

Executive Cabinet

Agenda and Reports
for consideration on

**Thursday, 3rd September
2009**

in the Council Chamber, Town Hall, Chorley

At 5.00 pm



PROCEDURE FOR PUBLIC QUESTIONS/SPEAKING AT EXECUTIVE CABINET MEETINGS

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

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
Carol Russell (Tel: 01257 515196, E-Mail: carol.russell@chorley.gov.uk)
in the Democratic Services Section.

25 August 2009

Dear Councillor

EXECUTIVE CABINET - THURSDAY, 3RD SEPTEMBER 2009

You are invited to attend a meeting of the Executive Cabinet to be held in the Council Chamber, Town Hall, Chorley on Thursday, 3rd September 2009 at 5.00 pm.

AGENDA

1. **Apologies for absence**

2. **Minutes (Pages 1 - 6)**

To confirm as a correct record the minutes of the meeting of the Executive Cabinet held on 13 August 2009 (enclosed).

3. **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.

4. **Public Questions**

Members of the public who have requested the opportunity to ask a question(s) on an item(s) on the agenda will be asked to put their question(s) to the respective Executive Member(s). Each member of the public will be allowed to ask one supplementary question within his/her allocated 3 minutes.

ITEMS OF EXECUTIVE MEMBER (BUSINESS) (INTRODUCED COUNCILLOR PETER MALPAS)

5. **Cotswold Supported Housing - Service Improvement Update (Pages 7 - 10)**

To receive and consider the enclosed report of the Assistant Chief Executive (Policy and Performance).

The impact of the recent refurbishments will be illustrated at the meeting.

6. **Central Lancashire and Blackpool Growth Point - Update and Envisaged Procedural Arrangements** (Pages 11 - 14)

To receive and consider the enclosed report of the Corporate Director (Business).

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

7. **Lancashire Waste Management Strategy, 2008 to 2020 ('Rubbish to Resources')** (Pages 15 - 48)

To receive and consider the enclosed report of the Corporate Director (Neighbourhoods), with attached revised Strategy.

ITEM OF EXECUTIVE MEMBER (RESOURCES) (INTRODUCED BY COUNCILLOR KEVIN JOYCE)

8. **Draft Joint Procurement Strategy with South Ribble Council** (Pages 49 - 54)

To receive and consider the enclosed report of the Assistant Chief Executive (Business Transformation).

9. **Performance of Key Partnerships - 2008/09 Year End Progress report** (Pages 55 - 78)

To receive and consider the enclosed report of the Assistant Chief Executive (Business Transformation).

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

11. **Exclusion of Press and Public**

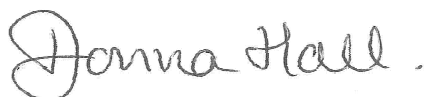
To consider the exclusion of the press and public for the following item of business on the ground that it involves the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972.

ITEM OF EXECUTIVE MEMBER(RESOURCES) (INTRODUCED BY COUNCILLOR KEVIN JOYCE)

12. **Performance of Key Partnerships**

To receive and consider the report of the Assistant Chief Executive (Business Transformation) (to be tabled at the meeting).

Yours sincerely



Donna Hall
Chief Executive

Tony Uren
Democratic and Member Services Officer
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Distribution

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

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

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

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

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Executive Cabinet

Minutes of meeting held on Thursday, 13 August 2009

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

Also in attendance:

Lead Members: Councillors Keith Iddon (Lead Member (Licensing))

Other Members: Councillors Ken Ball, Alan Cullens, Doreen Dickinson, Anthony Gee, Pat Haughton, Laura Lennox, Adrian Lowe, Marion Lowe, June Molyneaux, Mick Muncaster, Debra Platt, Geoffrey Russell, Iris Smith, Ralph Snape and Peter Wilson.

09.EC.58 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Peter Malpas Executive Member (Business) and Councillors Henry Caunce, Mike Devaney, Marie Gray, Harold Heaton, Simon Moulton and Rosemary Russell.

09.EC.59 DECLARATIONS OF ANY INTERESTS

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

09.EC.60 MINUTES OF LAST MEETING

The minutes of the meeting of the Executive Cabinet held on 25th June 2009 were confirmed as a correct record for signature by the Executive Leader.

09.EC.61 PUBLIC QUESTIONS

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

09.EC.62 OVERVIEW AND SCRUTINY INQUIRY - CHORLEY LOCAL STRATEGIC PARTNERSHIP

The Executive Cabinet received a report on the findings and recommendations of the Overview and Scrutiny Task Group of six Members, under the Chairmanship of Councillor Mike Devaney, that has been set up to examine and better understand how the Chorley Local Strategic Partnership (LSP) worked with the Council to provide added value.

The purpose of the inquiry had been to:

- ensure the wider engagement of the Council and local people in the work of the LSP and its thematic groups;
- maximise the capacity of the LSP through the projects it delivered; and
- investigate how the LSP could address the high rate of alcohol harm related hospital admission rates and its impact on anti-social behaviour.

The Task Group had, at the conclusion of the review, agreed 10 specific recommendations, which had been endorsed by the Overview and Scrutiny Committee.

Decision made:

That the findings and recommendations of the Overview and Scrutiny Task Group on its inquiry into the Chorley Local Strategic Partnership be received and accepted for consideration, with a view to the Executive Cabinet's recommended response to the recommendations being reported to a future meeting

Reasons for decision:

In order to allow the Executive Cabinet the opportunity to consider, evaluate and determine its response in the Scrutiny inquiry report.

Alternative option(s) considered and rejected:

None

09.EC.63 MULTI-AREA AGREEMENT - MID-LANCASHIRE

The Executive Cabinet received a report of the Corporate Director (Business) seeking Member's endorsement of proposals to enter into discussions with the Government on a Multi – Agency Agreement (MAA) for the Mid – Lancashire sub region.

The Government had already approved an MAA to operate in the Pennine region of Lancashire and a draft MAA existed for the Fylde Coast area. A Mid-Lancashire MAA would cover the districts of Chorley, Lancaster, Preston, South Ribble and West Lancashire, providing a valuable link between different parts of the sub region and the North West economies.

The principle aim of the MAA would be to encourage the sustainable economic development of the sub-region and attract inward investment by bringing together key players in flexible ways to address specific issues in partnership. An appendix to the report outlined a number of topics that the Mid-Lancashire MAA could include and address. It was likely that projects included in an MAA were likely to funding from available external sources.

Decision Made:

That the plans to submit proposals for a Multi – Area Agreement for Mid-Lancashire in line with the priority areas set out in the appendix to the submitted report for discussion with the Government be approved.

Reason for decision:

The MAA will facilitate partnership working across the area in order to maximise the economic development potential of the area.

Alternative option(s) considered and rejected:

None

09.EC.64 ENFORCEMENT POLICY - CHILDREN AND YOUNG PEOPLE

The Corporate Director (Neighbourhoods) presented a report seeking the Executive Cabinet's endorsement of plans to amend the Council's Enforcement Policy in order to

clarify the authority's policy on the issuing of fixed penalty notices on children and young people aged between 10 and 17 years who commit environment offences (e.g. littering, graffiti, fly-posting).

The report highlighted the suggested revision to the Council's Enforcement and Prosecution Policy agreed in 2001 in order to take account of the Government Guidance on how the issue of penalty notices for Environmental crime offences should be applied when children and young people are identified as the offender.

Decisions Made:

That approval be given to the revision of the Council's Enforcement and Prosecution Policy with regard to the service of fixed penalty notices on children and young people between 10 and 17 years who commit environmental crimes.

Reason for Decision:

To ensure that the Council has regard to Government guidance on the issue of fixed penalty notices to juveniles under the Clean Neighbourhoods and Environment Act 2005.

Alternative option(s) considered and rejected:

To leave the policy unchanged, which may draw criticism if challenged.

09.EC.65 PERFORMANCE MONITORING REPORT - FIRST QUARTER OF 2009/10

The Executive Cabinet considered a report of the Assistant Chief Executive (Policy and Performance) which set out and reviewed the Authority's performance both in respect of the 36 key projects included in the refreshed Corporate Strategy and against the new National indicators for which the Council was responsible, during the first quarter of 2009/10 ending on the 30th June 2009. The report revealed a commendable performance on the delivery of the Corporate Strategy key projects, with 33 projects either completed, progressing on or ahead of schedule or scheduled to commence later in the year. Only 3 projects have been rated as 'amber' and the report explained the reasons for any envisaged problems with the timing or costing of the projects.

The report also revealed a good performance in respect of the National indicators that could be measured, with only 3 indicators having missed their target by 5% or more, and for which action plans had been devised.

The response to a Member query, the Assistant Chief Executive (Business Transformation) confirmed that the Council would keep the situation regarding the processing of Housing/Council Tax under constant review with a view to maintaining an efficient and effective service. The Assistant Chief Executive (Policy and Performance) also indicated that the next Member Learning session would be devoted to explaining the criteria behind the homelessness temporary accommodation statistics and the measures being taken to maintain a satisfactory service.

Decisions Made:

That the report be noted.

09.EC.66 CHORLEY PARTNERSHIP - PERFORMANCE REPORT FOR FIRST QUARTER OF 2009/10

The Executive Cabinet received an updated report of the Assistant Chief Executive (Policy and Performance) on the activities of the Chorley Local Strategic Partnership (LSP), particularly through its delivery of 8 strategic projects and its performance in relation to the Local Area Agreement (LAA) and targeted key performance indicators from the Sustainable Community Strategy over the first quarter of 2009/10.

The LSP had selected 8 projects linked to the Sustainable Community Strategy to pursue and support over 2009/10, which had attracted funding of over £203,000 from the Council and its partners.

The Sustainable Community Strategy performance indicators revealed an increase of 5.3% in overall crime and a reduction in the numbers of job seekers' allowance claimants.

Decision Made:

That the report to be noted.

09.EC.67 ANNUAL TREASURY MANAGEMENT REPORT FOR 2008/09 AND INTERIM REVIEW OF 2009/10 ACTIVITY AND STRATEGIES

The Assistant Chief Executive (Business Transformation) submitted a report reviewing both the Council's Treasury management performance in 2008/09 and its activities and strategies in 2009/10.

The report indicated that, while investment earnings had exceeded both the budget and performance benchmark in 2008/09, the performance had been overshadowed by the Icelandic Landsbanki default. The investment performance in 2009/10 had suffered as a result of the restriction of deposits to short term markets or secure deposits with the Debt Management Office. Those costs, however, had been offset by reducing costs of borrowing, leaving the net position with little change.

In response to Members' questions, the Chair confirmed that the Council would continue in its stringent efforts to recover its investment in Landsbanki, including lost interest payments. The Assistant Chief Executive was requested to ensure that regular future reports were presented to the Executive Cabinet updating Members on the current situation in relation to the Council's deposits.

Decision made:

That the report and that the current Treasury Management and Investment Strategy adopted on 26 February 2001 be maintained.

Reason for decision:

In order to maintain a robust and effective strategy, capable of minimising risks.

Alternative option(s) considered and rejected:

None.

09.EC.68 CAPITAL PROGRAMME, 2009/10 TO 2011/12 - MONITORING

The Executive Cabinet considered a report of the Assistant Chief Executive (Business Transformation) proposing changes to the Capital Programme for 2009/10 to 2011/12.

Appendices to the report illustrated the proposed changes to the Capital Programmes showing the re-allocation of budgets, increases and reductions in costs, slippage of expenditure to later years and associated changes in financing. Increases in the

Regional Housing Pot capital grant had allowed the reallocation of the grant to specific housing capital schemes and the adjustment of the Affordable Housing budgets to match the developer contributions available to finance the expenditure.

The effect of the changes, detailed in one of the appendices would be to reduce the 2009/10 capital programme to £8,029,400 and to increase the provisional programmes for 2010/11 and 2011/12 to £3,592,180 and £1,451,110 respectively.

Decisions Made:

- (1) That the revised Capital Programme for 2009/10, as presented in Appendix 1 to the submitted report, be approved.**
- (2) That the provisional Capital Programmes for 2010/11 and 2011/12, as shown in Appendix 1, be noted.**

Reason for decisions:

The respective Capital Programmes have been updated to reflect the reallocation of expected capital resources and slippage of expenditure.

Alternative option(s) considered and rejected:

None.

09.EC.69 REVENUE BUDGET, 2009/10 - MONITORING REPORT FOR FIRST QUARTER PERIOD ENDING 30 JUNE 2009

The Executive Cabinet considered a report of the Assistant Chief Executive (Business Transformation) monitoring the Council's financial performance during the first quarter of 2009/10 in comparison with the budgetary and efficiency savings targets for the current financial year.

The report confirmed that the establishment savings equating to £87,500 and procurement savings of £15,000 had been achieved in the first quarter of 2009/10.

Whilst an overall savings target of £410,000 has been set at the beginning of the financial year, further savings of £33,000 were now projected, owing to reducing income streams. The situation in respect of the three budget areas was being closely monitored to ensure that the increased savings target would be achieved by the end of the financial year.

Decision made:

That the report be noted.

Executive Leader

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Report of	Meeting	Date
Assistant Chief Executive (Policy and Performance) (Introduced by the Executive Member for Business)	Executive Cabinet	3 September 2009

COTSWOLD SUPPORTED HOUSING – SERVICE IMPROVEMENT UPDATE

PURPOSE OF REPORT

- To inform members of the progress made following the transfer back of Cotswold Supported Housing, which is a hostel owned and managed by the Council for the purpose of accommodating homeless people.

RECOMMENDATION(S)

- That the report be noted.

REASONS FOR RECOMMENDATION (S)

(If the recommendations are accepted)

- The report is presented to advise Members of the improvements that have been to the provision of the service since the transfer back to the Council of responsibility for the service.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

- None.

CORPORATE PRIORITIES

- This report relates to the following Strategic Objectives:

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

EXECUTIVE SUMMARY OF REPORT

- 6. The hostel provides the temporary accommodation the Council needs in order to meet its obligations under the Housing law regarding homelessness and in the past, it was managed by Chorley Community Housing, on behalf of the Council.
- 7. Following the transfer of the homelessness and Housing Advice Service it was agreed that the hostel should be transferred back to the Council, this would enable the delivery of a holistic service. The hostel was transferred on 2nd June 2009 and since then significant improvements have been made both to the service and also to the building and which have impacted on both the safety and the quality of service received by our customers.

BACKGROUND

- 8. The Management of Cotswold House, the Councils’ own homeless hostel, was transferred over to Chorley Community Housing in March 2007 at the same time as the Housing Options Service. The service was contracted to Chorley Community Housing under a management agreement.
- 9. In October 2008 Executive Cabinet took the decision to transfer the hostel back to the Council in order to make the necessary service and accommodation improvements. The transfer took place on 2nd June 2009 and since then significant improvements have already been made creating a positive and safer environment for both residents and staff.
- 10. There were a number of issues, which were identified with the service and actions taken to address these, which have included the commission and implementation of a concierge service, which involves waking watch during the night and weekends. This has already had a positive impact on the delivery of the service and ensured any issues of anti social behaviour have been reduced. New policies and procedures have now been implemented which will improve service delivery and customer satisfaction and ensure we meet all the necessary standards and statutory requirements.
- 11. Phase one of the refurbishment works have now been completed and have immediately eradicated a number of issues of health and safety, security and accessibility of staff by introducing a new reception area, which is both welcoming and secure.
- 12. The first part of Phase two refurbishment work has now been completed introducing new office accommodation adjacent to the reception area. The second part of Phase two refurbishment work is about to commence and these include the redecoration of the accommodation, disabled facilities, segregating off areas for family accommodation, separate lounge for single homelessness residents, training kitchen and also a more appropriate soundproof interview/meeting room.
- 13. The Supported Housing Manager is leading a project which will involve looking at the multi agency links to the hostel and exploring ways to deliver better and more wider range of services for our customers, from housing advice surgeries, career and job advice, to life skills and teach basic numeracy and literacy. We have recently been successful in securing £20,000 pa for 3 years from Supporting People to help fund a Life Skills Co-ordinator and we will continue to work with partners to explore what other existing resources are available and any further accessible funding streams. This will all help to achieve our goal to provide good quality temporary accommodation and improve the life chances of our customers.
- 14. This report has implications in the following areas and the relevant Corporate Directors’ comments are included:

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

COMMENTS OF THE ASSISTANT CHIEF EXECUTIVE (POLICY & PERFORMANCE)

15. In line with the Council's Equality Scheme, an Equality Impact Assessment was completed re the transfer of Cotswold House back to the authority. Phase 2 of the refurbishment will address the actions arising from the EIA namely providing disabled facilities and providing a lounge for exclusive use by families with children.

LESLEY-ANN FENTON

ASSISTANT CHIEF EXECUTIVE POLICY & PERFORMANCE

Report Authors	Ext	Date	Doc ID
Zoe Whiteside	5711	15 th July 2009	***

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Report of	Meeting	Date
Corporate Director (Business) (Introduced by the Executive Member for Business)	Executive Cabinet	3 September 2009

CENTRAL LANCASHIRE, BLACKPOOL GROWTH POINT

PURPOSE OF REPORT

1. To update Members on the Growth Point and the envisaged procedural arrangements.

RECOMMENDATION(S)

2. That the Council enter into a Collaboration Agreement, and terms of reference. Details to be agreed by the Corporate Director (Business) in conjunction with the Executive Member (Business).

EXECUTIVE SUMMARY OF REPORT

3. This report presents an update on the Growth Point, refers to the benefits for Chorley Borough and the Partnership arrangements that are needed to oversee delivery. These arrangements will be set out in a Collaboration Agreement, which will document the partners' obligations in delivery of the Partnership aims.

REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

4. To enable the Growth Point partnership to be formally created and the benefits to the Borough secured.

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	x	Develop local solutions to climate change.	
Improving equality of opportunity and life chances	x	Develop the Character and feel of Chorley as a good place to live	x
Involving people in their communities	x	Ensure Chorley Borough Council is a performing organization	

BACKGROUND

7. In October 2007 the local authorities of Preston, Chorley, South Ribble and Blackpool, along with Lancashire County Council and (what is now) the Homes and Communities Agency (HCA), submitted an expression of interest to Communities and Local Government (CLG) to become a second round housing Growth Point. The expression of interest was accepted by Government and Growth Point status was granted in July 2008. The Councils were awarded initial funding of £150,000 to prepare a Programme of Development and this was submitted to CLG in October 2008, which was accepted by Government in December 2008.
8. The development proposals will be worked up, tested and delivered through the Local Development Framework (LDF) process this will ensure the Council can manage the process.
9. This first Programme of Development covers the 2009-2011 period and was effectively a bidding document which sought capital and revenue monies from the total £100million Growth Point Fund and the £200 million Community Infrastructure Fund (CIF2), the CIF2 fund being accessible to only Growth Point partnerships.
10. In response to the Programme of Development, the Government awarded the Central Lancashire and Blackpool authorities £4.9m capital and £377,000 revenue for the financial years 2009/10 and 2010/11. However in July 2009 the Government announced, as part of its Building Britain's Future Housing Pledge, that a proportion of the provisional capital allocation for year 2010/11 will be diverted to other government housing initiatives.
11. Provisional Government revenue allocations for 2010/11 have not changed but the capital funding for 2010/11 has been reduced from £3,003,795 to £1,700,011. The Government proposes similar adjustments for all local authorities seeking central Government support for capital investment through the Growth Fund. In terms of attracting Government investment, whilst the initial award is relatively small, by continuing to participate in the Growth Point, the partnership will be presented with further opportunities for bidding against Growth Point and Community Infrastructure funding streams, in the understanding that other Government funding will be prioritised towards Growth Points.

