposit guarantee by the Council.
<b>Rough Sleeper</b>	People sleeping rough on the streets
<b>Sanctuary Scheme</b>	The Scheme provides professionally installed security measures to allow those experiencing domestic violence to remain in their own accommodation where it is safe to do so, where it is their choice and where the perpetrator no longer lives within the accommodation.
<b>Strategy</b>	A strategy is a long-term plan of action designed to achieve a particular goal.
<b>Temporary Accommodation</b>	When an individual or household makes a homeless application the council must offer them temporary accommodation if they have nowhere else to stay. This accommodation may consist of a flat, house, bedsit, and hostel or, in some limited circumstances, a bed and breakfast hotel.
<b>Vulnerable Worklessness</b>	Worklessness is a less familiar term than unemployment to describe those without work. It is used to describe all those who are out of work, but who would like a job.

## 11. FURTHER READING

The following are resources, which may be of interest to those interested in homelessness and related topics. This list is not exhaustive and other resources are available.

### Publications

#### **Housing Law Casebook**

(2008 4<sup>th</sup> ed) Nic Madge & Claire Sephton, Legal Action Group.

#### **Housing Allocation and Homelessness Law and Practice**

(2006) Jan Luba QC and Liz Davies, Jordans.

#### **Homelessness Code of Guidance for Local Authorities**

(2006) DCLG

#### **National Homelessness Strategy- 'Sustainable Communities: Homes for All'.**

(2005) CLG

<http://www.communities.gov.uk/documents/housing/pdf/137815.pdf>

#### **National Housing Strategy- 'Lifetime Homes, Lifetime Neighbourhoods- A National Strategy for Housing'.**

(2008) CLG

<http://www.communities.gov.uk/documents/housing/pdf/lifetimehomes.pdf>

#### **North West Regional Housing Strategy**

(2007) CLG

<http://www.nwrhb.org.uk/articleimages/Regional%20Housing%20Strategy%202005.pdf>

### Websites

**CLG** - <http://www.communities.gov.uk/housing/>

Site has links to publications, legislation, good practice and guidance on housing and homelessness issues. Housing news alerts and links to Government housing strategies and initiatives.

**Shelter** - <http://www.shelter.org.uk/>

Website gives advice, information and advocacy to people in housing need. Shelter also works in conjunction with the housing sector to promote good practice, [publish reports](#), and deliver [professional training](#). Site has links to a range of publications, guides and handbooks on all aspects of housing and homelessness. Links include reports, good practice guides, housing advisor tools and educational materials.

**BAILLI** - <http://www.bailii.org/>

British and Irish case law & legislation, European Union case law, Law Commission reports, and other law-related British and Irish material.

**CAB** - <http://www.citizensadvice.org.uk/>

CAB helps people resolve their debt, benefits, housing, legal, discrimination, employment, immigration, consumer and other problems. Free advice and links on website.

