



Executive Cabinet

Agenda and Reports

For consideration on

**Thursday, 13th November
2008**

In the Council Chamber, Town Hall, Chorley

At 5.00 pm



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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.

PROCEDURE FOR 'CALL-IN' OF EXECUTIVE DECISIONS

- Each of the executive decisions taken at the Executive Cabinet meeting are subject to the adopted 'call-in' procedure within 10 working days of the Executive Cabinet meeting at which the decision is made, unless the decision has been implemented as a matter of urgency.
- Guidance on the 'call-in' procedure can be accessed through the following internet link:
<http://www.chorley.gov.uk/index.aspx?articleid=1426>
- If you require clarification of the 'call-in' procedure or further information, please contact either:
Tony Uren (Tel: 01257 515122; E-Mail: tony.uren@chorley.gov.uk) or
Gordon Bankes (Tel: 01257 515123, E-Mail: gordon.bankes@chorley.gov.uk)
in the Democratic Services Section.

5 November 2008

Dear Councillor

EXECUTIVE CABINET - THURSDAY, 13TH NOVEMBER 2008

You are invited to attend a meeting of the Executive Cabinet to be held in the Council Chamber, Town Hall, Chorley on Thursday, 13th November 2008 at 5.00 pm.

AGENDA

1. **Apologies for absence**

2. **Declarations of Any Interests**

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

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

3. **Minutes (Pages 1 - 8)**

To confirm as a correct record the minutes of the meeting of the Executive Cabinet held on 2 October 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.

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

5. **Chorley Town Centre Audit and Design Strategy (Pages 9 - 16)**

Report of Corporate Director (Business), with draft implementation timetable (enclosed).

The Town Centre Audit and Design Strategy is an extremely lengthy document. A copy of the Strategy document is available in the Members' Room.

6. **Business Start-Up and Support Project (Pages 17 - 22)**

Report of Corporate Director (Business) (enclosed).

**ITEMS OF EXECUTIVE MEMBER (CORPORATE POLICY AND PERFORMANCE)
(INTRODUCED BY COUNCILLOR P CASE)**

7. **Performance Monitoring Report - Second Quarter of 2008/09 (Pages 23 - 40)**

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

8. **Chorley Partnership - 2008/09 Second Quarter Report (Pages 41 - 48)**

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

ITEM OF EXECUTIVE MEMBER (NEIGHBOURHOODS) (INTRODUCED BY COUNCILLOR E BELL)

9. **Trees at Black Croft, Clayton-le-Woods - Update on Petition submitted to last Council meeting (Pages 49 - 52)**

Report of Corporate Director (Neighbourhoods), with copy of the Director's response to the petitioners (enclosed).

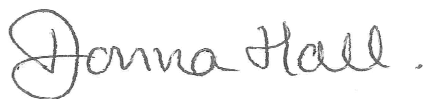
ITEM OF EXECUTIVE MEMBER (RESOURCES) (INTRODUCED BY COUNCILLOR A CULLENS)

10. **Revenue Budget, 2008/09 - Second Quarter Monitoring Report (Pages 53 - 60)**

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

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

Yours sincerely



Donna Hall
Chief Executive

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Distribution

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

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

ان معلومات کا ترجمہ آپ کی 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, 2 October 2008**

Present: Councillor Peter Goldsworthy (Executive Leader in the Chair), Councillor Pat Case (Deputy Leader of the Council) and Councillors Eric Bell, Peter Malpas and John Walker

Also in attendance:

Lead Members: Councillor Rosemary Russell (Lead Member for Health and Older People)

Other Members: Councillors Ken Ball, Julia Berry, Anthony Gee, Laura Lennox, Adrian Lowe, June Molyneaux, Debra Platt, Geoffrey Russell, Ralph Snape, Stella Walsh and Peter Wilson

08.EC.85 APOLOGIES FOR ABSENCE

Apologies for absence were submitted on behalf of Councillor Alan Cullens (Executive Member (Resources) and Councillor Iris Smith (Lead Member for Licensing).

08.EC.86 DECLARATIONS OF ANY INTERESTS

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

08.EC.87 MINUTES

The minutes of the meeting of the Executive Cabinet held on 4 September 2008 were confirmed as a correct record for signature by the Executive Leader.

08.EC.88 PUBLIC QUESTIONS

The Executive Leader reported that there had been no requests from any members of the public to speak at the meeting.

08.EC.89 CLIMATE CHANGE STRATEGY - PROGRESS ON IMPLEMENTATION

The Executive Cabinet considered a report of the Corporate Director (Business) on the progress on the implementation of the Council's Climate Change Strategy adopted in May 2008 and seeking authority to use funds from the available budget allocation for climate change measures to progress specific schemes.

The report outlined measures instigated so far by the Council and proposed the release of £120,000 in 2008/09 and an additional £60,000 in 2009/10. It was envisaged that the available funding in the current financial year would be allocated as follows:

- £60,000 for business grants;
- £20,000 for grants for domestic solar panels;
- £10,000 for Greening Chorley Markets;
- £30,000 to bridge match funding gaps for individuals, the 'Third Sector' and Small/Medium Enterprises.

The report had been considered by the Overview and Scrutiny Committee at its meeting on 29 September 2008 and a note circulated at the meeting summarised its views and recommendations. In particular, the Committee had expressed reservations about the effectiveness and costs of installing solar panels and had advocated the use of the £20,000 earmarked for domestic solar panel grants to be widened to allow other energy saving initiatives to be examined. In this context, the

Corporate Director (Business) clarified the potential for the Council's current budget allocation of £200,000 for insulation projects to be increased to £600,000 with other Government funding sources.

Decisions made:

- 1. That the progress of the Climate Change Strategy be noted and that approval be given to the release of £120,000 of the Climate Change Fund within the financial year 2008/09 and an additional £60,000 in the next financial year.**
- 2. That the £20,000 allocation for grants towards domestic solar panels be widened to encourage more innovative ways of generating and/or saving energy in the domestic sector.**
- 3. That the current restrictions placed on listed buildings (for example, to prevent the installation of double glazing and other energy saving measures) be examined.**

Reasons for Decision:

The financial assistance of energy saving projects is aimed at reducing Chorley Council's impact on Climate Change; providing visible community leadership; and helping Chorley's local businesses to save money and become environmental leaders.

Alternative option(s) considered and rejected:

The Council could expend monies on other activities that could be financed from other sources.

08.EC.90 GROWTH POINT - PROGRAMME OF DEVELOPMENT

The Corporate Director (Business) presented a report on the current position in relation to the Central Lancashire and Blackpool Growth Point initiative following the Government's approval of the submitted expression of interest.

The Government had subsequently requested the submission by 27 October 2008 of a Programme of Development which would identify proposed development sites, expected development timescales and associated infrastructure costs.

The Executive Cabinet was reminded that Chorley's expectations were that the initiative would accelerate the development of more affordable housing units and assist the funding of the Buckshaw Village Railway Station. Chorley's participation in the initiative would be dependent on the amount of new housing development specified in the Regional Spatial Strategy (ie 455 houses per annum) not being exceeded and no greenfield sites in the Green Belt being developed.

The Council's ultimate commitment to the initiative could not, therefore, be confirmed until the required assurances and information were given as part of the settlement details.

A note was also circulated at the meeting indicating the Overview and Scrutiny's request to be advised of the issue of further guidance on the nature of growth point ventures.

Decisions made:

1. That the report be noted and that the action being taken to develop the Central Lancashire and Blackpool Growth Point Programme of Development for submission by the deadline of 27 October 2008 be endorsed.
2. That the Corporate Director (Business) be authorised to submit the Programme of Development on behalf of the Council, following consultation with the Executive Leader and the Executive Member (Business).
3. That it be noted that the Council's involvement in the Growth Point initiative will be subject to Executive Cabinet approval following the Government's announcement on any settlement, up to which time the Council reserves the right to withdraw from the process.
4. That the Overview and Scrutiny Committee be kept informed when further guidance becomes available about the nature of growth point.

08.EC.91 INTRODUCTION OF FREE SWIMMING PROGRAMME

The Executive Cabinet, at its last meeting on 4 September 2008 had confirmed its participation in the scheme to provide free swimming and public sessions for persons aged 60 years and over and had expressed an interest in the scheme to provide free swimming for persons aged 16 and under on the understanding that the financial implications and risks would need to be evaluated before a definite commitment was made to provide free swimming for younger persons.

The Corporate Director (People) reported that, while NHS Central Lancashire had confirmed its intention to contribute £25,000 per year in 2008/09 and 2009/10 towards the cost of the free swimming programme for persons aged 16 and under, confirmation of the Government's grant aid was still awaited.

The Council would need to be satisfied that the current income of Community Leisure Services was substantially met by the Government grant and the Primary Care Trust's contribution. As the Council would need to state its intentions in respect of the 16 and under programme before the next Executive Cabinet meeting, it was recommended that the final decision be delegated to the relevant Executive Members.

Decision made:

That the decision on whether or not the Council commits to participation in the scheme to provide free swimming to persons aged 16 and under be delegated to the Executive Member (Resources) and Executive Member (People).

Reason for decision:

The delegation to the Executive Members will ensure that the Government's deadline for Authorities to indicate their intentions with regard to the element of the free swimming programme related to persons of 16 years and under can be met.

Alternative option(s) considered and rejected:

None.

08.EC.92 CAPITAL PROGRAMME, 2008/09 AND ONWARDS - MONITORING

The Assistant Chief Executive (Business Transformation) presented a report recommending changes to the 2008/09 Capital Programme and reviewing the availability of capital resources required for the financing of the programme.

The report proposed the reduction of the 2008/09 Capital Programme by £970,270 to £9,227,320 made up of the following amendments:

- slippage of £949,000 to 2009/10 and other reductions of £20,870;
- a net increase of £45,800 in respect of the Covered Market;
- an increase in the externally financed Clayton Brook Play Area budget of £13,740;
- deletion of the £80,410 allocation for the Astley Park Woodland Management project and its transfer to the revenue budget.

The Assistant Director (Business Transformation) explained that the majority of the slippage on the affordable housing budget related to the development of Council owned surplus sites, and the consequent dependence on partners' actions. The Council would endeavour to ensure the development of as many parcels of land as possible whenever appropriate funding sources became available.

The Chief Executive also reported that she had requested the Assistant Chief Executive (Business Transformation) to present a report to an early meeting of the Executive Cabinet on the likely impact of the present international financial crisis on the Council's capital and revenue budgets and investments.

Decision made:

That the Council be recommended to approve the revised Capital Programme for 2008/09 at a total cost of £9,227,320, as set out in the appendix to the submitted report.

Reason for decision:

To ensure that the 2008/09 Capital Programme is accurately updated.

Alternative option(s) considered and rejected:

None.

08.EC.93 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 1982.

08.EC.94 MANAGEMENT OF COTSWOLD HOUSE AND OTHER HOMELESSNESS RELATED MATTERS

The Executive Cabinet considered a report of the Corporate Director (Business) seeking Members instructions on the future management of Cotswold House, which provides temporary accommodation for homeless families, and on a number of other associated matters.

Following the recent transfer back to the Council of responsibility for the homelessness function, the Council had commissioned a report from a Housing Consultant on a review of the governance arrangement for the hostel, which had identified alternative options for its future management. The report recommended the

transfer back to the Council of the management of the hostel from Chorley Community Housing (CCH) by CCH either surrendering the management agreement or being served with the required notice. This would allow the Council to implement improvements to both the building and the management systems.

The Executive Leader raised no objection to the Consultant's report being presented for consideration by the Overview and Scrutiny Committee and the Chorley Community Housing Task Group. The Executive Leader also recommended the immediate implementation of one of the recommendations on the Consultant's report to undertake a scheme of refurbishment of Cotswold House within a budget not exceeding £50,000.

The Executive Cabinet was also advised to examine the alternative uses of the Government's Homelessness Grant, which was currently utilised to fund an independent housing advice service from the Citizens' Advice Bureau. The review would explore the feasibility of other options for the funding within the Council's Strategic Housing function as a means of increasing capacity. In response to a Members' query, the Corporate Director (Business) gave an assurance that the need to retain a facility for the provision of independent housing advice to customers would be addressed as part of the review.

The Executive Cabinet was also recommended to agree the establishment of a small budget head of £50,000 to be used with the consent of the Executive Member (Business) in cases which might prevent homelessness occurring.

Decisions made:

- 1. That Chorley Community Housing be requested to agree a date of termination of the agreement for the management of Cotswold House Homeless Hostel, but that, in the event of the failure to negotiate a termination date, Chorley Community Housing be served with notice to terminate the agreement.**
- 2. That the Strategic Housing Manager be requested to undertake a review of the Independent Housing Advisor post currently funded through the Homelessness Grant and explore other options which may increase capacity.**
- 3. That approval be given to the use of the £5,000 allocated for measures to prevent homelessness in accordance with the policy approved by the Executive Member (Business).**
- 4. That approval be given to the implementation of the improvement and refurbishment works to Cotswold House at a sum of up to £50,000 as recommended in the report of the Housing Consultants commissioned to review options for the Hostel.**

Reasons for Decisions:

1. The transference of the management of Cotswold House back to the Council would enable the Council to develop a rent structure which would adequately reflect the costs incurred in the proper management and maintenance of the hostel, which in turn will drive up performance and deliver a better service for customers.
2. The Homeless Prevention Grant could fund a full time Homelessness & Housing Advice Officer, capable of providing specialist advice on mortgage arrears, if provided within the Council.
3. There is a need for a small pot of money to be available in order to prevent cases of homelessness, some of which would otherwise result in costs to the Council

(ie temporary accommodation) and which is not always in the best interest of the customer.