CHORLEY PERSPECTIVE

12. Chorley's commitment to the Growth Point was on the following basis:
 - That the Council commits to the Growth Point but reserves the right to withdraw if insufficient funds are available to help accelerate the development of the LDF Core Strategy.
 - That the Council commits to the Growth Point subject to a satisfactory negotiation on the memorandum of understanding including the following:
 - a sufficient revenue funds available to help accelerate the development of the LDF Core Strategy
 - that any housing development in Chorley does not exceed the amount set out in the Regional Spatial Strategy (approx 417 per annum)
 - that the greenbelt is safe guarded
 - sufficient capital funds to help the programme of development
13. Following discussions with Government Office and Lancashire County Council, who are the accountable body, funding is available to accelerate the LDF process. This is fundamental as it will help control development and ensure that it complies with the criteria set out above.

14. In addition the Council have received a letter from Government Office for the North West confirming Chorley’s position. In the letter GONW state that

participation in the Central Lancashire/Blackpool Growth Point does not commit Chorley Council to a level of housing growth other than that which it has signed up to deliver in the Programme of Development. In Chorley’s case this amounts to a level of housing delivery no greater than that envisaged in RSS. If at any point in the future there is an intention to change the agreement reached through the Programme of Development this would clearly need careful negotiation and the agreement of respective Local Authorities.

15. In addition the area was benefited from additional funding. On 4 August the Government announced that £3.3 million CIF2 funding for Buckshaw Village railway station. The Council also received increased housing grant allocation which will help deliver new affordable housing in the Borough.

THE GROWTH POINT PARTNERSHIP

16. The Growth Point partnership will be supported by a Leaders' and Chief Executives' Group, that will take strategic decisions, and a Programme Management Board that will form the steering and programme management group. The Board will recommend, on an annual basis, for the consideration of the Leaders' and Chief Executives' Group, a Project Action Plan which will allocate separate revenue and capital funding resources to specific Growth Point Projects in that year, plus a list of planned schemes for the following year. The Collaboration Agreement and Terms of Reference will set out the formal partnership agreement and the role and purpose of the two groups. Once signed by all partners, the Agreement will enable progress on delivery of planned projects.
17. In light of the fact that the growth fund capital grant for 20010/11 has been reduced and the recent announcement that the Growth Point has been awarded CIF2 funding towards delivery of the new railway station at Buckshaw Village, there may be slight adjustments to specific capital projects in the Project Action Plan. Projects will be prioritised towards those that can show early delivery. A finalised list of projects will be presented to the next Leaders' and Chief Executives' Group meeting for agreement at the end of September.

IMPLICATIONS OF REPORT

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

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

COMMENTS OF THE ASSISTANCE CHIEF EXECUTIVE (BUSINESS TRANSFORMATION)

19. The Growth Point Bid provides a number of financial benefits to the Council. Initially the money for Buckshaw Railway Station will allow the scheme to be implemented. We have also benefited from additional capital funds for social housing schemes as growth point areas have been given some level of priority for funding from the Housing Capital allocations from Government.
19. In respect of revenue the growth point provides funding to employ additional staffing amongst the group to fast track some of the work necessary to complete the LDF Core Strategy. Other financial benefits will accrue from procuring works for the LDF process

jointly with other Council's and some assumptions have been made in this respect when calculating the sums to be budgeted to complete the LDF process.

COMMENTS OF THE CORPORATE DIRECTOR (GOVERNANCE)

20. Legal input will be provided into the negotiation of the collaboration agreement to ensure, in particular, that governance and indemnity arrangements are satisfactory.

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

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Jane Meek	5285	17 August 2009	Chorley Growth Point Sept 09 Cabinet Report



Report of	Meeting	Date
Corporate Director (Neighbourhoods) (Introduced by the Executive Member for Neighbourhoods)	Executive Cabinet	3 September 2009

LANCASHIRE WASTE STRATEGY “RUBBISH TO RESOURCES” 2008 TO 2020

PURPOSE OF REPORT

1. To inform members of the recent revision of the Lancashire Waste Management Strategy and the subsequent implications for Chorley Council.

RECOMMENDATION(S)

2. Members to approve the adoption of the Municipal Waste Management Strategy for Lancashire 2008-2020, ‘Rubbish to Resources’.

REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

3. To ensure Chorley continues to achieve high recycling rates and continues to be an active member of the successful Lancashire Waste Partnership.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

4. If the Council does not adopt the Municipal Waste Management Strategy for Lancashire, the Council risks falling outside the existing arrangements of the Lancashire Waste Partnership with the subsequent termination of our Cost Share Agreement with Lancashire County Council.

CORPORATE PRIORITIES

5. This report relates to the following Strategic Objectives:

Put Chorley at the heart of regional economic development in the Central Lancashire sub-region		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

6. The Lancashire Waste Partnership comprises the County Council, the two unitary Authorities and the twelve District Councils. All of these Authorities developed and adopted the Lancashire Municipal Waste Strategy 2001 – 2020. The Strategy contained challenging targets including reducing waste growth by 0.5% per annum, recycling and composting 40% of all waste by 2005 and 56% by 2015 and reducing the amount of biodegradable waste going to landfill to 10% by 2010.
7. Chorley is performing well in response to the aforementioned targets and has met those required of the current strategy period. Over 47% of waste is recycled and total waste arising going to landfill have reduced from 24,826 tonnes to 21,256 tonnes per year over the past four years.
8. The Lancashire Municipal Waste Strategy 2001 – 2020 was subject to a five year review following its initial adoption. In 2006 the process began with a Lancashire wide citizen consultation on the proposed revisions being undertaken during 2008 and direct consultations with members of the Lancashire Waste Partnership and environmental agencies.

NEW STRATEGY FOR WASTE MANAGEMENT

9. The Municipal Waste Management Strategy for Lancashire 2008 - 2020 provides a framework for the Lancashire Waste Partnership. It contains guidance to ensure that sustainable policies are developed and engaged; it contains performance standards and challenging targets, with clear objectives and actions to achieve them.
10. The vision and objectives for the new Strategy are underpinned by the following philosophy,

“To promote a culture whereby waste is recognised as a resource and there is acceptance of responsibility for minimising its production and maximising its recovery.”
11. The key focus for the new Strategy - ‘Rubbish to Resources’ - is to respect rubbish as a resource, as something rather than nothing and which can, if appropriately managed, be a valuable commodity. The management of waste is exceptionally important and one which is needed to ensure the sustainability of our environment. To that end, the Strategy adopts an approach in line with the waste hierarchy:
 1. Reduce
 2. Re-use
 3. Recycle & Compost
 4. Recover Energy
 5. Dispose in Landfills
12. A number of challenging targets are contained within the Strategy in line with the waste hierarchy. A target has been set to reduce waste growth to 0% per annum. This will be achieved through awareness raising and education, using both National and Regional campaigns, and through supporting initiatives such as home composting, real nappies and re-use schemes. Chorley Council has participated in, and supported, a number of these campaigns including the Love Food, Hate Waste campaign, which encourages residents to reduce the amount of food they throw away. The Council will continue to participate in such schemes where priority action is required.
13. As the Strategy is a revision of a previous version, a number of targets contained in that are still relevant and applicable. The target for recycling and composting 56% of waste by 2015 is one, whilst there is now included a further target to achieve 61% recycling across Lancashire by 2020. This will be achieved in part by extending the three-stream waste

collection service (waste for composting, dry recyclables and waste which cannot be recycled) to all households.

14. The drive to achieve these targets in Chorley has been led by the requirements of the new waste management contract which was implemented in April 2009. The contract was awarded on that basis that the appointed contractor, Veolia, will drive forward improvement to meet the aforementioned recycling targets (56% by 2015), by way of introducing a collection service that was designed to meet the Council's needs and one which will improve customer satisfaction and customer participation.
15. By September 2009, 99.8% of households in Chorley will have access to the current three stream recycling service. Properties currently on a weekly refuse collection will move to alternate weekly collections over the next few months, with less than 100 properties remaining on weekly collections.
16. The Strategy also contains a requirement to collect food waste for composting new waste plant operations come into effect from the summer of 2010. The frequency of collection and container type is to be determined by each Authority and information that has been collected from the current food waste trial to 5,000 households in parts of Chorley, Astley Village, Eccleston and Mawdesley will be used to design the best scheme for Chorley. There are different methods of collection and residents in Chorley are putting their food waste in their brown bin with garden waste. Provision for a food waste collection service to all properties in Chorley has been included within the new waste management contract.
17. Lancashire County Council is the Waste Disposal Authority for Lancashire. Through a Private Finance Initiative (PFI), the County Council have procured three new waste plants via operation by a company called Global Renewables Lancashire Ltd. The Leyland Waste Technology Park is one of three waste plants and all waste and recycling from Chorley will be sent there for treatment or bulking up to pass to reprocessors.
18. Lancashire County Council adopted the revised Strategy on 1 May 2009 and all members of the Lancashire Waste Partnership, including Chorley Council, are required to formally adopt the Municipal Waste Management Strategy for Lancashire 2008 – 2020.

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 (BUSINESS TRANSFORMATION AND IMPROVEMENT)

20. A summary of the targets and key actions required of the Municipal Waste Strategy for Lancashire in respect of risk and financial implications are as follows:

TARGETS & KEY ACTIONS	DETAILS & BUDGET IMPLICATIONS
Reduce and stabilise waste to 0% growth each year.	The risk for household waste growth lies with LCC, however as a collection authority we contribute to this target through the waste collection service we provide and the regular messages we provide our customers on the waste hierarchy – reduce, reuse, recycle.
Provide a three-stream collection to all households.	Three-stream collection already in place supported by the LCC cost sharing agreement. Collection will be extended to include collection of food waste for composting. This will be covered by the Veolia contract once the Leyland Waste Technology park is operational (due in July 2010). There is a capital cost associated with the issue of new containers to households and which has been submitted for consideration in the future capital programme. (Please see also Paragraph 22 below).
Recycle & compost 56% of all municipal waste by 2015.	Support for Waste Collection Authorities will continue under the LCC cost sharing scheme. This target is written into the current waste collection contract and the risk lies with the contractor.
Recycle & compost 61% of all municipal waste by 2020.	Support for Waste Collection Authorities will continue under the LCC cost sharing scheme.
From 2010 all waste services we provide will offer a segregated recycling collection service.	This specifically relates to business/trade and council/municipal buildings. Currently no trade waste collection service provided by CBC schools and recycling in Council buildings is already provided.
From 2010 separate ‘recycling’ litter bins will be provided in our major town & city centres.	Recycling bins are already in place in Chorley town centre with a programme to increase on demand.
Recover 81% of all municipal waste by 2015.	This relates to the introduction of Mechanical Biological Treatment at the Leyland Waste Technology Park and therefore is a Lancashire County Council function/risk.
Recover 88% of all municipal waste by 2020.	This relates to the introduction of Mechanical Biological Treatment at the Leyland Waste Technology Park and therefore is a Lancashire County Council function/risk.
Targets/Actions not specific to Waste Collection Authority	
Create new native woodland across Lancashire. The creation of an additional 1,200 hectares of woodland cover by 2032 representing an additional 2.5 million trees planted.	This is an LCC commitment
Achieve an average of 16,000 tonnes of CO ₂ each year at 2020.	This is an LCC commitment

Establish a minimum of 10 hectares per year of new woodland on derelict, underused, neglected and other marginal land.	This is an LCC commitment
From 2010 to reuse, recycle or compost 70% of all waste delivered to each Household Waste Recycling Centre	This is an LCC commitment
Divert 80% of municipal waste away from landfill by 2010	This relates to the introduction of Mechanical Biological Treatment at the Leyland Waste Technology Park and therefore is a Lancashire County Council function/risk.
Divert 88% of municipal waste away from landfill by 2020	This relates to the introduction of Mechanical Biological Treatment at the Leyland Waste Technology Park and therefore is a Lancashire County Council function/risk.

21. From an overall perspective, it is also important to note that failure to meet Landfill Allowance Trading Scheme (LATS) targets will result in financial penalties of £150 to be enforced for every tonne taken to landfill in excess of the permitted amount. With the adoption of the Lancashire Waste Strategy it is anticipated that these targets will be met and financial penalties will not be incurred. Currently the Waste Disposal Authority (LCC) owns this risk and associated costs. However, the contribution made by District Councils in the provision of collection services that promote recycling and waste minimisation contribute to the avoidance of LATS through the arrangements that the Lancashire Waste Partnership provides for.

22. All targets and key actions are either currently accommodated or the responsibility of Lancashire County Council apart from the target to **‘provide a three stream collection to all households.’** This will involve extending the service to include food waste collection for composting. This will result in increased capital costs associated with the issue of new containers to households. The total additional capital costs are estimated to be in the region of £60k. It is intended to finance this by obtaining approval to vire £45k from another scheme and increasing the Capital Programme by £15k. There may be revenue implications for the Council in the region of £22k if it is decided to provide bags. If bags are provided as a one-off provision and replacements charged for thereafter, then this cost could be financed from within existing resources using virement from the Revenue Contributions to Capital budget. If bags were to be provided on an on-going basis, however, this will impact on the Council’s budget in future years.

ISHBEL MURRAY
CORPORATE DIRECTOR (NEIGHBOURHOODS)

Background Papers			
Document	Date	File	Place of Inspection
“Rubbish to Resources” Municipal Waste Management Strategy for Lancashire 2008 to 2020	May 2009	Electronic pdf copy	Attachment to report

Report Author	Ext	Date	Doc ID
Jo Oliver/Ishbel Murray	5737	25 June 2009	NE/ Jo

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Rubbish to Resources



This document has been prepared by the Authorities of the Lancashire Waste Partnership.

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Text is available in large format on request

এই ঠিকানায় অনুরোধ করলে এই রিপোর্ট ও প্রশ্নমালা উর্দু, গুজরাতি, বাংলা এবং পাঞ্জাবী ভাষায় অনুবাদের ব্যবস্থা করা যেতে পারে।

ଓଡ଼ି, ଯୁଜରାତୀ, ଉଂଗାଠୀ ଅନେ ପଂଜାବୀ ଭାଷାମାଂ ଆ ରିପୋର୍ଟ ଅନେ ପ୍ରଶ୍ନାବଳୀନା ଅନୁବାଦନୋ ପ୍ରଓଂପ, ଆ ସରନାମା ପର ଦିନିନ୍ତୀ ହରଦାସ୍ତୀ ଘର୍ଷ ହାହରୋ.

ਇਸ ਰਿਪੋਰਟ ਦਾ ਉਰਦੂ, ਗੁਜਰਾਤੀ, ਬੰਗਲਾ ਅਤੇ ਪੰਜਾਬੀ ਤਰਜੁਮਾ ਅਤੇ ਪ੍ਰਸ਼ਨਾਵਲੀ ਇਸ ਪਤੇ ਤੇ ਮੰਗ ਕਰਨ ਤੇ ਮਿਲ ਸਕਦਾ ਹੈ।

اس پتے پر درخواست کرنے سے اس رپورٹ اور سوالنامے کا اُردو، گجراتی، پنجابی یا بنگالی زبانوں میں ترجمے کا انتظام کیا جاسکتا ہے۔

For further details of the Municipal Waste Management Strategy for Lancashire, and to view and download this and other documents, please visit our website:

www.lancswasteinfo.com



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Preface

In 2001 the Lancashire Waste Partnership published its first municipal waste management strategy; "A Greener Strategy for a Greener Future," this set the Partnership challenging targets to reduce waste growth and increase recycling and composting; challenges that would set the Partnership and its 15 local authorities at the forefront of waste management performance in this country.

So it has proved. Our 10-year partnership of 15 authorities has been an outstanding success and Lancashire now sits in the forefront of waste management innovation and practice. We have achieved most of our early goals from the 2001 Strategy but to divert each extra percentage of municipal waste away from landfill becomes progressively more challenging.

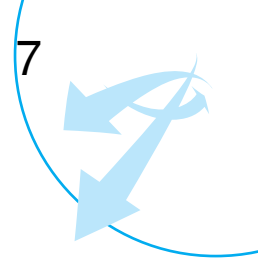
Even with the considerable progress since 2001, it remains a stark fact that we are still sending most of our waste to landfill. Our coming challenge is clear. Landfill has traditionally been seen as the cheapest and easiest option for waste disposal. As this changes, so we must change the way we collect and manage our municipal waste or face the environmental and financial consequences.

The 15 authorities of the Partnership and our 600,000 households will all need to continue to play their part if we are to build on our achievements to date.

Your continued enthusiasm and co-operation remains key to our future success.

Councillor Miles Parkinson,
Chair, Lancashire Waste Partnership





Introduction

Since the adoption of the 2001 strategy the Members of the Lancashire Waste Partnership, which is made up of the 15 Authorities comprising the County Council, the 12 constituent District Councils and the 2 Unitary Councils, have put considerable effort and resources into delivering its aims.

This is a new Municipal Waste Management Strategy for the Lancashire Waste Partnership (the Partnership) area for the period 2008 to 2020. Entitled "Rubbish to Resources", it looks to build on our actions under the Partnership's 2001 Strategy "A Greener Strategy for a Greener Future" by identifying where we want to go in the future by setting even more challenging targets.

"Rubbish to Resources" will act as a framework to establish the policies that will guide the development of sustainable waste management in the Partnership area. It presents our objectives and actions for waste collection, treatment and disposal that will apply across the Partnership area, and the performance standards and targets we will measure ourselves by.

This Strategy remains firmly focused on the municipal waste stream. Work will continue to explore how we might make the link between this Strategy and actions designed to influence and complement the wider waste network (mostly commercial and industrial and construction and demolition wastes). For the moment however, the focus for our efforts and financial input remains the municipal waste stream.

"Rubbish to Resources" represents a step change in how we as a society should come to view rubbish as a resource to be valued and used and not simply something to be thrown away with no thought to the consequences.

Achieving the targets set by this Strategy will need the combined and concerted efforts of the 15 authorities of the Partnership if we are to achieve our aims.

The Strategy identifies what the Partners, the public, businesses, schools and others can expect to see in the services we provide as we work towards our targets.



Current Waste Management Arrangements

In 2007/08 the Partnership area's households produced 800,000 tonnes of waste of which 30% was re-used or recycled, and 12% was composted. The remaining 58% was landfilled. Until recently, landfill has been seen as the least expensive option for waste disposal although this reliance has brought with it significant environmental impacts which persist to the present day.

The 12 Lancashire District Councils are Waste Collection Authorities and are responsible for collecting household waste and undertaking street (and beach) cleansing.

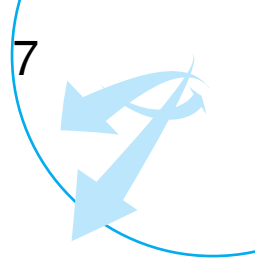
If requested to do so these Councils must arrange collection of commercial waste commonly known as 'trade waste'.

The County Council as the Waste Disposal Authority for Lancashire is responsible for arranging for the disposal of waste collected by its constituent Waste Collection Authorities.