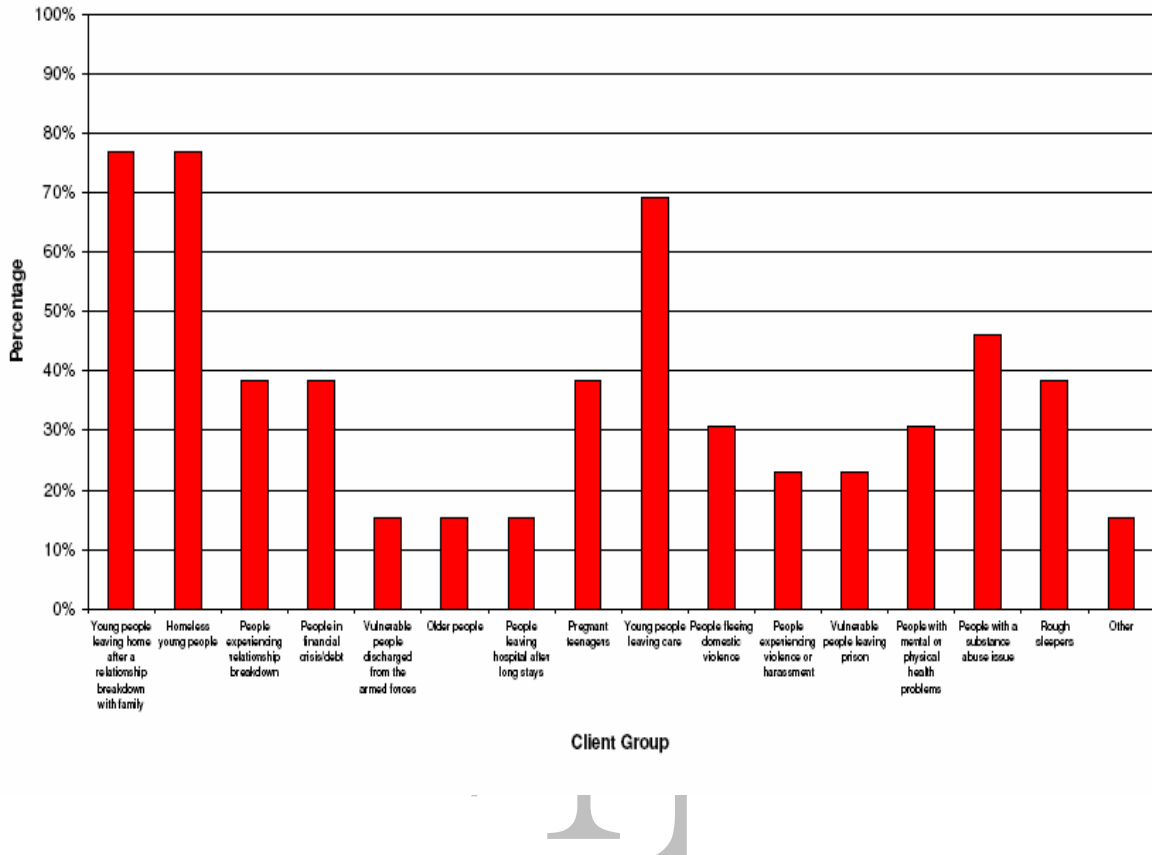
Citizens Advice also co-ordinates social policy, media, publicity and parliamentary work and maintains an information and advice website at [www.adviceguide.org.uk](http://www.adviceguide.org.uk)

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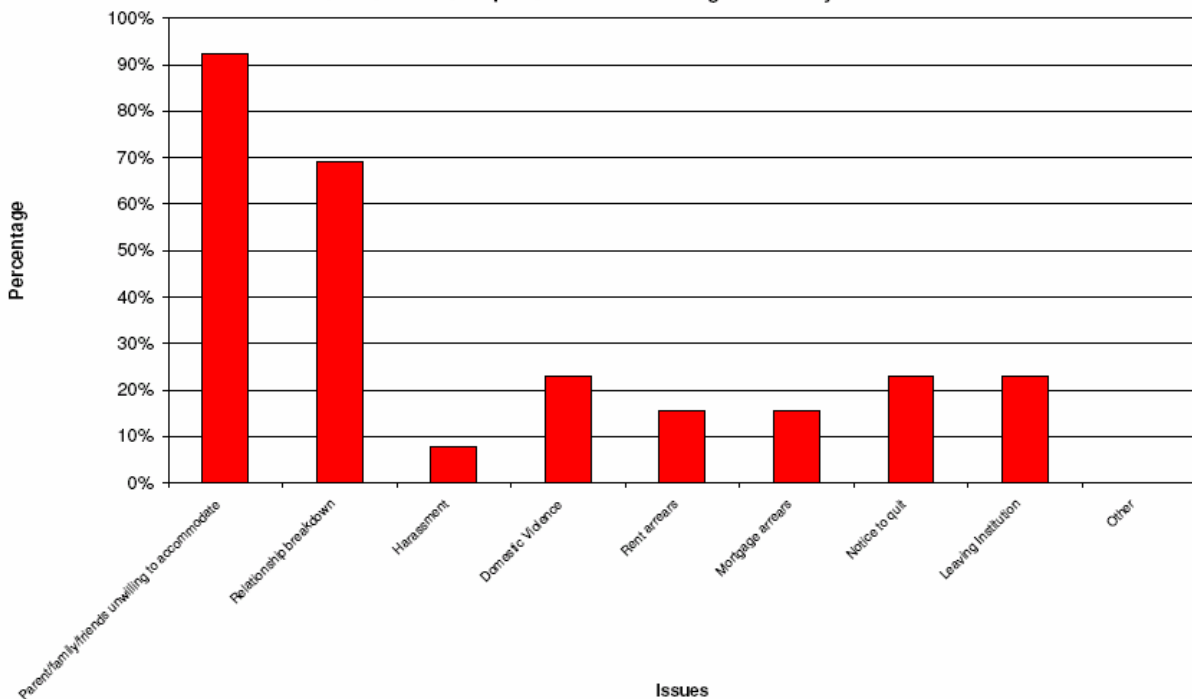
12. APPENDICIES

