

Chief Executive's Office

Please ask for: Mr A Uren
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Date: 4 January 2006

Chief Executive:
Donna Hall

Dear Councillor

A meeting of the Executive Cabinet is due to be held in the Council Chamber, Town Hall, Chorley on Thursday, 12th January, 2006 at 5.00 pm.

AGENDA

1. **Apologies for absence**

2. **Declarations of any Interests**

Members of the Cabinet are reminded of their responsibility 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 a discussion on the matter and must withdraw from the Council Chamber and not seek to influence a decision on the matter.

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

To confirm as a correct record the minutes of the meeting of the Executive Cabinet held on 1 December 2005 (enclosed).

CAPACITY AND RESOURCES ITEMS (INTRODUCED BY THE EXECUTIVE LEADER, COUNCILLOR J WILSON)

4. **Revenue Budget 2005/2006 - Monitoring (Pages 9 - 30)**

Report of the Director of Finance (enclosed).

5. **Draft General Fund Revenue Budget 2006/2007 (Pages 31 - 110)**

Report of the Director of Finance (attached as a separate document).

6. **Capital Programme 2005/06 - Progress Report (Pages 111 - 174)**

Report of the Group Director (enclosed).

7. **Housing Transfer - Partner Selection (Pages 175 - 180)**

Report of the Chief Executive (enclosed)

Continued....

8. **Implementing e-Government Statement No. 5 (Pages 181 - 218)**

Report of the Head of Information and Communication Technology, with accompanying Statement (enclosed).

9. **Lancashire Locals (Pages 219 - 228)**

Report of the Deputy Chief Executive (enclosed)

**CAPACITY AND RESOURCES & DEVELOPMENT AND PLANNING ITEM
(INTRODUCED BY THE EXECUTIVE LEADER AND THE EXECUTIVE MEMBER FOR
DEVELOPMENT AND PLANNING, COUNCILLORS J WILSON AND A LOWE)**

10. **Chorley Strategic Regional Site Update**

The Deputy Chief Executive will update the Executive Cabinet at the meeting on recent progress in bringing forward the Chorley Strategic Regional Site.

**CUSTOMERS, POLICY AND PERFORMANCE ITEM (INTRODUCED BY THE
EXECUTIVE MEMBER, COUNCILLOR EDGERLEY)**

11. **Fair Trade Towns Initiative**

To consider the submission of a recommendation to the Council on the appointment of a Council representative to serve on the Local Fair Trade Steering Group.

**DEVELOPMENT AND PLANNING & CHORLEY TOWN CENTRE AND RISK
MANAGEMENT ITEM (INTRODUCED BY THE EXECUTIVE MEMBERS,
COUNCILLORS A LOWE AND A GEE)**

12. **Chorley Town Centre Action Area and Retail and Leisure Policies Preferred Options Development Plan Document (Pages 229 - 274)**

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

**EFFECTIVE SERVICE DELIVERY AND PROCUREMENT ITEM (INTRODUCED BY THE
EXECUTIVE MEMBER, COUNCILLOR K BALL)**

13. **Delivery of Corporate Procurement Strategy**

Report of Director of Legal Services (to follow).

**LIFE AND LEISURE ITEM (INTRODUCED BY THE EXECUTIVE MEMBER,
COUNCILLOR HOYLE)**

14. **Revision of Race Equality Scheme (Pages 275 - 296)**

Report of the Head of Corporate and Policy Services (enclosed)

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

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

To consider the exclusion of the press and public for the following item of business on the ground that it involves the likely disclosure of exempt information as defined

in Paragraphs 1 and 9 (Item 17) and Paragraph 1 (Item 18) of Part 1 of Schedule 12A to the Local Government Act 1972.

17. **Minutes (Pages 297 - 298)**

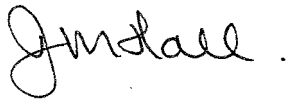
To confirm as a correct record the non-public minutes of the meeting of the Executive Cabinet held on 1 December 2005 (enclosed).

CAPACITY AND RESOURCES ITEM (INTRODUCED BY THE EXECUTIVE LEADER, COUNCILLOR J WILSON)

18. **Human Resources Policies and Procedures**

Report of Head of Human Resources (to follow).

Yours sincerely



Chief Executive

ENCS

Distribution

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

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

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

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Executive Cabinet

Public Minutes of meeting held on 1 December 2005

Present: Councillor J Wilson (Executive Leader in the Chair), Councillor Edgerley (Deputy Leader of the Council) and Councillors Ball, Brown, A Gee, Hoyle, Lennox, A Lowe and R Snape

Also in attendance: Councillors Mrs Case, McGowan, Malpas, Walker and Mrs Walsh

05.EC.147 APOLOGIES FOR ABSENCE

Apologies for absence were submitted on behalf of Councillor D Gee.

05.EC.148 DECLARATIONS OF ANY INTERESTS

No declarations of interest were made at the meeting.

05.EC.149 MINUTES

The public minutes of the meeting of the Executive Cabinet held on 3 November 2005 were confirmed as a correct record for signature by the Executive Leader.

05.EC.150 ACCESSIBILITY OF CYCLING AS A LEISURE PURSUIT IN CHORLEY

The Executive Cabinet considered the final report of the inquiry conducted by the Environment Overview and Scrutiny Panel on Accessibility Cycling as a Leisure Pursuit in Chorley.

The Chair of Overview and Scrutiny Committee (Councillor Walker) and the Chair of the Environment Overview and Scrutiny Panel (Councillor McGowan) reported on the main findings and recommendations set out in the report.

Decision made:

That the Head of Public Space Services and Head of Development and Regeneration be requested to examine the feasibility of implementing the recommendations in the report and submit a report to a future meeting of the Executive Cabinet.

Reasons for Decisions:

Alternative Options considered and rejected:

None

05.EC.151 BUDGET SCRUTINY PROCESS FOR 2006/07

The Chairman of Overview and Scrutiny Committee (Councillor Walker) presented a report to inform Members of the Executive Cabinet of the proposed process for scrutinising the Cabinet's draft budget proposal for 2006/2007, which will be circulated for consultation after the Executive Cabinet meeting scheduled for the 12 January 2006.

Decision made:

That the proposed involvement of the Overview and Scrutiny Committee and its Panels in the 2006/2007 budget consultation process be noted.

Reasons for Decisions:

To enable the Overview and Scrutiny Committee and its Panels to contribute effectively to the budget setting process.

Alternative Options considered and rejected:

None

05.EC.152 DEVELOPING EFFECTIVE POLITICAL LEADERSHIP

The Executive Cabinet received a report from Solace Enterprises on the Review conducted for the Council on Developing Effective Political Leadership.

Decisions made:

That the Council be recommended to accept and implement the recommendations set out in the report.

Reasons for Decisions:

To strengthen political relationships within the Council and to contribute to the sustainability of the Council, in future by increasing its capacity and embedding ways of working which improve policy development and decision making.

Alternative Options considered and rejected:

None.

05.EC.153 REVENUE BUDGET 2005/06 - MONITORING

The Director of Finance submitted a report setting out the current financial position of the Council as compared against the budgets and efficiency saving targets it set itself for 2005/2006 for the General Fund and the Housing Revenue Account.

Decisions made:

1. **That the report be noted.**
2. **That approval be given for the Group Directors to conduct a review of the information, provided in appendix 5, of the report 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.**

Reasons for Decisions:

To ensure the Council's budgetary targets are achieved.

Alternative Options considered and rejected:

None.

05.EC.154 THE FRAMEWORK OF CPA FOR DISTRICT COUNCILS FROM 2006

The Head of Corporate and Policy Services submitted a report which sought agreement to a suggested response to the Audit Commission on the options set out in a consultation paper on a new Framework for Comprehensive Performance Assessments of District Councils to be implemented from April 2006.

Decisions made:

That the proposed response to the consultation papers as set out in the report be approved.

Reasons for Decisions:

The deadline for the close of the consultation period is 30 November 2005 and it would be useful for the Council to express its view to the Audit Commission.

Alternative Options considered and rejected:

The draft letter sets out the reason for the response to each of the questions the Audit Commission is asking.

05.EC.155 IMPLEMENTATION OF THE AREA FORUM PILOT SCHEME

The Chief Executive submitted a report which provided an update on the proposals for the implementation of an Area Forum pilot scheme in three areas of the Borough as part of the Council's approach to community engagement set out in the Corporate Improvement Plan and the Community Strategy Action Plan 2005/2008 and sought approval to the dates and venues for the initial Forum meetings, procedure rules and promotional arrangements for the pilot scheme.

Decisions made:

- 1. That the proposed dates and venues for the Area Form Pilot Scheme be approved as follows:**

Area Forum	First Round	Second Round	Third Round
Clayton-le-Woods North Ward	Youth & Community Centre, Manor Road, Clayton-le-Woods Thursday, 16 March 2006	Clayton Brook Village Hall, Clayton Brook (Date to be determined)	Youth & Community Centre, Manor Road, Clayton-le-Woods (Date to be determined)
Coppull Parish	Royal British Legion Club, Springfield Road, Coppull Tuesday, 28 February 2006	Royal British Legion Club, Springfield Road, Coppull (Date to be determined)	Royal British Legion Club, Springfield Road, Coppull (Date to be determined)
Lostock Ward	Croston Old School, Church Street, Croston Thursday, 23 March 2006	Bretherton Endowed CE School, South Road, Bretherton (Date to be determined)	Ulnes Walton Club, Ulnes Walton Lane, Ulnes Walton (Date to be determined)

2. That the promotional arrangements for the pilot scheme be approved.
3. That arrangements are made for a Member of the Executive Cabinet and a Chief Officer to attend each Area Forum meeting during the period of the Pilot Scheme.
4. That the Council be requested to give approval to;-
 - The draft terms of reference and the procedural rules for the Area Forum Pilot Scheme set out in appendices 1 and 2 of the report for inclusion in the Council's Constitution.
 - The appointment of the Chair and Vice-Chair of the three Area Forums from the Members of each Forum who are Borough Councillors and represent a ward within the area, as set out in the procedural rules for the Area Forum Pilot Scheme.

Reasons for Decision:

To determine the administrative arrangements for the Area Forum Pilot Scheme.

Alternative Options considered and rejected:

None.

05.EC.156 CONTACT CHORLEY - ACHIEVING THE STRATEGY

The Head of Customer, Democratic and Office Support Services submitted a report explaining the measures to be undertaken during the next twelve months to enable the implementation of the third phase of the 'Strategy for an Accessible Public Service One Stop Shop Contact Centre', which was adopted in March 2002.

Decisions made:

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

Reasons for Decisions:

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:

Not to migrate any more services into Contact Chorley.

05.EC.157 SUSTAINABLE RESOURCES - PREFERRED OPTIONS DOCUMENT AND DRAFT SUPPLEMENTARY PLANNING DOCUMENT

The Head of Development and Regeneration submitted a report seeking endorsement for the draft Preferred Options Document and Supplementary Planning Document on Sustainable Resources that will form part of the Local Development Framework.

Decisions made:

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

- give delegated authority to the Head of Development and Regeneration to make any minor textural amendments to the document.
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 the Borough, and
 - (b) how the Council can take a lead on this issue on a cost neutral basis.

Reasons for Decisions:

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

Alternative Options considered and rejected:

None.

05.EC.158 STATEMENT OF COMMUNITY INVOLVEMENT - REPRESENTATIONS RECEIVED TO SUBMISSION EDITION

The Head of Development Regeneration submitted a report on the representations received to the Statement of Community Involvement submitted to the Secretary of State and to seek a proposed amendment to the Statement.

Decision made:

That approval be given to the change of paragraph 9.1 of the submitted Statement of Community involvement as submitted to the Secretary of State for independent examination.

Reasons for Decision:

The Planning and Compulsory Purchase Act 2004 requires that the local planning authority must produce a Statement of Community Involvement, as part of the Local Development Framework. The change to paragraph 9.1 of the submitted Statement of Community Involvement would improve the content of the document.

Alternative Options considered and rejected.

None.

05.EC.159 HOUSING STRATEGY 2005-2008

The Head of Housing Services submitted a report seeking approval for the Housing Strategy 2005 – 2008.

The Council is required to produce a Housing Strategy setting out the housing priorities across all tenures. It is an over arching strategy including issues such as housing needs and demand, housing standards, homelessness and community safety. The strategy has been prepared in consultation with key stakeholders and sets out how the Council can work with our key partners to achieve its priorities.

Decisions made:

That the Housing Strategy 2005 – 2008 be approved.

Reasons for Decision:

This Housing Strategy is a 'Fit for purpose' strategy. It responds to the current national, regional and sub-regional agendas. It is a key strategic document and contributes to achieving the Council's corporate objectives and the priorities set in the Community Strategy 2005 – 2008.

Alternative Options considered and rejected:

None

05.EC.160 CORE FUNDING - HOME-START CHORLEY AND SOUTH RIBBLE

The Head of Leisure and Cultural Services submitted a report on a request for Core Funding received from Home-Start Chorley and South Ribble.

Core funding is revenue grant aid to organisations that provide non-profit making services in the Borough, which further the Council's strategic objectives and the strategic priorities in the Borough's Community Strategy.

Decisions made:

That Home-Start Chorley and South Ribble be invited to submit a significantly reduced Core funding application as part of the 2006/2007 Core Funding bidding process.

Reasons for the Decision:

To consider a request for Core Funding in 2006-2007 from Home-Start Chorley and South Ribble along with other potential applicants.

Alternative Options considered and rejected:

To commit £25,000 of 2006/2007 Core Funding in advance of the official process.

05.EC.161 CROSSE HALL LANE - PROPOSED SCHEME OF PRIVATE STREET WORKS

With the consent of the Executive Leader to the consideration of this urgent item, the Director of Legal Services submitted a report which sought approval to a scheme of private street works for the making up of a length of Crosse Hall Lane, Chorley.

Decision made:

- 1 That the plans, specifications, sections, estimates and provisional apportionments for the making up of Crosse Hall Lane, Chorley as submitted pursuant to Section 205 of the Highways Act 1980 be approved.**
- 2. That all costs of the scheme be borne by Morris Homes Ltd.**
- 3. That the Director of Legal Services be authorised to serves appropriate notices on all frontagers.**

Reason for Decisions:

Crosse Hall Lane, Chorley is an unadopted road, in a poorly surfaced condition and lacking any proper system of highway drainage or street lighting. The prospect of new housing development on a site in close vicinity to the road, means Crosse Hall is set to serve as the sole means of highway access to and from that new development. Clearly Crosse Hall Lane in its current material condition could not in any way satisfactorily serve in such a role and the only way of upgrading the length of road

concerned to a satisfactory highway standard is by way of commissioning a scheme of private works pursuant to the provisions of the Highways Act 1980.

Alternative Options considered and rejected:

The other alternatives available for facilitating the making up of Crosse Hall Lane, e.g. an agreement pursuant to the provisions of Section 31, Section 38 or Section 278 of the highways Act 1980, are contingent upon landownership and therefore cannot be applied in this instance.

05.EC.162 EXCLUSION OF THE PUBLIC AND PRESS

RESOLVED - That the Press and Public be excluded from the meeting for the following items of business on the grounds that it involves disclosure of exempt information as defined in paragraph.1 of Part 1 of schedule 12A to the Local Government Act 1972.

05.EC.163 MINUTES

The non-public minutes of the meeting of the Executive Cabinet held on 3 November 2005 were confirmed as a correct record for signature by the Executive Leader.

05.EC.164 DUXBURY PARK GOLF COURSE - MARKET TESTING

Approval to negotiations being commenced with the preferred bidder for the management and operation of Duxbury Park Golf Course and that a further report be submitted to the Executive Cabinet outlining the final agreement in due course.

05.EC.165 DEVELOPMENT OF CCTV WITHIN CHORLEY

Approval to the initiatives for the further development of the CCTV system within Chorley.

Executive Leader

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Report of	Meeting	Date
Director of Finance	Executive Cabinet	12th January 2006

REVENUE BUDGET MONITORING 2005/06 - REPORT 5 (END OF NOVEMBER)

PURPOSE OF REPORT

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

CORPORATE PRIORITIES

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

RISK ISSUES

3. 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	

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

BACKGROUND

5. 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

6. In my last report I advised on the projected outturn which forecast an overspend of £164,000 which was an improvement on the previous period forecast, and recommended that some action was taken in order to address this issue.
7. Following a continued 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 £126,000. Additionally, some of the work on identifying savings with individual service heads is still ongoing.

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
Additional salary savings in forecast	-35
Corporate Training	-35
NNDR Rebate for Town Hall	-21
Duxbury office costs	9
Reduction in car Parking Income	19
Reduction in previously forecasted saving	23
Other minor forecasts	2
Net change since October report	-38

9. Additional salary savings not previously reported, arising from vacancies in a number of departments has been included in this forecast. The total value of additional savings is £35,000.
10. Following a review of the Corporate Training Budget by the Training Manager and head of Human Resources, it has been confirmed that this year there will be an underspend of £35,000.
11. During the refurbishment of the Town Hall, the authority has not been able to fully occupy the buildings for business purposes. An assessment has now been completed of the rebate allowable for Non-Domestic Rates during the period and this has generated a saving of £21,000.
12. Due to the ongoing works at the Town Hall it has been necessary to continue to occupy office space at Duxbury Park. The additional forecasted cost to the end of the year has now increased by £9,000.
13. There is a forecast reduction in car park income of £19,000 when compared to this years budget. Although income has risen year on year, the increase has not been in line with expectations. It is anticipated that some of this value may be recovered over the Christmas shopping period, but as the budget has been profiled to anticipate the rise in income in December it is not expected that any significant improvement will be achieved.
14. In the last report I announced the result of discussions with service heads that generated £214k of savings, £96k of which came from the Public Space Services Unit. However, after a further review by the Head of Service it has been determined that due to increase lease costs on the unit's vehicles £23,000 of the initially assessed saving is no longer achievable.
15. In addition to the amendments to the forecast this month there is also a significant issue that still needs to be quantified with regards to rent rebates subsidy. The final determinations for the 2004/05 financial year have now been received and the final subsidy audit has been completed. Following on from this there will be a need to reassess the estimates included in this financial year in order to determine the impact of the changes in methods of calculation. The review will be completed in early January and reported in the December monitoring report.
16. Contained within the vacancy saving figure is a net salary saving of £12k, following the decision by Cabinet with regard to the strategic housing funding. Whilst the gross saving is greater, an allowance has been made to employ consultants to deliver the creation of the Improvement Agency. Again this is a key strand of the Council's approach to service delivery and working in partnership with others. Internally no resource currently exists to

undertake the work, given the workload of Housing Stock transfer. In accordance with the financial procedures rules, a virement of £21k is required from the staffing budget to the consultants budget.

HOUSING REVENUE ACCOUNT

BACKGROUND

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

CURRENT POSITION

18. Since my last report there have not been any significant changes to the HRA position and consequently the forecast for HRA balances remains at £521,000, following the executive decision to incur additional expenditure in 2005/06, to support the stock transfer process and to deal with some capacity issues in the unit.
19. The main variances are shown in Appendix 2A and detailed explanations for the changes have not changed since my last report.
20. The main points for members to remain aware of are:
 - Increased salary costs have been incurred due to capacity issues and disruption resulting from some staff being involved in stock transfer issues.
 - 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. Measures to control these costs and to bring the trading position back into line are currently being examined.
 - An increase in Supervision and Management costs from the adjustment of recharges relating to additional work on HRA activities have also been incurred.
 - 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.
 - 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.

SUMMARY

21. Whilst the position with the General Fund continues to improve we are still forecasting an outturn position £126,000 over spent this year. However, there still remains a number of areas where potential savings could be achieved and these will be pursued and where appropriate reported as soon as possible.
22. 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.
23. In December's monitoring report we will have quantified the value of the adjustment resulting from the final determination of rent rebates subsidy and will include any changes in the revised forecast.

RECOMMENDATIONS

24. Executive Cabinet are asked to:
- a) Agree the contents of the report.
 - b) Agree the virement of £21k to cover the cost of employing consultants to deliver the creation of the Home Improvement Agency as outlined in paragraph 16.

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

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

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

26. 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

Table of Appendices

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2	Housing Revenue Account Summary
2A	Housing Revenue Account Budget Monitoring Statement
2B	Housing Building Maintenance Trading Account

General Fund Revenue Budget Monitoring 2005/06

Forecast Outturn as at November 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	489,000	(24,770)	-4.82%
Customer, Democratic & Office Support Services	2,930,540	166,500	3,097,040	(48,000)	3,049,040	2,974,000	(75,500)	-2.48%
Economic Regeneration	246,140	-	246,140	(8,000)	238,140	216,000	(22,000)	-9.24%
Environmental Services	3,090,290	-	3,090,290	(10,600)	3,079,690	3,139,000	59,600	1.94%
Finance	1,430,010	50,000	1,480,010	(41,000)	1,439,010	1,418,460	(20,550)	-1.43%
Housing Services (GF)	270,090	7,500	277,590	-	277,590	262,000	(15,590)	-5.62%
Human Resources	621,720	90,120	711,840	(20,000)	691,840	676,050	(15,382)	-2.22%
Information & Communication Technology Svs	905,440	4,000	909,440	-	909,440	902,500	(6,940)	-0.76%
Legal Services	100,580	-	100,580	-	100,580	196,000	95,420	94.87%
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	52,890	(27,110)	-33.87%
Public Space Services	1,331,330	34,950	1,366,280	(9,000)	1,357,280	1,341,000	(16,280)	-1.20%
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	256,980	28,000	12.23%
Less								
Corporate Savings Targets		(328,050)	(328,050)	161,100	(166,950)	-	166,950	-100.00%
Total Service Expenditure	12,749,760	86,570	12,836,330	-	12,836,330	12,929,440	93,538	0.7%
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)	(331,620)	(1,499,290)		(1,499,290)	(1,499,290)	-	0.0%
Use of General Balances	(250,000)		(250,000)		(250,000)	(250,000)	-	0.0%
Total Financing	(14,173,252)	(331,620)	(14,504,872)	-	(14,504,872)	(14,504,872)	-	0.0%
Net Expenditure	-	-	-	-	-	126,110	126,538	0.99%

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	-	(126,110)
Forecast General Fund Balance at 31.3.06	750,000	623,890

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

November 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	10	
Community Safety Projects	(7)	
Agreed budget savings - discretionary spending	<u>(9)</u>	(25)

INCOME

FORECAST CASH OUTTURN 2005/2006	<u><u>489</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.
- Agreed reduction in the contributions to Community Safety Projects.

Key Actions

SERVICE LEVEL BUDGET MONITORING 2005/2006**Customer, Democratic & Office Support Services**

November 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		6
Other		
Cabinet approved decisions		
Delegated Authority decisions		
- Accommodation Project Costs *		
ADJUSTED CASH BUDGET		3,097
Less Corporate Savings		
Contribution to Corporate savings targets		
- Salaries savings		(48)
CURRENT CASH BUDGET		3,049

FORECAST**EXPENDITURE**

Staffing costs - Office Support Services	(8)	
Software/equipment - Office Support Services	8	
Printing & copying - copier charges	21	
Procurement savings - photocopier contract	(1)	
Staffing costs - Corporate Procurement	(22)	
Roses Marketplace Licence	5	
Staffing costs - Customer Services	(52)	
Contact Centre Telephony costs funded by LGOL grant	(13)	
Staffing costs - Democratic Services	(2)	
E-Democracy Software Maintenance	(5)	
Members Allowances Scheme	5	
Staffing costs - Civic Services/Cleaners	5	
Staffing/Running costs - Closure of Lancastrian	(17)	
Non-Domestic Rates - Town Hall	(21)	
Base Budget Review - various minor savings	(4)	
Office Accommodation - King St/Duxbury Offices	18	
Accommodation Review - Office moves	9	
Chief Executive recruitment	(5)	
Agreed budget savings - discretionary spending	(23)	(102)

INCOME

Room Hire - Closure of Lancastrian	9	
Recharges to HRA	18	27

FORECAST CASH OUTTURN 2005/2006**2,974****Key Assumptions**

- use of Duxbury Offices to mid February
- vacant posts frozen to end of March
- Town Hall returns to full use by 1st February

Key Issues/Variables

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

NOVEMBER 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		<u> </u>
ADJUSTED CASH BUDGET		246
Less Corporate Savings		
Contribution to Corporate savings targets		(8)
CURRENT CASH BUDGET		<u>238</u>

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)	
Agreed savings identified in monitoring	<u>(1)</u>	
Expenditure under(-) or over (+) current cash budget		(22)
INCOME		
Grant income: Withnell Fold	(24)	
Pro rata reduction in recharges to Astley Park LHF capital scheme re salary co	<u>16</u>	
Income under (+)/ over (-) achieved		(8)
FORECAST CASH OUTTURN 2005/2006		<u><u>216</u></u>

Key Assumptions

Astley Park Project Officer post filled from 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**

NOVEMBER 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 Co 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)	
Cleaning Attendants Services: Public conveniences	(7)	
Recycling banks service	6	
Agreed savings identified in monitoring	(3)	
Expenditure under(-) or over (+) current cash budget		79
INCOME		
Pest Control	9	
Air Pollution Authorisations volume reduction	5	
Abandoned vehicles	1	
Recycling banks service	(15)	
Recycling credits	(13)	
Litter fixed penalty notices	(2)	
Civic Amenity collection	(5)	
Income under (+) over (-) achieved		(20)
FORECAST CASH OUTFURN 2005/2006		3,139

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 have returned to profiled budget levels from October.
The overspend in recycling contract relating to Additional Services payments has continued; the scheme manager now believes it will return to budgeted levels of £4k -£5k per month from December

Key Issues/Variables

Higher than anticipated demand for refuse containers has generated additional costs in the refuse collection service.
Additional Services and Target Bonus projections to outturn indicate that the overspend will be significantly higher than that reported last month. The scheme manager is currently working on quantifying the position to include the Christmas collection period. This will then be reported in the December monitoring report presented in January. The scheme manager anticipates that there will be compensating savings in Christmas collection costs and payment of performance bonus to the contractor which could neutralise the additional overspend.

Key Actions

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

SERVICE LEVEL BUDGET MONITORING 2005/2006**NOVEMBER 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
Technical adjustments:		
Budget correction - 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:		
Housing Benefits Administration	(3)	
Exchequer	3	
Saving on vacant posts:		
Council Tax/NNDR	(6)	
Benefits Administration	(16)	
Finance	(20)	
Insurance premium adjustments (2004/05)	17	
Insurance premiums (2005/06)	35	
Concessionary travel	28	
Consultants fees	13	
Audit and Inspection Fees	(8)	
Treasury Management	2	
Pension Increase Act Fees	5	
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	
Agreed savings identified in monitoring	(12)	
Expenditure under(-) or over (+) current cash budget		81
INCOME		
Enforcement costs recovered - Council Tax/NNDR	(30)	
Court costs awarded - Council Tax	(12)	
Miscellaneous contributions (External Funding Officer)	10	
Income under (+)/ over (-) achieved		(32)
FORECAST CASH OUTTURN 2005/2006		1,161

Key Assumptions

Young Persons Apprenticeships to be funded from internally generated savings.

Bailiffs fees based on current activity level. No existing budget

Magistrates Costs not accrued in 2004/05.

Concessionary Travel increased based on latest LCC projection for Bus passes

Key Issues/Variables

Due to the high value of Housing Benefit and Council Tax Benefit Subsidy payments, a small percentage change in funding can lead to significant movements in the General Fund accounts. The Council has now received notification of the final audited claim for 2004/05 which shows an increase in funding over the estimated outturn. However, other factors, such as Housing Subsidy limitation and projected outturn for 2005/06 need to be reviewed before an accurate calculation of the net effect on both General Fund and HRA can be made. As a result of this the estimated net effect will be reported in the December monitoring report presented in January.

Key Actions

Review estimates of Housing Subsidy Grant income and expenditure in light of latest projected figures. projected figures.

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

November 2005	£'000	£'000
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ORIGINAL CASH BUDGET		270
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Add Adjustments for In year cash movements

Slippage		8
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Cabinet approved decisions		
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ADJUSTED CASH BUDGET		278
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Less Corporate Savings

Contribution to Corporate savings targets		
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CURRENT CASH BUDGET		278
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FORECAST**EXPENDITURE**

Salaries	(57)	
Consultants	21	
Agency Cover	24	(12)

INCOME

Savings agreed with Head of Service		(4)
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FORECAST CASH OUTTURN 2005/2006		262
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Key Assumptions

- Postponement of HIA until April 2006
- No further use of agency staff to cover vacant Housing Renewal Technician post
- One post (Customer Services Officer) to transfer from Gen Fund to HRA from January
- Role of Interim Housing Strategy Manager to be carried by Tribal Consultants from January to March

Key Issues/Variables**Key Actions**

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

November 2005

	£'000	£'000
ORIGINAL CASH BUDGET		622
Add Adjustments for In year cash movements		
Virements for other Services		
Transfer from contingency	Reward & Retention	5
Transfer From Earmarked Reserves	Developing Political Leadership	14
Transfer from PSS		2
Cabinet approved decisions	Job evaluation costs 05/06	69
Delegated Authority decisions		
ADJUSTED CASH BUDGET		712
Less Corporate Savings		
Contribution to Corporate savings targets		0
- Efficiency/other savings		(20)
CURRENT CASH BUDGET		692
FORECAST		
EXPENDITURE		
Staffing & Restructure	(31)	
Corporate Training	(35)	
Young Persons Development Programme	15	
Temporary Staff	7	
Legal Fees	4	
Hire of Furniture	1	
Occupational Health Fees	3	
HR Recruitment Expenses	(3)	
Protective Clothing	(0)	
Publications	(1)	
IT Software Annual Licenses	(0)	
Misc Expenses	(2)	
Expenditure under (-) or over (+) current cash budget		(42)
INCOME		
South Ribble Health & Safety Contract	26	
Income under (+) over (-) achieved		26
FORECAST CASH OUTTURN 2005/2006		676

Key Assumptions**Key Issues/Variables**

- Saving on staffing costs from restructure of Health & Safety Unit and vacant posts.
- Loss of income from withdrawal from 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

November 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 (E-Gov Prog Man/Cust Serv Assist.)	(99)	
Young Person's Development Programme	5	
Temporary Staff	51	
Telephones Rental	42	
Telephone calls charges	(9)	
Overtime	8	
Moving Furniture & Equipment	2	
Purchase of Furniture	2	
Conferences Staff	1	
Computer Equipment Security	(2)	
Computer Software Purchase	(1)	
Stationery	(1)	
Printing	(1)	
Expenditure under (-) or over (+) current cash budget		(3)
INCOME		
Telephones (private calls)	(4)	
Income under (+)/ over (-) achieved		(4)
FORECAST CASH OUTTURN 2005/2006		903

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 capitalised post vacant until Mar 2006
 Technician post capitalised 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 accomodation programme
 Income from private telephone calls will continue at current levels.
 Purchase of Furniture due to new store room
 Overtime due to insall of Radius Financials and Office moves

Key Issues/Variables

Key Actions

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

November 2005	£'000	£'000
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ORIGINAL CASH BUDGET		101
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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		<u>101</u>
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Less Corporate Savings

Contribution to Corporate savings targets

CURRENT CASH BUDGET		<u>101</u>
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FORECAST**EXPENDITURE**

Agency Staff costs	31	
Consultants Fees	5	
Legal Fees - solicitors costs	3	
Land Charges Search Fees	(8)	
Land Charges Network Fees	(15)	
Practising Certificates	<u>1</u>	17

INCOME

Land Charge Searches	124	
Licence Fees	<u>(46)</u>	78

FORECAST CASH OUTTURN 2005/06		<u><u>196</u></u>
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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****NOVEMBER 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		<u>1,085</u>
Less Corporate Savings		
Contribution to Corporate savings targets		
CURRENT CASH BUDGET		<u>1,085</u>
FORECAST		
EXPENDITURE		
Expenditure under(-) or over (+) current cash budget		
Professional and consultancy fees for indoor leisure cont	51	
Professional and consultancy fees for golf course market	12	
Savings on indoor Leisure Contract	(99)	
Energy recharges at ASLC	<u>10</u>	(26)
INCOME		
Income under (+)/ over (-) achieved		
Arts officer funding	(17)	
Reduction in Golf Course Income	<u>35</u>	18
FORECAST CASH OUTTURN 2005/2006		<u><u>1,077</u></u>

Key Assumptions

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

Key Issues/Variables**Key Actions**

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**

November 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		468
Less Corporate Savings		
Contribution to Corporate savings targets		
CURRENT CASH BUDGET		468
FORECAST		
EXPENDITURE		
Staffing costs	(11)	
PDG Funded Expenditure	123	
Relocation Expenses	3	
Car Allowances	3	
Mapping Services Agreement	1	
Agreed budget savings - discretionary spending	(9)	110
INCOME		
Planning Application Fees	8	
Building Control Fees	(14)	
Additional Planning Delivery Grant	(123)	
Other Income	(6)	(135)
FORECAST CASH OUTTURN 2005/2006		443

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****NOVEMBER 2005****£'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

- Purchase of outsourcing documents from Pendle

20

20

Delegated Authority decisions

ADJUSTED CASH BUDGET**101**

Less Corporate Savings - Vacancy savings taken in July Monitoring

(15)

- Savings from line by line review

(6)

CURRENT CASH BUDGET**80**

FORECAST

EXPENDITURE

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

Additional agency staff costs not in budget

15

Savings from staff vacancies

(15)

-

INCOME

Income from Friday Street Depot

(28)

(28)

FORECAST CASH OUTTURN 2005/2006**53****Key Assumptions**

Income from rents and market tolls broadly in line with estimates

Key Issues/Variables**Key Actions**

SERVICE LEVEL BUDGET MONITORING 2005/2006

PUBLIC SPACE SERVICES	£'000	£'000
November 2005		
ORIGINAL CASH BUDGET		1,331
Add Adjustments for In year cash movements		
Slippage from 2004/2005		
Other		
Transfer from Grounds Maint Reserve		15
Virement to HR Training budget		(2)
Transfer of Funds re section 106 agreements		22
ADJUSTED CASH BUDGET		1,366
Less Corporate Savings		
Contribution to Corporate savings targets		(9)
CURRENT CASH BUDGET		1,357
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	-60	
Legal Fees	30	
Street Cleansing Client Budget	-20	
NNDR-Bengal St Depot	8	
Duxbury Golf Course in house bid	22	
Miscellaneous Expenses	9	39
INCOME		
Income under (+)/ over (-) achieved		
DSO Highways shortfall on budgeted LHP income	22	
Roundabout Sponsorship Income not achievable	2	
Misc Income	(26)	
Section 38 income	(8)	
Car Parking Fees under profile	29	19
Savings identified with Head of Service		(74)
FORECAST CASH OUTTURN 2005/2006		1,341

Key Assumptions**Key Issues/Variables**

>Provision of Legal Services for the Crematorium amount to £22K with no budget

>General repairs and vandalism costs of £28K over budget included.

