

Chief Executive's Office

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Doc ID:
Date: 30 November 2005

Chorley
Borough Council

Town Hall
Market Street
Chorley
Lancashire
PR7 1DP

Chief Executive:
Jeffrey W Davies MA LLM

Dear Councillor

A meeting of the Overview and Scrutiny Committee is to be held in the Committee Room, Town Hall, Chorley on Thursday, 15th December, 2005 commencing at 6.30 pm.

AGENDA

1. **Apologies for absence**

2. **Declarations of any interests**

Members of the Committee are reminded of their responsibilities to declare any personal interest in respect of matters contained in this agenda in accordance with the provisions of the Local Government Act 2000, the council's Constitution and the Members Code of Conduct. If the personal interest is a prejudicial interest, then the individual member should not participate in the discussion on the matter and must withdraw from the room and not seek to influence a decision on the matter.

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

To confirm as a correct record the minutes of the Overview and Scrutiny Committee held on 17 November 2005 (enclosed)

4. **Sustainable Resources - Preferred Options Document and Draft Supplementary Planning Document (Pages 7 - 56)**

Report of the Head of Development and Regeneration (copy enclosed)

The Executive Cabinet considered the report at its meeting held on 1 December and resolved:

1. that the Council be recommended to endorse the content of the draft documents for consultation and community involvement purposes

2. That subject to the approval of the Overview and Scrutiny Committee, the Environment Overview and Scrutiny Panel be requested to:

(a) examine how the Council can encourage the use of renewal energy within

Continued....

the Borough, and
(b) how the Council can take a lead on this issue on a cost neutral basis.

The views of the Committee on resolution 2 above are requested.

5. **Revenue Budget Monitoring - 2005/06 (Pages 57 - 86)**

Report of Director of Finance (enclosed)

6. **Contact Chorley - Achieving the Strategy (Pages 87 - 92)**

Report of Head of Customer, Democratic and Office Support Services (enclosed)

7. **Forward Plan (Pages 93 - 96)**

To receive the Councils Forward Plan for the four - month period commencing 1 December 2005 (enclosed)

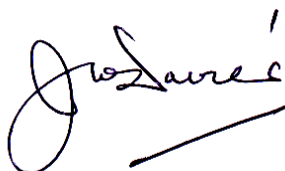
8. **Overview and Scrutiny Panels**

To receive update reports from the three Associate Chairs on the recent activities of their respective Panels

9. **Overview and Scrutiny Work Programme (enclosed) (Pages 97 - 98)**

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

Yours sincerely



Chief Executive

Distribution

1. Agenda and reports to all Members of the Overview and Scrutiny Committee (Councillor Walker (Chair), Councillors Bell, Mrs Case, Davies, Goldsworthy, McGowan (Associate Chair), Parr, Walsh (Associate Chair), Perks (Associate Chair) and M Wilson) and for attendance.
2. Agenda and reports to Director of Finance, Head of Customer, Democratic and Office Support Services and Head of Development and Regeneration for attendance.
3. Agenda and reports to Executive Leader (Councillor J Wilson) Deputy Leader (Councillor Edgerley) and Leader of Liberal Democrat Group (Councillor K Ball) for information.
4. Agenda and reports to all remaining Chief Officers for information.

5. Agenda and reports to all remaining Members of the Council for information.

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

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Overview and Scrutiny Committee

Thursday, 17 November 2005

Present: Councillor Walker (Chair), and Councillors Bell, Mrs Case, McGowan, Parr, Perks and Mrs Walsh

05.OS.61 APOLOGIES FOR ABSENCE

Apologies for absence were submitted on behalf of Councillors Davies, Goldsworthy and Mrs Wilson.

05.OS.62 DECLARATIONS OF ANY INTEREST

None of the Members disclosed any interests in relation to matters under consideration at the meetings.

05.OS.63 MINUTES

RESOLVED - That the Minutes of the Overview and Scrutiny Committee held on 13 October 2005 be confirmed as a correct record for signature by the Chairman.

05.OS.64 BUSINESS PLAN AND PERFORMANCE MONITORING REPORTS

The Committee received the second quarter updates of the Business Plan for the period 1 July to 30 September 2005 for Corporate and Policy Services, Human Resources, Legal Services and Finance Services.

Under the Corporate and Policy Services Business Plan, the Committee referred to the possibility of the Committee looking at the Community Safety Partnership.

Under the Human Resources Business Plan the Committee made reference to the continuing challenge of reducing sickness absence and the need to closely monitor the situation.

The Committee made reference to the payment of invoices and the various checks and balances and internal credit checks on their payment.

The Director of Legal Services reported on the work of her services in dealing with the implementation of the requirements of the Licensing Act 2003 and the high volume of hearings as well as the reduction in the number of local searches being processed by the Land Charges Unit resulting in a fall in income for the Unit.

Members made reference to the quality accreditation, LEXCEL, the Law Society's Practice Management Standards which the Service had recently been reaccredited. Reference was also made to the preparation of an Outline Business Case in respect of the implementation of a case management software system for Legal Services, which would enable a more effective time recording, monitoring of the progress of cases and provide better performance information. Members considered there was a need to prioritise on these efficiencies.

It was **AGREED** that the Business Plans for Corporate and Policy Services, Finance Services, Human Resources and Legal Services be noted.

05.OS.65 PERFORMANCE MONITORING REPORTS

The Head of Corporate and Policy Services submitted the quarterly monitoring reports on the performance against the Council's Best Value Performance Indicators and Key Performance Indicators for the current Municipal Year up to 30 September 2005.

The Committee noted the increase in the cost of waste collection per house and that this was being dealt with, as well as the length of time taken to deal with planning applications.

It was **AGREED** to note the Performance Monitoring Reports.

05.OS.66 REVENUE BUDGET 2005/06 - MONITORING

The Committee received a report of the Director of Finance setting out the Council's current financial position as compared against the budgets and efficiency savings targets it had set itself for 2005/06 for the General Fund and Housing Revenue Account.

The report indicated that it was appropriate to take further actions to help ensure the budget came back into balance and Members were informed of the actions until such time as the budget position improved.

The Committee **AGREED** to note the report and the actions to be taken to help ensure the budget comes back into balance.

05.OS.67 CAPITAL BUDGET 2005/06 - MONITORING

The Committee received a report of the Director of Finance setting out the current expenditure position for the 2005/06 Capital Programme and forecast the revisions made to the categorisation of schemes in the Capital Programme.

Members were notified of the action that will be taken with budget holders to identify savings to match expenditure increases and the review and analysis of the schemes.

The Committee **AGREED** to note the report and the action to be taken.

05.OS.68 DRAFT BUDGET OUTLOOK 2006/2007 - 2008/2009

The Director of Finance submitted a report setting out the draft financial position of the Council following the initial drafting of the 2006/2007 budget and the budget forecast for the following two financial years.

Members were informed that significant savings will be required over the next three years and that the key factors of, the level of grant settlement and planning delivery grant would influence the budget gap.

The Committee **AGREED** to note the report.

05.OS.69 BUDGET SCRUTINY PROCESS FOR 2006/07

The Committee received a report of the Chair informing Members of the proposed process for scrutinising the Cabinets draft budget proposal for 2006/2007 which will be submitted for consultation after the Executive Cabinet meeting scheduled for 12 January 2006.

The report indicated that this Committee was keen to demonstrate that it had added value to the budget setting process and consequently it proposed a slightly different approach to that had been taking in previous years.

The report indicated the specific issues and areas of non performance that scrutiny could look at in more detail and the proposed arrangement of the Scrutiny meeting in February 2006.

The Committee **AGREED** to note the report.

05.OS.70 FORWARD PLAN

The Committee received the Council's current Forward Plan which set out details of the key decisions which the Executive Cabinet's individual Executive Members or Officers were expected to take during the four month period commencing from 1 November 2005.

The Committee noted that some of the items on the previous Forward Plan had been dealt with and some items rolled forward to the December Plan. A request was received for the Customer Overview and Scrutiny Panel to look at the item or decision on partnering/outsourcing proposals for Property Services and the Markets function.

The Committee **AGREED** that the Plan be noted and that if time allows, the Customer Overview and Scrutiny Panel look at the issue of partnering/outsourcing proposals for Property Services and the Markets function due to be considered by the Executive Cabinet on 12 January 2006.

05.OS.71 ACCESSIBILITY OF CYCLING AS A LEISURE PURSUIT IN CHORLEY

The Committee received from the Environment Overview and Scrutiny Panel their draft final report on their inquiry entitled "Accessibility of Cycling as a Leisure Pursuit in Chorley".

The report identified the findings and recommendations that had come out of the inquiry.

The Committee **AGREED** that the report and undermentioned recommendations be approved and forwarded to the Executive Cabinet for consideration.

Aims/Objectives

a) To reduce the confrontation between the various activities

1. That those landowners who have shared user routes improve the environmental conditions by improving sight lines and visibility.
2. That the Council looks into the feasibility of creating short circular routes suitable only for families driving out to the country to take their children for a five mile ride as exists in National Parks and some Access Areas.
3. That the Council looks into the feasibility of creating a mountain bike trail in Rivington which would be a year round activity and would be good for the local economy.
4. That the Council looks into the feasibility of creating a purpose built off-road leisure track for youngsters and children in Yarrow Valley Park (Youths and youngsters with support to take over the design and maintenance of this facility which would enhance the vision that the Council is considering sports for all and encouraging children/youths to have a "Healthy Lifestyle".
5. That the Council looks into the feasibility of creating a safe cycle route along the Yarrow Valley and River Goit between White Coppice and Anglezarke.

6. That the Council examines ways to improve the publicity of existing routes.

Aims/Objectives

- b) To reduce the confrontation between the various activities

7. That the Council facilitates the education of users by a Code of Conduct to focus on the rights and responsibilities of all user groups in order to reduce ambiguities concerning issues such as rights of way, passing etiquette, the increase use of bells, control of dogs and the recommended speeds that should be adjusted for safety and courtesy.
8. That those land owners who have shared use routes should have information panels to the access points detailing the Code of Conduct and a contact point to where comments, complaints and conflicts can be reported.
9. That the Council looks into the feasibility of funding cycling and proficiency schemes within the Borough. (NB already a LCC function via Education in Schools).

Aims/Objectives

- c) To identify the current areas and can they be extended

10. That the responsible authority be requested to improve both off-road and the Sustrans route 55 through Chorley as well as developing the route through Chorley to join up the route from Preston to Wigan.
11. That the responsible authority be requested to complete the Sustrans route 55 as far as Adlington, to provide the connecting route via route 91 to the Rivington areas, as well as forming the primary route where other on/off-road cycling schemes can join to form a hub in the future.
12. That the Council examines ways of better provision to encourage children to cycle to school; this would ease local traffic congestion. For example the off-road cycling scheme along Foxholes Road (near Tesco's supermarket), but stops abruptly at the roundabout where it matters. This scheme should be extended along Balshaw Lane; the road is wide enough, if the grass verge was used on both sides of the road. This needs some commitment, it has been done in many towns elsewhere.
13. Where an off-road scheme finishes the cyclist is left to rejoin the highway, by a halt sign, as in the design on the A6 at Cuerden and A581 at Euxton. A good design has been used in Blackburn.

05.OS.72 OVERVIEW AND SCRUTINY INQUIRIES - UPDATE

The Committee received and noted the update reports from the Associate Chairs on the recent activities of their respective Panels.

05.OS.73 OVERVIEW AND SCRUTINY WORK PROGRAMME FOR 2005/2006

The Committee received and noted the work programme for the Overview and Scrutiny Committee and its three associated Panels for the remainder of 2005/06 which illustrated the status of current inquiries, ongoing items and issues currently being monitored.

Chair

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Report of	Meeting	Date
Head of Development and Regeneration (Introduced by Cllr A. Lowe Executive Member for Development and Planning & Cllr D Edgerley Executive Member for Customers, Policy and Performance.)		16 November 2005
	Local Development Framework and Community Strategy Working Group	1 December 2005
	Executive Cabinet	13 December 2005
	Council Overview and Scrutiny Committee	15 December 2005

SUSTAINABLE RESOURCES- PREFERRED OPTIONS DOCUMENT AND DRAFT SUPPLEMENTARY PLANNING DOCUMENT

PURPOSE OF REPORT

- To seek Members endorsement for the attached drafts of the Preferred Options Document and Supplementary Planning Document on Sustainable Resources that will form part of the Local Development Framework.

CORPORATE PRIORITIES

- The production and implementation of the policies to be contained within the Sustainable Resources Development Plan Document and the use of the Supplementary Planning Document will have a direct link to a cleaner and greener Borough.

RISK ISSUES

- The issues raised and recommendations made in this report involve risk considerations in the following categories:

Strategy		Information	
Reputation	■	Regulatory/Legal	■
Financial	■	Operational	■
People		Other	

- Members may be aware that the Council has committed itself to the production of a number of Local Development Framework Planning Documents at specific times within its Local Development Scheme published last March.
- Document production “Milestones” have been set out which are required to be met otherwise there is a risk that the Council would be penalised in its Planning Delivery Grant settlement. Its reputation would also be damaged if the Council was unable to conform to a publicly set out timetable. Therefore, given the other work commitments on the Local Development Framework it is important that these documents be finalised prior to

Christmas ready for public consultation in March of 2006. The documents aim to clarify when regulatory approvals are required- such as planning permission and listed building consent and will also have implications for the Council in how the authority uses energy etc as we ought to be implementing the good practice the documents are promoting.

BACKGROUND

6. Members will be aware, following the 2004 Planning and Compulsory Purchase Act, that the former Development Plan system has been replaced. No longer are drafts of all the policies published in one Local Plan and consulted upon at Consultation and Deposit Draft stages with subsequent changes to wording made in response to representations. The preparation stages for documents under the new planning system are:
 - Issues and Options
 - Preferred Options
 - Submission
7. The new Planning system is intended to be “front loaded”. In September last year the Council was one of the first planning authorities to publish its Local Development Framework Issues and Options Report which drew on the work of the Community Strategy. These issues informed the production of the Local Development Scheme in March 2005 which sets out a timetable for a number of Development Plan as well as Supplementary Planning Documents (formerly known as Supplementary Planning Guidance). The Preferred Options stage is intended to give local people and organisations the opportunity to comment on how the local planning authority is approaching the preparation of the particular Document, including a broad outline of proposed policies. This stage also aims to ensure that the local planning authority is aware of all possible other options as suggested by respondents before we prepare the Submission stage document. (This is the stage at which representations are laid before an Inspector who then produces a binding report into the soundness of the plan.)
8. A Sustainability Appraisal Report must accompany the publication of Documents and this work is in hand.

CONTENT OF DOCUMENTS

9. The documents set out the preferred policy options to enable the Council to undertake its responsibility to promote sustainable development in relation to reducing carbon emissions, and to manage water supplies. The reduction of carbon emissions includes the whole development process from the location of a development; the materials it is built from; to the source of energy it uses and how it disposes of its waste. It also covers the balancing of the impacts of the generation of renewable energy from stand-alone schemes and the contribution to reducing carbon emissions.
10. The draft Supplementary Planning Document gives detailed information to support the above and helps to promote renewable energy generation in line with the requirement for local authorities set out in PPS22. It contains indicative maps derived from the Opportunities for Renewable Energy in Chorley Study Report undertaken by Renewables Northwest and Sustainability Northwest.

COMMENTS OF THE HEAD OF HUMAN RESOURCES

11. This report has no apparent HR implications.

COMMENTS OF THE DIRECTOR OF FINANCE

12. There are no financial implications associated with this report.

RECOMMENDATION

13. That the Executive Cabinet endorse the draft documents and approve it for consultation and community involvement purposes subject to ratification by Full Council with any necessary minor textural amendments delegated to the Head of Development and Regeneration.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

14. None.

REASONS FOR RECOMMENDATION

15. To ensure that the Council fulfils its commitment set out in the Local Development Scheme to produce such documents in a timely fashion.

JANE E MEEK
HEAD OF DEVELOPMENT AND REGENERATION

There are no background papers to this report.

Background Papersc			
Document	Date	File	Place of Inspection
Opportunities for Renewable Energy in Chorley	July 2005		Gillibrand Street Office*
Draft Supplementary Planning Document	November 2005	***	
Preferred Options Report-Sustainable Resources	November 2005		

Report Author	Ext	Date	Doc ID
Louise Nurser	5281	2 November 05	Tdrive/louise/reports/preferredoptions1

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Chorley into 2016: Sustainable Resources

Preferred Options Development Plan Document

March 2006

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Sustainable Resources
Preferred Options Development Plan Document
March 2006

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About this document

1. This document is the Preferred Options edition of the Sustainable Resources Development Plan Document. A draft accompanying Supplementary Planning Document is the subject of simultaneous consultation and community involvement.
2. This is one of the first policy documents within Chorley's new Local Development Framework the new style local development plan. It relates to one specific topic and will, as other Development Plan Documents are produced, result in a folder of planning policies relating to spatial development in the Borough. The other Local Development Framework document being produced at this time is:- Chorley Town Centre Action Plan and Retail and Leisure Policies.
3. It sets out what is considered to be the Preferred policy options to enable the Council to undertake its responsibility to promote sustainable development in relation to reducing carbon emissions, and to managing water supplies, the use of construction materials and enabling waste recycling.
4. The Sustainability Appraisal Report accompanying this document tests a variety of options that were considered before arriving at this Preferred approach.
5. These documents were approved at the Council meeting on 13 December 2005 for consultation for six weeks from the 15 March 2006.
6. Following the six week period of consultation and community involvement on the content of the Preferred Options, the Council will consider all the comments received in the context of national and strategic planning policy and produce a further version of this document for submission to Government. This document will then be the subject of further consultation and may result in an Examination in Public with a Planning Inspector setting out his or her views on the soundness of the Development Plan Document. The Council would have no choice but to accept the recommendations made by the Inspector.
7. The time table for the whole preparation process set out in the March 2005 edition of Chorley Borough's Local Development Scheme is as follows:
 - Public participation on preferred options March/April 2006
 - Submission to Secretary of State- September 2006
 - Pre- examination meeting – January 2007
 - Examination in Public- March 2007
 - Adoption – October 2007.

How to Make Representations

This draft document has been prepared for consultation and community involvement.

Representations can be made in any of the following ways:

- By post** Planning Policy Section
 Chorley Borough Council
 Council Offices
 Gillibrand Street
 Chorley
 Lancashire
 PR7 2EL
- By fax** 01257 515211
- By e-mail** planning.policy@chorley.gov.uk

For representations to be considered they must be received by the Planning Policy Team no later than 5pm, 25 April 2006.

Background

8. This is the second stage in the production of Sustainable Resources planning policies. The completed policies are to be submitted to the Secretary of State in September 2006.
9. In September 2004 wide ranging public consultation took place on the Issues and Options of the Local Development Framework under Regulation 25 of the Town and Country Planning (Local Development) (England) Regulations 2004.
10. Renewable energy, and recycling were amongst the wide-ranging issues and options considered during this public consultation. Detailed relevant results are set out in Appendix 1.