APPENDIX 1

Which client group do you generally work with?



What are the most frequent causes of housing issues for your service users?



DRAFT



**APPENDIX 2****Key Partners for Consultation and Engagement.****HOMELESSNESS NETWORK**

Lancashire Probation Services  
Lancashire Care Trust  
Drug Support Team  
South Ribble Key  
Places for People Housing Association  
Turning Point  
Youth & Community Service  
SLEAP  
New Progress Housing Association  
South Ribble Drug Support Team  
Lancashire County Council Leaving Care  
National Probation Service  
Harvest Housing Association?  
South Ribble Borough Council  
Chorley Council  
Runshaw College  
Great Places  
Initial Assessment Team (LCC)  
Rydal Independence Unit  
South Ribble Rent Guarantee Scheme  
Accent North West  
Connexions  
Chorley & South Ribble PCT  
Contour Homes  
Citizens Advice Bureau  
Shelter  
Chorley & South Ribble Mind  
Drugline  
Employment Service – Job Centre  
South Ribble Women's Refuge  
Making Space  
MAPS team  
Home Start  
Age Concern  
Chorley & South Ribble NHS Health Trust  
Lancashire Constabulary  
Welfare Rights  
Stoneham Housing Association  
Youth Offending Team  
Help the Homeless  
Chorley Women's Refuge Group  
Chorley Connexions  
Chorley Churches Together

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<sup>i</sup> Statistics from Internal software system and figures collected from Independent Housing adviser

<sup>ii</sup> Statistics from Quarter one PIE return 2008/9

<sup>iii</sup> Source: PIE data (CIG)

<sup>iv</sup> Statistics from Council waiting list software as at 31<sup>st</sup> May 2008 software

DRAFT



Report of	Meeting	Date
Corporate Director (Neighbourhoods) (Introduced by the Executive Member for Business)	Executive Cabinet	4 September 2008

## **SHORT STAY CAR PARKS – PETITION AGAINST THE MAXIMUM LIMIT**

### **PURPOSE OF THE REPORT**

- 1 A petition was received by the Executive Member (Business) on 5<sup>th</sup> June 2008 against the 3-hour maximum limit for parking on short stay car parks.
- 2 It was resolved at the Council meeting of 15<sup>th</sup> July 2008 that a report is submitted to a future Executive Cabinet meeting regarding this matter.

### **RECOMMENDATION(S)**

- 3 The report be noted.
- 4 There is no evidence to recommend a change to policy and therefore the car parking strategy remains as that approved at Executive Cabinet on 6<sup>th</sup> September 2007.
- 5 The petitioner, along with other local retail outlets, is to receive details of the nearest long stay car parks located within the town centre area which they can provide to customers.