Key Actions

Only essential expenditure to be incurred.

Housing Revenue Account Budget Monitoring 2005/06

Forecast Outturn as at November 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

SERVICE LEVEL BUDGET MONITORING 2005/2006**HOUSING REVENUE ACCOUNT****NOVEMBER 2005**

	£'000	£'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 costs	13	
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)
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FORECAST SURPLUS(-) / DEFICIT(+) 2005/2006		48
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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

Chorley

Borough Council



Draft General Fund Revenue Budget for 2006/2007



Report of	Meeting	Date
Director of Finance (Introduced by the Executive Leader or Executive member for Capacity and Resources)	Executive Cabinet	12 January 2006

DRAFT GENERAL FUND REVENUE BUDGET FOR 2006/2007

PURPOSE OF REPORT

1. To secure the Executives agreement on the content of the draft budget that will form the basis of further work in terms of delivering a balanced budget.

CORPORATE PRIORITIES

2. The budget is the ultimate expression of corporate priorities and it is essential that the link between priorities and the resources used is explicit in any budget proposals.

RISK ISSUES

3. 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	

4. The key risk issues are as follows:-

- **Strategy** – The Council needs to set a budget which reflects its overall strategy for delivering its priorities. This is dealt with in the policy context section of this report.
- **Financial** – The key financial risks are assessed and the issues of mitigation are contained in this report which contains the advice of the Director of Finance, as the Statutory Officer, under S25 of the Local Government Act 2003.
- **Regulatory/Legal** – These risks relate to the requirement to set a balanced budget and to the risk of capping. Again these issues are discussed in specific sections contained in the body of the report.

BACKGROUND

5. Various reports have been presented to Members outlining the budget position. This paper summarises the current position and provides details or information relevant to the budget debate, in summary within the report itself and in detail within Appendices.

Appendix 1	Provisional Revenue Support Grant Settlement 2006/07 and 2007/08
Appendix 2	Introducing free concessionary travel within Chorley Borough
Appendix 3	Draft Public Consultation on our spending for 2006/07
Appendix 4	Cost of Continuation & supporting analysis
Appendix 5a	Impact of Property Services outsourcing on the 2006/07 to 2008/09 Budget
Appendix 5b	CuDoss Efficiency Savings
Appendix 5c	Impact of Community Management of Community Centres on the 2006/07 to 2008/09 Budget
Appendix 5d	Rationalisation of the Senior Management Structure – Discussion Paper
Appendix 6	Organisation Impact of Stock Transfer

6. No proposals are included in relation to the Capital Programme as a further reassessment of the resources and spending position is necessary following the request from the Executive Cabinet to address the potential resourcing gap issue. A report will be brought to the February Cabinet.

POLICY CONTEXT

7. The policy context for this budget comes from a number of directions:

National

8. Nationally the governments current national priorities for local government are:
- Improving quality of life of children, young people and families at risk, and older people
 - Promoting healthier communities and narrowing health inequalities
 - Creating safer and stronger communities
 - Transforming our local environment
 - Promoting the economic vitality of localities

9. Local government is increasingly being judged and inspected on its ability to deliver and balance both national and local priorities. The balance between national and local priorities and the extent to which priorities will be measured through any local area agreement and the next round of CPA Inspectors, once the process is agreed.

Regional and Sub Regional

10. The government is currently including significant change to regional structures, responsibilities and policies, for example through regional assemblies, regional development agencies and boards (including housing and planning).
11. It is clear that the regional agenda is growing in importance and the Council needs to maximise the influence it has at this level, particularly around the regional economic and spatial strategy. In addition, it is clear that the solution to many of the challenges we face in terms of transport, affordable housing, managing economic growth, whilst safeguarding and maintaining quality of life, is at a regional and sub regional level rather than through delivering these things in isolation.

Local

12. Chorley has a growing and ageing population, but the area is reasonably safe, healthy, affluent and with good employment prospects and quality of life. Nonetheless, this masks the specific needs of different parts of the borough and our communities and increases the necessity to know more about whom we are serving, how we are reaching them and what impact our policies and services are having.
13. There are significant geographic hot spots in the borough in terms of deprivation, health, crime and disorder issues. There are also significant and distinctive needs emerging from different communities, such as children, young and older people.
14. Some of the main local issues are:
- The impact on the Council of the potential housing stock transfer and other changes in the way we deliver services i.e. property outsourcing and return of the Highways Partnership to Lancashire County Council.
 - Rises in criminal danger, anti-social behaviour and incidents of nuisance, albeit from a low base.
 - Access to affordable housing.
 - Engaging with Local Area agreements to ensure the outcomes are what the local community need and want, and that funding opportunities are maximised.
15. The context is also, in part, set by the approved Medium Term Financial strategy and in particular the key assumptions.

Assumption 4

General reserves will not be used to finance recurrent expenditure

Assumption 6

General reserves will be maintained at a level between £0.75 - £1.25m with an annual review in light of planned levels of expenditure and changes in the financial risk profile.

Assumption 9

The Council will increase the Council Tax at a rate that avoids capping.

16. The key debate in terms of the budget involves the means of resolving the conflict between various policy imperatives and the need to restrain the rate at which Council Tax levels are increasing.

RESOURCE CONTEXT

17. In my report to Executive Cabinet on 3rd November 2005 I highlighted the turbulence in the grant distribution system that may be caused by the various changes proposed. The Council has now received its provisional grant settlement for 2006/07 and 2007/08. A summary of the position is shown in the table below and further explanation is provided in my report on the Grant Settlement attached at Appendix 1.

Table 1 – Summary of Grant Settlement 2006/2007

	2006/2007 £m
Relative need amount	2.793
Relative resources amount	(1.692)
Central allocation	6.695
Total Grant	7.796
Floor dampening	(0.100)
2006/2007 Total Grant	7.696
2005/2006 Formula Grant (Adjusted)	7.378
2006/2007 Grant Increase (Adjusted)	0.318
2006/2007 Grant Increase (Adjusted) %	4.3%

18. The table shows that when comparing like for like by adjusting the 2005/2006 formula grant the level of grant increase is £318k or 4.3%.
19. However, these are the figures the Government uses to compare year on year. In cash terms the grant has increased by £1.044m (15.7%). This is predominantly as a result of the additional cash the Government is distributing for implementing their policy on free concessionary travel, effective from 1st April 2006. The Council has yet to agree how the policy will be implemented and attached at Appendix 2 is a report detailing the options.
20. I had assumed a relatively low level of grant increase but the additional cash to pay for concessionary fares is theoretically matched by the costs incurred in implementing the scheme. Only time will tell if this assumption proves correct.

BUSINESS PLANNING PROCESS

21. At present the business planning cycle is incomplete. Individual services are currently identifying key activities and targets for 2006/2007. One key change made to the process for 2006/2007 is that there will be more of a top down approach adopted. This means that the Corporate Management team will identify key activities they wish to see undertaken in addition to those identified through the bottom up approach through individual unit plans.

22. The purpose of the change is to ensure:
- Proper links exist between corporate priorities and the tasks required to deliver those priorities.
 - The refocusing of resources within service units to deliver the things that have the greatest impact on priorities.

CONSULTATION

23. From 2006/2007 the delivery of the new community will commence and the strategy is the manifestation of the community aspirations. Given the fact that the capping threat removes a large element of discretion over tax levels, it is proposed that no specific surveys are undertaken this year.
24. However consultation on the draft budget will still take place on the basis that:
- The budget should identify how resources will be switched to the new priorities in the Community Strategy.
 - There will still be potentially growth and savings items to bring the spending back into line to support a level of Council Tax that will not mean the Council is capped.
25. The process will, as last year, consist of:
- Circulation of the draft budget to partners and stakeholders.
 - Publication of the detailed information on the internet and intranet, supplemented by a press release.
 - Specific meeting with Parish Councils and Trade Unions.
 - Review by the Overview and Scrutiny Committee and Panels, of the draft budget.
26. A draft consultation document is attached at Appendix 3.

THE COST OF MAINTAINING CURRENT SERVICE LEVELS

27. Appendix 4 sets out the cost of maintaining current service levels and any additional statutory requirements, adjusted for known changes that will have no impact on the level of service provided i.e. income flows and details the reasons for movement between 2005/06 and 2006/07. This is summarised in the table below.

Table 2 – The cost of maintaining current service levels and meeting new statutory requirements

	£'000
2005/2006 Budget requirement	12,343
Inflation	531
Increments	118
Demography	25
Capital Financing costs	148
Use of general balances and collection fund surplus	248
Reduced grant and general income	171
Other cost increase	303
Savings	(252)
Continuation budget requirement	13,635

28. These figures represent a cost increase of £1.29m compared with the 2005/06 figures. However it should be borne in mind that much of the increase is beyond the Council's control.

- Pay awards are settled nationally (£346k) and pension costs are at the mercy of the performance of the financial markets and the actuarial process (£110k).
- A significant proportion of the increase in Capital Financing costs is attributable to a technical adjustment required by the Capital Financing regulation.
- The reduced specific grant is in relation to the Planning Delivery Grant (£112k) which is allocated annually and the impact of the loss of income from land charge searches (£101k).

29. The following are the key areas of the continuation budget where some uncertainty remains:

- The amount of grant the Council is likely to receive in terms of planning delivery grant.

CAPITAL FINANCING COSTS

30. Members will be aware of the debates that have taken place regarding the potential increased financing costs for the Capital Programme as a result of the reduction in the level of the capital receipts available to the Council. A key action for the Capital Programme Board has been to try and re-phase the expenditure in 2005/2006 so as not to incur borrowing in that year. The consequence of achieving a reduction would be that any increase in Capital Financing costs would be deferred for at least one year.

31. Through a combination of intervention and circumstance, at least one of the major areas of spend in the programme for expenditure on the Councils leisure asset will now be deferred until the new financial year. Consequently no additional revenue budget will be required in 2006/07 for financing capital as a consequence of 2005/06 spending on the Capital Programme.

PROCUREMENT

32. Included in the base budget is a recurrent saving of £75k. The Director of Legal Services has assessed the likelihood of the Council being able to deliver the savings and having deliberated on their findings I am of the view that it will not be possible to achieve the full £75k. Consequently I have reduced the expected saving to £35k which I now believe is achievable.

BALANCING THE BUDGET

33. All the figures that follow reflect a tax base of £34,744.40. The figure has been set, under the powers delegated to the Director of Finance by the Council. This is an increase of 0.7% which is slightly less than anticipated in the financial strategy but has only a small impact in terms of the revenue generated.

34. **Members should also note that the Government has stated its intentions in relation to capping. Any Authority exceeding 5% will be capped.**

SAVINGS STRATEGY

35. The strategy for bridging the budget gap or making room for growth has focussed on the following areas:
- The current outsourcing exercise for Property and Markets.
 - Taking further savings from CuDoss in relation to the efficiencies generated from introducing electronic delivery of services.
 - Making the transfer of the Highways Partnership back to Lancashire County Council at least cost neutral.
 - Identifying and making savings in Senior Management costs.
 - Undertaken a review of the Continuation Budget with Heads of Service to identify potential savings.
 - Implementing Community Management, in line with the previously agreed approach.
36. Where work has been completed to identify potential savings a report is attached. However it has been necessary to defer firming up details in relation to the senior management cost saving, pending the new Chief Executive being in post and only some initial details have been worked up, but not yet agreed, in relation to mitigate the cost of the Highways Partnership transfer. Further information is required from Lancashire County Council before details are finalised. However I am confident that the saving figure identified is reasonable and achievable.
37. In summary, the savings generated from the review are as follows:

Table 3 – Savings identified

Savings Area	£'000 Effect 2006/07	£'000 Effect 2007/08	Appendix
Property and Markets outsourcing	(78)	(26)	Appendix 5a
Efficiency from E-Enabling Process (Gershon)	(48)	1	Appendix 5b
Making the LHP transfer cost neutral	(116)	(15)	
Community Centre Management	(29)	(57)	Appendix 5c
Senior Management Cost Savings	(50)		Appendix 5d
Total	(321)	(97)	

38. The table shows that a total of £321k has been identified as potential savings in 2006/07 and a further £97k for 2007/08 which is the full year impact of the savings being made. The impact on the 2006/2007 budget should all the savings be taken and of the following two financial years is summarised in the table below.

Table 4 – Net post transfer savings

	2006/2007	2007/2008	2008/2009	Total
In year budget (surplus) / gap (see Appendix 4)	(79)	252 *	271	
(Less) / Add savings identified	(321)	(97)		
Budget (surplus) / deficit	(400)	155	271	
Total deficit / (surplus) over planning cycle	(1200)	310	271	(619)

* Assumes cost to General Fund of Stock Transfer is mitigated.

39. **Table 4 shows that over the planning period, with a 5% Council Tax increase, potentially a sum of £619k is available for either growth or to make a further policy choice in relation to the level of the Council tax increase or to mitigate some of the inherent risks in the Councils base budget.**

THE EFFECT OF STOCK TRANSFER ON THE BUDGET

40. Previously I have highlighted the fact that the Corporate Transfer Group have been working on a strategy for meeting the Executive Cabinet’s desire to make the potential stock transfer at least cost neutral to the General Fund, should it occur.
41. Attached at Appendix 6 is an analysis of the position and a suggested solution to mitigating the cost by focusing on:
- Transferring more staff to the new provider that are effectively Non-TUPE
 - Rationalising the Council’s office accommodation
42. The success or demise of the strategy will only be known once negotiations start with the new provider. In budget terms however the assumption is that this is achievable and the transfer becomes at least cost neutral.

POLICY CHOICES

43. Members may wish to determine where they will set the spending and taxation balance. The key factors to consider in taking this view is the need to avoid capping and Members views on the need for investment in service.

44. Any potential growth items need to be assessed in the context of the new Community Strategy and the Council’s new priorities and targets.

45. Set out in the table below are illustrative sums available for additional spending on services at various levels of Council Tax should all the potential savings identified be taken, as clearly there is a choice in terms of the spend vs Council Tax debate.

Table 5 – Illustrative Spending and Taxation Choices for 2006/2007

Change in Council Tax level %	Council Tax	Product of increased Council Tax	Council Tax required to find budget	Capacity for additional spending	Savings	Capacity for additional spending
2.00	166.90	5,798,840	5,891,000	92,160	(321,000)	228,840
2.50	167.72	5,827,330	5,891,000	63,670	(321,000)	257,330
3.00	168.54	5,855,821	5,891,000	35,179	(321,000)	285,821
3.50	169.36	5,884,311	5,891,000	6,689	(321,000)	314,311
4.00	170.17	5,912,454	5,891,000	(21,454)	(321,000)	342,454
4.50	170.99	5,940,944	5,891,000	(49,944)	(321,000)	370,944
5.00	171.81	5,969,435	5,891,000	(78,435)	(321,000)	399,435

46. Members should note that the purpose of the government giving indicative figures for 2007/08 is so that local authorities can look to balance budgets over at least a 3 year planning cycle.
47. If this philosophy were applied a spend on recurrent growth in year one, 2006/2007 of around £206k would balance the budget based upon the forecasts over the planning cycle and a 5% Council Tax increase as illustrated in the table below.

Table 6 – Balancing the Budget in the Planning Cycle

	2006/2007	2007/2008	2008/2009	TOTAL
Budget (surplus)/deficit	(79)	252	272	
Adjusted for savings	(321)	(97)	-	
Add Spending on growth	206	-	-	
In year (saving)/spend	(194)	155	272	
Savings over 3 years	(582)	310	272	0

GROWTH OPTIONS

48. The development and approval of the Borough’s updated Community Strategy means the Council is now faced with new challenges as well as maintaining the levels of service it currently is able to provide but also aspires to improve.
49. In recognition of the Communities priorities any additional growth will need to be targeted as the Council is still working within financial constraints. The focus of any additional investment will therefore be in these areas where the Cabinet feels there is currently under investment, and these have been identified by yourselves as:
- The economic regeneration of the Borough and in particular, arrangements to create a thriving and sustainable town centre.

- Street Scene – ensuring services are provided in an efficient and co-ordinated manner. Further investment to be provided to allow for better education about Street Scene issues and for stronger enforcement of environmental legislation.
- Investment in neighbourhoods and involving communities in decision making and building capacity within Communities to help themselves as well as further investment in community safety through providing financial assistance to Lancashire Constabulary in employing additional Police Community Support Officers to patrol the Borough streets.
- Improved communication with our stakeholders to ensure that stakeholders are fully informed regarding the range of services and support available to them, as well as the Council becoming better informed about the stakeholders themselves.
- Facilitating better partnership working to ensure the relevant agencies are brought together to work more effectively for the common goal of providing quality and improving services to the residents of the Borough.

50. The following sections of this report deal with my statutory advice to the Council on the adequacy of resources and robustness of the budget under the terms of S25 of the local Government Act 2003.

Table 7 – General Fund Balances and Reserves

	Working Balances	Earmarked Reserves
Balance 1 April 2005	1,000,000	
Less budgeted contribution 2005/2006	(250,000)	
Service unit reserves		484,461
E-Workforce reserve		222,690
Job Evaluation reserve		200,000
Stock Transfer reserve		250,000
Insurance reserve		147,411
	750,000	1,304,562
	750,000	1,304,562

WORKING BALANCES

51. The Council for sometime worked to establish a budget based upon not using general balances to fund recurrent expenditure. This is clearly good practice which delivers a prudent and sustainable budget. **I would propose that the Council maintains this strategy and maintains general balances at the budgeted level of £0.75m, the agreed minimum level in the financial strategy.**

52. Members will be aware of the current budget monitoring position for 2005/2006 where there is still more work to be done to bring spending back into line with budget. Therefore there is still a risk that working balances will be below the minimum level agreed by the year end.

53. The level of working balances is a matter of judgement, however there still remains the potential for these balances to be required, particularly as:

- Budget constraints mean resources to deliver services are reigned back. Indeed for 2006/07 part of the strategy has been to review base budgets. Therefore the level of 'slack' in the system has been restricted.
- 2005/06 has proven that the targets the Council sets itself in terms of delivering savings are sometimes difficult to achieve. This is predominantly a consequence of the Council working to continue to deliver good services, but at the expense of achieving the vacancy factor target. For 2006/2007 the vacancy factor target has not been reduced, therefore maintaining working balances is essential.

EARMARKED RESERVES

54. Reserves are held against significant risks facing the Council. The specific reserves identified in Table 7 are for known risks and for committed expenditure. The key variable relates to the stock transfer reserve. The Cabinet agreed that through negotiation the Corporate Transfer Group should seek to mitigate the financial risk to the Council of a no vote. Whilst almost all the potential partners for stock transfer have indicated a willingness to underwrite the costs, which are significant at £650k, until a legal agreement is in place, there still remains a risk to the Council.

55. To mitigate the significant risk around the concessionary fares budget I propose that once the agreement is in place the £250k is set aside into a concessionary fares reserve, which will be used to smooth the potential cost should they be greater than assumed.

56. The key areas of risk in relation to the current level of reserves is the impact of Job Evaluation. There is still a great deal of uncertainty around the potential costs and it may be necessary for the Council to identify reserves to smooth the impact. The picture will become clearer during the early part of the next financial year.

57. Potential additional reserves may come from two further sources, namely:

Performance Reward Grant

58. The local Public Service Agreement is due to end in March 2006, latest forecast shows that the Council could gain £160k should its estimates regarding targets in the LPSA be achieved. Should this sum be received the Government has decreed that at least 50% should be used to fund capital expenditure with the remaining 50% being available to support revenue spend.

Business Growth Incentive Grant

59. The Government has introduced the local authority business growth incentive scheme for 2005/06. The scheme allows the Council to retain a proportion of the revenue generated through increases (above the threshold) on non domestic rateable value which is caused by new commercial development. The sum available for 2005/2006 will, under the terms of the scheme, only be known towards the end of the financial year and it is probable that amounts will vary from year to year. Given the uncertainty and unpredictability of the resources it has been omitted from the budget calculations.

ROBUSTNESS OF THE BUDGET

60. The assessment of the robustness of the budget is in essence an analysis of the risks of not being able to control spending within approved budgets.
61. The key areas where information in relation to the continuation budget is still being worked on are noted in the report and relate predominantly to the revenue to come from the Planning Delivery Grant.
62. In terms of the major elements of the budget the following assessments can be given:

- Pay Budgets

Pay awards have been agreed for 2006/2007. Risks therefore remain for the 2007/2008 and 2008/2009. However as inflation is still relatively low and Public Sector pay restraint is being encouraged I believe the assumptions made of 3% for both years will be within acceptable tolerances.

- Benefit Payments

This remains a potentially volatile part of the budget. The benefit rules are constantly changing and they are still in a period of transition in relation to the transfer of Rent Rebate to the General Fund. The key determination however will be the subsidiary rules in relation to benefit overpayments and the Councils ability to recover these overpayments. My assessment is that the risk in this area is relatively high as a small change in the benefit regulations or the % of over payment recovered can have a large cash effect.

- Contract Prices and Activity

As in previous years, budgets for major contracts have been set out at a level consistent with known prices and current activity. The budget monitoring for 2005/2006 has highlighted the fact that recycling rates have increased, predominantly in relation to green waste. Consequently additional bonus payments have been generated by the contractors. Provision has been made in the 2006/2007 budget to accommodate an increase, therefore I believe the risk has been predominantly mitigated.

- Income

Certain income streams are key to the Council's budget, namely:

- Land Charges
- Market Rents
- Planning Fees
- Golf Course Services
- Car Parking Income

The continuation figures reflect income reductions due to either reduced volumes of activity, i.e. land charges or a change in the mix of activity. Through the letting of the Duxbury Park Golf Contract the Council has now transferred the risk to the Contractor, albeit at a small cost. However this means that overall the at risk income the Council has in its budget is reduced significantly, the base budget has also been reduced significantly for land charges income to reflect the downturn in activity. The two activities outlined above mitigate to a great extent the risk, but due to the volatile nature of the other areas this remains a key risk area in the Council's budget.

- Net Financing Cost

The budget for net financing transactions is based around current cash flow profiles and interest rates. This is prudent given the uncertainty in the movement regarding which way interest rates are likely to go. The Council's cash flow in 2005/2006 has suffered predominantly as a result of less continuity received through the sale of Council Houses. Therefore a lower level of sales has been anticipated into the future and the cash flows adjusted accordingly. Therefore I believe the risk around this budget is low in comparison to other more volatile budgets but it is one area which little control can be influenced, therefore increasing the levels of risk.

- Concessionary Fees

The work of the Concessionary Travel Working Group (CTWG) has continued to fine-tune the estimates around the type and additional costs of service to be provided from 1st April 2006. The current assumption is that costs will increase by £233,000 in 2006/07. A report with more details is attached at Appendix 2. This particular area represents a significant risk and for this reason a proposal to mitigate the risk is suggested in the section on Earmarked Reserves at paragraph 55.

SAVINGS TARGETS AND BUDGET ASSUMPTIONS

63. Inevitably the 2006/2007 budget as in previous years contains a number of assumptions, particularly in relation to savings to be achieved. Set out in the table below are the key assumptions, where the outcome may not be known fully by the start of the new financial year.

Table 8 – Key Assumptions in Budget

	Assumed Savings £'000
Property Service Outsourcing	(78)
Senior Management Cost Savings	(50)
Community Centre Management	(29)
Vacancy Saving	(228)
Gershon Efficiency	(50)
Procurement Saving	(35)
Making LHP at least cost neutral	(116)
Total	(586)

64. The table shows that in total £586k of savings will be included in the base budget for 2006/2007 that will need to be delivered if the budget is to remain in balance. In relation to the particular items, I would make the following observations:

Property Outsourcing

65. A prudent assessment of the savings has been made but the outcome will be dependent upon negotiation with the new provider.

Senior Management Savings

66. No detailed plans are yet in place for this proposal, but for good reason. The new Chief Executive will be driving this particular piece of work once she is in post in January 2006.

Vacancy Savings

67. The vacancy factor saving of £228k represents only a small % of the pay bill for the general fund. Accordingly, I believe the estimate is prudent. However our experience in 2005/06 is that vacancies have been filled quicker or by Agency staff to ensure targets have been met. Careful monitoring of this situation will be required to ensure the target is met.

Gershon Procurement Savings

68. It is intended to continue identifying and taking savings from the e-enabling of processes, this includes the development of the Council's Contact Centre. I am confident that the plans currently ongoing and in hand will afford enough opportunities to make the assumed saving in 2006/2007, and I will be working with the Group Director to identify how this can be achieved, prior to the start of the new financial year.
69. With regard to procurement I have taken the view that the target figure used in 2005/2006 was unachievable due to a number of factors. The main one being that no significant contracts were due for renewal and opportunities for savings were limited. To some extent the same scenario applies in 2006/2007, but I have adjusted the target downwards by a significant amount and now believe this is achievable.

CONCLUSIONS ON THE ADEQUACY OF RESERVES AND THE ROBUSTNESS OF THE BUDGET

70. My overall conclusion therefore is that, subject to mitigating the financial risk around stock transfer, resources are adequate for the known cost pressures, they are as soundly based as possible. However, the key financial risk to the Council where there currently is no financial cover relates to Job Evaluation. The Council should look where possible to create cover for the eventuality that the outcome of Job Evaluation will require some reserves to cover non-recurring expenditure.
71. Working balances are now at the minimum agreed in the financial strategy and I propose that no change should be made to that limit nor any further working balances used to finance the budget and the next budget planning cycle.
72. With regard to the robustness of the budget, for 2006/07 each service has had a line by line review completed of their budget resulting in significant savings being identified. There is however a sum of cash to be saved where further work is required to achieve these savings. In almost all cases work is in hand to do this and for this reason I believe the budget to be soundly based and achievable.

OVERALL CONCLUSIONS

73. In previous years, the Council has been faced with the prospect of making significant savings, despite the increased grant settlement, to ensure that it has scope to make policy choices in relation to spend.

74. This report has identified that good progress has been made towards identifying potential savings to allow that to happen for 2006/07, through a combination of:
- A base budget review
 - Continuing with its strategy of cashing in efficiencies and reducing management costs
 - Producing and providing services through alternative delivery vehicles.
75. Consequently, the Council is faced with a key decision in relation to the tax versus spend scenario.
76. In addition Members should note my comments in relation to the risks inherent in the base budget, particularly around concessionary fares and the impact of job evaluation.
77. I have outlined my view and advice in relation to the level and adequacy of reserves and summarised the key risks around being able to deliver the budget and the mitigations that the Council has in place to minimise the risk, and my recommendations are as follows.

RECOMMENDATIONS

78. The Executive Cabinet are recommended to:
- a) Note my advice under S25 of the Local Government Act 2003, particular in relation to maintaining working balances at the minimum level of £0.75m and the inherent risks in the base budget.
 - b) To determine whether it wishes at this stage to consult on a preferred option or range of options for the balance between spending and taxation.
 - c) To determine whether it wishes to make choices between growth option at this stage or whether all growth options should be consulted upon.
 - d) To agree the consultation process outlined in paragraphs 24 – 26.
 - e) Agree the policy in relation to introducing the Government Statutory Scheme of Free Concessionary travel in the Borough boundaries.
 - f) Agree the strategy for mitigating the cost to the General Fund should a stock transfer occur.

GARY HALL
DIRECTOR OF FINANCE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Gary Hall	5480	22 December 2005	ADMINREP/REPORT

Report of	Meeting	Date
Director of Finance (Introduced by the Executive Leader and Executive Member for Capacity & Resources, Councillor J Wilson)	Executive Cabinet	12 th January 2006

REVENUE SUPPORT GRANT SETTLEMENT 2006/2007 AND 2007/2008

PURPOSE OF REPORT

1. To make members aware of the contents of the Revenue Support Grant Settlement for 2006/07 and the implications arising from it for the Council.

CORPORATE PRIORITIES

2. None directly. However, the settlement provides the boundaries within which the Council is able to allocate resources to its priorities.

RISK ISSUES

3. The report does not explicitly address risk issues. However, the settlement clearly creates a range of financial risks, which will need to be addressed through the budget process.

BACKGROUND

4. At the 2006/07 provisional settlement, announced on the 5 December 2005, the Government indicated that they wished to make a fundamental change to the methodology for allocating funding across local authorities in England. For 2006/07 the Government intend replacing the existing Formula Spending Share (FSS) system with a new "Four-Block Funding Model". The new system is outlined further in this report.
5. The announcement provided details of Chorley's provisional Formula Grant entitlement for 2006/2007 and 2007/2008. Following any announcements on revised data and representation from local authorities concerning the provisional settlement, the final settlement is likely to be announced at the end of January or the beginning of February 2006. This means of course that the figures could change.

THE FOUR-BLOCK MODEL

6. As the title suggests, there are four parts to the model, they are:
 - Relative Needs amount
 - Relative Resource amount
 - Central Allocation amount
 - Damping

7. Taken together, these blocks allocate the formula grant between and to local authorities. The individual elements comprise the following:

Relative Needs Factor

8. Relative Needs Factors (RNFs) express the difference in needs between local authorities. The basic approach is to determine the needs of each authority through the Formula Spending Share and to compare this to the Authority with the lowest needs in England. Authorities are funded on their difference (Per head) to the Authority with the lowest needs.
9. There are Relative Needs Factors for various service blocks. For District Councils, the main headings are:
- District Level Services EPCS
 - Mixed Tier Services which comprise fixed costs, flood defences and coastal problems
 - Capital Financing
10. In essence, the Relative Needs Factor is determined for each authority Per head and compared to the lowest Relative Needs Factor Per head in the Country. The comparison is done on a Per head basis for each element.
11. Despite the departure from the current Formula Spending Share formula, the Relative Need Factor that replaces the previous methodology is virtually identical to its predecessor.