Natural Resources and Constraints facing the area

11. In order to reduce carbon emissions and to tackle climate change it is important to minimise resource demand, cut unnecessary use, increase efficiency and generate renewable energy.
12. Management and design issues such as energy reduction, water management and energy efficiency are important and require planning policy consideration together with Building Control Regulations consent.

13. However the generation of electricity from renewable sources is partly dependent on the physical environment specific to Chorley Borough. This provides both **opportunities and restrictions**.
14. In the east of the Borough are sparsely populated upland areas forming part of the West Pennine Moors. On the lower slopes are stone built villages. The central part of the District between the M6 and M61 motorways is more built up, with the principal market and former mill town of Chorley and to the south the industrial/former mining townships of Adlington and Coppull. To the north of Chorley town are the settlements of Clayton-le-Woods, Euxton and Whittle-le-Woods, which have expanded considerably through suburban developments since the 1960s. The west of the Borough is typically lowland countryside which becomes flatter further to the west as it becomes part of the Lancashire Plain. Here, red brick villages are characteristic, the largest being Ecclestone and Croston, which experienced some suburban growth in the second half of the 20th century. However the Borough is considered to be a predominantly urban Borough.
15. In total around 70% of the Chorley Borough is within the Green Belt. There are no Areas of Outstanding Natural Beauty within the Borough but there are 9 designated Conservation Areas, 422 Listed Buildings, and 2 designated Sites of Special Scientific Interest.
16. The accompanying draft Supplementary Planning Document includes maps of those parts of the Borough where a variety of different renewable energy sources would be most appropriately developed. This does not preclude such development in other areas of the Borough.

These energy sources include:

- Wind
 - Hydro power
 - Landfill gas
 - Biomass
 - Solar
 - Anaerobic Digestion
 - Ground Source Heat
17. The maps were taken from the July 2005 report, Opportunities for Renewable Energy in Chorley¹. These were the result of a joint project undertaken by Renewables Northwest, Sustainability Northwest, GONW and the Council and also involving two workshops attended by the public, interested amenity groups and developers.

¹ Opportunities for Renewable Energy in Chorley – 2005- Renewables Northwest, Sustainabilitynorthwest and GONW

18. The conclusions of the report were that given the natural resources of the Borough, in particular wind, there are many opportunities for renewable energy generation feasibly available to be integrated into new and existing developments and as stand alone schemes. The Opportunities for Renewable Energy in Chorley is a technical document to this Preferred Options Document.
19. However, a sole reliance on renewable energy generation to reduce carbon dioxide emissions would be flawed. For example, a building could be constructed of materials that take a lot of energy to be made, have poor energy efficiency, and be designed so that future recycling of materials would be inconvenient, yet generate 10% or more of its energy requirements on site.
20. Following on from the workshops that related specifically to renewable energy a group of about 40 interested people and organisations wished to continue to be involved in evolving a wider policy ambit for using Sustainable Resources in the Borough in the Borough. The group were consulted on how to move forward and a link was set up on the Council's website www.Chorley.gov.uk.
21. Therefore, arising out of these considerations, the Council is producing this Development Plan Document so as to ensure that the sustainable use of resources is embedded in all new development in the Borough and that planning applications for stand alone renewable energy generation schemes are considered in both the local and national context. Transport is a major user of fossil fuels and contributor to global warming. Issues of the location of developments, and accessibility by different types of transport will be considered in the policies to be contained within the forthcoming Core Strategy.

National Context

22. Planning Policy Statement 22-Renewable Energy 2004 sets out the Government's objective to cut the United Kingdom's carbon emissions by 60% by 2050 with real interim progress towards this by 2020.

Strategic Context

23. At the time of writing there are three strategic planning documents that are relevant to Chorley in both the Borough Council and the wider community undertaking its responsibilities to help achieve the above objective through the development of renewable energy alongside improvements in energy efficiency and the development of combined heat and power.
24. The Regional Planning Guidance for the North West adopted March 2003. This will be replaced by a new Regional Spatial Strategy that is due to go to formal Public Consultation in March 2006. The Joint Lancashire Structure Plan was adopted in March 2005. Together these contain the relevant strategic context for the preparation of policy. (Once the draft RSS has been adopted the Joint Lancashire Structure Plan will no

longer be part of the development plan.) In the interests of brevity Appendix 2 refers to the relevant policies.

25. These strategic policies and the Planning Policy Statement provide pointers to the detailed policy considerations that should be contained within the Local Development Framework, under the umbrella term of Sustainable Resources, and fully support the spatial objectives set out below including the objective of setting site specific targets for renewable energy generation.
26. In October 2004 the North West Regional Assembly produced a consultation draft Advancing Sustainable Energy - A Sustainable Energy Strategy For the North West. The finished version has been completed but has not yet been published. (It is hoped that by March that this position may have been changed and this document updated accordingly.)

Relationship with the Community Strategy

27. The Council has aimed to ensure that there is considerable mutual support between the Community Strategy and the Local Development Framework. The public participation that took place on the Community Strategy in 2004 prepared the ground for the involvement in work that took place in the autumn of 2004 on the Issues and Options Paper of the Local Development Framework.
28. The Community Strategy 2005-2025 was published in October 2005. The related actions arising from Chorley Borough's Community Strategy Action Plan 2005-2008 set out in Appendix 3 are relevant when considering the preferred options in the Development Plan Document, and illustrate the wide range of stakeholders and partners that are required in the implementation of the spatial planning of the Borough.

Other Relevant Strategies/Regulations

29. Normally built developments require at least two types of approval- planning permission and Building Regulations consent. The latter is more concerned with ensuring that buildings are well built in terms of meeting construction standards and are safe to use. However, the scope of building regulations is expanding. Part L of the Building Regulations will come into force in April 2006. This will considerably increase the requirement for energy efficiency albeit not necessarily requiring the integration of renewables. It will also introduce the concept of an energy certificate similar to that displayed on new 'white' electrical goods setting out how efficient a building is. This Development Plan Document is primarily concerned with planning requirements but while some of these will be backed up through the implementation of the Building Regulations developers will be encouraged to exceed these standards.
30. It is likely that an energy certificate and an associated energy report will be introduced for all home sales in 2007.

Spatial vision for Chorley for the use of sustainable resources.

31. ***“That by 2016, the principles of sustainable development and, in particular, a positive attitude to reducing carbon emissions, will run through all development activity, with Chorley Borough acknowledged as a leading authority with residents and businesses reaping economic, social and environmental benefits.”***

The following objectives are derived from this vision:

- Increase year on year installed renewable energy capacity in the Borough
- Impose year on year targets for the energy requirements of Buildings to be met on site by renewable energy provision
- Promote the reduction of energy requirements in new developments
- Require the use of construction materials which have been re-used or come from sustainable sources
- In new developments, minimise waste production and encourage the recycling of waste products
- Manage water in a sustainable manner, reducing consumption and making greater use of recycled water in new developments.

Sustainability Appraisal

32. From 27 June to 29 July 2005 a Scoping Report for the Sustainable Resources Documents was sent out for consultation to the four statutory bodies nominated for this purpose (English Nature, English Heritage, Environment Agency and Countryside Agency), and other bodies considered appropriate. The Scoping Report sets out the objectives of the Sustainable Resources Documents, possible options to achieve each objective and a framework to test each option including sustainability objectives.
33. Testing of the options was carried out in September 2005 to identify how each performed against social, economic and environmental objectives in the Sustainability Appraisal Framework. The Preferred Options for this document were then selected based on the testing and recommendations made in the Sustainability Appraisal.
34. The Preferred Options were then tested further in the Sustainability Appraisal in order to predict and assess their effects both individually and cumulatively.
35. The original options for each objective are set out in Appendix 4.

Preferred Options – Development Plan Document Broad outline of Policies for Sustainable Resources.

36. The following outline policies set out an outline of the preferred policy approach for sustainable resources. Following the extensive consultation that will take place on this document in addition to the considerable publicity and work with stakeholders, business and the public already, each policy will have clear objectives in order to monitor the effectiveness of the policies and will have separate indicators. Delivery of the policies will be assessed through the Local Development Framework Annual Monitoring Report.
37. Supporting text will be produced following representations made to the broad outline and principles set out below.

Policy SR1: Incorporating Sustainable Resources into New Development

Outside of conservation areas and excluding listed buildings permission will be granted for development where;

- a) evidence is set out to demonstrate that the design and layout of the building minimises energy use, maximises energy efficiency and is flexible enough to withstand climate change and;
- b) at least 20% of the building materials used are recycled so as to minimise the energy costs of production, all other materials to be sustainably sourced and;
- c) appropriate renewable energy power generation equipment is installed and implemented to provide at least 10% of predicted energy requirements. (This figure is to increase to 15% for any applications received from 2010 onwards) and;
- d) the use of non-grey water is minimised, rainwater is recycled and all hard surfaces are designed to prevent water run off and;
- e) appropriate storage space is made for recyclable waste materials and composting.

SR2: Renewable Energy

Proposals for renewable energy schemes that contribute towards achieving national and regional targets to increase existing capacity for renewable energy generation will be supported and planning permission granted where the following criteria are met:

- a) The proposal would not have an unacceptable impact on the landscape character and visual appearance of the local area, including the urban environment.
- b) The objectives of sites with national or local designations are not compromised by the development.
- c) Any noise, odour, traffic or other impact of development is mitigated so as not to cause unacceptable detriment to local amenity.
- d) No significant harm is caused to local nature, ecology and biodiversity.
- e) The development is located in close proximity to the grid network or an end user.
- f) Any significant adverse affects of the proposal are clearly outweighed by wider environmental, social and economic benefits.

Consultation

- 38. Consultation will take place in line with the procedures set out in Chorley Borough's Statement of Community Involvement, Submission to the Secretary of State edition September 2005.

Existing Policies within the Adopted Chorley Borough Local Plan Review 2003.

- 39. The proposed two outline policies would replace policies EP 18- Surface Water Run Off, EP22- Energy Conservation; EP23- Energy from Renewables; EP24- Wind Farms.

APPENDIX 1

Chorley into 2016: Issues and Options was published in September 2004.

The Report was publicly exhibited at 22 locations across the Borough over a six week period between 27 September and 4 November 2004. The Report was made readily available at the Council Offices and upon the Council's web page. Copies were also sent to a large number of relevant groups and organisations. Three forums took place involving local businesses, the Housing Development Forum and the Chorley Civic Society.

The results were as follows:

Under the heading of whether local planning policies should do more to encourage the provision of **renewable energy generation** of those who responded positively to the various options set out ;

75% of those who expressed an opinion **supported** the production of policies, *“which are positive about renewable energy schemes (including preferred locations) but which also provide protection from negative impacts upon the local environment, landscape and homes”*.

45% supported the application of, *“**very tight restrictions** on the development of sources of renewable energy such as wind turbines because of the potential negative impact on local environments. However, this approach is likely to conflict with Government Planning Guidance”*

57% supported the identification of, *“**areas** where renewable energy proposals such as wind farms might be acceptable”*.

80% supported the encouragement of *“**small scale renewable** energy schemes on new and existing developments”*.

In relation to **recycling**, **78%** of those who expressed a positive opinion supported the requirement for, *“employment and housing developments to **make provision** for the storage of wheelie bins and other recycling bins/containers”*.

81% supported a, *“positive policy for the development and relocation of “bring” recycling sites, which emphasises that their provision should not have **an adverse impact** upon the neighbouring environment or surrounding properties.”*

46% supported giving, *“priority to the wider environmental benefits of “bring” recycling sites rather than **their impact upon the neighbouring** environment or surrounding properties”*.

APPENDIX 2**Relevant Strategic Policies.**

The Regional Planning Guidance adopted March 2003.

Relevant policies: DP1- Economy in the use of Land and Buildings, DP3- Quality in New Development, SD8- Development in the Wider Countryside, EC5- Regional Investment Sites; RU2- Diversification of the Rural Economy; EQ5- A Regional Approach to Waste Minimisation, ER1- Management of the North West's Natural and Built and Historic Environment; ER2- Landscape Character, ER5- Biodiversity and Nature Conservation; ER7- Water Resources; ER8- Development and Flood Risk; ER11- Secondary and Recycled Aggregates; ER13- Renewable Energy and Energy Efficiency.

Emerging policies in the emerging interim draft Regional Spatial Strategy.

Policies that are relevant; CS2- Core Development Principles; EM4- Integrated Water Management; EM8- Secondary and Recycled Aggregates; EM10- Waste Management and New Development; EM11- A Framework or Sustainable Energy in the NW; EM12- Energy Conservation and Efficiency and Policy EM13: Renewable Energy.

Policies in the Joint Lancashire Structure Plan adopted March 2005. Policy 20; Lancashire's Landscapes; Policy 21- Lancashire's Natural and Man-Made Heritage; Policy 24- Flood Risk; Policy 25- Renewable Energy; Policy 27- Development and Waste Minimisation.

**Chorley Borough’s Community Strategy 2005-2025 and Action Plan 2005-2008
Priority 2- Reducing “Pockets of Inequality”**

Goal 2- To achieve a balanced housing market with good quality housing and more attractive neighbourhoods.

Improve energy efficiency in the private sector (SAP rating)	Reductions in CO2 emissions and reductions in annual fuel costs	420 tonnes £28,000	2006	Chorley Borough Council General Fund, Supporting People, Private Investment	Lead Partner Chorley Borough Council Other Partners Home Improvement Agency/energy suppliers
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Priority 5- To Develop the Character and Feel of Chorley as a Good Place to Live and Visit.

Goal 1- Improve our urban and rural surroundings and enhance the wildlife of the borough to provide an attractive environment for residents, visitors and investors.

Promotional campaign to encourage local businesses to recycle waste	Recycled business waste as % of business waste arising.	10%	2008	Landfill Tax Fund bid	Lead Partner Chorley Borough Council Other Partners LLC. Env. Chorley Civic Society/NWDA/Chamber of Commerce/local businesses
To develop a sustainable energy strategy for the borough	Production of the strategy	Development and completion of the strategy.	2008	Existing resources	Lead Partner Chorley Borough Council Other Partners LLC. / Renewables nw/ SNW
Promote waste minimisation in local businesses	Number of businesses adopting waste minimisation in local businesses	50	2008	Existing Resources	Lead Partner Chorley Borough Council Other Partners LLC/EA/local businesses/LCDL

APPENDIX 4**Sustainable Resources DPD and Sustainable Resources SPD Objectives and Options**

- A. Increase year on year installed renewable energy capacity in the Borough;
- *Do nothing (retain current policies)*
 - *Produce criteria based policies that are favourable to renewable energy schemes, giving priority to wider environmental benefits of renewable energy.*
 - *Put forward specific sites for renewable energy schemes and refuse proposals outside these areas.*
- B. Impose increased year on year targets for the energy requirements of buildings to be met on-site by renewable energy provision;
- *Do nothing (retain current policies)*
 - *Impose minimum on-site renewable energy provision requirements for all new developments.*
 - *Impose minimum on-site renewable energy provision requirements for new developments over a certain size.*
 - *Implement policies which are favourable to micro-scale renewable energy technologies.*
 - *Encourage renewable energy provision through negotiation and other means.*
- C. Promote the reduction of energy requirements in new developments;
- *Do nothing (retain current policies)*
 - *Permit only developments where the principles of good site layout and building design minimise energy use and maximise efficiency.*
 - *Require developers to show how they have considered site layout and building design and applied these principles where practical.*
 - *Require energy efficiency of new build units to exceed those required by building control regulations.*
 - *Encourage good site layout and building design by other methods.*
- D. Require the use of construction materials which have been re-used or come from sustainable sources;
- *Do nothing (retain current policies)*
 - *Only allow the use of reused, recycled and/or sustainably sourced materials in construction.*
 - *Where possible encourage the use of reused, recycled and/or sustainably sourced materials in construction.*
- E. In new developments, minimise waste production and encourage the recycling of waste products;
- *Do nothing (retain current policies)*
 - *Require employment and housing developments to make adequate provision for the storage of recyclable material and for composting.*
 - *Ensure new development is adequately served by 'bring' recycling sites.*
 - *Where possible reuse waste products on-site.*
 - *Encourage the processing of recycled waste within the Borough*
- F. Manage water in a sustainable manner, reducing consumption and making greater use of recycled water in new development.
- *Do nothing (retain current policies)*
 - *Require all large developments to utilise Sustainable Drainage Systems (SUDS) to manage rainwater drainage.*
 - *Encourage rainwater collection and grey-water recycling systems to be incorporated in new development and extensions.*
 - *Set targets for reduced consumption of water and increased use of recycled water.*



Chorley into 2016: Sustainable Resources

Supplementary Planning Document

First Draft – March 2006

This information can be made available to you in larger print or on audio tape, or translated into your own language. Please telephone 01257 515281 to access this service.

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

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

Sustainable Resources
Supplementary Planning Document
First Draft – March 2006

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How to Make Representations

This draft document has been prepared for consultation and community involvement.

Representations can be made in any of the following ways:

By post Planning Policy Section
 Chorley Borough Council
 Council Offices
 Gillibrand Street
 Chorley
 Lancashire
 PR7 2EL

By fax 01257 515211

By e-mail planning.policy@chorley.gov.uk

For representations to be considered they must be received by the Planning Policy Team no later than 5pm, ~~X~~ April 2005

1. Introduction

Development that meets the needs of the present without compromising the ability of future generations to meet their own needs defines the concept of sustainable development, which is the core principle underpinning the planning system. Two integral elements of sustainable development, as set out by the Government's sustainable development strategy, are the effective protection of the environment and the prudent use of natural resources. Using resources including energy (and those natural resources used to generate energy), materials and water sustainably through minimising use, maximising efficiency and recycling has wide reaching social, economic and environmental benefits.

1.1 In order to promote sustainable development and in particular the sustainable use of natural resources in Chorley, the Council is drafting a Sustainable Resources Development Plan Document (DPD). The objectives of the Sustainable Resources DPD and this Supplementary Planning Document (SPD) are to:

- A. Increase year on year installed renewable energy capacity in the Borough;
- B. Impose increased year on year targets for the energy requirements of buildings met by on-site renewable energy provision;
- C. Promote the reduction of energy requirements in new developments;
- D. Require the use of construction materials which have been re-used or come from sustainable sources;
- E. In new developments, minimise waste production and encourage the recycling of waste products;
- F. Manage water in a sustainable manner reducing consumption and making greater use of recycled water in new development;

1.2 The spatial vision for Chorley for the use of sustainable resources is:

"That by 2016, the principles of sustainable development and, in particular, a positive attitude to reducing carbon emissions, will run through all development activity, with Chorley Borough acknowledged as a leading authority with residents and businesses reaping economic, social and environmental benefits"

A positive attitude towards reducing carbon emissions should include the consideration of 'carbon neutral' development where the contribution to greenhouse gas emissions is reduced to zero.