### **EXECUTIVE SUMMARY OF REPORT**

- 6 The report outlines the response to the petition received against the 3-hour maximum limit for parking on short stay car parks. Results of research of short stay town centre car park usage has established that a significant majority of car park users on short stay car parks stay for less than 2 hours, with the remainder staying no longer than two and a half hours. Occupancy rates have also been considered and, whilst recognizing that this can be a problem on the Flat Iron Car Park on a Tuesday and Saturday, capacity remains available for users of both short and long stay car parks.
- 7 The strategy was introduced with effect from 1<sup>st</sup> April 2008. Response to the changes resulting from the implementation of this strategy has been, in the majority, positive. As can be appreciated, any such change to habits requires a behavioral change. However, response to the introduction of the maximum stay limit has been well received, with over 99% of those included within a survey, staying less than 3 hours.
- 8 Alternative long stay provision is available and accessible to town centre users and there has actually been an increase in the number of new long stay car park permits that have been sold.

- 9 A Register Office is due to be built on part of the West Street Car Park, which will result in the loss of short stay car park space. As this was one of the factors considered in the new car park strategy it is appropriate that the implementation of the strategy be given appropriate time to respond to such developments.

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

- 10 Initial analysis of the issues pertaining to the petition has been undertaken. At this stage, there is no evidence to request to recommend the review of current policy and associated tariff charges for car park provision in Chorley.

**ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

- 11 A car park strategy was approved by Executive Cabinet on 6<sup>th</sup> September 2007 which supported the increase in space and turnover provision on Council car parks in the town centre. The actions supporting the strategy were introduced with effect of 1<sup>st</sup> April 2008. This included the revision of car parking charge tariffs and the introduction of a maximum stay period of 3 hours for short stay car parks.
- 12 One of the reasons for the implementation of the strategy has been the pending construction of a new Register Office by Lancashire County Council forthcoming development of Market Walk Phase 2. Whilst no construction is currently underway, this work is imminent and which will result in the loss of car parking provision on West Street Car Park.

**CORPORATE PRIORITIES**

- 13 This report relates to the following Strategic Objectives:

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

**BACKGROUND**

- 14 The original proposal to introduce a maximum stay of 3 hours on the short stay car parks in Chorley was contained in a report to the Executive Cabinet on 6<sup>th</sup> September 2007. The main driver behind a new Car Parking Strategy was to plan and provide alternatives following the identification of temporary shortfalls in parking spaces in future years due as a result of development works in the town centre.
- 15 Whilst work on Market Walk Phase 2 has not yet commenced, the 3- hour maximum stay limit was introduced in April 2008 as part of the overall car park tariff review, approved as part of the 2008/09 budget. The approved budget included the introduction of a standardised charging regime across all of the car parks.

- 16 Since the introduction of these revisions, there has been very little feedback on the resulting changes. Questions were received about alternative long stay parking from customers who had been ‘meter feeding’ on the Flat Iron car park and they were able to be re-directed to the long stay provision provided on the opposite side of the road. A number of new car park permits have been sold in the process that is actually ensuring that customers are able to access the most cost effective service available to them.
  
- 17 The petition against the introduction of the maximum stay has been received from a hairdressers located in the town centre. In response to this, research of car parking usage - parking habits - has been undertaken on the short stay car parks. Conducted over two of the busiest days – Friday and Saturday - , 372 vehicles were monitored for which the drivers had purchased a 3-hour ticket. Of these, 2 vehicles overstayed the three hours. Of the remainder, 346 (93%) stayed for less than two hours and with the remaining 24 staying longer than two and a half hours.
  
- 18 Checks on the occupancy of the car parks show that whilst the Flat Iron is still the most popular/busiest in Chorley, capacity is only a problem on Tuesday and Saturday, with the 3 hour limit clearly facilitating the turnover of spaces requested by the Car Parking Strategy. There remains ample capacity on the other, monitored, short and long stay car parks.
  