The two Unitary Authorities of Blackpool and Blackburn with Darwen perform the role of both the Waste Collection and Waste Disposal Authority.

These three Waste Disposal Authorities are also responsible for providing places for the householder to deposit waste for recycling and disposal. These are known locally as Household Waste Recycling Centres.





Main Drivers for Change

We know that by continuing to be as wasteful as we have been in the past, we will use up valuable finite resources at an unsustainable rate, and continue with the problems in dealing with the wastes generated, at the local level but also on a global scale.

Landfilling unsorted and untreated waste represents a missed opportunity. In the waste we send to landfill at present, there are great quantities of valuable materials, many of which are being used up because of society’s over-exploitation, which can be difficult or environmentally damaging to extract in the first place.

Nearly two-thirds of our municipal waste is still sent to landfill. One third of this amount contains recyclable materials, mainly paper and card, glass, plastics and metals. Organic materials, mostly food waste and also green garden waste, account for another third or more. We cannot continue to simply waste these resources. We need to put this waste to good use, which might mean increasing its reuse, recycling, composting, or recovering its value in other ways.

Though methods of landfilling have greatly improved over recent years, there remains the potential at least for unwelcome impacts on the local environment.

Our climate is changing, in the coming years and decades it is predicted that temperatures will rise, winter rainfall will increase whilst summer rainfall decreases and heat waves, droughts, storms and floods become more frequent and more severe. This will have a major impact on our residents and visitors, our landscapes and businesses.

A high proportion of the waste sent to landfill is biodegradable; for example items such as food waste, garden waste, paper, cardboard and textiles. Once this material is buried it begins to break down. This process leads to the release of gases such as carbon dioxide and methane, both of which are potent greenhouse gases.

Methane itself is 21 times more powerful than carbon dioxide as a greenhouse gas. Greenhouse gases are known to contribute to climate change. We need to ensure we are doing our bit and reduce our reliance on landfill.

European and national waste management legislation is driving forward actions to address these priorities and change our approach to dealing with waste. The key message is to deliver waste management in the most sustainable manner, in line with the waste hierarchy.



WASTE HIERARCHY

- 1 Reduce
- 2 Re-use
- 3 Recycle & Compost
- 4 Recover Energy
- 5 Dispose in Landfills

This strategy explains our current performance against the levels of the hierarchy and the action needed in the future if we are to meet European, national and regional targets and hopefully exceed them.

Landfill Directive

One of the main drivers for change for Local Authorities in their management of waste has been the introduction of The European Landfill Directive which places restrictions on the type and quantities of waste that can be landfilled. Specifically it sets limits on the quantities of biodegradable municipal waste (BMW), such as food, card, paper and textiles that can be landfilled.

Landfill Allowance Trading Scheme

The Landfill Allowance Trading Scheme (LATS) implements the requirements of the Landfill Directive by introducing progressively smaller limits on the amount of BWM allowed to be landfilled by the UK from 2005/06. Allowances have been allocated to Waste Disposal Authorities by the Department for the Environment, Food and Rural Affairs (DEFRA) for each year until 2020.

The trading scheme introduces a degree of flexibility into the system by allowing trading of permits between Waste Disposal Authorities. Disposal Authorities also have the opportunity to “bank” and “borrow” permits for future years. However, if an authority exceeds their limit, a financial penalty of £150 is to be enforced for every tonne of biodegradable waste taken to landfill in excess of the permitted allowance.

National Waste Strategy 2007

The Strategy focuses primarily on the management of municipal waste and issues surrounding compliance with the landfill directive and LATS.

It aims to decouple waste growth from economic growth and places more emphasis on waste prevention and re-use through a new target to reduce the amount of household waste not re-used, recycled or composted from over 22.2 million tonnes in 2000 by 29% to 15.8 million tonnes in 2010 with an aspiration to reduce it to 12.2 million tonnes in 2020 – a reduction of 45%. This is equivalent to a fall of 50% per person (from 450 kg per person in 2000 to 225 kg in 2020).

The 2007 National Strategy restated some existing targets, increased some targets for future existing target years and set new longer term targets particularly relating to recycling, composting and recovery.

Landfill Tax

Introduced in 1997 with the intention of diverting waste from landfill, the tax is charged in addition to the actual cost that landfill operators charge for every tonne of waste disposed of to landfill. The rate of landfill tax for municipal waste in 2009/10 stands at £40 per tonne and this rate will increase by £8 per tonne every year to 2013. Therefore by April 2013 the tax will stand at £72 per tonne.

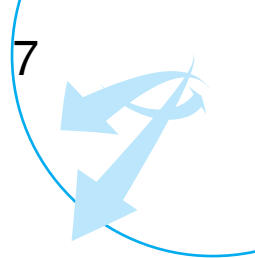
Regional Waste Strategy

The Regional Waste Strategy sets out the strategy for managing waste in the North West. It states that the changes needed are; the prevention of the production of waste, the introduction of appropriate collection systems to facilitate recycling together with the provision of a framework to allow for the establishment of an adequate network of recovery, processing and residual treatment facilities and the provision of sufficient landfill capacity for final residues following recovery and treatment.

Lancashire Waste and Minerals Development Framework

The Planning and Compulsory Purchase Act establishes a system within which local planning authorities are required to prepare a Local Development Framework. The Joint Minerals and Waste Development Framework for Lancashire, Blackpool and Blackburn with Darwen will set out a strategy to guide waste development and site specific policies. The scope of the LMWDF extends to all waste streams.





Our Vision and Objectives for Municipal Waste Management

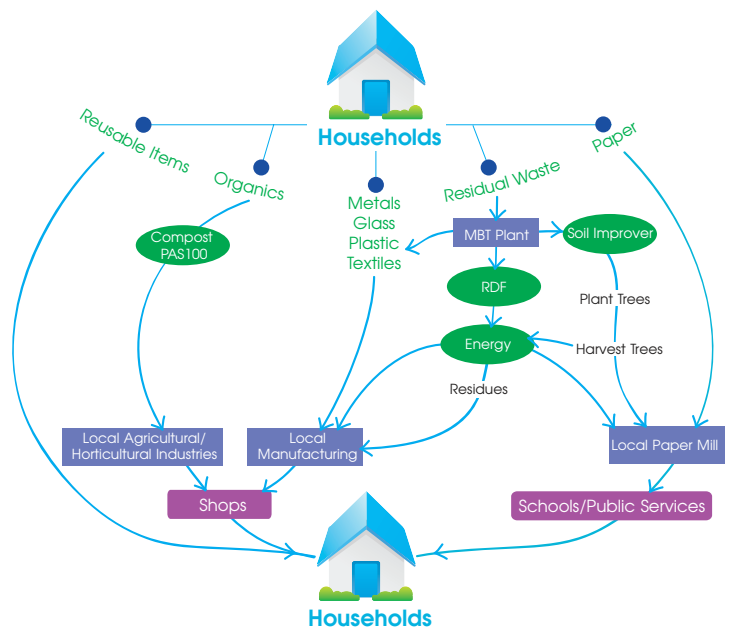
Our philosophy which will continue to drive our actions and underpins our targets for the future, is:

To promote a culture whereby waste is recognised as a resource and there is acceptance of responsibility for minimising its production and maximising its recovery.

This Vision is essential if the Partnership area is to maximise the amount of its waste that it recycles, composts and recovers and in turn diverts away from landfill.

In order to achieve our Vision we have set the following objectives;

- To recognise municipal waste as a resource.
- To minimise the amount of municipal waste produced.
- To maximise recovery of organic and non-organic resources.
- To deal with waste as near to where it is produced as possible.
- To minimise contamination of the residual waste stream.
- To minimise the amount of waste going for disposal to landfill.
- Where landfill does occur to minimise its biodegradable content.
- To effectively manage all municipal waste within the wider waste context.
- To develop local markets and manufacturing for recovered materials.
- To achieve sustainable waste management.
- To develop strong partnerships between local authorities, community groups and the private sector.
- To ensure services are accessible to all residents.




Reduce and Reuse

Between 1996 and 2000 the Partnership area experienced substantial growth in its municipal waste arisings, with the amount increasing by 17.5% over those four years. The Partnership recognised this as a particular challenge to its ambitions for sustainable waste management and the Strategy of 2001 set the target that waste growth would be reduced and stabilised from 3% to 1% per year by 2005.

To meet this challenge the Partnership has implemented a number of waste minimisation schemes and recovery initiatives together with education and awareness programmes, including the promotion of home composting and reusable nappies and the Education for a Greener Future programme.

These actions have proven to be extremely positive. Over the period since 2001, average waste growth has fallen to less than 1%, well within the target set in the Greener Future Strategy. (See Fig1.).

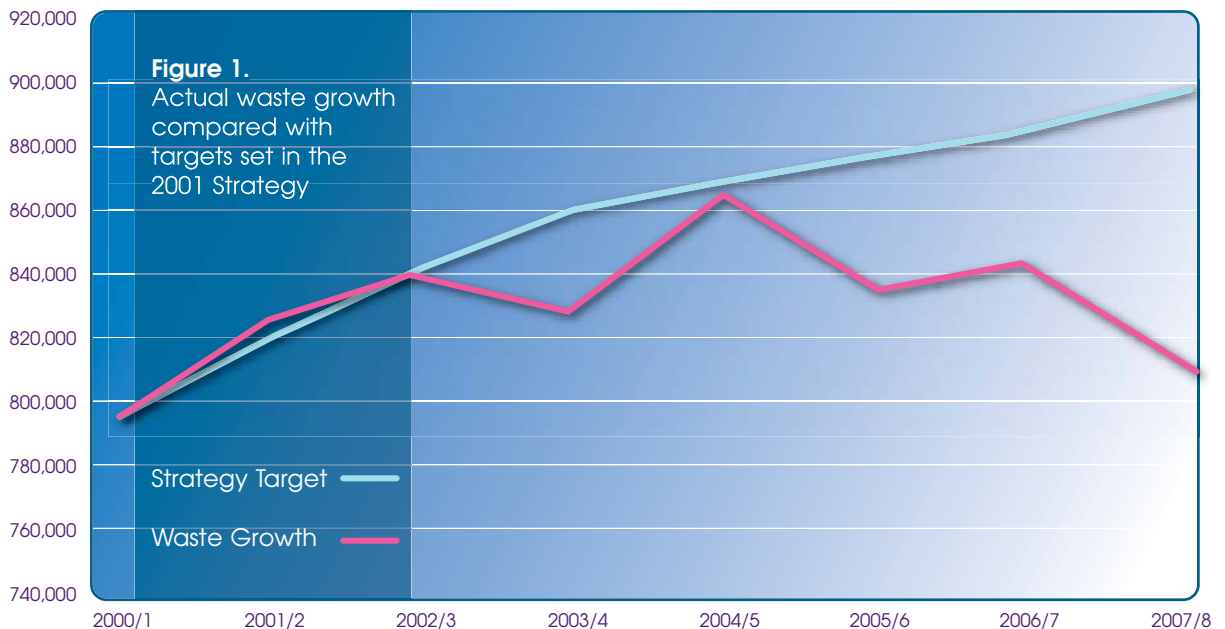
The opportunity is there to build on the success of these local initiatives and continue to work on reducing the amount of municipal waste produced across the Partnership. Therefore we will;

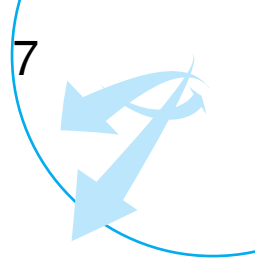
 Reduce & stabilise waste to 0% growth each year

Waste growth is made up of any increase in waste produced by each household along with predicted rising numbers of households within the Partnership area. What this means is that in effect we are setting ourselves a target to reduce the average amount of waste produced by each household to counter increasing overall numbers of households, and is equivalent to a fall in waste arisings of 0.5% each year.

We will achieve this by;

- Awareness raising in order to increase participation in waste initiatives and schemes across all sectors. We will make use of National and Regional campaigns to help lend strength to local waste management messages.
- Support initiatives such as;
 - ~ Home composting schemes.
 - ~ Reusable nappies.
 - ~ Re-use schemes.





- Lobbying – We will continue to lobby on areas where we feel action should be led by Central Government, for example reduced packaging.
- Education programmes – to be delivered to both primary and secondary school children.

An example is the Environmental Education Centre located at the Leyland Waste Technology Park which will enable every primary schoolchild in Lancashire and Blackpool to experience the facility through interactive displays and extensive educational resources, as well as a tour to observe the different stages of the technology as it treats the waste.



Continue to provide financial support for awareness raising, education campaigns and other initiatives

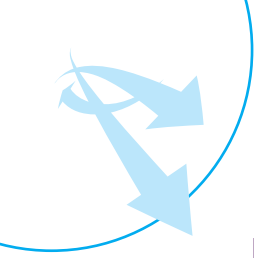
What can you do?

- Buy products that don't have excessive packaging.
- Don't buy what you don't need.
- Put all your kitchen scraps in your home composting bin (this can be obtained from Lancashire County Council).
- Use reusable nappies.
- Take your unwanted items to charity shops.
- Reuse your carrier bags.
- Use available schemes to return your electronic and electrical items.
- If you're on a black bag collection, try to reduce the number of bags you put out for collection.
- Use the kerbside collection system provided by your local collection authority to minimise the residual waste you throw away.

- Enforcement – whilst we want to encourage residents to participate in the segregated collection systems we also need to take action where residents refuse to participate with schemes. To encourage you to minimise your waste and use the segregated collection services provided, we will continue to provide each household with a standard wheelie bin (for all your non recyclable waste). However, we will not collect any waste left beside that wheelie bin (side waste).

For the avoidance of doubt, as different collection systems are in operation across the Partnership area, reference to a wheelie bin in this strategy should be read as also meaning black bag/plastic sack waste.





Recycle and Compost

There are several ways in which we can tackle this issue, this can be through increasing the amount of recyclables and compostable materials collected at the kerbside as well as by improving the services provided at Household Waste Recycling Centres and local bring sites.

Kerbside collection

In order to drive up the Partnership's recycling rates the implementation of a segregated collection service was viewed as a priority under the 2001 Strategy. This set a target that three-stream waste collection would be provided to at least 90% of Lancashire's households by 2005.

The three-stream collection consists of;

Dry Recyclables including;

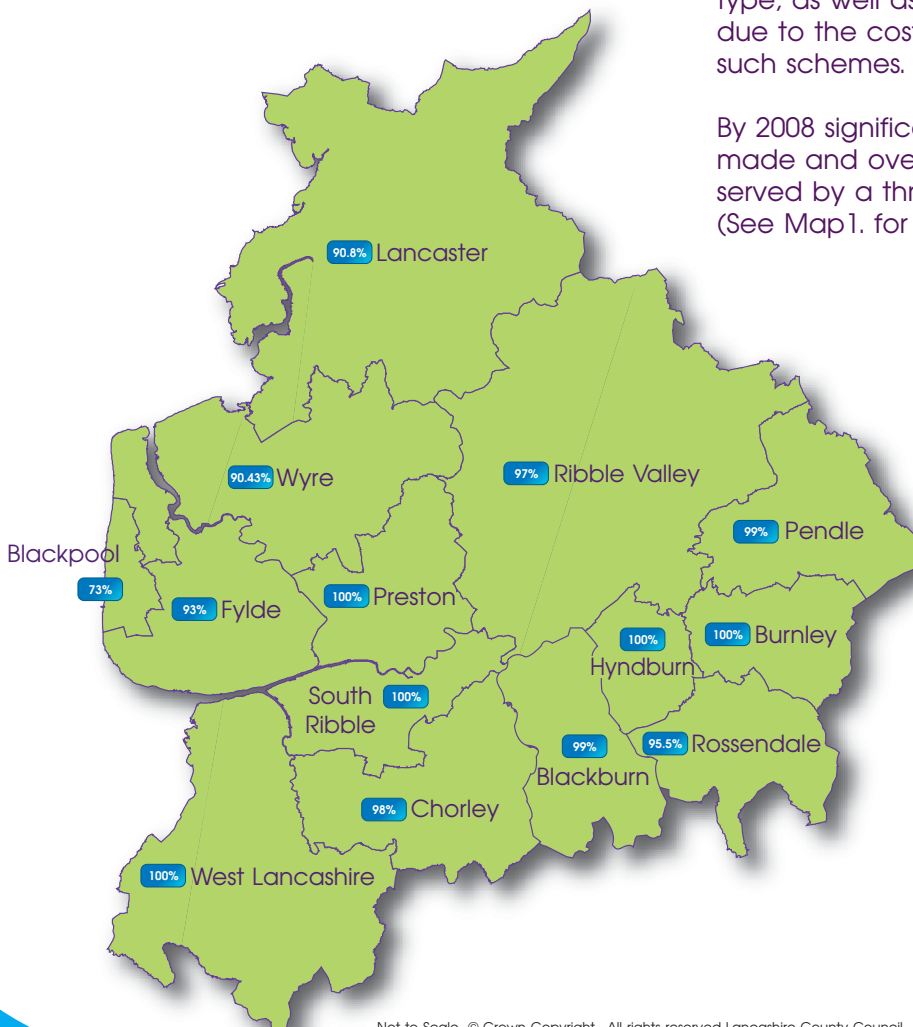
- Cardboard.
- Paper.
- Glass.
- Metals.
- Textiles.
- Plastic bottles.

Garden waste (if you have a garden)

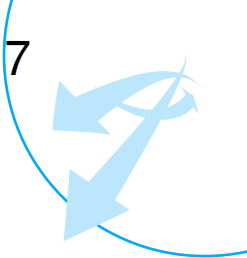
Non-recyclable waste (residual)

By 2005, more than 80% of properties were being served by these three-stream collections with several areas being seen to achieve substantially better rates than others, this is mainly for reasons of housing type, as well as the more obvious restriction due to the cost involved in implementing such schemes.

By 2008 significant progress had been made and over 90% of properties are now served by a three-stream scheme. (See Map 1. for details for your area).



Map 1.
Households receiving three-stream collection



The 2001 Strategy also set a target to recycle and compost 40% of all waste by 2005.

Since then work has progressed with;

- A cost sharing agreement. This is a property based payment whereby Lancashire County Council provides support to its constituent waste collection authorities introducing three-stream collection to its households.
- Incentive schemes.
- Major waste awareness and education campaign.
- Improved service at Household Waste Recycling Centres (HWRCs).

Good progress has been made; by 2005 the Partnership area achieved 31% recycling and composting, by 2007/08 performance had increased significantly to 42% (See Fig2.).