- 1.3 Sustainability Appraisal testing has been carried out on options relating to each of these objectives and the results of this testing have informed the policies of the DPD and the content of this SDP. The purpose of this document is to supplement the policies in the DPD through the provision of practical advice on how to incorporate the sustainable use of resources into new development. The document also provides further detail on the criteria that will be applied when assessing planning applications for renewable energy schemes. Once adopted both the Sustainable Resources Documents will form part of the new Local Development Framework for Chorley, replacing parts of the Chorley Borough Local Plan Review adopted in August 2003.
- 1.4 Normally built developments require at least two types of approval – planning permission and Building Regulations consent. Applications seeking planning permission are considered in terms of siting, location, means of access, external appearance and landscaping. All of these have sustainability implications. The Building Regulations are more concerned with ensuring that buildings are well built in terms of meeting minimum construction standards and are safe to use. However the scope of the Building Regulations is expanding and increasingly energy efficiency requirements are becoming more prominent. There are other forms of consent that apply to developments affecting Listed Buildings (those of architectural or historic importance) and in Conservation Areas. This Supplementary Planning Document is primarily concerned with planning requirements but some of these will be backed up through the implementation of the Building Regulations although developers will be encouraged to exceed these standards. Further information on other construction standards is referred to in the Appendices.
- 1.5 Note: for clarity, the key points made in this document have been italicised.

2. Background

In July 2004, Sustainability Northwest, on behalf of Renewables Northwest, produced the report 'Opportunities for Renewable Energy in Chorley' following a study involving both organisations and the Borough Council which sought to explore the potential for renewable energy within the authority's boundaries. The impetus for the study was provided by a variety of international, national and regional policies, most notably the Government's commitment to tackle climate change by reducing carbon dioxide emissions and increasing renewable energy generation. These are reflected in revisions to national planning guidance on renewable energy, Planning Policy Statement 22, which provides for a positive planning framework to guide regional and local planning policies. Further discussion of the policy background is set out in the Sustainable Resources DPD.

- 2.1 The above mentioned report recommended the development of planning policy that positively and strongly guides the development of renewable energy in the Borough. The Sustainable Resources DPD and this SPD seek to take forward this recommendation within the wider context of sustainable resources use. Alongside the promotion of renewable energy, energy use, recycling, the use of materials used in development and water use are all covered as each is an important element in the prudent use of natural resources and in protecting the environment.

3. Energy Use

The principle methods by which our energy use can be made more sustainable are by improving the efficiency with which energy is used, reducing waste and unnecessary use, and increasing the proportion of renewable energy used relative to other sources (see Section 7). Buildings account for most of the UK's carbon dioxide emissions. Dwellings alone account for 30% of UK energy consumption and 28% of the resulting CO2 emissions, much of which is derived from heating and cooling systems, hot water use and from household appliances. Reducing energy use through conservation and greater efficiency is therefore vitally important in reducing carbon dioxide emissions and tackling climate change. A range of technologies, techniques and approaches exist for improving energy efficiency, which can be both cost effective and simple.

- 3.1 *In accordance with the objectives of the Sustainable Resources Development Plan Document, new development will be expected to minimise energy use and maximise energy efficiency, particularly through considered design and layout. Applicants for new development are required to provide evidence demonstrating the following factors have been considered, and where possible incorporated, into the design of new and refurbished buildings.*

3.2 Energy conservation

Alongside reducing the amount of energy we use it is equally important to ensure what energy we do use is used efficiently and as little as possible is wasted. There are many cheap and simple techniques for improving energy efficiency including eliminating draughts, ensure heating and water temperatures are not too high, turning off lights and electrical equipment and ensuring washing machines and dishwashers are full before use. In addition such 'white' goods now come with a European Union energy label which classifies their energy rating from A (most efficient) to G (most inefficient). This assists consumers to choose energy efficient products.

3.3 The most effective way to ensure the energy efficiency of dwellings, offices, industrial units and other buildings is during their construction (or refurbishment). Most building work requires Building Regulations approval, either from the Council or an approved inspector. The Building Regulations exist to ensure the health and safety of people in and around all types of buildings. In addition to this function, changes to the Building Regulations coming into effect in April 2006 outline measures to make buildings more energy efficient. Part L of the Building Regulations sets out standards for building work in order to conserve fuel and power and minimise heat loss, raising energy efficiency standards through the use of more energy efficiency materials and methods. Developers should see the Building Regulations as a *minimum* requirement for ensuring the energy efficiency of buildings.

3.4 Passive Solar Design

The energy provided by sunlight entering buildings through windows – passive solar energy – can make a significant saving in the energy needed for heating and lighting and so reduce the carbon dioxide emitted by burning fossil fuels. The objective of Passive Solar Design is to optimise energy and light from the sun by using simple design methods. These methods apply to both site layouts that optimise passive solar gain and building designs that take advantage of solar energy and thus give rise to maximum energy savings. Good Passive Solar Design balances maximising the capture and use of passive solar energy in the winter which allows reduced energy consumption with the prevention of excessive solar gain during the summer which can cause discomfort or heat stress and increase the demand for energy for cooling. In addition to reducing the energy needed for heating and lighting Passive Solar Design can therefore also reduce the need for ventilation e.g. air conditioning.

3.5 Designing new developments to maximise passive solar energy provides a number of benefits. Applying simple layout and building design principles can save up to 25% of heating and lighting energy costs in modern housing. This need cost no more than conventional developments and as this method is not technology dependent there are no ongoing cost implications. When applied as part of an overall approach towards reducing the need for conventional energy sources (i.e. fossil fuels) in providing heating, lighting and ventilation in conjunction with other low energy and efficiency measures, Passive Solar Design can result in ‘zero energy buildings’. In order to maximise the benefits of good Passive Solar Design it must be considered early in the design stage of new development as this represents the best opportunity to save energy during the lifetime of a building. It is also important to consider the purpose of the building as the heating and lighting requirements of some commercial buildings may be different to housing.

- 3.6 The application of Passive Solar Design may be constrained to an extent by building and location specific factors, particularly relating to design. Passive Solar Design provides scope for interesting architecture using varied layouts, designs and detailing based around both traditional and contemporary themes. The specific architectural treatment chosen in each case will need to be considered on a site specific basis and should become clear to the developer following a contextual analysis of the site and its surroundings. It is often the case that the incorporation of Passive Solar Design into architecture will lead to a strong contemporary design theme being adopted. The use of such design themes may be acceptable within the correct context. It may be, however, that such a design would be damaging to the streetscape in the wrong location. Care should therefore be taken when proceeding with unconventional contemporary design to ensure that the impact of the design does not cause detriment to its surroundings.
- 3.7 Passive Solar Design within architecture is not confined to contemporary design as it can also be applied equally to housing and commercial developments which have an entirely conventional appearance. Much of the development of traditional architectural forms has been based upon the principles of Passive Solar Design, which were especially important before the incorporation of widespread central heating systems and have their origins in vernacular architecture pre-dating the Industrial Revolution.
- 3.8 Not all aspects of Passive Solar Design can be controlled by the planning system, for example the use of dense materials to store heat, the details of internal orientation and the use of natural ventilation but Planning Policy Statement 22 does confirm that the consideration of solar heat and light capture through the use of Passive Solar Design is a normal planning matter. The main principles of Passive Solar Design that should be addressed include:
- *Orientation:* Careful orientation of buildings is vital for passive solar energy gains. Buildings should generally be orientated with the longest face within 30 degrees of south to maximise solar gain in the winter and limit summer overheating because of the high angle of the midday sun. South easterly orientation is generally preferable to south westerly as this maximises early morning gains and reduced the likelihood of overheating in the afternoon.
 - *Road layout:* In order to enable the optimum orientation for buildings for passive solar gain, roads in new development should be aligned east-west where possible. On north-south roads, detached units provide greater flexibility for maximising solar gain, while plots should be set at an angle to diagonal roads. Once again the key to achieving a successful layout that provides

Passive Solar Design whilst retaining the character and cohesion of the streetscape is an early assessment and consideration of the context of the application site.

- *Internal layout:* Rooms used most often for living and working should be positioned in the south facing part of the building while rooms that benefit less from sunlight (such storerooms, bathrooms and toilets) on the north side. Kitchens are also better positioned on the north side to avoid excessive heat gain.
- *Window sizing and position:* Well orientated buildings with optimum internal layouts will not require especially large south-facing windows – if windows are too large, over heating may occur in the summer while heat loss may outweigh solar gain, especially in the winter. Also, if the windows on the other elevations are too small to achieve reasonable internal light, occupants will resort to daytime use of artificial lighting, eroding the energy savings from passive solar energy.
- *Avoidance of overshadowing:* Buildings should be carefully spaced on site to avoid the overshadowing of southern elevations, particularly during winter when the sun is low. Taller building should be located to the north of the site, or to the south of road junctions or open space. Car parking and garages in particular can be suitably located in over-shadowed areas, particularly to the north of housing.
- *Building type:* Terraces, apartment/office blocks and, to a lesser extent semi-detached buildings can reduce heat loss as there are fewer exposed ‘external’ walls. Such house types can also be built at greater densities, representing a more efficient use of land.
- *Thermal buffers:* Using unheated spaces such as conservatories, garages and porches alongside heated rooms to act as thermal buffers can reduce heat loss.
- *Landscape and topography:* Positive use of the local landform and landscape features, particularly trees can allow best use of natural daylight, solar energy, wind sheltering as well as creating a development that responds to its context. Slopes will influence the spacing of buildings for solar access, with southerly slopes allowing greater solar access at smaller separations than a level site. Deciduous trees can be carefully placed to provide shade in the summer while allowing sunlight to pass through at a low angle in winter. Small scale tree and shrub planting can also provide privacy for ground floor south-facing living rooms.

3.9 Combined Heat and Power (CHP)

Conventional forms of power generation not only produce harmful greenhouse gases, they are also highly inefficient. The efficiency of power stations supplying energy distributed through the national grid can be as little as 22% at the point of use. Combined Heat and Power (CHP) is a much more fuel-efficient energy technology that recovers the heat that is a by-product of electricity generation and distributes it alongside electricity in the form of hot water for space heating. The energy generated is up to 90% efficient and CHP will typically reduce carbon dioxide emissions by 60%. CHP systems are located at the point of consumption meaning there is very little loss of energy through transmission and distribution and greater resilience to supply disruption as power is produced locally and independently of the grid. In many instances, any excess electricity generated by a CHP unit can be exported and sold to the grid thus shortening the capital cost payback period. CHP is possible at a variety of scales, including micro to serve individual buildings.

3.10 CHP plants can be adaptable to different fuels. Conventionally, natural gas is used which is a low carbon fossil fuel but renewable fuels such as biogas, biomass and hydrogen can also be used and offer a more sustainable alternative. Further efficiency savings can be made with the addition of an absorption chiller which allows the CHP system to provide cooling, potentially for air conditioning and refrigeration. The main markets for CHP tend to be those with high heat requirements, for example leisure centres, hospitals and industrial sites with process heating requirements, especially the chemical, brewing and paper industries. Sewage treatment works sometimes use CHP fuelled by biogas, emissions released during the decomposition of sewage.

3.11 The emerging market for domestic or micro CHP systems has significant potential to improve energy efficiency and reduce energy bill in homes, offices and other buildings where fitted in place of standard domestic boilers. Domestic systems have the potential to be up to 90% energy efficient, not only producing heat but also a proportion of electricity in the same process. Excess electricity produced, especially likely in the morning, even has the potential to be fed back into the grid.

4. **Waste Recycling**

In 1998/99 106 million tonnes of waste was produced in England and Wales each year by households, commerce and industry and the amount is rising. Municipal waste, which is collected by or on behalf of local authorities, has been increasing at around 3% per annum and if it continues to do so it will have doubled from the 1995 level by 2020. Around 54% of

commercial and industrial waste and 83% of municipal waste – is buried in landfill sites, however this is becoming increasingly unsustainable for a number of reasons. First and foremost we cannot continue to rely on landfill because sites are rapidly reaching their capacity. There are three ‘live’ landfill sites in the Borough that accept waste but they cannot continue to do so forever and there are limited opportunities for identifying land suitable for new landfill sites. Transporting waste to other sites is expensive and has its own environmental implications. Landfill sites are also a major source of methane, which along with carbon dioxide is a major contributor to climate change. Methane is produced when biodegradable materials such as paper, food wastes and green wastes decompose in the absence of oxygen. In response to this and other factors greater emphasis is now being made upon reducing waste and substantially increasing re-use, recycling, composting and the recovery of energy from waste as part of a more sustainable approach to waste management.

- 4.1 In April 2005 the Borough Council enhanced its kerbside recycling and household refuse collection service, introducing an ‘alternate weekly’ collection system to increase the percentage of waste recycled in the Borough. Newspapers and magazines, plastic bottles, glass bottles and jars, cans and foil, cardboard and garden waste is all collected on a fortnightly cycle. To aid this service, households have been supplied with various different receptacles to segregate waste. In addition to this kerbside collection service there are a number of ‘bring’ recycling sites across the borough where recyclable waste can be deposited, including books, clothes and shoes and the Lower Burgh Household Waste Recycling Centre in Chorley, which offers comprehensive facilities for recycling green waste, wood, oil, batteries, plastics, rubble, soil, paints and cardboard. In addition, householders can dispose of asbestos sheeting, fridges and freezers, electrical goods, gas bottles and some chemicals. There are similar sites just outside the Borough at Station Road, Rufford and Flensburg Way, Farrington.
- 4.2 Home composting is another means of recycling and minimising household waste. Green waste from the garden including grass cuttings, twigs, leaves, hedge cuttings, plants, weeds and flowers and organic kitchen waste such as vegetable scraps – and even teabags! – can be turned into compost for use in the garden. This helps the environment by reducing the amount of rubbish thrown away and the number of car journeys to tips, reducing the need for chemical fertilisers and eliminating the need to use peat (peat bogs are home to some of our rarest plants and animals). If you regularly buy products to improve your garden composting can also therefore save you money. Home composting requires little technology – all you need is a suitable space and a compost bin or heap. Free compost bins are available to households in Chorley through Lancashire's Home Composting scheme, which is being

coordinated by HDRA Consultants in partnership with Lancashire County Council and local district and unitary authorities (see Appendix 8.3 for more details)

- 4.3 *In order to promote and support recycling in the Borough, provision should be made in new developments for sufficient facilities and enough space for composting organic waste, and for the storage of materials that can be recycled. In addition, new development should be located where there is adequate accessibility to bring recycling sites.*
- 4.4 In addition to the waste produced by households, commerce and industry, over 70 million tonnes of waste is produced during the construction and adaptation of buildings and other engineering projects each year in England and Wales. The sustainable management of this waste considered below.

5. Materials

- 5.1 The use of materials for all uses has implications relating to both the energy needed in their production and their eventual disposal. This section refers specifically to the materials used in construction and redevelopment. These have a significant impact on the energy efficiency of buildings in terms of the amount of energy needed to create a comfortable internal environment. It is also important to consider the selection and sourcing of materials on the basis of the environmental impact of the materials themselves. Ten percent of the total energy consumed in England and Wales annually is from the manufacture and transport of building materials. In addition construction and demolition waste represents a significant proportion of total waste generation. Reclaiming, reusing and recycling materials – using more sustainable alternatives – can thus reduce much of the approximate 21 million tonnes of construction waste deposited as landfill annually in the UK and significantly reduce energy use. This applies to all development, from small household extensions to large housing developments, industrial units and offices etc.
- 5.2 When evaluating the use of materials with respect to environmental impact, consideration needs to be given to the whole process of obtaining the raw material: processing, delivery, construction and disposal. In the first instance, consideration should be given to the following:
- 5.3 *Use of salvaged building materials:* Consideration should be given to the use of recycled building materials, either from demolished buildings that once occupied the site, or from places nearby such as those acquired, for example, from second-hand building materials suppliers. The re-use of brick, stone, slate and timber will reduce the amount of waste produced by a development and the cost of new materials. The selection of materials should also be

influenced by consideration of the possibility of future recycling, at the end of the useful life of the building. For this reason materials should be capable of separation for re-use. Lime mortars for example never set as hard as cement and one of the big advantages is that the mortar can be cleaned from the brick making it possible to be reused. In contrast cement mortars cannot be easily removed making bricks good for nothing more than hardcore. Locally sourced and reused materials can also reflect the local character and minimise the energy used in transportation. All materials should be selected in such a way that overall transport costs are minimised. This includes all aspects of transport, from the collection of raw material to delivery to the building site.

- 5.4 *Reuse of buildings:* The conservation of existing building materials can, where the building is sound, be extended to the reuse of a whole building, in preference to a rebuild solution. In such cases consideration should be given to the need to improve the energy efficiency of the building. Listed Building Consent may be required to improve the energy efficiency of Listed Buildings, particularly when fitting new windows. Please check with the Council's Development Control team.
- 5.5 *Low impact building materials:* Applicants should ensure as far as possible that where new building materials are required they are selected on the basis of a sustainable supply and on the basis of the least possible energy consumption being involved in their manufacture. 'Embodied energy' is the energy used in obtaining the raw materials and manufacturing a product. Materials with very high-embodied energy such as aluminium and plastic, particularly uPVC, require a high energy input in their manufacture and thus, where practicable, should be avoided. Brick production is an energy intensive industry and therefore it is often better to reuse old bricks wherever possible. Cement production is also an energy intensive process and as such cement should be used sparingly. Lime mortars are a viable alternative to using cement as they have been used for centuries.
- 5.6 Low impact materials include earth, straw, cork and hemp. Timber is also a relatively low impact product providing it forested sustainably. It has low levels of embodied energy and very high levels of economy in energy usage in the finished building – reducing carbon emissions via reduced energy consumption and increasing potential carbon absorption from the atmosphere in releasing land for new tree growth. Every cubic metre of wood used instead of other building materials saves almost one tonne of carbon dioxide from polluting the atmosphere. Timber should be sourced from certified sustainable sources, such as those accredited with the Forrest Stewardship Council (FSC) trademark. The growth of trees has the further advantage of locking up atmospheric carbon.

6. Water

6.1 Human disruption to the earth's natural water cycle – including the impact of climate change – has resulted in intensified periods of both drought and flooding in Britain as well as elsewhere. The treatment, purification and transport of water for domestic, commercial and industrial applications is also a major use of energy. The sustainable use of water is vital in contributing to the reduction of the impact and occurrence of both droughts and flooding and reducing energy use. A wide variety of measures can be included in new development to reduce water consumption and improve the efficiency with which water is used. *Applicants will be expected to provide evidence of how the following measures have been incorporated into new development, where appropriate:*

6.2 Rainwater Harvesting

Average annual rainfall in Chorley is over 1000 mm. Rather than allowing this rainwater to soak into the ground, evaporate or to enter the drainage system it can be captured from roofs and other impermeable surfaces and put to a variety of uses. Simple systems involve the use of a water butt to collect water for irrigating gardens. Indeed, rainwater can be better for plants than tap water because it is very rich in natural minerals that are removed by treatment processes. In more sophisticated systems, tanks have filters that remove all debris and particles from the water making it clean and suitable for most non-potable uses, including washing the car, flushing the toilet and running a washing machine. Toilet flushing accounts for about a third of water use in a typical UK household and the water used is unnecessarily treated to drinking water standard. Overall, the amount of water saved, cost and payback period for Rainwater Harvesting Systems is dependant on the size and type of system installed, amount of rainfall and cost of mains water but a typical domestic installation will provide nearly all non-potable household requirements, saving around 50% on mains water consumption and will have a payback period of between 10-15 years, although this can be as low as 2-5 years for larger commercial systems.