Alternative option(s) considered and rejected:

Allowing the management of Cotswold House to remain with Chorley Community Housing.

08.EC.95 FUTURE CONTRACTUAL ARRANGEMENTS FOR CIVIL PARKING ENFORCEMENT IN CHORLEY

The Executive Cabinet considered a report of the Corporate Director (Neighbourhoods) on the current negotiations with the Lancashire County Council and the other District Councils on the operational arrangements and financial structures to be applied to the civil parking enforcement regime upon the termination of the present arrangements in September 2009.

The County Council's proposals for the future management of on-street parking in each of the District Councils would substantially reduce the level of on-street enforcement and the costs attributed to managing enforcement by the District Councils. Whilst Chorley Council shared other Districts wish to continue collaboration with the County Council and improve the present contractual arrangements, significant concerns had been raised with regard to the soundness and viability of the County Council's proposals.

The Council would need to determine whether it wished to continue working in partnership with the County Council in on-street enforcement; limit itself to enforcement of its own car parks; or undertake either of the options in partnership with one or more other authorities.

Decisions made:

- 1. That agreement in principle be given to the continuation of the Council's partnership with the Lancashire County Council in relation to the enforcement of on-street parking offences, subject to the negotiation of acceptable terms.**
- 2. That the Officers be authorised to examine the option of sharing services with other authorities in relation to off-street and on-street parking enforcement.**
- 3. That the Officers be authorised to notify the County Council that Chorley Council considers its proposals to be unacceptable in their present form, but wishes to work toward an acceptable financial arrangement, including the sourcing of enforcement and back-office services from the County Council.**

Reason for Decision:

At the present time there is no proposal under discussion that will be broadly acceptable. The authorities sought will allow further negotiation to reach a conclusion on a preferred option and an acceptable financial arrangement.

Alternative option(s) considered and rejected:

Acceptance of the Lancashire County Council's current proposals.

08.EC.96 BUSINESS TRANSFORMATION - RESTRUCTURE

The Assistant Chief Executive (Business Transformation) presented a report on recommendations to amend the staffing structure, roles and responsibilities of the

Council's support directorates to enhance their capability to support the Council's business and transformation agenda.

The amendments suggested in the report had been designed principally to deliver the following efficiencies:

- a need to refocus roles on helping to deliver efficiencies and service improvements for the benefit of Members, other staff and external customers;
- the delivery of efficiencies in the region of £60,000 annually which would assist in meeting the expected budget gap in 2008/10.

Decisions made:

1. That the proposals outlined in the submitted report to alter the staffing structure, roles and responsibilities within the Council's support Directorates in order to enhance their capability to support the Council's business and transformation agenda be approved for consultation purposes.

2. That delegated authority be granted to the Executive Member (Resources) to agree any minor changes to the restructure proposals at the conclusion of the consultation exercise.

Reason for Decisions:

To improve the effectiveness of the Council's support services in helping the organisation to refocus on and deliver change to enhance capacity where needed in some areas.

Alternative option(s) considered and rejected:

None.

Executive Leader

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Report of	Meeting	Date
Corporate Director (Business) (Introduced by the Executive Member for Business)	Executive Cabinet	13.11.08

CHORLEY TOWN CENTRE AUDIT AND URBAN DESIGN STRATEGY

PURPOSE OF REPORT

1. To summarise the main contents of the Chorley Town Centre Audit and Urban Design Strategy

RECOMMENDATION(S)

2. To endorse the Town Centre Audit and Urban Design Strategy as a guide to future town centre interventions
3. To adopt the 10 objectives and approve the related projects as set out in the Implementation Timetable, subject to a review of the medium term financial strategy and agreement of the budget for 2009/10.

EXECUTIVE SUMMARY OF REPORT

4. Chorley Town Centre Audit and Urban Design Strategy envisages Chorley as a vibrant, diverse, sustainable, accessible and attractive place. It highlights the opportunities and challenges for Chorley Town Centre and recommends a number of Urban Design Objectives, and associated projects and implementation processes as a means to realise this vision.

REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

5. This project directly supports the Corporate Strategy and the achievement of our strategic objective to put Chorley at the heart of regional economic development in the central Lancashire sub region
6. Priorities for investment in Chorley Town Centre have evolved from the Chorley Town Centre Strategy and Action Plan and have been given further consideration in the Town Centre Audit and Urban Design Strategy.*

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

7. None

CORPORATE PRIORITIES

8. This report relates to the following Strategic Objectives:

Put Chorley at the heart of regional economic development in the Central Lancashire sub-region	√	Develop local solutions to climate change.	√
Improving equality of opportunity and life chances	√	Develop the Character and feel of Chorley as a good place to live	√
Involving people in their communities	√	Ensure Chorley Borough Council is a performing organization	

BACKGROUND

- 9. Chorley Economic Regeneration Strategy focuses on the town centre as an important part of the economy of the Borough as a whole. Further, the retail study by White Young Green identified strengths, weaknesses, opportunities and threats faced by the town centre. The Chorley Town Centre Strategy and Action Plan was prepared to ensure a strategic approach and a co-ordinated plan of action to drive forward the vitality and viability of Chorley Town Centre, and keep a pace with neighbouring town centres. The Town Centre Audit and Urban Design Strategy highlights the opportunities and challenges for Chorley Town Centre and recommends a number of Urban Design Objectives and associated projects and implementation processes as a means to realise the vision.
- 10. The Town Centre Audit and Urban Design Strategy was selected by the Environment and Community Overview and Scrutiny Panel as a key piece of work to monitor the delivery of the Town Centre Strategy. The Panel has provided valuable input into the entire process which included a visit to St Helens Town Centre to learn about their award winning George Street Quarter improvement/regeneration scheme which was based on their audit/design process.

CHORLEY TOWN CENTRE AUDIT AND URBAN DESIGN STRATEGY

- 11. Chorley Town Centre Audit was undertaken in the winter/spring 2007-08 by Landscape Projects, Landscape Architects and Urban Designers based in Manchester. The Audit set out to establish a snapshot survey of the public realm and townscape of Chorley Town Centre, and included desktop and site surveys, workshop events and a 'Placecheck' public consultation event.
- 12. The Audit identified the strengths and weaknesses of the Town Centre Public Realm and recommended ways in which these issues might be enhanced or addressed.
- 13. The recommendations and guidance as contained in the Audit then formed the basis for the Urban Design Strategy, which sets out ten objectives, which, if implemented, will result in a much improved town centre.
- 14. Two broad objectives are **(1) to make Chorley THE contemporary market town in the North West**, and **(2) to make Chorley the vibrant heart of the Borough**. To realise these the strategy proposes projects to encourage an atmosphere of bustle and friendliness in a high quality environment that combines traditional values with a modern public realm that includes places to meet, exchange and be cheerful. Key

actions under these objectives include developing Chorley’s cultural offer, adopting a market town design guide, and continuing to market the town.

- 15. There are four town wide objectives intended to create a diverse and sustainable town centre. These are; **(3) to promote mixed use development** on sites such as Market Walk Phase 2, QS Fashions, and Gillibrand Street, and bringing accommodation above shops into productive use, **(4) to revitalise Chorley’s built heritage** by improving listed buildings and their setting, lighting features such as St Mary’s Arch, and improving shopfronts, **(5) to reveal the town centre** by way of improved signage, links and gateways, and **(6) to make Chorley a walkable town centre**, by improving the pedestrian environment and exploring the potential to develop a network of tranquil greenspaces.
- 16. Following on from these are four specific projects. The first of which is **(7) to make Market Street a thriving street again**. Anticipated interventions include enhancing, widening and de-cluttering footways, exploring the potential for tree planning, increasing the frequency of markets, and encouraging the development of street cafes and displays to bring life and activity to Market Street. The three other projects include **(8) improving Chorley Markets** (which is already underway with the Markets Improvement Scheme), **(9) improving the Ringroad**, and **(10) creating a Civic Quarter for Chorley**, centred around the Town Hall.
- 17. The evolution of this Strategy has involved extensive consultations which included workshops, a ‘Placecheck’ public consultation event, Council interdepartmental consultations, and consultations/workshops with; Economic Regeneration Group, Town Centre Workshop, Town Centre Working Party, Environment and Community Overview and Scrutiny Committee. The results of these consultations have shaped the final document.
- 18. The Strategy is not about bluesky thinking and major development schemes, which would prove unrealistic. Rather, it represents the views of all those consulted during the process and promotes a piecemeal approach that builds on the qualities of Chorley Town Centre. It seeks to pull together the range of initiatives already underway in the Town Centre and coordinate the actions of the Council and all those with an interest in the town centre in order to realise these objectives over the next five years and beyond (note Implementation Timetable). The Strategy will also give a useful evidence base to support applications for external funding.

IMPLICATIONS OF REPORT

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

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

COMMENTS OF THE ASSISTANT CHIEF EXECUTIVE (POLICY & PERFORMANCE)

- 20. We will need to ensure that a new scheme on Market Street is accessible to people with mobility impairments and covers the needs of all our communities, e.g appropriate seating etc. It is understood that there will be a number of further opportunities to consult with our communities as the scheme develops and the newly established Equality Forum will enable us to consult with representatives from all the communities covered by our Equality Scheme.

COMMENTS OF THE ASSISTANT CHIEF EXECUTIVE (BUSINESS TRANSFORMATION)

21. The Council has signalled its intent to progress this work through including a provision of just over £1m in its Capital Programme for the next the next three years. I have, however, previously reported the downturn in expected Capital receipts as a result of mainly the reduction in former Council house sales. This means the total resources available for Capital spending are expected to reduce over the three year period. As such it is appropriate to review the Capital Programme as part of the budget cycle for 2009/10 to ensure the Council's plan is still affordable.

Background Papers			
Document	Date	File	Place of Inspection
Chorley Economic Regeneration Strategy ***	March 2006***		Council Website
White Young Green 'Chorley Town Centre, Retail and Leisure Study	October 2005	***	Council Website
Chorley Town Centre Strategy and Action Plan	2007		Council Website
Chorley Town Centre Audit and Urban Design Strategy	July 2008		Attached ***

Report Author	Ext	Date	Doc ID
Peter McAnespie	5286	23 Jul. 08	***

TOWN CENTRE AUDIT AND DESIGN STRATEGY IMPLEMENTATION TIMETABLE

Project	12 months	1-2 years	3-5 years
Project 1	<p>Continue to market the Market Town Graphic Identity : further develop brand for Chorley Markets, to support marketing</p> <p>Resource: ALREADY UNDERWAY Economic Development Communications Funding: Mainstream Sponsorship</p>	<p>Prepare Market Town Design Guide to coordinate approach to shopfront design / graphic style / colour / street materials etc</p> <p>Resource: Regeneration and Urban Design Funding: Mainstream</p>	<p>Speciality Markets : improve new places such as Fazakerley Street</p> <p>Resource: Regeneration and Urban Design, Economic Development, Lancashire County Co. Funding: Mainstream £175,000</p>
Project 2	<p>Improve the Cultural Offer: continue to develop and implement the cultural strategy</p> <p>Increase frequency of events (eg food festivals / events)</p> <p>Resource: ALREADY UNDERWAY Arts Development Officer, Economic Development Communications Funding: Mainstream, Revenue, Sponsorship</p>	<p>Lighting : develop lighting scheme to improve lighting along key pedestrian routes, highlight town features such as St Mary's Arch, and celebrate festivals eg Christmas.</p> <p>Resource: ALREADY PART UNDERWAY Regeneration and Urban Design, Economic Development, Streetscene Funding: Mainstream, Plus £3,000 per feature</p>	<p>Commission feasibility study and implement scheme to green Chorley - Shepherds Way. Develop planting project to link Market Street with Astley Park Gates/The Chor Streetscene</p> <p>Resource: Regeneration and Urban Design, Landscape Architects, Lancashire CC Funding: Capital Programme Bid, External Private Sector Levy, £500,000</p>
Project 3	<p>Commission Market Street feasibility study examining engineering constraints / options for improvement including footpath widening, tree-planting and increasing short term parking possibilities</p> <p>Resource: Town Centre Parking Strategy Already prepared. Landscape Projects Consultants, Regen and UD, Lancashire CC, Economic Development, Streetscene Funding: £125,000 Capital Programme</p>	<p>Implement Market Street Improvement Scheme including tree planting, footway widening and increasing short term parking possibilities</p> <p>Resource: Regen and UD, Lancashire CC, Economic Development, Streetscene Funding: £1025000 Capital Programme, external funding, Private Levy, NWDA bid £1.5m</p>	<p>Public Art : new commissions/competitions to bring identity and distinctiveness including roundabouts artwork.</p> <p>Resource: Arts Development Officer, Regeneration and Urban Design, Lancashire County Council, Streetscene Funding: Public Partnership External Funding £100,000</p>
Project 4	<p>Flat Iron : Commission Design Study to enhance the Flat Iron and allow it to become a multifunctional market/car park/civic space linked to Market Walk Phase 2 plans</p> <p>Resource: AS PER MARKET STREET PROJECT 3 Landscape Projects Consultants, Regen and UD, Lancashire CC, Economic Development, Streetscene Funding: £125,000 Capital Programme</p>	<p>Implement 'interim' measures to enhance Flat Iron Market.</p> <p>Resource: Landscape Projects Consultants, Regen and UD, Lancashire CC, Economic Development, Streetscene Funding: Capital Programme Bid / private sector levy</p>	<p>Implement scheme to enhance the Flat Iron and allow it to become a multifunctional market/car park/civic space linked to Market Walk Phase 2 plans</p> <p>Resource: Economic Development Regeneration and Urban Design Funding: Capital Programme Bid / private sector levy £300,000</p>