We need to maintain this upwards momentum in our recycling rates, both at the kerbside and at our Household Waste Recycling Centres and bring sites. In order to support this we will;

We will achieve this by;

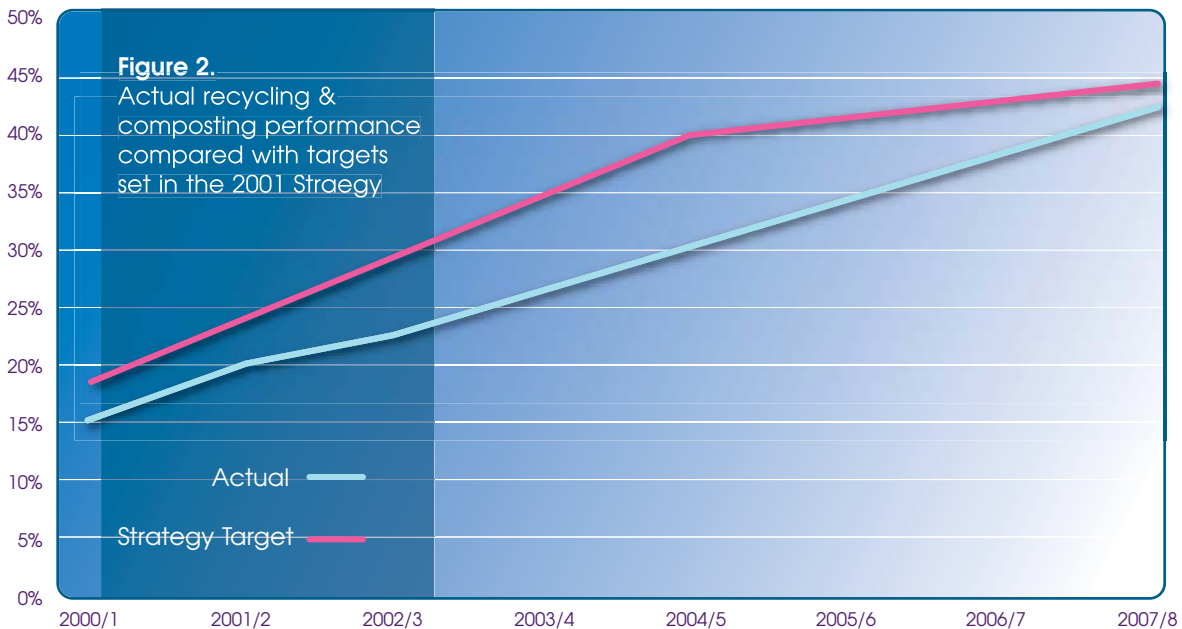
- Extending the segregated collection service to all households, to include collection of food waste for composting

The frequency of collection and how these materials will be collected will be determined by each individual collection authority. Properties may be supplied with additional recycling bins, there may be schemes where garden waste and food waste are collected together or separately, or materials may be collected in communal areas in a neighbourhood. Whatever system of collection is provided, it will be designed on the basis it is easy to use by the householder and it considers the type of property (e.g. terraced, high rise flats, and properties with or without gardens) and the practicalities of sorting and collecting the waste streams.

The opportunity to treat the food waste produced within Lancashire and Blackpool will be phased in from 2010. You will be informed when your collection is going to change.

-  Provide a three-stream collection service to all households
-  Recycle and compost 56% of all municipal waste by 2015, and;
-  Recycle and compost 61% of all municipal waste by 2020

 Support will continue to Waste Collection Authorities for enhancing recycling and composting collection services to the householder



Household Waste Recycling Centres (HWRCs)

In 2000/01 just 44% of the waste delivered to Household Waste Recycling Centres (HWRCs) by the Partnership's residents was recycled and composted.

The performance at the sites has been improved through;

- The letting of new contracts.
- A ban on trade waste. To restrict the use of sites to household waste only and to stop trade waste from coming into the site, HWRCs operate an Access Policy and Permit Scheme. This means that access to the site for certain large vehicles and trailers is restricted and you may need to obtain a permit from the County Council or Unitary Authority depending where you live. The policy aims to increase safety and reduce congestion at the sites as well as ensuring that commercial and other non-municipal waste producers cannot dispose of their waste at the Council Tax payer's expense.

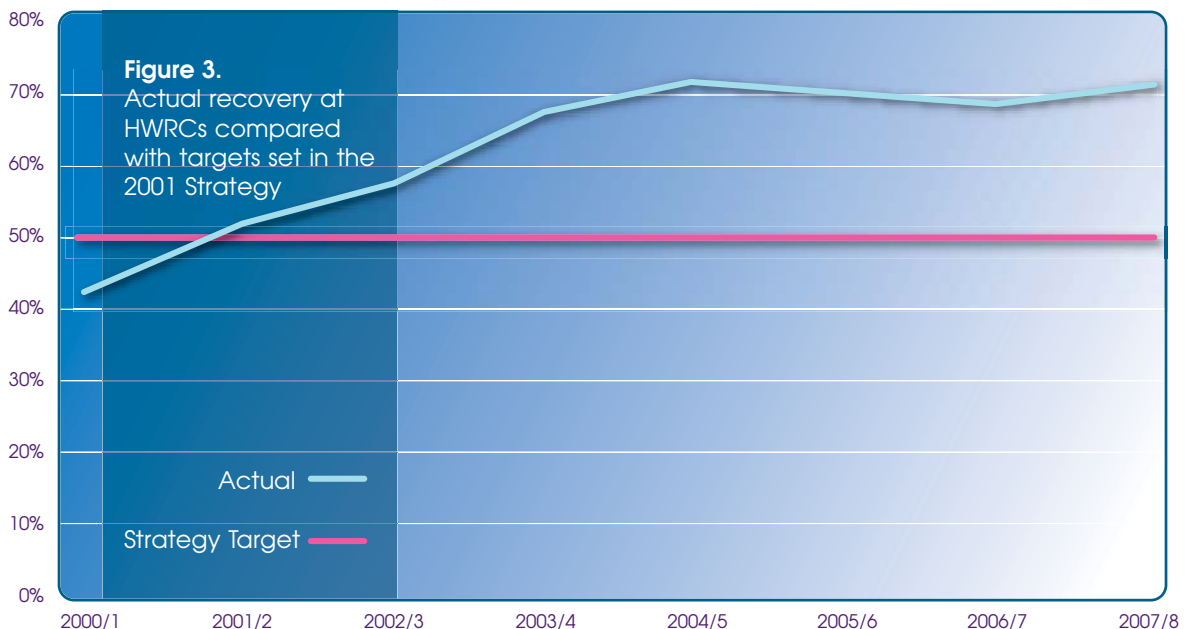
- Increase in on-site staff and recycling helpers. The sites offer an efficient and easy to use service. Dedicated staff are on hand to assist you with all aspects of your visit to a HWRC whether it is help and advice with recycling you need, to unloading your car or helping to carry heavy items.
- Changes in operating hours to make the sites more accessible.

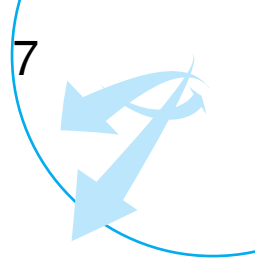
By 2002/03 58% of waste brought to the HWRCs was reused, recycled or composted and so diverted from landfill, exceeding the 2001 Strategy target of 50% diversion from landfill. In 2007/08 an average of 71% of waste was reused, recycled or composted. (See Fig3.).

Whilst levels of recycling and composting have increased we want to ensure that all sites continue to maintain and improve their level of service and to ensure a consistent level of performance across the network of HWRC sites in the Partnership area. We aim;



From 2010 to reuse, recycle or compost 70% of all waste delivered to each HWRC





During 2008/09 a review of all our HWRCs has been undertaken to consider their location, layout and service provision to be sure this network compliments the segregated kerbside collection. We will:

- improve and modernise the delivery of the service to achieve the highest levels of customer satisfaction and health and safety as well as embracing the resource recovery philosophy;
- continue to target the high volume/tonnage materials not currently recycled or collected at the kerbside;
- tackle the difficult and polluting wastes such as paint, batteries and electrical items and by 2010 we will provide a collection point for them at the Household Waste Recycling Centres. This will be important as the recovery technologies can be sensitive to these 'dirty' materials and we need to encourage the removal of as many of these materials out of the residual non-recyclable waste stream.

Complimenting our kerbside collections and the HWRC network, the Partnership area has over 300 bring sites. These are seen in supermarket car parks, behind pubs/clubs and near neighbourhood shopping areas and so on. In line with the review of the HWRCs we will be reviewing their location and the materials they collect in order to establish how they might best compliment the kerbside collection schemes and HWRC services.

Leading by Example

The collection authorities also have a duty when requested to collect waste from;

- businesses/trade;
- council/municipal buildings; and
- schools.

The waste from the above premises can be very similar in composition to household waste and we recognise the opportunity to extend our resource recovery philosophy to manage this waste stream to ensure that this waste is managed so that resources are maximised. Therefore our aim is that;

This also provides us with an excellent opportunity to get the resource recovery message into our schools, through our education programmes, and on-site collection systems for recycling so that children can put what is being taught into practice.

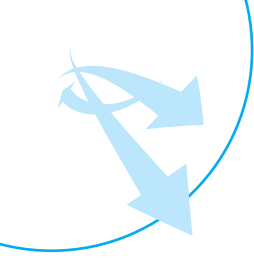
We are also responsible for collecting and managing waste collected from litter bins. We want to ensure that whether you're at home, or out and about, you have the opportunity to recycle your waste. Indeed some districts already provide segregated litter bins where you can separate out your recyclables.



From 2010 separate 'recycling' litter bins will be provided in our major town and city centres



From 2010 all waste services we provide will offer a segregated recycling collection service



Recovery

Once we have maximised the amounts of municipal waste we can recycle and compost from the kerbside, at our HWRCs and elsewhere we will need to treat the remaining waste in the residual waste stream. As mentioned earlier, the driving force is the Landfill Allowance Trading Scheme (LATS) and we must reduce the amount of biodegradable material to landfill. We have therefore set targets for;



Recover 81% of all municipal waste by 2015, and;



Recover 88% of all municipal waste by 2020

Recovery means all waste that is recycled, composted and treated.

The three waste disposal authorities are at different stages of putting in place treatment processes which are designed to recover the maximum value from residual waste as well as maximising diversion from landfill. This part of the strategy considers the recovery solution taken by Lancashire and Blackpool separate to the approach taken by Blackburn with Darwen.

- Lancashire County Council and Blackpool Council have procured a treatment option in the form of mechanical biological treatment.
- Blackburn with Darwen Council is still to procure its treatment technology.

Recovery - Lancashire County Council and Blackpool Council

Through the consultation process undertaken in 2000, the residents of Lancashire made it clear that they would not accept energy from waste unless every effort has been made in the areas of waste reduction and recycling. For this reason the Lancashire Strategy A Greener Strategy for a Greener Future set reduction and recovery targets that exceeded those of the National Waste Strategy at that time.

Once the 2001 Strategy was in place an early review of the alternatives to the treatment of waste by incineration was carried out and the Partnership chose to pursue mechanical biological treatment of their residual waste.

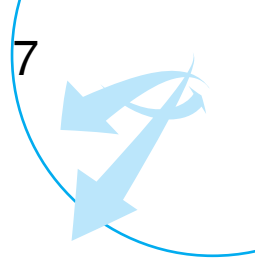
This Strategy confirms the Authorities stance regarding the alternatives to incineration. Accordingly, the County Council continues to oppose the siting of any proposal for mass burn incineration of municipal waste in any Lancashire District.

Mechanical Biological Treatment (MBT) – What is it?

Residual waste entering the treatment process first undergoes sorting to allow for the recovery of any additional recyclates, such as cans, paper and glass.

The remaining waste then undergoes a shredding and screening process which recovers organic and other compostable materials. Once the waste is shredded, it goes through a percolation process. This is basically a giant washing machine where the waste is washed to solubilise the organic content. The resultant liquid is treated anaerobically (without oxygen) in a digester which produces biogas for energy (power) generation that will be used to power the facility.

The other end product of percolation is an organic material that feeds into the composting process. Composting is a natural process in which bacteria and fungi, in the presence of air and water, convert biodegradable materials into stable substances. The release of heat, during the composting process, causes the temperature of the composting material to rise to temperatures between 60°C and 70°C, effectively sanitising the material and drying the final product. The resulting Organic Growth Medium “OGM” is a compost like material which is high in organic matter with a low level of physical contamination which can be used as a soil improver.

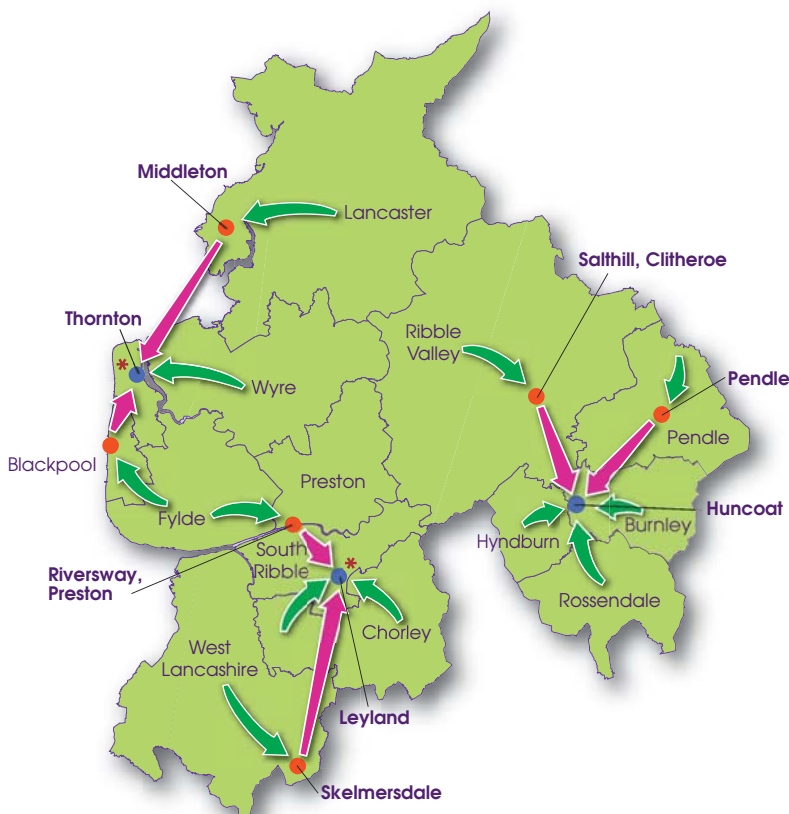
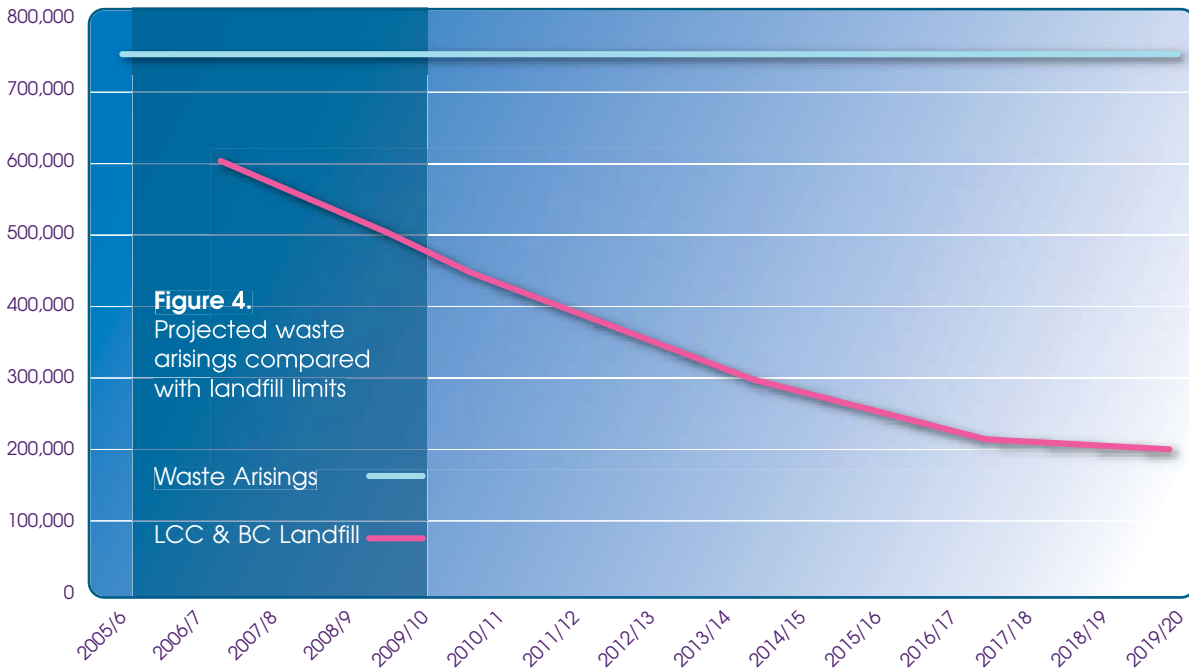


The accompanying graph shows the challenging times ahead with the introduction of LATS, illustrating how much municipal waste we will have to manage in the Lancashire and Blackpool area, and the amount we will be able to landfill without incurring LATS penalties. We must reduce, recycle, compost or treat the amount in between. (See Fig4.)

The 2001 strategy identified a need for a 'Lancashire Waste Network' of central larger treatment facilities with supporting satellite facilities where waste could be bulked up for transfer to the larger facilities.

In order to divert this material from landfill a number of facilities are required.

The Authorities have undertaken a programme to acquire the sites required for the development of these facilities as well as securing planning consents. This produces a Lancashire Network comprising three sub-regional areas.

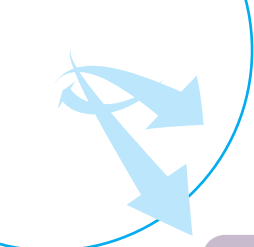


The three larger central treatment facilities "Waste Technology Parks" are to be located at Leyland, Thornton and Huncoat, with supporting waste transfer station sites at Preston, West Lancashire, Pendle, Clitheroe and Lancaster.

Three of these five satellite sites also have scope for a second phase of enclosed green waste composting which will be brought on stream as and when required.

Work will continue to explore whether additional facilities are required to ensure the efficient operation of the Lancashire Waste Network

- Bulk Transfer to Waste Technology Park
- District Deliveries (Refuse Collection Vehicles)
- Waste Transfer Station
- Waste Technology Park
- Facilities to be provided via the PFI solution

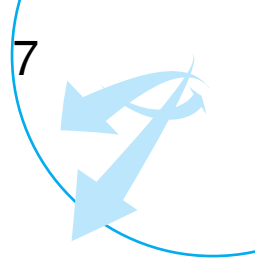


SITE	PHASE 1	PHASE 1 Operational by;	PHASE 2
Leyland	Mechanical Biological Treatment Enclosed green waste composting (food and garden waste) Materials Recycling Facility	2010	n/a
Thornton	Mechanical Biological Treatment Enclosed green waste composting (food and garden waste) Recyclate bulking facility	2010	n/a
Huncoat	Waste Transfer Station Enclosed green waste composting (food and garden waste) Whinney Hill/Huncoat Link Road	2012	Mechanical Biological Treatment
West Lancs	Waste Transfer Station	2010	Enclosed green waste composting
Preston	Waste Transfer Station	2010	Enclosed green waste composting
Lancaster	Waste Transfer Station	2010	Enclosed green waste composting
Ribble Valley	Waste Transfer Station	2006	n/a
Pendle	Waste Transfer Station	2010/11	n/a



The Waste Technology Parks comprise of three parts;

- **mechanical biological treatment (MBT)**, including an element of anaerobic digestion, to treat the residual waste remaining after recyclable and compostable wastes have been removed;
- **enclosed composting** able to treat green garden waste and food waste; and
- **MRFs or recyclate bulking** to handle both source-segregated and co-mingled recyclate.