6.3 Greywater Recycling

Greywater is wastewater from showers, baths, washbasins, washing machines and kitchen sinks. Like rainwater this can be used for a number of non-potable uses, in particular watering the garden and landscaped areas and toilet flushing. Greywater requires filtration and chemical or biological treatment prior to reuse. Systems are most suited to multi-occupancy buildings as these are likely to have greater water circulation ensuring the greywater used is fresh rather than having had a long storage residence time in the system.

6.4 Water saving devices

In addition to the use of rainwater and greywater, there are a number of devices that aid water conservation in the home or workplace. These devices should be incorporated into the design of new developments but can also be integrated into existing buildings:

- *Low-flush and dual-flush toilets:* The volume of water used to flush the toilet represents a significant proportion of a buildings water use. Newer toilets have smaller cisterns and thus use less water. The capacity of cisterns can be further reduced with the use of cistern dams or water savers such as a 'hippo' or 'hog'. Dual flush toilets have two different flush volumes, for example a standard 6-litre flush and a reduced flush of 4 litres, or 4 and 2 litres in the more efficient toilets.
- *Waterless toilets and urinals:* Standard urinals use around 6-10 litres of water to flush. Waterless urinals – which use none – can thus offer substantial savings, particularly in buildings with high levels of occupancy, such as offices, schools and hotels. Waterless toilets have also been successfully installed in new and retrofit situations in a number of dwellings in the UK, albeit mainly those in rural areas not connected to a mains sewer. There are two basic types: a composting toilet and an incinerating toilet.
- *Low water use appliances:* Low water use domestic white goods e.g. washing machines and dishwashers should be specified as these can use significantly less water and energy, especially in comparison to older appliances.
- *Spray taps:* Low flow spray taps can save up to 80% of the water and energy used in comparison to standard pillar taps and are cost-effective and easy to fit. Sensor-operated taps further ensure minimal consumption of water per use. Showers (excluding power showers) generally use less than half the water needed to take a bath and aerated spray showerheads can also reduce water consumption.
- *Controlled intermittent supplies:* Using 'petrol-pump' types of supply can cut the amount of main water used for certain applications, particularly industrial processes such as cooling, cleaning or washing finished articles, workspaces or vehicles where normally a tap or hose would have been left running all the time.
- *Landscaping:* Consideration should be given to gardens and landscaping schemes which require little or no irrigation. Preference should be given to existing, native and/or drought-

resistant plant types and water-retaining mulches. If watering is necessary, rainwater or recycled greywater should be used to water gardens rather than the mains supply.

6.5 Sustainable Drainage Systems (SuDS)

Sustainable Drainage Systems seek to control surface water run-off – rainfall that is not absorbed by the ground or by trees and plants or evaporated. A variety of methods are used to decrease the amount of surface runoff, decrease the velocity of surface runoff or divert it for other purposes, thereby reducing the contribution it makes to sewer discharge and flooding. There are a number of elements that can combine to form a Sustainable Drainage System including soakaways; permeable and porous surfaces, e.g. paving; ponds, basins or swales for temporary storage during heavy rainfall (detention basins) or longer term storage (retention basins); channels to divert water from undesirable locations and structures that increase the lag between a rainfall event and discharge of water to the drainage system by increasing infiltration.

6.6 The SuDS approach is particularly suited to urban areas where high-density development and extensive impermeable surfaces mean surface runoff can easily cause flooding, either directly or indirectly through sewers becoming overloaded. They can also provide landscape, amenity and biodiversity benefits. It may be necessary to enter into agreement with the Council and United Utilities over maintenance and other matters where SuDS features are incorporated in new developments.

7. **Renewable Energy**

7.1 Whilst reducing energy demand is crucial, so is finding and expanding the use of more sustainable *sources* of energy. The Sustainable Resources Development Plan Document (DPD) will seek to encourage renewable energy generation in the Borough, through both 'standalone' projects and the integration of technologies within new and refurbished developments. Renewable energy – energy generated by flows that occur naturally and repeatedly in the environment, e.g. from the wind, the fall of water, from the sun and from biomass - is a vital component of sustainable resource use as it offers the potential to generate heat and power without any harmful emissions, such as carbon dioxide, or the depletion of natural resources.

7.2 The report 'Opportunities for Renewable Energy in Chorley' pulls together the findings of a Renewable Energy Study and identifies a number of renewable energy technologies that are possible in Chorley and provides advisory technical, financial and environmental 'criteria' for each technology. Building on this, key criteria relevant to all renewable energy schemes are

set out in the Sustainable Resources DPD and will be used to assess planning applications. While encouragement is given to renewable energy schemes, these criteria seek to ensure any negative impacts of renewable energy development are satisfactorily addressed. In addition to these criteria, each technology has different characteristics, locational and technical requirements that raise specific issues that should be addressed in any planning application. Many of these criteria will have an impact on the viability of any proposal and will primarily be the concern of the developer when appraising potential sites. A series of maps produced as part of the Renewable Energy Study give broad locations where different technologies may be most suitable based on these criteria. These are attached as Appendix 8.1. This section is intended to provide more information on the various types of renewable energy, their requirements and impacts, including how these impacts will be assessed.

7.3 Micro/building-mounted technologies

Many of the technologies outlined below are applicable at a micro scale for integration into new and refurbished buildings or 'retro-fitted' to existing structures. Take up of these technologies will be necessary in Chorley to comply with the Sustainable Resources DPD, which will seek a percentage of the predicted energy requirements of new buildings to be provided on site by renewable energy sources. Micro and building-mounted technologies may not always require planning permission and will be welcomed where they meet the criteria set out in the Development Plan Document and below.

7.4 **Wind energy**

Wind power is a technically proven energy technology for which there is great potential in the UK yet it currently only accounts for 0.5% of the electricity generated in this country. Given this potential, a significant proportion of national and regional targets for increased electricity generation from renewable sources is likely to be met by onshore wind developments.

7.4.1 The use of wind as a renewable energy source involves harnessing of power contained in moving air by wind turbines. Wind turbines use aerodynamic forces ('lift' and 'drag') to produce mechanical power that can be converted into energy. Wind developments vary considerably in size, up to large grid connected turbines with rotors over 100m in diameter as well as turbines grouped in wind farms. In general terms, the larger the turbine (in terms of both height and rotor size) and the higher the average wind speed the greater the electricity generated. This is known as 'rated capacity' which is a measure of the maximum output of the electricity generator - generally achieved in wind speeds above 12-15 metres per second (m/s) at the hub (centre point) of the rotor. The largest wind turbines generate up to 3 megawatts (MW). Based on average UK household consumptions figures over the course of a year a

turbine of this size would be expected to provide enough electricity to serve around 1680 homes. More commonly, wind developments have consisted of a number of smaller turbines such as at Coal Clough, near Burnley, which is the nearest wind farm to Chorley and was one of the first to be built in the UK in 1992. At Coal Clough twenty-four 400 kW turbines supply approximately 5400 homes but more recent developments have utilised turbines generating between 1 – 3 MW as technology has advanced.

7.4.2 Building-mounted micro turbines are an emerging technology and are likely to become more common in both rural and urban areas. They are available with either horizontal or vertical axes, the former having a diameter of less than less than 1.75 m. These systems have a rated capacity of around 1 kilowatt (kW) and can reduce domestic electricity bills by up to one third.

7.4.3 *Criteria for assessing renewable energy projects are set out in the Development Plan Document. The following aspects will be specifically relevant to wind power applications and should be addressed in all submissions:*

7.4.4 Landscape and Visual Impacts

Modern wind turbines are large structures, up to and over 100 metres tall. Along with associated infrastructure, including tracks, foundations, hard-standings and substations they will inevitably have an impact on the landscape and the visual environment. Even small building mounted turbines will have a visual impact in both urban and rural areas. All turbines should be carefully sited, where possible using the existing landform to limit impacts on sensitive views. The Lancashire County Council guidance on Landscape and Heritage contains the findings of a study of landscape sensitivity to wind energy development in Lancashire relating to the Landscape Character Areas identified in the County. The sensitivity of areas in Chorley to wind developments of 2 or more turbines rated at 1.3 MW or greater is shown in Map X, however each scheme will be assessed on a site-specific basis. Smaller scale developments, defined as single commercial-scale turbines, community and domestic turbines will be permitted provided there is no significant environmental detriment to the area concerned.

7.4.5 Building-mounted turbines should, so far as practicable, be sited so as to minimise their effect on the external appearance of the building and streetscene, for example upon non-public frontages and below the highest part of the roof or chimney.

7.4.6 Ecological impacts

Developers should consult with English Nature and other relevant national, regional and local organisations regarding the presence and importance of species and habitats in and around proposed development sites and assess any potential impacts and mitigation measures. Ornithological concerns are of particular relevance and the design and layout of wind developments should take account of the risk of 'bird strike', loss of habitat and changes to the landscape.

7.4.7 Noise

Noise levels from modern turbines are generally low and, under most operating conditions, is unlikely to exceed background noise. Any increases in ambient noise levels, particularly around noise sensitive developments should be kept to acceptable levels in relation to existing background noise. In accordance with Planning Policy Statement (PPS) 22, the framework described by 'The Assessment and Rating of Noise from Wind Farms' (report by ETSU for the Department of Trade and Industry, 1997) should be used to assess the noise from wind energy developments. In summary, noise should be limited to 5 dB(A) above background and an absolute level within the range of 35 to 40 dB(A) in low noise environments during the day. These indicative noise levels offer a reasonable degree of protection to local residents without placing unreasonable restrictions on wind farm development. There is no evidence that low frequency noise (infrasound) from wind turbines is at a sufficient level to be harmful to human health.

7.4.8 Shadow Flicker

Under specific circumstances, the sun passing behind the rotors of a wind turbine will create a shadow. When the blades rotate, the shadow flicks on and off, an effect known as 'shadow flicker'. Problems caused by shadow flicker are rare as in the UK it only occurs inside buildings within 130 degrees of north relative to the turbine and where the flicker appears through a narrow window opening. The occurrence and duration of shadow flicker is also dependant on a number of other factors including the time of the year (relating to the height of the sun), time of day, the distance and height of the turbine and the prevailing conditions - shadow flicker mainly occurring in bright sunshine and cloudless skies. In practice, therefore, a single window in an building will only be affected, if at all, for a few minutes at certain times of the day during short periods of the year. Shadow flicker can be mitigated by siting wind turbines at sufficient distance from the residences likely to be affected – it has been demonstrated that flicker effects occur only within ten rotor diameters of a turbine. Applicants should provide an analysis to quantify the effect of shadow flicker upon any buildings within this distance of proposed wind turbines.

7.4.9 *In addition to the criteria set out in the Development Plan Document and further defined above, the following issues should also be considered:*

7.4.10 Wind speed

The energy produced by a wind turbine depends largely on the strength of the wind at the site of the turbine. Intermittency and variations in wind speed are also important. Map 1 shows there is an average wind speed of above 4 m/s across the whole of Chorley, with areas to the west, east and south averaging higher wind speeds. Micro turbines currently start generating electricity at 4 m/s thus there is the potential for them to be installed across the Borough. Larger turbines require higher average wind speeds of around 6.5 m/s (at 40 metres above ground level). It may be necessary to erect a temporary anemometer for a period of around 12 months in order to assess whether a particular site will be suitable in terms of wind speed. In such instances these same criteria will apply in determining any planning application.

7.4.11 Site Access

Amendments to existing road networks required to gain access to sites proposed for wind turbine developments, both during the initial construction and for subsequent maintenance, should be detailed in the planning application, along with any on-site tracks and assessed in terms of their impact on the landscape, local traffic and in terms of potentially providing easier access to the area. Where possible, land converted to access roads and tracks should be reinstated or the infrastructure scaled down.

7.4.12 Electromagnetic Interference

Wind turbines may interfere with electromagnetic signals effecting communication systems that use electromagnetic waves as the transmission medium, including television, radio and emergency services networks. OFCOM are able to provide details of all the microwave links that may be affected by a development and the applicant should come to an agreement with all relevant link operators prior to submitting a planning application.

7.4.13 Cultural Heritage

Wind turbines and ancillary infrastructure can have a significant impact on the setting of sites, buildings, monuments and historic landscapes and upon archaeological interests in both rural and urban areas. The Renewable Energy SPD and Landscape and Heritage Supplementary Planning Guidance produced by Lancashire County Council provide guidance on how this can be mitigated. Building mounted and small free-standing turbines have a strong contemporary design that is likely to contrast greatly with traditional buildings and streetscapes. Where they

are to be incorporated into traditional forms and layouts great care will be needed to ensure that their siting does not cause detriment to the historic form. Design solutions should be sought that minimise the views of the turbine and avoid siting in prominent locations. The incorporation of micro-turbines into new housing development presents unique opportunities to the developer. Care should be taken to ensure they do not become the dominant form within the streetscape but instead add to the spatial and architectural interest of the development. Often micro wind turbines can be incorporated as a design feature to provide character for the development.

7.4.14 Cumulative Impacts

The level at which significant cumulative impacts occur is dependent on the scale and proximity of wind energy developments, the character and sensitivity of the landscape, the location and detailed design of the development. Each application will be assessed in its own merits in light of baseline conditions at the time of the application. The potential for additional wind turbines cannot be taken in to consideration when determining a planning application.

7.5 **Hydropower**

Water flowing from a higher to a lower level can be channelled through a turbine to produce electricity. The amount of power produced is dependant on the volume of water and rate at which it flows. Canals, rivers and reservoirs in Chorley may all be suitable for small or micro scale hydroelectric schemes, generating up to 1MW for connection to the electricity grid or to supply power to single point users.

7.5.1 Landscape and Visual Impacts

Small-scale hydropower schemes consist of a number of built elements, including a small dam, barrage or weir, a turbine house containing the turbine, generator and ancillary equipment and a tailrace returning the water to the watercourse. Changes to the water regime, such as changes in water levels and flow and the creation of small reservoirs can also have potential visual impacts. All built development should be sensitively sited and designed so as to integrate into the landscape by careful use of landform, materials, vegetation and tree cover and, where appropriate, new planting where appropriate. In addition to new schemes, there are a number of old water mills in the Borough that could be adapted to generate electricity. Restoration should be sympathetic to the historic design and materials.

7.5.2 Ecological impacts

The risk of hydropower schemes to fisheries should be addressed and, where necessary, dams and weirs should include structures such as fish passes to protect fish, particularly

migratory species, and other freshwater animals from the turbines. Risks of damage to aquatic life can also be mitigated by careful design and adjustment of the seasonal operating schedule of the plant. Developers should liaise with the Environment Agency and English Nature to establish the required environmental information and the potential impacts that are to be considered.

7.5.3 Noise

The noise emitted from a hydroelectric turbine is likely to be contained by the turbine house and not heard more than a few metres away. Where residential properties are located in close proximity to a proposed scheme, noise limits may be imposed as a condition of granting planning permission.

7.5.4 *In addition to the criteria set out in the Development Plan Document and further defined above, the following issue should also be considered:*

7.5.5 Cultural Heritage

Hydropower is an important element of Chorley's industrial history, having been used to power factories and mills. Where waterpower features remain, their reinstatement and adaptation to provide modern small-scale hydropower can bring positive regeneration benefits. Where these opportunities exist, restoration schemes will be supported provided they are carried out in a sympathetic manner which respects the historic value of existing features. Where new facilities are proposed, an archaeological assessment and evaluation of the site may be likely at an early stage. Further advice is contained within the Lancashire County Council Landscape and Heritage SPG.

7.6 **Landfill Gas**

The natural processes of decay in biodegradable waste in landfill sites produces gas – in particular methane – which has historically been 'flared'. At larger landfill sites, however, sufficient quantities of gas are produced to make electricity production a viable alternative. There are two existing operation schemes in Chorley, at Ulnes Walton and Withnell, with a generating capacity of 3MW and 2MW respectively. A third scheme at the Rigby Houghton Landfill site in Adlington was permitted in October 2005. This will have an electricity generation capacity of 3MW. *Any future proposals utilising landfill gas welcomed. They will be assessed against the criteria set out in the Sustainable Resources Development Plan Document.* Landfill gas generation plants are unlikely to create any additional impacts further to those created by the landfill site itself; however, the following factors may be relevant where sites are located close to residential areas:

7.6.1 Landscape and Visual Impacts

Mitigation measures should be proposed where landfill gas plants would cause visual intrusion, particularly where extraction and landfill works have ended and the site is undergoing restoration.

7.6.2 Local Amenity

Applicants should demonstrate that proposed development would not cause undue harm to local residents, this relating to noise, odour and pollution.

7.7 **Biomass**

Biomass is a collective term for all plant and animal material. A number of different forms of biomass can be burned or digested (see anaerobic digestion, below) to produce heat (for space and water heating) and electricity. An increasing range of fuels, known as 'biofuels' are now being utilised with the most common being wood-based. These being either energy crops grown specifically for fuel such as willow and poplar grown on short rotation coppice and *miscanthus* grasses or arising as by-products of other activities. Providing the wood burned as fuel comes from sustainable sources the carbon dioxide released during combustion is balanced by that absorbed trees planted in its place. As biomass is produced from organic matter over a much shorter period of time than fossil fuels – which take millions of years to create – it is a carbon neutral process.

7.7.1 Wood is usually used as logs, wood chip or wood pellets - a compact form of wood, which has low moisture content and high energy density. At a domestic scale there are two main applications of biomass, stand-alone stoves and central heating boilers. Wood burning stoves are fuelled by logs or wood pellets and have become increasingly popular in households due to their aesthetic qualities. They also have significant benefits in providing space heating for rooms where they are located and provide an output of between 6-12 kW, achieving efficiencies of over 80%. There are also many domestic scale log, wood chip and wood pellet burning central heating boilers available. As with conventional boilers, these wood-fired systems provide hot water and central heating via radiators. Log boilers require manual loading but are less expensive than wood pellet, wood chip or dual-fire (pellets and chips) systems. In these more sophisticated systems the fuel can be automatically fed, making it easier to supply heat when it is required. Higher output wood burning stoves can also be fitted with an integral back boiler for the purpose of providing both hot water and central heating.

7.7.2 The cost of wood-fired stoves and boilers depends on the type and size of system but as a guide, stand alone room heaters cost £1500-£3000 installed and a typical 20 kW wood pellet boiler – the average size needed for a three bed semi-detached house – cost around £5000. This means wood heating has amongst the lowest capital costs of all the renewable energy technologies, being almost as cheap as mains gas, However, unlike other forms of renewable energy, biomass systems still require the purchase of fuel. In addition to homes, they can be used in many other sectors such as schools, offices and industrial premises.