Relative Needs Amount

12. The Relative Needs amount is constructed from the Relative Needs factors, as described above. The Relative Needs amount converts the Relative Needs factor into cash amounts. The total amount available for distribution is therefore apportioned on a pro rata basis according to the difference between each authority's Relevant Needs Factor and the lowest Relative Needs Factor. The sum is converted from a Per head figure by multiplying the factor by the population figure.

Relative Resource Amount

13. There is a deduction from an authority's grant allocation to reflect its ability to raise Council tax. The Council's tax base Per head is calculated and compared to the lowest in England. This is similar to the Relative Needs Assessment calculation.
14. The sum of the difference is again converted from a Per head figure by multiplying by the population.

Central Allocation

15. This represents the "raw" funding Per head, before any damping is applied. An authority's allocation is calculated by multiplying the Per head funding by the authority's population. Raw allocations are then scaled back to match the total funding available.

Damping

16. Whether an authority is brought up to the floor or scaled back depends on the comparison of the raw grant and the baseline. The raw grant is the sum of the Relative Needs amount and the Central Allocation.

17. For 2006/07, the floor increase, i.e. the minimum increase in grant for District Councils has been set at 3%. Whilst any increase above the floor are scaled back by 49% to pay for the floor.

CHORLEY’S FORMULA GRANT ALLOCATIONS

The National Position

18. The main points of interest nationally, that affect Chorley are:

Specific Grants/Changes in responsibility

19. Details of the significant new transfer of functions and changes in responsibility for 2006/07 settlement are show in the table below.

Table 1 – Funding available for new functions

Function	2005/06 Nationally £m	2006/07 Nationally £m
Concessionary travel	340.8	350.0

20. The formula grant implications of these changes are best seen through an authority’s adjusted base position for 2005/06. The adjusted base position does not reflect a retrospective change in the 2005/06 grant allocation, but a notional figure that allows a more accurate estimate of an authority’s increase in resources.
21. The effect of the changes in responsibility on the 2005/06 base position is that an additional 0.729m in formula grant has been provided to pay for the costs of the concessionary travel scheme. The authority will need to determine the costs of providing the additional services.

Floor Damping

22. The floor represents the lower limit of formula grant increase for authorities. The scaling factor applies to those authorities above the floor and acts to reduce the grant that authorities receive. The amount retained by the Government due to the scaling factor provides the resource to increase those authorities receiving grant below the floor level.
23. The provisional floor and scaling factor for 2006/07 and 2007/08 are set out in the table below:

Table 2 – Floor and Scaling Factors

	2006/07	2007/08
Floor	3.0%	2.7%
Scaling factor	49.1%	69.8%
Effect on Chorley Grants	- 0.100m	- 0.077m

24. The change in formula grant due to the damping mechanism for Chorley is that the Council receives less grant in both years as a result of the damping although the effect is not as great as in previous years.

Chorley Grant Allocation

25. The Four-Block Option provides the following outcome for Chorley:

Table 3 – Four-Block Option

	2006/07 £m	2007/08 £m
Relative Needs amount	2.793	2.804
Relative Resource amount	(1.692)	(1.843)
Central Allocation	6.695	7.117
Total Grant	7.796	8.078
Floor Damping	(0.100)	(0.077)
Total Formula Grant	7.696	8.001
2005/06 Adjusted Formula Grant	7.378	7.675
2006/07 Grant Increase	0.318	0.326
	4.3%	4.3%

26. In general terms the Authority has fared worse than other Shire Districts in England who on average received an increase in 2006/2007 of 4.8%.

THE COUNCIL'S RESOURCES POSITION

27. The Council's medium term financial strategy forecast an increase in grant of £200,000 in anticipation of a modest cash increase. The actual position is a cash increase of £1.044m, but once adjusted for the concessionary travel element is only 318,000. Thus the Council has received £118,000 of resources in excess of that which financial projections had previously been based upon.
28. As referred to earlier in the report, the Council also received £0.726m in grant to pay for the introduction of free concessionary travel. **The actual cost of the introduction of the scheme can only be known in the light of experience once the scheme is introduced, but will ultimately be driven by the actual take up of the scheme.**
29. Members will need to consider the policy choices in relation to the options available and balance this against the financial risk of introducing a scheme which is demand led and where ultimately there will be no cost control other than through policy. This is discussed further in the report on Concessionary Travel at Appendix 2.
30. The other major external revenue source is Planning Delivery Grant. An initial announcement has been made, but not for all of the grant that is likely to be received. As with previous years, financial planning has assumed that this grant is ring fenced for spending on the Planning Service.

CONCLUSION

31. The Council has received an increase in grant over and above that anticipated in the financial forecasts. However given that a significant budget gap existed, the additional grant reduces that gap.

32. The additional cash received to pay for the introduction of free concessionary travel is significant but costs can only be estimated and will ultimately be driven by the actual policy the Council adopts on concessionary travel and the scale of any take up once the scheme is introduced.

RECOMMENDATION(S)

33. The Executive Cabinet are recommended to note the contents of the report.

REASONS FOR RECOMMENDATION(S)

34. In order to make Members aware of the content and implications of the Revenue Support Grant Settlement for 2006/07.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

35. None, as the RSG Settlement is centrally determined.

GARY HALL
DIRECTOR OF FINANCE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Gary Hall	5480	20 December 2005	ADMINREP/REPORT

Report of	Meeting	Date
Director of Finance	Executive Cabinet	12th January 2006

INTRODUCING FREE CONCESSIONARY TRAVEL WITHIN CHORLEY BOROUGH

PURPOSE OF REPORT

- To inform members of the options available to the Council in providing Concessionary Travel following the amendments to the statutory minimums that will come into effect from 1st April 2006

CORPORATE PRIORITIES

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

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	

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

BACKGROUND

- In the March 2005 budget, the Government announced that the minimum standard for people aged over 60 and disabled people's concessionary fares on local bus services would change from half fare to free travel within district boundaries, with effect from April 2006.
- The new statutory minimum restricts free travel to weekdays between the hours of 9:30am and 11pm.
- The Government is to provide an additional sum in revenue grant to Local Authorities in England, specified as £350m in 2006/07 and £367m in 2007/08. The stated intention of this is to enable the introduction of free travel with no adverse impact on other local services.
- The Lancashire and Cumbria Travel Concession Authorities (TCA's), through the Concessionary Travel Working Group (CTWG), commissioned a specialist public transport consultancy firm to conduct a study into the likely effects of the introduction of free travel.

9. The biggest concern at the start of the exercise was how the existing concessionary fare scheme (NoWcard), which entitles pass holders to half fares throughout the whole of Lancashire, Cumbria and parts of West Yorkshire would be affected. This concern arose from the fact that the new minimum standard for concessionary travel was for free travel within the district only, i.e. a passholder from Chorley would only be entitled to free travel when a journey stays within the boundaries of Chorley Borough.
10. In addition to concessionary travel on buses, Chorley Borough Council also administers a scheme that allows Chorley residents to purchase 'Senior Rail Cards' at a rate that is generally lower than purchasing direct from National Rail.

CURRENT POSITION

Travel on buses using NoWcard

11. The current arrangements for concessionary travel mean that pass holders can travel at all times and on any day of the week at current concessionary fares on:
 - Bus services that operate countywide, i.e. within Lancashire and the two unitary authorities of Blackburn with Darwen and Blackpool
 - Return journeys that operate cross boundary into the neighbouring areas of Cumbria, Greater Manchester, Merseyside, North Yorkshire, Warrington and West Yorkshire
12. The NoWcard Joint scheme arrangements are shown in the attachment in Appendix i
13. The benefits of the existing Joint Countywide Scheme are:
 - The provision of travel arrangements that are simple and understandable for both user and bus driver.
 - That pass holders can travel across boundaries to access essential services that may not be available in the district where they live.
 - That the 46 bus and community transport operators deal with a single organisation, rather than individually with each of the 14 Travel Concession Authorities (TCA's).
14. The introduction of a free concessionary travel scheme, based on the statutory requirements, takes no account of the needs of many pass holders to cross local council boundaries when accessing key services.
15. Compliance with the minimum statutory scheme would increase the level of fares currently paid by pass holders when travelling across authority boundaries. This would involve users in free travel to a boundary, then full fare for the remainder of their journey.
16. To address this problem the CTWG, comprising representatives from each TCA and the County Council, has met regularly since July 2005.
17. The group strongly supports the retention of a joint countywide scheme. A report by independent public transport consultants (TAS) was commissioned to investigate:
 - The affordability of adapting and maintaining the existing joint countywide scheme
 - Options for reducing the cost of the existing scheme
 - Additional costs incurred by providing free travel across a range of options

18. Of the £350m identified by Central Government, the total indicative funding for the 14 member authorities of the NoWcard scheme is £12.454m, of which Chorley will receive £726,000 in 2006/07.
19. TAS estimates that a further £10.303m will be needed to convert to a countywide free fare scheme during 2006/07 and that Chorley's share of this cost would be £325,000
20. In addition, there are other costs that would need to be met by the TCA's, for example the reimbursement of community transport operators. Even so, it is the view of TAS that sufficient additional funding is available to deliver a free scheme containing the same travel options as at present.
21. However, whilst the overall settlement may be sufficient to pay for countywide free travel, at least one of the scheme members will receive insufficient funding and others may struggle if the introduction of a free concession results in significant increases in usage
22. The various options assessed by TAS are shown at Appendix ii, and the additional costs to Chorley are also shown within the same appendix.
23. The options have been discussed by the Lancashire Chief Financial Officers at their meeting on 25th November 2005. Whilst agreeing that the retention of a countywide scheme is desirable, they believe that the financial risk of moving immediately to a free scheme is high.
24. To ensure that existing pass holders receive the benefits of reduced travel currently in place the Lancashire Chief Financial Officers recommend that, from April 2006, the scheme should provide "Free travel after 0930, half fare before 0930 within authority boundary plus half fare on all journeys within NoWcard area and cross boundary services that start or finish in the NoWcard area"
25. This proposal represents Option 3 in Appendix ii, and the additional cost of this proposal is £6.370m on a countywide basis with Chorley's share of the cost being £233,000, well within the indicative additional funding, both in total and for each TCA.
26. The Lancashire Chief Financial Officers have also recommended that the impact of free travel be monitored closely during 2006/07 with a view to considering introducing a totally free scheme should the additional funding prove adequate in covering additional costs. Such a review could not take place until at least 12 months of actual data is available, and this will not be until December 2007 at the earliest.
27. The NoWcard scheme will commence its electronic rollout in November/December 2005. Once fully implemented by all operators (November 2006) it will provide usage data based on actual journeys taken by pass holders. This could lead to increased costs charged by operators as it will give up to date information relating to the length and frequency of trips taken by pass holders as opposed to estimated journeys currently forming the basis for operator recharges. It will be from the complete rollout of this system that we receive the necessary data to determine if a totally free service is affordable.
28. In order for the countywide scheme to continue all TCA's need to agree to fund and implement the same scheme. If any authority chooses to 'go it's own way' with regards to offering a service different to the one recommended by the Chief Finance Officers, then the whole NoWcard scheme could collapse to the detriment of all concessionaires within the county.

29. Given that it is necessary for all authorities within the NoWcard scheme to agree to the same option in order for it to be workable, the planning assumption for the 2006/07 continuation budget is that option 3 will be agreed by the authority. The planning assumptions are shown in Appendix iii.
30. There is an additional statutory requirement for the Travel Operators to be informed by 1st March 2006 of the details of the scheme chosen by the TCA's and the refunding mechanisms in order for them to be able to plan future service plans.
31. The CTWG recommends that each authority agrees to adopt option 3 as the new scheme with effect from 1st April 2006, and that a complete review be carried out after the appropriate technology is in place to determine if a totally free scheme is affordable on a countywide basis.
32. In order for a review to be done with at least 12 months actual data from the smart card system, the review could not take place before December 2007.

Provision of discounted rail passes

33. There is no statutory requirement to provide members of the public with discounted or concessionary travel on the rail network.
34. Chorley Borough Council however provides a service whereby we purchase passes at a cost of £16.00 and then sell them to applicants for a fee of £16.50. Once purchased the pass is valid from 1st April to 31st March in the year of purchase regardless of the actual date of purchase.
35. Members of the public can purchase the same pass direct from the rail network at a cost of £20, however this pass is valid for 12 months from the date of purchase. This means that for any passes purchased after the month of May it is much better value for the pass to be bought from the rail network.
36. The cost to Chorley Borough Council of administering the scheme including postage costs is estimated to be £1.30 per pass. Therefore for every pass we issue the net cost to the authority is £0.80. There are currently 900 passes issued each year. The time taken to administer the system is estimated at 10 minutes per pass, equating to nearly 21 working days per year.
37. Given the anticipated increase in the application for bus passes from April 2006 if resource could be made available by not providing the rail pass administration, this resource can then be diverted into the expected additional work arising from administering the new concessionary travel scheme.

SUMMARY

38. The CTWG and Lancashire Chief Financial Officers have conducted a significant study into the effects of the statutory changes relating to concessionary travel.
39. The recommendation from both groups is that a scheme is adopted that both provides a service to the public that will be cheaper for them than the current scheme, yet still allows for flexibility if costs increase beyond those currently predicted.
40. It is also recommended that once implemented the scheme be reviewed to determine if a fully funded countywide free travel scheme is affordable.

41. It would be preferable if all districts agreed to the same scheme in order for it to remain workable on a countywide basis, and travel operators need to be informed by 1st March 2006 as to what the details of the scheme are.
42. Chorley also offer a service that provides discounted travel on the rail network for the over 60's. The net cost to the authority of this service is £720 and uses approximately 21 days per year.
43. If the rail pass service were to be withdrawn the resource could be diverted into administering the expected increase in bus passes as a result of the new concessionary travel scheme.

RECOMMENDATIONS

44. Executive Cabinet are asked to:
 - a) Approve the adoption of the concessionary travel scheme as recommended by the Concessionary Travel Working Group and Lancashire Chief Financial Officers.
 - b) Agree to a review of the proposed scheme once robust information is available in order to determine if the scheme can be extended to a countywide free travel service.
 - c) Consider if the authority wishes to continue to provide discounted rail passes at the rates explained within this report.

REASONS FOR THE RECOMMENDATIONS

45. The recommendations are made in order to ensure that a workable countywide scheme can continue to operate to the benefit of Chorley residents, and that if feasible it can be increased further beyond current statutory minimums.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

46. Other options considered are shown in Appendix ii. However, they have been rejected mainly on grounds of significant risk, difficulties in scheme administration or that they reduce the level of service residents currently receive.

GARY HALL
DIRECTOR OF FINANCE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Phil Eskdale-Lord	5483	21 December 2005	ADMINREP/REPORT

Community Transport

Your NoWCard can be used on all Community Transport services. There are seven Dial-a-Bus services using lift equipped minibuses and fifteen County Car schemes providing door to door transport.

For further details of these services, please telephone 01772 533339 or visit www.lancashire-communitytransport.co.uk For Blackpool Pleasantry call 01253 293300 or visit www.blackpool.gov.uk

NoWcard

Where can I use my NoWCard?

Your NoWCard is valid on all bus services in Lancashire (including Preston's Park & Ride). It is also valid on journeys which start or finish in Lancashire, Blackpool and Blackburn with Darwen and cross the boundary into Cumbria, Warrington, Greater Manchester, Merseyside, North Yorkshire and West Yorkshire.

0870 608 2 608
 Minitcom 0870 241 2 216

To find out more about bus services in any part of the North West or nationwide telephone Traveline on
0870 608 2 608
 Lines are open 7 days per week from 8.00am to 8.00pm

On journeys wholly within West Yorkshire, your pass will entitle you to the following concessions:

- Monday to Fridays from 0930**
A concessionary fare of 35p (no concessions available before 0930)
- Saturdays, Sundays & Public Holidays**
A concessionary fare of 35p

Note: In all cases, on journeys wholly within West Yorkshire, the West Yorkshire conditions apply.

- Rossendale Passes**
If your pass has been issued by Rossendale Borough Council you can use your NoWCard on the following routes:
 - Bury – Fairfield Hospital
 - Rochdale – Birch Hill Hospital
 - Rochdale – Rochdale Infirmary
- Rossendale Free Passes For The Over 80's**
Holders can travel free on all eligible journeys as indicated on this map.
- Preston City Free Passes For The Over 70's**
Residents of Preston City holding an Over 70's free pass can travel free within the City of Preston and at half fare outside of the City.

August 2015



Welcome
to NoWcard, the
transport smart card
for Cumbria,



Lancashire, Blackburn with Darwen and Blackpool. Your NoWcard and wallet are enclosed. The card will give you reduced price travel on local bus services.

The wallet is provided to protect your NoWcard. Please do not use any other wallet as the material could damage the card. You must not damage your new card, by bending, splitting, cutting or holing it, since it needs to be intact to work electronically.

NoWcard has been set up jointly by Cumbria and Lancashire County Councils; and Blackburn with Darwen and Blackpool Borough Councils in conjunction with the Local Authorities of Lancashire and Cumbria. Working closely with bus operators and other agencies, each local authority will be issuing NoWcards and equipping buses with new upgraded ticket machines all under the NoWcard banner.

Your NoWcard Concessionary Bus Pass is the first stage of this exciting new concept. Unlike previous passes that have had to be renewed regularly, your NoWcard is plastic and will last longer. Equally important, your NoWcard is a Smart Pass.

What is a Smart Pass?

Within each NoWcard is a small microchip which gives details of your concessionary fare discount. The ticket machine on your local bus service will be able to read your NoWcard, check its validity and ensure that you are charged the correct fare.

If you lose your NoWcard, or it is stolen, a replacement can be issued, however, do note that a charge may be made to replace your NoWcard. When a NoWcard is reported lost or stolen it can be 'switched off' to prevent it being used fraudulently.

If you move house, your details change, you no longer require a NoWcard, you want to report a NoWcard lost or stolen, or you are having problems using the card, please call:

NoWcard Helpline
0845 058 1096

transport smart card

How do I use my NoWcard?

Ticket machines which read NoWcards will be installed progressively by the bus service operators. Until these new machines are available you must use your NoWcard as an entitlement card, showing it to the driver as you board.

When the new machines are installed you will see a Smart Card reader clearly marked. You should hold your card over the reader, your card will not need to be removed from the wallet to work. The card will be acknowledged and the driver will be able to ask you for the correct fare.

Data Protection

For information on how your data is used please write to:
NoWcard, c/o Lancashire County Council,
PO Box 9, Preston PR1 8RD
or visit www.nowcard.org



<p>Base Case - Replace existing half fare County Wide Scheme with Free Fares</p>
<p>Additional Costs £10.303 million. CBC Share £325k</p> <p>Comment - Operationally simple with no confusion for users or bus drivers</p>
<p>Option 1 - Statutory Minimum Free Concession after 0930 confined to authority boundary</p>
<p>Additional Costs £4.681 million. CBC Share £192k</p> <p>Comment - Would restrict travel to within TCA boundaries and increase the travel costs of many users who need to travel cross-boundary to essential services. Would be difficult to operate at boundaries and likely to generate complaints from users.</p>
<p>Option 2 - Statutory Minimum Free Concession after 0930, half fare before 0930 and confined to authority boundary</p>
<p>Additional Costs £5.085 million. CBC Share £205k</p> <p>Comment - As Option 1 but retains existing half fare travel within authority boundary.</p>
<p>Option 3 - Free travel after 0930, half fare before 0930 within authority boundary plus half fare all journeys within NoWcard area and cross boundary services that start or finish in the NoWcard area</p>
<p>Additional Costs £6.370 million. CBC Share £233k</p> <p>Comment - Most resembles existing scheme and does not worsen the position of existing half fare pass holders.</p> <p>However, the position of disabled people who currently travel at a maximum 50p fare would need consideration. Currently Lancashire County Council underwrites the additional cost of the maximum fare concession.</p>
<p>Option 4 - Free Travel after 0930 on journeys within authority boundary and cross boundary journeys that start or finish within the authority boundary.</p> <p>Half fare before 0930 on journeys within the authority boundary and cross boundary journeys that start or finish within the authority boundary.</p> <p>Half fare at all times on journeys outside authority boundary within NoWcard area and on cross boundary journeys that start or finish within the NoWcard area.</p>
<p>Additional Costs £8.768 million. CBC Share £302k</p> <p>Comment - This Option would be the most difficult to operate and would cause problems for users and bus drivers at authority boundaries.</p>
<p>Option 5 - Free Travel after 0930 on all journeys within the NoWcard area and cross boundary services that start or finish in the NoWcard area.</p> <p>Half fare before 0930.</p>
<p>Additional Costs £8.913 million. CBC Share £308k</p> <p>Comment - With the exception of completely free travel this would be the simplest Option for users and bus drivers to understand.</p>

Appendix iii

PLANNING ASSUMPTIONS IN 2006/07 CONTINUATION BUDGET

Table 1	
	£
Budgeted cost of service for 05/06	217,000
Funding for service for 05/06	(217,000)
Additional costs of free travel	233,000
Total anticipated costs	<u>233,000</u>

Underlying Assumptions:

- The estimated costs compiled by TAS are correct and that the increase in usage is as predicted.
- That central government provide funding for both the existing scheme and the new statutory minimum at the rates shown in Table 1.
- Sensitivity testing of the cost estimations calculated by TAS show the following significant changes:
 1. Increase in fares as currently planned by operators increase the total scheme cost by £540,000 of which Chorley's share is £20,000
 2. Inflationary increases in operator costs (currently 6% per annum) increase the total costs by £564,000, Chorley's share of this increase is £15,000
 3. Increase in concessionary trips by existing pass holders from 21% to 25% leads to an increase in total scheme costs of £894,000 of which Chorley's share would be £26,000
 4. Increase in application for passes by people entitled to concessionary travel from 10% to 15% would increase costs by £1,399,000 of which Chorley's increase would be £39,000
- The cost model is based on data relating to transport usage that is a number of years old already. There are strong expectations by both TAS and the CTWG that when actual data is made available through the introduction of live smart cards then costs will increase significantly for all districts.

Given the sensitivity around the financial data relating to concessionary travel, and the fact that in order for the scheme to work ALL districts need to agree to the same option, the numbers in Table 1 will be included in the first draft of the continuation budget.

Chorley

Borough Council



DRAFT PUBLIC CONSULTATION ON OUR SPENDING FOR 2006/07



INTRODUCTION

Firstly thank you for taking the time to read this document and take part in the Consultation. Your involvement and feedback can only enhance the way the Council sets its budget.

Set out in this document are the key messages in terms of what the Council is trying to achieve by spending its resources hopefully in a manner that enables it to meet the priorities you have told the Council are your priorities.

The document gives some contextual information in terms of what it currently costs to you as a taxpayer for the services Chorley Borough Council provides and summarises where that money is spent by providing information from the 2005/06 budget.

Information is then provided with regard to the key influence on the Councils thinking in terms of how it frames the 2006/07 and future year budgets, by referencing the updated Community Strategy.

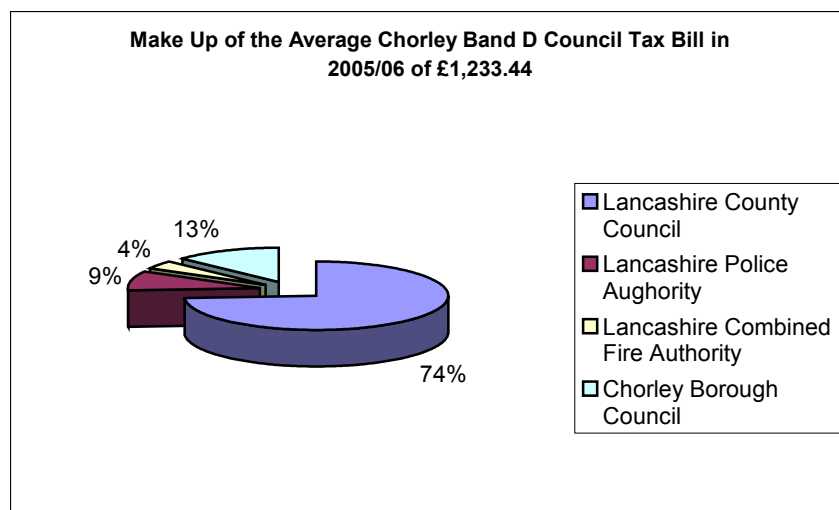
Details are then provided of the proposed spending plans for 2006/07 which are based upon a Council Tax level that will not breach the Governments capping limits. The information provided is only a proposal and does not represent what will actually happen as this is yet to be decided, this consultation forms part of that decision making process.

As with all Local Authorities we continually strive to be more efficient and the areas where the Council proposes to make savings are listed together with areas the Council would wish to invest further if funds are available.

I hope you find the document informative and I look forward to receiving your views and responses.

WHAT WE RAISE IN TAX AND WHAT WE SPEND

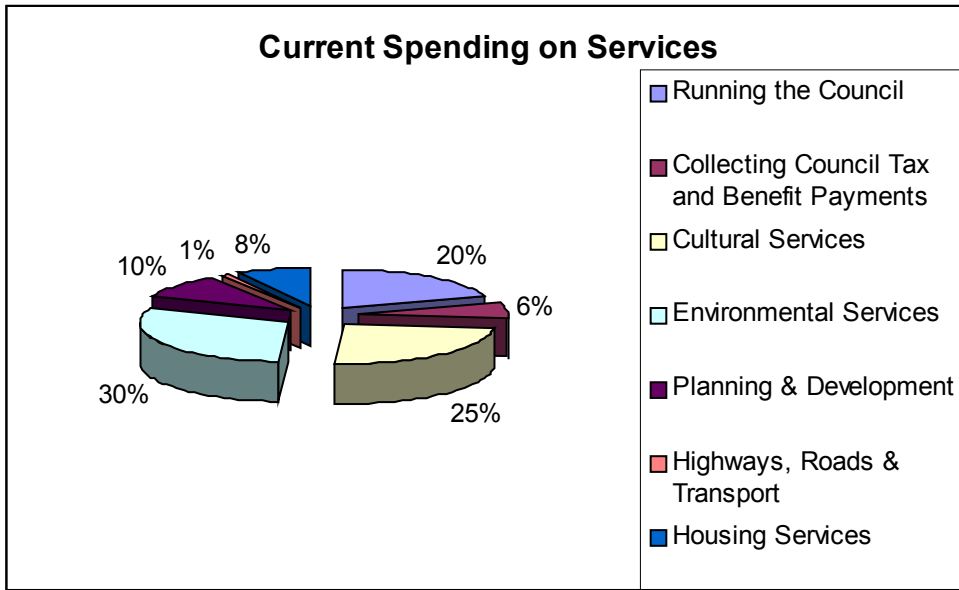
The diagram below shows how each pound of your Council Tax is divided between the different local authorities in the County.



The Borough Council element of the bill equates to £3.15 per week or £13.43 per month for each household and is only 13% of the total Council Tax bill you receive.

CURRENT SPENDING

Broadly speaking the Council’s spending is broken down as shown in the chart below.



The cost of running the Council includes the cost of buildings, IT infrastructure, the cost of Councillors and staff salaries.

The spend on cultural services is made up of expenditure from Astley Hall, running Community Centres and the sports facilities within the Borough together with the costs of maintaining parks and open spaces.

Environmental spend consists of the costs of waste collection and recycling, the Community Wardens, street cleansing and providing environmental health services.

Planning and development services costs are for controlling development in the Borough and ensuring building work is undertaken in the correct manner together with some community and economic development work.

Highway maintenance is the responsibility of Lancashire County Council but Chorley Borough Council acts as its agent for some areas like traffic management and road safety. The cost of the Concessionary Fares Scheme is also included in this area of expenditure.

Finally, the Housing element of expenditure relates to the support the Council gives to the renovation and improvement of the Borough’s private sector housing stock plus work on identifying housing need and work with the homeless.

Over the last few years we have asked the people of Chorley how they want us to spend their money on making Chorley a better place to live, work and visit.

The response we have received has been clear. People want to:

- ◆ Feel safer in their homes and on the streets
- ◆ See activities arranged which will help keep young people out of trouble
- ◆ Protect the environment by making use of recycling schemes and facilities
- ◆ Live in well-maintained neighbourhoods with clean streets and well kept open spaces

The Council has responded to this. We have:

- ◆ Recruited a force of 19 Neighbourhood Wardens who work to reduce anti-social behaviour and environmental crime
- ◆ Invested in providing more school holiday activities for young people
- ◆ Ensured that the bulk of the Borough is covered by Kerbside recycling schemes
- ◆ Increased the number of litter bins available and the frequency of emptying and increased the frequency of street sweeping in key area
- ◆ Significantly improved the productivity of the grounds maintenance service

We have also significantly improved the way we deal with our customers through our new One Stop Shop.

We want to continue improving our services for local people and we are now consulting on our budget proposals for the new financial year, which begins on 1 April 2006.

THE CONTEXT FOR SETTING THE 2006/07 BUDGET

There are a range of factors which influence how much the Council will need to spend and charge in Council Tax in 2006/07. These include:

- ◆ The need to provide services to an increasing number of households, although this is at least in part offset by the additional Council Tax paid by new households
- ◆ The effect of changes in consumer behaviour on some of our operations such as the market
- ◆ The cost of running new facilities and services such as the enhanced recycling service and improving and investing in our leisure facilities
- ◆ The level of pay awards and the effect of increased pension contributions
- ◆ The Government's view on the capping of Council Tax increases

All these factors mix together with the amount of grant provided by the Government to determine the scope, which the Council has to invest further in its services.

The Government has allocated an additional £318,000 of grant to Chorley for the coming year for ongoing service provision. This remains £100,000 short of what the grant formula indicates the Council is entitled to. In addition the Council has also received 726,000 of Grant to pay for the introduction of the free concessionary travel within the Borough for people over the age of 60 which comes into effect on the 1st April 2006. While the increase we have received is a large sum of money it costs about £1m to carry on providing services at the same level, which excludes the introduction of the Statutory Concessionary Travel Scheme. As the amount of grant, which the Council receives, is fixed balancing the budget is achieved by increasing Council Tax or through making savings in the Council's budget.

The Government has told all local authorities in England that it expects Council Tax levels to rise by no more than 5% in 2006/2007. Authorities who breach this limit are likely to be capped, which means the Government will require the Authority to rework its budget based upon a lesser Council Tax increase.

UPDATED COMMUNITY STRATEGY

In October 2005 the Chorley Partnership publishes the Borough's second Community Strategy. The Strategy sets out a shared vision for the Borough which key public, private and voluntary, faith and community sector agencies are committed to achieving. The Council is a key contributor to the Partnership in its role as a Community Leader.

The Strategy is based upon extensive consultation with the Chorley Community and identifies the things that you have told the Partnership are your key priorities, these are:

- ◆ Reducing pockets of inequality and ensuring no parts of our community are disadvantaged due to inequalities in social, health, education or economic circumstance, community safety and housing
- ◆ Getting people involved in their community and involving you in decision making and the local area by promoting and facilitating involvement in community, voluntary and faith activity.
- ◆ Putting Chorley at the heart of the regional economic developments to enable a vibrant and diversified economy which provides quality jobs with above average wages.
- ◆ Improving access to and take up of Public Services ensuring that local people can access the services they need in the way they prefer and that the services that are provided are efficient and of a high quality.
- ◆ Developing the character and feel of Chorley providing an attractive urban and rural environment, more leisure and entertainment opportunities, developing our arts and heritage infrastructure.

In addition, the Executive Cabinet has added that the Council should be a performing organisation that provides high quality, efficient services that represent value for money for the customer.

Against these priorities, the Council has reviewed its current spending activity and produced draft spending plans. Within the plans there are proposals to both save money from non priority areas and invest in areas that will help meet the priorities you have identified in the Community Strategy.

THE COUNCILS PROPOSED SPENDING PLANS

The Council’s Cabinet has considered all the factors outlined above and have produced draft spending plans which are based upon increasing Council Tax up to a maximum of 5% as allowed by the Government. The proposals are draft and are being consulted on with the public, the business community and the Council’s scrutiny committees before final proposals are presented to the Council on 7 March 2006.

Costs that make up the budget

	£'000
2005/2006 Budget requirement	12,343
Inflation	531
Increments	118
Demography	25
Capital Financing costs	148
Use of general balances and collection fund surplus	248
Reduced grant and general income	171
Other cost increase	303
Saving in Continuation Budget	(252)
Other potential savings	(321)
Potential investment in new service developments	400
	13,714

This spending would be paid for by	
	£'000
Central Government Funding	7,695
Surplus from previous year's Council Tax Collection	49
Council Tax	5,970
	13,714

If a budget along these lines is agreed, then the weekly increase in the Borough Council's element of the Council Tax for each band will be:

Band	P/week
A	10
B	12
C	14
D	16
E	19
F	23
G	26
H	32

Someone in a Band D house would, if these proposals were implemented, be paying £3.30 per week for the Borough Council's services.