Woodlands from Waste

Lancashire and Blackpool have large areas of land that are low quality with little amenity value. Recovery of organic material and the production of Organic Growth Media will be used in the restoration of this derelict or marginal land.

These low quality soils can also be improved by a sustained and long-term tree-planting regime that will improve the structure of the soil in time and offer the benefits for carbon sequestration and improving amenity and public access.



Create new native woodland across Lancashire and Blackpool. The creation of an additional 1,200 hectares of woodland cover by 2032 representing an additional 2.5 million trees planted



Achieve an average saving of 16,000 tonnes of CO₂ each year at 2020



Establish a minimum of 10 hectares per year of new woodland on derelict, underused, neglected and other marginal land



Recovery - Blackburn with Darwen Council

As a separate WDA Blackburn with Darwen Council is exploring ways it can treat and recover its own waste, including opportunities to avoid the transportation of its municipal waste for treatment and recovery outside its administrative area.

Blackburn shares the same challenges to recover the maximum value for its waste and divert it from landfill to achieve Government targets for landfill and avoid financial penalties. (See Fig5.).

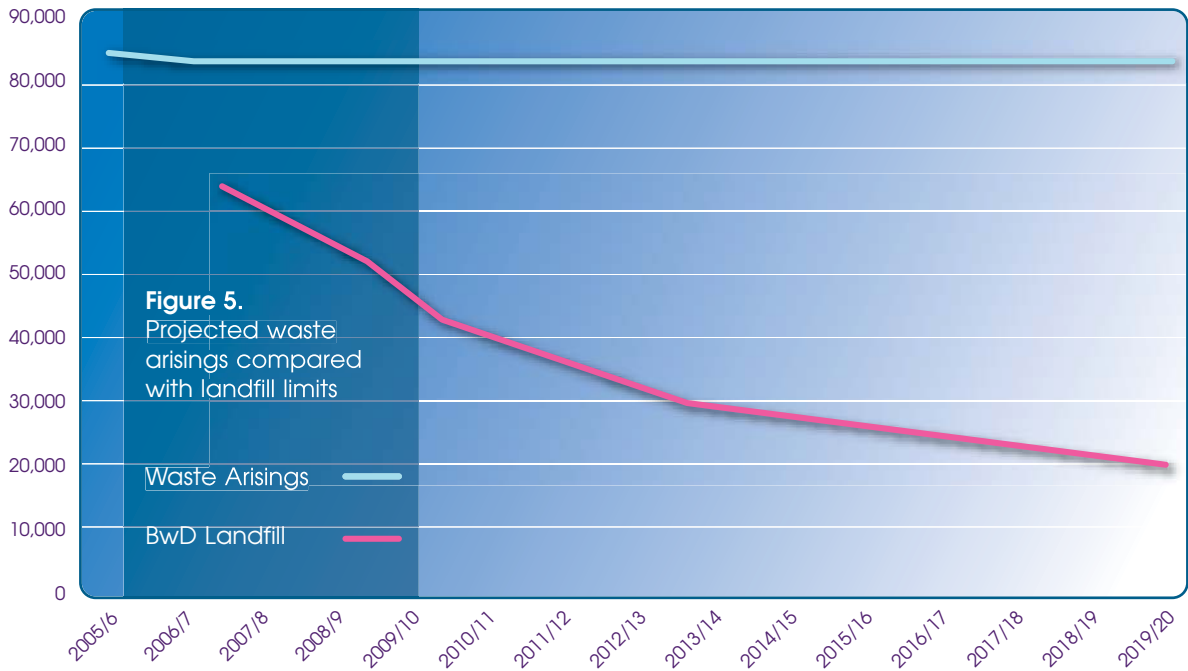
The Council is committed to reducing the amount of waste produced and increasing resource recovery. As yet, the Council has made no decisions as to the preferred treatment method to handle the waste produced within the Blackburn with Darwen area.

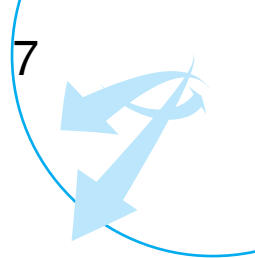


The Council will continue to explore all existing, new and emerging technologies, to meet its future waste management needs.



If an options appraisal indicates that a dedicated facility for Blackburn with Darwen Council's municipal waste is the preferred option, the Council will seek to site this facility on pre-determined sites within the Borough. For the avoidance of doubt any such site will not be in the administrative areas of Lancashire and Blackpool.





Strategic Landfill Disposal

Every effort will be made to reuse, recycle, compost and recover value from the waste. Challenging targets have been set to maximise these activities and minimise landfill disposal.


We aim to;

 Divert 80% of municipal waste away from landfill by 2010, and;

 Divert 88% of municipal waste away from landfill by 2020

Whilst disposal of waste to landfill is the last option it is one which must be planned for. The County Council and Blackpool Council have secured long-term strategic landfill sites from 2010 for a period of 15 years. The following sites will provide long-term disposal for Blackpool and Lancashire;

YEAR	SITES
2010~2015	Clayton Hall, Leyland Jameson Road, Fleetwood Whinney Hill, Accrington
2015~2018	Jameson Road, Fleetwood Whinney Hill, Accrington
2018~2025	Whinney Hill, Accrington

 Blackburn with Darwen Council will continue to explore the necessary landfill capacity required once treatment technology has been identified and procured

Community Sector

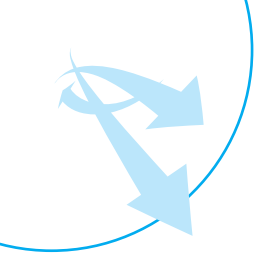
Community groups across the Partnership area are involved in a variety of waste activities ranging from organising paper collections at local schools or scout headquarters, to community scrap stores, composting, and furniture re-use and even bicycle refurbishment. Schemes often include education and awareness raising activities.

The work of community groups can not only benefit the environment by reducing, reusing or recycling waste but also their local economy as well.

 We will develop, implement and operate services which will work with and build the capacity of, the community, voluntary and social enterprise waste sector

More information on all the above can be found at www.lancashirecrn.org





Education and Awareness Raising

We will look to improve on work and initiatives already underway by;

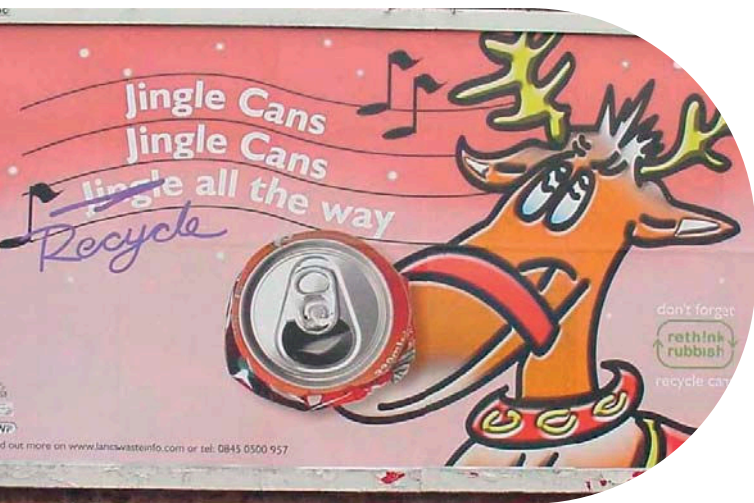
- encouraging behavioural change;
- ensuring the residents of Lancashire are kept informed and up to date on all new schemes;
- embracing and adding value to national and regional campaigns;
- increasing participation in waste initiatives and schemes across all sectors;
- where we have to, we will take enforcement action when all else fails.

Market Development

We are committed to developing a strategy to address the risk of market instability for recyclates. This will include developing local markets for waste resources from the commercial, industrial and municipal waste streams as well as identifying manufacturing capacity to use these resources.

We will;

- Look at municipal waste in its wider waste context to achieve most effective solutions.
- Look to develop local markets for recovered materials.
- Encourage local markets to develop and facilitate collection of materials to provide feedstock.
- Explore opportunities that the wider waste stream can bring to local markets.
- Encourage and target innovative proposals.
- Develop markets locally thereby also improving the local economy.
- Develop markets for materials not currently recycled, for example items such as yoghurt pots, margarine tubs and carpets.
- Target the materials that form the greatest proportion of the residual waste.





Cost Implications

In 2007/08 waste management costs within the Partnership area were on average £48.76 per household per year for collection and £44.39 per year for disposal. In total this means that to have your waste collected and disposed of costs each household £1.79 per week.

Whatever approach we take to managing our municipal waste in the future will require substantial investment. Doing nothing does not mean we can avoid these costs.

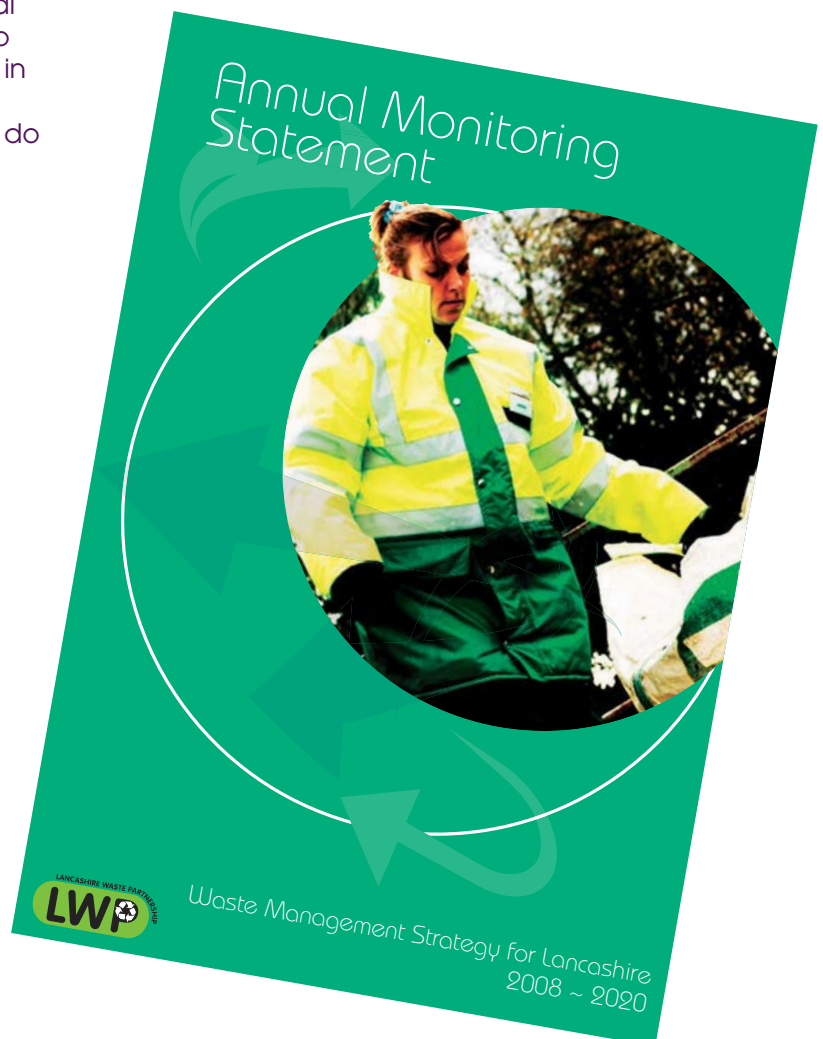
We want to get the most for your money and we believe this means dealing with waste in a greener, more sustainable way. With the introduction of LATS and the potential penalties of £150 per tonne if we do not meet targets Government has set for us, together with the annual increase in landfill tax, there will be significant financial costs if we do not divert waste away from landfill. As well as the financial costs there will also be the environmental and social consequences associated with landfill to live with. The investment needed to put in place all the measures outlined in this document should be no more than the do nothing scenario.

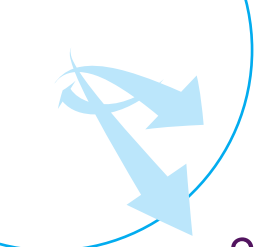
Review and Monitoring

The Rubbish to Resources Strategy is supported by a number of Action Plans which explain how the Partners are delivering the targets and actions. Progress against these targets will be reported through a Monitoring Statement to be published annually.

The Monitoring Statement will also identify any necessary revisions to the Strategy in light of operational considerations or changes in legislation.

A review of the Rubbish to Resources Strategy will be carried out after 2010 to consider all aspects of the Strategy including its targets and actions. This will also allow for a review of progress on Blackburn with Darwen's recovery options as well as updating the Lancashire and Blackpool recovery position following commissioning of several facilities through the Lancashire Waste Network.





Summary of Rubbish to Resource Targets

	2007/08	2009/10	2012/13	2015/16	2019/20	2020/21
Waste Growth target %	0%	0%	0%	0%	0%	0%
HWRC recovery target %	70%	70%	70%	70%	70%	70%
Recycling & composting target %	40%	44%	50%	56%	60%	61%
Total recovery target %	40%	44%	50%	81%	87%	88%
Total landfill target %	60%	56%	50%	19%	13%	12%

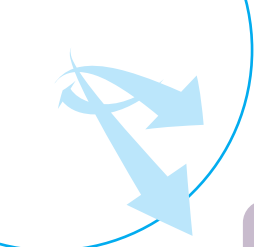
Summary of European, National and Regional Targets

EC Landfill Directive	<p>Reduce the amount of BMW going to landfill by:</p> <ul style="list-style-type: none"> • 25% of 1995 levels by 2010 • 50% of 1995 levels by 2013 • 65% of 1995 levels by 2020
National Waste Strategy 2007	<p>To recycle or compost:</p> <ul style="list-style-type: none"> • at least 40% of household waste by 2010 • at least 45% of household waste by 2015 • at least 50% of household waste by 2020 <p>To recover value from:</p> <ul style="list-style-type: none"> • at least 53% of municipal waste by 2010 • at least 67% of municipal waste by 2015 • at least 75% of municipal waste by 2020
North West Regional Strategy	<p>To recycle or compost:</p> <ul style="list-style-type: none"> • at least 35% of household waste by 2010 • at least 45% of household waste by 2015 • at least 55% of household waste by 2020 <p>To recover value from:</p> <ul style="list-style-type: none"> • at least 45% of municipal waste by 2010 • at least 67% of municipal waste by 2015 <p>To reduce growth in waste arisings to:</p> <ul style="list-style-type: none"> • 1% by 2010 • 0% by 2014
Lancashire Waste Partnership 2008 Rubbish to Resources	<p>To recycle or compost:</p> <ul style="list-style-type: none"> • at least 44% of municipal waste by 2010 • at least 56% of municipal waste by 2015 • at least 60% of municipal waste by 2020 <p>To recover value from:</p> <ul style="list-style-type: none"> • at least 44% of municipal waste by 2010 • at least 81% of municipal waste by 2015 • at least 88% of municipal waste by 2020 <p>To reduce growth in waste arisings to:</p> <ul style="list-style-type: none"> • 0% from 2009



Glossary of Terms

Biodegradable Municipal Waste	The biodegradable fraction of the municipal waste stream, predominantly food waste, paper and green waste. Councils are required to minimise the amount of biodegradable municipal waste being disposed of to landfill by the EU Landfill Directive, due to its links with climate change and methane production.
Bring Site	Typically made up of bottle banks, charity clothes bins, and covered skips for paper and metals, these are often found in supermarket car parks and on the outskirts of shopping centres.
Commercial Waste	Waste produced by businesses such as shops and offices.
Community Sector	A wide range of organisations, including voluntary and community organisations, charities, co-operatives and social enterprises.
Composting	The natural decomposition of organic materials.
DEFRA	The Department for the Environment, Food and Rural Affairs.
Energy from Waste	The burning of waste to produce energy.
Food Waste	Cooked and uncooked vegetable and animal matter.
Garden Waste	Produced mainly from gardens and parks, it includes grass clippings and branches.
Green Waste	Refers to both food waste and garden waste.
Home Composting	Composting at home, in your garden, using a bin available free to residents of Lancashire from Lancashire County Council.
Household Waste	Waste produced by householders.
HWRC	The partnership area operates 26 HWRCs where householders can recycle their rubbish and deposit waste for disposal.
Landfill	The permanent disposal of waste into the ground, by the filling of man-made voids or similar features, or the construction of landforms above ground level.
Mechanical Biological Treatment	The treatment of residual waste using a combination of mechanical separation and biological treatment.
Municipal Waste	Waste collected by waste collection authorities, predominantly household waste but also including any trade waste collected under the WCAs Environmental Protection Act responsibilities, together with street sweepings.
Organic Growth Media	OGM is a compost material made from mixed municipal waste. It is high in organic matter with a low level of physical contamination.
Recovery	Value can be recovered from waste by recovering materials through recycling, composting or recovery of energy.
Recycling	The reprocessing of waste either into the same product or a different one.
Recyclates	Materials that are to be recycled.



Reduce	Reducing the amount of waste produced, either by re-engineering manufacturing to produce lighter packaging or more efficient/less wasteful processes, or by using leftover food to make another meal.
Re-use	Finding new uses for discarded objects that are still fit for purpose, typically furniture or white goods.
Segregated collection	The separate collection, at the kerbside, of various parts of the waste stream.
Thermal Treatment	The use of heat to reduce the volume of waste. Processes range from incineration, with or without energy recovery, to advanced treatments such as pyrolysis and gasification.
Three-stream collection	Involves a segregated kerbside collection service comprising of Dry Recyclables including; Cardboard, Paper, Glass, Metals, Textiles and Plastic bottles together with Garden waste and non-recyclable waste (residual).
Trade Waste	(As commercial waste) WCAs have a responsibility to arrange the collection of trade waste if requested to by the producer, though they may charge for this service.
Treatment	Can be as simple as separately collecting recyclables, or the sorting and baling of recyclables at a transfer station. The aim is to identify and separate wastes that can be recycled, and reduce the impact that the waste has when landfilled. It is a requirement of the EU Landfill Directive that all waste must be subject to treatment prior to disposal.
Unitary Authority	A council that is both waste collection and waste disposal authority. In the Partnership area there are 2; Blackpool, and Blackburn with Darwen.
Waste	As householders and businesses we all produce waste. The EC Waste Framework Directive defines waste as: "any substance or object...which the holder discards or intends or is required to discard".
Waste Arisings	The amount of waste produced.
Waste Collection Authority	The council, usually a district or borough council, charged with the responsibility to collect household waste.
Waste Disposal Authority	The council, either county or unitary, charged with disposing of waste collected by the waste collection authority.
Waste Growth	The year on year change in the amount of waste produced by householders. A negative waste growth indicated a reduction in the amount of waste produced, compared to last year.
Waste Hierarchy	A framework for securing a sustainable approach to waste management. Wherever possible, waste production should be minimised. If waste cannot be avoided then it should be re-used; after this value recovered by recycling or composting; or waste to energy; and finally landfill disposal.
Waste Prevention	The most desirable way of managing waste, by avoiding the production of waste in the first place.



The Members of the



Lancashire Waste Partnership are...



Report of	Meeting	Date
Assistant Chief Executive (Business Transformation) (Introduced by the Executive Member (Resources))	Executive Cabinet	3 September 2009

PROCUREMENT STRATEGY

PURPOSE OF REPORT

1. To advise members of performance achieved against the current Procurement Strategy and seek approval for a new Joint Procurement Strategy with South Ribble Borough Council.