7.7.3 On a larger scale wood and other biomass products can also be used for the production of electricity. The main method of producing electricity from wood is a combustion plant (where the material is burned to produce steam), although there are two other possibilities, namely, gasification (where the material is heated in such a way that gases are given off) and pyrolysis (where the wood is heated in the absence of oxygen to produce a bio-oil liquid with some charcoal and gas).

7.7.4 *Internal small-scale wood burning appliances do not require planning permission, however, in a Listed Building or Conservation Area you should check with the Council's Development Control Team before a flue is fitted as consent may be required. The installation of wood fuel appliances must also comply with all safety and building regulations. Applications for larger-scale biomass plants requiring planning permission will be assessed against the criteria set out in the Sustainable Resources Development Plan Document. The following specific issues should be considered:*

7.7.5 Landscape and Visual Impacts

Where biomass plants cannot be housed in existing buildings, new or adapted units should, where possible, be located close to existing buildings (excluding residential dwellings) and designed to fit into their surroundings. Due to their appearance and impacts on amenity discussed below larger plants should be located within existing industrial areas.

7.7.6 Noise

Engines, condensers and chippers may all create noise within biomass plants. This noise should not cause an unacceptable degree of disturbance on surround amenities and, where relevant, facilities should adhere to the British Standards for controlling noise pollution.

7.7.8 Odour

The impacts of odour from a proposed biomass plant and methods for controlling it must be detailed in the planning application in order that it does not unduly harm residential amenity.

7.7.9 Pollution

Developers must satisfy the relevant pollution control authority that potential emissions can be adequately regulated under the pollution control framework and that cumulative effects of existing sources of pollution in and around the site and the proposed development would make the development unacceptable.

7.7.10 *In addition to the criteria set out in the Development Plan Document and further defined above, the following issue should be considered:*

7.7.11 Transport

The environmental impact of transporting biofuels long distances to biomass generation plants can outweigh the positive benefits of such facilities, therefore, plants should be located in close proximity to a fuel source. Costs of delivery also significantly increase with distance. It is suggested that a 4 MW facility should be located within a 40 km wood fuel resource that is a minimum of 4,000 ha and/or 20,000 tonnes of forestry waste. In addition, biomass plants have the potential to be traffic intensive with delivery of fuel occurring regularly. Surrounding roads should have adequate existing capacity to serve the plant. The impact of traffic upon surrounding amenities should be assessed.

7.7.12 The growing of fuel for biomass plants, for example short rotation coppice, does not fall under the control of the planning system.

7.8 **Anaerobic Digestion**

In addition to the combustion of biomass material, organic wastes can be digested under anaerobic (oxygen-free) conditions by bacteria to produce a flammable gas consisting mainly of methane and carbon dioxide. This biogas can be used to generate electricity and/or hot water. Projects can be developed on a small-scale to suit individual facilities and wastes (for example, in farm or dairy situations), or on a much larger scale to take a variety of wastes as part of a Centralised Anaerobic Digestion (CAD) facility.

7.8.1 *Planning Applications for anaerobic digestion plants will be assessed in accordance with the criteria set out in the Sustainable Resources Development Plan Document. Please refer to the above section for specific key issues.*

7.9 Solar power

Light and heat from the sun can be utilised to generate energy in two ways. Photovoltaic (PV) systems convert solar radiation into electricity using semi-conductors within photovoltaic cells while Solar Water Heating (SWH) systems are designed to capture the heat of the sun and use it to directly heat water. Both systems are well suited to the urban environment as they are entirely silent and release no emissions.

7.9.1 Photovoltaics: Individual PV cells are most commonly interconnected to form solar modules or panels, mounted upon pitched roofs, however, modules can also be mounted on the side of buildings and on free standing support structures on the ground. PV can also be integrated into the roof or façade of buildings through, for example, the use of PV tiles, cladding and other solar building solutions which are often indistinguishable from conventional building materials. Solar panels are typically 0.5 – 1m² in size with a peak output of 70 to 160 watts. Typical domestic installations comprise of an ‘array’ of connected panels covering 10-15m². A system this size will produce up to 2 kW peak output, which in the UK would be expected to produce 1500 kWh - enough to provide approximately one third of the average family’s annual supply. Where PV systems are grid-connected, surplus electricity not consumed within the building can be exported to the local distribution network with many suppliers buying the ‘exported’ electricity. A typical 2 MW peak capacity PV scheme would cost between £12,000 and £15,000.

7.9.2 Solar Water Heating: Employing similar technology to PV systems, radiation from the sun is collected by ‘absorbers’ within either flat plate or evacuated tube collectors and transferred as heat to a fluid – most obviously cold water. The climate in the North West is suitable for Solar Water Heating systems as year-round sun is not required. Modern systems will make a significant contribution to water heating requirements, providing 50 - 60% of annual domestic hot water requirements and can also be used to provide space heating.

7.9.3 Planning permission is not always required when installing solar panels to existing buildings, particularly where roof-mounted panels do not exceed the ridge height or extend beyond the plane of any roof slope. This, however, may not apply within Conservation Areas and upon Listed Buildings where planning permission and/or listed building consent may be required. *Please check whether you require planning permission or consents for your proposal with the Development Control Team.* This should be done at the earliest stage possible, however we will need to know certain details of the system you are proposing. *The following issues should be considered where solar panels are proposed and will be relevant in addition to the criteria set out in the Sustainable Resources Development Plan Document where consent is required:*

7.9.4 Siting issues

Solar panels are best positioned facing due south at an angle of between 20-40 degrees, however, PV and SWH systems can function at an inclination of between 10 and 60 degrees and within 90 degrees of due south. Shadows from buildings, trees and other structures should be avoided as these can significantly reduce the performance of solar panels.

7.9.5 Cultural Heritage

Permission for solar panels in Conservation Areas, on a Listed Building or another building or structure within the curtilage of a Listed Building will only be granted where the character, appearance and special architectural or historical interest of the area or building are preserved.

7.10 **Ground Source Heat Pumps (GSHP or GHP)**

Ground Source Heat Pumps transfer this heat from the ground into a building to provide space heating. It can also be used to pre-heat domestic water. Heat is drawn from the ground using 'ground loop' – a closed circuit of piping buried in the ground in either a borehole or horizontal trench and heat pump. The technology is relatively well established as heat pumps are already used in fridges and air conditioning units. For every unit of electricity used to pump the heat, 3-4 units of heat are produced. Can be designed to meet 100% of space heating requirements but it will usually only pre-heat domestic hot water so top up heating (e.g. an immersion heater) will be required.

7.10.1 There are few planning issues associated with ground source heat pumps as they are unlikely to be visually intrusive and often the main components are located under ground or within buildings. *Planning Applications will be assessed using the criteria set out in the Development Plan Document. Where excavations for horizontal trenches for ground loops involve sizable areas of land, consideration of landscape and visual and ecological impacts will be relevant. Disruption of sensitive habitats such as species-rich grasslands should be avoided and all sites sensitively restored.*

7.10.2 *In addition to the criteria set out in the Development Plan Document, consideration should be given to possible archaeological interests in the land and also to local hydrology. Any detrimental impacts should be mitigated.*

8. Appendices

8.1 Maps

From Renewable Energy Study

8.2 Glossary

This section to be developed

8.3 Further information

This section to be developed

Section 3 – Energy Use

- The Lancashire Energy Efficiency Advice Centre (LEEAC) provides impartial advice on simple, practical steps householders can take to improve the energy efficiency of their homes. Telephone 0800 512 012.
- Energy Saving Trust

Section 4 – Materials

Section 5 – Recycling

- More details about household waste collection and recycling in Chorley can be found by telephoning the Recycling helpline on: 01257 515355 or e-mailing waste.management@chorley.gov.uk.
- Free home composters can be ordered by telephoning 0845 6588550 or visiting www.compost-it.org.uk. There is also a home composting advice line: 0845 0500110.
- A real nappy laundry service operates in the Chorley area, phone 01782 816902 for details.

Section 6 – Water

Section 7 – Renewable Energy

- CLAREN – Cumbria and Lancashire Renewable Energy Network
Address: Town Hall, Duke Street, Barrow-in-Furness, Cumbria, LA14 2LD
Website: www.claren.org.uk
Telephone: 0845 6018874

- Renewables Northwest

Address: 5th Floor, Fourways House, 57 Hilton Street, Manchester, M1 2EJ

Website: www.renewablesnorthwest.co.uk

Telephone: 0161 236 7481

Report of	Meeting	Date
Director of Finance	Overview and Scrutiny Committee	15 th December 2005

REVENUE BUDGET MONITORING 2005/06 - REPORT 4 (END OF OCTOBER)

PURPOSE OF REPORT

- This paper sets out the current financial position of the Council as compared against the budgets and efficiency savings targets it set itself for 2005/06 for the General Fund and the Housing Revenue Account.

CORPORATE PRIORITIES

- This report does not directly relate to the corporate priorities.

RISK ISSUES

- The issue raised and recommendations made in this report involve risk considerations in the following categories:

Strategy	✓	Information	
Reputation	✓	Regulatory/Legal	
Financial	✓	Operational	✓
People		Other	

- Actions to manage the budget have the potential to impact on all of the above risk categories.

BACKGROUND

- The Council's budget for 2005/06 included real cash savings targets of £228,000 from the management of the establishment and a further £100,000 of savings to come from efficiency and Gershon related activities.

CURRENT FORECAST POSITION

- In my last report I advised on the projected outturn which forecast an overspend of £270,000, and recommended that some action was taken in order to address this issue.
- Following a detailed review of existing budgets and spending plans by the service unit accountants in conjunction with the heads of service, this report shows that the forecast deficit has now reduced, and the overspend is now forecasted to be £164,000. However, some of the work on identifying savings with individual service heads is incomplete.

8. The latest forecast shows how the position has improved. The significant movements since my last report are shown in the table below, further details are contained in the attached appendices:

Table 1 – Significant Variations since the last monitoring report

	£'000
Savings identified in detailed review with Heads of Service	-214
Additional salary savings in forecast	-31
Withnell Fold Grant Income	-24
Bonus Payment on recycling contract	+35
Insurance Premium costs	+35
Reduction in Golf course income	+35
Legal fees on Crematorium lease	+30
In house golf course bid	+22
Other minor forecasts	+6
Net change since September report	-106

9. Since my last report a detailed examination of current spending plans was conducted by finance staff in conjunction with heads of service. The effect of this piece of work is that savings totalling £214,000 have been identified and agreed with the heads of service. A detailed analysis of how the total saving value has been agreed is shown at Appendix 3.
10. Additional salary savings not previously reported, arising from vacancies in a number of departments have been included in this forecast. The total value of additional savings is £31k
11. Grant income from ERDF relating to Withnell Fold has been included in this forecast. This relates to a project that was completed on 31st March 2005 and previous assumptions where that the grant was to be received in 2004/05. The audit of the grant claim is nearing completion and the expected receipts this year are in the region of £24k.
12. Bonus payments on the green waste recycling contract have now been estimated at £35k. These payments relate to the contractor collecting higher volumes of green waste than originally anticipated.
13. Insurance premium costs for 2005/06 are forecasted to increase by £35k over the current budget. The greater part of this increase is due to not allowing for inflationary rises between the 2004/05 premiums and the current charges when the budget was set.
14. Income on the golf course is estimated to be £35k below the annual budget. This is due to a wet end to the summer resulting in course closures, combined with anticipated closures over the winter months when taking into account current long range weather forecasts.
15. Discussions with the current lease holder of the Chorley crematorium are on going with regards to the clawback provisions contained within the lease. Due to the nature of the negotiations we have had to take legal advice and the additional cost is anticipated to be £30k
16. Following the unsuccessful bid of the in-house team in the golf course market testing, and the resulting exclusion from the second phase of the process, the invoices for services rendered by consultants to the team have now been received. The total value of the consultancy for the in house team was £22k.
17. In addition to the agreed savings which have been used to reduce the forecast outturn, a number of potential savings have also been identified. The total value of these potential savings is £128,000 and these are analysed by service unit in Appendix 4.

18. These potential savings are currently being reviewed by heads of service and budget holders to determine how likely they are to be achieved. In my next report I will update the cabinet on the value of agreed savings from the review and any potential savings still under review.
19. Following from the accepted recommendations in my last report, a review of the agency staff and vacant posts has been conducted. Appendix 5 summarises the potential savings from keeping vacant posts vacant to the end of the year and terminating all agency staff contracts with effect from 31st December 2005.
20. However, if the authority were to terminate all existing agency contracts at the end of this calendar year this would also have implications for service delivery. Appendix 5 also includes statements from the heads of service employing agency staff as to what the impact would be if agency staff contracts were to be terminated.
21. Discussions will now take place with strategic directors and heads of service regarding the possibility of keeping some or all of the posts vacant from the end of the calendar year. The outcome of these discussions will be reported to the January cabinet meeting.
22. Following the decision to fund the purchase of outsourcing documentation from Pendle Borough Council from contingency, the available balances have reduced by £20,000

HOUSING REVENUE ACCOUNT

BACKGROUND

23. The higher than expected contributions to balances at the end of 2004/05 has taken the forecast for the HRA at the end of 2005/06 to £618,000

CURRENT POSITION

24. Both the repairs budget and the trading account are only slightly off target. This situation can be recovered by the end of the year.
25. The forecast balancing position for the HRA now stands at £521,000 at the end of the financial year.
26. The main variances are shown in Appendix 2A and detailed explanations for the changes are as follows:

Expenditure Items

27. Increased salary costs have been incurred due to capacity issues and disruption resulting from some staff being involved in stock transfer issues.
28. Additional cost of repairs and maintenance arising from both the revised arrangements for gas servicing work in order to comply with legal requirements, and the impact of a potential trading account deficit. The current forecast is for a deficit of £48K. The major factor in this is the increase cost to the trading account of the disposal of waste materials. Measures to control these costs and to bring the trading position back into line are currently being examined.
29. An increase in Supervision and Management costs from the adjustment of recharges relating to additional work on HRA activities have also been incurred.
30. The HRA will make a contribution to the General Fund towards Housing Benefit costs as per Rent Rebate Transitional Measures. This is a discretionary option that was brought in as part of the changeover to the accounting for Rent Rebates in the General Fund rather than the HRA from April 2004. The opportunity for the transitional transfer will end after the current financial year.

Income

31. Current rental income projections based on year to date receipts are higher than the original budget. This is mainly as a result of a significant slowdown in the number of council house sales. The net increase in rents and charges is estimated to be 128k.

SUMMARY

32. Following a significant effort from the accountancy team in conjunction with the heads of service the anticipated overspend has reduced by £106k this month. In addition further savings are being investigated which have the potential to cover the remaining shortfall. The position has therefore improved since my last report as a result of actions taken to date, but there is still some work to do.
33. A review needs to be conducted by the strategic directors of the information provided in Appendix 5 relating to the potential savings from vacant posts and agency costs. On completing the review, action can then be taken to either terminate or confirm agency positions to the end of the year.
34. For the HRA, whilst there are some cost pressures causing an increase in expenditure, the reduction in the right to buy sales means additional rental income is being generated for the account, and overall the budget remains close to target.

RECOMMENDATIONS

35. Executive Cabinet are asked to:
- a) Note the report.
 - b) Agree to the actions outlined in paragraph 33.

**REASONS FOR RECOMMENDATIONS
(If the recommendations are accepted)**

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

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

37. None

GARY HALL
DIRECTOR OF FINANCE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Phil Eskdale-lord	5483	November 2005	ADMINREP/REPORT

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1A	Corporate & Policy Services
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2	Housing Revenue Account Summary
2A	Housing Revenue Account Budget Monitoring Statement
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General Fund Revenue Budget Monitoring 2005/06

Forecast Outturn as at October 2005

	Original Budget £	Agreed Changes £	Original Cash Budget £	Contribution to Corporate Savings £	Current Cash Budget £	Forecast Outturn £	Variance £	Variance %
Corporate and Policy Services	517,770	-	517,770	(4,000)	513,770	496,000	(17,770)	-3.46%
Customer, Democratic & Office Support Services	2,930,540	166,500	3,097,040	(48,000)	3,049,040	3,023,000	(26,500)	-0.87%
Economic Regeneration	246,140	-	246,140	(8,000)	238,140	208,000	(30,000)	-12.60%
Environmental Services	3,090,290	-	3,090,290	-	3,090,290	3,140,000	50,000	1.62%
Finance	1,430,010	50,000	1,480,010	(41,000)	1,439,010	1,407,460	(31,550)	-2.19%
Housing Services (GF)	270,090	7,500	277,590	-	277,590	274,000	(3,590)	-1.29%
Human Resources	621,720	73,870	695,590	(20,000)	675,590	693,900	18,718	2.77%
Information & Communication Technology Svs	905,440	4,000	909,440	-	909,440	898,500	(10,940)	-1.20%
Legal Services	100,580	-	100,580	-	100,580	195,000	94,420	93.88%
Leisure & Cultural Services	1,042,810	41,550	1,084,360	-	1,084,360	1,077,000	(7,360)	-0.68%
Planning Services	467,950	-	467,950	-	467,950	443,000	(24,950)	-5.33%
Property Services	80,550	20,000	100,550	(20,500)	80,050	32,890	(47,110)	-58.85%
Public Space Services	1,331,330	-	1,331,330	-	1,331,330	1,296,000	(35,330)	-2.65%
Budgets Excluded from Finance Unit Monitoring:								
Benefit Payments	(514,440)		(514,440)		(514,440)	(514,440)	-	0.00%
Concessionary Fares	228,980		228,980		228,980	245,980	17,000	7.42%
Less								
Corporate Savings Targets		(328,050)	(328,050)	141,500	(186,550)	-	186,550	-100.00%
Total Service Expenditure	12,749,760	35,370	12,785,130	-	12,785,130	12,916,290	131,588	1.0%
Non Service Expenditure								
Contingency Fund	100,000	(83,000)	17,000		17,000	-	(17,000)	0.0%
Contingency - Corporate Savings	(328,050)	328,050	-		-	-	-	0.0%
Notional Capital Charges	1,168,630		1,168,630		1,168,630	1,168,630	-	0.0%
Net Financing Transactions	70,350		70,350		70,350	120,350	50,000	71.1%
Parish Precepts	412,562		412,562		412,562	412,562	-	0.0%
Total Non Service Expenditure	1,423,492	245,050	1,668,542	-	1,668,542	1,701,542	33,000	2.0%
Financed By								
Council Tax	(6,057,272)		(6,057,272)		(6,057,272)	(6,057,272)	-	0.0%
National Non-Domestic Rates	(2,945,840)		(2,945,840)		(2,945,840)	(2,945,840)	-	0.0%
Revenue Support Grant	(3,704,920)		(3,704,920)		(3,704,920)	(3,704,920)	-	0.0%
Collection Fund Surplus	(47,550)		(47,550)		(47,550)	(47,550)	-	0.0%
Use Of Provision								#DIV/0!
Use of Earmarked Reserves	(1,167,670)	(280,420)	(1,448,090)		(1,448,090)	(1,448,090)	-	0.0%
Use of General Balances	(250,000)		(250,000)		(250,000)	(250,000)	-	0.0%
Total Financing	(14,173,252)	(280,420)	(14,453,672)	-	(14,453,672)	(14,453,672)	-	0.0%
Net Expenditure	-	-	-	-	-	164,160	164,588	1.29%

General Balances Summary Position	Budget £	Forecast £
General Fund Balance at 1.4.05	1,000,000	1,000,000
Variations agreed utilising General Fund Balance	(250,000)	(250,000)
Forecast (Over)/Under Spend	-	(164,160)
Forecast General Fund Balance at 31.3.06	750,000	585,840

SERVICE LEVEL BUDGET MONITORING 2005/2006**CORPORATE & POLICY SERVICES**

October 2005	£'000	£'000
ORIGINAL CASH BUDGET		518
Add Adjustments for In year cash movements		
Slippage from 2004/2005		
- Use of Earmarked Reserves		
Cabinet approved decisions		
Delegated Authority decisions		
ADJUSTED CASH BUDGET		<u>518</u>
Less Corporate Savings		
Contribution to Corporate savings targets		
- Base Budget Review - various minor savings		(4)
CURRENT CASH BUDGET		<u>514</u>

FORECAST**EXPENDITURE**

Staffing costs - Corporate Policy	(9)	
Staffing costs - Community Safety/CCTV	(10)	
CCTV Maintenance	<u>10</u>	(9)

INCOME

Additional savings agreed with Head of Service in October monitoring		(9)
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FORECAST CASH OUTTURN 2005/2006		<u><u>496</u></u>
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Key Assumptions

- staffing savings will be offset by some additional costs on CCTV maintenance.