Project 5	<p>QS Fashions site : mixed use development as anchor at southern entrance to town, at end of Market Street</p> <p>Resource: Business Directorate Funding: Private/public sector partnership</p>	<p>St Thomas's St : encourage development on gap sites</p> <p>Resource: Business Directorate Funding: Private/public sector partnership</p>	<p>Biodiversity and wildlife : plant native species of plants to encourage wildlife in the town centre</p> <p>Resource: Partly covered under other tree planting projects. Streetscene, Landscape architect Regeneration and Urban Design, Lancashire County Council Funding: Mainstream, Climate Change Budget Private Sector Levy, Capital Programme Bid £20,000</p>
Project 6	<p>Gillibrand Street: mixed use residential / retail / office development</p> <p>Resource: Business Directorate Funding: Private/public sector partnership</p>	<p>Pedestrian Environment : declutter streets, remove barriers to walking throughout the town. Introduce places for restful sitting and toddlers play, close to town centre</p> <p>Resource: Regeneration and Urban Design Streetscene, Lancashire County Council Funding: Part capital programme Mainstream</p>	
Project 7	<p>Continue to promote initiatives for new start-ups, stalls, cultural and business opportunities</p> <p>Resource: ALREADY UNDERWAY, Economic Development Funding: Mainstream external funding, Private sponsorship</p>		
Project 8	<p>Market Walk Development Opportunity: Prime mixed use retail development.</p> <p>Resource: Corporate Team Funding: Private/public sector partnership</p>	<p>Promote infill development and encourage refurbishment of empty flats over shops.</p> <p>Resource: Business Directorate Funding: Private/public sector partnership</p>	<p>Improve links across Shepherds Way; improve the underpasses under the railway and pedestrian crossings.</p> <p>Resource: Regeneration and Urban Design, Lancashire County Council Funding: Capital Programme Bid, Private sector levy</p>
Project 9	<p>Townscape Heritage Initiative explore feasibility of THI bid</p> <p>Resource: Regeneration and Urban Design Funding: Mainstream</p>		

Project 10	<p>Chorley Covered Market : Deliver Capital Improvements project</p> <p>Resource: ALREADY UNDERWAY, Economic Development Regeneration and Urban Design</p> <p>Funding: Capital Programme £250,000</p>		
Project 11	<p>Improve Union Street frontage / fencing / railings/ landscaping</p> <p>Resource: Regeneration and Urban Design, Landscape Projects</p> <p>Funding: Capital Programme</p>		
Project 12	<p>Prepare and implement coordinated Signage Scheme from the motorway and trunk roads to Chorley Town Centre</p> <p>Resource: Regeneration and Urban Design, Landscape Projects</p> <p>Funding: Capital Programme</p>	<p>Continue to implement coordinated Signage Scheme for pedestrians from public transport networks/car parks etc into the town centre including Brown Signs, "heads-up" maps and signs, finger posts and street nameplates.</p> <p>Resource: Regeneration and Urban Design, Landscape Projects</p> <p>Funding: Capital Programme</p>	
Project 13	<p>Enhance car parks to the South of the Town Centre.</p> <p>Resource: Regeneration and Urban Design, Streetscene, Landscape Projects</p> <p>Funding: Capital Programme</p>		<p>Enhance and integrate all town centre car parks and their access routes into the greenspace network.</p> <p>Resource: Regeneration and Urban Design, Streetscene, Landscape Projects</p> <p>Funding: Capital Programme</p>
Project 14	<p>Placecheck : hold regular (at least once a year) community events, involving schools and interest groups.</p> <p>Resource: Landscape Projects</p> <p>Funding: Capital Programme</p>		
Project 15	<p>Partnership : continue to develop town centre partnerships</p> <p>Resource: ALREADY UNDERWAY, Economic Development and Policy</p> <p>Funding: Mainstream, Sponsorship (eg refreshments)</p>		

Project 16	<p>Introduce pedestrian crossing on St Thomas' Road and improve setting to Town Hall by creating an enlarged public realm.</p> <p>Resource: Lancashire County Council, Neighbourhoods, Regeneration and Urban Design</p> <p>Funding: Lancashire County Council – Lancashire local schemes approval, Capital Programme Bid (shortfall)</p>		
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Report of	Meeting	Date
Corporate Director (Business) (Introduced by the Executive Member for Business)	Executive Cabinet	13 November 2008

BUSINESS START UP AND SUPPORT PROJECT

PURPOSE OF REPORT

1. To provide an update on the existing provision of support to new business start ups in Chorley, and to recommend the way forward for new provision in light of the new Business Start Up and Support contract, commencing April 2009, to be issued by the Northwest Regional Development Agency (NWDA).

RECOMMENDATION(S)

2. It is recommended that the update on the existing provision of support to new business start ups be noted, and in relation to the new Business Start Up and Support Contract, that:
 - (i) delivery Option "B" (paragraph 12) is noted.
 - (ii) the Central Lancashire grouping, with Chorley as Accountable Body (stated in paragraph 13) is endorsed.
 - (iii) the performance reward grant from the Economic Development Block of the Local Area Agreement (referred to in paragraph 14) is endorsed as the preferred option for co-financing.
 - (iv) Given the current economic climate and likely recession, to endorse targeted support to those in a worklessness situation, under threat of redundancy and ex-offenders.

EXECUTIVE SUMMARY OF REPORT

3. Chorley Council currently works in partnership with Business Venture Group, the local enterprise agency, to provide a seamless new business start up and support service in Chorley to all clients. The partnership does this by bringing together a number of projects including a sub-contractual arrangement with A4e (who won the 2007 – 2009 NWDA contract) to support women, ethnic minority communities and those with a disability. The North West Regional Development Agency, as part of its Regional Economic Strategy (RES) continues to drive forward its Business Simplification Programme (BSSP). Work is currently underway to determine arrangements and the procurement process has started for Business Start Up and Support post March 2009. The delivery options, accountable body arrangements, co-financing and client groupings for the new contract are considered in this report.

REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

4. The promotion of entrepreneurship and the creation of new business start ups and survival are crucial to creating a vibrant local economy. The recommended approach to delivering the new Business Start Up and Support project will maximise the opportunities for Chorley and its Central Lancashire sub-region, and in particular in light of the economic downturn and likely recession.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

5. None

CORPORATE PRIORITIES

6. This report relates to the following Strategic Objectives:

Put Chorley at the heart of regional economic development in the Central Lancashire sub-region	✓	Develop local solutions to climate change.	
Improving equality of opportunity and life chances		Develop the Character and feel of Chorley as a good place to live	
Involving people in their communities		Ensure Chorley Borough Council is a performing organization	

BACKGROUND

7. Our Corporate Strategy aims to put Chorley at the heart of regional economic development in the Central Lancashire sub-region. The creation of new business start ups and their survival is important to creating a vibrant local economy for Chorley. Supporting entrepreneurship, new business start ups and micro businesses are integral to delivering our Economic Regeneration Strategy.

BUSINESS START UP AND SUPPORT PROJECT

8. Chorley Council currently works in partnership with Business Venture Group, the local enterprise agency, to provide a seamless new business start up and support service in Chorley to all clients. The partnership does this by bringing together a number of projects as follows:

- (i) A sub-contractual arrangement with A4e (who won the 2007 – 2009 NWDA contract) to support women, ethnic minority communities and those with a disability.
- (ii) A modest contribution of £11,000 to support additional start ups. In effect, this Service Level Agreement has supported white males who would otherwise receive the very basic call centre Business Link service.

Targets for new business creation in 2007/08 were exceeded which demonstrates the entrepreneurial spirit existing at that time in Chorley.

2007/08 Performance		
Measure	Target	Actual
New businesses established	53	74
Sustained for 12 months	82%	81%
Sustained for 24 months	76%	79%

- (iii) A one-off 'bonus' payment of £6,000 for 2008/09 was provided via the Economic Development Block of the Local Area Agreement in order to contribute to stretched targets for new business start ups, thereby ensuring the draw down of performance reward money.
- (iv) Resulting from a competitive bidding round proposed by Chorley Council, a further one-off 'bonus' payment of £15,000, again to contribute to stretched targets, to pilot an outreach service to deprived Super Output Areas, through an Enterprise Facilitator, to encourage entrepreneurship and promote self-employment as an option. This project is based on a successful pilot in Blackpool, funded by the local

Economic Growth Initiative. The Enterprise Facilitator operates across the Chorley, South Ribble and Preston economic sub-region.

- (v) Following a gap identified by our equality and diversity audit, an award of £10,000 from the Local Strategic Partnership to pilot targeted outreach support to clients in rural areas.

9. The North West Regional Development Agency, as part of its Regional Economic Strategy (RES) continues to drive forward its Business Simplification Programme (BSSP). Work is currently underway to determine arrangements and the procurement process has started for Business Start Up and Support post March 2009. The contract will initially be for a three year period with the possibility of a two year extension.
10. The NWDA has derived a very complex funding formula with the following factors weighted to determine Local Authorities shares of the project funding:

Existing Funding: The funding model takes account of existing funding to target enterprise related activities. Weighting of funding applied as follows:

- Local Enterprise Growth Initiative (LEGI) 40%
- Working Neighbourhoods Fund (WNF) 20%
- Local Authority Business Growth Initiative (LABGI) 0%

Net Enterprise Gap: The value (£) of the Local Authority Enterprise Gap vs the North West Enterprise Gap. This is determined by how much enterprise activity related funding the Local Authority is already in receipt of and the shortfall the Local Authority has in VAT stock per 10,000 adults and self-employment rates per % working age population.

Target Groups: The Borough's share of groups to be targeted; Women, Ethnic Minority Community and Disabled.

Index of Multiple Deprivation (IMD): Each Local Authority is considered in terms of its overall ranking in the 2007 IMD domain and in terms of the % of Super Output Areas (SOAs) within the Local Authority area which are in the lowest 15%.

The following weightings are applied:

- Net Enterprise Gap 50%
- Presence of Target Groups 30%
- Deprivation 20%

Provisional and indicative allocations for Lancashire are contained in Appendix 1. The rounded allocation for Chorley is £34,100. Negotiations are continuing with the NWDA with a view to maximising Chorley's allocation.

11. The Local Delivery element of the contract aims to ensure specialist and intensive Business Start Up and Support to target groups and areas. The NWDA is keen to ensure support is tailored and delivered to meet local needs and is seeking to achieve a more simplified delivery structure in each locality.
12. There are two specified delivery options – "A" and "B". Delivery Option A is the same as the current contract whereby specification will be agreed at regional, sub-regional and local levels with regional procurement and project management. Of the two delivery options, discussions indicate Delivery Option "B" as the preferred option. This option has greater flexibility such as:
 - A number of obvious groupings of Local Authorities based on acknowledged economic footprints and geography with an accountable body for each group.

- Co-financing and the pooling of resources.
- Targeting of local groups and priorities.
- Greater influence in local procurement process.

13. All non-Lancashire partners recognise the importance placed on increasing business start ups to the Lancashire economy, imperative that the best positive groupings need to be achieved to maximise funding allocated. The table below shows the groups currently proposed.

Grouping	Local Authorities	Accountable Body
Central Lancashire	Chorley, South Ribble, Preston, Lancashire County Council.	Chorley
Blackpool and the Fylde Coast	Blackpool, Wyre, Fylde	Blackpool
Pennine Lancashire	Burnley, Hyndburn, Pendle, Blackburn with Darwen, Rossendale, Ribble Valley.	Blackburn with Darwen
West Lancashire	West Lancashire, Lancashire County Council	West Lancashire
Lancaster	Lancaster, Lancashire County Council	Lancaster

Chorley is within the Central Lancashire economic sub-region, along with Preston and South Ribble, supported by Lancashire County Council. Chorley Council is the proposed Accountable Body on the understanding that all associated costs are paid for by additional funding from the NWDA. Accountable Body status will allow Chorley to have greater influence in the local procurement process and the commission of services. It will also ensure close monitoring and control of benefits and expenditure to maximise business start up and support in Chorley in relation to the Central Lancashire sub-region.

14. There are a number of options (i) to (iii) in considering co-financing with the NWDA contract.

- (i) Use £11,000 mainstream. Using £11,000 would not leave any ‘reserve’ to support clients, such as white males, which fall outside the priority groups of the NWDA contract.
- (ii) Use co-finance from South Ribble or Preston Council contributions. To allow other authorities to contribute, and not ourselves, would not promote the spirit of partnership working.
- (iii) Use performance reward grant for achieving stretched targets for new business start ups from the Economic Development Block of Local Area Agreement (referred to in paragraph 8(iii)).

Option (iii) is preferred as it will allow for the mainstream funding to be kept free to support non priority groupings.

Once final NWDA and performance reward allocations have been determined, all Central Lancashire resources will be ‘pooled’. However, to ensure that no one local authority is disadvantaged (that is, receives less than allocated), minimum floor targets for new business start ups will be established for each borough.