Another way of analysing the increase is as follows:

	£
Band D Council Tax for 2005/06	163.63
Possible increase for 2006/07	8.18
	171.81
Additional Council Tax caused by cost of Continuation	37.18
Potential Investment in new Service Development (to be decided)	11.51
Less savings	(9.24)
Additional grant and increase in Council Tax base	(31.27)
	8.18

HOW WILL WE SAVE MONEY?

The savings identified by the Council amounts to £9.24 a year in terms of Band D Council Tax, this is in addition to £7.25 identified through a review of spending on the continuation budget.

The proposed budget contains a number of savings and technical measure, which reduce our spending. Because we knew we would have to make spending reductions we have been planning ahead and some of these have already been agreed and are in the process of implementation. This has included:

- ◆ Undertaking a base budget review which has identified significant savings
- ◆ Reducing the number of management posts in the organisation while increasing the number of front line staff to improve services to the public
- ◆ Market testing some of the Council's services to see if we can achieve better value for money
- ◆ Re-engineering the services we delivered in light of the transfer of highways management and maintenance services back to Lancashire County Council.
- ◆ Giving the Community the opportunity to manage their Community Assets.
- ◆ Continuing to make efficiency savings through the investment in technology and the development of the Council's Contact Centre

WHAT SERVICES MIGHT WE INVEST IN?

The development and approval of the Borough's updated Community Strategy means the Council is now faced with new challenges as well as maintaining the levels of service it currently is able to provide and aspires to improve.

In recognition of the Community priorities any additional growth will need to be targeted, as the Council is still working within financial constraints. The focus of any additional investment will therefore be in these areas where the Cabinet feels there is currently under investment, and which match the Communities priorities, namely:

- The economic regeneration of the Borough and in particular, arrangements to create a thriving and sustainable town centre.
- Street Scene – ensuring services are provided in an efficient and co-ordinated manner. Further investment to be provided to allow for better education about Street Scene issues and for stronger enforcement of environmental legislation.
- Investment in neighbourhoods and involving communities in decision making and building capacity within Communities to help themselves as well as further investment in community safety through providing financial assistance to Lancashire Constabulary in employing additional Police Community Support Officers to patrol the Borough streets.
- Communication with our stakeholders better to ensure that stakeholders are fully informed regarding the range of services and support available to them.
- Facilitating better partnership working to ensure the relevant agencies are brought together to work more effectively for the common goal of providing quality and improving services to the residents of the Borough.

CONCLUSION

The Council would welcome your views on:

- ◆ The suggested level of Council Tax
- ◆ The areas where we are proposing savings
- ◆ The areas where we might invest more money

Full details of all the budget proposals are on the Council's website www.chorley.gov.uk, of they can be provided on request (please call 01257 515660 for a copy).

Comments should be sent to:

Director of Finance
Budget Consultation
Civic Offices
Union Street
Chorley Lancashire PR7 1AL

e-mail budget@chorley.gov.uk

Comments reaching us before 10th February 2006 will be reflected in information provided to Councillors when setting the budget.

Analysis of Budget Variations 2006/07 - 2008/09

	2005/06 £000	2006/07 £000	2007/08 £000	2008/09 £000
Base Budget Requirement	14,871	15,330	16,303	16,892
Less				
Recharges	3,497	0	0	0
Capital Charges	(2,710)	(2,581)	(2,581)	(2,581)
Cash Base Budget Requirement	15,658	12,750	13,722	14,312
In year transfer of recharges to cash budgets	(1,477)	0	0	0
Inflation				
Pay	333	346	370	395
Pensions	86	110	112	97
Non-Pay	160	75	32	33
Contractual	5	41	12	27
Income	(32)	91	(48)	(49)
Increments	117	118	111	83
Revenue Effects of the Capital Programme	1	(10)	47	20
Demography	35	25	25	25
Full Year Effect of Growth / Savings	(126)	(16)	0	0
Technical / Volume Changes	(1,920)	298	22	18
Growth	193	146	(111)	(15)
Savings	(283)	(253)	(7)	0
Cash Budget Requirement	12,750	13,722	14,288	14,945
Recharges:				
Base Recharges	(3,497)	0	0	0
In year transfer of recharges to cash budgets	1,477	0	0	0
In year transfers and corrections	2,019			
Capital:	2,710	2,581	2,581	2,581
Base Capital Charges				
In year transfer of capital	(129)	0	0	0
New Unit Budget Requirement	15,330	16,303	16,868	17,526
Contingency:				
- Genuine	100	100	100	100
- Salary Related Savings	(228)	(228)	(228)	(228)
- Procurement Savings	(75)	(35)	(35)	(35)
- Gershon Savings	(25)	(25)	(25)	(25)
- Job Evaluation	0	0	123	255
- Housing Stock Transfer	0	0	256	256
Reversal of Capital Charges	(1,412)	(1,412)	(1,412)	(1,412)
Net Financing Transactions:				
- Net Interest/Premiums/Discounts	85	148	148	148
- Recharged Interest to HRA	(98)	(88)	(88)	(88)
- MRP less Commutation Adjustment	84	159	211	285
Net Operating Expenditure	13,761	14,922	15,919	16,783
Use of Earmarked Reserves				
- Capital Financing Reserve re: Def Chge w/os	(1,168)	(1,168)	(1,168)	(1,168)
- Units Earmarked Reserves	0	(120)	(15)	0
Use of General Balances	(250)	0	0	0
Total Expenditure	12,343	13,635	14,736	15,615
Financed By				
Council Tax - Borough	(5,645)	(5,970)	(6,330)	(6,713)
Parish Precepts	413	413	413	413
Council Tax Parishes	(413)	(413)	(413)	(413)
Aggregate External Finance	(6,651)	(7,695)	(8,001)	(8,201)
Collection Fund Surplus	(47)	(49)	0	0
Total Financing	(12,343)	(13,714)	(14,331)	(14,914)
Net Expenditure	0	(79)	405	701
Tax Base				
Council Tax				
% Change in Council Tax				

ANALYSIS OF MAJOR VARIANCES BETWEEN 2005/06 AND 2006/07 ESTIMATES**NON - PAY**

£

Increase in Insurance Premiums. (Employee, Vehicles & Plant, Premises, etc)	81,370
Housing Benefit Grants/Subsidy	(9,210)
Duxbury Golf Course	(8,140)
Increase in Electricity/Gas charges to Civic Buildings	4,620
Increase in Non Domestic Rates to Civic Buildings	4,390
Other	1,690

74,720**CONTRACTUAL**

£

Refuse Contract	(59,560)
Expiry of Lancs. Highways Partnership Contract	66,960
Costs of Indoor Leisure Contract commencing on 1st November 2005	19,330
Inflationary increase in I.T. Licenses/Maintenance, Audit fees, Payroll Services, etc.	6,830
Public Conveniences Attendants	2,830
Other	4,920

41,310**INCOME**

£

Land Charge Searches - Loss of Income from reduction in number of searches	101,300
Land Charge Searches - Inflationary increase in fees	(4,540)
Reduction in support service recharge to HRA	18,000
Inflationary increase in Building Control Fees	(9,120)
Other fees/rents/income	(4,580)
LCC Agency Reimbursement	(4,230)
Cemetery Income	(2,400)
Inflationary increase in Fees - Taxi Licences	(1,680)
Other	(1,300)

91,450**REVENUE EFFECTS OF CAPITAL PROGRAMME**

£

Salary costs charged to Capital - Astley Park Project Officer	<u>(9,810)</u>
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DEMOGRAPHY

£

Section 106 Maint of Grounds Servicegroup	<u>25,000</u>
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APPENDIX 4

FULL YEAR EFFECT OF GROWTH/SAVINGS

£

Full year saving on salary costs from 1 Chief Officer post following merger of Planning Services with Economic Regeneration.	(30,720)
Full year salary costs for Project Support Officer (R Huddleston)	2,280
Full year salary costs for 2005/06 Growth Bid - Press & Publications Officer	12,910
Salary costs - regradings in Econ. Regeneration	9,020
Neighbourhood Wardens additional staff	(7,040)
Director of Finance appointment	(5,450)
Full year salary costs for 2005/06 Growth Bid - Chief Exec. Admin. Assistant	3,190
Other	70
	<u>(15,740)</u>

TECHNICAL / VOLUME CHANGES

£

Concessionary Travel - Introduction of Free Travel by Central Government	199,384
Concessionary Travel - Existing scheme including Rail Passes	25,956
Duxbury Golf Course managed by Glendale	63,080
Reduction in provision for Local Development Framework costs	(160,000)
Planning Delivery Grant - reduction in anticipated grant for 2006/07	111,890
DEFRA WPE Grant	(37,270)
Additional Car Leases	35,360
Housing Benefit Grants/Subsidy	(1,260)
DPE-External Contractors costs	(31,870)
Elections - Postal Voting	28,300
Telephones Network - Rental/Calls	27,130
Effect of Housing Services Restructure (HIA)	(24,050)
Graffiti Removal	20,000
Additional Photocopier charges	16,000
Bailiffs Commissions	14,000
Recycling Banks	(9,000)
Pest Control fees	23,400
Loss of Income from impact of second year of Licensing Act	8,660
Restructure of Health & Safety	(1,335)
Waste Management	(7,530)
Off St Car Parking fees	(1,320)
Other	(1,220)
	<u>298,305</u>

GROWTH

£

Provision For Job Evaluation Project (Ends March 07) - Funded from Reserves	95,770
Addition of Young Persons Development Post - Funded from Reserves	30,000
Benefits Development Fund	10,660
Occupational Health Fees	4,490
IT Licences, Support and Maintenance	2,620
Subscriptions - BGF (Audit)	2,200
	<u>145,740</u>

<u>SAVINGS</u>	£
50% Saving on Recruitment Advertising	(40,000)
Removal of misc employee costs in Fairview Farm CC budget	(12,000)
Maintenance of Tools/Equipment	(4,900)
Savings from employees not in Superannuation scheme (budgeted for in 05/06)	(4,510)
Part Funded Post expires 31 March 2006	(3,390)
Contract expiry of Arts Development Officer in November 2006	(3,230)
Bengal St-Support Employee Wages	(3,200)
Reduction in use of Publications	(3,000)
Cleaning/Attendants' Services	(18,500)
Car allowances	(7,950)
Computer Equipment/Software Leases	(7,920)
Other	(51,570)
	<u>(160,170)</u>

<u>BASE BUDGET REVIEW</u>	£
Changes to various budgets	(92,810)
	<u>(92,810)</u>

<u>TOTAL SAVINGS</u>	<u>(252,980)</u>
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The 92,810 saving is a result of a review of the base budget made up of many budget heads, which has generated low value savings at an individual budget head level but a high value in total

Report of	Meeting	Date
Director of Finance	Executive Cabinet	12 th January 2006

IMPACT OF PROPERTY SERVICES OUTSOURCING ON THE 2006/07 TO 2008/09 BUDGET

PURPOSE OF REPORT

47. This paper sets out the potential impact on the Council's cash budgets for 2006/07 to 2008/09 resulting from the Property Services department completing the outsourcing exercise currently in progress.

CORPORATE PRIORITIES

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

RISK ISSUES

49. 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	

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

BACKGROUND

51. In the Chief Executive's report to Executive Cabinet on 23rd November 2004 a number of recommendations were made regarding the future of the Property Services Business Unit. It was agreed that the recommendations would be adopted and that an exercise would commence in order to identify an outsourcing partner to provide the services currently carried out by the unit.
52. In the report to cabinet no specific savings were quantified, but it was assumed that potential savings would be in the order of £100,000 per annum largely through the release of the Head of Property Services and economies of scale generated by an outsourcing partner.
53. It is assumed that the transfer of the management of the markets to a partner will be cost neutral and will not impact on the revenue budget.
54. The outsourcing exercise has now commenced and performance specifications and invitations to tender will be sent to a number of potential partners who successfully completed the pre-qualification questionnaires.

55. Tenders are due to be received some time early in the New Year, and it is hoped that negotiations can commence with the successful bidder with a view to the new service contract being in place and operational by 1st July 2006.

CURRENT POSITION

56. In preparing this report discussions have taken place with the Head of Property Services to try to ascertain progress being made on the outsourcing initiative and likely savings that can be expected.
57. As the performance specification has not been finalised and firm bids will not be received until later in the financial year, it is still extremely difficult to quantify the value of savings that might be realised from completion of the exercise.
58. However, in an attempt to reasonably estimate what savings might be available in the forthcoming budget period the following assumptions have been made:
- It is assumed that the level of resourcing currently in place within Property Services is reasonable for the core maintenance & management service provided and that any future partner would require the same number of staff. Equally the council would look to transfer staff under TUPE to the new provider wherever possible.
 - The new partner will most likely have their own 'Manager' to oversee the Property and Market teams and therefore a likely saving is the current employment costs of the current Head of Property Services.
 - The transfer of the management of the markets to a partner will be cost neutral
 - By selecting a partner with qualified professional staff, the costs included in capital schemes for architects, surveyors etc should reduce in the future. There may also be a marginal effect on the revenue budgets for 06/07 onwards as some of the surveyor's costs on the planned maintenance programme have revenue implications.
 - The new supplier should be able to achieve efficiency savings through economies of scale when procuring materials and labour for planned and emergency maintenance
 - The existing maintenance budgets for the various properties in the council's portfolio will remain broadly unchanged over the budget period.
 - Savings should be made in the areas of transport related expenses and supplies & services (departmental running costs) for all departments excluding markets.
 - There will be a loss of recharge income, amounting to £17,000, that relates to the charging of surveyor's costs to capital for the valuation of council houses.
 - No costs have been included for managing the partnership agreement post implementation.
 - The quality of service from the new partner will be better than that already offered by the existing organisation in view of the access to greater resources.

BUDGETARY ASSUMPTIONS

- 59. After considering the above points I feel it prudent that the only employee related savings to be taken into consideration for 2006/07 at this point should be 9 months of savings of the employee costs for the Head of Property Services, an amount of £48,000.
- 60. Additional savings of £16,000 should be brought in from 2007/08 onwards to represent the remaining budgetary saving for the post.
- 61. Savings arising from efficiency improvements could also be considered. The current (2005/06) budget for the Maintenance of our General Fund Property portfolio is £295,000. I suggest that savings of 10%, say £30,000, are not unrealistic in the first year of the contract. Again this saving should be from 1st July 2006.
- 62. Savings relating to departmental running costs amounting to £27,000 should be included. Again these savings will be split 9 months in 2006/07 and 3 months in 2007/08.
- 63. Income arising from surveyor's costs charged to capital for the valuation of council houses should also be excluded from the budget.
- 64. The effect of these proposals would be ongoing savings of:

	2006/07	2007/08
	£	£
Salary saving from Head of Service	(48,000)	(16,000)
Efficiency saving on maintenance costs	(22,500)	(7,500)
Departmental running costs	(20,250)	(6,750)
Loss of recharge income	12,750	4250
	(78,000)	(26,000)

- 65. There are no future costs included for client side management, post implementation of the partnering agreement.

SUMMARY

- 66. There is still a significant amount of work to be completed before we can establish categorically budgetary savings arising from the outsourcing exercise
- 67. Savings in 2006/07 equal to 9 months of employment cost of the Head of Service could be included. The remaining savings resulting from the retirement of the Head of service will appear in 2007/08.
- 68. Additional savings include departmental running costs of £27,000, and a recommendation to include budgetary savings of £30,000 being 10% of the 05/06 budgets relating to maintenance on General Fund Properties.
- 69. Loss of income of £17,000 is included to reflect the reduction in capital recharges.
- 70. Post implementation costs relating to client side management have not been included.

RECOMMENDATIONS

71. Executive Cabinet are asked to:
- d) Note the contents of the report.
 - e) Agree the amount of savings and reduction in income to be included within the budget as a result of the outsourcing exercise.
 - f) Consider the inclusion of additional costs relating to the management of the partnership agreement post implementation.

REASONS FOR THE RECOMMENDATIONS

72. The recommendations are made in order to ensure that the revenue budgets reflect the latest information available relating to the outsourcing of the service.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

73. No other options have been considered as I feel it is not prudent at this stage to include savings in the revenue budget that we cannot be certain will be achieved.

GARY HALL
DIRECTOR OF FINANCE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Phil Eskdale-Lord	5483	07 October 2005	ADMINREP/REPORT

Report of		Date
Head of Customer, Democratic & Office Support Services	Executive Cabinet	12 th January 2006

CUDOSS EFFICIENCY SAVINGS

PURPOSE OF REPORT

1. This report seeks to identify efficiency savings within CuDOSS and seeks agreement to use some of those savings to fund the previously approved Equality and Diversity post.

BACKGROUND

2. In 2003/2004 the then Admin Services Unit commissioned consultants to look at the potential for efficiency savings to be made within the Unit particularly in the areas of administrative support and democratic services by making better use of existing technologies.
3. The findings of the consultants indicated that there was considerable scope for efficiency savings and we reorganised the Administrative Services Unit into Customer, Democratic and Office Support Services and embarked on the e-workforce programme to reengineer the business processes to achieve the Efficiency Savings.
4. The resulting restructure delivered almost £300,000 of efficiency savings with approximately £45,000 being reinvested within Democratic Services to help develop the Overview and Scrutiny function.

GENERAL PROGRESS

5. Since the adoption of the e-workforce programme good progress has been made with changes to the way we work. The introduction of the new financial system, the flexi system, democratic services computerisation and other innovations has confirmed that the potential for savings was there.
6. As these new revised office processes using new technologies become embedded within the authority it has become clear that we have new opportunities to cash in more savings. These savings come directly from the current CuDOSS service and result from less staff being required on services that are now automated.

EFFICIENCY SAVINGS

7. The efficiency savings relate to approximately £95,228 and come from the deletion of 4.55 FTE's on scale 2/5. These posts because of the uncertain nature of the changes we have been making are either held vacant or are temporary posts. Consequently there will no redundancies.

PROPOSED REINVESTMENT AND OTHER CHANGES TO CUDOSS*Equality and Diversity*

The Council has confirmed the creation of a new post of Equality and Diversity Officer but has not committed any new resources to funding it. It is proposed that some of the efficiency savings be used to fund that post. It is proposed that the new post report direct to me in order to ensure full corporate integration and use of the resource.

Customer Services

The Council has recently adopted a Customer Access and Design Strategy. In order to implement this we need to put more resources into understanding the needs of our customers and how, to free up future resources we can ensure that we meet their needs in the most cost effective way. It is therefore proposed that we redesignate the second Team Leader (SO1/2) post in the Contact Centre to that of Customer Access Officer (PO3)

The development of the Contact Centre requires a considerable amount of continuous training particularly with the intention to migrate more services to the contact centre over the next 12 months. As result we have identified the need for a Customer Services Advisor to take a lead role in coordinating the training needs of the Contact Centre. It is proposed that we second an existing Customer Services Advisor (Scale 2/5) to Customer Services Trainer (Scale 6).

At the present the reception areas at the Town Hall and the Union Street Offices are staffed by Customer Service Advisors with the Gillibrand Street Offices staffed by Office Support Services. In order to provide a similar level of service at all our reception points it is intended to transfer one member of staff from Office Support Services to Customer Services.

Democratic Services

Currently one member of Office Support Services works full time on election/electoral registration matters and in order to clarify lines of direction and supervision it is intended to redesignate this post to that of Elections Administrator and transfer this post to Democratic Services so that line management responsibilities for the post transfer to the Principal Corporate Support Officer.

Office Support Services.

Traditionally GIS (Geographical Information System) has been seen to be the province of planners and most GIS operations have been based in planning units. However it has come to be recognised that this powerful tool has much wider uses and our GIS is heavily used by Legal Services and Environmental Services as well as Development and Regeneration and discussions are under way to link it in to other areas such as electoral registration. In addition eventual integration with the CRM system in Contact Chorley will make it a critical information tool. In order to ensure that future development of GIS is in the best interests of all potential users it is considered that it should be located more centrally. It is therefore intended to transfer this function from Development and Regeneration to CuDOSS located in the Office Support Services section. The Head of Development and Regeneration supports this proposal.

These proposals are financed from the efficiency savings referred to above. This is summarised in the following table and the revised structure is set out in the appendix.

Table 1 Summary of efficiency savings and reinvestment into priority areas

Cost/(Saving)			
Detail	Fte	Year 1	Maximum Future
Efficiency Savings from deletion of posts within CuDOSS	(4.55)	(£95,228.00)	(£95,228.00)
Equality & Diversity Officer	1	£36,632.00	£39,971.00
Customer Access Officer	1	£7,929.00	£6,316.00
Training Post (secondment)	1	£2,214.00	£2,214.00
Transfer 1 member of staff from Office Support Services to Customer Services.	1	£0	£0-
Transfer 0.8 post to Democratic Services & redesignate Elections Administrator	0.8	£0	£0
Transfer GIS & NLPG function from Development and Regeneration to CuDOSS	2	£0	£0
Ongoing Budget Savings		(£48,453.00)	(£46,727.00)

RECOMMENDATION(S)

That the proposals outlined above be noted

REASONS FOR RECOMMENDATION(S)

To fund the Equality and Diversity post and to make other changes to increase the efficiency of the Unit and maximise the use of resources.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

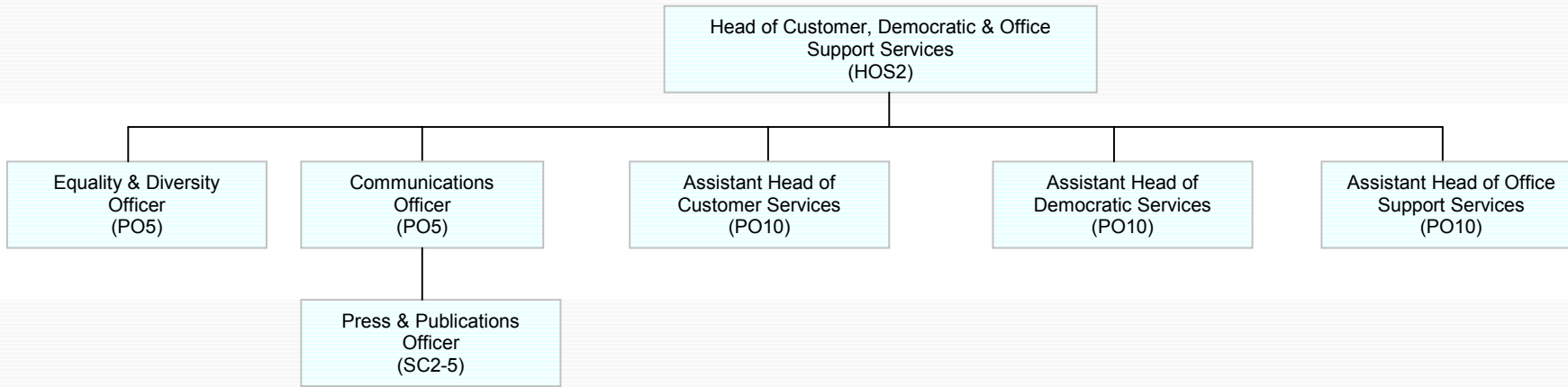
Take no action at this stage.

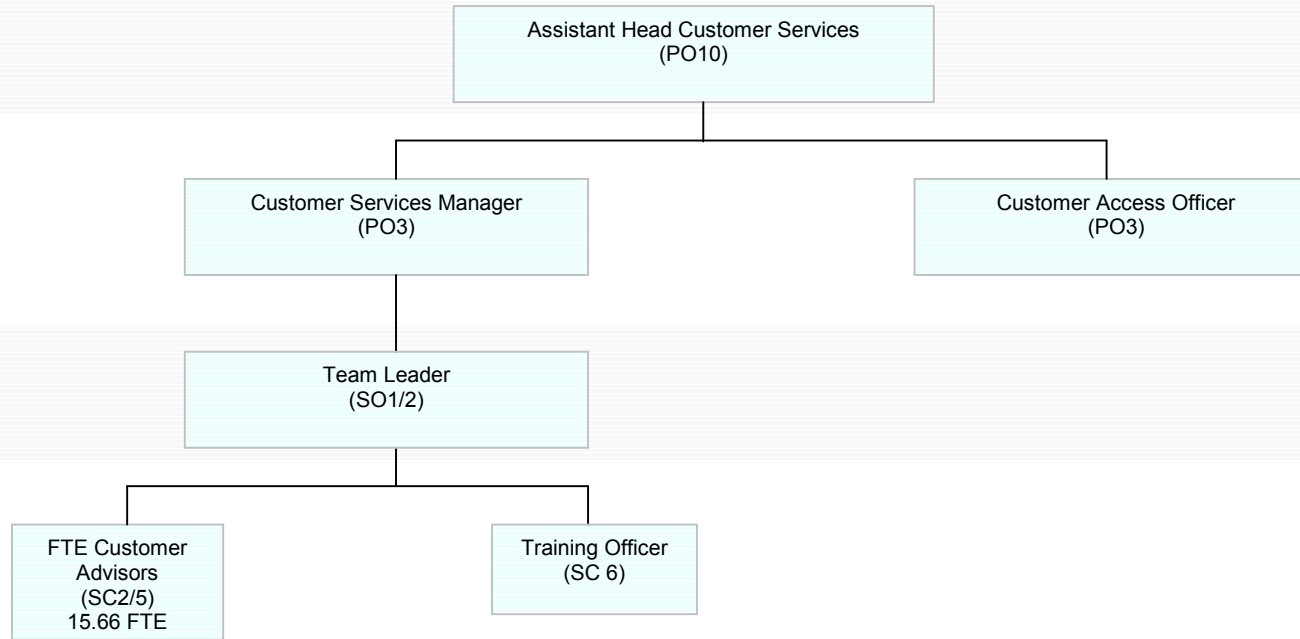
MARTIN O'LOUGHLIN

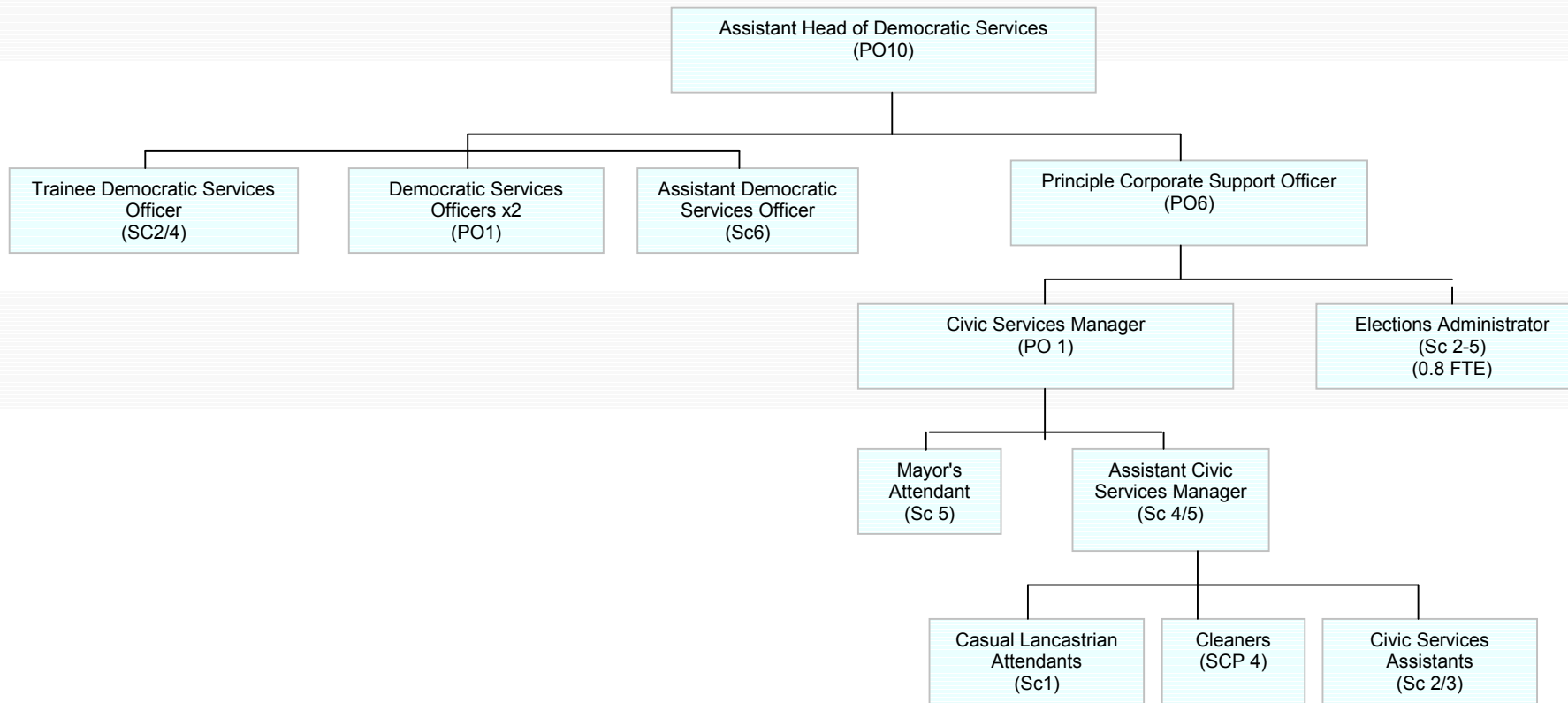
HEAD OF CUSTOMER, DEMOCRATIC AND OFFICE SUPPORT SERVICES

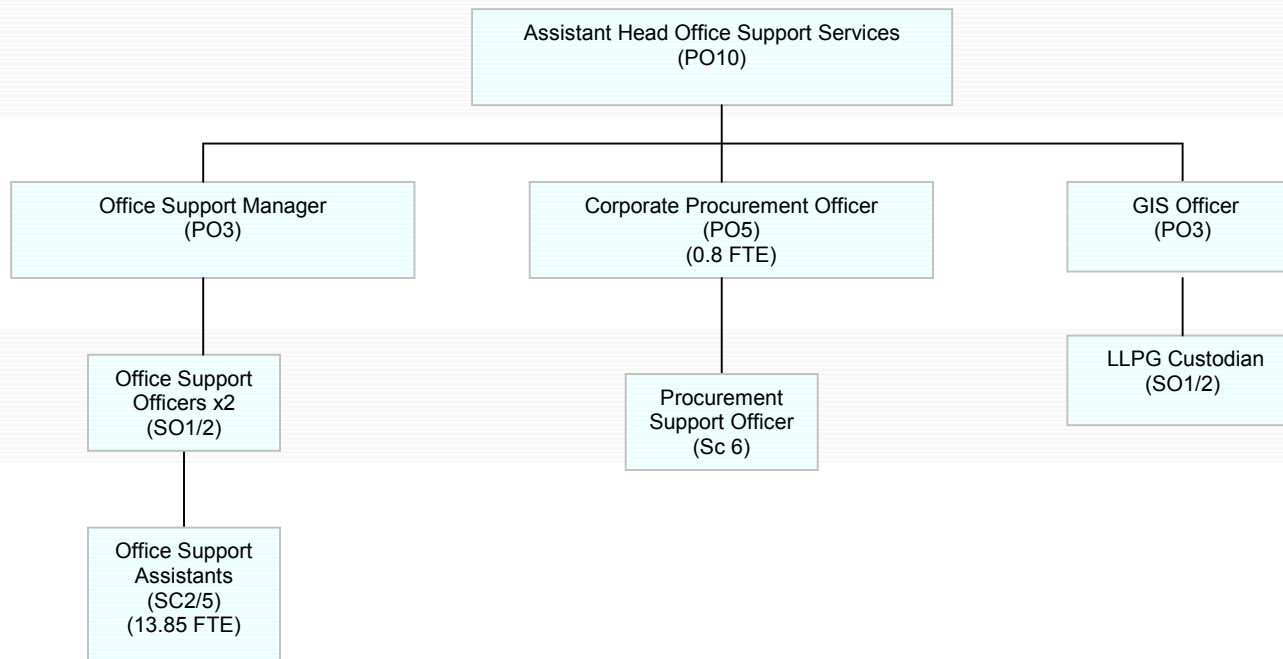
There are no background papers to this report.