- 19 Discussions with Parking Managers from other districts across Lancashire indicate that car park usage is falling year on year, but where car parks are positioned close to the main shopping area a maximum stay is in operation and these car parks prove the most popular, due to regular turnover of spaces.
  
- 20 Taking Market Place as the destination, walking distances from the long stay car parks are as follows:-
 

Friday Street	320 metres	Water Street	260 metres
Fleet Street	350 metres	George Street	380 metres
Queens Road	320 metres		
  
- 21 Clear information is provided next to the tariff board on every car park regarding the location of alternative long and short stay car parks, by means of a schematic town centre plan. A copy of the town centre map showing the car parks is attached (Appendix 1) and copies of this will be provided to local shops.
  
- 22 Ticket sales for the first quarter 2007 totaled 262,304 compared with 239,344 for the first quarter of 2008. However ticket sales on the Flat Iron for the same period are 120,412 for 2007 and 125,634 for 2008, indicating that the regular turnover of spaces is encouraging more customers to use the car park.

ISHBEL MURRAY  
CORPORATE DIRECTOR (NEIGHBOURHOODS)

Report Author	Ext	Date	Doc ID
Ishbel Murray	5720	20 August 2008	CarParkPetition

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Report of	Meeting	Date
Corporate Director (People) (Introduced by the Executive Member for People, Councillor John Walker)	Executive Cabinet	04/09/08

## **INTRODUCTION OF FREE SWIMMING PROGRAMME**

### **PURPOSE OF REPORT**

1. This report sets out details of the Government's "free swimming" programme and its implications for Chorley.

### **RECOMMENDATION(S)**

2. That the Council confirms its participation in the over 60's scheme and expresses an interest in the under 16 scheme.

### **EXECUTIVE SUMMARY OF REPORT**

3. The Government have announced plans to encourage local authorities to participate in making swimming free for those aged 60 or over and those aged 16 and under. Members should note that free swimming applies only to public sessions available to all. Free swimming does not apply to lessons and activities, for example, water aerobics.
4. Authorities who wish to participate in the 60+ free swimming scheme must confirm their intent to do so by 15 September 2008. Authorities must also express an interest to participate in the under 16 scheme by the same date.
5. The Government have indicated that funding towards the schemes will be provided based on population figures. The funding starts in April 2009.
6. Pot 1 for 60 plus is £15million for 2 years, which equates to £30,743 per year for Chorley.
7. Pot 2 for 16 and under, available only if signed up to the 60 plus swimming, is £25 million available for 2 years. There are no district figures available yet. Information will be made available by the end of September once the Government know the take up of the scheme.
8. Pot 3 Capital reward fund - £60 million available for capital schemes designed to modernise pool provision which is integrated with providing free swimming. £10 million of this will be shared on a pro-rata population basis in 2008/09, amongst Councils that sign up for both free swimming schemes.
9. Pot 4 Capital Challenge fund - there will be £25 million available in both 2009/10 and 2010/11 to modernise pool provision and support more ambitious plans for swimming. Costed plans would need to be submitted for this by 15 October 2008.



**REASONS FOR RECOMMENDATION(S)**

**(If the recommendations are accepted)**

- 10. The Government announced this initiative as part of a package of measures in the Legacy Action Plan: Before, During and After: Making the most of the London 2012 Games. The Government expect the majority of local authorities will take part in some elements of the scheme.
- 11. Swimming has proven health benefits. It develops strength and stamina and has a low risk of injury. More people get involved in swimming than almost any other sport. It's a great way for people of all backgrounds and all ages from across the community to come together, keep fit and have fun. This initiative would help Chorley to encourage its residents to participate in an excellent form of physical activity that will appeal to many.

**ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

- 12. Not to participate in the scheme.