RECOMMENDATION(S)

2. That the contents of this report are noted and that the draft strategy attached at Appendix 1 is approved for implementation.

EXECUTIVE SUMMARY OF REPORT

3. The Council's current Procurement Strategy covers a five year period from July 2004 to July 2009 and is therefore now due for renewal. This strategy was drafted around the milestones contained within the 3 year National Procurement Strategy which was published in October 2003, all of which have now been achieved. Additionally the strategy required savings of £500,000 over the life of the strategy. This target has been achieved and exceeded with over £1.7 million of procurement related savings realised during the 5 year strategy life.
4. Chorley Council is the host authority for a shared procurement service with South Ribble Borough Council, as part of the wider Finance and Assurance Shared Services Partnership which commenced January 2009.
5. As both Chorley and South Ribble Councils have similar procurement priorities and in order to take advantage of joint working efficiencies, it is proposed to replace the expiring 5 year CBC Strategy, with a new 3 year joint CBC/ SRBC Strategy.

REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

6. To replace the existing Procurement Strategy which is due to expire imminently with an up to date and more relevant Strategy, which takes account of the new Shared Services arrangement and the efficiencies of joint working.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

7. A separate CBC strategy was considered and rejected as this would not embrace the spirit of the partnership or take advantage of the efficiencies of joint working.

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	x	Develop local solutions to climate change.	x
Improving equality of opportunity and life chances	x	Develop the Character and feel of Chorley as a good place to live	
Involving people in their communities		Ensure Chorley Borough Council is a performing organization	x

BACKGROUND

9. Chorley Borough Council adopted it’s current 5 year Procurement Strategy in July 2004 and this is therefore now due for review and renewal. As the Council commenced a shared procurement service in January 2009 with South Ribble Borough Council, and as both Chorley and South Ribble Councils have similar challenges, aims and priorities in respect of procurement, it now seems sensible to review both council’s strategies jointly, thus aligning targets and objectives and taking maximum advantage of the efficiencies of joint working. This has now been done and a new joint draft strategy is proposed at Appendix 1.
10. The draft joint strategy has been prepared in an easy to read one page format and includes the key values contained within the current strategy. It also takes account of more recent initiatives including the Flexible Framework for Sustainable Procurement, and acknowledges those instances where progress and targets may be different at each authority.

ACHIEVEMENT AGAINST THE 2004-2009 STRATEGY

11. The expiring strategy was adopted in 2004 shortly after publication of the National Procurement Strategy in 2003, and the majority of the targets and objectives are consequently based around achievement of the National Strategy targets. These cover the following four key themes:
- Providing Leadership and Building Capacity
 - Partnering and Collaboration
 - Stimulating Markets and achieving Community Benefits
 - Doing Business electronically
12. A key requirement of the National Procurement Strategy was for all Councils to undergo an independently assessed Procurement Health Check / Procurement Challenge to test and evidence progress against the milestones and targets contained therein. Chorley completed a self assessment questionnaire and provided various documentary evidence for a Procurement Challenge day which took place in March 2006 and was led by the Improvement and Development agency (IDeA). IDeA were impressed with the Council’s commitment and progress against the Strategy and commented as below in their subsequent report:

“The Challenge identified that Chorley had completed 17 of the 20 milestones, applicable to District Councils, against the National Procurement Strategy for Local Government (NPS). The Team commend the council on their excellent progress. It is also noted that the council are targeting 100 % attainment against all NPS milestones by March 2007, and we believe that Chorley will deliver on this given the evidence obtained during the Challenge. “

The Council has now evidenced progress against all 20 of the milestones contained within the National Procurement Strategy and the new joint draft procurement strategy takes

forward these initiatives including Value for Money, e-procurement, joint working, effective engagement and inclusive, sustainable and socially responsible procurement, for ongoing progress and development.

13. The 2004-2009 Strategy contains a Savings Target of £500,000 over the life of the strategy broken down into the following areas:
- Take costs out of the Procurement Process
 - Take advantage of the Council's full purchasing leverage
 - Improve general purchasing and procurement procedure
14. The £500,000 target was exceeded in the first 18 months of the strategy life and total Procurement related savings over the 5 year period are in excess of £1.7 million. Some of the larger key savings areas realised during the strategy life are shown below:

Description	Saving
Admin Services restructure in 2004/05 as a result of process efficiency changes including those anticipated from the new financial system including full P2P (Procure to Pay) system in 2005/06. This resulted in 3.9 posts being removed from the procurement process saving £377,683 of staff time over the strategy life.	£377,683
New three year CCTV Service and maintenance contract introduced January 2005 saving £25,500 over the life of the contract. The lack of an effective contract in the past had left CCTV equipment in a poor state of repair and the savings achieved provided the much needed, necessary investment to bring these back up to a satisfactory level.	£25,500
Electronic recruitment advertising. Savings shown include £20,000 for trial period in 2005/06 and £40,000 achieved in 2006/07	£60,000
Shared Contact Centre £43,000 p.a. from 2005/06 – saving shown is for 4 years of strategy life. <i>(NB. The Council pursued an exit strategy in respect of the CRM aspect of the shared contact centre in 2008 which will impact on the savings achieved.)</i>	£172,000
Christmas Lighting, formal quotation exercise, November 2006	£8,379
Kerbside Recycling bags, bulk purchase in March 2006	£17,280
Transfer to OGC Buying Solutions Framework for UPVC windows procurement during 2006/07	£16,521
Mobile Phones new 2yr contract using OGC Buying Solutions framework – saving shown is over two year period 2006 to 2008.	£11,780
Joint e-auction for water coolers in partnership with Blackburn with Darwen Council and LCC saving £6729 over 33 months within strategy period	£6,729
*Price and process saving using OGC Buying Solutions Framework – Computacentre (maintenance/support/consultancy) over 4 year period 2004 to 2008	£24,770
*Capita Academy Software – via OGC Buying Solutions framework 2006/07	£32,766
New contract for Cleaning of Public Conveniences saving £18,645 per year from May 2007. (2 years within existing procurement strategy life)	£37,290
Royal Mail credits negotiated, 2007/08	£5,309
Insurance – Retender of Council's main policies saving £128000 p.a. – saving shown is 3 years of remaining strategy life	£384,000
Property Services Partnership, 7 yr contract from July 09 saving £117090 per year. Savings shown are for 2 years of strategy life	£234,180

Joint Telephony Procurement 2008/09 with SRBC using OGC Buying Solutions Framework. :	
a) consultancy saving	£10,800
b) Actual 7 yr system life saving is £252,000, saving shown is for 1 year of Strategy life	£30,012
White Young Green appointment to carry out Condition Surveys, negotiated improved offer -2008/09	£8,419
Software Licences, Microsoft Enterprise Agreement	£7,592
Benefits Scanning Agreement – new arrangement negotiated from May 08	£22,825
Reduction in cash collections from 6 per week to weekly 2008/09	£5,571
Negotiated Prize Freeze with Scottish Power to compensate for on-going billing problems, thus avoiding contracted price increase 2008/09	£33,263
Change of Postal Provider from Royal Mail to TNT 2008/09	£9,016
Grand Total	£1,541,685

* Source: OGC Buying Solutions Savings Statement

IMPLICATIONS OF REPORT

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

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

GARY HALL
ASSISTANT CHIEF EXECUTIVE (BUSINESS TRANSFORMATION)

Report Author	Ext	Date	Doc ID
Janet Hinds	5622	15 th July 2009	CBC Strategy Report

Background Papers			
Document	Date	File	Place of Inspection
Procurement Strategy 2004-2009	July 2004		www.chorley.gov.uk/procurement
IDeA Procurement Challenge Report	June 2006	***	Procurement Office, Union St



DRAFT JOINT PROCUREMENT STRATEGY 2009-12

VISION

- ▶ Carry out all procurement in line with procurement best practice and legislative requirements
- ▶ Support the achievement of corporate priorities in the two councils, particularly the achievement of value for money
- ▶ Obtain goods, works and services which achieve the optimum combination of value for money and the management of risk to meet the needs of stakeholders

JOINT PROCUREMENT PRIORITIES				
	Procurement that is effectively managed and monitored complying with relevant rules both internal and external	Procurement that engages all buyers/commissioners, is market aware and delivers sustained competitiveness and value for money	Procurement that is inclusive, sustainable and socially responsible	Procurement that works with partners and suppliers to everyone's advantage and exploits the benefits of technology
Strategy Objectives	<ol style="list-style-type: none"> To ensure that all procurement is in accordance with EU rules, the Council's Contract Procedure Rules and published Procurement Guidance and Best Practice. To deliver an effective service which maximises efficiency for joint procurement, collaborative working and the establishment of shared services. To ensure that procurement governance arrangements set for the procurement partnership are effectively met and the commitments set out in the SLA between the two Council's are delivered. To contribute and participate in Lancashire Procurement Hub and Central Lancashire projects and opportunities wherever this is mutually beneficial. 	<ol style="list-style-type: none"> To contribute to the achievement of the Council's targets for efficiency gains during the CSR07 period. To involve buyers/ commissioners/customers in shaping the new service effectively and ensure effective procurement training. To put in place procurement contracts which will maximise the delivery of value for money across the two councils. To contribute to the achievement of a top "Use of Resources" score in both Councils 	<ol style="list-style-type: none"> To encourage a mixed range of suppliers to help create a varied and competitive marketplace. To ensure that small firms are not unfairly excluded from bidding for council business. To reduce the negative effect on the environment of the products and services we buy. To promote and demonstrate best practice for sustainable procurement To ensure that procurement activity incorporates statutory requirements and local aspirations in regard to Equality and Diversity. 	<ol style="list-style-type: none"> To electronically enable as many steps in the procurement cycle as possible. To introduce, where feasible, further e-Commerce solutions eg e-auctions, e-tenders and Purchase cards subject to a rigorous business case being met.
Key Targets – National and Local - 2009-12 (annual unless otherwise stated)	<ol style="list-style-type: none"> 80% of users satisfied with the corporate procurement function under the new partnership arrangements. No breaches of Standing Orders for Contracts or EU Rules as appropriate 	<ol style="list-style-type: none"> Contribute towards achievement of Efficiency savings targets set for the 2008/11 CSR07 spending period . Chorley - £1.26 million South Ribble - £ 1.063 million (targets take account of efficiencies brought forward from previous period) Identify, develop and take maximum advantage of procurement collaborative opportunities and framework agreements, where these prove beneficial. 	<ol style="list-style-type: none"> All relevant procurement exercises include sustainability factors within the specification and evaluation criteria. Achieve in both councils Level 2 of the Flexible Framework for Sustainable Procurement by 2009 and level 5 by 2011 . Contribute to the achievement of Level 3 of the Equality Standard for Local Government at both authorities by 2009 and to continue to progress thereafter from Level 3 as part of the Equality Framework for Local Government. 	<ol style="list-style-type: none"> 70% of suppliers satisfied with their procurement dealings with the Authority. 98% of Chorley and 80% of SRBC suppliers payments by electronic means 97.5% of suppliers paid within 30 days Establish and achieve target for % of suppliers receiving their orders electronically Contribute to the implementation of the SRBC new financial system in 2010
Key Actions/Projects 2009/10	<ol style="list-style-type: none"> Integrate procurement within the two councils and deliver all the requirements of the Service Level Agreement. Carry out a skills analysis review of officers involved in the procurement process across both councils (July 09) Deliver a programme of procurement training to meet identified needs (July 09) Identify the best opportunities for establishing shared services in liaison with the Team Lancashire Shared Services Board (CMT) Provide professional procurement guidance on major procurement projects ensuring that effective option appraisal analysis is conducted in both councils. Contribute to and use model procurement documents promoted by the North West Regional Improvement and Efficiency Partnership. Ensure the register of Contracts is effectively published and maintained within the two councils. Review and ensure that established local performance indicators are achieved. Develop/Review/Update procurement information area on Council's intranet August 2009). Work with the Lancashire Procurement Hub to develop and implement meaningful "SMART" Procurement PI's to be used across all Lancashire Authorities. <p>2010/11</p> <ol style="list-style-type: none"> Review the Council's Procurement Codes of Practice/ Procurement Staff Guidance to achieve commonality wherever possible. Review the Council's current Contract Procedure Rules to achieve commonality wherever possible. To carry out a User Survey across both Councils to establish satisfaction with the procurement service <p>All actions owned by the Procurement & Partnership Manager unless otherwise stated</p>	<ol style="list-style-type: none"> Establish a clear picture of the procurement landscape at both authorities to identify key action areas and collaborative opportunities in liaison with Senior Management. Co-ordinate internal arrangements to ensure that all opportunities to carry out integrated purchasing are grasped. Ensure that market information is collected and co-ordinated continuously. Benchmark prices, procedures, and savings against other councils and best practice elsewhere. Maximise the use of framework agreements and collaboration arrangements with other partners where they are competitive. Achieve Procurement savings targets of £50,000 per financial year at each Authority. Conduct rigorous post procurement project reviews on major procurements (Procurement Project Sponsors). Engage and contribute to work undertaken by the Lancashire Procurement Hub. Carry out a detailed spend analysis across the two councils to identify key opportunities for maximising VFM. 	<ol style="list-style-type: none"> Review and implement the NWIEP Standard integrating equality and diversity in procurement procedures and documentation at SRBC (implemented at Chorley) and deliver training on the same across both authorities (July 09) Implement Sustainable Procurement Policy at SRBC. (July 09) (Implemented at Chorley) Develop and implement an action plan to achieve the targets and actions contained within the Flexible Framework for sustainable procurement at SRBC Review existing Action Plan at Chorley (Oct 09) Develop, implement, promote and regularly update a sustainable procurement register at South Ribble Borough Council including spend with the third sector. Review and update Sustainable Procurement register at Chorley. Share and take advantage, where practicable, of best practice across both authorities (September 2009) Review developing markets and increase the volume of Fairtrade products we buy, wherever feasible. Ensure that our key partners commit to the aspirations of both councils in terms of sustainability and equality and diversity. Wherever possible (within legal constraints), support local suppliers by encouraging them to engage in appropriate procurement exercises. Work with third sector suppliers to encourage them to apply for appropriate contracts. 	<ol style="list-style-type: none"> Maintain/Develop and implement systems for the posting of contract opportunities on our own and other websites eg supply2.gov.uk; The Chest Work with the Procurement Hub to develop/review electronic initiatives such as e-sourcing Maintain /Develop Selling to the council Guide and procurement area on the Councils' respective websites <p>2010/11</p> <ol style="list-style-type: none"> Assess and introduce, where feasible, further e-commerce solutions eg e-auctions and e-tenders subject to a rigorous business case being met. To carry out a survey with both council's key suppliers to establish how satisfied they are with their procurement dealings with the Authority <p>Targets 9, 10 and 11 owned by Exchequer Manager</p>

Report of	Meeting	Date
Assistant Chief Executive (Business Transformation) (Introduced by the Executive Member (Resources))	Executive Cabinet	25 June 2009

2008/09 YEAR END PROGRESS REPORT ON THE PERFORMANCE OF KEY PARTNERSHIPS

PURPOSE OF REPORT

1. To provide Members with a corporate update on the performance of the Council's key partnership arrangements during 2008/09.

RECOMMENDATION(S)

2. That the report be noted.
3. That the Corporate Director (People) in conjunction with Financial Services continues to closely monitor and manage the risks arising from the trading position of CLS.
4. That Financial Services identify and evaluate alternative solutions to monitor and reassess financial strength of key partners using recent, relevant information as opposed to last published financial accounts.

EXECUTIVE SUMMARY OF REPORT

5. This Key Partnerships Performance Report is produced in accordance with the requirements of the Council's Framework for Partnership Working. It informs Members of:
 - a) The performance of the Council's Key Partnerships against targets set for the current year;
 - b) An assessment of Key Partners financial strength and stability;
 - c) The outcome of the first round of Equality monitoring as part of the key partnerships contract management process.
 - d) An update to the Framework to more clearly capture the requirement regarding partner's business continuity arrangements
6. The following performance or risk issues have been identified and are drawn to Members' attention:
 - The focus on the transfer of Cotswold House back to the council has delayed progress on the review and implementation of effective contract monitoring systems and governance arrangements and this target has now slipped to 2009/10. Additionally, the Overview and Scrutiny Task Group published their report on the delivery of the "service promises" under this partnership in November 2008. The report includes 13 recommendations.

- The current arrangement with Anchor Staying Put – South Lancashire was due to expire March 2009. This arrangement has now been extended to February 2010 in order to allow for effective options appraisal with LCC Supporting People.
- The Bolton Health & Safety partnership expired 31.3.09. This has now been replaced with a new partnership with Preston CC.
- Concerns about the development of the Northgate Front Office CRM product have led to a decision to opt out of the use of this product and procure an alternative, whilst remaining committed to the principles of the Lancashire Contact Centre Partnership. An exit strategy is also being considered from the Macfarlane ACD system.
- The Glendale partnership has delayed the construction of the beginners golf course to Autumn 09 in order to minimise user complaints.
- The previous waste contract expired 31.3.09 and a new improved waste service with the same provider (Veolia) commenced 1.4.09.
- The Parkwise Partnership term is due to expire 5.9.09. Team Lancashire and LCC have both invited tenders for new arrangements available to the Council. The various options and tenders received will be evaluated in time for new arrangements to commence in September 09 on expiry of the current arrangements.

REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

7. To keep Members informed of the performance of Key Partnerships and to ensure effective management of the Council’s partnership arrangements.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

8. None

CORPORATE PRIORITIES

9. This report relates to the following Strategic Objectives:

Put Chorley at the heart of regional economic development in the Central Lancashire sub-region	✓	Develop local solutions to climate change.	✓
Improving equality of opportunity and life chances	✓	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

10. The Council’s Framework for Partnership Working sets out a range of controls and measures to ensure the success of partnership arrangements and the achievement of the Council’s strategic objectives. Regular reporting on the performance of Key Partnerships is a requirement of this framework.

11. The Framework was updated earlier this year to more clearly incorporate the need for contract managers to ensure that effective, relevant business continuity arrangements are maintained throughout the life of the partnership and to note the change from Bolton to Preston CC for the health & safety partnership.
12. This year-end Partnership report brings together and summarises the performance to date of the Council's Partnerships against the key targets and tasks required to be achieved for the financial year 2008/09.

KEY PARTNERSHIPS PERFORMANCE

13. A summary of the Council's key partnership arrangements including their value, organisations involved, main objectives and progress achieved to date against targets for 2008/2009 financial year is included at Appendix 1. A brief overview and summary of each partnership's performance is detailed below:

14. CCH (Chorley Community Housing)

The Chorley Community Housing (CCH) partnership includes a number of key promises which were agreed as part of the stock transfer. Delivery of these 'tenants promises', which fall under the 6 themes listed below, is tracked by CCH and reported to the CCH Board quarterly. The monitoring report provided at year end (See Appendix 3) reported all 6 themes as being on target.