15. In addition to the RES target groups of women, ethnic minority communities and people with disabilities, given the current economic climate and likely recession it is recommended that those in a worklessness situation, under threat of redundancy and ex-

offenders are also support through the new contract. Over the coming weeks Chorley Council will be liaising with the NWDA on target groups and percentage allocations.

IMPLICATIONS OF REPORT

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

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

COMMENTS OF THE ASSISTANT CHIEF EXECUTIVE (BUSINESS TRANSFORMATION)

17. At this stage there are no financial implications associated with the report. The Council's role as accountable body will be an important one. Whilst it will give us greater transparency, and to some extent influence, we will need to ensure that proper governance arrangements are in place. The report highlights that we will and should only take on this role if the right level of financial support is available to ensure the correct administrative and fiscal arrangements are put in place and supported.

JANE MEEK
CORPORATE DIRECTOR (BUSINESS)

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Cath Burns	5305	October 2008	***

APPENDIX 1

Business Start-Up: Lancashire provisional and indicative allocations for Year 1

Lancashire	£s per head of working age population	Rounded Allocation (£)
Blackburn with Darwen	1.77	147,000
Blackpool	0.88	72,600
Burnley	2.85	155,600
Chorley	0.55	34,100
Fylde	0.63	27,000
Hyndburn	1.89	93,200
Lancaster	1.12	94,900
Pendle	2.01	107,300
Preston	2.18	180,900
Ribble Valley	1.05	33,400
Rossendale	2.09	84,500
South Ribble	1.77	113,400
West Lancashire	0.92	60,600
Wyre	0.97	57,800
Sub-regional total		1,262,300





Report of	Meeting	Date
Assistant Chief Executive (Policy and Performance) (Introduced by the Executive Member for Policy and Performance)	Executive Cabinet	13 th November 2008

2ND QUARTER PERFORMANCE REPORT 2008/09

PURPOSE OF REPORT

1. This monitoring report sets out performance against the Corporate Strategy and the Council's National Indicators for the second quarter of 2008/09, 1st July – 30th September 2008.

RECOMMENDATION(S)

2. That the report be noted.

EXECUTIVE SUMMARY OF REPORT

3. This report sets out performance against the Corporate Strategy and the Council's National Indicators for the second quarter of 2008/09, 1st July to 30th September 2008. Performance is assessed based on the delivery of Key Projects in the Corporate Strategy and the performance against the National Indicators for which the Council is responsible. In addition, this report gives an overview of the performance in the Corporate Strategy key measures during the last year.
4. Following the annual refresh of the Corporate Strategy at Policy Council on November 4th 2008, this report will be the last time the existing key projects will be reported against. Therefore, this report will review the current status of the projects, including those which are being carried forward in the refreshed Corporate Strategy.
5. The Corporate Strategy 2007/8 identified 31 Key Projects. The overall performance of the key projects is very good with 27 (87%) being either completed or rated 'Green' and progressing ahead of, or on, plan by the end of September 2008, just short of the Council's target of 90%.
6. 20 of the key projects have been completed, while seven projects are rated as 'Green', meaning that they are on track. Three projects are rated 'Amber' due to issues with changes in timescales, largely relating to extensions to secure additional funding to make improvements but are still forecast to deliver. However, the project managers involved are confident that the projects rated as 'Amber' will be delivered or back on track within the foreseeable future. One project, 'Deliver Market Walk Phase II' has not been delivered due to the developer RREEF and the Council being unable reach a financially viable agreement and the effects of the economic downturn.
7. Performance against the Corporate Strategy key measures over the last year has been good. 70% of the indicators that it is possible to measure were on or above target.



8. It is still not possible to compare Chorley’s performance against other authorities, as this information has not been published. The indicators that can be measured at this point in the year show good performance, with the majority, 10 out of 15, on target and 14 showing performance that has improved since the first quarter. Action plans have been included for those indicators where performance is lower than anticipated.

REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

9. To facilitate the ongoing analysis and management of the Council’s performance.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

10. None.

CORPORATE PRIORITIES

11. This report relates to the following Strategic Objectives:

Put Chorley at the heart of regional economic development in the Central Lancashire sub-region	✓	Develop local solutions to climate change.	✓
Improving equality of opportunity and life chances	✓	Develop the Character and feel of Chorley as a good place to live	✓
Involving people in their communities	✓	Ensure Chorley Borough Council is a performing organization	✓

BACKGROUND

12. The Corporate Strategy is the key strategic document for the authority and is focused on delivering the Council’s six strategic objectives that underpin the priorities of: people, place, prosperity and performance. The Corporate Strategy mirrors, and outlines the Council’s contribution to, the Sustainable Community Strategy, delivery of which is taken forward by the Chorley Partnership.
13. The Corporate Strategy 2007/8 identified a programme of 31 key projects, which contribute to the achievement of our objectives. These key projects are delivered using the Council’s corporate project management toolkit, which has been used successfully to improve performance for other key areas of work, such as the Capital Programme. The Strategy also contains a series of key measures to monitor the success in delivering improved outcomes for residents.
14. National Indicators (NIs) are indicators collected in accordance with definitions issued by the Department for Communities and Local Government.
15. Quarterly Business Plan Monitoring Statements have also been produced by directorates separately, and will be sent to the Overview and Scrutiny Committee. Quarterly Business Plan Monitoring Statements outline the performance of key Directorate Performance Indicators and the key messages emerging from Directorates in the second quarter of 2008/09.

REPORT OVERVIEW

16. The report provides information covering the following areas:
- The Council’s progress in delivering the 31 key projects identified in the Corporate Strategy 2007/8.
 - The Council’s progress in achieving the targets set in the current Corporate Strategy, prior to the refresh at the annual Policy Council.
 - The Council’s progress in achieving against targets that can be measured on a quarterly basis.
 - Action Plans which outline reasons for declining performance, and the action to be taken to improve performance in the next quarter are included for those indicators which are significantly below the anticipated performance at this point in the year.

KEY PROJECT PERFORMANCE OVERVIEW

17. This section looks at the performance of the key projects from the second quarter of 2007/8, when they were first agreed, to the end of the second quarter of 2008/09, 30th September 2008.
18. Following the adoption of the refreshed Corporate Strategy 2008/9 at Policy Council on November 4th 2008, this will be the last report on the 31 key projects identified in the Corporate Strategy 2007/8. Therefore, this report will review those existing projects which will continue into the new Corporate Strategy.
19. In order to report progress lead officers have been asked to complete a high-level project plan, a business case and quarterly highlight reports.
20. The highlight reports provide a brief update on the work carried out during the last quarter (1st July to 30th September 2008), what achievements are expected in the next quarter, any current risks and issues affecting the project, and an overall rating of either ‘Green’, ‘Amber’ or ‘Red’.
21. If the project is not going as planned, then an exception report is produced instead. This is similar to the action plans used for performance indicators that are below target. They provide a brief analysis of the problem(s), and options for bringing the project back on track.
22. The tables below show performance of the key projects is very good with 87% of the projects either completed, progressing ahead of plan or on plan and the percentage of completed projects has now increased by 22% since the last quarter. The remaining projects are either giving an early indication that there may be a problem or are behind schedule. In all cases plans are in place to address the issues affecting the projects, as described in more detail below.

	No. Projects	%
Completed projects	20	64.5%
Projects rated as ‘Green’	7	22.6%
Projects rated as ‘Amber’	3	9.7%
Projects rated as ‘Red’	0	0%
Closed projects	1	3.2%

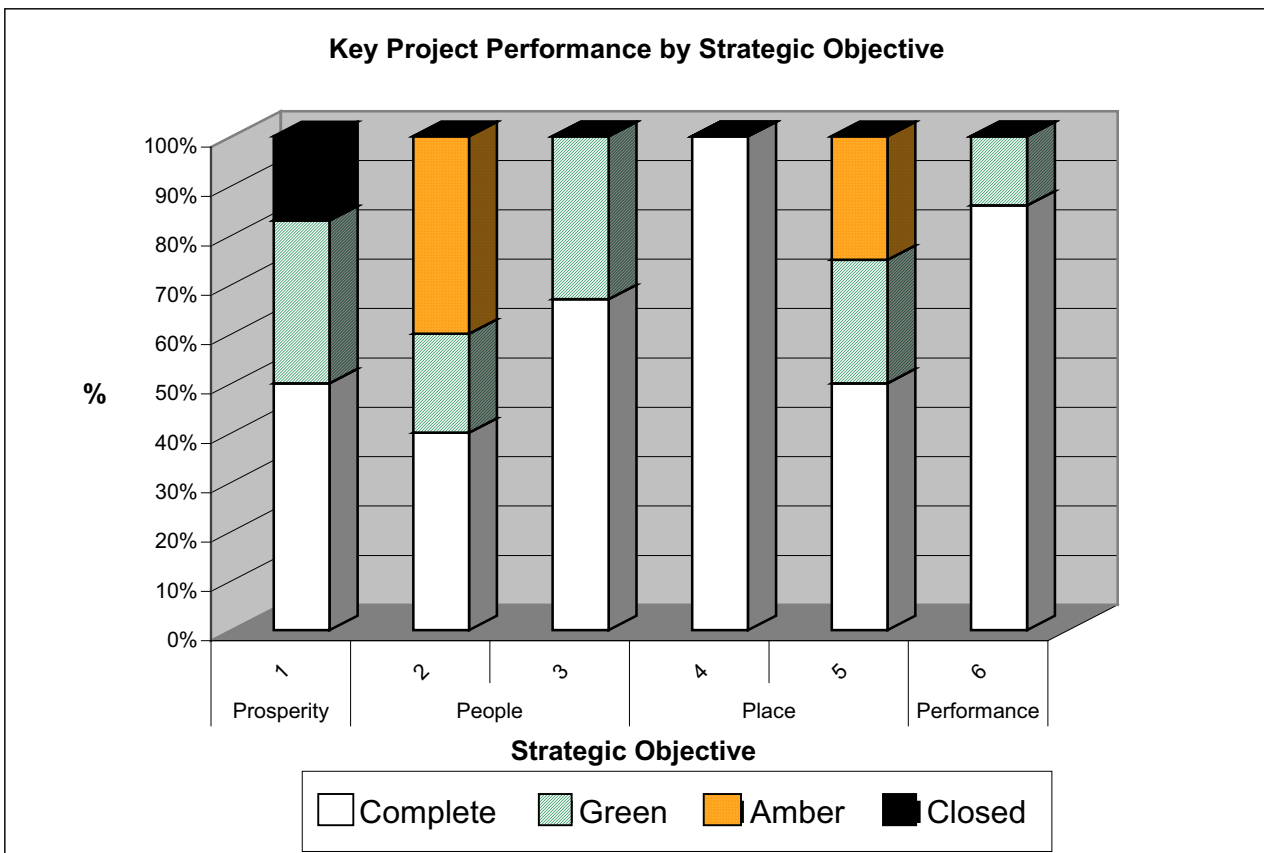
Table 1 - Summary of key project performance for the 2nd Qtr (July-Sept 08)

	1st Qtr 08/09	2nd Qtr 08/09 %	Variance %
Completed Projects	42%	64%	+22
Projects rated as 'Green'	39%	23%	-16
Projects rated as 'Amber'	13%	10%	-3
Projects rated as 'Red'	6%	0%	-6
Closed projects	0%	3%	+3

Table 2 – Change between 1st Qtr 08/09 and 2nd Qtr 08/09 (July-Sept 08)

The table above shows a marked improvement in performance in comparison with the first quarter in terms of project completion. However, while there has been a decrease in projects rated 'Amber', one project, which was previously rated as 'Red', has now been closed.

KEY PROJECT PERFORMANCE BY CORPORATE PRIORITY & STRATEGIC OBJECTIVE



- 23. The graph above demonstrates that all projects addressing Strategic Objective Four 'Develop local solutions to global climate change' have now been successfully completed. All projects addressing Strategic Objective Three 'Involving people in their communities; and Six 'Ensure Chorley is a performing organisation' have either been completed or are on track.
- 24. Of the 31 key projects, 3 have been identified as 'Amber', which is an early warning that there may be a problem. The graph above shows that these affect Strategic Objectives; Two 'Improving equality of opportunity and life chances' and Five 'Develop the character and feel of Chorley as a good place to live'. One project, Deliver Market Walk Phase II, which addressed Strategic Objective One 'Put Chorley at the heart of regional economic development in the central Lancashire sub-region' has now been closed.

25. Explanations and recommended actions to address the issues which have delayed projects which are not on track are detailed later in the report.

COMPLETED KEY PROJECTS

26. The table below shows the key outcomes from the projects which have completed in the second quarter of 2008/09, 1st July to 30th September 2008. In total 20 (65%) of the key projects in the Corporate Strategy 2007/8 have now been completed, an increase of 22% on the position last quarter.