Key Issues/Variables

- The above staffing savings are required to offset additional costs to be incurred later in the year, though no firm details are available at this stage.

Key Actions

Customer, Democratic & Office Support Services

October 2005 **£'000** **£'000**

ORIGINAL CASH BUDGET 2,931

Add Adjustments for In year cash movements

Slippage from 2004/2005		
- Use of Earmarked Reserves		151
Virements (to)/from other Services		
- Transfer of Allpay to Finance		(50)
Transfer from Contingency		
- Additional Office Accommodation Costs		59
E-workforce Reserve		
- Intranet Rollout Campaign		<u>6</u>
ADJUSTED CASH BUDGET		3,097

Less Corporate Savings

Contribution to Corporate savings targets		
- Salaries savings		<u>(48)</u>
CURRENT CASH BUDGET		3,049

FORECAST

EXPENDITURE

Staffing costs - Office Support Services	(4)	
Software/equipment - Office Support Services	8	
Printing & copying - copier charges	17	
Procurement savings - photocopier contract	(1)	
Staffing costs - Corporate Procurement	(13)	
Roses Marketplace Licence	5	
Staffing costs - Customer Services	(27)	
Staffing costs - Democratic Services	(2)	
Staffing/Running costs - Closure of Lancastrian	(17)	
Base Budget Review - various minor savings	(4)	
Office Accommodation - King St/Duxbury Offices	9	
Accommodation Review - Office moves	10	
Chief Executive recruitment	<u>(10)</u>	(29)

INCOME

Room Hire - Closure of Lancastrian	9	
Recharges to HRA	<u>18</u>	27

Additional savings agreed with Head of Service in October monitoring (24)

FORECAST CASH OUTTURN 2005/2006 3,023

Key Assumptions

- use of King St Offices to end of September
- use of Duxbury Offices to end of December

Key Issues/Variables

- some of the Customer Services Staffing savings may be required to offset additional costs likely to be incurred later in the year, though no firm details are available at this stage.

SERVICE LEVEL BUDGET MONITORING 2005/2006**Economic Regeneration**

OCTOBER 2005	£'000	£'000
ORIGINAL CASH BUDGET		246
Add Adjustments for In year cash movements		
Slippage from 2004/2005		
- Use of Earmarked Reserves		
Cabinet approved decisions		
Delegated Authority decisions		
ADJUSTED CASH BUDGET		246
Less Corporate Savings		
Contribution to Corporate savings targets		(8)
CURRENT CASH BUDGET		238

FORECAST**EXPENDITURE**

Savings on vacant posts	(27)	
Agency staff	2	
Car allowances	1	
Computer software/hardware	5	
Base budget review savings:		
Postages	(1)	
Grant to Groundwork Trust	(1)	
Expenditure under(-) or over (+) current cash budget		(21)

INCOME

Grant income: Withnell Fold	(24)	
Pro rata reduction in recharges to Astley Park LHF capital scheme re salary co	16	
Income under (+)/ over (-) achieved		(8)
Additional savings agreed with Head of Service in October monitoring		(1)

FORECAST CASH OUTTURN 2005/2006		208
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Key Assumptions

Astley Park Project Officer post filled from 1st January 2006

The United Utilities funded Rivington Park Project is scheduled to finish at the end of this financial year.

Key Issues/Variables

Maintaining matched funding for Project Officer posts

Key Actions

It is critical that all costs associated with the Rivington Park Project are promptly recovered from United Utilities to prevent them falling on the Units revenue account which has no budget provision for a net cost or surplus.

SERVICE LEVEL BUDGET MONITORING 2005/2006**Environmental Services**

OCTOBER 2005	£'000	£'000
ORIGINAL CASH BUDGET		3,090
Add Adjustments for In year cash movements		
DEFRA Grant income transferred to Capital		18
Matched reduction in supplies and services budget		(18)
ADJUSTED CASH BUDGET		3,090
Less Corporate Savings		
Base budget review		(10)
CURRENT CASH BUDGET		3,080
FORECAST		
EXPENDITURE		
Recycling Contract:		
Additional Services	57	
Target Bonus	35	
Implementation costs	4	
Graffiti removal volume increase	20	
Legal Fees (ASBO)	16	
Savings on vacant posts: EHO's Services	(18)	
Waste Management	(13)	
Environmental Wardens	(20)	
Neighbourhood Wardens	(10)	
Young Persons Development Programme (1 post)	10	
Pest Control contract	14	
Training Fees Student EHO's	(3)	
Agency staff	5	
IT Upgrade/maintenance costs: Flare	1	
Scientific fees	(1)	
Contaminated Land investigations	(2)	
Composting Scheme	(3)	
Abandoned vehicles	(9)	
Recycling banks service	6	
Expenditure under(-) or over (+) current cash budget		83
INCOME		
Pest Control	9	
Air Pollution Authorisations volume reduction	5	
Abandoned vehicles	1	
Recycling banks service	(15)	
Recycling banks credits	(13)	
Litter fixed penalty notices	(2)	
Civic Amenity collection	(5)	
Income under (+)/ over (-) achieved		(20)
Additional savings agreed with Head of Service in October monitoring		(3)
FORECAST CASH OUTTURN 2005/2006		3,140

Key Assumptions

Young Persons Development Programme to be funded in full from salary savings in Neighbourhood Warden Service in 2005.
Activity levels in refuse collection service to return to budgeted levels from September.
Projected overspend in recycling contract relating to Additional Services payments in first 5 months of the new scheme.

Key Issues/Variables

Higher than anticipated demand for refuse containers has generated additional costs in the refuse collection service.
It will be another month before a reliable estimate of recycling volumes to year end can be made, due to seasonal effects on green waste.

Key Actions

Closely monitor activity levels on new refuse collection service and report significant changes

SERVICE LEVEL BUDGET MONITORING 2005/2006

Appendix 1E

OCTOBER 2005

Finance	£'000	£'000
ORIGINAL CASH BUDGET		1,145
Add Adjustments for In year cash movements		
Virements (to)/from other Services		
- Transfer of Allpay to Finance		50
Increased contribution from HRA		(40)
ADJUSTED CASH BUDGET		1,155
Less Corporate Savings		
Contribution to Corporate savings targets		(41)
Procurement savings: Allpay		(2)
CURRENT CASH BUDGET		1,112

FORECAST**EXPENDITURE**

Pay in lieu of notice	8	
Agency staff:		
Accountancy	(3)	
Exchequer	4	
Saving on vacant posts:		
Council Tax/NNDR	(6)	
Benefits Administration	(16)	
Finance	(30)	
Insurance premium adjustments (2004/05)	17	
Insurance premiums (2005/06)	35	
Concessionary travel	17	
Consultants fees	13	
Audit and Inspection Fee reduction	(13)	
IT Software Annual Licences	4	
Microfilming	4	
Bailiffs Fees	8	
Documents Online Service	(3)	
Magistrates Costs (2004/05) - Council Tax	10	
Magistrates Costs (2005/06) - Council Tax	12	
Expenditure under(-) or over (+) current cash budget		61

INCOME

Enforcement costs recovered - Council Tax/NNDR	(20)	
Court costs awarded - Council Tax	(12)	
Miscellaneous contributions (External Funding Officer)	10	
Income under (+)/ over (-) achieved		(22)

Additional savings agreed with Head of Service in October monitoring (12)

FORECAST CASH OUTTURN 2005/2006 1,139

Key Assumptions

Young Persons Apprenticeships to be funded from internally generated savings.
 Audit and Inspection Fee reduction based on Audit Commission inspection plan
 Bailiffs fees based on current activity level. No existing budget
 Magistrates Costs not accrued in 2004/05.
 Concessionary Travel increased based on LCC projection for Bus passes

Key Issues/Variables**Key Actions**

SERVICE LEVEL BUDGET MONITORING 2005/2006**HOUSING SERVICES UNIT (GEN FUND)**

October 2005	£'000	£'000
ORIGINAL CASH BUDGET		270
Add Adjustments for In year cash movements		
Slippage		8
Cabinet approved decisions		
ADJUSTED CASH BUDGET		278
Less Corporate Savings		
Contribution to Corporate savings targets		
CURRENT CASH BUDGET		278
FORECAST		
EXPENDITURE		
Salaries - Housing Renewal	9	
Agency Cover	<u>40</u>	49
Salaries - Housing Needs		(49)
INCOME		
Additional savings agreed with Head of Service in October monitoring		(4)
FORECAST CASH OUTTURN 2005/2006		274

Key Assumptions

Postponement of HIA

Vacant Housing Needs Post covered by acting up arrangements

Key Issues/Variables

Saving from R Roe post now chargeable to Stock Transfer

Postponement of HIA

Key Actions

SERVICE LEVEL BUDGET MONITORING 2005/2006**HUMAN RESOURCES UNIT****October 2005**

	£'000	£'000
ORIGINAL CASH BUDGET		622
Add Adjustments for In year cash movements		
Virements for other Services		
Transfer from contingency Reward & Retention		5
Cabinet approved decisions Job evaluation costs 05/06		69
Delegated Authority decisions		
ADJUSTED CASH BUDGET		696
Less Corporate Savings		
Contribution to Corporate savings targets		0
- Efficiency/other savings		(20)
CURRENT CASH BUDGET		676
 FORECAST		
 EXPENDITURE		
Staffing & Restructure	(6)	
Young Persons Development Programme	15	
Temporary Staff	7	
Legal Fees	4	
Hire of Furniture	1	
Occupational Health Fees	3	24
 INCOME		0
 Additional savings agreed with Head of Service in October monitoring		(6)
 FORECAST CASH OUTTURN 2005/2006		694

Key Assumptions**Key Issues/Variables**

- Saving on staffing costs from restructure of Health & Safety Unit and vacant posts.
- Loss of income from termination of contract with South Ribble B.C.
- Rental Ricoh Copier
- Saving on advertising costs from new advertising initiative
- Legal Fees for tribunals under accrued

Key Actions

SERVICE LEVEL BUDGET MONITORING 2005/2006**INFORMATION & COMMUNICATION TECHNOLOGY SERVICES**

October 2005

	£'000	£'000
ORIGINAL CASH BUDGET		905
Add Adjustment for In Year Cash Movements		
Slippage from 2004/2005		
- Use of Earmarked Reserves		-
Transfer from Contingency		-
Cabinet approved decisions		-
Increase in salaries budget re project support officer		40
Increase in income re project support officer recharge to capital		(40)
Delegated Authority decisions		-
Correction of Accounting Error		4
ADJUSTED CASH BUDGET		909
Less Corporate Savings		-
Contribution to Corporate savings targets		-
CURRENT CASH BUDGET		909
FORECAST		
EXPENDITURE		
Salaries (Technician/E-Gov Prog Man/Cust Serv Assist.)	(59)	
Young Person's Development Programme	5	
Temporary Staff	55.5	
Telephones Rental	43	
Telephone calls charges	-9	
Overtime	6	
Purchase of Furniture	2	
Expenditure under (-) or over (+) current cash budget		44
INCOME		
Telephones (private calls)	(4)	
Income under (+)/ over (-) achieved		(4)
Additional savings agreed with Head of Service in October monitoring		(50)
FORECAST CASH OUTTURN 2005/2006		899

Key Assumptions

Young Person's Development Programme to be funded from salary saving. Cust Servs Assist post to be kept vacant.

E-Gov Programme Manager post vacant until Mar 2006

Technician cover continues at current levels

Review of Tel Rentals led to 20k reduction in 2005/6 budget further investigation reveals unable to achieve savings due to spare lines being identified as server or alarm lines or due to accommodation programme

Income from private telephone calls will continue at current levels.

Purchase of Furniture due to new store room

Key Issues/Variables**Key Actions**

SERVICE LEVEL BUDGET MONITORING 2005/2006**LEGAL SERVICES**

October 2005	£'000	£'000
ORIGINAL CASH BUDGET		101
Add Adjustments for In year cash movements		
Slippage from 2004/2005		
Virements for other Services		
Transfer from contingency		
Cabinet approved decisions		
Delegated Authority decisions		
ADJUSTED CASH BUDGET		101
Less Corporate Savings		
Contribution to Corporate savings targets		
CURRENT CASH BUDGET		101
FORECAST		
EXPENDITURE		
Agency Staff costs	28	
Consultants Fees	5	
Legal Fees - solicitors costs	3	
Land Charges Search Fees	(8)	
Land Charges Network Fees	(15)	
Practising Certificates	1	14
INCOME		
Land Charge Searches	124	
Licence Fees	(44)	80
Additional savings agreed with Head of Service in October monitoring		-
FORECAST CASH OUTTURN 2005/06		195

Key Assumptions

- agency staff covering vacant Senior Solicitor post to end of December
- agency staff covering vacant Senior Legal Executive posts to end of March

Key Issues/Variables

- reduced volume of Land Charges
- increase in fee income under new Licensing Act 2003

Key Actions

SERVICE LEVEL BUDGET MONITORING 2005/2006**LEISURE & CULTURAL SERVICES****OCTOBER 2005**

	£'000	£'000
ORIGINAL CASH BUDGET		1,043
Add Adjustments for In year cash movements		
Slippage from 2004/2005		
Golf course consultancy		16
Midsummer Festival		1
Virements for other Services		
Transfer from contingency		
Cabinet approved decisions		
Trf from Change management Reserve for Community mgmt		25
Delegated Authority decisions		
ADJUSTED CASH BUDGET		1,085
Less Corporate Savings		
Contribution to Corporate savings targets		
CURRENT CASH BUDGET		1,085
FORECAST		
EXPENDITURE		
Expenditure under(-) or over (+) current cash budget		
Professional and consultancy fees for indoor leisure contract	51	
Professional and consultancy fees for golf course market test	12	
Savings on indoor Leisure Contract	(99)	
Energy recharges at ASLC	10	(26)
INCOME		
Income under (+)/ over (-) achieved		
Arts officer funding	(17)	
Reduction in Golf Course Income	35	18
Additional savings agreed with Head of Service in October monitoring		-
FORECAST CASH OUTTURN 2005/2006		1,077

Key Assumptions

Loss of golf income will be restricted to £35,000

Key Issues/Variables**Key Actions**

Line by line review was conducted with the Head of Service on 24/10/2005

The new Indoor Leisure Contract came into force on 01/11/2005

A review of Astley Hall spending and budget is being completed by the Head of Service to investigate the potential for overspend in maintenance and supplies and services. The results will be taken into account in the next report.

SERVICE LEVEL BUDGET MONITORING 2005/2006**PLANNING SERVICES**

October 2005	£'000	£'000
ORIGINAL CASH BUDGET		468
Add Adjustments for In year cash movements		
Slippage from 2004/2005		
- Use of Earmarked Reserves		
Cabinet approved decisions		
Delegated Authority decisions		
ADJUSTED CASH BUDGET		<u>468</u>
Less Corporate Savings		
Contribution to Corporate savings targets		
CURRENT CASH BUDGET		<u>468</u>
 FORECAST		
EXPENDITURE		
Staffing costs	(10)	
PDG Funded Expenditure	123	
Relocation Expenses	<u>3</u>	116
INCOME		
Planning Application Fees	8	
Building Control Fees	(17)	
Additional Planning Delivery Grant	<u>(123)</u>	(132)
Additional savings agreed with Head of Service in October monitoring		(9)
FORECAST CASH OUTTURN 2005/2006		<u><u>443</u></u>

Key Assumptions

- current income levels are maintained
- Planning Support Manager starts 1 January
- no agency staff beyond 1 December

Key Issues/Variables

- level of grant received higher than budgetted
- reduction in level of Planning Application fees received

Key Actions

SERVICE LEVEL BUDGET MONITORING 2005/2006**PROPERTY SERVICES UNIT**

October 2005	£'000	£'000
ORIGINAL CASH BUDGET		81
Add Adjustments for In year cash movements		
Slippage from 2004/2005		
- Use of AMF Reserve		
Virements for other Services		
Transfer from contingency		
Cabinet approved decisions		
- Transfers to Corporate & Policy		-
	<hr/>	
Delegated Authority decisions		
ADJUSTED CASH BUDGET		81
Less Corporate Savings - Vacancy savings taken in July Monitoring		(15)
- Savings from line by line review		(6)
		<hr/>
CURRENT CASH BUDGET		60
FORECAST		
EXPENDITURE		
Expenditure under(-) or over (+) current cash budget		
Additional agency staff costs not in budget	15	
Savings from staff vacancies	(15)	
	<hr/>	-
INCOME		
Income from Friday Street Depot	(28)	
	<hr/>	(28)
Additional savings agreed with Head of Service in October mon		-
		<hr/>
FORECAST CASH OUTTURN 2005/2006		33
		<hr/> <hr/>

Key Assumptions

Income from rents and market tolls broadly in line with estimates

Key Issues/Variables**Key Actions**

Additional income relates to Friday Street depot that should have been sold, but is now expected to be in our ownership until March 2006.