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









Report of	Meeting	Date
Director of Finance	Executive Cabinet	12 th January 2006

IMPACT OF COMMUNITY MANAGEMENT OF COMMUNITY CENTRES ON THE 2006/07 TO 2008/09 BUDGET

PURPOSE OF REPORT

74. This paper sets out the proposal for transferring the management of the Council's community centres to not-for-profit voluntary management committees; and the impact it may have on the Council's cash budgets for 2006/07 to 2008/09.

CORPORATE PRIORITIES

75. Community centres contribute towards community cohesion – if communities work together to develop community activities this makes communities safer. Community management of resources increases local action by people and develops decision making. Finally, community centres contribute towards increasing participation in leisure activities.

RISK ISSUES

76. 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	

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

BACKGROUND

78. Executive Cabinet have approved £50,000 additional one-off resource to deal with the introduction of community management into the Council's existing five community centres; two potential centres that could fall to the Council via S106 agreements; and Brinscall Swimming Pool/Coppull Community Leisure Centre.
79. This report concentrates on the five existing community centres. The gist of the proposal is that community management brings the facilities closer to the communities they are provided for and, in turn, also provides a potential revenue saving to the Council.



CURRENT POSITION

80. For each centre, to work with local stakeholders to investigate the potential to move the management of the community centres from Council management into community management.
81. Each centre will be different due to local circumstances. The ideal scenario is to identify a group of local residents willing to form a management committee and then take on the operation of the centre. Rarely do such bespoke groups exist, so there is a task in developing the capacity of individuals and the emerging group collectively so that they have the skills required to manage the centre.
82. From experience, the negotiation of leases, setting up bank accounts, developing management systems etc is a time consuming process. The model we have used to date is that the Council retain ownership of the centres and are responsible for keeping them 'wind and water tight' essentially doing external works that keep the centre fit for purpose. The Management Committee are responsible for internal works.
83. The Committee retain all income and are responsible for payment of bills, for example, staffing, utilities, rates, equipment etc. In the early years, and possibly longer, a grant from the Council to the Committee will be negotiated.
84. The intention is that this would reduce overtime to a point where the Committee can cover their expenditure through hire income, fundraising and grants.

TIMESCALE FOR IMPLEMENTATION

85.
 - Fairview has been placed into Community Management in 2004/05.
 - Tatton has the potential to follow in 2006.
 - Eaves, Green, Astley and Clayton Brook are all at the early stage of development. The earliest any of these centres will be in community management is 2007/08.
 - The developers at Buckshaw have indicated that they will retain ownership and management of the new Buckshaw Centre.
 - The new Gillibrand Centre will become operational in 2006/07 – ideally this will start in community management.

BUDGETARY ASSUMPTIONS

86. It is assumed that the Council will be able to identify groups to take the management of centres on. The principal saving is through volunteers opening and closing the centre, although there are other savings that arise such as rates.
87. Budgetary provision has been retained to include a grant towards operational costs and for external repairs and maintenance. It should be stressed that these figures are indicative and will be determined by negotiation.
88. No account has been taken for the cost of potential redundancies for caretakers.
89. No saving has been identified for central staff who manage the community centres. These staff will be redirecting their efforts to monitoring the indoor leisure contract, potentially the golf contract and the oversight of community management of the community centres (as per Executive Cabinet report).

90. It is assumed that all income relating to the hire of the community centres will be paid to the voluntary organisation and as such will not be received by the Council
91. A Summary of the impact is shown below, and a detailed analysis is provided at Appendix A. :

	06/07 Savings £	07/08 Savings £	Total £
Tatton	(21,124)	(11,124)	(32,248)
Astley	-	(17,291)	(17,291)
Clayton Brook	-	(15,300)	(15,300)
Eaves Green	-	(13,729)	(13,729)
Fairview *	(8,021)	-	(8,021)
Net Saving	(29,145)	(57,444)	(86,589)

** £12,000 of savings have already been included in the 2006/07 budget relating to staff costs.*

These savings are in the following categories of income / expenditure:

	06/07 Savings £	07/08 Savings £	Total £
Staff Related Costs *	(12,555)	(59,227)	(83,782)
Premises Related Expenses	(15,210)	(24,457)	(39,667)
Transport Related Expenses	(560)	(1,900)	(2,460)
Supplies & Services	(6,835)	(8,865)	(15,700)
Community Grant	1,000	12,500	13,500
Loss of income	5,015	24,505	29,520
Net Saving	(29,145)	(57,444)	(86,589)

** £12,000 of savings have already been included in the 2006/07 budget.*

KEY RISKS

92. Key risks with this proposal include:

- Volunteers not being identified.
- The quality of the centre management falling to an unacceptable level.
- There are risks associated with staff redundancies.
- Individual centre negotiations may not deliver the level of savings outlined.

SUMMARY

93. The budget for 2006/07 has only included salary savings of £12,000 relating to Fairview. At this stage the values for ongoing maintenance and community grants have not been agreed.
94. The desired outcome is for all seven (five existing and two planned) community centres to be managed by not-for-profit voluntary management committees.
95. The impact of doing nothing is that the centres remain in Council management – no savings would be realised and the opportunity for local people to be involved in the management of a community facility would be reduced.

RECOMMENDATIONS

96. Executive Cabinet are asked to:
- g) Note the contents of the report

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

97. An option is to close the centres. This would result in a larger saving, initially. However, the benefits of the centres would be lost. The centres would attract vandalism and detract from the areas in which they are located.

GARY HALL
DIRECTOR OF FINANCE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Jamie Carson / Phil Eskdale-Lord		19 October 2005	ADMINREP/REPORT

Tatton Community Centre

(Assumed transfer 30/09/06)

	05/06 Base Budget	06/07 Savings Identified	06/07 Inflation	06/07 Base Budget	Transfer Impact	06/07 revised	07/08 Impact	07/08 revised
	£	£	£	£	£	£	£	£
Staff Related Costs	24,640		470	25,110	(12,555)	12,555	(12,555)	-
Premises Related Expenses	20,340		38	20,378	(10,189)	10,189	(5,189)	5,000
Transport Related Expenses	1,120			1,120	(560)	560	(560)	-
Supplies and Services	5,670			5,670	(2,835)	2,835	(2,835)	-
Community Grant	-			-		-	5,000	5,000
	51,770	-	508	52,278	(26,139)	26,139	(16,139)	10,000
Income	(10,030)			(10,030)	5,015	(5,015)	5,015	-
Net Cost	41,740	-	508	42,248	(21,124)	21,124	(11,124)	10,000

Astley Village Community Centre

(Assumed transfer 01/04/07)

	05/06 Base Budget	06/07 Savings Identified	06/07 Inflation	06/07 Base Budget	Transfer Impact	06/07 revised	07/08 Impact	07/08 revised
	£	£	£	£	£	£	£	£
Staff Related Costs	17,870		169	18,039		18,039	(18,039)	-
Premises Related Expenses	10,270		22	10,292		10,292	(5,292)	5,000
Transport Related Expenses	820			820		820	(820)	-
Supplies and Services	2,170			2,170		2,170	(2,170)	-
Community Grant	-			-		-	2,500	2,500
	31,130	-	191	31,321	-	31,321	(23,821)	7,500
Income	(6,530)			(6,530)		(6,530)	6,530	-
Net Cost	24,600	-	191	24,791	-	24,791	(17,291)	7,500

Clayton Brook Village Hall

(Assumed transfer 01/04/07)

	05/06 Base Budget	06/07 Savings Identified	06/07 Inflation	06/07 Base Budget	Transfer Impact	06/07 revised	07/08 Impact	07/08 revised
	£	£	£	£	£	£	£	£
Staff Related Costs	12,990		435	13,425		13,425	(13,425)	-
Premises Related Expenses	11,720		25	11,745		11,745	(6,745)	5,000
Transport Related Expenses	520			520		520	(520)	-
Supplies and Services	2,120			2,120		2,120	(2,120)	-
Community Grant	-			-		-	2,500	2,500
	27,350	-	460	27,810	-	27,810	(20,310)	7,500
Income	(5,010)			(5,010)		(5,010)	5,010	-
Net Cost	22,340	-	460	22,800	-	22,800	(15,300)	7,500

Eaves Green Community Centre

(Assumed transfer 01/04/07)

	05/06 Base Budget	06/07 Savings Identified	06/07 Inflation	06/07 Base Budget	Transfer Impact	06/07 revised	07/08 Impact	07/08 revised
	£	£	£	£	£	£	£	£
Staff Related Costs	15,060		148	15,208		15,208	(15,208)	-
Premises Related Expenses	12,210		21	12,231		12,231	(7,231)	5,000
Transport Related Expenses	-			-		-	-	-
Supplies and Services	1,740			1,740		1,740	(1,740)	-
Community Grant	-			-		-	2,500	2,500
	29,010	-	169	29,179	-	29,179	(21,679)	7,500
Income	(7,950)			(7,950)		(7,950)	7,950	-
Net Cost	21,060	-	169	21,229	-	21,229	(13,729)	7,500

Fairview Farm Community Centre

	05/06 Base Budget	06/07 Savings Identified	06/07 Inflation	06/07 Base Budget	Transfer Impact	06/07 revised	07/08 Impact	07/08 revised
	£	£	£	£	£	£	£	£
Staff Related Costs	12,000	(12,000)		-		-		-
Premises Related Expenses	6,420		21	6,441	(5,021)	1,420		1,420
Transport Related Expenses	-			-	-	-		-
Supplies and Services	4,000			4,000	(4,000)	-		-
Community Grant	-			-	1,000	1,000		1,000
	22,420	(12,000)	21	10,441	(8,021)	2,420	-	2,420
Income	-	-	-	-	-	-	-	-
Net Cost	22,420	(12,000)	21	10,441	(8,021)	2,420	-	2,420

Totals

	05/06 Base Budget	06/07 Savings Identified	06/07 Inflation	06/07 Base Budget	Transfer Impact	06/07 revised	07/08 Impact	07/08 revised
	£	£	£	£	£	£	£	£
Staff Related Costs	82,560	(12,000)	1,222	71,782	(12,555)	59,227	(59,227)	-
Premises Related Expenses	60,960	-	127	61,087	(15,210)	45,877	(24,457)	21,420
Transport Related Expenses	2,460	-	-	2,460	(560)	1,900	(1,900)	-
Supplies and Services	15,700	-	-	15,700	(6,835)	8,865	(8,865)	-
Community Grant	-	-	-	-	1,000	1,000	12,500	13,500
	161,680	(12,000)	1,349	151,029	(34,160)	116,869	(81,949)	34,920
Income	(29,520)	-	-	(29,520)	5,015	(24,505)	24,505	-
Net Cost	132,160	(12,000)	1,349	121,509	(29,145)	92,364	(57,444)	34,920

Report of	Meeting	Date
Director of Finance	Executive Cabinet	12 th January 2006

RATIONALISATION OF THE SENIOR MANGEMENT STRUCTURE – DISCUSSION PAPER

PURPOSE OF REPORT

1. This paper sets out the cost to the Council of its current management structure considered in the context of the new Community Plan.

CORPORATE PRIORITIES

2. The Council's management structure should provide synergy in terms of delivering on its Corporate Priorities.

RISK ISSUES

3. 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	

BACKGROUND

5. The Council's current management structure was implemented in 1999 as part of a fundamental review of the Council's management arrangement. Since then it has evolved, mainly as a result of previous budget decisions.
6. Over a series of budget cycles since 1999 a number of Head of Service posts have been disestablished and units merged, to provide more focus and synergy but also to save money.
7. Consequently the approach taken has been a result of taking opportunities to merge units, rather than a strategic review of the need for change.

COST OF CURRENT STRUCTURE

8. The cost of the management structure is significant in terms of the Council's overall net expenditure. Set out in the table below is a summary of general fund costs.

Table 1 – General Fund Management Costs

	Salaries	Oncosts	Support Costs	Total	Average Costs
Management Team (Excluding Chief Exec)	267	80	79	426	106.5
Heads of Service	446	134	72	652	72.4
Total	713	214	151	1,078	82.9

9. The table shows that the total management cost with support is £1,078 per annum. This represents 8% of the Council's net expenditure in 2005/2006. The figure excludes the cost of the Head of Housing, which is chargeable to the Housing Revenue Account, but includes the costs of the Head of Property Services, which will probably be disestablished on completion of the property outsourcing exercise.
10. The table shows that the average cost of a management team member is £106.5k and a Head of Service £72.4k.

EMERGING PRIORITIES

11. The new Community Strategy has identified a number of key areas for action, some of which the Council is currently working on. Others, although recognised, are not part of the Council's priorities. Any changes made must therefore reflect the emerging priorities, which can be summarised as:
- Putting Chorley at the heart of the regional economic developments
 - Providing a thriving diversified economy with substantial businesses providing above average wages for local people.
 - Reducing process of inequality
 - Reduce crime and anti social behaviour, to identify requirements and faster links between all parties to bridge the gaps. Achieving a balanced housing market.
 - Involving more people in the participation and decision making
 - To reduce gaps in service provisions and support increased access, choices and take up. Delivering efficient high quality public services.
 - To improve the surroundings, and improve opportunities and participation in leisure activities.
 - Getting people involved in their community
 - Improving access to and take up of public services
 - To develop the character and feel of Chorley as a good place to live and visit
12. In terms of current positions against the new measures in the Community Plan, where a measure currently existing, or where a proxy is available pending the measure being agreed, the Council can show the following:

Outcome	Measure	Current Performance	Direction of Travel
Chorley Town Centre will be thriving	<ul style="list-style-type: none"> Town Centre foot fall will increase 	2 nd worst footfall since 1995 as measured in October 2005	↓
People in the borough will be and feel safe	<ul style="list-style-type: none"> % of people who feel safe living in the borough will increase Levels of crime will be below the County average 	83%, but no quartile information available Generally below the County average but 15% reduction required by PSA1	↑ —
A strong and balanced housing market with an appropriate mix of housing suitable for the population	<ul style="list-style-type: none"> More people will be able to access affordable housing Number of people in housing need will reduce % of decent homes in private and public sector will increase 	<p style="text-align: center;">Lowest quartile for affordable housing completed</p> <p>N/M</p> <p>2nd quartile using unfit dwellings as a priority</p>	↓ ↑
People will be involved in decision making and in improving the well being of their communities	<ul style="list-style-type: none"> % of people satisfied with opportunities to participate in decision making will increase % of people involved in community engagement activities will increase % of people surveyed who have worked in a voluntary capacity during the last 12 months will increase 	27% in 2005. No quartile information available N/M N/M	— — —
All people will have good access to good public services including public transport	<ul style="list-style-type: none"> Overall satisfaction with key services will increase 	2005 Satisfaction Survey shows satisfaction decreasing with Chorley being in the third quarter below the District average	↓
More people will be satisfied with the quality of life in the Borough	<ul style="list-style-type: none"> % of people satisfied with the Borough as a place to live will increase 	2005 Satisfaction Survey shows slight decrease but 74% still satisfied	↓
The Borough will develop its character and feel	<ul style="list-style-type: none"> % of people satisfied with leisure, recreational and cultural activities will increase % of people reporting that the urban and rural environment has improved will increase 	Satisfaction with leisure and cultural service improved to 88%. Top quality performance N/M	↑

13. The table above benchmarks current performance, albeit at a very broad level, against key measures in the revised corporate strategy and shows that there have been gaps in our knowledge base and that current performance is mixed.

14. However, in general terms the organisation has continued to improve as evidenced by the fact that in 2003/2004 42% of BVPIs improved and that whilst some of the indicators had dipped, many remained in the top quartile. In 2004/2005 42% BVPIs again showed improvement, 28% stayed the same, but 66% of indicators were either better than district average of top quartile.
15. In many of the areas identified as requiring action, the Council is already providing good and improving services. In other areas more may be required, particularly in the following areas:
 - The Community leadership role
 - Economic development and the vibrancy of the Town Centre
 - Involving people in their communities and decision making.
16. The Council currently has under consideration plans to refocus in other areas of its services on the customer and efficiency, but may require a refocus of its efforts, particularly in relation to economic development, partnership and community leadership.
17. Therefore any rationalisation or restructuring must take cognisance of the need to deliver the new community strategy objectives and targets.

BRIDGING THE BUDGET GAP

18. Any restructuring of the senior management structure could potentially deliver significant savings as the average unit cost of a senior manager is £83k per annum.
19. Against this background management team and members must determine whether a change would:
 - Give the organisation more focus and allow it to continue to develop
 - Allow the remaining individuals the capacity to continue to drive forward and develop the organisation
 - Deliver a fit for purpose management structure that would enable some stability over the next financial and business planning cycle
 - Address the emerging issues in relation to the new Community Strategy
 - Ensure the cost/benefit of any change was justified

RECOMMENDATIONS

20. Management Team and Members are asked to identify their preferred options for further work and analysis in relation to Councils Management Structure.

GARY HALL
DIRECTOR OF FINANCE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Gary Hall	5480	31 October 2005	ADMINREP/REPORT

Report of	Meeting	Date
Director of Finance /Head of Human Resources (Introduced by the Executive Member for ***)	Executive Cabinet	12 th January 2006

ORGANISATIONAL IMPACT OF STOCK TRANSFER

PURPOSE OF REPORT

- To update the Executive Cabinet on the financial impact of the General Fund and organisational impact should a transfer occur. To present the Executive Cabinet with some scenarios that may assist in driving out costs in the General Fund to offset the loss of recharge income etc.

CORPORATE PRIORITIES

- Whilst not a corporate priority, the potential impact of the organisation and its ability to continue to deliver corporate priorities is significant.

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	

BACKGROUND

- During the stock options process an attempt was made to assess broadly the impact on the General Fund should a stock transfer occur, taking into account the likely TUPE implications of non-housing staff transferring to any new provider. The non-housing staff being made up predominantly of Support Services staff.
- In that initial piece of work the Head of Human Resources and the Director of Finance interviewed each Service Head in an attempt to gauge, albeit in a relatively informal manner the extent to which staff in their units supported the housing landlord function and thus met the TUPE criteria for transfer.
- Since the original work was undertaken a number of assumptions made at that time have changed and the organisation has also changed with further merging of a number of units. The most significant change however is that some of the assumed savings in CuDOSS are now likely to be used for the creation of the reformed CuDOSS Unit also incorporating the additional post of Equalities and Diversity Officer and the creation of the

Strategic Housing function which is now built into the Council's budget. Additionally clear guidance has been obtained about the use of the receipt from the sale.

7. In addition there have been other significant changes in the way the Council delivers its services through the Contact Centre and E-delivery. Whilst some changes have not come to full fruition they cannot be ignored in the context of organisational change. Whilst stock transfer alone may not materially affect some units, the sum of all the changes may have an effect.
8. For all these reasons it is now appropriate to revisit the initial piece of work. The findings of the review are set out below.

Updated Position

9. Appendix I details the current forecast position and shows that the combination of the loss of recharges and other income to the General Fund will result in a gross increase of costs of £256k. This figure includes a number of key assumptions, namely:
 - The amount and cost of open space and land that requires ground maintenance is broadly comparable to the assumptions made. Again this will not be known until the completing of the work being undertaken by the Corporate Transfer Group to identify land that will transfer.
 - The retained cost figure of £256k includes the transfer of the 2 FTE's, one in Finance and one in Legal and Property who meet the TUPE criteria for transfer.
10. Importantly the net receipt figure may also subject to change as it has been agreed to undertake another Stock Condition Survey, given the one used for the option process is now four years old, and does not comply with the current requirements as set out in the ODPM transfer manual.
11. Should the level of investment required to meet the Chorley Standard change significantly, this will alter the financial position either in a positive or negative way.

Bridging the Gap

12. Clearly agreeing a strategy for dealing with any impact of a stock transfer is complex. However the Corporate Transfer Group is keen to have solutions in place as early as possible in order to inform the debate and negotiations that will ultimately take place with any new provider. Once a new provider is chosen and agreed, the balance of power in negotiating terms transfers to that new provider. Having a clearly defined solution with which to negotiate is paramount if the Council is to have any chance of reducing the anticipated gap.
13. Whatever the strategy, it is likely given the scale of the issue that it would be almost impossible to do something of this nature and keep the disruption to a minimum.
14. As mentioned earlier, factors other than Stock Transfer will play a fundamental part in the Council's approach to service delivery and workforce planning. The most significant of these factors over and above those already mentioned are of course job evaluation, the Gershon Agenda and the Budget Imperative.
15. Our task now is to agree a way forward and I hope that whilst this paper does not recommend an agreed course of action, it informs the debate which needs to take place initially at Management Team level but then at Member level.

Opportunities for Change

16. There appears to be two obvious areas where costs could be reduced, whilst at the same time offering some protection to staff. As staffing costs make up significant proportions of the Council's current resources it is inevitable that it is this area where the greatest opportunities are available. The other area for consideration is Asset/Building rationalisation.

Staffing

17. Appendix II sets out a desk based assessment undertaken by the Director of Finance and the Head of Human Resources of the key areas of known change currently planned and under consideration that will affect each of the Council's units. An assessment has been made of all the likely changes and whether the impact will be high, medium or low in terms of a reduction in workload. Where there is a high impact our assessment is that this is where the greatest opportunities lie to make changes. I am currently awaiting the results of a benchmarking exercise of RSL Management Costs to establish if the Council's proposals for transferring non-housing staff are reasonable and therefore the negotiations are likely to be successful.
18. **It is important to stress that the proposal is that these are opportunities that will require units to undergo some reengineering but that staff who become at risk of redundancy are offered the chance to become part of the transfer to the new provider thus transferring the cost to the new provider.**
19. This scenario is not unusual as it is expected as part of the negotiations that some horse-trading on the number of non-housing staff to transfer is undertaken. Unfortunately as these staff do currently not meet the TUPE criteria there are **no guarantees that this is achievable**. Only if the TUPE criteria could be met would there be an absolute guarantee for staff. This could be achieved by establishing the business unit as previously proposed.

Results of Desk Based Review

20. The outcome of the desk based review is that given all the current changes that are happening at the Council, it is not unsurprising that there are a lot of areas where the changes will have a high impact.
21. On a positive note this means that there may be opportunities for making adjustments to the way services are delivered, hopefully making them more efficient, but conversely it means the amount of change is potentially significant. We have not considered issues such as the critical mass of residual staffing and this may become an issue.
22. Overall the review identified that it will be necessary to identify 6 – 8 FTE's that could transfer to a new provider. The desk based review has identified key areas where it is likely that resources will have to be found and that are relevant to the services any new provider would need, these are:
 - Corporate & Policy
 - Finance
 - HR
 - IT
 - CuDoss
23. The overall impact of the changes, if they could be agreed internally and negotiated could be to reduce the current forecast gap.

Asset/Building Rationalisation

24. Overall it is current forecast that should a stock transfer occur up to 100 staff from various buildings would transfer. Appendix III sets out an approach to the rationalisation of the buildings the Council occupies should a transfer occur. Once again achieving this is dependent upon a number of other interdependencies. However the conclusion from the analysis is that it would be possible to rationalise onto 3 sites. The cost saving from achieving this would be in the region of £75k, but as important the change will deal with an issue raised by staff in the latest Staff Survey about the fragmentation of services and lack of communication caused in the past by working on numerous split sites.
25. In addition there may be opportunities to rationalise further if home working became a reality. Attached at Appendix IV is a proposal to undertake some further work in this area.

Summary

26. Whilst this paper suggests some possible areas of change to reduce the financial problem. Further work and consideration will be necessary in order to address this issue, should the approach outlined in this paper not provide enough saving or transfer of cost to bridge the gap.
27. It may be necessary prior to transfer to create the Business Unit within Housing to assist in the facilitation of TUPE of staff members who currently do not qualify to transfer. If this is not achieved there potentially could be compulsory redundancies within affected service units which will have financial implications.
28. Consideration should be given to the home working project and the recommendation made to Management Team to appoint consultants to review the operational issues and logistics of the scheme. This in conjunction with the accommodation review should assist in the authority bridging the financial gap.

Conclusions and Recommendations

29. The updated analysis of the financial impact on the general fund of a stock transfer is as expected significant. Some of the retained cost could be recovered by investing the cash received from the sale but a significant gap would remain.
30. This paper has identified that it may be possible to reengineer services and design out non-housing staffing costs, some or all of which could be transferred to any new provider dependent upon negotiations, thereby protecting staff from the threat of redundancy.
31. This process alone is not likely to bridge the entire gap and some further analysis has identified that it may be possible to rationalise the number of buildings the Council currently occupies with a saving being generated should this be achieved.
32. However the issue remains, does the impact require a more fundamental review and approach than the one that has just been taken. There is no right or wrong answer to this dilemma, but unless other potential savings are identified the Council faces an uncertain financial future.

RECOMMENDATIONS

33. Executive Cabinet are asked to:

1. Consider the contents of this paper, discuss and advise on an approach to making the organisational change necessary to negate the financial impact on the general fund.
2. Support the proposal to look further at the opportunities for rationalising the number of buildings the Council occupies and pass this issue to the Accommodation Board for further consideration and to agree the home working pilot.

GARY HALL
DIRECTOR OF FINANCE

ANGELA WOLSTENCROFT
HEAD OF HUMAN RESOURCES

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Gary Hall	5480	October 2005	FinRep/2005/Organisational Impact of Stock Transfer - September 2005

Table of Appendices

- I Impact on General Fund of Stock Transfer
- II Assessment of potential to transfer non TUPE staff
- III Accommodation Review
- IV Home Working Proposal

IMPACT ON GENERAL FUND OF STOCK TRANSFER			£
General Fund Net Budget Requirement 2005/2006			12,343,020
Add Back			
Lost Income from Recharges to HRA			869,710
Lost Contribution to Debt Charges	Item 8	120,960	
	Debt Mgmt	12,000	
	Int on Bal	(22,620)	11,0340
Less			
Savings on client charges			(147,730)
General Fund Staff Transferred under TUPE			(65,066)
Public space services staff transferred or reduction in Temps			(70,674)
Marginal Cost Savings/Increases as a result of Transfer			
Ground Maintenance Vehicles and Equipment			(8,500)
Assigned IT/PC Leases			(9,600)
Employers Liability Insurance			(5,000)
Payroll Costs			(5,200)
Communications			(14,000)
Bank Charges			(3,000)
* guesstimate to be confirmed			
Net General Fund Budget Requirement Post Transfer			12,994,300
GENERAL FUND COST INCREASE			651,200
Less			
Interest Received from Cash Receipt	Sale	5,400,000	
	Debt	3,300,000	
	Total	8,700,000 at 4.5%	(391,500)
NET INCREASE IN COST			255,700
Potential cost mitigation			
- Further transfer of General Fund staff to provider (Non TUPE) Appendix II savings required			(179,700)
- Closure of Gillibrand Street offices			(76,000)
Budget Gap			0

Unit	Change Programme	Other Issues/ Pressures	Overall impact on staffing of Stock Transfer & other developments H / M / L	Current Establishment (Excluding Management)
CuDOSS				
Office Support	Stock Transfer Radius (Procurement/Debtors/Creditors) E-enable Flexi/Annual Leave E-enable Travel Expenses	Systems Administration Document Image Processing	H	20.91
Contact Centre One Stop Shop	Housing Stock Transfer	Roll out of Services	M	19.55
Procurement	E procurement	Procurement Strategy	L	2.80
Democratic Services	Accessing Democracy	Area Forum Scrutiny & Member Development	L	5.00

Unit	Change Programme	Other Issues/ Pressures	Overall impact on staffing of Stock Transfer & other developments H / M / L	Current Establishment (Excluding Management)
Civics and Cleaners	Document Image Processing Accessing Democracy Stock Transfer / Bldgs Rationalisation	Additional work for cleaners at Bengal Street	H	9.78
Printing Services	Accessing Democracy		M	1.00
Corporate & Policy	Transfer of Equalities & Diversity to Customer Services Unit Merger of Units & Streamlined Business Planning Process Transfer of Community Consultation to Customer Services Unit	New Community Strategy/Corporate Plan Area Forums?	H	5.60

Unit	Change Programme	Other Issues/ Pressures	Overall impact on staffing of Stock Transfer & other developments H / M / L	Current Establishment (Excluding Management)
Finance				
Exchequer Services	Stock Transfer Intelligent Scanning Software	New CIS & Concessionary Fares Scheme	H	4.56
Benefits	Document Image Processing Contact Centre Stock Transfer		H	20.8
Council Tax Audit	Contact Centre Stock Transfer	Revaluation Governance Agenda	H M	8.4 3.2
Accountancy	Stock Transfer New Financials	Use of Resources Agenda	H	12

Unit	Change Programme	Other Issues/ Pressures	Overall impact on staffing of Stock Transfer & other developments H / M / L	Current Establishment (Excluding Management)
Human Resources Resourcing/Relations Health & Safety	Stock Transfer HR System E-enabling processes Stock Transfer	Job evaluation Pay & workforce strategy Home working	H H	9 2
Information Technology	Stock transfer Thin Client Solutions ?	Contact Centre Home working e-enabling	H	14.1
Planning	Planning portal Bldg Control Partnership Contact Centre & BPT	Targets for Planning Delivery Grant	H	22 (Excluding Building Control)
Legal Licensing &	Lexus System (file management) Contact Centre Reduction in Land Charges	New Licensing Act	H	12.2

Report of	Meeting	Date
Director of Finance	Management Team	

ACCOMMODATION REVIEW

PURPOSE OF REPORT

- To report to the Management Team the conclusions of a desk based review of the impact of Stock Transfer on the requirement for office space in the retained organisation.

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	

BACKGROUND

Funding

- The purpose of the review has been to identify whether it may be possible to rationalise building usage post a stock transfer. The review is being carried out to see if it would be possible to vacate Gillibrand Street in its entirety, the rationale being that Union Street has become the front end of the Council delivering its services and that the Town Hall has fewer staff and received significant investment as has Bengal Street where a need for space for manual staff may still remain, even after a transfer.
- At present the utilisation of the authorities office accommodation at Gillibrand Street is set out below.

Gillibrand Street

Unit	Personnel	No. of Offices	Room No.
Office Support Services	14	7	6,14,15,18,65,66,68
Procurement	2	1	69
Economic Regeneration	7	3	57,55,62
Communications	2	1	64
Corporate and Policy	8	4	49,50,71,73
Community Safety	8	2	74,75
Leisure and Culture	14	3	4,10,11
Planning Policy	9	3	1,2,3
Property Services	10	4	25,26,33,34
LCC Partnership	2	1	70
Group Director B	2	2	51,52
FOI Officer	1	1	19
Head of Cudoss	1	1	63
Internal Audit	4	2	79,82
	84	35	

Future Scenarios

- Completion of the Town Hall will facilitate the return of Communications and Head of Cudoss to this building freeing up rooms 63 and 64.
 - Jane Meek is to assume her role as head of Development and Regeneration Unit in October. It is assumed that she will utilise the accommodation at Union Street? This would free up room 62.
 - Dependant on the timescale for the Housing Renewal restructure, this would free up approximately 60 m2 of office space on the second floor at Union Street. Planning Policy could utilise this, accommodating them in the same location as BC and DC. This would vacate rooms 1, 2 and 3.
 - On completion of the Town Hall it is envisaged that Licensing and Land Charges will return to their former offices? This will vacate the office they are presently in at Union Street. A decision on how to best utilise this accommodation has not been made, but it is assumed that this additional accommodation may enable the Regeneration Staff to join the rest of their unit at Union Street. This would free up rooms 55/6 and 57.
 - There is currently a possibility that Property Service to go out to contract. Also the Head of Property Services is looking to early retirement in 2006. If this proposal were to go ahead there would be a further reduction of 10 staff within Gillibrand Street.
 - If the above moves were to go ahead as planned this would leave approximately 65 staff within the building.
6. The following scenarios are subject to and reliant upon a housing transfer ballot where the majority of tenants vote for a housing transfer.
- There would be approximately 40 staff transferring out of Union Street and 20 office based staff transferring out from the Depot. Additionally there would be 26 staff transferring from the operatives who work from the depot in housing maintenance.

- There are also an additional number of staff that may be transferring from other units, which have yet to be identified.