Key Project	Key Outcomes
Improve the Council's CPA score	Following the external assessment carried out by the Audit Commission the Council achieved 'Excellent' status with an improved score of 51 points. The Council achieved a maximum score of 4/4 for Ambition, Prioritisation and Performance Management. In doing so Chorley has become one of only four authorities to jump two categories from 'Fair' to 'Excellent'.
Develop a Sustainable Resources Development Plan for the Borough	The Sustainable Resources Development Plan Document for the borough was considered to be "sound" by the Independent planning inspector and was adopted in September 2008, two months earlier than programmed.
Deliver the five pump primed projects in the LSP	<p>The majority of the short-term projects have been successfully completed and the First Steps project is due to complete within the next quarter. The following outcomes have been achieved:</p> <ul style="list-style-type: none"> • Teenage Pregnancy Project: Thanks to this project, visits to the 'Wise Up' sexual health service for young people in Chorley increased by 70% and a wide variety of partners working with young people have now been trained to give sexual health advice. The sexual health service is also being reconfigured to better meet service user's needs, with increased opening hours and more accessible venues for young people. Latest figures show that teenage pregnancy fell by 10% between 2005 and 2006. • Building a Chorley Community Network Project: a database of over 100 VCFS organisations in Chorley has now been compiled, which will be translated onto a website hosted by the Council, which will strengthen links between groups and help them reach more volunteers and promote their events. • Marketing Chorley - various events were attended last year to promote Chorley as a location for inward investment. The support offered to businesses on the Council website has been reviewed and improved with new internet pages and an Inward Investment pack is currently being designed ready for publishing. • MATAC - Thanks in part to the project, which helped bring together partners' resources to target hotspot area, crime reduced by 14.4% in one year (2007/8). This approach has now been mainstreamed into standard service delivery. • First Steps - The project is now almost complete, with a pond clean-up day at the Laburnham Road site having taken place and benches and planters being installed and the area being improved. Clayton Brook village centre is also being improved, with worked being carried out to improve both the look and safety of the area

	<p>outside of the community centre and shops. The majority of the works have been completed and the fencing and planting are due to be completed by the end of the next quarter</p> <p>A further batch of projects have now emerged from the LSPs bidding process which will be managed through the LSP.</p>
<p>To deliver a civic pride campaign (Chorley Smile) including a Mayors award for local people</p>	<p>The civic pride campaign has been successfully delivered along with an award ceremony. Key outcomes and achievements include:</p> <ul style="list-style-type: none"> • Chorley Smile campaign successfully launched • Chorley Smile branding established • Over 500 people have signed up and pledged to make Chorley Smile • Advertising campaign delivered in local papers • The Chorley Smile awards were successfully delivered with nearly 100 nominations for community heroes. 150 people attended the event and 14 awards were presented to local residents. • Four Chorley Smile Weeks of Action delivered • Chorley Smile community trailer launched • Chorley Smile bin wagon advertisements delivered • Chorley Smile has been the focus of learning with several enquiries from other authorities and visits from two local authorities.
<p>Recycling and refuse contract renewal</p>	<p>The contract has now been awarded to Veolia. The new contract will include a redesigned, improved collection service that meets the Councils obligations under the Lancashire Waste Strategy, drive up recycling performance further, and should improve customer satisfaction with the service through a rationalisation of containers and a reduction of collection vehicle passes per household.</p> <p>The new collection system will lead to an improvement in the containers used and consequential improvement in collection quality. Measures such as missed collections should be improved by up to 50%.</p>
<p>Develop the Chorley Sport and Physical Activity Alliance</p>	<p>The Sports and Physical Activity Alliance (SPAA) has been created with representatives from across the public, private and VCFS sectors. The SPAA has been developed and a vision and needs analysis of participation in the borough has been produced and a delivery plan developed. The vision and the identified projects have been signed off by Sport England enabling the Council to access £170,000 of funding to deliver projects to increase participation in regular activity in the borough.</p>
<p>Implement CRM</p>	<p>Following acceptance of the report to Executive Cabinet on 14 August the decision has been taken to opt out of the use of the Northgate CRM product.</p> <p>There were some important benefits realised during the lifetime of the project many of which will continue to be of value during the new project. These include:</p> <ul style="list-style-type: none"> • The shared procurement of technology including the ACD system currently in use. • Important and valuable training was provided jointly both of a technical nature and relating to customer care skills • Development of databases which can be used along with the

	<p>new CRM product including an A to Z knowledge base and a look-up table for bin collection rounds</p> <ul style="list-style-type: none"> • Much important work on business process re-engineering was done on our existing processes and working procedures. This work will continue to inform the improved design of processes within the new CRM product. • A great deal was learnt from the live environment about what constitutes an effective CRM product and these requirements will form an important part of the development and configuration of the new software. <p>Despite the decision to break away from the use of the Northgate product the vision of the Partnership remains and shared access to services is not reliant on shared technology. Ongoing benefits from this partnership working include:</p> <ul style="list-style-type: none"> • Continued commitment to providing access to services and signposting across the Lancashire Partnership • Joint working continues via projects based on a co-location of services • Work continues as part of LCCs Customer Access Face to Face strategy. We remain the most successful LCC partner in terms of the delivery of this service. • We are working in partnership with LCC and the DWP as a Pathfinder site in the important 'Tell Us Once' project <p>A new project has been put forward in the Corporate Strategy 2008/9 to implement a Microsoft Dynamics CRM product and associated hardware.</p>
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KEY PROJECTS IDENTIFIED AS 'CLOSED'

27. As reported in the first quarter monitoring report, one key project 'Deliver Market Walk Phase II' has been closed due to the developer RREEF and the Council being unable to reach a financially viable agreement and the effects of the economic downturn. A new project will be delivered in its place which will 'Develop Options for the Next Phase of Town Centre Development'. This project will seek to explore further options for development to enable development to take place as soon as the economic climate improves to make development viable.

KEY PROJECTS IDENTIFIED AS 'GREEN'

28. A 'green' rating indicates that project performance is as planned or ahead of schedule with progress on target and costs within or under budget.

1	Develop a succession strategy for the strategic regional site
2	Develop and deliver a markets action plan
3	Development of a Community plan for Buckshaw
4	Establish a choice based lettings scheme
5	Implement Joint Finance Services with SRBC
6	Develop Neighbourhood Action Plans
7	Deliver the 50+ Active People Project

LIST OF KEY PROJECTS RATED 'AMBER'

29. An 'amber' rating indicates that project performance is forecast to overrun on time or cost. It is an early warning that there may be a problem. Three projects are currently rated as amber:

Implement the Chorley Council Elements of the Play Strategy

Good progress has been made both with the Coronation Recreation Ground lighting scheme and the Play Rangers. The delays in both projects have been communicated to the Big Lottery and appropriate extensions sought. As such, the delays will not have an impact on the outcomes of the project. Significant progress has also been made on the implementation of the Council's new Child and Young Persons' Protection Policy.

Get up and Go and Play Rangers

Throughout summer a programme was devised in which the play rangers delivered 61 play sessions in 23 venues across Chorley and engaged with many young people and families.

The two additional two play rangers have been appointed to start on 6th October in time for half term meaning that all posts are now filled. A full work programme is being created detailing venues around Chorley which the Play Rangers will be working at from October to March. The play rangers scheme is now becoming better known in Chorley and many communities are requesting time to be allocated in their area. The two additional rangers will now be able to service this need. The scheme has had a good reception from children, young people and local community who they are currently engaging with.

Coronation Recreation Ground Lighting Scheme

Following the formal tender process the contract has been awarded. However, in order to do this, an exception report had to be prepared for the Council's strategy group to approve additional expenditure. The original budget was £60000, the shortfall totaling £16,445, making the total cost of this project £76,445. This additional cost covers increased connection costs to the power supply, and also the management fees of the Council's property services wing, Liberata. This funding has been allocated from within existing capital programme resources as agreed by Executive Cabinet.

Other Actions

Child Protection Policy – significant progress has been made to implement the policy throughout the Council. Initial Level 2 training has been arranged to start in October for 25 identified employees.

Play Space management and development have been moved into the same Council directorate to improve joint working and additional posts created through restructure.

A funding steering group has also been set up from the Play Partnership to identify opportunities for funding for key projects, mainly looking to employ a development worker.

Vulnerable Households Initiative (Families First)

The project will run for two years and is on track to meet deadlines. Staff have been appointed, families have been referred and a terms of reference has been developed. Although the project is slightly behind schedule it is forecast to meet its targets in line with the overall strategy and timescales. The project's budget is on line with the expected spending profile, based on the vulnerable households project coordinator's salary.

The following products have been completed this quarter. A revised project plan has been completed. Two families have been selected for intervention from the Chorley area via the Persistent and Prolific Offenders and Prevent and Deter groups. Action plans have been drafted for both families. Risk Factors for both families have been identified, Lead professional and agencies have been selected.

Although progress has been made over the last quarter the projects, 'Amber' rating relates to the delay in the selection of further families. A further four families have been identified by partners for referral to the project based on the CAF (Common Assessment Framework). Unfortunately these families have refused to engage with the project and selection of further families is ongoing. A prevent and deter date has also been set for the selection of further families.

Continue to improve the green corridor of Chorley

This project comprises three significant capital projects. The individual projects are still on target to be completed by the proposed completion dates:

- Astley Park HLF project – September 2009 (HLF have agreed to an extension of 9 months).
- Bigwood/Copperworks Wood - March 2009.
- Duxbury Park Golf Course - March 2009.

The project is rated amber due to delays in the Bigwood/Copperworks Wood and Astley Park projects, while the Duxbury Park project has been brought back on track.

Bigwood & Copperworks Wood Environmental Enhancement Project

The project that is about to start in the final phase that will see the transformation of Council owned land into an attractive recreational facility following the extensive land remediation works that took place earlier this year as part of the first phase of the joint Chorley Council and REMADE in Lancashire project at the site. The second phase will see public access enhancement and ecological improvements which include new footbridges and paths, signage and interpretation boards, viewing areas and woodland management. The project is being delivered within budget and is on track to spend the REMADE funding before March 2009.

The project has been split into 3 parts due to there being three different funding bodies to which Chorley Council match fund all three parts. Part 1 is due to start in November 08 and be completed by January 2009, this will spend the REMADE funding.

Part 1 (Big Wood South) of the project is still on target to be completed ahead of the proposed completion dates of March 2009 and be finished by January 2009.

Part 2 (Big Wood North) of the project has funding confirmed but this money still has to be released in the form of a Section 106 agreement from the Gillibrands Housing. This is

expected to be available from January 2009.

Part 3 (Copperworks Wood) of the project has match funding available from Chorley Council and Mersey Basin Campaign and is reliant on a funding bid which has been submitted to Biffa by Groundwork. The outcome of this bid is expected in January 2009.

Part 2 and Part 3 are reliant on the release of a S106 and the success of the funding bid so it is unknown when they will be completed, we expect to start part 2 in March following the completion of the culvert works to Copperwood Way and part 3 shortly after the funding is confirmed.

Astley Park

The Astley Park HLF project is running 3 months later than originally expected. The delay has been communicated to HLF and an extension agreed. The landscaping and walled garden areas are complete. The refurbishment of the Coach House is well underway and due for completion in the next quarter. Work on the pavilion is also due to commence in the next quarter. Planning permission has been granted for Pets Corner and the play areas. A planning application for CCTV at Astley Hall will be submitted in the next quarter. A successful grant application was submitted for Play Builder Funding and this will go towards the teen adventure play area and be completed by the end of the financial year. Officers are working closely with the Brothers of Charity and Groundwork to secure other external funding.

The project budget remains very tight, with minimal contingencies left uncommitted. The strategy of applying for match funding will help us mitigate these risks. During the second quarter we have undertaken market testing for the catering outlet in the Coach House and we have recently awarded preferred bidder status.

Duxbury Park Golf Course

This project is back on track after elements of the project slipped due to wet weather conditions.

KEY PROJECTS IDENTIFIED AS 'RED'

30. No key projects were identified as 'red' at the end of the second quarter.

PERFORMANCE OVERVIEW: CORPORATE STRATEGY KEY MEASURES

31. The corporate strategy, and associated measures is refreshed annually at the Policy Council in November. As far as possible, this report includes the final performance against the key measures included in the Corporate Strategy before it was refreshed.
32. A full list of the measures, and their performance can be found at Appendix 1 of this report. It has not been possible to report all of the indicators at this point in the year, as information has not yet been published. Commentary on when data will be available is given in Appendix 1.

PERFORMANCE AGAINST TARGET

33. The majority of the targets in the corporate strategy have been achieved. 70% of measures have performed at, or above, target. Particular successes include; a high level of business start-up and survival rates, a 10% decrease in teenage pregnancy, extremely high levels of satisfaction with customer services and over 50% of waste recycled or composted.
34. Four measures are more than 5% below target. A brief overview of the reasons for lower than anticipated performance is given below.
- Increase the number of visits made by young people to leisure centres: The baseline for this indicator was set using estimated data. The procedures for data collection have now been put in place, and show a lower level of attendance. The target for next year's corporate strategy has been revised.
 - % of Council buildings accessible to disabled people: The performance in this indicator will be at its maximum possible outturn when Clayton Green leisure centre is refurbished. The refurbishments have now commenced and will be complete by the new year.
 - % of private sector dwellings vacant for 6 months or more: This measure is equivalent to 419 dwellings being vacant. Work is undertaken to bring these back into occupation, but the statutory process for bringing houses back into occupation can be slow.
 - Number of affordable dwellings complete: There have been some issues with the delivery of affordable dwellings, which the Council has recognised. The Strategic Housing team has been restructured to ensure that the capacity needed is put in place. The team are now working closely with partners to identify ways of increasing affordable housing in the borough. Although this may be more difficult in the current economic climate, it remains a priority for the Council.
35. The refreshed corporate strategy has updated some of the measures to ensure that they remain relevant to the Council's priorities. The performance against the updated measures and targets will continue to be reported in future quarterly reports.