**CORPORATE PRIORITIES**

- 13. 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	3	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**

- 14. The Government have announced plans to encourage local authorities to participate in making swimming free for those aged 60 or over and those aged 16 and under. The Government are contributing towards the scheme for an initial 2 year period after which the schemes will be evaluated to consider the possibility of future funding beyond this period.

**CURRENT POSITION**

- 15. We have held initial discussions with Community Leisure Services, who estimate that the free swimming for 60 plus will reduce their income, based on current usage, by £29,500 per annum. The loss of income figure for under 16 swimming is £81,500 per annum. We would need to add inflation to these amounts.
- 16. CLS have said that they are happy to run with the scheme for 60+ and under 16s if their current income can be met. The cost of any additional usage will be absorbed by CLS. It is envisaged that this will be offset by secondary spend, for example, food and drink, by additional users.
- 17. We need to confirm our intent to join the 60+ scheme by 15 September. The cost to us would be £29,500, plus inflation, in Year 1. Plus inflation again in Year 2. The Government's grant of £30,743 per year broadly covers this.

18. We need to express an interest in the under 16 scheme by 15 September. As mentioned above, the loss of income to CLS, based on current usage, is £81,500 per year. Based on the fact that the £15m national pot for 60+ provides Chorley with an annual grant of £30,743. We forecast that a £25m national pot for the under 16 scheme will provide an annual grant in the region of £50,000. The Government will confirm this figure by 30 September. In addition to this, we have had initial discussions with Central Lancashire Primary Care Trust about them contributing £25,000 per year.
19. We are also looking at the repairs and maintenance programme to investigate whether funding could be claimed through pot 3 of the Government funding initiative. If this is feasible, funding from the budget set aside for repairs and maintenance could be used to help subsidise the shortfall on the free swimming programme.
20. There are a number of risks with the scheme:
  - The Government have said they will review the scheme nationally before making a decision on funding beyond the first two years. If funding is not available, and customer expectations have been set, this would be expensive to maintain or lead to customer dissatisfaction if free usage was withdrawn.
  - It is not clear what neighbouring authorities will be doing. If some authorities do not participate there is potential for people to travel to areas that do provide free swimming. If this is the case, we will work with CLS to extend the usage of their swipe card technology to restrict usage to Borough residents.

**OPTIONS**

21. There are a number of options available to Executive Cabinet.
22. The first option is for the Council not to take part in either scheme. Improving health and increasing physical activity for children and older people is a high priority for Chorley and this scheme would help meet our strategic aims.
23. The second option is for the Council to confirm its intent to join the over 60s part of the scheme, given that the Government grant would provide sufficient funding to cover this cost.
24. The third option is for the Council to submit an expression of interest in the under 16's programme. As mentioned above, the full costings are not clear. An expression of interest could be submitted and a further report brought to the October Executive Cabinet before commissioning to sign up.

**IMPLICATIONS OF REPORT**

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

Finance	3	Customer Services	
Human Resources		Equality and Diversity	
Legal	3	No significant implications in this area	

**COMMENTS THE ASSISTANT CHIEF EXECUTIVE (BUSINESS TRANSFORMATION AND IMPROVEMENT)**

- 26. As the Corporate Director (People) has outlined, the cost of the 60+ element can be contained within the Government grant in the short term and for the first two years. There are unknowns with the under 16 element, such as the level of Government grant, and we would need certainty regarding the PCT’s possible contribution. On the basis that a further report will come to Executive Cabinet in October, I am also content with the recommendation we submit an expression of interest in the under 16 element.
- 27. Finally, as mentioned, there are risks in subsequent years if the Government grant is removed or reduced, or if the PCT will not commit long term? The estimate of the likely costs is also premised on the basis that CLS our leisure provider cap their costs for implementing this Policy.
- 28. Any new Policy such as this needs to be considered in the context of the Councils overall financial position. Given that in future years, savings already have to be made to balance the budget, any further additional costs will only add to the budget deficit and the need to identify ways of funding that Policy. Members also need to consider what impact the Policy will have on achieving its Corporate objectives and is there an equivalent cost benefit to providing this policy for Chorley?