Possible Solutions

- In total therefore there could be up to 70 spaces available at Union Street and Bengal Street.
 - The accommodation on the ground floor of Bengal Street could be opened out to create one open plan office. This would then allow all of PSS to work on the ground floor. The accommodation on the first floor would then provide the opportunity for say Environmental Service to move to Bengal Street, facilitating the entire group to work at one location. If additional accommodation were required to realise this, part of the existing stores building could be utilised for office accommodation.
 - With the above move and the transfer of Housing this would theoretically provide enough accommodation within Union Street and the Annexe to house the staff remaining at Gillibrand Street.
 - A decision would have to be made by the appropriate board as how to best utilise this accommodation. Set out below are some possible uses.
7. Finance could move to Union Street to take up the accommodation freed up from the housing transfer.
 8. Minor structural changes on the second floor would provide larger open plan areas for larger units to be accommodated within Union St.
 9. The Annexe would be retained to accommodate either Leisure and Culture or Corporate Policy and Community Safety.
 10. It is unclear what the requirements will be for Office Support Services as they are currently undergoing a restructure. Once the detail for this has been agreed a more accurate assessment of their requirements can be made. It is felt though that their requirements can be met within the Town Hall and Union Street.
 11. Home working could also provide another avenue for reduction in accommodation requirements. As yet the policy for home working is not in place, but facilities could be provided for hot desking for home workers and a paper discussing this issue is included elsewhere in this report.

Conclusion

12. If the projected transfers and moves go ahead, and property services is ultimately outsourced, there would be sufficient accommodation within the authority to move all staff out of Gillibrand Street, the Annexe be retained, but dependant on operational requirements of units, additional accommodation could possibly be provided at Bengal Street to enable the closure of the Annexe. If required an estimated cost for this could be obtained, dependant on any planning restrictions.

RECOMMENDATION

13. Management Team are asked to consider this report and approve it for consideration by the Accommodation Board who should be tasked with investigating the possibilities further.

GARY HALL
DIRECTOR OF FINANCE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Gary Hall	5480	August 2005	FinRep/2005/Accommodation Review - August 2005

Report of	Meeting	Date	Item No
Head of Human Resources and Head of ICT Services	Management Team	***	***

HOME WORKING – AWARENESS PAPER

PURPOSE OF REPORT

1. To gain Management Team approval for the development of a home working policy and for research to be undertaken by external consultants as to the viability of homeworking and in which areas of the authority.

CORPORATE PRIORITIES

2. Home working can contribute significantly to our capacity to deliver and links to the HR Strategy with regard to both resourcing issues and the health and well being of employees. The Council must also develop, approve and implement a home working policy if it is to achieve two of the ODPM’s Priority Outcomes for e-Government. Further, the potential for the further rationalisation of Council accommodation if home working can release office space offers potential for financial savings.

RISK ISSUES

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

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

4. Home working will involve risks of :-
 - A strategic nature in terms of not meeting the government’s targets for e-Government
 - a financial nature in terms of the potential costs of home working
 - a people nature in terms of human resource policies, personal well being and safety
 - a regulatory nature in terms of health and safety and working time
 - an operational nature in terms of managing home workers and their outputs and identifying potential home workers
 - information security

If this report is approved then a detailed risk analysis would be carried out as a part of the process

BACKGROUND

5. In April of this year, a report was placed before Management Team requesting views on the development of a home working policy with some external assistance. Management Team considered the scope of the proposed exercise too extensive but recognised the value in exploring the potential further. They asked that a report considering a pilot approach be brought back to a future meeting.
6. The core of the original report remains unchanged – the drivers remain, the technology continues to develop. In some areas however, the benefits that could accrue from the adoption of home-working have clarified. If the rationalisation of accommodation that could result from a Housing stock transfer is considered with that that could result from the application of a home

working policy, it is possible the Council could consider releasing our Gillibrand St. offices. Achieving this is clearly subject to a the resolution of a number of issues but considering both the financial savings and organisational improvements that could result from consolidating on fewer sites, work should begin on the development of a policy as soon as possible.

PROPOSAL

7. The issues associated with mobile working are varied and significant. It is considered that the drafting of a policy would benefit from the experience and perspective offered by an external organisation. It is therefore proposed that the Council seek external assistance in the form of consultancy to establish a home working policy. The e-Government Group approved this approach in November 2003. Funding has been allocated from Local Government On Line Priority Outcomes funding. It is likely that such a piece of work will require significant input from Senior Management, possibly in a workshop style environment.
8. It is further proposed that, following the development and subsequent approval of the Councils policy, home working is piloted within one business unit. This will enable any policy or technological issues to be resolved on a manageable user base. Given the type of work suited to home working and the intention to release the maximum working space, it is recommended that the pilot study should take place in the Revenues and Benefits team. This has been discussed with the Director of Finance and he has indicated his agreement.

RECOMMENDATION(S)

9. It is recommended that Management Team
 - approve the development of a home working policy with external assistance
 - approve Revenues and Benefits as the home working pilot

ANGELA WOLSTENCROFT
HEAD OF HUMAN RESOURCES

TIM MURPHY
HEAD OF ICT SERVICES

Background Papers			
Document	Date	File	Place of Inspection
DTI Telework Guidance	August 2003		www.dti.gov.uk/er/individual/telework.pdf
Project Outline Business Case	28 October 2003	Home Working	ICT Services, Union St
e-Gov Group Minutes	27 November 2003	e-Gov Group	Group Director A's Office

Report of	Meeting	Date
Group Director A (Introduced by the Executive Leader, Councillor J Wilson)	Executive Cabinet	12/01/2006

CAPITAL PROGRAMME 2005/06 PROGRESS REPORT

PURPOSE OF REPORT

- To update members on the progress of the 2005/06 Capital Programme and to outline the achievements of the Capital Programme Board.
- To seek member approval and support for a number of recommendations from the Capital Programme Board.

CORPORATE PRIORITIES

- The schemes within the Capital Programme contribute to the achievement of all of the Council's corporate priorities.

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	

- The Capital Programme sets out the Council's strategic investment plans and if these are not delivered it will not fully achieve its strategic objectives and runs the risk of damaging the Council's reputation.
- In addition the Capital Programme carries a significant financial risk. This is in terms of ensuring value for money, maximising resources available and managing the programme to ensure impact on the revenue account.

BACKGROUND

- The Council has established a Capital Programme Board to maintain a strategic oversight of the Council's Capital Programme. The Board is chaired by the Group Director A and is supported by the Project Support Officer who was appointed towards the end of 2004.
- The Board's first meeting was on 3 May 2005 and since then it has met on 5 occasions. To date work has focused on a number of key areas aimed at putting into place firm foundations for the future performance management and control of the Capital Programme. These include:

- (a) The development of key performance indicators.
 - (b) The categorisation of the programme to distinguish between fully approved and financed schemes and those waiting in the pipeline for future consideration and approval.
 - (c) Continuing the roll out of the Council’s project management methodology.
9. Whilst significant progress is being made in each of the areas listed above, Members must recognise that there are only limited resources devoted to this and it will take time to fully implement the changes. This is especially true of the planned roll out of the project management methodology given that there are over 100 projects in the programme all at differing stages of delivery. All new schemes are now subject to full use of the methodology with existing schemes being brought into the framework in a planned way under the guidance of the Project Support Officer.

HOW ARE WE PERFORMING?

- 10. The Capital Programme Board is making good progress but as it does so a number of issues and problems are coming to light which need addressing. These are inherent in the way that the programme has been managed and operated in the past and it is the structured approach now being applied that has brought them to the fore giving the opportunity to correct them going into the future.
- 11. In considering the progress and issues to date I will discuss in turn each of the Programme Board’s key areas of work outlined at point 8 above.

(A) The development of Key Performance Indicators

- 12. High level monitoring of the Capital Programme is carried out through 4 Performance Indicators. A full description of each of these indicators was given to Executive Cabinet on 3 November 2005. Table 1 lists these and shows targets and current performance against that last reported to Executive Cabinet on 3 November.

Table 1 - Capital Programme 2005/06 - Key Performance Indicators

Performance Indicator	Target 2005/06	Performance	
		At 03/11/05	Current
1. The % of the Capital Programme budget actually spent	% 70	% 42	% 66
2. The % of capital schemes intended to be completed during the year actually completed	To be determined	22	36
3. The % of projects using the toolkit	50	15	22
4. The % of successful projects (from those measured)	80	No data available	100

- 13. Performance is improving against each of the indicators in Table 1. This is encouraging and shows that the work of the Board is beginning to make a difference. However, there is much to do and it is estimated that it will take a future 12 to 18 months to fully embed the project management methodology.

(B) Categorisation of the Programme

14. The Capital Programme has been broken into categories to improve monitoring and control procedures. Some confusion has arisen over the meaning and use of these and to clarify the situation the Board have approved the following definitions and guidance -

The Capital Programme:

This constitutes the schemes that are approved and fully funded. It incorporates both Category A and B schemes with the distinction being:

Category A - those schemes that are in the implementation phase. It is these schemes that are monitored using the 4 Performance Indicators shown in Table 1.

Category B - those schemes that are approved and fully funded but not yet in the implementation phase. Once commitments are made, or the work starts, these schemes transfer to Category A and are included for monitoring in the 4 Performance Indicators.

The Pipeline (Category C):

This constitutes a reserve list of schemes for which an outline business case has been approved but there is no funding allocated and no authority to progress. Schemes can only move from the pipeline into the Capital Programme upon formal approval by the Council.

15. At Executive Cabinet on 3 November 2005 expected capital spending in 2005/06 of £18,950,450 was reported. The Director of Finance reported at that meeting that to finance this level of expenditure may require increased borrowing of up to £2.5 million.
16. Since that meeting the Capital Programme Board have continued to carefully monitor the situation and can now report that expected capital spending in 2005/06 has reduced to £15,749,770. Table 2 summaries the position and full details are provided in Appendix 1.

Table 2 - Capital Programme 2005/06 - Total Capital Spending

Executive Cabinet Date	Details	£	Note
3 Nov 2005	Total Spending	18,950,450	A B
	<u>Less</u>		
	(1) Slippage to future years	(3,098,100)	
	(2) Other changes	(102,580)	
12 Jan 2006	Revised Total Spending	<u>15,749,770</u>	

Note A : A scheme by scheme analysis of the expenditure slipping into future years is given in column 3 of Appendix 1

Note B : A scheme by scheme analysis of the other changes is given in column 4 of Appendix 1 and further comments are provided in Appendix 2.

17. At this lower level of expected capital spending in 2005/06 it is anticipated that there will be no borrowing requirement to finance the programme. This does however depend upon the capital receipts forecast for the remainder of the year actually being received.

18. Whilst the position in 2005/06 is much improved from that previously reported, members need to understand that the slippage of £3,098,100 will impact directly on future years. The Director of Finance is currently compiling a report looking at the 3 year Capital Programme 2006 to 2009 which he will present to Executive Cabinet on 9 February 2006.

(C) Continuing to roll out the Council's Project Management Methodology

18. This is the most time consuming part of the work and yet the one that will deliver the biggest benefits. To date 22% of projects are using the methodology in some form and it is a requirement for any new schemes to be fully compliant.
19. A project management training programme is due to commence early in the new year which will include overview training of the toolkit, surgery sessions, one to ones and training for board members. This combined with comprehensive documentation, will help to increase the percentage of projects using the toolkit.

PROGRAMME BOARD RECOMMENDATIONS

20. As the project management methodology is rolled out there will increasingly be issues referred to the Board which have resource implications or require a decision for the inclusion of a project in the programme. The Board has no powers to take these decisions but will make appropriate recommendations to Executive Cabinet and Council for consideration.

21. Set out below is a summary of requests received at the last meeting of the Capital Programme Board on 14 December 2005 and in each case the Board's recommendation. These are listed under the two headings of Exception Reports and New Schemes and Projects -

Exception Reports

22. Using the project management methodology any bid for additional resources must be in the form of an 'Exception Report' which provides reasons for the proposed increase and requests such additional funds.

(A) Housing Revenue Account - Housing Investment Programme (HIP) 2005-06

An exception report was submitted by the Head of Housing Services showing significant overspending of £375,000 in this year's programme. Much of this has either been spent or committed without any prior approval and the Head of Service was requesting extra resources to cover this.

Board Recommendation - That the Head of Housing Services reduce expenditure on other categories of the Housing Revenue Account - HIP 2005/06 to keep within current budget.

(B) Chapel Street Scheme

An exception report was submitted by the Head of Public Space Services requesting an additional £95,000 to carry out Phase 3 of the scheme. Phases 1 and 2 together have a total cost of £385,000 against an approved budget of £400,000. This leaves only £15,000 available for Phase 3 which is expected to cost £110,000 (shortfall £95,000).

Board Recommendation - To categorise Phase 3 of the Chapel Street Enhancement Scheme as Category 'C' and as such on the pipeline reserve list for future consideration when resources become available.

(C) Car Park Improvements

An exception report was submitted by the Head of Public Space Services requesting an additional £20,000 to carry out works to two of the Council's car parks:

- Fleet Street Car Park : refurbishment and relocation of the staff parking area
- Friday Street Car Park : convert the lorry park into a Pay and Display car park from Monday to Saturday (8am to 6pm) and a lorry park outside these hours. Also incorporates new lighting for the whole car park.

Board Recommendations - (1) To complete the Friday Street Car Park scheme in 2005/06 from the existing approved capital budget. (2) To request that the Head of Public Space Services brings forward an Outline Business Case for the proposals relating to the Fleet Street Car Park for consideration at a future meeting of the Capital Programme Board.

New Schemes and Projects

23. As the Council strives to achieve its strategic objectives there will inevitably be requirements for capital investment in new projects and schemes. To facilitate this a clear process is required which is understood by all members and officers.
24. The process that we will use from now onwards is defined by the project management methodology. This uses as its starting point the submission of an outline business case to the Capital Programme Board. If, after considering this, the Board feel that the scheme or project has a good fit with the Council's strategic objectives it will recommend that it is approved as a Category C scheme. This means that it is placed on the reserve list awaiting the submission and approval of a full business case and, of particular importance, the formal approval by Council of resources to fund the scheme or project. At this stage it will move out of the pipeline and into the Capital Programme with a classification of either 'A' or 'B' depending on the implementation start date.
25. At the Capital Programme Board meeting on 14 December 2005 a number of outline business cases for new schemes or projects were submitted for consideration. These have been attached to this report in full as outlined in Table 3.

Table 3 - Outline Business Cases for proposed New Capital Schemes and Projects

Strategic Objective	Outcome	Outline Business Case	Appendix No.
Develop the character and feel of Chorley as a good place to live	More people will be satisfied with Chorley as a place to live	1. Warden Patrol Vans and CCTV Digital Recorders	3
		2. Enhanced Recycling - Phase 3	4
		3. Kerbside Recycling - Service and Capacity Improvements	5
		4. Recycling Bring site expansion	6
		5. Litter bin replacement programme and On Street litter/dog waste/Recycling bins	7

Table 3 (continued)

Strategic Objective	Outcome	Outline Business Case	Appendix No.
Ensure Chorley Borough Council is a performing organisation	Community aspirations are delivered through the efficient use of resources and effective performance management	Legal Case Management ICT System	8

Board Recommendation - That each of the new schemes and projects listed in Table 3 be included as Category 'C' schemes and as such on the pipeline reserve list for future consideration when resources become available.

SUMMARY

26. The work of the Capital Programme Board is now having an impact but it will take time for it to become fully effective. The key to this is for the project management methodology to be rolled out and embedded in the management of the programme.
27. In the current year (2005/06) savings have been made and slippage of expenditure identified which allow the programme to be financed without recourse to borrowing. This is encouraging but members need to note that slipped expenditure will have a direct impact on future years. The Director of Finance will report separately on this to Executive Cabinet on 9 February 2005.
28. To maintain the financing position in 2005/06 the Capital Programme Board have made a number of recommendations regarding schemes or projects that are either overspending or require extra resources.
29. In addition the Board have also recommended for approval a number of new pipeline schemes (Category C).

COMMENTS OF THE HEAD OF HUMAN RESOURCES

30. There are no direct capacity implications contained within this report. However, HR fully support the use of the project management material and the current training which is currently being provided.

COMMENTS OF THE DIRECTOR OF FINANCE

31. It is now estimated that the financing of the 2005/06 capital programme will not require the use of prudential borrowing. In brief, the reasons are as follows:

	£
Estimated borrowing as at 3 November 2005	2,500,000
Less slippage of expenditure to 2006/07	(2,034,070)
Less expenditure savings in 2005/06	(149,420)
Add expenditure increases in 2005/06	29,540
Sub total	346,050
Less increased use of capital receipts	(346,050)
Estimated borrowing as at 12 January 2006	0

32. In order to achieve the financing of the 2005/06 programme without resorting to borrowing, it is still necessary to achieve capital receipts from approved disposals at Crosse Hall Lane,

King Street Depot and Harrison Road Adlington before the end of the year, and for Right To Buy sales of dwellings to reach the estimated level.

33. The Capital Programme Board is preparing recommendations in respect of the 2006/07 to 2009/10 Capital Programme, which will be presented to the next meeting of Executive Cabinet. This report will take account of the slippage to 2006/07 of expenditure in respect of committed schemes that otherwise would have been financed by borrowing in 2005/06.

RECOMMENDATION(S)

34. That the Revised Capital Programme for 2005/06 in the sum of £15,749,770 be approved.
35. That the following recommendations of the Capital Programme Board be approved -

Exception Reports

- (a) That the Head of Housing Services reduce expenditure on other categories of the Housing Revenue Account - HIP 2005/06 to cover the reported overspending of £375,000 and to keep within current budget.
- (b) That Phase 3 of the Chapel Street Enhancement Scheme be placed on the pipeline reserve list (Category C) for future consideration when resources become available.
- (c) That the Head of Public Space Services be requested to complete the Friday Street Car Park Scheme in 2005/06 from the existing approved capital budget.
- (d) That the Head of Public Space Services be requested to bring forward an Outline Business Case, for the proposals relating to the Fleet Street Car Park, for consideration at a future meeting of the Capital Programme Board.

New Capital Schemes and Projects

- (e) That the following new schemes and projects be placed on the pipeline reserve list (Category C) for future consideration when resources become available:
1. Warden Patrol Vans and CCTV Digital Recorders
 2. Enhanced Recycling - Phase 3
 3. Kerbside Recycling - Service Capacity and Improvements
 4. Recycling Bring Site expansion
 5. Litter bin replacement programme and On street litter/dog waste/recycling bins
 6. Legal Case Management ICT Systems

REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

36. To revise the 2005/06 Capital Programme to bring spending into line with resources without the need for external borrowing.
37. To minimise the impact on the 2005/06 capital programme of schemes that are either overspending or require additional resources.
38. To bring forward new schemes which members may consider for inclusion in the future Capital Programme.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

39. None.

PAUL MORRIS
GROUP DIRECTOR

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Paul Morris	5101	3/1/2006	Capital Programme Progress Report January06

Capital Programme - 2005/06

Scheme	2005/06 Current Budget £	Change of Category £	Slippage to 2006/07 £	Other Changes £	2005/06 Revised Estimate £	External Funding £	CBC Funding £
<u>CATEGORY A SCHEMES</u>							
<u>Corporate Programmes - e-Government</u>							
Revenues & Benefits eGovernment	7,000	1,030			8,030	8,030	0
Financial systems upgrades (PARIS income system)	22,700				22,700	22,700	0
Replacement core financial systems	43,860			2,340	46,200	0	46,200
Digitisation of Records	85,330			2,000	87,330	79,310	8,020
Computer Network Improvements (Business Continuity)	62,670				62,670	0	62,670
e-Democracy Software	30,000			(4,000)	26,000	26,000	0
PSS Computer Aided Design Systems	14,180			(13,660)	520	0	520
PSS Computerised Cemetery records	13,670				13,670	0	13,670
PSS DIP/FLARE	0	24,000			24,000	0	24,000
PSS Fleet Management	0	7,000		1,500	8,500	0	8,500
Intranet Redesign and Update	33,790				33,790	0	33,790
Annual leave & flexitime system	15,000			(1,750)	13,250	0	13,250
IT Support (incl. salary capitalisation)	30,000			45,820	75,820	75,820	0
Records management	600				600	600	0
Pay Modeller System re Job Evaluation	17,500				17,500	0	17,500
National Land & Property Gazetteer	1,590				1,590	0	1,590
Corporate DIP implementation	0	8,000			8,000	0	8,000
Integration of CRM & Workflow with Back Office	0	50,000			50,000	50,000	0
Total - e-Government	377,890	90,030	0	32,250	500,170	262,460	237,710
<u>Corporate Programmes - Office Accommodation</u>							
Bengal Street Improvements, CCTV and New Building	138,110			12,120	150,230	0	150,230
Town Hall Disabled Access and Refurbishment	1,333,910	5,000		88,000	1,426,910	0	1,426,910
Gillibrand Street Annexe Refurbishment 2005/06	55,000			(25,370)	29,630	0	29,630
Union Street Offices - Refurbishment	17,580				17,580	0	17,580
Union Street Offices Heating and Ventilation	5,000			(3,500)	1,500	0	1,500
Total Office Accommodation	1,549,600	5,000	0	71,250	1,625,850	0	1,625,850

Scheme	2005/06	Change of Category	Slippage to 2006/07	Other Changes	2005/06	External Funding	CBC Funding
	Current Budget				Revised Estimate		
	£	£	£	£	£	£	£
<u>Corporate Programmes - Strategic Measures</u>							
Capitalised Restructuring Costs	116,460				116,460	0	116,460
Project Management Support Capitalisation	40,000				40,000	0	40,000
EGLR - contribution to Holy Cross AW Pitch	250,000				250,000	250,000	0
EGLR - environmental mitigation works	103,020				103,020	103,020	0
ODPM e-Voting 2004/05 - 2005/06	903,880				903,880	903,880	0
Total Strategic Measures	1,413,360	0	0	0	1,413,360	1,256,900	156,460
<u>Leisure and Cultural Services</u>							
Replace filter Brinscall swimming pool	20,000			(820)	19,180	0	19,180
All Seasons Leisure Centre Refurbishment	9,630				9,630	0	9,630
Astley Hall Refurbishment (Phase I slippage & II)	20,560			(2,840)	17,720	0	17,720
Astley Hall Gas Supply	0	12,000			12,000	0	12,000
YVP Replacement of Bridges	95,660				95,660	20,700	74,960
Leisure Centres Capital Grant for Investment	845,000		(802,750)		42,250	0	42,250
Leisure Centres Maintenance Liability	350,000		(332,500)		17,500	0	17,500
Leisure Centres DDA Works	147,000		(139,650)		7,350	0	7,350
Total Leisure and Cultural Services	1,487,850	12,000	(1,274,900)	(3,660)	221,290	20,700	200,590
<u>Public Space Services</u>							
Traffic Calming/Estate Improvements	185,230				185,230	0	185,230
Replacement Borough Boundary Signs	23,360			(17,470)	5,890	0	5,890
Extension to Chorley Cemetery (new burial area)	157,510		(10,000)	(68,970)	78,540	0	78,540
Cemetery memorial safety	0	1,130			1,130	0	1,130
Resurface Footpaths Chorley and Adlington Cemeteries	0	2,620			2,620	0	2,620
Car parking measures following new Chorley Interchange	16,700				16,700	0	16,700
Euxton Play Facilities (S106 funded)	1,100				1,100	1,100	0
Purchase and erection of bus shelters	0	8,130			8,130	0	8,130
Total Public Space Services	383,900	11,880	(10,000)	(86,440)	299,340	1,100	298,240

Scheme	2005/06	Change of Category	Slippage to 2006/07	Other Changes	2005/06	External Funding	CBC Funding
	Current Budget				Revised Estimate		
	£	£	£	£	£	£	£
<u>Environmental Services</u>							
New and Replacement Litter and Dog Waste bins	18,610				18,610	0	18,610
DEFRA 2004/05	116,420				116,420	110,710	5,710
Public Toilets Upgrade and Refurbishment Programme	129,690			(23,690)	106,000	0	106,000
Recycling bring sites/bins, boxes, lids and sacks 2005/06	122,000			31,330	153,330	18,250	135,080
Total Environmental Services	386,720	0	0	7,640	394,360	128,960	265,400
<u>Housing Services (General Fund)</u>							
Vacant Property Initiative	36,000				36,000	0	36,000
Gillibrand Disabled Adaptations (S106 funded)	10,000				10,000	10,000	0
Disabled Facilities Grants	399,130				399,130	206,480	192,650
Home Repair Assistance & Energy Grants	280,000				280,000	0	280,000
Handy Person Scheme	15,000				15,000	0	15,000
Group Repair Schemes	24,500				24,500	0	24,500
Slum Clearance	34,000				34,000	0	34,000
Total Housing Services (General Fund)	798,630	0	0	0	798,630	216,480	582,150
<u>Corporate & Policy Services</u>							
Adlington CCTV Cameras	40,000				40,000	40,000	0
Coppull Spendmore Lane CCTV Cameras	30,000			50	30,050	30,050	0
Total Corporate & Policy Services	70,000	0	0	50	70,050	70,050	0
<u>Property Services</u>							
Service Centre on Portland St Car Park	5,370				5,370	0	5,370
Ackhurst Lodge Refurbishment	84,970			920	85,890	0	85,890
Total Property Services	90,340	0	0	920	91,260	0	91,260

Scheme	2005/06				2005/06	2005/06	
	Current Budget £	Change of Category £	Slippage to 2006/07 £	Other Changes £	Revised Estimate £	External Funding £	CBC Funding £
<u>Development & Regeneration</u>							
Chapel Street Environmental Enhancement (Phase II)	316,450				316,450	0	316,450
Strategic Regional Site	115,430	2,159,220		(1,000)	2,273,650	114,430	2,159,220
Design Fees	103,550				103,550	0	103,550
Astley Park Improvements - Construction	12,170	486,320			498,490	400,800	97,690
Groundwork Projects	0	30,000			30,000	0	30,000
Total Development & Regeneration	547,600	2,675,540	0	(1,000)	3,222,140	515,230	2,706,910
TOTAL GENERAL FUND PROGRAMME	7,105,890	2,794,450	(1,284,900)	21,010	8,636,450	2,471,880	6,164,570
<u>Housing Services (Housing Revenue Account)</u>							
Achieving Decent Homes Standard	232,000				232,000	82,000	150,000
Replacement Windows & Doors	886,000				886,000	886,000	0
Community Safety	91,000				91,000	91,000	0
Estate Improvements & Regeneration	119,000				119,000	79,000	40,000
Adaptations for Disabled	250,000				250,000	250,000	0
Major Void Works	250,000				250,000	250,000	0
External Site Works	100,000				100,000	100,000	0
Fascias and Soffitts	60,000				60,000	60,000	0
Capitalised Salaries	110,000				110,000	0	110,000
TOTAL HOUSING REVENUE ACCOUNT PROGRAMME	2,098,000	0	0	0	2,098,000	1,798,000	300,000
TOTAL CATEGORY A SCHEMES	9,203,890	2,794,450	(1,284,900)	21,010	10,734,450	4,269,880	6,464,570

Scheme	2005/06	Change of Category	Slippage to 2006/07	Other Changes	2005/06	External Funding	CBC Funding
	Current Budget				Revised Estimate		
	£	£	£	£	£	£	£
<u>CATEGORY B SCHEMES</u>							
<u>Corporate Programmes - e-Government</u>							
e-Claims travel and subsistence	6,000				6,000	0	6,000
Microsoft Upgrade	63,960		(42,640)		21,320	0	21,320
Corporate DIP implementation	30,000	(8,000)	(22,000)		0	0	0
Integration of CRM & Workflow with Back Office	50,000	(50,000)			0	0	0
PSS Planting Schemes	0	3,500			3,500	0	3,500
Integration to Land & Property Gazetteer	0	22,500			22,500	22,500	0
Building Control - applications on-line	0	50,000			50,000	50,000	0
Planning - applications on-line	0	78,000			78,000	78,000	0
Environmental Services Integration	0	30,000			30,000	30,000	0
Telephony	0	42,100			42,100	0	42,100
On-line event/form interface	0	10,000			10,000	10,000	0
Access to home/remote & mobile working facilities	0	20,000			20,000	20,000	0
Single business account	0	20,000			20,000	20,000	0
Revenues & Benefits eGovernment	0	99,940			99,940	99,940	0
Total - e-Government	149,960	318,040	(64,640)	0	403,360	330,440	72,920
<u>Corporate Programmes - Strategic Measures</u>							
Invest in Success - Gillibrand Scheme	757,300		(757,300)		0	0	0
Junction Improvements A49/Lancaster Lane (S106 funded)	175,530				175,530	175,530	0
External Funding Pot	20,000		(20,000)		0	0	0
Eaves Green Link Road	4,316,980				4,316,980	4,316,980	0
Total Strategic Measures	5,269,810	0	(777,300)	0	4,492,510	4,492,510	0
<u>Leisure and Cultural Services</u>							
YVP Extension Flood Alleviation	2,500		(2,500)		0	0	0
Astley Hall Gas Supply	12,000	(12,000)			0	0	0
Total Leisure and Cultural Services	14,500	(12,000)	(2,500)	0	0	0	0

Scheme	2005/06	Change of Category	Slippage to 2006/07	Other Changes	2005/06	External Funding	CBC Funding
	Current Budget				Revised Estimate		
	£	£	£	£	£	£	£
<u>Public Space Services</u>							
Cemetery memorial safety	1,130	(1,130)			0	0	0
Signage - Chorley and Adlington cemeteries	5,000			(5,000)	0	0	0
Resurface Footpaths Chorley and Adlington Cemeteries	6,890	(2,620)		(4,270)	0	0	0
Tesco superstore cycle path	63,000				63,000	63,000	0
Purchase and erection of bus shelters	8,130	(8,130)			0	0	0
Euxton Play Facilities (S106 funded)	50,780				50,780	50,780	0
Chorley Play Facilities (S106 funded)	30,000		(30,000)		0	0	0
Total Public Space Services	164,930	(11,880)	(30,000)	(9,270)	113,780	113,780	0
<u>Corporate & Policy Services</u>							
Town Centre CCTV/Control Room equipment	5,670				5,670	0	5,670
Total Corporate & Policy Services	5,670	0	0	0	5,670	0	5,670
<u>Development & Regeneration</u>							
Groundwork Projects	30,000	(30,000)			0	0	0
Astley Park Improvements - Construction	486,320	(486,320)			0	0	0
Total Development & Regeneration	516,320	(516,320)	0	0	0	0	0
TOTAL CATEGORY B SCHEMES	6,121,190	(222,160)	(874,440)	(9,270)	5,015,320	4,936,730	78,590
TOTAL CATEGORY A & B SCHEMES	15,325,080	2,572,290	(2,159,340)	11,740	15,749,770	9,206,610	6,543,160

Scheme	2005/06	Change of Category	Slippage to 2006/07	Other Changes	2005/06	External Funding	CBC Funding
	Current Budget				Revised Estimate		
	£	£	£	£	£	£	£
<u>Financing the Programme (Category A & B)</u>							
Prudential Borrowing	2,015,820	5,000	(1,666,860)	(353,960)	0	0	0
Unrestricted Capital Receipts	3,386,520	42,100	(420,480)	325,290	3,333,430	0	3,333,430
Capital receipt earmarked for Strategic Regional Site	0	2,159,220	0	0	2,159,220	0	2,159,220
Housing Investment Programme Restricted Capital Receipts	732,150	0	0	0	732,150	0	732,150
Ext. Contributions - Developers	5,000,410	0	(30,000)	0	4,970,410	4,970,410	0
Ext. Contributions - Lottery Bodies	400,800	0	0	0	400,800	400,800	0
Ext. Contributions - Other Local Authorities	20,700	0	0	0	20,700	20,700	0
Ext. Contributions - Regional Development Agency etc	115,430	0	0	(1,000)	114,430	114,430	0
Ext. Contributions - Other	100,000	0	0	50	100,050	100,050	0
Government Grants - Local Government On Line	215,610	203,470	0	45,820	464,900	464,900	0
Government Grants - e-Voting Schemes	903,880	0	0	0	903,880	903,880	0
Government Grants - DEFRA Recycling	110,710	0	0	18,250	128,960	128,960	0
Government Grants - Disabled Facilities Grants	206,480	0	0	0	206,480	206,480	0
Government Grants - Planning Delivery Grant	0	128,000	0	0	128,000	128,000	0
Revenue Budget - Specific Revenue Reserves or Budgets	198,570	34,500	(42,000)	(22,710)	168,360	0	168,360
Revenue Budget - Housing Revenue Account	150,000	0	0	0	150,000	0	150,000
Major Repairs Allowance	1,768,000	0	0	0	1,768,000	1,768,000	0
Total Financing (Category A & B)	15,325,080	2,572,290	(2,159,340)	11,740	15,749,770	9,206,610	6,543,160