PERFORMANCE OVERVIEW: NATIONAL INDICATOR SET

36. It is not yet possible to undertake the full analysis on performance that was previously undertaken in the quarterly performance report, as information is not available to enable this. This includes, analysis of trend compared to previous years and quartile positioning. As it becomes possible to make these comparisons, the information will be included in future performance reports.

PERFORMANCE AGAINST TARGET

37. The performance of the indicators that should be able to be reported at the end of the second quarter is shown in the table in Appendix 2.
38. This is a smaller subset of the total number of NIs reported at year-end, as it is not possible to collect and report against the full suite of NIs through the year. All the indicators that the Council is responsible for will be reported at year-end. In addition, a report will be made on a bi-annual basis to report on the progress made against a wider set of indicators for which the LSP is responsible.
39. The majority of the indicators are performing at, or above, target. There are five indicators below target. Action Plans have been prepared for these indicators, to outline the reasons for lower than expected performance and the actions that will be taken to make improvements.

40. Performance at the end of the second quarter has shows continuing improvement in performance when compared to the first quarter's performance. 10 NIs (91% of the indicators that can currently be reported) have shown improved or consistent performance when compared to performance in the last quarter. One indicator has shown a deterioration.

DELIVERING ACTION PLANS

41. In the first quarter performance report, four indicators were below target and triggered the production of action plans. All these indicators have shown an improved performance in this quarter, with NI 20, 'Assault with Injury', now hitting target. The other indicators have shown an improvement, but are still below target. Therefore, updated action plans have been produced to outline the further actions taken to improve performance.

42. Although performance overall is a picture of continued strong performance, there remains a need to understand and carefully manage performance where it is not meeting our expectations. In this second quarter of the National Indicator Set, five action plans have been triggered.

43. The following indicators have actions plans:

- NI 156 Number of Households in Temporary Accommodation
- NI 157a Processing time of 'major' planning applications.
- NI 181 Average time taken to process changes to Council Tax and housing benefits
- NI 195b % of land assessed as having higher than acceptable levels of detritus
- NI 195d % of land assessed as having higher than acceptable levels of fly-posting

ACTION PLANS: BELOW TARGET

Indicator Number	NI 156
Indicator Short Name	Number of households in temporary accommodation

Quarter Two	
Performance	Target
36	30

Please explain the reasons why progress has not reached expectations
Demand for temporary accommodation remains constant, although the team are preventing increasing numbers of homelessness.

Please detail corrective action to be undertaken
We are engaging with partners to use certain supported accommodation schemes, such as The Bridge and The Charnocks, as full duty accommodation rather than temporary. This is because customers are referred to these schemes because they need support and average stay is two years. Therefore this should not be treated as temporary accommodation and tenancies rather than licence agreements should be issued to the customers.

Indicator Number	NI 157a
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Indicator Short Name	% of 'major' planning applications processed with time
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Quarter One	
Performance	Target
70.59%	81%

Please explain the reasons why progress has not reached expectations

Performance in this indicator has improved during the second quarter when compared to the first quarter, and is expected to continue to improve.

The overall outturn is affected by a poorer performance in the first quarter, which was reported in the previous performance report.

Please detail corrective action to be undertaken

The performance in this indicator will continue to be monitored, and action taken as necessary to tackle any underperformance.

Indicator Number	NI181
Indicator Short Name	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events

Quarter Two	
Performance	Target
10.82 days	9.35 days

Please explain the reasons why progress has not reached expectations

This was a difficult Performance Indicator to set a target for at the start of the year. It was a new indicator combining new claims and changes in circumstances but also including the length of time it takes to process other change events (such as interventions) which have not been measured before. This meant that we did not have all the historical stats to use as a benchmark to set the 08/09 targets and we had to base it on the information available to us.

In addition, we now have fewer staff resources in the Assessment Team. Staff sickness and changes in working patterns, in particular home visiting which is customer focused, but not as efficient as being purely office based, means that there are reduced resources. This impacts on performance. When the Right time target for 08/09 was set it did not take into account these reductions in resources. Hopefully, the 3rd and 4th quarters will show improvements.

During the 4th quarter, historically we usually have shown improved performance due to high volumes of changes in circumstances that are reported due to rent increases. Although there are higher volumes of work to deal with, they are straightforward and are usually dealt with very quickly, which improve the overall average days to process results during that period.

Please detail corrective action to be undertaken

We are currently asking staff to work extra hours to maintain performance.

We are also monitoring performance day by day and moving priorities to make the best use of the resources available. The Quality Team are also helping to process some of the intervention work.

Indicator Number	NI 195b
Indicator Short Name	% of land assessed as having below acceptable levels of detritus

Quarter Two	
Performance	Target
6%	4.5%

Please explain the reasons why progress has not reached expectations

The target is particularly challenging and this level of fall in performance in a small survey sample may not represent a significant fall in performance for the service overall. Factors such as unseasonable rainfall and local building or utility activity may have had a bearing.

Please detail corrective action to be undertaken

Consideration will be given to amending schedules to target hotspot areas and in response to service requests.

Managers are evaluating options for future fleet deployment with a view to increasing frequencies in critical areas without significant additional vehicle resources.

Indicator Number	NI 195d
Indicator Short Name	Streetscene – Fly posting

Quarter Two	
Performance	Target
3%	1%

Please explain the reasons why progress has not reached expectations

The first tranche of inspections identified a hotspot of flyposting in 5 streets throughout the inspection area which have been subsequently dealt with.

Please detail corrective action to be undertaken

Neighbourhood officers will increase proactive patrols to identify flypost incidents and particularly target the hotspot areas identified

CONCLUSION

- 44. The performance in this second quarter report shows that Chorley continues to perform well. The progress made in delivering key projects and against performance indicator targets demonstrates that we continue to deliver against our priorities.
- 45. The action plans and other steps to be taken where performance is lower than anticipated should help to drive improvement in performance indicators and project delivery.
- 46. More meaningful comparisons will be able to be made around the National Indicator Set as the year progresses. In addition, the arrangements around reporting performance by partner organisations, such as the police, should be finalised. This will enable us to report on a wider base of performance indicators.

IMPLICATIONS OF REPORT

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

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

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

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Chris Sinnott and David Wilkinson	5337 / 5248	27 th October 2008	Second Quarter Performance Report 2008 09

Appendix 1: Corporate Strategy Performance

Performance Against Target



= Performance is better than the target set for 2008/08.



= Performance is within the 5% tolerance set for this indicator.



= Performance is worse than the 5% tolerance.

The performance symbols denote year-end performance against the target.

Code	Indicator Title	Target	Outturn	Performance
1.1.1	Number of new businesses established.	53	74	★
1.1.2	Number of new businesses established and sustained for 12 months.	82%	81%	●
1.1.2	Number of new businesses established and sustained for 24 months.	76%	89%	★
1.2.1	Town Centre Visits	38,542	37,872	★
1.2.3	Vacant Town Centre Floor space	7.5%	8%	●
1.3.1	Median Workplace earnings in the Borough	Available on the 14 th November		
1.3.2	Number of Chorley residents moving into sustainable employment and ceasing to claim incapacity benefit and income support.	Following the introduction of the National Indicator Set, JobCentre Plus no longer collect this data.		
2.1.1	Reduce the number of neighbourhoods in the 20% most deprived nationally	8	8	★
2.2.1	% decrease in teenage pregnancies	11%	10.8%	●
2.2.2	Increase the number of visits young people make to leisure facilities	350,700	330,324	▲
2.3.1	Increase the % of older people involved in physical activity	This indicator is collected from the Sport England survey, published in December.		
2.3.2	Increase the % of volunteering amongst older people	This indicator is collected from the Sport England survey, published in December.		
2.4.1	Increase the % of schools with healthy schools accreditation	96%	96%	★
2.4.2	Increase the number of visits to leisure facilities	774,313	865,361	★
2.5.1	Increase the % of people in rural wards satisfied with the borough as a place to live	91.6%	92.2%	★
3.1.1	Maintain customer satisfaction with the service received from 'Contact Chorley'	97%	99.5%	★
3.1.2	Increase the number of appropriate Council Services accessible through 'Contact Chorley'	100%	100%	★
3.1.3	Increase the number of self-service interactions through the Council's website	Baseline Year	21,948	
3.1.4	Increase the number of appropriate Council services available via 'self service'	76%	74%	●
3.1.5	% of Council buildings accessible to disabled	96%	83%	▲

	people			
3.2.1	% of people dissatisfied with opportunities to participate in decision making will decrease	This indicator will be collected in the Place Survey, published in January.		
3.2.2	% of people who have worked in a voluntary capacity in the last 12 months	This indicator will be collected in the Place Survey, published in January.		
3.3.3	% people who feel that their communities are places where people get on well together will increase	68%	75%	★
4.1.1	Tonnes of Carbon Dioxide emissions reduced via energy efficiency grants.	300 tonnes	300 tonnes	★
4.1.2	Reduction in energy usage.	This indicator will be first reported in April 2009.		
4.1.3	Reduction in waste to landfill	2.5%	5.5%	★
4.2.1	Recycling and Composting performance	48%	51.75%	★
4.2.2	Satisfaction with recycling	71%	73.6%	★
4.2.3	% increase in people reporting that the urban and rural environment has improved	Following the introduction of the National Indicator Set, this indicator is no longer collected.		
5.1.1	Increase the % of people satisfied with the borough as a place to live	80%	84.7%	★
5.1.2	Increase the % people satisfied with parks and open spaces	76%	74.3%	●
5.1.3	The number of parks receiving green flag status	1	1	★
5.1.4	% of land assessed as having combined deposits of litter and detritus	5.3%	5%	★
5.2.1	% of private sector housing empty for 6 months or more.	0.5%	1.06%	▲
5.2.2	Affordable dwelling units completed	250	159 ¹	▲
5.3.1	Improve feelings of safety during the day	90%	97%	★
5.3.2	Improve feelings of safety during the night	50%	69%	★
5.3.3	Reduce crime in the borough	15%	26.9%	★
6.1.1	Satisfaction with the way the Council runs things	58%	63%	★
6.1.2	To maintain efficiency savings of 3% per annum	3%	3%	★
6.2.1	% of Sustainable Community Strategy projects achieved	100%	100%	★
6.3.1	Staff satisfaction	74%	71%	●
6.4.1	Improve CPA score and achieve a positive Direction of Travel	Yes	Yes	★
6.4.2	% of Corporate Strategy projects achieved	87%	90%	●
6.4.3	% of BVPIs in the Upper Quartile	45%	45.45%	★
6.4.4	% of BVPIs improving	80%	84%	★

¹ 113 units have been completed to date, it is anticipated that an additional 43 will completed by April 09, the date for achieving the target in the Corporate Strategy.

Appendix 2: National Indicators Performance

Performance Against Target



= Performance is better than the target set for 2008/08.



= Performance is within the 5% tolerance set for this indicator.



= Performance is worse than the 5% tolerance.

The performance symbols denote year-end performance against the target.

Code	Indicator Title	Target	Quarter 2	Performance
NI 16	Serious acquisitive crime	4.04	3.65	★
NI 20	Assault with injury crime rate	3.15	3	★
NI 156	Number of households living in Temporary Accommodation	30	36	▲
NI 157a	Processing of planning applications as measured against targets for 'major' application types	81%	71%	▲
NI 157b	Processing of planning applications as measured against targets for 'minor'	80%	82%	★
NI 157c	Processing of planning applications as measured against targets for 'other' application types	89%	94%	★
NI 180 ⁱ	Changes in Housing Benefit/ Council Tax Benefit entitlements within the year	4464	4998	★
NI 181	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	9.35	10.82	▲
NI 182	Satisfaction of businesses with local authority regulation services	80%	91%	★
NI 184	Food establishments in the area which are broadly compliant with food hygiene law	75%	95%	★
NI 192 ⁱⁱ	Household waste recycled and composted	48%	51.75%	★
NI 195a	Improved street and environmental cleanliness: levels of litter	4.5%	4%	★
NI 195b	Improved street and environmental cleanliness: levels of detritus	4.5%	6%	▲
NI 195c	Improved street and environmental cleanliness: levels of graffiti	0%	1%	★
NI 195d	Improved street and environmental cleanliness: levels of flyposting	1%	3%	▲

ⁱ NI 180 and 181 are taken directly from the Council's systems by the Department for Work and Pensions. Therefore, the outturn at year end may not exactly match this reported outturn, although it should give a good indication.

ⁱⁱ The waste figures are up-to-date in the current position at the end of June. The outturn for these figures will change as more information is received.



Report of	Meeting	Date
Assistant Chief Executive (Policy & Performance) Introduced by the Executive Member for Corporate Policy and Performance	Executive Cabinet	13 November 2008

THE CHORLEY PARTNERSHIP – 2ND QUARTER PERFORMANCE REPORT

PURPOSE OF REPORT

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

This report outlines how the Chorley Partnership has performed over the second quarter. The report contains updates on:

- the work of the LSP, through its 11 strategic projects, including expenditure
- the key performance indicators from the Sustainable Community strategy and the first reporting period of the LAA

RECOMMENDATION(S)

2. That the report be noted.

EXECUTIVE SUMMARY OF REPORT

The report shows that the Chorley Partnership's projects are in the main, on track, and are progressing well on its project work and is already starting to deliver on its LAA targets.