SERVICE LEVEL BUDGET MONITORING 2005/2006

PUBLIC SPACE SERVICES	£'000	£'000
October 2005		
ORIGINAL CASH BUDGET		1,331
Add Adjustments for In year cash movements		
Slippage from 2004/2005		
Other		
ADJUSTED CASH BUDGET		<u>1,331</u>
Less Corporate Savings		
Contribution to Corporate savings targets		(9)
CURRENT CASH BUDGET		<u>1,322</u>
FORECAST		
EXPENDITURE		
Expenditure under(-) or over (+) current cash budget		
Standby Duty Allowance	3	
Car Lease Payments	7	
Pay in Lieu of Notice	2	
General Repairs/Vandalism Repairs	16	
Maintenance of Building Services	1	
Purchase/Maintenance of Playground Equipment	3	
Purchase of Furniture	6	
Maintenance of Tools and Equipment	9	
Consultants re ISO 9001	3	
Savings on DSO Highways Material Budget	(55)	
Legal Fees	30	
Street Cleansing Client Budget	(20)	
NNDR-Bengal St Depot	8	
Duxbury Golf Course in house bid	22	
Miscellaneous Expenses	9	44
INCOME		
Income under (+)/ over (-) achieved		
DSO Highways shortfall on budgeted LHP income	32	
Roundabout Sponsorship Income not achievable	4	
Misc Income	(19)	
Car Parking Fees under profile	10	27
Additional savings agreed with Head of Service in October monitoring		(97)
FORECAST CASH OUTTURN 2005/2006		<u><u>1,296</u></u>

Key Assumptions

>Likely shortfall on revenue salary recharge to capital schemes of £42,070. This additional cost on the revenue account could be offset by not recruiting the three currently vacant posts Cad Technician, Project Officer and Play Area Officer.

Key Issues/Variables**Key Actions**

Housing Revenue Account Budget Monitoring 2005/06

Forecast Outturn as at Oct 2005

	(1) Original Budget £	(2) Agreed Changes £	(3) Current Cash Budget £	(4) Forecast Outturn £	(5) Variance £
Income					
Dwelling Rents	(6,801,510)		(6,801,510)	(6,966,510)	(165,000)
Non-dwelling rents	(96,170)		(96,170)	(90,170)	6,000
Service Charges	(108,000)		(108,000)	(77,000)	31,000
Contributions Towards Expenditure	(341,530)		(341,530)	(341,530)	-
Government Subsidy	-		-	-	-
Total Income	(7,347,210)	0	(7,347,210)	(7,475,210)	(128,000)
Expenditure					
Repairs and Maintenance	1,533,000		1,533,000	1,594,000	61,000
Supervision and Management					
- General	1,328,830		1,328,830	1,461,830	133,000
- Special	694,280		694,280	694,280	-
Rent. Rates, taxes ad other charges	19,800		19,800	19,800	-
Rent Rebates	-		-	-	-
Bad Debt Provision	54,220		54,220	45,220	(9,000)
Negative Housing Subsidy	1,344,310		1,344,310	1,344,310	-
Rent Rebate Subsidy Limitation	100,000		100,000	100,000	-
Transfer to Gen Fund	-		-	40,000	40,000
Capital Financing etc	2,097,830		2,097,830	2,097,830	-
Total Expenditure	7,172,270	0	7,172,270	7,397,270	225,000
Surplus (-) or Deficit (+) for year	(174,940)	-	(174,940)	(77,940)	97,000

Housing Revenue Account Balances Summary Position	
	£
Balance at 1.4.05	442,848
Budget Deficit 2004-05	174,940
Agreed variations	0
Under (+) / Over (-) spend in year	(97,000)
Forecast HRA Balances at 31.3.05	520,788

Appendix 2A

SERVICE LEVEL BUDGET MONITORING 2005/2006

HOUSING REVENUE ACCOUNT

SEPTEMBER 2005

£'000

ORIGINAL SURPLUS (-) / DEFICIT (+) FOR YEAR (175)
BALANCE AS AT 1.4.05 (443)
Add Adjustments for In year cash movements

Slippage from 2004/2005
 Virements for other Services
 Transfer from contingency

Cabinet approved decisions
 Delegated Authority decisions

ADJUSTED HRA BALANCES EXPECTED at 31.3.05 (618)

FORECAST

EXPENDITURE

Salaries - Housing Services Temp Staffing Arrangements		83
Transfer to General Fund - Contribution to Hsg Benefits Costs		40
Recharges adjustment		40
Repairs and Maint - Trading account deficit	48	
- additional Gas Servicing	<u>13</u>	61
Tenant Profiling - Beacon Research		10
Bad Debt Provision		(9)
Expenditure under(-) or over (+) current cash budget		<u>225</u>

INCOME

Rents & Other Charges	(134)
Garage Rents	6
Income under (+)/ over (-) achieved	<u>(128)</u>

FORECAST BALANCES AS AT 31.3.06 (521)

Key Assumptions

Rent forecast assumes 1 sale per week to end of year

Key Issues/Variables

Repairs and Maint expenditure
 Supervision and Management expenditure
 Rents and Charges Income

Key Actions

To maintain control of Supervision and Management Expenditure
 To maintain control of Repairs and Maint Expenditure
 To maximise Rents & Charges Income

SERVICE LEVEL BUDGET MONITORING 2005/2006**HOUSING TRADING ACCOUNT****October 2005**

	£'000	£'000
ORIGINAL SURPLUS / DEFICIT		0

Add Adjustments for In year cash movements

Previously Reported

Virements for other Services

Cabinet approved decisions

Delegated Authority decisions

ADJUSTED SURPLUS / DEFICIT

0**FORECAST****EXPENDITURE**

Transport

6

Waste Collection

50

Materials

15

Hired Staff

54

Expenditure under(-) or over (+) current cash budget

125**INCOME**

Income under (+)/ over (-) achieved

(77)

FORECAST SURPLUS(-) / DEFICIT(+) 2005/2006

48

Key Assumptions

Above trading position based on monitoring of the following key risk areas:

- Agency expenditure
- Sub-contractor expenditure
- Materials
- Internal labour

Assumes all other expenditure items are within budget

Key Issues/Variables

Control of sub-contractor budget

Control of agency budget

Control of material usage/cost

Increased cost of waste collection

Achieving all income targets

Key Actions

to manage above

to reduce deficit to break-even

SIGNED

Head of Service

SERVICE LEVEL BUDGET MONITORING 2005/2006**Agreed savings identified in monitoring****CORPORATE & POLICY SERVICES**

£

Consultants' Fees	6,000	no further surveys/consultancy to year-end
Purchase Furniture	670	
Exhibitions & Special Events	350	
Various items	2,050	
	<u>9,070</u>	

CUDOSS

£

Computer Equipment-Leasing	3,000	
Uniforms	1,250	
Computer Software-Maintenance	420	
Computer Software-Leasing	4,920	
Operational Employees Overtime	2,000	
Car Allowances	500	
Publications	150	
General Subscriptions	1,400	
Civic buildings maintenance	10,000	only emergency/essential repairs to year-end
	<u>23,640</u>	

ECONOMIC REGENERATION

£

Research & Feasibility	400	
External photocopying	100	
General subscriptions	100	
Tools and equipment	220	
Printing	150	
	<u>970</u>	

ENVIRONMENTAL SERVICES

£

Training allowance	1,500	
Purchase of furniture	400	
First Aid payments	500	
Maintenance of Furniture and Equipment	250	
	<u>2,650</u>	

FINANCE

£

Car allowances	2,000	
Purchase Furniture	3,700	
External photocopying	1,000	
User Group expenses	5,650	waiver of fees for current administrator of group
	<u>12,350</u>	

HOUSING SERVICES (GF)

£

From Home Energy Conservation Budget:		
Publicity	1,620	
Computer Software - Additional	550	
Consultants	1,800	
	<u>3,970</u>	

HUMAN RESOURCES

£

HR Recruitment Expenses	2,500
Protective Clothing	200
Publications	500
IT Software Annual Licenses	400
Misc Expenses	2,000
	<u>5,600</u>

ICT SUPPORT SERVICES

£

Printing	500	
Stationery	1,000	
Computer Software Purchase	1,000	
Computer Equipment Security	2,000	
Capitalisation of sals & oncosts	45,820	Salary related costs to be funded from LGOL
	<u>50,320</u>	

LEGAL SERVICES

No additional savings have been identified.

LEISURE & CULTURAL SERVICES

No additional savings have been identified.

PLANNING SERVICES

£

Consultants' Fees	2,000
Purchase Furniture	500
Publications	1,340
IT Software Licences	450
Publicity	500
Other Fees	1,000
Other Fees - GIS operational costs	3,000
	<u>8,790</u>

PROPERTY SERVICES UNIT

No additional savings have been identified.

PUBLIC SPACE SERVICES

£

Cleaning of Safety Kerbs	2,900	
Maintenance of Street Furniture	6,500	Stopped spending with immediate effect
Bus Shelters - Sweeping	2,310	
Maintenance of Bus Shelters	10,000	Stopped spending with immediate effect
Car Park Lamps	2,170	
Transport Savings	23,000	Reduced fleet and inhouse work created savings
Sercicegroup Materials	7,000	Only essential spending to be incurred
Street Cleansing	5,050	Budget should be deleted from revenue budgets
Salary Savings - allocation to Capital Sche	34,610	Savings on vacant posts and full budgeted allocation of revenue sals to capital schemes
General savings	3,100	
	<u>96,640</u>	

TOTAL AGREED SAVINGS

214,000

SERVICE LEVEL BUDGET MONITORING 2005/2006**Potential savings identified for further discussion****CORPORATE & POLICY SERVICES**

£

Community Safety Projects

18,000 No expenditure committed. Full £18k saving at discretion of Me
was a new budget for 05/06 for contributions to Community Sat18,000**CUDOSS**

£

Photographic Supplies

500 Budget under review by Service Unit

Consultants' Fees

1,500 Budget under review by Service Unit

Contact Centre - equipment/training/computer

38,000 Budget under review by Service Unit

40,000**ECONOMIC REGENERATION**

£

Printing

1,750 J. Meek discussing with staff

Town Centre grants

9,000 J. Meek discussing with staff

10,750**ENVIRONMENTAL SERVICES**

£

General repairs: Public conveniences

1,500 Depends on need for repairs between now and year end

Training expenses: Neighbourhood Wardens

1,500

3,000**FINANCE**

£

Printing: Housing Benefits

5,000 To be discussed with D. Price

Mobile phones: Housing Benefits

1,000 To be discussed with D. Price

6,000**HOUSING SERVICES (GF)**

No further areas for savings have been identified.

HUMAN RESOURCES

£

00**ICT SUPPORT SERVICES**

£

Staff General Travel Expenses

500

Car Allowances

500

Consultants Fees

10,000

Computer equipment Purchase

8,000

19,000

LEGAL SERVICES

No areas for savings have been identified.

LEISURE & CULTURAL SERVICES £

Salary savings at Astley Hall	6,000	Head of Service currently reviewing operational impact of leaving 2 posts vacant.
Salary savings at Community Centres	5,000	Head of Service to review potetial salary savings on caretaking costs.
Grounds Maintenance	5,000	Head of Service reviewing potential to offer savings from Yarrow Valley Park.
Miscellaneous contributions	8,000	Contributions already ahead of budget. Head of Service to review
	<u><u>24,000</u></u>	

PLANNING SERVICES £

Computer S/ware-Maint (CAPS)	2,000	Budget under review by Service Unit
Computer - Support (CAPS)	5,000	Budget under review by Service Unit
	<u><u>7,000</u></u>	

PROPERTY SERVICES UNIT

No areas for savings have been identified.

PUBLIC SPACE SERVICES

No further areas for savings have been identified.

TOTAL POTENTIAL SAVINGS 127,750

SERVICE LEVEL BUDGET MONITORING 2005/2006

Analysis of Vacant Posts & Agency staff

CUDOSS

Vacant Post	Grade	Monthly Employee Budget £	Oct Forecast Assumption	Additional Savings if post held vacant to 31/03/06 £	Agency Cover Y/N	Name of Temp.	Monthly Agency Cost £	Additional Savings if Agency Cover ended 31/12/05 £	
Customer Advisor (20Hrs)	SC2/5	793	Under review	3,172	N	N/A	-	-	Position under review by Service Unit and Accountant as
Customer Advisor (20Hrs)	SC2/5	810	Under review	3,240	N	N/A	-	-	part saving from these posts is used to offset agreed
Temp. Customer Advisor (20Hrs)	SC2/5	810	Under review	3,240	N	N/A	-	-	overtime and additional hours for existing staff.
Temp. Customer Advisor (36.25 Hrs)	SC2/5	2,083	Under review	8,332	N	N/A	-	-	Additional savings will be generated.
Office Support Assistant (29 Hrs)	SC2/5	1,261	see comments	7,566	N	N/A	-	-	Agreed to hold vacant to year-end
Clerical Assistant (Procurement)	SC2/5	1,565	see comments	9,390	N	N/A	-	-	Agreed to hold vacant to year-end
Cleaner (Union Street Offices)	SC1	490	Not vacant at time	2,940	N	N/A	-	-	
		7,812		37,880			-	-	

HOUSING SERVICES (GF)

Vacant Post	Grade	Monthly Employee Budget £	Oct Forecast Assumption	Additional Savings if post held vacant to 31/03/06 £	Agency Cover Y/N	Name of Temp.	Monthly Agency Cost £	Additional Savings if Agency Cover ended 31/12/05 £	Comments
Housing Renewal Tech	Sc5/6	1,845	Agency Cover to 31 March 2006	-	Y	Gillian Henry	4,200	12,600	Agency cover still required for continued delivery of service. If it remained unfilled it would leave the work of two posts to be done by one officer. Responsibilities include working alongside Housing Renewal Officer for enforcement of legislation regarding property condition, public health in relation to domestic properties and the activities of private sector landlords.
Hsg Needs Inv Mgr	PO3	2,818	Covered by Acting up	18,000.00	N	-	-	-	- This saving will be offset by appointment of Interim Housing Strategy Manager which will be required for continued delivery of service to backfill for Housing Needs & Inv Manager. This includes establishing the HIA, delivering mandatory and discretionary grants, enforcing statutory housing standards, delivering against the housing strategy and overseeing the National Affordable Housing Pot programme in the Borough
		4,663		18,000			4,200	12,600	

LEGAL SERVICES

Vacant Post	Grade	Monthly Employee Budget £	Oct Forecast Assumption	Additional Savings if post held vacant to 31/03/06 £	Agency Cover Y/N	Name of Temp.	Monthly Agency Cost £	Additional Savings if Agency Cover ended 31/12/05 £	Comments
Senior Solicitor	PO9	3,269	Post Filled 1 Jan 2006	9,470	Y	Rosaleen Brown	5,600	-	
Senior Legal Exec.	PO1	2,642	Agency Cover to 31 March 2006	-	Y	John Mallinson	4,900	14,700	Post to be made SO2 wef 1 July 06, saving of £2,120 in 06/07
P/T Senior Legal Exec.	PO1	1,585	Agency Cover to 31 March 2006	-	Y	John Mallinson	-	-	Post to be deleted at time of Housing Stock Transfer
P/T Clerical Assistant	SC1	750	Post deleted	-	N	N/A	-	-	Agreed to delete post but regrade 1 other post, net saving of £1,750 in 05/06, £4,510 in 06/07
		8,246		9,470			10,500	14,700	

Comments: John Mallinson covering both PO1 posts.

LEISURE & CULTURAL SERVICES

Vacant Post	Grade	Monthly Employee Budget £	Oct Forecast Assumption	Additional Savings if post held vacant to 31/03/06 £	Agency Cover Y/N	Name of Temp.	Monthly Agency Cost £	Additional Savings if Agency Cover ended 31/12/05 £	Comments
Astley Hall Housekeeper	SCP 4	375	Head of service currently reviewing	1,875	N	N/A	-	-	
Visitor Services Officer (Admin & Access) 20 Hrs	Scale 3	809	Head of service currently reviewing	4,045	N	N/A	-	-	
		1,184		5,919			-	-	

Comments: Visitor Services Officer Post is currently being advertised and recruited for.

PLANNING SERVICES

Vacant Post	Grade	Monthly Employee Budget £	Oct Forecast Assumption	Additional Savings if post held vacant to 31/03/06 £	Agency Cover Y/N	Name of Temp.	Monthly Agency Cost £	Additional Savings if Agency Cover ended 31/12/05 £	Comments
Dev. Control Duties	N/A	-	Agency Staff to 1 Dec 2005	-	Y	N. Robinson	3,000	-	Under review by Service Unit.
Building Control Support	N/A	-	Agency Staff to 1 Dec 2005	-	Y	D. Herbert	1,300	-	Under review by Service Unit.
		-		-			4,300	-	

Comments: N. Robinson (Consultant) and D. Herbert (Agency Staff) are not covering any specific vacant posts. Costs to date have been covered by savngs from previously vacant posts in Planning services. If they continue to be employed after 1 December 2005, this will result in additional costs not previously reported.

PROPERTY SERVICES

Vacant Post	Grade	Monthly Employee Budget £	Oct Forecast Assumption	Additional Savings if post held vacant to 31/03/06 £	Agency Cover Y/N	Name of Temp.	Monthly Agency Cost £	Additional Savings if Agency Cover ended 31/12/05 £	Effect of dismissing agency staff.
Asset Manager	PO5/6	3,175	Agency Cover to 31 March 2006	-	Y	Simon Pendleton	4,241	12,724	This post co-ordinates the maintenance works for the authority. The post also acts as planning supervisor for the CLS leisure contract facility upgrades.
Senior Surveyor (job share) 14.50 hours	PO3/4	1,206	Agency Cover to 31 March 2006	-	Y	Howard Jones	3,888	11,664	This individual manages property disposals (including all correspondence and valuations) and also asset valuations for service departments. Howard also is involved in advising on property/boundary disputes.
Surveyor (job share) 14.50 hours	SO1/2	966	Vacant to 31 March 2006	-	N	N/A	-		
Surveyor (job share) 21.75 hours	SO1/2	1,579	Vacant to 31 March 2006	-	N	N/A	-		
Delivery of Planned maintenance programme.		-	Agency Staff to 31 March 2006	-	Y	Neil Houlihan	4,078	12,234	Could not deliver Planned Maintenance Programme. Additionally this individual performs a number of H&S related duties concerning asbestos removal and DDA issues.
		6,926		-			12,207	36,622	

Comments: Roger's view is that all agency cover is critical and the department cannot be run with fewer staff. Roger Handscombe has confirmed his intention to keep the 2 surveyor posts vacant to the end of the year. Roger Handscombe to confirm how much of Neil Houlihan's time relates to capital element of PMP
Removal of any of the agency staff would place a considerable burden on the head of service and remaining team.

PUBLIC SPACE SERVICES

Vacant Post	Grade	Monthly Employee Budget £	Oct Forecast Assumption	Additional Savings if post held vacant to 31/03/06 £	Agency Cover Y/N	Name of Temp.	Monthly Agency Cost £	Additional Savings if Agency Cover ended 31/12/05 £
Project Engineer	PO3	2,687	Vacant to 31 March 2006	-	N	N/A	-	-
CAD Technician	Sc6/SO1	2,042	Vacant to 31 March 2006	-	N	N/A	-	-
Play Area Officer	SC5	1,978	Vacant to 31 March 2006	-	N	N/A	-	-
Servicegroup Fitter	PO3/4	1,978	Vacant to 31 March 2007	-	N	N/A	-	-
		8,684		-			-	-

Comments: Savings generated from the three posts vacant to year-end are being used to offset the loss of income from a reduced recharge to capital schemes. This has already been accounted for in previous rounds of monitoring.