Theme 1: Delivery of Home re-improvements

Theme 2: Service Improvement

Theme 3: Affordable Rents

Theme 4: Tenant Involvement in Decision Making

Theme 5: Regeneration

Theme 6: Delivering Sustainable Communities

15. The CCH partnership was subject to a scrutiny review late 2008 to investigate and evidence that the service promises made by Chorley Council and provided under contract by Chorley Community Housing are being effectively delivered to tenants. The review focussed on the delivery of home improvements, service improvement, tenant involvement in decision making and regeneration.
16. The Overview and Scrutiny Task Group published their report in November 2008. The report made 13 recommendations including a requirement for CCH to provide updates on the business plan, the provision of an updated staffing plan from CCH to the Council, collection of tenant satisfaction surveys and to support the Council's Neighbourhood Working arrangements. The Corporate Director (Business) has considered the report and will submit a response accordingly.
17. A key task for the CCH partnership in 2008/09 was to develop and implement effective contract monitoring and governance systems. Progress on this area has slipped and the target moved to 2009/10 due to the heavy focus on the transfer of Cotswold House back to the Council.
18. Cotswold House officially transferred back to the Council on 1st June 2009. The new service will be staffed by a full new team to include a full time manager, two full time support workers and two part time support workers. The service will operate 24 hours a day and include a new night time concierge service. Plans are currently underway for a new £1.3million refurbishment of the facility and immediate plans include full redecoration to every residents room with new furniture and carpets, new industrial laundry equipment, new cots and highchairs, new payphone, new reception area and life skills employment and

education service. Additionally every resident will be allocated a named key worker who will meet with them at least once a week to address any support needs.

Anchor Staying Put – South Lancashire

19. This agency delivers a range of functions related to the health and well being of people, including area improvement, small repair grants, disabled facilities grants, home energy efficiency grants and other initiatives such as crime prevention.
20. LCC Supporting People took the lead on the initial procurement of this contract on behalf of the partners involved and, with the agreement of those partners, have now extended the current arrangements with Anchor Staying Put until February 2010, in order to allow for effective options appraisal prior to expiry of the contract.
21. The Anchor scheme is now being advertised through Chorley to promote the scheme and achieve maximum awareness. There is a small underspend for the partnership in 2009/10 but this is due to a delay in completion and payment of commissioned works rather than a demand issue.
22. The existing arrangements do not meet all of the requirements contained within the Framework for Partnership Working. The new arrangements will however, be reviewed alongside the Framework to ensure appropriate controls are put in place.

Bolton MBC Health & Safety Partnership (Preston CC from 1.4.09)

23. The responsibility for this partnership transferred from the Finance Directorate to HR & OD in November 2008. The partnership with Bolton MBC achieved the 90% target for delivery of the annual inspection programme and no significant issues of under performance have been highlighted.
24. The Bolton MBC Health & Safety Partnership expired 31.3.09 and a new arrangement commenced with Preston CC with effect from 1.4.09. The new arrangement is working well and provides for additional support and deliverables, with Preston CC currently providing a minimum of two half days per week on site at Chorley.

Lancashire Contact Centre Partnership

25. There were some major changes to this partnership during 2008-09 as a result of Chorley pursuing an exit strategy in respect of the CRM aspect of the Partnership. An alternative product was procured and went live 1st April 2009. The decision to opt out of the Northgate front office CRM solution was reported in the mid term Key partnerships monitoring report in December 08 due to concerns over the development of this product. The Council still however, maintains a commitment to the other areas of joint working and shared service delivery within this partnership including access to shared information and the face-to-face channel.
26. There are operational issues with the Macfarlane ACD system including the reporting functionality and the procedure for logging calls and we are now considering an exit strategy from this system.
27. We are currently in negotiation with LCC regarding payment of the annual inter authority contribution and hope to reach agreement on this issue in 2009/10

Community Leisure Services (CLS)

28. This partnership successfully delivered the £0.55m refurbishment works to Clayton Green Sports Centre and Brinscall swimming pool on time and to budget.
29. The free swimming initiative has been introduced for over 60's and under 16's within budget, and has proved very popular.
30. External funding to the value of approximately £100,000 has been secured to start up a number of projects/initiatives including Saturday Night Alive activities for teenagers, free swimming lessons for adults, activities for teenagers at Coppull and Clayton, outdoor, environmental garden at All Seasons Leisure Centre and a combined heat and power unit at All Seasons Leisure Centre.

Glendale

31. The construction of the beginners golf course originally planned to commence Spring 09 has been delayed in order to minimise complaints by users of the course. Golfers have already gone through a period of disruption due to the building of the new clubhouse, and it was felt that further works should be left until the winter months. Plans are now underway to start this work late Autumn, and, in the meantime, a small course has been laid out on the practice area for beginners use. A new golf professional has recently been appointed and is working with the Sports Development and Active Generative Officers to encourage more children, young people, women and elderly to take up golf. No other budget or performance issues have been identified with this partnership.

Chorley Local Strategic partnership (LSP)

32. The LSP works on a multi agency basis with public, private and voluntary sector partners, under the banner of the "Chorley Partnership" in co-ordinating a local approach to improving outcomes for local people, and, in particular, in delivering Chorley's Community Strategy and Local Area Agreement.
33. Eleven new projects were selected for 2008/09 at the LSP Executive Meeting in April 2008 and all are now completed or on track to be completed soon.
34. The two-year vulnerable households project, which runs in conjunction with the South Ribble LSP, has now been re-branded the "Families First" project. This is progressing well, with a Lead Co-ordinator from NCH now in place to manage the project. Families are being referred to this family intervention project through the Common Assessment Framework, and undertaking a 'Strengthening Families' programme and other targeted interventions to help families with compound problems.
35. In the last year the LSP has led on a number of strategies, including climate change and health inequalities action plans. These are significant pieces of work which will continue to be delivered into 2009/10.

Veolia – Refuse Collection and Recycling

36. This partnership was delivered to budget and achieved a recycling rate of over 47% against a target of 47%, with a reduction in missed collections to below 75 per 100,000 collections. This contract expired 31.3.09, but as Veolia were successful in the procurement process for the new waste partnership, this provided a seamless transfer to the new arrangements.

37. The new service, commencing 1.4.09 is supported by a new partnership agreement and underpinned by contractual arrangements. The service has been improved with the introduction of a third wheeled bin to collect co mingled cans plastics and glass and incorporating a pod to collect paper for recycling. In addition the partnership agreed a robust communications plan to roll out the new service which has been very well received. The new service message was communicated in a number of ways including press coverage, web messages and videos posted on 'You Tube'. Veolia have been set challenging targets for service delivery and we are aiming to exceed 50% recycling this year.

Parkwise

38. As a result of the new accounting arrangements reported in the December 2008 report this partnership generated a surplus in 08/09.
39. The Parkwise partnership term is due to expire 5.9.09. LCC have obtained proposals for the new service via a formal tender process and should release these shortly. Additionally Team Lancashire have been considering the various options available for the procurement and delivery of this service and have also invited mini tenders through two established framework routes for comparison purposes. The various options and tenders received will be considered at an evaluation meeting in June and a decision on the way forward made in time for a September 09 start.

Lancashire Waste Partnership

40. The Lancashire Waste Strategy has been subject to a widely consulted review and is currently being ratified by member authorities. The review has resulted in the strategy being extended beyond 2020 with challenging recycling and waste reduction targets to be met. Several partners including Chorley have been piloting kitchen food waste collections and these are currently ongoing and will be evaluated in 2010. The Waste Technology Park programme is on track and the Leyland facility will be commissioned mid 2010, at which point Chorley's entire household waste will be handled and processed through that facility.

Supaclean- Cleaning of Public Conveniences

41. This partnership arrangement for the cleaning of public conveniences continues to meet standards specified. The contract is on budget and no issues of under performance have been identified. Some minor variations have been made to the Specification to take account of the Astley Park development.

FINANCIAL ASSESSMENT

42. Where our key partners are companies, they are assessed for financial stability and strength as and when new company accounts are filed, using independent appraisal reports from N2check Limited, part of the Dun and Bradstreet Group. N2check prepare a Risk Score for each company, which is based on the Bank of England's econometric model of corporate failure and involves 400 separate calculations. N2check claim that their appraisals are 50% more powerful in predicting corporate failure than methods used by other appraisal companies. However, if companies do not file their accounts at Companies House promptly at the end of their financial year, appraisal reports may not reflect changes in the company's financial strength, which may have moved on, since the accounts were produced. Consequently, although this assessment provides some comfort, we need to be mindful that it may not indicate the potential effect of the current economic climate on our partners, and problems could be revealed in the longer run.

- 43. To mitigate the above and provide more reassurance in the current uncertain economic climate, the financial services department are considering alternative solutions to monitor and reassess financial strength of key partners using recent, relevant information and will trial these over the next few months.
- 44. A full copy of the financial assessment carried out for this mid-term report is attached at Appendix 2.
- 45. The financial review in the December 2008 report identified a trading deficit for CLS for the previous two years based on accounts covering the period up to 31 March 2007. Accounts have now been published up to 31 March 2008 which indicate that CLS appear to be slowly making progress in turning this around with a 14% increase in turnover and a small profit in the year ending March 2008. The CLS partnership is now shown to have a low risk score but still has a very low credit rating and the Corporate Director (People) in conjunction with Financial Services should therefore continue to keep a watchful eye and closely monitor this situation.
- 46. The financial assessment has not revealed any further areas of immediate concern, although it is noted that in the case of Veolia and Glendale, the latest filed accounts, at the time of writing this report, are for periods up to 31 December 2007. These companies will be reassessed as soon as new accounts are published later this year.

EQUALITY MONITORING

- 47. The Framework includes a requirement to consider Equality and Diversity principles in the Council’s partnership arrangements, including regular monitoring throughout the partnership term. The first round of key partnerships equality monitoring was completed earlier this year ahead of the level 3 equality assessment and an action plan produced to address any issues. The monitoring identified that CLS did not have a current equality policy in place. The Council has worked with CLS to help them address this issue and CLS are now adopting template policies provided by the Council. Equality will also now be addressed through the CLS joint partnership board to ensure effective monitoring arrangements are put in place and maintained.

IMPLICATIONS OF REPORT

- 48. All Corporate Directors with responsibility for key partnerships have been consulted in the preparation of this report and have provided the performance information included at Appendix 1.
- 49. 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 AND PERFORMANCE)

50. The Partnership framework requires our key partners to adopt good governance arrangements in relation to equality and diversity and, based on the information contained in the report any issues identified in the first round of equality monitoring have been addressed. Once fully progressed, this will strengthen the Council's overall approach to equality and diversity.

GARY HALL
 ASSISTANT CHIEF EXECUTIVE (BUSINESS TRANSFORMATION)

Report Author	Ext	Date	Doc ID
Janet Hinds	5622	28 th May 2009	

Background Papers			
Document	Date	File	Place of Inspection
Framework for Partnership Working	Updated March 2009	Finance Directorate	The Loop, Council website or Union St Offices

THE COUNCIL'S KEY PARTNERSHIP ARRANGEMENTS

Lead Directorate	Partnership Name	Value	Formal Agreement/ Term	Organisations Involved	Objectives of the Partnership	Targets/Outcomes to be achieved in 08/09	Progress on Achievement of Outcomes /Targets at 31.3.09	Comments/Issues at 31.3.09 including whether the contract is on budget/ overspend/underspend	Is the Partnership checked and managed against the controls & values of the Partnership Framework. YES/NO If no, please explain.	Outcomes/Targets to be achieved in 09/10
1 Business	Chorley Community Housing		Yes Current arrangement expires 31.3.09 and is due to be re-tendered.	Chorley BC, CCH	To deliver the services outlined in the Transfer Agreement, to include the Housing Agency agreement, temporary accommodation services, all parties covenants and scheduled agreements.	1) To develop and implement effective contract monitoring systems and governance arrangements for the partnership. 2) Commission schedule of minor works and clean up of Coiswold House	1) Not complete due to focus on Coiswold Housing transfer and meetings being postponed. To be rescheduled 2009/10 2) Transfer of Coiswold involves refurbishment of the accommodation & transfer slipped into 09/10	No budget	Yes	1) Governance framework to be developed and implemented including terms of reference, contract monitoring and timetable for meetings 2) Programme of outcomes to be agreed
2 Business	Anchor Staying Put - South Lancashire	£500,000 pa	Yes Current arrangement expires 31.3.09 and is due to be re-tendered.	Anchor Staying Put, CBC & SRBC, Social Services, PCT, LCC	To assist vulnerable households to retain their independence and remain in their own home by the provision of grant funding assistance to eradicate disrepair, improve thermal comfort and carry out adaptations for disability. Small handyperson and security services are also provided.	To work effectively in providing services to vulnerable households. To meet budget expenditure and deliver grants on time. To maximise access and awareness of the service and achieve high standards of customer satisfaction.	Contract extension agreed together with SRBC and LCC until February 2010. Scheme is beginning to be advertised through Chorley to maximise number of households who will be made aware of the scheme. Agreement with SRBC, LCC, PCT to revisit management board arrangements	There is a small underspend showing on both Anchor related projects (DFG approx. £9000 and Home Repair £3000). This, however, is due to a delay in the completion, and therefore payment, of commissioned work and is not a reflection of demand.	No. The management board has recently re-established itself to separate commissioning and operational roles. The new arrangements will be compared with the partnership framework and plans put in place to ensure compliance as appropriate.	To work with LCC to establish Anchor Option Appraisal in line for consideration when the contract expires. o work effectively in providing services to vulnerable households. To meet budget expenditure and access and awareness of the service and achieve high standards of customer satisfaction. To consider and implement the requirements of the Framework for Partnership Working in the new arrangements as appropriate.
3 HR & OD	Bolton MBC Health & Safety Partnership New Contract to commence including increased service levels with Preston CC 1.4.09	£22,000 p.a New contract £32,000p.a.	yes /2 years commencing 1.4.07 New Contract 2 yrs commencing 1.4.09	Chorley BC, Preston CC	To provide a compliant, professional and effective health and safety service to the Council	1) To achieve 90% of the annual audit and inspection programme by the end of the year 2) 95% of service requests to be processed to agreed standards and within the agreed timescales	1) Achieved 2) No formal systems in place to measure this	On budget	Yes	Transfer of Health & Safety contract to Preston City Council, now completed. Robust Audit programme to be implemented commencing with Neighbourhoods Directorate/Coiswold House when transferred from CCH, necessary remedial action to be provided. 60% of all audits completed 09/10. Improved support for events and activities.

Lead Directorate	Partnership Name	Value	Formal Agreement/ Term	Organisations Involved	Objectives of the Partnership	Targets/Outcomes to be achieved in 08/09	Progress on Achievement of Outcomes /Targets at 31.3.09	Comments/Issues at 31.3.09 including whether the contract is on budget/ overspend/underspend	Is the Partnership checked and managed against the controls & values of the Partnership Framework. YES/NO if no, please explain.	Outcomes/Targets to be achieved in 09/10
4 People	Lancashire Contact Centre Partnership	£50k p.a.	Yes	Chorley BC, LCC, Burnley BC, Hyndburn BC, Ribblesdale BC, Rossendale BC	To procure a shared CRM solution and to explore possibilities for joint working in relation to customer contact.	Key system components fixed. Achieve go live for basic neighbourhood services followed by all remaining services. Use of NDL for straightforward integration i.e. to Flare. Integration to Civica Payments System. Web services in place for back office use and by third party suppliers. A-Z complete as information database for Neighbourhoods. Agreement and road map in place to port transactional self service processes online.	There were some major changes during 2008/09 as a result of Chorley pursuing an exit strategy in respect of the CRM aspect of the Partnership. An alternative product was procured and went live 1st April 2009. There is still a commitment to the other areas of joint working and shared service delivery including access to shared information and the face-to-face channel.	There are operational issues with the Macfarlane ACD system including the reporting functionality and the procedure for logging calls. These have been documented previously. There are also negotiations currently underway regarding our annual Inter Authority contribution	Yes	A compromise to be reached on the annual contribution in respect of the Partnership arrangement. Also an exit from the Macfarlane ACD system.
5 People	Community Leisure Services	£4.44 million	Yes / 15 yrs (2005 to 2020)	Chorley BC, CLS	The management of the Council's indoor leisure facilities	Continue to meet specification standards and explore opportunities for added value service.	The refurbishment of facilities at CGSC DDA works have been completed at Brinscall swimming pool.	An amendment has been made to the contract to cover the 2 year free swimming initiative.	Yes	Coppull/Brinscall facilities to be added to the CLS contract
6 People	Glendale	£3.27 million	Yes /25 yrs	Chorley BC, Glendale Golf	Management of Duxbury Park Golf Course	Build new beginners golf course	There has been a delay in the construction of the beginners course. Plans are underway to start this in late autumn 09	Within budget	Yes	Complete drainage programme and start beginners course. Contract for the 25 year lease to be finalised
7 P&P	Chorley Local Strategic Partnership (LSP)	£335,000 of which £85,000 is a contribution from the Council	No, but protocol approved by LSP Executive /No term but current Partnership Strategy goes up to 2025	Significant number from Public, Private, Voluntary, Community and Faith Sectors	To work on a multi agency basis with public, private and voluntary sector partners, under the banner of the "Chorley Partnership" in co-ordinating a local approach to improving outcomes for local people and in particular in delivering the Community Strategy.	Approximately 10 new projects to be identified at the LSP Executive meeting in April 08 to support the delivery of the Sustainable Community Strategy, Climate Change Strategy for the borough of Chorley to be identified.	All LSP projects completed, or continuing into 2009/10. In the last year the LSP has led on a number of strategies, including climate change and health inequalities action plans, which are two significant pieces of work which will continue to be delivered into 2009/10.		Yes	To commission a series of projects aimed at reducing Chorley's alcohol harm rates, as well as the other priorities within the LAA and Sustainable Community Strategy. To lead on reducing Chorley's health inequalities and to mitigate the impact of the recession.
8 Neighbourhoods	Refuse Collection & Recycling	c. £12M	Yes / 7yrs (April 2002 to March 2009)	Veolia, Chorley Council	To deliver service improvement throughout lifetime of contract	Continue to increase recycling performance and put in place measures for a seamless transfer to any new contractual arrangements in April 2009.	Recycling rate at over 47% against a target of 47%. Missed collections reduced to below 75 per 100,000 collections.	Contract on delivered budget	Yes	New contract with a variety of performance targets set against which the Contractor will be penalised for below target performance.