Some projects are yet to actually begin, such as the Circle of Need project, however this is due to a re-design of the scope of the project. Work is also just beginning on the Timebanks pilot volunteering project in Liptrott, following some research into best practice and the selection of a lead agency to manage the project (Age Concern).

Out of the performance indicators that can be updated at the half-yearly stage:

- Crime has fallen by 3.1% since April
- Household recycling is currently over 51%
- CO₂ emissions have gone up, from 5.6 tonnes per head of population, to 5.7 tonnes

- No of households living in temporary accommodation has risen since April, from 26 to 36.

REASONS FOR RECOMMENDATION(S)

- To keep Members informed about the progress of

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

- N/A

CORPORATE PRIORITIES

- This report relates to the following Strategic Objectives:

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

PROGRESS TO DATE

1. PERFORMANCE INDICATORS

Out of the targets in the **Sustainable Community Strategy**, we can update half-yearly figures on the following indicators:

Indicator	2007/8 Outturn	2008/9 Target	2nd Quarter 2008/9 outturn
New business starts ups	74	53	34
Vacant town centre floor space	7%	7%	8%
Improvement in street cleanliness	4.7%	5%	5%
Reduction in overall crime	14.4% reduction	CDRP target not yet set	3.1% reduction*

* This equates to 2959 recorded crimes compared with 3055 over the same period last year

Out of the targets in the new **Local Area Agreement** that can be reported on at this stage, we can update progress on the following:

Indicator	2007/8 baseline	2008/9 09 Target	2nd Quarter 2008/9 outturn
NI 16 Serious acquisitive crime rate	8.27	1% reduction over 3 years	3.65
NI 20 Assault with injury crime rate	6.3 per 1000 population	2% reduction over 3 years	3
NI 192 Household Waste recycled and composted	47.19%	1% improvement p.a.	51.75%
NI 195 Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting (Using LEQSE methodology)*)	Litter 10% Detritus 24% Graffiti 3% Fly posting 1%	Litter 10% Detritus 22% Graffiti 3% Fly posting 1%	Litter 4% Detritus 6% Graffiti 0% Fly posting 3%
NI 186 Per capita CO2 emissions in the LA area (tonnes per capita)**	5.6 (2005)	6.96 % reduction (Of which 6.13% is from "national" measures and 0.8% is from "national measures with LA influence")	5.7 (2006)

* Targets still being re-negotiated with GONW

**NB data released 18 months after real time

Another quarterly LAA target is NI 156 (below), however this is outside of the List of 35 that have reward target attached to their achievement.

Indicator	2007/8 baseline	2008/9 Target	2nd Quarter 2008/9 outturn
NI 156 No of households living in temporary accommodation	26	30	36

Revised baselines update

Since the LAA was signed off in June, the baselines for two indicators in the LAA have been amended following re-calculation and new definitions being published. These are:

Indicator	2007/8 original baseline	2007/8 revised baseline	2008/9 Target
NI 186 Per capita CO2 emissions in the LA area (tonnes per capita)	6.2 (2005)	5.6 (2005)	6.96 % (Of which 6.13% is from "national" measures and 0.8% is from "national measures with LA influence")
NI 155 No. of affordable homes delivered (gross)	17 units	28 units	50 units

These indicators will be reported on annually along with the remaining LAA indicators.

2. THE 11 PROJECTS

R Serious Concerns **A** Project behind schedule **G** Project on Track

5 Weeks Of Action	
What is it?	A week of intensive targeted activity in community safety areas to reduce crime, improve the physical environment and promote health & wellbeing
Lead Partner	Chorley Council
RAG Status	G 3 delivered to date, in Clayton Brook, Chorley South West and Coppull.

Alcohol consequences campaign	
What is it?	Promotional campaign aimed at raising awareness of alcohol related harm
Lead Partner	Chorley Council / NHS Central Lancashire
RAG Status	G The adverts have now been designed and the campaign will include sites such as Chorley train station from 17/11 running until 28/12 and 16 bus backs from 24/11 - 04/01. Further ad shell sites in the town centre and other strategic locations around Chorley currently being identified.

Girls Aloud	
What is it?	Teenage pregnancy project at Albany Science College
Lead Partner	Albany Science College

RAG Status Complete	This project has now been completed and was a big success. The girls who took part in the course are now mentoring younger girls about the dangers of “risky behaviour” and the harsh realities of being a teenage parent.
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Family Support	
What is it?	Recruiting volunteers to work with families in Chorley in need of extra support
Lead Partner	Homestart
RAG Status G	This project has already exceeded its target to work with 30 families across Chorley - The Chorley Family Support Group continues with 18 families attending, the Clayton Brook Group has 23 families attending. Including home visits and other support, a total of 83 families in this 6-month period. 18 new volunteers have been recruited and trained by Homestart, thanks to Chorley Partnership funding, exceeding the 6-month target of 10.

Time Banks	
What is it?	A volunteering programme whereby participants 'deposit' their time in the bank by giving practical help and support to others and are able to 'withdraw' their time when they need something done themselves
Lead Partner	Age Concern Lancashire / NHS Central Lancashire
RAG Status A	Work on this project has been slow to progress, however Age Concern has now been appointed as the lead agency for the project, which will be piloted in the Liptrott area. Age Concern have run successful Time Bank schemes in other parts of Lancashire. Work has now begun to recruit a volunteer co-ordinator for the project.

Climate Change – supporting local businesses	
What is it?	In partnership with Groundwork, Chorley Council will be offering support to businesses who have undertaken a Carbon Trust affiliated audit. Groundwork will run a series of business seminars on reducing energy consumption and increasing efficiency. Chorley Council will offer local SMEs grants of up to £5000 to implement the changes recommended in the audit.
Lead Partner	Groundwork
RAG Status G	The Chorley Business Climate Change Club will be set up following the launch of the climate change strategy on 18 th November.

Mental Health awareness

What is it?	Campaign to educate people about mental health and to challenge the negative stigma associated with mental health
Lead Partner	NHS Central Lancashire
RAG Status	Awaiting update.

Chorley Community Network	
What is it?	To create a network promoting the VCF sector in Chorley, including a website of VCFS organisations and activity
Lead Partner	CVS
RAG Status	Database compiled, website being created to make information publicly accessible Launch of website and publicity to be held in January, along with other volunteering events

Marketing Chorley phase 2	
What is it?	To produce an inward investment pack and package of support to attract new businesses to Chorley
Lead Partner	Chorley Council
RAG Status	Pack currently being designed ready for publication

Supporting rural economic diversification	
What is it?	To support 10 rural businesses (including business start ups and existing businesses) to continue trading in the current challenging economic climate
Lead Partner	Chorley Council
RAG Status	Scheme has been publicised 5 referrals to date. Target of 10 by end of March.

Circle of Need – Older People	
What is it?	The Circle of Need project 's scope has now been refocused to concentrate on older people's needs, with particular emphasis on benefits and little known services such as pension re-tracing.
Lead Partner	Chorley Council
RAG Status	No expenditure to date, but new scope costed and expenditure due to start soon. Project currently being shared with stakeholders including Age Concern Lancashire and the DWP.

3. STRATEGIC HOUSING PARTNERSHIP

The LSP Board and Executive have approved the amalgamation of the new Strategic Housing Partnership as a sub-group of the wider LSP. The Strategic Housing Partnership, to be chaired by the Executive Member for Business, will focus on housing issues currently affecting Chorley, including Affordable Housing, temporary accommodation, choice based lettings, bringing empty properties back into use, etc. The SHP will include a wide variety of partners, including RSLs, private landlords, private housing developers and central government.

CONCLUSION

Overall, this report shows a strong second quarter performance by the Chorley Partnership.

The projects identified as Amber are still progressing but being monitored closely to ensure delivery by the end of the year, or as soon as possible thereafter.

In terms of the performance indicators, areas for focus include temporary accommodation (however measures are already in place which should reduce this figure by next quarter) and affordable housing, which given the current market conditions the target may be challenging to achieve. Economic regeneration targets, given the economic downturn and potential recession, are to be expected to remain static over the rest of the year.

IMPLICATIONS OF REPORT

This report has no implications in the following areas.

Finance		Customer Services	
Human Resources		Equality and Diversity	
Legal			

There are no papers attached with this report.

Report Author	Ext	Date	Doc ID
Claire Thompson	5348	24 th October 2008	

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Report of	Meeting	Date
Corporate Director (Neighbourhoods) Introduced by the Executive Member for Neighbourhoods	Executive Cabinet	13/11/2008

PETITION RE: TREES AT BLACK CROFT

PURPOSE OF REPORT

1. This report was previously presented to the Council meeting of 23 September 2008. It brings to the attention of Members a set of letters received from the residents of Black Croft and, whilst treating the letters as a petition in accordance with Council policy, the report advises of the response made to the residents on the issue.

RECOMMENDATION(S)

2. It is recommended that Members note that the matter has been dealt with in line with the content of the letters sent in reply to the residents' letters, a copy of which is attached to this report.

REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

3. It is clearly necessary for the Council to adopt a consistent approach in these matters. The shelter belts themselves are extensive and the problems perceived by residents living near to trees are, of course, not confined to these areas.

BACKGROUND

4. As is explained in the letter (attached) responding to the request, the planting was originally put in place as part of the plans of the Central Lancashire New Town, to screen residential property from the intrusive effects of traffic on the adjacent road system. In order to achieve this the New Town chose species that grow quite vigorously and achieve an effect in a relatively short space of time. Unfortunately, the only way to control the height and spread would have been to start many years ago to treat these areas as hedges – which would now be wholly impractical and inappropriate given the species and sizes of many of the trees.

RESPONSE

5. The reply points out that, whilst they have been quite effective in screening the property, they are a substantial burden to the Council. Our resources would not cover the level of maintenance the residents are suggesting for all of the shelter belts of this type in the Borough. Stretched end to end they would add up to several miles and any serious attempt at systematic control of these and other similar areas would incur costs running into tens of thousands of pounds each year.

6. We make every effort to maintain the lower growth in a reasonable and presentable condition and will deal with overhanging branches where this is necessary. However, it has been the Council's practice for a number of years not to carry out work to reduce the size of trees to deal with the sort of problem identified at Black Croft. The Council produced a guide explaining its approach some years ago.

ISHBEL MURRAY
CORPORATE DIRECTOR (NEIGHBOURHOODS)

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Keith Allen	5250	11 September 2008	Reports

Civic Offices
Union Street
Chorley
Lancashire
PR7 1AL

Date: 15 July 2008

Our Ref: KA/AJS
Your Ref:

Dear

TREES AT BLACK CROFT

Thank you for your letter concerning the trees adjacent to your property. Your concerns have been brought to the attention of the Executive Member for this service area but I regret that it is not possible to carry out the work you have requested.

Although we have received a number of separate letters we are treating them as a petition – which means that they will be reported to the meeting of the Full Council on Tuesday 23 September. The meeting commences at 6.30pm at the Town Hall and you are welcome to attend.

The planting that concerns you was originally put in place as part of the plans of the Central Lancashire New Town. These “shelter belts” were put in place to screen residential property from the intrusive effects of traffic on the adjacent road system. In order to achieve this the New Town chose species that grow quite vigorously and achieved an effect in a relatively short space of time. Unfortunately, the only way to control the height and spread would be to treat these areas as hedges – which would be wholly impractical given the species and sizes of many of the trees.

Whilst they have been quite effective in screening the property they are a substantial financial burden to the Council over and above the considerable work we do at present. Our resources would not cover the level of maintenance you are suggesting for all of the shelter belts of this type in the Borough. Stretched end to end they would add up to several miles.

We make every effort to maintain the lower growth in a reasonable and presentable condition and will deal with overhanging branches where this is necessary. However, it is the Council's policy not to carry out work to reduce the size of trees to deal with the sort of problem you have identified at Black Croft.

Yours «Ending»

Keith Allen

Streetscene Manager
Tel: (01257) 515250
E-mail: keith.allen@chorley.gov.uk

cc Councillor Eric Bell
Gordon Banks
Dave Walmsley

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Report of	Meeting	Date
Assistant Chief Executive (Business Transformation) (Introduced by the Executive Member for Resources)	Executive Cabinet	13 th November 2008

REVENUE BUDGET MONITORING 2008/09 REPORT 2 (END OF SEPTEMBER 2008)

PURPOSE OF REPORT

1. This paper sets out the current financial position of the Council as compared against the budgets and efficiency savings targets it set itself for 2008/09 for the General Fund.

RECOMMENDATIONS

2. Executive Cabinet are asked to note the contents of the report.
3. That the additional sum of £10,800 be taken out of working balances to a specific reserve to meet the final costs of equal pay claims.
4. That contingency plans be developed to make additional savings to mitigate the impact of potential overspending in respect of concessionary travel, estimated to be up to £250,000 in 2008/09.

EXECUTIVE SUMMARY OF REPORT

5. The Council expected to make overall target savings of £320,000 in 2008/09 that equates to £160,000 for the first two quarters. I am pleased to report that excellent progress has been made in this area with savings of £234,000 already achieved. Further savings will be made as the year progresses and more vacancies occur, which should ensure that budgeted savings are achieved.
6. There are a number of areas that will be monitored closely as the year progresses, these are:
 - Contributions to Corporate Savings and Efficiency Targets
 - Major income streams, in particular car parking fees, land charges and markets
 - Concessionary travel costs
 - Benefit costs
7. As there is a potential overspend of up to £250,000 in respect of concessionary travel costs, I recommend that contingency plans be developed to identify further savings that could mitigate the effect of this, should a significant overspend materialise.