**COMMENTS OF THE CORPORATE DIRECTOR OF GOVERNANCE**

- 29. Under the Council's current Partnership Agreement with CLS the income from the facilities goes to CLS with the Council receiving a share in the event of excess income being raised. Original prices and the arrangements for setting prices are set out in the Agreement. For obvious reasons those provisions do not allow the Council to insist on free access to the facilities. The introduction of free swims will therefore require a change to the Agreement following variation procedures which are set out in the Agreement.

JAMIE CARSON  
CORPORATE DIRECTOR (PEOPLE)

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Lorraine Cross	5814	13/08/08	***

Report of	Meeting	Date
Corporate Director (People) (Introduced by the Executive Member for People, Councillor John Walker)	Executive Cabinet	04/09/08

## **COPPULL LEISURE CENTRE**

### **PURPOSE OF REPORT**

1. To consider options for the future operation of Coppull Leisure Centre.

### **RECOMMENDATION(S)**

2. Executive Cabinet are recommended to instruct officers to commence negotiations with Coppull Community Association and Community Leisure Services to continue the current level of operation for the remaining period of the Indoor Leisure Contract.

### **EXECUTIVE SUMMARY OF REPORT**

3. The Indoor Leisure Contract started in November 2006 and runs for 15 years. The Contract initially included All Seasons Leisure Centre and Clayton Green Leisure Centre. Following the capital works at Brinscall Pool, Brinscall was added to the substantive Contract. Given the Council's lease on Coppull Leisure Centre to 2011, we have had a side agreement with Community Leisure Services pending a review as the lease ends.
4. The report outlines changes in the usage patterns at Coppull Leisure Centre over the past few years and also highlights the challenging targets we have to increase sport and physical activity over the coming years.
5. The report considers the varying models of management and recommends that the current option be maintained and appropriate negotiations commence.

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

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

6. To ensure that there is an adequate level of sport and physical activity provision within the Borough in order for us to achieve our targets of increased levels of sport and physical activity.

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

7. There are two options that have been considered and rejected. The first is simply not to extend the lease or subsidise the operation of Coppull Leisure Centre. This would put the operation of the Centre at risk and would significantly reduce the opportunities for sport and physical activity in the Borough.



8. The second option considered is community management. Given that the Leisure Centre has a wider catchment than the local community, it is felt that for the convenience of customers it is better to have leisure provision at one point of contact, ie by Community Leisure Services. The Centre is operated very efficiently. Any potential community group would be looking for the Council to provide financial assistance to meet this subsidy and, given the efficient way the Centre is operated, this would not provide any financial saving to the Council. There has also been no support during discussions about community management.

**CORPORATE PRIORITIES**

9. 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	3	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**

10. The Council started the 15 year partnership with Community Leisure Services in November 2006. At the start of the partnership, All Seasons Leisure Centre and Clayton Green Leisure Centre were included. Brinscall Pool was left out of the contract until issues regarding its future maintenance and operation were resolved. These have subsequently been resolved and Brinscall Pool has been added to the main contract. Coppull Leisure Centre was also left out of the Contract because the Council leases the Centre from Coppull Community Association and that lease is due to expire in 2011.
11. The Centre is leased from Coppull Community Association who, in turn, lease the land from Coppull Parish Council.
12. Even though there are just over two years to run on the current lease, it is timely for the Council to make a decision on its preferred method of future operation as an option could be community management and this would take a couple of years to put in place, if it was the preferred method of operation.