Lead Directorate	Partnership Name	Value	Formal Agreement/ Term	Organisations Involved	Objectives of the Partnership	Targets/Outcomes to be achieved in 08/09	Progress on Achievement of Outcomes /Targets at 31.3.09	Comments/Issues at 31.3.09 including whether the contract is on budget/ overspend/underspend	Is the Partnership checked and managed against the controls & values of the Partnership Framework. YES/NO If no, please explain.	Outcomes/Targets to be achieved in 09/10
9 Neighbourhoods	Parkwise	Not applicable - enforcement arrangement	Yes / 5 yrs (September 2004 to 2009)	Chorley Council, Lancashire County Council, all other District Councils, NCP, Police	Manage the delivery of decriminalised parking enforcement (DPE)	Continue to generate budgeted surplus to contribute to on-street costs. Evaluate options and procure replacement arrangements.	Overall surplus produced. Existing agreement will terminate 5.9.09. LCC have obtained prices via a formal tender process and should release these shortly. Team Lancashire have considered alternative procurement options and have also invited tenders through established frameworks. Procurement options and tenders received will be considered at an evaluation meeting on 5.6.09	Overall surplus produced.	New arrangements must be in place by 6.9.09. These will be compared with the Framework for Partnership Working to ensure appropriate controls and governance arrangements are in place.	Smooth transition on to new arrangements.
10 Neighbourhoods	Lancashire Waste Partnership	£8.5M	Yes Ongoing, formal cost share agreement to 2015	All District Authorities, JAs and LCC	To co-ordinate waste management across the county	Work towards the commissioning of the Leyland Waste Technology Park and ensure a collection contract is let locally that ensures integration with the disposal requirements of the Partnership in 2010.	Pilot kitchen food waste collection service introduced to 5000 households. Leyland Waste Tech Park due for completion mid 2010. Cost share payments claimed and paid in full.	n/a	Yes. Trying to pursue issues around governance as the partnership is not set up in such a formal way that would merit a formal governance arrangement.	Revise Lancashire Waste Strategy published and to be ratified by partner authorities. Working towards commissioning of Technology Park with diversion of all Chorley household waste to new facility some time in 2010
11 Neighbourhoods	Supaclean Services Ltd	£350,000	5yr contract from April 07 with 2 yr extension provision	Chorley Council and Supaclean	To provide a core public toilet cleaning service	Continue to meet specification standards and explore opportunities for added value service.	Contractor performed to specification with some minor variations to take account of Astley Park development	On budget	Yes	Continue to deliver service as per specification

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Directorate	Key Partnership	Partners	Comments on Financial Status
Business	Home Improvement Agency Partnership	Anchor Trust (Anchor Staying Put)	Anchor Trust is a private company limited by guarantee; and a charitable organisation operating as a housing association. It is rated as 'very low risk', with high credit and contract limits, based on the latest filed accounts covering the period to 31/3/08. Anchor Trust received a satisfactory Housing Corporation Assessment as at March 2007.
Business	CCH	Chorley Community Housing	Chorley Community Housing (CCH) is a registered social landlord, registered with and regulated by the Housing Corporation, a government agency. It is registered as an Industrial and Provident Society with charitable status. CCH is a subsidiary of Adactus Housing Group, which received a satisfactory Housing Corporation Assessment as at September 2007. The HCA also considered CCH.
HR&OD	Preston Health & Safety Partnership	Preston City Council	No separate legal existence from Preston City Council
Neighbourhoods	Refuse Collection & Recycling	Veolia ES (UK) Limited	Large waste management company, rated as 'low risk', with high credit and contract limits, based on the latest filed accounts covering the period to 31/12/07.
Neighbourhoods	Parkwise	Lancashire County Council	No separate legal existence from Lancashire County Council.
Neighbourhoods	Lancashire Waste Partnership	Lancashire waste collection and disposal authorities.	Partnership does not have separate legal existence from member authorities.
Neighbourhoods	Cleaning of public conveniences	Superclean Services Wothorpe Limited	A private limited liability company, specialising in contract cleaning, is rated as 'average risk, with adequate credit and contract limits, based on the latest filed accounts covering the period to 31/3/08.

Directorate	Key Partnership	Partners	Comments on Financial Status
People	Community Leisure Services	Community Leisure Services Limited	Private company limited by guarantee, and registered charity. Rated as 'low risk', but with low credit and contract limits, based on latest filed accounts covering the period to 31/3/08. Updated accounts are due to be filed soon, at which point the financial status will be reviewed.
People	Glendale	Glendale Grounds Management Limited	A private limited liability company, trading as public grounds maintenance contractors, rated as 'low risk', with high credit and contract limits, based on latest filed accounts covering the period to 31/12/07.
People	Lancashire Contact Centre partnership	LCC, Burnley, Hyndburn, Pendle, Ribble Valley and Rossendale Councils	Partnership does not have separate legal existence from member authorities.
P & P	Chorley Local Strategic Partnership (LSP)	Chorley Partnership includes representatives from the public sector, private sector and community, voluntary and faith sector.	Partnership does not have separate legal existence from accountable body, Chorley Council.

STOCK TRANSFER MONITORING – Promises Tracking – Traffic lights

RSL Name	Chorley Community Housing	Updated by	Richard Houghton
RSL Number	L4487	Date	15 th April 2009

Theme One : Delivery of home re-improvements

Green

The RSL stock transfer is on target to deliver on promises / has delivered on promises.

Theme Two : Service improvement

Green

The RSL stock transfer is on target to deliver on promises / has delivered on promises.

Theme Three : Affordable rents

Green

The RSL stock transfer is on target to deliver on promises / has delivered on promises.

Theme Four : Tenant involvement in decision making

Green

The RSL stock transfer is on target to deliver on promises / has delivered on promises.

Theme Five : Regeneration

Green

The RSL stock transfer is on target to deliver on promises / has delivered on promises.

Theme Six : Delivering sustainable communities

Green

The RSL stock transfer is on target to deliver on promises / has delivered on promises.

STOCK TRANSFER MONITORING – Promises Tracking

RSL Name	Chorley Community Housing	Updated by	Richard Houghton
RSL Number	L4487	Date	15 th April 2009

Theme One : Delivery of home re-improvements			
Promise Nr	Nature of Work	Progress to date / further work planned	Status <i>Delete as appropriate</i>
OD1	Re-introduce a painting programme for exterior woodwork and rendering	During Year 2008/09 external painting was carried out to 160 properties. Addresses have been identified and budget is available for Year 2009/10, which will include painting to communal areas to flats.	On Target
OD2	New kitchen layout (1,300 properties/5 years)	New kitchens being installed to all CCH stock with new layouts being provided as and where necessary to ensure kitchens comply with current regulations.	On Target
OD3	Over bath showers (2816 properties/5 years)	Business Plan now includes for enhanced programme of all kitchens and bathrooms to be completed within 42 months. All properties to receive over bath shower. End of year 1 position: 515	On Target
OD3a(inserted)	Install upgrade bathrooms (1150 properties/5 years) (Enhanced 2,916/5 years)	Business Plan now includes for enhanced programme of all kitchens and bathrooms to be completed within 42 months. End of year 1 position: 556	On Target
OD4	Off Street Car Parking (985 properties/5 years)	Work on hold at present due to new planning requirements, programme for Year 1 identified – Year 1 & 2 to be commissioned simultaneously.	On Target
OD5	Fencing (646 properties/5 years)	Programme identified.	On Target
OD6	Mains smoke detectors (2816 properties/5 years)	Main Contractor started April 08. Smoke detectors are being fitted in every property. End of year 1 position: 714	On Target

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OD7	Fascias and soffits (1122 properties/5 years)	Main Contractor started March 08, first scheme completed. 188 further properties surveyed and awaiting instruction. Priorities for Year 2 being identified, planned to run 2 years together.	On Target
OD8	Install/upgrade kitchen (1740 properties/5 years) Enhanced to 2,916 properties/5 Years	Business Plan now includes for enhanced programme of all kitchens and bathrooms to be completed within 42 months. End of year 1 position: 674	On Target
OD9	Install/upgrade central heating (466 properties/5 years)	Main Contractor started April 08. Works progressing to properties identified as requiring new systems 155 completed to end Dec. Installing systems in advance of the programme where properties become void. End of year 1 position: 308	On Target
OD10	New boiler (1227 properties/5 years)	Main Contractor started April 08. 24 Boilers completed as part of responsive programme and full programme has now been identified replacing boilers over 10 years old End of year 1 position: 51	On Target
OD11	Rewire (600 properties/5 years)	Main Contractor started April 08. Works progressing to properties identified as requiring re-wiring. Asset Management reviewing all Periodic Inspections to ensure priorities are being met. End of year 1 position: 183	On Target
OD12	Roofing (108 properties/5 years)	Works commenced on Year 1 priorities and will continue with Year 2.	On Target
OD14	Provide choice in colour of floor tiles in kitchens and bathrooms, and in colour of kitchen fittings (within first year)	Main Contractor surveys and consultations started January 08. On going in conjunction with kitchen and bathroom work.	On Target
OD15	Installation and upgrading of door entry systems (within 5 Years)	Budgetary provision has been made for the replacement of the door entry system at Arcon Road, Coppull (15 blocks) in 2009/10, with budgetary provision for Windsor Avenue, Northgate Avenue and Larch Avenue to be made in 2010/11. Work to be carried out on Arcon Road Coppull in 2009/10.	On Target
OD58	Painting to communal rooms and communal facilities in sheltered	3 schemes completed to date. One further scheme to be completed in 2008/09. 2 schemes on hold	On Target

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	schemes and flats (within 5 Years)	subject to feasibility study. Remaining 2 schemes to be completed in 2010/11. Remaining scheme for 2008/09 completed.	
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Theme Two : Service Improvement			
Promise Nr	Nature of Work	Progress to date / further work planned	Status <i>Delete as appropriate</i>
OD18	Apprentices in Repairs and Maintenance	It is proposed that budgetary provision be made in 2010/11 for these posts.	On Target
OD19	Modern apprentice - office	It is proposed that budgetary provision be made in 2010/11 for this post.	On Target
OD20	Housing Graduate trainee	Trainee appointed with effect from 30 th March 2009	Completed
OD26	Increase value of decorating allowances after major works (within first year)	Agreed at Board – 26 June 2007	Completed
OD27	Maintain a customer accessible town centre office open 8.45 to 5.00pm Mon-Fri	CCH Town Centre office open 8.45am to 5pm Mon - Fri	Completed
OD28	Provide a free repairs service offering appointments	Appointments offered for repairs service.	Completed
OD29	Keep a dedicated freephone repairs reporting phone line	A freephone repairs reporting phone line was available at CBC's One Stop Shop but this has been withdrawn following the ending of the SLA with the Council.	Completed
OD30	Provide an out of hours repair reporting facility	Out of hours emergency repairs can be reported via Orbis	Completed
OD34	Maintain times for responding to repairs	Times maintained and monitored through Performance Management framework	On Target
OD35	Offer goodwill payment if a repairs appointment is missed	Compensation Policy in place	Completed
OD36	All repair officers to wear a uniform and carry ID badges	Corporate instruction agreed in staff code of conduct	Completed
OD48	Introduce a Tenants' Charter	Group Customer Care Charter being developed	On Target
OD50	Pay compensation if we fail to meet customer care standards	Comments, Compliments and Complaints Policy approved by Board 1 November 07.	Completed
OD51	Report annually on performance against customer care standards	Local Standards agreed – Group Standards to be developed, agreed and implemented. Performance contained within Annual Report	On Target

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OD52	Establish a comments, compliments and complaints procedure	Comments, Compliments and Complaints Policy reviewed. Approved at Board 1 November 07.	Completed
OD53	Work towards achieving Charter Mark	Charter Mark has been superseded by Customer Service Excellence Standard and CCH will seek to obtain accreditation as part of the Adactus Housing Group. The target date for this is March 2011	On Target
OD54	Join the Housing Ombudsman Scheme	Membership of Housing Ombudsman Scheme with effect from 29 August 2007.	Completed
OD55	Open Membership Scheme	Article promoting membership published in Foundations December 2008. Leaflet promoting membership scheme also now available	Completed
OD62	Maintain the current cut and collect service for grounds maintenance	Following tenant consultation, a new grounds maintenance specification has been developed and the service tendered. Adactus Housing Group will provide the service from 1 st April 2009. Rather than 'cut and collect' the grass cuttings, they will use a mulching machine that will return the cuttings to the soil	Completed
OD63	Provide free specialist white goods for tenants in sheltered schemes	Provided free of charge wef 5 th April 2007	Completed
OD70	New services to be introduced in response to tenant demand and following consultation	Agreed. Tenants will be consulted on any proposed new or enhancement to services that have been identified through various customer/tenant survey and feedback information	Ongoing

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Theme Three : Affordable rents			Status
Promise Nr	Nature of Work	Progress to date / further work planned	Delete as appropriate
Standard	Delivery of transferring organisation's rent promises as outlined in offer document.	Target rent (weekly) 2011/12 1 Bed £60.86 2 Bed £67.57 3 Bed £75.71 4 Bed £82.01	On Target
OD68	Service Charges will follow the Council's agreed phasing and therein after would rise by no more than 0.5% above RPI for 5 Years	Agreed and included in Business Plan	Completed
OD69	No new service charges introduced, except for new services introduced as a response to tenant demand and following consultation	Agreed	Completed
OD71	Rents set in accordance with rent restructuring	Agreed and included in Business Plan	Completed
OD72	New tenants post-transfer will be on the same rent as existing tenants	Agreed and included in Business Plan	Completed
OD73	Different ways to pay rent – direct debit/standing order, cheque, debit or credit card, swipe card	A wide variety of payment methods continue to be offered. Tenants can also pay online or, wef September 2008, by text	Completed

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Theme Four : Tenant involvement in decision making			
Promise Nr	Nature of Work	Progress to date / further work planned	Status <i>Delete as appropriate</i>
Standard	Do you have tenant board members?	Four tenant board members	Completed
Standard	Are they elected or have they been appointed?	Elected by tenants	Completed
OD38	Annual tenant participation budget	Overall budget for 2009/10 is £28,100 (does not include staffing costs)	Completed
OD39	Dedicated tenant participation staff	2 Resident Involvement Officers.	Completed
OD40	Annual tenant training budget	Contained within the tenant participation budget	Completed
OD41	Training packs for tenants	<p>A 'Learning Opportunities for Residents' questionnaire was distributed to active tenants and leaseholders in June 2008. The Resident Involvement Team is currently working with Group to produce a training programme and training pack in response to the results of the survey. The Group training programme for 2009 has been compiled, details are being finalised and the first training course is due to take place at the end of January. All resident involvement officers and NDOs have attended a 'train the trainer' course. There will be at least one training session every month throughout the year. This programme will be publicised to All Residents. At CCH the Resident Involvement team are also working closely with Lancashire College to provide extra local based training, and have already provided newsletter training to the tenants newsletter group. We are promoting a Certificate in Supporting Youth Work course, in partnership with Runshaw College, in 2009/10 which will provide further learning opportunities for tenants.</p> <p>Resident involvement staff have been working closely with Lancashire College to provide free IT training and editorial training for tenants. Several tenants have attended a TPAS training course in Birmingham.</p>	On Target

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OD42	Set up buddy scheme for new tenant groups	The 'buddy' scheme is now in place, any new resident that becomes involved is paired with a 'buddy' that is an existing involved resident. This also applies to resident groups - and any new resident group recognised by CCH is 'buddied' with an existing group for support.	Complete
OD43	Hold an annual tenants conference	A CCH tenants conference is planned for May 2009 and proposals are being developed by the resident involvement officers.	On Target
OD44	Fund and support the production of a tenants newsletter	The second edition of 'Tenants' Talk', written by tenants with support from the Resident Involvement Team, was distributed to tenants and leaseholders in December 2008. This will replace Foundations and will be produced twice yearly.	Complete
OD45	Report annually on performance	A report on performance for the year ending 31 st March 2008 was delivered to tenants in December 2008	Completed
OD46	Provide a menu of opportunities for tenants to get involved	Our 'menu of involvement' is included in the Resident Involvement Leaflet and is available on the web site. Good progress has been achieved in developing involvement options in response to questionnaire results. The questionnaire results are also being used to create a database that provides information on residents' preferred methods to get involved.	Completed
OD49	Agree customer care standards and publish them (within first year)	Local Standards agreed as part of Customer Care Policy and published leaflet available	Completed.
OD64	Set up an older peoples forum	A Sheltered Tenants Service Improvement Group has been established and is meeting regularly. The resident involvement team are looking into ways to provide a forum for non-sheltered older tenants, this will either involve working with the other older peoples forums within the community, or extending the sheltered tenants group to include issues that affect general needs older people.	On Target

Theme Five : Regeneration			Status <i>Delete as appropriate</i>
Promise Nr	Nature of Work	Progress to date / further work planned	
OD13	Neighbourhood fund (within five years)	The Group adopted a Financial Inclusion Strategy on 19 May 2008 which includes an action plan for CCH. The new post of Financial Inclusion Officer has been recruited to and the new appointee is due to commence her duties on 27 th April 2009	On Target
OD16	Estate re-modelling – 2 estates Longfield Avenue, Coppull and Greenside, Euxton (within five years)	Longfield Avenue scheme tenders due back 17 April 2009. Works due to commence June/July 2009. Proposals at Greenside, Euxton to be considered and discussed with residents following on from Longfield Avenue programme.	On Target
OD17	40 New Affordable homes per annum for five years	18 units completed end March 2009 (14 new build units and 4 purchase & repair units). 26 units to complete by August 2009 (24 new build units and 2 purchase & repair units). 26 units with funding secured and acquisition of building/ land agreed (19 new build and 7 refurb)	On Target
OD25	Work with the Council to introduce Choice Based Lettings (April 2009)	Agreement with CBC and other RSLs to join SelectMove with effect from November 2009. Timetable has slipped due to pressures on ICT supplier from other clients. Common allocations policy to be reported to Board July 2009.	On Target
OD47	Start work in developing locally based community facilities (within first year)	Chorley Moor Community House utilised by many agencies. Police Surgeries have commenced and the Neighbourhood Officer is also holding monthly surgeries to discuss housing issues.	On Target
OD60	Aim to provide a community facility for those sheltered schemes which do not currently have one (within 3 years)	Budgetary provision for four sheltered communal facilities (one new build and three conversions of existing dwellings) made in 2009/10. Officer working group established to scope need and plan these facilities. Costs being considered on 7 Rawlinson Lane, Heath Charnock and Churchill, Whittle le Woods remodelling bungalows to provide communal	On Target

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	<p>facilities . Internet access installed at schemes with communal lounges March 09. 9 laptops purchased. Currently arranging training for tenants.</p>	<p>Provide internet access within each sheltered scheme with a communal facility and training on the use of computers</p>	<p>On Target</p>
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Theme Six : Delivering sustainable communities			
Promise Nr	Nature of Work	Progress to date / further work planned	Status <i>Delete as appropriate</i>
OD21	Set up a dedicated anti-social behaviour team (within first year)	Restructure has established a team of two ASB officers (FTEs).	Completed
OD22	Appoint Neighbourhood Officers and undertake regular neighbourhood "walkabouts" (within first year)	Team of 6 Neighbourhood Officers now established wef September 2008. Dates of estate walkabouts for the remainder of 2008 have been published on the Internet	Completed
OD23	Appoint Gardener/Handypersons (within first year)	2 new Caretaker Handypersons appointed	Completed
OD24	Appoint Caretakers (within first year)		
OD31	Provide specialist equipment for the anti-social behaviour team	Covert camera equipment & noise monitoring equipment now purchased.	Completed.
OD32	Introduce Starter Tenancies for all new tenants	Starter tenancies introduced for all new tenants	Completed
OD33	Visit all new tenants within six weeks of the start of the tenancy, and provide an initial contact point for new tenants	All new tenants are signed up by their Neighbourhood Officer & receive follow up visit within the first 6 weeks of their tenancy	Completed
OD37	Introduce a neighbourhood Caretaker Scheme (within first year)	This scheme is being considered for introduction in 2010/11	Completed
OD56	Employ a Scheme Manager for each sheltered scheme	Scheme Managers on all 11 schemes	Completed
OD57	Ensure the provision of a community alarm scheme	Community alarm service provided	Completed
OD59	£250,000 per annum for disabled adaptations (for five years)	Budget provision included in Business Plan. Provision in 2009/10 is £420,000	On Target
OD61	Pay for a dedicated OT to reduce waiting times	Dedicated OT recruited	Completed
OD66	Fast track minor disabled adaptations	In-house team delivering	On Target