Scheme	2005/06	Change of Category	Slippage to 2006/07	Other Changes	2005/06	External Funding	CBC Funding
	Current Budget				Revised Estimate		
	£	£	£	£	£	£	£
<u>Memorandum - Total Capital Programme 2005/06</u>							
Category A	9,203,890	2,794,450	(1,284,900)	21,010	10,734,450	4,269,880	6,464,570
Category B	6,121,190	(222,160)	(874,440)	(9,270)	5,015,320	4,936,730	78,590
Category C	3,625,370	(2,572,290)	(938,760)	(114,320)	0	0	0
TOTAL CAPITAL PROGRAMME 2005/06	18,950,450	0	(3,098,100)	(102,580)	15,749,770	9,206,610	6,543,160
<u>Financing the Programme (Categories A to C)</u>							
Prudential Borrowing	2,500,000	0	(2,034,070)	(465,930)	0	0	0
Unrestricted Capital Receipts	3,386,520	0	(421,850)	368,760	3,333,430	0	3,333,430
Capital receipt earmarked for Strategic Regional Site	2,159,220	0	0	0	2,159,220	0	2,159,220
Housing Investment Programme Restricted Capital Receipts	885,810	0	(153,660)	0	732,150	0	732,150
Ext. Contributions - Developers	5,007,910	0	(37,500)	0	4,970,410	4,970,410	0
Ext. Contributions - Lottery Bodies	400,800	0	0	0	400,800	400,800	0
Ext. Contributions - Other Local Authorities	20,700	0	0	0	20,700	20,700	0
Ext. Contributions - Regional Development Agency etc	483,890	0	(368,460)	(1,000)	114,430	114,430	0
Ext. Contributions - Other	100,000	0	0	50	100,050	100,050	0
Government Grants - Local Government On Line	464,900	0	0	0	464,900	464,900	0
Government Grants - e-Voting Schemes	903,880	0	0	0	903,880	903,880	0
Government Grants - DEFRA Recycling	110,710	0	0	18,250	128,960	128,960	0
Government Grants - Disabled Facilities Grants	206,480	0	0	0	206,480	206,480	0
Government Grants - Planning Delivery Grant	128,000	0	0	0	128,000	128,000	0
Revenue Budget - Specific Revenue Reserves or Budgets	273,630	0	(82,560)	(22,710)	168,360	0	168,360
Revenue Budget - Housing Revenue Account	150,000	0	0	0	150,000	0	150,000
Major Repairs Allowance	1,768,000	0	0	0	1,768,000	1,768,000	0
Total Financing (Categories A to C)	18,950,450	0	(3,098,100)	(102,580)	15,749,770	9,206,610	6,543,160

Capital Programme - 2005/06

Scheme	Other Changes £	Savings £	Virements £	Increases £	Total £	Comments
<u>CATEGORY A SCHEMES</u>						
<u>Corporate Programmes - e-Government</u>						
Replacement core financial systems	2,340			2,340	2,340	Exception report to Capital Programme Board required
Digitisation of Records	2,000			2,000	2,000	Increase within tolerance: exception report not required.
e-Democracy Software	(4,000)	(4,000)			(4,000)	Final expenditure less than estimated
PSS Computer Aided Design Systems	(13,660)	(12,160)	(1,500)		(13,660)	£1,500 virement to Fleet Management
PSS Fleet Management	1,500		1,500		1,500	£1,500 virement from CAD Systems
Annual leave & flexitime system	(1,750)	(1,750)			(1,750)	Final expenditure less than estimated
IT Support (incl. salary capitalisation)	45,820		45,820		45,820	Vired from Category C e-Government schemes
Total - e-Government	32,250	(17,910)	45,820	4,340	32,250	
<u>Corporate Programmes - Office Accommodation</u>						
Bengal Street Improvements, CCTV and New Building	12,120			12,120	12,120	Exception report to Capital Programme Board required
Town Hall Disabled Access and Refurbishment	88,000		88,000		88,000	Vired from other refurbishment schemes
Gillibrand Street Annexe Refurbishment 2005/06	(25,370)		(25,370)		(25,370)	Vired to Town Hall improvement scheme
Union Street Offices Heating and Ventilation	(3,500)	(3,500)			(3,500)	Final expenditure less than estimated
Total Office Accommodation	71,250	(3,500)	62,630	12,120	71,250	
<u>Leisure and Cultural Services</u>						
Replace filter Brinscall swimming pool	(820)	(820)			(820)	Final expenditure less than estimated
Astley Hall Refurbishment (Phase I slippage & II)	(2,840)	(1,920)	(920)		(2,840)	Vired to Ackhurst Lodge Refurbishment
Total Leisure and Cultural Services	(3,660)	(2,740)	(920)	0	(3,660)	
<u>Public Space Services</u>						
Replacement Borough Boundary Signs	(17,470)	(17,470)			(17,470)	Final expenditure less than estimated
Extension to Chorley Cemetery (new burial area)	(68,970)	(68,970)			(68,970)	Final expenditure less than estimated
Total Public Space Services	(86,440)	(86,440)	0	0	(86,440)	
<u>Environmental Services</u>						
Public Toilets Upgrade and Refurbishment Programme	(23,690)	(23,690)			(23,690)	Final expenditure less than estimated
Recycling bring sites/bins, boxes, lids and sacks 2005/06	31,330			31,330	31,330	Increase partly offset by £18,250 grant.
Total Environmental Services	7,640	(23,690)	0	31,330	7,640	

Scheme	Other Changes £	Savings £	Virements £	Increases £	Total £	Comments
<u>Corporate & Policy Services</u>						
Coppull Spendmore Lane CCTV Cameras	50			50	50	Matched by external contribution
Total Corporate & Policy Services	50	0	0	50	50	
<u>Property Services</u>						
Ackhurst Lodge Refurbishment	920		920		920	Vired from Astley Hall Refurbishment
Total Property Services	920	0	920	0	920	
<u>Development & Regeneration</u>						
Strategic Regional Site	(1,000)	(1,000)			(1,000)	Final expenditure less than estimated
Total Development & Regeneration	(1,000)	(1,000)	0	0	(1,000)	
TOTAL CATEGORY A	21,010	(135,280)	108,450	47,840	21,010	
<u>CATEGORY B SCHEMES</u>						
<u>Public Space Services</u>						
Signage - Chorley and Adlington cemeteries	(5,000)	(5,000)			(5,000)	Final expenditure less than estimated
Resurface Footpaths Chorley and Adlington Cemeteries	(4,270)	(4,270)			(4,270)	Final expenditure less than estimated
Total Public Space Services	(9,270)	(9,270)	0	0	(9,270)	
TOTAL CATEGORY B	(9,270)	(9,270)	0	0	(9,270)	
<u>CATEGORY C SCHEMES</u>						
<u>Corporate Programmes - e-Government</u>						
Online booking facilities	(15,000)		(15,000)		(15,000)	Vired to IT Support (Category A)
e-Billing	(35,000)		(35,000)		(35,000)	£30,820 vired to IT Support, £4,180 to R&B eGovt
One stop resolution	(50,000)		(50,000)		(50,000)	Vired to Revenues & Benefits eGovt
Revenues & Benefits eGovernment	54,180		54,180		54,180	From e-Billing and One stop resolution
Total - e-Government	(45,820)	0	(45,820)	0	(45,820)	
<u>Corporate Programmes - Office Accommodation</u>						
Upgrade Lancastrian Room Kitchen	(22,000)	(5,870)	(16,130)		(22,000)	Vired to Town Hall improvement scheme
Union Street Offices Heating and Ventilation	(46,500)		(46,500)		(46,500)	Vired to Town Hall improvement scheme

Scheme	Other Changes £	Savings £	Virements £	Increases £	Total £	Comments
Total Office Accommodation	(68,500)	(5,870)	(62,630)	0	(68,500)	
TOTAL CATEGORY C	(114,320)	(5,870)	(108,450)	0	(114,320)	
TOTAL 'OTHER CHANGES'	(102,580)	(150,420)	0	47,840	(102,580)	
<u>Effect on Financing</u>						
CBC Resources	(119,880)	(149,420)	0	29,540	(119,880)	
External resources	17,300	(1,000)	0	18,300	17,300	
TOTAL EFFECT ON FINANCING	(102,580)	(150,420)	0	47,840	(102,580)	

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PROJECT DOCUMENTATION

OUTLINE BUSINESS CASE

Warden Patrol Vans and CCTV Digital Recorders

Release: 1.1

Date: 07/11/05

This Project Utilises Chorley Borough Councils Project Management Methodology

Project Manager: Jim Wild

Programme Board: Capital Programme Board

Outline Business Case

Document Location

The source of the document will be found on theloop {insert link here}

Revision History

Date of this revision:

Revision Date	Summary of Changes	Version
07/11/05	First draft	1.0
16/11/05	Update /amendment	1.1

Approvals

This document requires the following approvals:

Name	Date Approved	Link to Approval Minutes	Version
Capital Programme Board			

Distribution

This document has been distributed to:

Name	Title
Rebecca Huddleston	Project Support Office

1 OUTLINE BUSINESS CASE

1.1 Project Background

At the present time the Neighbourhood Warden service operate three high profile vehicles which are used on patrol addressing the problems of anti-social behaviour and targeting areas know as 'Hot Spots'.

The main problem 'Hot Spot' areas are Chorley East, Chorley South West, Clayton Brook and Coppull. The Community Safety Strategy highlights these four areas as priority areas.

Three vehicles, including the CCTV vehicle are fitted with VHS recording CCTV equipment presently using obsolescent video technology. These are used in gathering evidence of anti-social behaviour and capturing corroborative evidence of interactions with Wardens and identifying offenders who may already have anti-social behaviour orders restricting their activities. Our intention is to up-grade both Neighbourhood vehicles and the large mobile CCTV van, replacing the video recording technology with digital recording equipment. All the cameras themselves will be retained to maximise this investment.

Our vehicles will be operational between 0900 - 2300hrs each day of the week. If staff witness anti-social behaviour or a crime whilst out on mobile patrol they can switch on the CCTV unit immediately to record evidence without it being a pre-planned operation. The digital up-grade will improve the picture quality, vital to produce evidence of identity and reduce the amount of storage required for video, up-date all the equipment to modern day standards making the systems compatible with the Borough Council CCTV Control Room. The video recording system is now obsolete the up-grade is evolving technology ready to accept future 'Bolt On's' as technology advances, such as GPS and GSM Connection to mobile phone.

1.2 Project Objectives

- To install digital CCTV up-grade in three Neighbourhood Wardens vehicles.
- To obtain evidence of anti-social behaviour and crime, which will be used to secure or enforce existing anti-social behaviour orders or conviction at court.
- To provide a visible deterrent and improve community safety.
- To capture and retain evidence of interactions with Wardens to promote their safety.
- To monitor problem areas and provide recorded evidence as and when necessary.

Outline Business Case

1.3 Scope

The scope of the project is simply the purchase and installation of a digital CCTV upgrade to 3 neighbourhood warden vehicles.

1.4 Assumptions

- That the Neighbourhood Warden Service will continue to be supported.
- That the service will continue to both operate in essentially present form and continue to develop its capability further.
- The continued delivery of joint Police/Warden operations as over recent years.
- Continuation of support from Housing Services and other enforcement functions.

1.5 Overview of the Business Case and Benefits

This project links to the community strategy in the following ways:

- To secure sustainable reductions in crime and the fear of crime in local communities, reducing crime on the streets.
- Crime reduction - to reduce the number of domestic burglaries, anti social behaviour, youth issues and racially motivated crime.
- To assist in obtaining evidence of environmental crime – flyposting, graffiti and dumping.
- To make Chorley the place of choice to live, work and invest in the North West.
- The Crime and Disorder strategy states that consideration will be given to CCTV and other integrated crime prevention measures in residential areas. These mobile systems reach residential areas not yet covered by static CCTV.

This project also aligns with our:

- continuous improvement obligations;
- crime and disorder partnership obligations;
- desire to offer an improved CCTV facility to outlying areas; and our
- obligation to maximise the utility of existing equipment.

1.5.1 Benefits Plan

Improved digital images are less likely to be challenged in court.

Improved feeling of community safety within the target areas measured by:

- Number of recorded incidents.
- Reduction of crime and anti-social behaviour.
- Improvement in the quantity and quality of the intelligence obtained regarding those responsible.

- Improvement in feelings of safety as recorded by the General Satisfaction surveys.

1.5.2 Gershon Efficiencies

	Efficiencies
Corporate Services	There are likely to be savings in maintenance for the digital recording equipment.
Procurement	The “future proof” nature of the equipment and its commonality with the technology used in other CCTV applications has the potential for effectiveness gains from links to mobile ‘phone networks for improved surveillance and response.
Productive Time	Capturing, sorting, reviewing and copying digitised recordings is much less labour intensive with resultant operational efficiencies.
Transactions	CCTV activities operate in a partnership environment within the enforcement/Police family. Extended recording times with digital equipment means that vehicles can be “on record” permanently whilst patrolling gathering evidence for many agencies.

1.5.3 The Do Nothing Scenario

The Neighbourhood Warden service will continue to be provided however restrictions would be placed on evidence gathering for anti-social behaviour orders and convictions for crime related incidents.

Video technology is rapidly becoming obsolete and there will be increasing problems of downtime and inoperability due to breakdowns.

The courts will always accept the 'Best Evidence' and digital is accepted as such.

2 ESTIMATED PROJECT COSTS

This is an ideal opportunity to provide partial funding to enhance an existing community funded initiative.

Chorley Borough Council will provide staff, vehicles and all running costs.

A DVD/CD reader/writer will be required in the Neighbourhood Warden Office – this will be funded through the existing revenue budget.

Description	Capital Cost Estimate	Revenue Cost Estimate
Purchase, fitting and up grade of equipment to digital in each of the three vehicles.	£13,100	
Running Costs		+ve revenue effect over existing equipment
Total	£13,100	£500 (existing)

3 RECOMMENDED HIGH LEVEL PROJECT MANAGEMENT ARRANGEMENTS

Position	Name	Title
Project Sponsor	John Lechmere	Head of Environmental Services
Senior User	Jim Wild/Audrey Harrison	Senior Neighbourhood Warden/Community Safety Co-ordinator
Senior Supplier	Potentially Quadrant Video Systems plc subject to the procurement process.	
Project Manager	Jim Wild	Senior Neighbourhood Warden

PROJECT DOCUMENTATION

OUTLINE BUSINESS CASE

Enhanced Recycling – Phase Three

Release: 1.1

Date: 16 November 2005

This Project Utilises Chorley Borough Councils Project Management Methodology

Author: Simon Clark

Project Manager: John Lechmere

Programme Board: Capital

Outline Business Case

Revision History

Date of this revision:

Revision Date	Summary of Changes	Version
16/11/05	First Draft	1.0
24/11/05	Minor changes following quality assurance.	1.1

Approvals

This document requires the following approvals:

Name	Date Approved	Link to Approval Minutes	Version
Capital Programme Board			

Distribution

This document has been distributed to:

Name	Title
John Lechmere	Head of Environmental Services
Rebecca Huddleston	Project Support Officer

1. OUTLINE BUSINESS CASE

1.1 Project Background.

Executive Cabinet have approved the Head of Environmental Services recommendation to extend the enhanced recycling service to the remaining 1500 households in the Borough that are currently classed as difficult access properties for the purposes of refuse and recycling collections. Council Minute 05/EC/146 refers.

1.2 Project Objectives

- To provide an enhanced recycling service to the remaining difficult access properties in the Borough and maximise our income stream through the Lancashire Waste Partnership (LWP) Cost Share Agreement.
- To deliver our service promise to extend the Enhanced Recycling Service to all eligible properties.

1.3 Scope

The scope is to procure a full suite of recycling containers for each of the remaining 1500 households not currently receiving an enhanced recycling scheme.

1.4 Assumptions

The assumptions made are that:

- The capital bid for 'Kerbside Recycling – Service and Capacity Improvements' is successful.
- Contractor resources can absorb the additional recycling collections.
- Containers are available at estimated costs.

1.5 Overview of the Business Case and Benefits

Chorley is a leading recycling authority, having moved our recycling rate from 4% in 2001/2 to 40% (April to September) this year. In April 2005 we introduced an Enhanced Recycling Service that provides 96% of households with an alternate weekly refuse collection service and kerbside recycling service in line with the LWP Cost Share Agreement requirements.

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This has been achieved in large part through successful bids to the DEFRA Waste Challenge Fund for the capital procurement of recycling containers and specialist vehicles and by opting into the Lancashire Waste Partnership Cost Share Agreement which provides an income stream over and above the enhanced Recycling Credit Scheme.

A commitment was made to extend this enhanced service to all households in the Borough as part of phase 2, but due to participation rates exceeding expectations in the initial phase the current fleet profile is now fully utilised. As part of a separate bid we are procuring additional vehicle capacity to accommodate increased participation and there is sufficient capacity to accommodate the remaining 4% of households in the Borough. Cleanaway have agreed to crew the vehicles to provide the service within the current contract value. In order to provide this service we need to procure the full suite of recycling containers for each household yet to be brought onto the scheme.

This project meets our corporate priority to improve access to and take up of public services as well as developing the character of Chorley as a good place to live.

1.5.1 Benefits Plan

- The objective of extending the enhanced recycling service will mean a consistent collection service is provided to all households in the Borough.
- Providing the full suite of recycling containers to the remaining households still on weekly residual waste collections with no current recycling provision will mean extra recycling is brought in, driving our recycling rate upward to our 2015 target of 56%. It is anticipated that this can be implemented in one single phase during April 2006.
- Increased income in next financial year to value of £22,500

1.5.2 Gershon Efficiencies

	Efficiencies
Corporate Services	None anticipated.
Procurement	If tied in with 'Kerbside Recycling – Service and Capacity Improvements' project we will be able to obtain more competitive rates for containers. Leverage of additional revenue expenditure from the contractor as detailed in the Executive Cabinet report. Savings from the introduction of Alternate Weekly Collections (AWC) for refuse being reinvested in recycling effort.
Productive Time	Full utilisation of contractor resources to maximise recycling collections.
Transactions	None anticipated.

1.5.3 The Do Nothing Scenario

The result of doing nothing can be summarised as follows:

- Difficult access properties will remain on a weekly residual waste collection and will not have the opportunity to participate in kerbside recycling services resulting in a two - tier service provision across parts of the Borough.
- Income through the Lancashire Waste Partnership Cost Share Agreement will be lost to the value of about £22,500 in 2006/7 rising in line with an RPI index in subsequent years.
- Savings from AWC of refuse will not be realised.

2. ESTIMATED PROJECT COSTS

Description	Capital Cost Estimate	Revenue Cost Estimate
Procure suite of recycling containers for each household	£33,000	£3,000
Total	£33,000	£3,000

3. RECOMMENDED HIGH LEVEL PROJECT MANAGEMENT ARRANGEMENTS

Position	Name	Title
Project Sponsor	Executive Cabinet	
Senior User	John Lechmere	Head of Environmental Services
Senior Suppliers	Cleanaway MGB Systems Straights Plc Dicksons Sacks	
Project Manager	Simon Clark	Commercial Manager

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PROJECT DOCUMENTATION

OUTLINE BUSINESS CASE

Kerbside Recycling – Service and Capacity Improvements

Release: 1.1

Date: 16 November 2005

This Project Utilises Chorley Borough Councils Project Management Methodology

Author: Simon Clark

Project Manager: John Lechmere

Programme Board: Capital

Outline Business Case

Document Location

The source of the document will be found on the **loop** {insert link here}

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30/11/05	Minor changes made during quality assurance	1.1

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Capital Programme Board			

Distribution

This document has been distributed to:

Name	Title
John Lechmere	Head of Environmental Services
Rebecca Huddleston	Project Support Officer

1. OUTLINE BUSINESS CASE

1.1 Project Background.

Executive Cabinet have approved the Head of Environmental Services recommendation to procure additional recycling containers for householders as well as an additional specialist vehicle to increase collection capacity. Further approval has been given to introduce a household kerbside textile collection in line with our obligations to the Lancashire Waste Partnership Cost Sharing Agreement. Minute 05/EC/146 refers.

1.2 Project Objectives

- To procure a stock of kerbside recycling containers to meet anticipated householder requirements in 2006/7
- To replace the lightweight woven sack with a weighted sack for households where the attrition rate for the lightweight sack is high.
- To introduce alternate weekly collection of recyclable textiles to all households in the Borough currently on kerbside recycling collections.
- To procure an additional twin compartment recycling collection vehicle in order to increase our current recycling collection capacity.

1.3 Assumptions

The assumptions made are:

- Replacement weighted containers are available at estimated cost
- A twin compartment vehicle is available at budgeted cost through our contractor for purchase by the Council and hand back for use, service and maintenance to the contractor.
- A partner/contractor can be engaged to undertake kerbside textile collections.
- Estimated container numbers are sufficient to meet service user demand.

1.4 Overview of the Business Case and Benefits

Chorley is a leading recycling authority, having moved our recycling rate from 4% in 2001/2 to 40% (April to September) this year.

This has been achieved in large part through successful bids to the DEFRA Waste Challenge Fund for the capital procurement of recycling containers and specialist vehicles and by opting into the Lancashire Waste Partnership Cost Share Agreement which provides an income stream over and above the enhanced Recycling Credit Scheme.

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Service user feedback has identified a need to provide a more robust container for some households for the presentation of plastics and cans to replace the current lightweight woven sack. In addition the general popularity of the recycling collections has resulted in an increase demand for additional recycling containers for glass and garden waste collections. Such container replacement has previously been funded through grant aid via independent and partnership bids to the Governments Waste Challenge Fund.

The existing scheme implementation was based on a householder participation rate of 60%. Recent participation studies indicate that the rate is currently over 70%. This has resulted in the current collection fleet profile operating at near capacity on most collection days. We need to increase participation further to meet our ultimate recycling target of 56% by 2015 and therefore extra capacity is required now to keep our current recycling rate on an upward trend.

Fortnightly kerbside textile collections must be introduced by March 2006 to meet the requirements for payment from the County Council under the Lancashire Waste Partnership Cost Share Agreement. This involves the procurement and distribution of 'sacrificial sacks' for householders for presentation of textiles at kerbside for collection.

The implementation of these service improvements will enable us to deliver our existing priority of a cleaner, greener Chorley and fits our new priorities to improve access to public services and developing the character and feel of Chorley as a better place to live.

1.5.1 Benefits Plan

- Container Stock Provision – as take up and participation in the kerbside recycling scheme increases, the provision of replacement and additional containers will ensure that service user demand is met and in turn leads to improved satisfaction and participation rates leading to achieving recycling targets. Estimates from the first 6 months of the implementation programme indicate the need to replace or provide an additional 7000 no. 55 litre boxes with lids; 1,000 no. 240 litre brown wheeled bins for garden waste and 15,000 weighted sacks for cans and plastic to address the current high attrition rate and low customer satisfaction with the lightweight sacks. The Environmental Services Unit currently records all requests for additional and replacement containers through its Flare database system and can closely monitor stocks to ensure even distribution to householders across the Borough and identify replacement hotspots.
- Vehicle Provision – the last six months has seen collected glass and paper from kerbside rise by 200% and 70% respectively. An additional vehicle will provide the capacity to collect a further 6 tonnes per collection day which is sufficient to accommodate a participation increase in line with the growth in recycling rates required. Current recycling performance is projected to achieve an annual recycling target of 36% in 2005/6 and during 2006/7 we need to increase this rate to over 40% through increased participation and the introduction of collections to the last remaining 1500 households in the Borough (subject to a separate Capital Bid)
- Kerbside Textile Collection Service – the Council needs to meet its obligations under the LWP Cost Share Agreement and the introduction of this service will ensure the income stream from Lancashire County is in line with that agreement. The Unit has a GIS base system that identifies the properties in receipt of recycling collections and by the end of March 2006 we need to demonstrate that 42,500 properties are in receipt of a kerbside textile collection service. Tenders are currently being received or the provision of this service, which could be self

Outline Business Case

financing once the initial capital set up costs have been met to provide households with ‘sacrificial’ sacks for the presentation of their textiles. Introduction of textile collections will secure the anticipated income from County of £650,000.

1.5.2 Gershon Efficiencies

	Efficiencies
Corporate Services	None anticipated.
Procurement	Procurement of containers through the capital bid process will save in the region of £25,000 over the procurement through current non exclusive arrangements in the Cleanaway contract. Savings from the introduction of Alternate Weekly Collections (AWC) will be reinvested in recycling effort.
Productive Time	The replacement of lightweight sacks with more durable weighted sacks is anticipated to promote collection efficiencies.
Transactions	Leverage of contractor investment as described in Cabinet report

1.5.3 The Do Nothing Scenario

The result of doing nothing can be summarised as follows:

- **Failing to introduce kerbside textile recycling will mean we default on the LWP Cost Share Agreement which in turn would result in a loss of income to the Council of about £200,000 per annum in property based payments and processing costs up to the end of the existing Collection contract (March 2009).**
- Failure to address service user demands for a more robust collection sack would mean additional cost in provision of replacement lightweight sacks and increase resource allocation to deal with wind blown materials during periods of inclement weather.
- Failure to address the collection capacity issue would result in the Authority standing still in its effort to reach a recycling rate of 56% by 2015 as well as providing immediate operational problems when fleet service and maintenance is undertaken.
- Failure to provide replacement containers through a capital procurement route would mean reverting to procurement through our existing contract provisions at increased revenue cost.

2. ESTIMATED PROJECT COSTS

Description	Capital Cost Estimate	Revenue Cost Estimate
Procure Twin Compartment Collection Vehicle	£70,000	Nil
Procure 'Sacrificial' Textile Recycling Sacks -	£44,000	£10,000
Procure Containers for 2006/7 – 'No Blow Sacks'	£30,000	Nil
Procure Containers for 2006/7 – Boxes/Lids	£21,000	Nil
Procure Containers for 2006/7 – Brown Bins	£17,000	Nil
Procure Containers for Multi Occupied Properties	£45,000	Nil
Total	£227,000	£10,000

3. RECOMMENDED HIGH LEVEL PROJECT MANAGEMENT ARRANGEMENTS

Position	Name	Title
Project Sponsor	Executive Cabinet	
Senior User	John Lechmere	Head of Environmental Services
Senior Supplier(s)	Cleanaway MGB Systems Straights Plc Dicksons Sacks	
Project Manager	Simon Clark	Commercial Manager

PROJECT DOCUMENTATION

OUTLINE BUSINESS CASE

Recycling Bring Site expansion.

Release: Draft

Date: 22th November 2005

This Project Utilises Chorley Borough Councils Project Management Methodology

Author: Duncan Nicholson

Project Manager: John Lechmere

Programme Board: Capital

Outline Business Case History

Document Location – project filing structure as managed by Duncan Nicholson

Revision History

Revision date	Previous revision date	Summary of Changes	Changes marked
22/11/05	None	None – original document	None

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Name	Signature	Title	Date of Issue	Version
Capital Programme Board				

Distribution

This document has been distributed to:

Name	Title	Date of Issue	Version
John Lechmere	Head of Environmental Services		
Simon Clarke	Commercial Manager		
Rebecca Huddleston	Project Support Office		

1 OUTLINE BUSINESS CASE

1.1 Project Background

Despite kerbside recycling bring site recycling remains a key element of CBC recycling initiatives contributing circa 1500 tonnes of recycleate towards annual targets. Bring site recycling complements rather than competes with kerbside collection schemes.

Recycling best practice recommends a density of recycling bring sites of 1 site per 800 properties in order to maximise high recycling rates as demanded by government targets. The current site density is approximately 1 site per 3000 dwellings.

There is a complete lack of bring sites in some existing settlements /areas in the Borough, and No land use provision made for bring sites in new developments such as Gillibrand and Buckshaw village, furthermore land use provision for this use is not mandatory, nor has been required as a planning condition (although this will change in the future with the adoption of new development standards).

A number of attempts have been made to establish sites on both publicly owned and private land in the areas with known shortfall, however the lack of suitable ready made sites with landowner agreement or hardstanding, fencing and convenient vehicle access has prevented sites being established.

This project seeks funding to secure land, and undertake groundworks to establish bring sites in a number of key areas in the Borough not currently provided with any bring site facilities. The project also seeks funding to purchase specialist banks with a small footprint to be more easily incorporated into the existing townscape.

1.2 Project Objectives

To establish new recycling bring sites as follows:

- Coppull centre.
- Mawdesley.
- Buckshaw Village - 2 Sites
- Gillibrand.

By a variety of strategies including use of alternative designed banks, and/or by acquisition of land, or modification of existing sites. This project therefore is effectively an infrastructure development project. Major investment into new sites will be made by the third party recycling companies who service our current sites.

By doing so achieve the goals of:

- 1) Increasing recycling rates towards the targets of the Lancashire Waste Management Strategy
- 2) In line with Chorley Borough's Community Strategy (Priority 4): Improve access to and take up of public services, and by doing so "To deliver more efficient, high quality services.

1.3 SCOPE

The scope of this project is for:

Provision for Establishment of up to 5 new sites, which may include some/all of the following:

- Land Purchase.
- Ground Works: Excavation Ground preparation & Hardstanding.
- Footpath, Kerb and Highway modifications.
- Shielding, Screening, Support Barriers & Signage.
- Purchase of specialist bank(s) with smaller footprint.

1.4 Assumptions

- That Bring sites will not be provided on new developments by the developers themselves.
- Detailed site surveys + consultation with landowners, local residents and other local authority regulatory bodies to be undertaken within existing staffing resources.
- That any statutory planning control +permission costs will be undertaken within existing budgets
- That servicing of banks on the new sites will be undertaken in the same manner as used for the existing sites.
- Any additional servicing costs if any will be borne within existing budgets.

1.5 Overview of the Business Case and Benefits

In order to maintain our position as a lead authority we need to achieve the same recycling rate for newly built estates as we have for existing property. Bring site tonnages have been maintained despite the introduction of kerbside recycling.

The bring sites provide an alternative destination for "unwilling" kerbside recyclers , and by doing so minimise the leakage of recyclate into the waste- for-disposal stream.

The recycling rates are achieved with a *combination* of both kerbside recycling and bring site recycling. Though there has been considerable focus on kerbside recycling of late, the role of bring site recycling should not be overlooked.

In absolute terms we need to increase participation in order to meet our recycling target of 56% by 2015.

The Council's refuse & recycling collection services are one of the first services encountered by new residents of the Borough, and the Buckshaw village development proclaimed as a sustainable community. For these reasons it is important that recycling services is a high priority in these developments.

In order to provide equality of service provision throughout the borough bring sites need to be established in areas not currently served.

Some suitable locations have been identified within existing settlements however due to factors such as inappropriate surfacing, access; screening or unsuitability of banks have been dismissed. The investment in some / all of the above may be possible to establish sites, without the need for land purchase.

1.5.1 Benefits Plan

There are 2 specific benefits of the project:

- 1) The establishment of each site itself bringing access to recycling bring sites to an area or settlement.
- 2) The tonnage of material recycled as a result of the establishment of the site.

The 1st benefit can be measured in terms of % of residents within a 1km radius of a site. This measure is a recognised indicator of recycling service and until this year has been a recycling BVPI .

The measurable benefit of the new recycling sites can be simply seen by the totals of materials recycled at each site, and the subsequent % increase in Borough wide recycling rate.

The Aim of the project would be to establish 2 sites each year for the first 2 years of the project with the final site in the third (last year).

The establishment is expected to take 6 months, from project approval is the first step following project approval. In parallel with this process site planning, work specification can be undertaken, a task expecting to take 2 months. Choice of banks is a relatively simple task, and with estimated lead times for procurement of 2 months only.

Tendering/and/or appointment of contractors for Groundworks etc is expected to take 2 months, with a build time for each site taking 1 to 4 weeks.

Measurement of Benefit 1 would be possible at the end each year, and measurement of benefit 2 from year 2 onwards.

1.5.2 Gershon Efficiencies

Following establishment of the site, bring sites represent the most cost effective recycling system with income exceeding the marginal revenue cost.

The diversion of some recycleables from kerbside collections to bring sites will help ease the collection effort from kerbside collection work, freeing vehicle and manpower resources to provide better quality of service.

The gershon efficiency in providing a solution to an existing problem (no bring site complaints) resulting in less officer time of administration of service requests.