REASONS FOR RECOMMENDATIONS
(If the recommendations are accepted)

- 8. To ensure the Council’s budgetary targets are achieved.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

- 9. None.

CORPORATE PRIORITIES

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

Put Chorley at the heart of regional economic development in the Central Lancashire sub-region		Develop local solutions to climate change.	
Improving equality of opportunity and life chances		Develop the character and feel of Chorley as a good place to live	
Involving people in their communities		Ensure Chorley Borough Council is a performing organisation	✓

Ensuring cash targets are met maintains the Council’s financial standing.

BACKGROUND

- 11. The Council’s budget for 2008/09 included real cash savings targets of £260,000 from the management of the establishment and a further £60,000 of savings to come from efficiency and procurement related activities.

The budget also included challenging targets for the Council’s main income streams following a full review of fees and charges. The financial risk to the Council is that there could be a level of consumer resistance to the increase in fees.

CURRENT FORECAST POSITION

- 12. Appendix 1 shows the summary forecast position for the Council based upon actual spending in the first six months of the financial year, adjusted for future spending based upon assumptions regarding vacancies and service delivery. No individual service directorate figures are attached. These are available for inspection in the Members’ Room.
- 13. In my report to the Executive Cabinet of 14 August 2008, I advised on the projected outturn for 2008/09, which was a deficit of £188,000, based on monitoring information at the end of June. Before taking into account the potential overspending of £250,000 in respect of concessionary travel, this position has improved. Based on monitoring information as at the end of September, the current projection would be a deficit of £112,000. However, should the ‘worst case’ overspending in respect of concessionary travel materialise, the deficit could increase to £362,000 unless further savings could be implemented to avoid this.
- 14. The significant movements since my last report are shown in the table below. Further details are contained in the service unit analysis available in the Members’ Room:

Table 1 – Significant Variations from the last monitoring report

	£'000
Savings on staff salaries	(146)
Increase in Gas, Electricity, and Water charges	65
Reduction in Land Charges income	63
Planning Application Fees	(30)
Further reduction in Car Parking Fees	40
Income generated from external consultancy work	(25)
Recharge of staff costs on LDF matters	(32)
Savings on waste contract	(33)
Efficiency savings achieved	(24)
Net Financing Costs	30
Equal Pay Claims	11
Other minor variances	5
Net change since June monitoring	(76)
Potential Concessionary Travel overspending – ‘worst case’	250
Net change including Concessionary Travel	174

15. Clearly the most significant change being reported here is the additional savings relating to salaries. These savings are in the main as a result of vacant posts, some of which have been kept vacant pending the outcome of directorate and departmental restructures due to take effect within the coming months.

The main savings achieved are analysed by directorate as £73,000 from Business, mainly as a result of vacancies within the Planning section, £33,000 from People directorate, £20,000 from Policy & Performance, and £11,000 from Business Transformation & Improvement.

16. Over recent months we have seen a dramatic increase in the charges for gas, electricity and water supplies. Despite the 2008/09 budget including a provision for these increases, the effect of several increases from energy suppliers over the last twelve months means that actual costs will far outstrip the budgeted provisions. This, together with a lack of accurate billing information from our energy supplier, has meant that both the setting and monitoring of budgets has been extremely difficult in recent times. Based on the latest information available, the current forecast is for an overspend of £65,000 in 2008/09.
17. With the economy now moving towards recession, the impact is starting to be felt across several areas of the Council's services. One area being affected is the income generated from Land Charge Search fees, a major source of income for the Council with a total budget of around £189,000 in 2008/09. As a result of the slowdown in the UK housing market following the “credit crunch”, it is now clear that actual income levels will be significantly lower than budgeted for this year.

Current income levels are approximately 30% down on last year and this trend is likely to continue for the foreseeable future. The position will be monitored closely over the next few months but at the halfway stage in the financial year the forecast is for a shortfall compared to budgeted income in the region of £70,000.

18. Another of the Council's major income streams, which is potentially at risk, is planning application fees. However, income levels for the first six months of the year remain extremely positive and the forecast at this stage, even after allowing for a slight downturn in applications, is for a surplus of £30,000 over budget. The position will have to be monitored closely over coming months and any change in the position will be reported to members at the earliest opportunity.
19. One area almost certainly affected by the current economic climate is the income from car parking fees. Although it is too early in the financial year to accurately predict the final outturn position, it is clear that budget targets will not be achieved for 2008/09.

Income levels for the second quarter have continued to be below the levels anticipated in the budget and whilst levels are expected to rise in the run-up to Christmas I feel it is prudent at this stage to increase the forecast deficit by a further £40,000.

20. One area where the Council has performed well in recent times is in the generation of additional income resulting from members of staff working for other local authorities. Two particular examples to note are the Assistant Chief Executive (Policy & Performance) providing policy support work for Blackpool Borough Council and the Planning Policy Manager working on Local Development Framework matters in conjunction with Preston and South Ribble councils. These two areas of work will generate additional income of £25,000 and £32,000 respectively in the current year.
21. The current forecast outturn for refuse collection is for an underspend of around £33,000 against the budget in 2008/09, with the saving coming from two areas in particular. The cost charged for green waste processing has come down below the agreed threshold this year which means that the Council no longer needs to make a contribution towards the costs. The 2008/09 budget also included a provision for the additional cost of delivering waste to Whinney Hill Tip, expected to be in the region of £18,000. With waste volumes currently lower than anticipated, it is unlikely that this provision will be required in the current year.
22. Good progress has been made in the first half of the year towards achieving the £60,000 target the Council set itself for procurement and efficiency savings in 2008/09. The new contract negotiated for providing the Council's Documents On Line service realised a saving of around £20,000 for the Business Transformation & Improvement directorate. This, together with the decision to replace Performance Plus software in the Policy & Performance directorate with an in-house solution giving a saving of £4,000 means that a total of £24,000 has been achieved to date.
23. A number of factors affect the 'Net Financing Transactions' budget, which consists of the provision to repay borrowing, plus interest payable on external borrowing, less interest receivable on cash balances invested. The provision to repay borrowing has been reduced because it was not necessary to incur borrowing to finance the capital programme in 2007/08. Offsetting this saving is a reduction in estimated net interest receivable. This is affected by factors such as the availability of cash balances to invest, which may be less than originally estimated because of reduced asset sales and delayed contributions from developers, and the interest rates offered by borrowers.

Overall the forecast for 'Net Financing Transactions' is a reduction in the net credit by £30,000, which approximates to the interest that would have been earned on the sum invested in Iceland but which is at risk.

At present, the forecast outturn is prepared on the assumption that the investment in Iceland is recoverable. Should the cash not be recoverable in full, the estimated 'bad debt' would be a charge against the revenue budget. If this proved to be the case, and the sum

was significant when compared to the Council's revenue budget and revenue reserves, it may be possible to obtain Government permission to capitalise the estimated loss so that the impact on the revenue budget would be spread over a number of years.

- 24. At the Executive Cabinet meeting in August of this year it was agreed that a sum of £50,000 be transferred to an earmarked reserve to meet the anticipated costs of equal pay claims. The final costs have now been agreed at £60,800 including legal costs and I propose to transfer a further sum of £10,800 from working balances to meet these additional costs.

CONCESSIONARY TRAVEL

- 25. Though the net effect of these changes is an improvement by £76,000 since the previous monitoring report, there is another budget that has the potential to have a significant adverse impact on our year-end position. This is the budget for Concessionary Travel. The Council has only recently received the first cost information for this financial year, which covers the period 1 April to 9 August. Calculations based on this information suggest a forecast outturn ranging from £1.284m to £1.375m compared to the budget of £1.125m, giving a potential budget gap of between £159,000 and £250,000. All twelve Lancashire Districts have written to Government Ministers seeking additional funding; and the proposed pooling arrangements are currently being discussed between the twelve District Councils and two Unitary Authorities.
- 26. Clearly with only four months costing information received to date it is too early to predict the outturn with any degree of accuracy. As more information is made available over the coming months I will update members on this position in due course. In the meantime, I recommend that contingency plans are developed to identify savings that could be achieved in order to mitigate the potential effect of an overspend of up to £250,000.

IMPLICATIONS OF REPORT

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

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

- 28. The financial implications are detailed in the body of the report.

GARY HALL
 ASSISTANT CHIEF EXECUTIVE (BUSINESS TRANSFORMATION AND IMPROVEMENT)

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Dave Bond/Michael Jackson	5488/5490	24/10/08	Revenue Budget Monitoring 2008-09 - Sept 08.doc

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General Fund Revenue Budget Monitoring 2008/09 - Forecast Outturn as at September 2008

	(1) Original Cash Budget	(2) Impact of Council Restructure	(3) Agreed Changes (Directorates)	(4) Agreed Changes (Other)	(5) Amended Cash Budget	(6) Contribution to Corp. Savings (Staffing)	(7) Contribution to Corp. Savings (Other)	(8) Current Cash Budget	(9) Forecast Outturn	(10) Variance	(11) Variance
	£	£	£	£	£	£	£	£	£	£	%
Chief Executive's Office	668,740		(25,760)	2,030	645,010	(18,000)		627,010	616,680	(10,330)	-1.65%
Corporate Governance	1,561,690			31,700	1,593,390	(30,000)		1,563,390	1,568,390	5,000	0.32%
Business	934,880		(50,900)	116,450	1,004,430	(15,000)		985,430	995,430	10,000	1.01%
Business Transformation & Improvement (Finance)	1,859,300			25,000	1,884,300	(40,000)	(20,000)	1,824,300	1,814,910	(9,390)	-0.51%
Human Resources	445,150			6,100	451,250	-		451,250	444,250	(7,000)	-1.55%
Information & Communication Technology Services	864,080			66,260	930,340	(10,000)		920,340	912,340	(8,000)	-0.87%
People	2,144,010		76,490	33,000	2,253,500	(33,000)		2,220,500	2,189,500	(31,000)	-1.40%
Policy & Performance	732,580		(4,240)	15,000	743,340	(40,000)	(4,000)	699,340	646,720	(52,620)	-7.52%
Neighbourhoods	4,809,320		4,410	235,250	5,048,980	(24,000)		5,024,980	5,099,980	75,000	1.49%
Budgets Excluded from Finance Unit Monitoring:											
Benefit Payments	(125,530)				(125,530)			(125,530)	(75,530)	50,000	-39.83%
Concessionary Fares	931,830				931,830			931,830	1,181,830	250,000	26.83%
Pensions Account	249,640				249,640			249,640	252,280	2,640	1.06%
Equal Pay Claims	-			50,000	50,000			50,000	60,800	10,800	21.60%
Corporate Savings Targets											
Management of Establishment	-			(260,050)	(260,050)	210,000		(50,050)	-	50,050	-100.00%
Efficiency/Other Savings	-			(60,000)	(60,000)		24,000	(36,000)	-	36,000	-100.00%
Salary Related Savings (Pay Award)	-			(60,000)	(60,000)			(60,000)	(60,000)	-	0.00%
Total Service Expenditure	15,075,690	-	-	200,740	15,276,430	-	-	15,276,430	15,647,580	371,150	2.4%
Non Service Expenditure											
Contingency Fund	40,000				40,000			40,000	-	(40,000)	0.0%
Contingency - Job Evaluation	82,000			(82,000)	-			-	-	-	0.0%
Contingency - Management of Establishment	(260,050)			260,050	-			-	-	-	0.0%
Contingency - Procurement Savings	(35,000)			35,000	-			-	-	-	0.0%
Contingency - Gershon Savings	(25,000)			25,000	-			-	-	-	0.0%
Contingency - Salary Related Savings	(60,000)			60,000	-			-	-	-	0.0%
Revenue Contribution to Capital	-			78,900	78,900			78,900	78,900	-	0.0%
Net Financing Transactions	(424,110)				(424,110)			(424,110)	(394,110)	30,000	-7.1%
Parish Precepts	575,390				575,390			575,390	575,390	-	0.0%
Total Non Service Expenditure	(106,770)	-	-	376,950	270,180	-	-	270,180	260,180	(10,000)	-3.7%
Total Expenditure	14,968,920	-	-	577,690	15,546,610	-	-	15,546,610	15,907,760	361,150	
Financed By											
Council Tax	(6,747,920)				(6,747,920)			(6,747,920)	(6,747,920)	-	0.0%
Aggregate External Finance	(8,221,000)				(8,221,000)			(8,221,000)	(8,220,610)	390	0.0%
Use of Earmarked Reserves - capital financing	-			(71,400)	(71,400)			(71,400)	(71,400)	-	0.0%
Use of Earmarked Reserves - revenue expenditure	-			(347,160)	(347,160)			(347,160)	(347,160)	-	0.0%
Contribution to or use of General Balances	-			(159,130)	(159,130)			(159,130)	(159,130)	-	0.0%
Total Financing	(14,968,920)	-	-	(577,690)	(15,546,610)	-	-	(15,546,610)	(15,546,220)	390	0.0%
Net Expenditure	-	-	-	-	-	-	-	-	361,540	361,540	2.37%

General Balances Summary Position	Budget £	Forecast £
General Fund Balance at 1 April 2008	1,000,000	1,885,620
Budgeted use of General Balances		(159,130)
Forecast (Over)/Under Spend	-	(361,540)
Forecast General Fund Balance at 31 March 2009	1,000,000	1,364,950

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