**CURRENT POSITION**

13. Coppull Leisure Centre currently has 23,000 users per year. Community Leisure Services and the Council's sports officers have been pro-active in working with local groups and schools to increase activities, particularly for local children and young people. Recently, Coppull Parish Council was successful in attracting £9,300 of Awards for All funding to continue this programme of activities for local children and young people. This work has resulted in an increase in usage by local people.
14. The Centre consists of a sports hall, a meeting room (that was a former bar) on the first floor with no disabled access and ancillary facilities such as reception, changing rooms and storage space. Given the facilities available, the levels of usage are considered to be good. This is further evidenced by the fact that there are limited spaces in the programme, especially during peak periods. There is the opportunity to expand the programme in quieter, off-peak times in order to respond to demands from community groups.

15. The Centre is in reasonable condition and has seen some improvements made over the last couple of years. When the Council entered into the lease, a detailed audit was completed to establish the condition of the Centre. More recently, we have completed a condition survey to establish the current position. There are some works that are required. However, they are not significant given the age of the Centre. The condition of the Centre compares favourably to that in which the Council commenced the lease twelve years ago, especially when a further twelve years depreciation is factored in.

## **OPTIONS**

16. There are a number of options available to Executive Cabinet.
17. The first option is to withdraw from the current arrangements. This would reduce the Council's financial commitment to the operation of the Centre which currently stands at £30,597 per year. The downside of this option is that it would lead to a reduction in leisure provision within the Borough and particularly the southern part of the Borough. In reality, without the currently level of subsidy it is difficult to see the Centre continuing to provide anywhere near the same level of service as it does now.
18. The second option is for the Council to look at community management. A public meeting was held two years ago in Coppull to try and gather support for this method of operation. There was a small turnout at the public meeting and the people who were at the meeting, although interested in seeing the Centre continue to operate and flourish, were not keen to be involved in community management.
19. Another option would be to develop something along the lines of community management in partnership with Coppull Parish Council. Again, in recent years, officers have had meetings with the office holders from the Parish Council and they have said that they would not wish to take the Centre on.
20. The final option is for the Council to negotiate a new lease at Coppull Leisure Centre, aligned to the Indoor Leisure Contract with appropriate break clauses. The revenue implications would remain the same as they are. There is also the opportunity to absorb any repairs and maintenance liabilities arising from the Centre during the period of the lease within the existing Indoor Leisure repairs and maintenance budget. Members will recall this option was pursued at Brinscall Pool.

## **SUMMARY**

21. As mentioned earlier in the report, the option to pursue community management requires a lead-in period of a couple of years, depending on local circumstances. It is timely for the Council to make a decision on its preferred method of operation so that officers can commence.
22. Given the levels of activity within the Centre and the challenging targets that we have to increase sport and physical activity in future years, it is highly desirable to keep Coppull Leisure Centre operating at the current level with the option to expand opening hours as demand increases.
23. In order to have as few points of contact for booking leisure centres as possible, it is recommended that the status quo is retained and the Council negotiates a new lease for Coppull Leisure Centre to coincide with the remaining period of the Indoor Leisure Contract, with appropriate break clauses. As is currently the case, we would be expecting to pay no rental for the Centre. In addition to this lease, it is recommended that officers be instructed to add the operation of Coppull Leisure Centre to the substantive Indoor Leisure Contract at a subsidy based on the current £30,597 per year and for any repairs and maintenance liabilities to be prioritised and absorbed within the repairs and maintenance budget within the substantive Indoor Leisure Contract.

**IMPLICATIONS OF REPORT**

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

Finance	3	Customer Services	
Human Resources		Equality and Diversity	
Legal		No significant implications in this area	

**COMMENTS OF THE ASSISTANT CHIEF EXECUTIVE (BUSINESS TRANSFORMATION AND IMPROVEMENT)**

25. As mentioned in the report, any new agreement with CLS would hopefully be contained within current budgets. Should it not be possible to achieve this, then further consideration of the option would be required and this would be a decision for Members should that situation arise.

JAMIE CARSON  
CORPORATE DIRECTOR (PEOPLE)

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Jamie Carson	5815	8 August 2008	



By virtue of paragraph(s) 1 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

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