Authority Totals

Vacant Post	Grade	Monthly Employee Budget	Oct Forecast Assumption	Additional Savings if post held vacant to 31/03/06	Agency Cover Y/N	Name of Temp.	Monthly Agency Cost	Additional Savings if Agency Cover ended 31/12/05
		37,515		71,269			31,207	63,922

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Report of	Meeting	Date
Head of Customer, Democratic & Office Support Services	Overview and Scrutiny Committee	15 December 2005

CONTACT CHORLEY: ACHIEVING THE STRATEGY

PURPOSE OF REPORT

1. This report seeks to explain how we now intend over the next 12 months to implement the third phase of the "Strategy for an Accessible Public Service One Stop Shop Contact Centre" which was adopted in March 2002.

CORPORATE PRIORITIES

2. The Contact Centre directly affects the Council's Customer and Capacity priorities.
3. The development represents a major investment to improve customer relations and contact with the Council.
4. The project also provides the basis for realising Gershon type efficiencies that will free up more back office time for processing and will potentially release extra resources for improved direct service provision. This aspect is covered in a separate strategy document Channel Strategy, Service Design and Delivery. This is being finalised following consultation.

RISK ISSUES

5. The issue raised in this report involve risk considerations in the following categories:

Strategy	√	Information	√
Reputation	√	Regulatory/Legal	
Financial	√	Operational	√
People		Other	

6. The Council has an agreed and approved strategy for the development of a customer Contact Centre through joint working in the Lancashire Partnership. It is also expected that Partnership Working will be taken positively in any future CPA review of the Council.
7. This is a high profile scheme that is being looked at from both a regional and a national perspective. If it were to fail it would have a damaging effect on the reputation of the partners.
8. The total cost for the Partnership will be significant, but Lancashire County Council will fund a major share of this. For the initial stages Chorley's contribution is known and is budgeted for, but in the longer term, there may be other financial considerations that the Council is exposed to.
9. Operational risks relate to the non-achievement of planned customer service improvements and continuing reliance on past communication practices.



BACKGROUND

10. In adopting the *Strategy for an Accessible Public Service One Stop Shop Contact Centre* the Council set itself on a course committed to eventually providing all customer first point of contact through a single contact centre. Chorley Borough Council has signed up to the Lancashire Shared Services Contact Centre Partnership. This will deliver a fully operational Contact Centre with underlying technology and hardware. The implementation is on a phased basis and Chorley went live on 30 June 2005.

GENERAL PROGRESS

11. Since the adoption of the strategy good progress has been made with the physical adaptations to the Union Street Offices being completed in time for the May 2003 opening of the face to face part of Contact Chorley with a number of front line services now being accessed through this interface.
12. A considerable amount of progress was made in the early stages of the project on developing how we would be able to take it through to the next stage the development of the call centre.

WORKING IN PARTNERSHIP

13. The advantages of the working in partnership with the County and other districts have been well documented in earlier reports. However it is worth noting some of the strategic benefits that the partnership can bring. The considerable investment in a CRM system, which underpins the substantial benefits of working through a single point of contact for the Council. Substantial benefits of scale in developing the back office integration with the Councils computer systems. The development of a virtual contact centre involving LCC increases opportunities to offer extended opening hours to our customers.
14. However there are disadvantages to working in partnerships. Progress has been slower than we had anticipated and this has certainly held us back. However progress is being made.
15. The Council is now using the partnership's Onyx CRM (Customer Relationship Management) software within the Telephony Centre on a restricted basis. Modern technology is also being used to automate call handling and processing.
16. As part of the product solution we have successfully developed the first stages of interface between our workflow scripts from Team Knowledge and Onyx CRM. This will enable seem less capture of service related information from customers to facilitate service provision i.e. refuse collection. This also provides the necessary foundation blocks for system integration to help deliver more efficient services during the next stages.
17. Potential benefit realisation for both the customer and the Council is evident from the initial use of these technologies and the added value it will bring to providing improved customer service.
18. The Council is leading on the development of CRM and as a result we are experiencing early teething issues synonymous with technical system implementations. For example, it has become clear from early use of CRM that capturing customer contact details is unnecessarily complicated resulting in lengthy call duration. This has been acknowledged by the partnership and work is underway to streamline the process as soon possible.
19. This approach has enabled the partnership to gauge live operational experience and commit resources to rectifying areas of operational concern before rolling out the

programme to partner districts. It also enables the Council to contribute in the development of the product at an early stage.

20. The switchboard service has been integrated into the partnership's new call handling system supplied by Macfarlane and is working effectively. It has provided, for the first time, a real insight into the volumes of calls received and abandoned.

SERVICES IN THE CALL CENTRE

21. Environmental Services is live in the call centre and is progressing well and we are achieving a high resolution of service at the first point of contact, currently 92.03%. The provision of this service from the Telephony Centre includes full system updates and dispatch of any appropriate post to customers. In effect this enables officers engaged in service provision to concentrate on their specialist aspects of business delivery leading to improved deployment of resources.
22. The provision of this service from the Telephony Centre has highlighted the need to ensure the relationship from the initial point of customer contact to the point of delivery is efficiently delivered if the Council is going to be successful in continuing to deliver excellent services. Not doing so results in generating customer frustration, repeat calls, inefficient use of resources and poor management. This is clearly evident from customer concerns already apparent, significantly the number of repeat calls generated due to poor service delivery.
23. The next services to be delivered from the Telephony Centre will be Housing Benefits and Council Tax. Work is underway to enable this to happen.

RE-AFFIRMING THE STRATEGY

24. We are now nearing the end of Phase 2 of the Strategy and it is now necessary to reconfirm the Council's strategic commitment to the provision of all customer first point of contact through a single contact centre.

ACHIEVING THE STRATEGY

25. To enable all the benefits of the single point of contact strategy to be realised we now need to take Contact Chorley into Phase Three of the Strategy. (Phase One was face to face; the one stop shop and Phase Two the Call Centre)
26. Phase Three is when all first point of contact for all services through Contact Chorley.
27. In order to achieve this we have examined all services and agreed a timetable to complete the transition from Unit provision of service to Contact Chorley service provision within the next 12 months and this is set out in Appendix to the report.
28. Clearly this is an ambitious timetable and will need the commitment of all Service Heads involved.
29. In order to achieve the Strategy we intend to adopt a three phased approach for each service to be transferred.
30. Stage 1 - Identify with each Service Unit the extent of the service transfer, the impact on the back office the degree of resource that will be released and subsequently transferred into Contact Chorley and the potential for BPR (Business Process Reengineering) within the unit to fully benefit from the changed working practises.
31. It is intended that this process will be fully supported by the e-gov and business services section within ICT Services.

32. Stage 2 - Transfer service to Contact Chorley, initially into the call centre and then to the one stop shop.
33. Stage 3 - Transfer the staff resource from the Service Unit into Contact Chorley.

COMMENTS OF THE HEAD OF HUMAN RESOURCES

34. HR support the recommendations made within the report. Full consultation with Heads of Service and staff members should be undertaken to fully investigate the implications of moving functions from service units to the contact centre. The capacity of the contact centre should be monitored to ensure that service levels are maintained and that appropriate training is given to contact centre staff members when appropriate.

COMMENTS OF THE DIRECTOR OF FINANCE

35. The 2006/2007 Draft Budget includes £50k of Gershon efficiencies. It will be necessary to ensure that both Back Office processes are reconfigured and the CRM technology utilised fully in order to achieve any savings.
36. Whilst the timetable is ambitious it is unlikely that a fully integrated CRM and the process redesign for all services will be completed in that timeframe. Accordingly the £50k is probably achievable but anything over and above that figure is only likely to materialise from 2007/2008 onwards.

RECOMMENDATION(S)

37. That the Council's strategic commitment to the provision of all customer first point of contact through a single contact centre be confirmed.
38. That the proposed timetable for the transfer of services and resources into Contact Chorley be approved.

REASONS FOR RECOMMENDATION(S)

39. To achieve the Council's Strategic objective of providing all customer first point of contact through a single contact centre.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

40. Not to migrate any more services into Contact Chorley.

MARTIN O'LOUGHLIN
HEAD OF CUSTOMER, DEMOCRATIC AND OFFICE SUPPORT SERVICES

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Martin O'Loughlin	5141	27/10/05	SSCC PARTNERSHIP

Contact Chorley: Achieving the Strategy

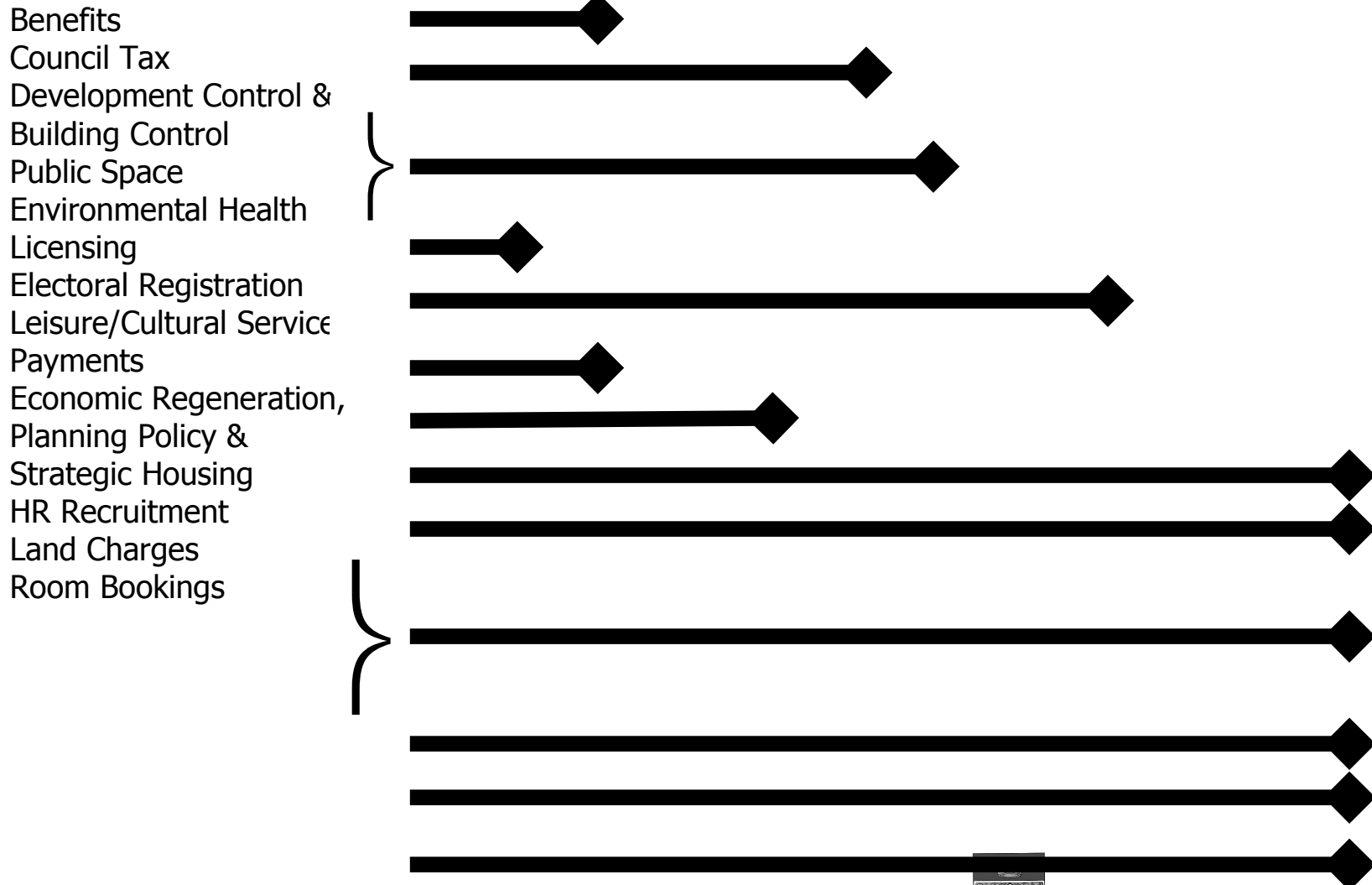
Services to Transfer to Contact Chorley

Target Date for transfer

2005

2006

Dec Jan Feb Mar Apr May Jun Jul Aug Sept Oct Nov Dec



CHORLEY BOROUGH COUNCIL FORWARD PLAN FOR THE FOUR MONTH PERIOD 1 DECEMBER TO 31 MARCH 2006

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

A Key Decision is defined as:

1. Any executive decision which is likely to result in the Council incurring significant expenditure or the making of savings where there is:
 - A change in service provision that impacts upon the service revenue budget by £100,000 or more, or
 - A contract worth £100,000 or more, or
 - A new or unprogrammed capital scheme of £100,000 or more.
2. Any executive decision which will have a significant impact in environmental, physical, social or economic terms on communities living or working in two or more electoral wards - This includes any plans or strategies which are not within the meaning of the Council's Policy Framework set out in Article 4 of the Council's Constitution.

The current members of the Executive Cabinet are:

Councillor John Wilson	Leader of the Council and Executive Member for Capacity and Resources
Councillor Dennis Edgerley	Deputy Leader and Executive Member for Customers, Policy and Performance
Councillor Adrian Lowe	Executive Member for Development and Planning
Councillor Terence Brown	Executive Member for Environment and Community Safety
Councillor Laura Lennox	Executive Member for Housing and Neighbourhood Renewal
Councillor Anthony Gee	Executive Member for Chorley Town Centre and Risk Management
Councillor Catherine Hoyle	Executive Member for Life and Leisure
Councillor Daniel Gee	Executive Member for Traffic and Transportation
Councillor Kenneth Ball	Executive Member for Effective Service Delivery and Procurement
Councillor Ralph Snape	Executive Member for Licensing and Regulation

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

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

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

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

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

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

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

J. W. DAVIES
Chief Executive

Publication Date: 17 November 2005

Details of the Decision to be taken	Decision to be taken by	Relevant Portfolio Holder	Expected Date of Decision	Proposed Consultees	Method(s) of Consultation	Documents to be considered by the Decision taker	Representations may be made to the following officer by the date stated
Selection of preferred bidder for the operation of Duxbury Park Golf Course.	The Executive Cabinet.	Executive Member for Customers, Policy and Performance and Executive Member for Life and Leisure	1 December 2005	-	-	None as yet	Head of Leisure and Cultural Services Gillibrand Street Chorley Tel: 01257 515815 Email: jamie.carson@chorley.gov.uk by 21 November 2005
Approval of Information and Communications Technology Strategy	The Executive Cabinet	Executive Member for Customers, Policy and Performance	12 January 2006	Members of the Council and Senior Management Group	Publication on the Intranet and request for comments	The draft Strategy document	Head of Information and Communications Technology, Union Street, Chorley Tel: 01257 515455 Email: tim.murphy@chorley.gov.uk by 3 January 2006
Determination of Draft budget proposals for 2006/07 for consultation purposes.	The Executive Cabinet	Executive Leader	12 January 2006	Appropriate Stakeholder organisations	Forum meetings and consultation letters	None as yet	Head of Finance Gillibrand Street Chorley Tel: 01257 515480 Email: gary.hall@chorley.gov.uk by 3 January 2006
Decision on Partnering/ Outsourcing proposals for Property Services and the Markets function	The Executive Cabinet	Executive Leader and Executive Member for Chorley Town Centre and Risk Management	12 January 2006	Relevant staff and UNISON	Consultation letters and meetings	None as yet	Head of Property Services, Gillibrand Street, Chorley Tel: 01257 515311 Email: roger.handscombe@chorley.gov.uk by 3 January 2006

Details of the Decision to be taken	Decision to be taken by	Relevant Portfolio Holder	Expected Date of Decision	Proposed Consultees	Method(s) of Consultation	Documents to be considered by the Decision taker	Representations may be made to the following officer by the date stated
Determination of the level of Council House rents and associated service and support charges for 2006/07	The Executive Cabinet	Executive Member for Housing and Neighbourhood Renewal	9 February 2006	Chorley Tenants' Forum	Discussion at meetings of Chorley Tenants' Forum	None as yet	Head of Housing Services, Union Street, Chorley Tel: 01257 515577 Email: steve.lomas@chorley.gov.uk by 27 January 2005

Executive Leader

OVERVIEW AND SCRUTINY WORK PROGRAMME – 2005/06

Function/topic	Assigned to	J	A	S	O	N	D	J	F	M	A	M	J
1. Holding the Executive to Account	OSC												
Annual Budget/Council House Rents								3					
Annual Budget Consultation						3		3					
Provisional full year Performance Indicator										3			
Business Plan and Performance Indicator Updates	ESP				✓			✓	✓	✓	✓		✓
	Com SP				✓			✓	✓	✓	✓		✓
	Cust SP				✓			✓	✓	✓	✓		✓
	OSC				✓			✓	✓	✓	✓		✓
BVPP (Corporate Plan overall performance)		✓											
Monitoring of Sickness Absence (6 monthly update)							✓						✓
2. Policy Development and Review													
Other to be identified													
3. External Scrutiny/Community Concern Full Scrutiny Inquiry													
Public Participation/Communication	ComSP												
LCC's arrangement for the Scrutiny of health function – Periodic Review	CustSP				3								
Parkwise Scheme	CustSP												
4. Monitoring of Inquiries													
Housing Maintenance Appointments System	CustSP			✓						✓			
Flooding, Flood Prevention and Contingency Plan/Proposals	ESP						✓						✓
Chorley Markets - Occupancy of Stalls & Associated Matters	CustSP			✓						✓			
Juvenile Nuisance	ComSP												
Grass Cutting	ESP						✓						✓
Provision of Youth Activities in Chorley	ComSP							3					
One-Stop Shop	CustSP							3					
Accessibility of Cycling as a Leisure Pursuit	ESP												✓
5. Other													
O & S Training Programme	OSC			3						✓			

OSC - Overview and Scrutiny Committee Panel
 ComSP - Community Overview and Scrutiny Panel

ESP - Environment Overview and Scrutiny
 CustSP - Customer Overview and Scrutiny Panel

Overview and Scrutiny Topics/Issues to be Programmed

Ref	Topic/Issue Title	Date Included	Priority Score	Source	Brief Description
	<p><u>Full Scrutiny Inquiries</u></p> <p>Priority List</p> <p>IEG Measurement of Council's progress (Cust SP)</p> <p>Reserve List</p> <p><u>Policy Development/Review</u></p> <p>Priority List</p> <p>Reserve List</p>	<p>26/06/03</p>	<p>4 and 4</p>	<p>Overview and Scrutiny Committee A</p>	<p>Referred to Customer O & S Panel</p>