1.5.3 The Do Nothing Scenario

Disparity in service provision across the borough.

Areas of the Borough will be left without recycling bring site provision, Increasingly so as new developments are completed.

Loss of a complementary element of the recycling service.

Missed opportunities with regard to recycleate not collected.

Increased street cleaning costs.

2 ESTIMATED PROJECT COSTS

Indicative costs of various elements are as follows:

Cost Item	Estimated Cost (Per site)
Land Purchase	£3000
Groundworks	£2500
Footpath & Highway Modifications	£1000
Shielding & Screening	£1500
Signage	£250
Barriers	£750
New Banks	£1000
Total estimated cost per site:	£10000

Assuming 5 sites are established, where

3 RECOMMENDED HIGH LEVEL PROJECT MANAGEMENT ARRANGEMENTS

Position	Name	Title
Project Sponsor	John Lechmere	Head of Environmental Services
Senior User	Simon Clark	Commercial Manager
Senior Supplier	(TBA)	
Project Manager	Duncan Nicholson	Senior Waste Management Officer

That subject to approval a more detailed investigation of costs and site analysis, land procurement exercise is undertaken by project manager.

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PROJECT DOCUMENTATION

OUTLINE BUSINESS CASE

Litter Bin replacement programme & On street Litter / Dog Waste / Recycling bins.

Release: Draft

Date: 22th November 2005

This Project Utilises Chorley Borough Councils Project Management Methodology

Author: Duncan Nicholson

Project Manager: John Lechmere

Programme Board: Capital

Outline Business Case History

Document Location – project filing structure as managed by Duncan Nicholson

Revision History

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22/11/05	None	None – original document	None

Approvals - This document requires the following approvals:

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Capital Programme Board				

Distribution

This document has been distributed to:

Name	Title	Date of Issue	Version
John Lechmere	Head of Environmental Services		
Simon Clark	Commercial Manager		
Rebecca Huddleston	Project Support Office		

1 OUTLINE BUSINESS CASE

1.1 Project Background

The provision of Litter and Dog Waste bins plays a key role in reducing littering in the Borough, furthermore the provision of Litter bins is a very effective tool to demonstrate tangible member and officer response to littering and street cleaning issues and complaints.

Until this year a revenue budget has been available to partially provide for replacement bins, however in the FY2005/6 budget round, this budget is not available.

We currently have a Litter & Dog Waste bin stock of 800 bins + . Each Year through normal wear and tear, damage and vandalism 30 to 40 bins need to be replaced. Additionally each year in excess of 50 requests for new bins are logged. This project aims to seek funding to meet these needs.

The Council is committed to a Waste Management Strategy aimed at increasing the % of household waste recycled. Household waste comprises 1)Waste collected from houses 2)Street cleaning waste and litter.

We have made great advances in the % waste from houses collected, and need , by a variety of means to make similar improvements in the quality of the environment of which litter is an important part.

The project further seeks to provide funding for a pilot project to provide a number of combined litter and on-street recycling bins to facilitate the recycling of street litter.

1.2 Project Objectives

To secure sufficient funding to ensure Litter & Dog Waste Bin provision is maintained at current levels, and by doing so reduce littering, towards the corporate aim of a Cleaner, Greener, Safer Chorley.

To obtain funding to establish up to 10 pilot combined Litter bins/recycling bins, and by doing so achieve:

- 1) A higher some recycling of street litter towards the targets of the Lancashire Waste Management Strategy
- 2) In line with Chorley Borough's Community Strategy (Priority 4): Improve access to and take up of public services, and by doing so "To deliver more efficient, high quality services.

1.3 Scope

The scope of this project is to include:

Provide funds for the purchase and installation of Bins, comprising: 10 Town Centre style bins, 50 x LBV6 Litter bins, 20 Dog Waste bins & Earth Anchors plus 10 x Combined Litter/Recycling bins.

It will not include:

Revenue & Servicing costs of the litter bins, Dog Waste and combined Litter/Recycling bins.

1.4 Assumptions

That CBC approved designs of bins are used I.E.:

Wybone LBV6 Black/Gold design with CBC & Litter moulded motifs, Slam locks with Galvanised steel liners, sequentially numbered.

Wybone Town Centre Style LBV17 Black/Gold design with CBC & Litter moulded motifs, Slam locks with Galvanised steel liners, sequentially numbered.

That the cost of the Wybone bins is as per 2005 rates, plus 5% inflationary increase.

That the combined Litter/ Recycling bins cost in the region of £550 each.

That the Dog Waste bins are Earth Anchor post mounted bins with galvanised steel liners.

That the litter bins will be installed at current costs, plus 5% inflationary increase.

Summarised as below:

Litter Bins	Number Required	2005 prices	Plus 5% Inflation	Total
LBV6	50	£335.40	£352.17	£17608
LBV 17 Town Centre	10	£432.8	£454.44	£4544
Combined Litter / Recycling Bins	10		£550	£5500
Dog Waste Bins	20	£125	£130	£2600
Litter Bin installation/refix/repair cost	70	£105.89	£111.18	£7782.6
				£38034.6

That the Litter bins will be emptied within existing resources.

That the combined Litter / Recycling Bins will be serviced by Public space services, and that the separated recycleate will be taken back to the Bengal St depot for recycling.

1.5 Overview of the Business Case and Benefits

There is a high public interest in Littering.&Recycling It is anticipated that this project will provide benefits in the following areas:

- Reduction in Littering in the Borough.
- Higher public satisfaction with regard to Street Cleaning.
- Greater public accessibility to recycling facilities.
- Statutory/legislative requirements-delivery of BVPI 199 improvement targets
- Additional services in Town Centre with a public demonstration of the Boroughs commitment to recycling..
- Financial savings/productivity improvements by reducing the need for litter picking + sweeping.

1.5.1 Benefits Plan

The specific measurable benefits of the project are:

- 1) Increase in the number of Litter Bin in use.
- 2) Increase in the number of Dog Waste Bins in use.
- 3) Increase in the number of recycling "sites"

All the above can be measured in absolute terms, furthermore the success can be measured in terms of the customer satisfaction level in terms of customer service requests satisfactorily resolved.

Following a successful award of the project, Bins for Litter and Dog Waste may be purchased. For installation in 2 phases during the course of the financial year, as currently.

With regard to the proposals for combined Litter and Recycling bins following a successful award, a bin evaluation period of 2 months will be undertaken after which an order for a number of bins can be placed.

In parallel with the bin evaluation a search for new sites for the bins can be undertaken.

It is anticipated that the project will be fully complete within 10 months of a successful project award.

1.5.2 Gershon Efficiencies

After the initial installation and purchase cost it is far more efficient to collect Litter if contained in a bin as opposed to collecting scattered litter on the ground.

The provision of litter & Dog Waste bins can be used at relatively low cost to demonstrate Council action and response to complaints to members and officers alike with regard to street cleaning and littering complaints.

The gershon efficiency in providing a solution to a problem, resulting in less administration, investigatory time and reduce the need for alternative remedial action of littering complaints i.e. manual litter collection.

Provision of highly visible recycling facilities in the Town Centre will not only contribute to recycling targets, but serve as a continual visual reminder of the Councils commitment to recycling, this will encourage recycling by Borough residents with resultant efficiencies in waste disposal to landfill.

1.5.3 The Do Nothing Scenario

Reduction in Litter Bin provision resulting in:

- Increased street cleaning costs.
- Less efficient collection of litter.
- Deterioration of visual streetscene.

Lower public satisfaction with street cleaning service and lower public satisfaction with Officer and Member response to Littering complaints.

Non-recycling of Street Litter will result in:

- A missed opportunity to recycle street litter.
- A missed opportunity to promote a highly visible recycling initiative.

Subsequent limited recycling % of street litter assuming that all litter is consigned to landfill.

2 ESTIMATED PROJECT COSTS

Description	Capital Cost Estimate	Revenue Cost Estimate
Wybone Street Litter Bins	£20,000	Borne within existing budgets.
Combined Recycling/St Litter Bins	£6000	Borne within existing budgets.
Installation Cost	£7000	Nil
Dog Waste Bins, supply&Installation	£3000	
Total	£36,000	

3 RECOMMENDED HIGH LEVEL PROJECT MANAGEMENT ARRANGEMENTS

Position	Name	Title
Project Sponsor	John Lechmere Denis Roby	Head of Environmental Services Depot Manager
Senior User	Simon Clark Shelly Mee	Commercial Manager Senior Environmental Warden
Senior Supplier	Wybone Limited Public Space Services Another Bin supplier (TBA)	
Project Manager	Duncan Nicholson	Senior Waste Management Officer

That subject to approval suitable Combined Litter Recycling bins are chosen and agreed by project sponsors and senior users.

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PROJECT DOCUMENTATION

OUTLINE BUSINESS CASE

Specification, Procurement and Implementation of a Legal Case Management ICT System

Release: Draft

Date: 10th November 2005

This Project Utilises Chorley Borough Councils Project Management Methodology

Author: Bob Stradling

Owner: Rosemary Lyon

Client: Capital Programme Board

Outline Business Case

Outline Business Case History

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Approvals

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Name	Date Approved	Link to Approval Minutes	Version
Rosemary Lyon			
Capital Programme Board			

Distribution

This document has been distributed to:

Name	Title
Claire Hallwood	Assistant Director - Legal Services
Rebecca Huddleston	Project Support Officer

1 OUTLINE BUSINESS CASE

1.1 Project Background

- Chorley BC Legal Services unit provides legal services to all internal service units covering a wide variety of legal matters over hundreds of case files per year. The quality of this service is crucial to the Council's operations and reputation. The legal service is monitored by the Law Society through the Lexcel practice accreditation scheme. (See <http://www.lawsociety.org.uk/professional/practicesupport/lexcel.law>). The scheme operates a three-year cycle (One full inspection followed by two maintenance visits). The next full inspection is due in September 2006. The 2005 maintenance inspection recognised many areas of good practice. However, the absence of a legal case management ICT system (LCMS) was found to be a serious matter of risk to the Council requiring urgent attention and may result in the Lexcel accreditation not being renewed.
- The Council's Legal Services unit has as a stated aim (Legal Services Unit – Business Plan 2005/6) to provide “*an excellent and high quality legal service on a Best value basis to a high professional standard fully in accordance with the LEXCEL practice management standards and which helps ensure strategic direction and high standards for the Council*”. The Legal Services Unit business plan - risk assessment section – has identified this issue as scoring 9/9 as an operational risk to the service.

The full comment from the assessment report: *The assessor has some concerns regarding "Leftman" (the Authority's software system) in so far as that it gives no clear-cut computerised control over the whole of the work being done. With this and parallel hard copy systems the Authority is at **risk** from the lack of transparent clear control over all of its files. This was discussed at last years feedback meeting but not noted due to the spread of files and the departments return to the Town Hall in December 2005. You may wish to give urgent attention to the provision to enhancing your control systems. The assessor is aware of the demands made on a small Authority but mentions this as an area where the Authority could expose itself to risk.*

• **Corporate Priorities for Improvement**

- **Serving our Customers Better** – improved case management will contribute to improved internal and external customer service.
- **Investing in our Capacity to Deliver** – modern legal practice management systems contribute to efficiency and effectiveness. It will also improve the quality of evidence submitted to local courts.

• **Draft Chorley Corporate Strategy and Action Plan for 2006/7 to 2008/9:**

- **Section 3.2 – Strategic Focus** – This project will assist the Council's ambitions to “become highly responsive, able to work effectively with other organisations whilst being focussed and effective in the delivery of its own services” by releasing legal expertise from administration to focus on provision of quality advice.

- **Section 3.2 – Operational efficiency** - This project can make a significant contribution to the efficient use of scarce and expensive legal staff resources by bringing about operational efficiencies. An efficiency of at least 5% (20 minutes per day) is anticipated.
- **Section 3.3 – Decision Making** – improved case management will improve the quality of legal advice provided to client officers.
- **Section 3.4 – Performing and improving organisation** – this project will contribute towards improved unit performance.
- **Section 3.4 – High Quality Priority Services** – effective and efficient legal services underpin many of the Council's efforts in economic regeneration (land and property dealing, s106 agreements etc) and other community ambitions.

1.2 Project Objectives

- To procure and implement an LCMS to a level to ensure retention of the Lexcel accreditation;
- To deliver the benefits and efficiencies set out below;

1.3 Scope

Included:

- Either
 - Hardware, software and services to deliver an LCMS for Chorley BC Legal Services Unit or
 - A managed ICT service to provide same.

Excluded:

- Any legal practice ICT service provision beyond Chorley BC Legal Services unit;
- Interfaces with other Council ICT systems.

1.4 Assumptions

- That either a packaged solution or a managed service can be procured at an economic price
- That resources (financial and human) can be made available to ensure that the benefits of this project are delivered.
- That Legal Services staff can be convinced of the merits of the new service (to be addressed by full consultation and participation);
- That Legal Services unit staff can be made available for training and other project activities;
- That any external suppliers and Chorley BC ICT Services are able to support the project with suitable and timely skills.
- That the following outline timetable is feasible:
 - Procurement process – January 06 to March 06
 - Ordering of hardware, software and services – early April 06
 - Project implementation – April 06 to Sept 06
 - System live to a point to satisfy Lexcel requirements – Sept 06 (One supplier has indicated this is feasible)

1.5 Overview of the Business Case and Benefits

- The project is key to the retention of the Lexcel accreditation.
- The project expects to deliver efficiencies (at least 5% more output for same input based on anticipated savings of 20mins per day on reduced case administration – file opening, production and replication of papers, conflict of interest management.
- Risk reduction – the Council's legal documents, undertakings, deeds etc will be brought under closer levels of control.

1.5.1 Benefits Plan

Objective	Measures	Achievable?	Realistic?	Timescales
Retain Lexcel accreditation	Successful implementation of LCMS and other Lexcel recommendations.	Yes – a draft project timescale plan indicates that a live date of Sept 06 is achievable. Assumes funding available from April 06	Yes – a draft project timescale plan indicates that a live date of Sept 06 is achievable. Assumes funding available from April 06	Sept 06 for live date for LCMS – file opening and time recording – main LEXCEL requirements.
Improve legal services unit risk management	Fewer incidents of missed dates, lost files etc. More incidents of conflicts of interest uncovered.	Yes	Yes	Sept 06
Improve customer service	Pre and post implementation customer survey	Yes	Yes	Pre and post stages to be included in project plan. Depends on implementation of work type – conveyancing, litigation etc
Improve external cost recovery	A significant rise in court cost recovery.	Yes	Depends on the view the court might take of increased claims from the Council.	Pre and post stages to be included in project plan.
Improve efficiency of legal services unit	Pre and post implementation case handling benchmark exercise.	Yes	Yes – based on estimates from legal staff.	Pre and post stages to be included in project plan.

1.5.2 Gershon Efficiencies

	Efficiencies
Corporate Services	
Procurement	No procurement efficiencies anticipated.
Productive Time	More effective case management processes should allow scarce and expensive legal staff to focus on their cases. Efficiencies of at least 20 minutes per day are estimated to yield £17,250 pa derived from improvements in case file creation and management. Other currently labour intensive activities such as conflict of interest checking, register of undertakings management, merging of case data (e.g. name address etc) into templates and court papers replication will also be improved. All these activities are currently undertaken manually. This is exclusive of any information handling time savings that have been included in the EDRMS pilot OBC.
Transactions	

1.5.3 The Do Nothing Scenario

This will result in:

- High likelihood of loss of Lexcel accreditation.
- A Legal Services unit that will be not operating as efficiently as it could;
- Levels of risk in case management being higher than necessary;
- Continued use of an unsupported ICT system.

2 ESTIMATED PROJECT COSTS

The costs below are based on a budgetary quote from Civica who appear to be a leading supplier in this market. This is traditional in-house supplied and supported server approach.

Description	Capital Cost Estimate	Revenue Cost Estimate
Inhouse ICT Costs	£5,910	£1,001
Supplier Software Costs	£14,286	£2,651
Supplier Services Costs	£11,550	NIL
Total	£31,746	£3,651

Civica also offers a managed service option wherein the supplier runs the service offsite and supplies the application (usually across a secure Internet connection) to client users. This option is less well understood than the in-house option. Therefore costs should be treated with caution at this stage. A comparison of costs is shown below.

In-house Service	Capital	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	31,746	3,651	3,651	3,651	3,651	3,651	3,651	3,651	3,651	3,651	3,651
Total						50,001	Total				68,256

Managed Service	Capital	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	17000	10500	10500	10500	10500	10500	10500	10500	10500	10500	10500
Total						69500	Total				122000

Note: The managed service option seems to provide the more expensive option over the long term as well as putting increased pressure on revenue resources. However, no account has been made of staff costs in this comparison as internal ICT staff costs.

3 RECOMMENDED HIGH LEVEL PROJECT MANAGEMENT ARRANGEMENTS

Position	Name	Title
Project Sponsor	Rosemary Lyon	Director of Legal Services
Senior User	Claire Hall	Asst Director Legal Services
Senior Supplier (<i>may not be known at this stage</i>)	Not Known – subject to procurement exercise	
Project Manager	TBA	

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Report of	Meeting	Date
Chief Executive (Introduced by the Executive Leader)	Executive Cabinet	12 January 2006

HOUSING TRANSFER – PARTNER SELECTION

PURPOSE OF REPORT

- To seek approval for the partner Registered Social Landlord for Chorley Community Housing following the proposed housing transfer, and to provide an update on key activities in relation to the transfer..

CORPORATE PRIORITIES

- This report relates to the corporate priorities of serving our customers better and investing in our capacity to deliver.

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	

- The choice of partner Registered Social Landlord (RSL) for Chorley Community Housing (the new RSL to whom the Council stock will be transferred) is a key decision in the transfer process. The selection of the right partner will facilitate the delivery of transfer, reduce the financial risk to the Council, and assist in ensuring planned improvements are delivered to tenants.

BACKGROUND

- Executive Cabinet at their meeting on 10 February 2005 approved the establishment of a Joint Selection Panel, comprised of 8 tenants, 5 Councillors, and 5 staff, to select a preferred partner RSL for recommendation to the Council. At their meeting on 29 September 2005 Executive Cabinet further approved a statement of visions, values and aspirations to be used as part of the partner selection process, and identified essential criteria that the partner must meet. Executive Cabinet also agreed that the Stock Transfer be effected at no additional cost to the General Fund.

SELECTION PROCESS

- Expressions of interest were requested from interested RSLs, which resulted in formal submissions from 14. The Joint Selection Panel (JSP) short listed 6 RSLs for visit and interview; Accent Housing Group, Adactus Housing Group, Helena Housing, New Charter Housing Group, The Regenda Group and Twin Valley Homes. The final interviews took

place over 5 and 6 December. This involved a formal presentation from each of the 6 RSLs, followed by a set question session. During the two days there was an opportunity for other staff, tenants and Councillors not involved in the process to meet representatives from the six.

7. The final selection took place on the afternoon of 6 December, with 14 members of the JSP in attendance. This involved the use of feedback and discussion sessions, with the shortlist of six reduced through a process of elimination. There was then a straight vote between the last two RSLs to select the preferred partner. It was agreed that at the final vote, in addition to achieving a majority of the vote, there would need to be support across the three groups represented on the JSP, for a preferred partner to be selected.
8. Adactus Housing Group were selected as the preferred partner, with New Charter Housing Trust Group as the reserve. The proposed group structure for Adactus Housing Group, incorporating Chorley Community Housing (CCH) is attached as appendix 1.
9. A reserve partner has been selected as part of our risk management strategy should negotiations with Adactus break down irrevocably. Our intention to select a reserve was communicated to the 6 short listed RSLs prior to interview.
10. The recommendation of Adactus as the preferred partner has been approved by the Shadow Board for Chorley Community Housing.

REASONS FOR THE RECOMMENDATION

10. The reasons for selecting Adactus were that they offered greater opportunity for the long term sustainability and growth for Chorley Community Housing, real influence at the group level, whilst supporting our requirement for local accountability and delivery.
11. Adactus were able to meet all the Council’s essential criteria for the selection process, plus additional criteria identified during the selection process, as set out below:

Essential Criteria	Offer
Pre-ballot support (financial and non-financial)	Staff support for the transfer process, with the costs to be picked up by Adactus
Full under-writing of the Council’s pre-ballot at risk costs	Adactus to cover the pre-ballot costs as a gift, whatever the outcome of the ballot.
Assistance in delivering a positive ballot	Staff support to the transfer team.
Delivering Chorley Homes Standard	Enhanced Chorley Homes Standard, potentially delivered in a shorter time than initially planned at the time of the transfer application (subject to finalisation of the business plan).
Delivering additional affordable housing, and utilising modern methods of construction.	40 rented units per year for five years, to be owned and managed by Chorley Community Housing. Adactus have also taken an innovative approach to modernising pre-war terraced stock, which could be repeated in Chorley.
Utilise the VAT shelter, and agree to sharing capital receipts post-transfer.	Adactus have agreed to the use of a VAT shelter, with the first call being to cover any pension liabilities and environmental warranties. The sharing or future capital receipts is agreed, with the split to be determined through negotiation.
Involvement in local strategic partnerships.	Whilst this will be predominately an issue for Chorley Community Housing, Adactus will support CCH to do this.
Support for local autonomy, identity and presence.	Adactus strongly supported the establishment of CCH as a stock-holding RSL within the Adactus

identity and presence.	Group, with its own board of management, local identity and offices in the Borough.
Commitment to customer and employee care.	Adactus have a published customer care policy, and tenant satisfaction stands at 80%. Adactus have been awarded Investors In People status, and have trade union representation on their Joint Negotiating Committee.
Additional Criteria	
Delivering sustainability	The transfer of 600 properties currently owned by Adactus in Lancashire to CCH, plus any future development by the group in the County. At current levels this would provide an additional £2 million pounds in annual turnover, and an operating surplus of £300,000 per annum, to be re-invested by CCH.
Type of partnership	Medium size group. Adactus have offered 3 seats on the parent board for Chorley Community Housing.
Opportunities for the DLO	Adactus have a current DLO and see the two DLO's as separate, but sharing good practice. The transfer of 600 properties will also provide a significant opportunity to expand and develop the Chorley DLO.

- The offers made by Adactus will be set out in a Heads of Terms document to provide a legal framework for the partnership.

TRANSFER ACTIVITIES

- The selection of a preferred partner underpins the planned activities in relation to transfer which will take place in 2006, in the run up to the tenant ballot. The focus of activities will be on Chorley Community Housing, who will be the new landlord for Council tenants, subject to a positive ballot in favour of transfer. The key activities are:

Activity	Purpose
Staff conference	To introduce the Adactus Group to housing services staff, and to consult on the development of the staff offer document
Transfer Shop	Town centre shop, on Cleveland Street, due to be open in the new year. The shop and associated offices will house the transfer team, and will provide a town centre access point for information regarding the transfer, including demonstrations of some of the improvements included in the Chorley Homes Standard.
Exhibition Trailer	The trailer will go around the Borough for those tenants who are unable to come to the shop.
Show Homes	Two properties will be refurbished up to the Chorley Homes Standard so tenants can see the full range of improvements they can expect after transfer.
DVD/Video	To be distributed to all tenants, including details of what transfer will mean for tenants.
Offer document	Sent to all tenants on the rent roll, which will set out in full the Council's promise to tenants regarding transfer. This is initially sent out as a consultation document.
Ballot	A secret, postal ballot of all secure and introductory tenants.

COMMENTS OF THE DEPUTY CHIEF EXECUTIVE

14. The recommended preferred partner is able to fulfil all the essential criteria agreed by Executive Cabinet, and provides additional benefits in offering future growth for Chorley Community Housing. The development of additional affordable housing will contribute to meeting the housing needs in the Borough, and a key action within the Housing Strategy. The agreement to cover the pre-ballot costs as a gift assists in ensuring that transfer has a neutral effect on the General Fund. Other negotiations, in particular regarding accommodation and the transfer of land and other assets, are still to take place. The potential impact on the General Fund will remain central to these deliberations.

COMMENTS OF THE HEAD OF HUMAN RESOURCES

15. HR will continue to work closely with the Housing Stock Transfer Team to ensure that full employment communication and consultation is achieved and that any staff transfers to the new partner will meet the criteria of the Employment Protocol previously consulted on.

COMMENTS OF THE DIRECTOR OF FINANCE

16. Whilst the one off cost of transfer has been underwritten by the Partner RSL, as reference by the Deputy Chief Executive, the key actions now relate to the negotiations still to take place. Should the tenants and Council vote for a transfer the impact on the General Fund is significant. A strategy to bridge the gap has been devised but further detailed work with the Partner is now required in order that the actions required in that strategy, which effectively neutralises the cost of the transfer, are agreed with the Partner organisation.

RECOMMENDATION(S)

17. Executive Cabinet are recommended:
 - a) to approve the recommendation from the Joint Selection Panel, and ratified by the shadow Board for Chorley Community Housing, that Adactus Housing Group be the preferred partner RSL for the proposed housing transfer;
 - b) to note the planned activities to take place up to and including the ballot of tenants.

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

18. Adactus Housing Group have been selected following a rigorous assessment process. Adactus are able to meet all the essential criteria agreed for the selection of a preferred partner, and secure the best opportunity for the future sustainability and growth of Chorley Community Housing.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

19. Five other potential RSL partners were visited and interviewed but their submissions were not as strong overall as that from Adactus.

DONNA HALL
CHIEF EXECUTIVE

Background Papers			
Document	Date	File	Place of Inspection
Visions, values & aspirations	July 2005	JSP3-007	Duxbury Coach House

Report Author	Ext	Date	Doc ID
Richard Roe	235803	21 December 2005	ADMINREP/REPORT

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Report of	Meeting	Date
Head of Information & Communication Technology (introduced by the Executive Leader)	Executive Cabinet	12 January 2006

IMPLEMENTING E-GOVERNMENT STATEMENT 2005

PURPOSE OF REPORT

- To gain Member approval of the Councils IEG5 eGovernment return which details the Councils progress in terms of the Governments defined Priority Outcome programme, BVPI157 and efficiency targets.

CORPORATE PRIORITIES

- The IEG Statement relates to a programme of work that will contribute significantly to the delivery of each of our corporate priorities. The programme is already delivering notable improvements in service accessibility, efficiency and enhancing the capacity of service units.

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	

- Failure to deliver the Councils IEG programme will have a serious impact upon the delivery of its corporate efficiency and service improvement programme. This would impact upon the Council strategically, financially, operationally and in terms of reputation.
- The implications of failing to meet the Governments Priority Outcome and BVPI targets are also significant. The Government have reserved the right to reclaim IEG funding for undelivered outcomes (although it is thought unlikely to happen) and future CPA assessments will incorporate Priority Outcome performance with 4 star status only being possible if all outcomes have been delivered.

BACKGROUND

- Government requires all local authorities in England to submit an IEG return on an annual basis. The IEG statement is an essential part of the Government's national monitoring process for assessing electronic local service delivery capability against the 2005 target and supports the delivery of priority outcomes for local e-government. It is an important feedback mechanism for assessing progress towards realising the benefits from the



investment in e-government and the use of IEG funding. The return is in a strict format determined by the Office of the Deputy Prime Minister (ODPM).

7. The Governments Priority Outcome programme comprise 73 outcomes that help councils to improve the delivery of services to citizens and business, enhance business process efficiency and embed e-government within the mainstream of organisational culture. The priority outcomes are grouped into ten priority service areas derived from the seven shared priorities for local government and four cross cutting themes designed to help councils realise the transformation of working practices through the application of technology.
 - Schools
 - Community information
 - Democratic renewal
 - Local environment
 - E-Procurement
 - Payments
 - Libraries, sports & leisure
 - Transport
 - Benefits
 - Support for vulnerable people

 - Supporting new ways of working
 - Accessibility of services
 - High take-up of web-based transactional services
 - Making it easy for citizens to do business with the council

8. E-Government is about exploiting the power of information and communication technologies to help transform the accessibility, quality and cost effectiveness of public services. It is about placing citizens and customers at the heart of the Council and building service access, delivery and democratic accountability around them. We are in the process of radically transforming the way we do business with customers, suppliers and partners alike.

9. The Council is currently reviewing its information and communications technology (ICT) strategy and has an eGovernment strategy in place. This strategy includes a work programme to deliver e-Government in line with the Government targets. The Council also recently approved a Customer Focussed Access and Service Design Strategy, which takes forward the programme to consider issues such as accessibility, efficiency and take-up.

PROGRESS

10. The Council has made significant progress against the targets set. At the time of submitting the return we had e-enabled 97.95% of services with an expectation of meeting 100% by 31 December 2005.

11. In terms of Priority Outcomes, of the 29 'required' outcomes with a target date of 31 December 2005, we have achieved 27 (one is the responsibility of the County Council). The second category of outcomes, which are classed as 'Good' have a target date of the 31 March 2006. Of these 25 we have already completed 16. The remaining 19 are classed as 'excellent' and earlier in the programme, high performing local authorities that had already achieved, or largely achieved, the defined required and "good" e-government outcomes, were asked to agree a baseline and targets for promoting awareness and take-

up of e-services. In the IEG5 submission the Council have been asked to comment on a number of the 'excellent' outcomes.

12. There is still a good deal of work to do as the remaining outcomes are very likely to be the most difficult, encompassing national issues such as authentication and the numbering schemes to identify businesses.

13. The work we have done to achieve our eGovernment targets has already contributed to the delivery of high quality services. In August 2005 the Council achieved the highest possible inspection rating for Customer Access and Focus following a Best Value Inspection. In their report that detailed their decision to award the Council a 3 star rating with excellent prospects for improvement, the Audit Commission commented that;

'Sophisticated technology and e-government initiatives provide high quality access and speedy response and deliver efficiency savings which are passed onto the customer in the form of improvements.'

14. Looking back, we have achieved a great deal through our eGovernment Programme, not only providing immediate benefits but building the foundations upon which we can deliver further efficiencies and service quality improvements. Notable developments include: -

- A 'state of the art' one stop shop for customer service
- 'Content Plus' Rated Web Site (SOCITM Better Connected 2004)
- On line payments
- On-line access to Councillor details, the forward plan, committee agenda, reports and minutes
- Re-engineered business processes
- Partnership working at local, sub-regional, regional and national levels,
- A business case driven approach to change
- 97.95% of all services are available electronically (at the time of submission), with the expectation of 100% by the end of December 2005
- e-procurement including reverse auctions
- Re-engaged community through new methods of voting at two pilot elections producing the highest turnout in the UK local elections in 2002 (63%)
- Comprehensive 24/7 access to local planning services via our web site
- Efficiencies and service quality improvements through mobile working
- Integration of front and back-office systems
- Shared Services Contact Centre providing a single point of contact for district and county services
- A County wide Community Portal

15. Whilst this illustrates a good deal of technical progress, it is important that the progress is translated into real improvements for our customers. I believe real change has been achieved, a view reinforced by the Audit Commission who felt that the Council

'provides a good range of access channels that fit well with local needs. These include well-developed electronic access and a modern, one-stop shop with excellent facilities. Standards are high and there is a strong customer-focused culture across the Council with staff and councillors clearly committed to continuously improving the experience of service users.'

They also recognized the lead role played by the Council in eGovernment, not only in terms of the Shared Services Contact Centre but also regionally.

'It is influential in the development of e-government across Lancashire and in the North West region and has a lead role in the delivery of the Lancashire-wide Shared Contact Centre project which aims to deliver wide ranging customer benefits through partnership working.'

16. The Council continues to apply technology to deliver efficiencies and service quality and accessibility improvements. The implementation of eGovernment projects both in the front and back offices have made a significant contribution to realized and projected efficiencies. Contributing schemes include;
- Democratic Services administration system that allows on-line search and enquiry facilities and applies workflow technology to the creation and publication of Council agendas, reports and minutes.
 - A Council wide electronic document management system
 - Mobile working facilities for Neighbourhood Wardens and Benefits staff.
 - New integrated Financial Management system
 - An on-line flexible working hours system
 - Home Working

LOOKING FORWARD

17. We will continue with the work required to deliver all the Priority Outcomes. Delivery remains a significant piece of work that will continue beyond the March 2006 target date as technologies and systems are implemented across the authority.
18. The Audit Commission has stated that Councils aspiring to achieve 4 stars must have achieved all Priority Outcomes.
19. It is not expected that there will be further IEG grant funding for the remainder of the Priority Outcomes programme.
20. Work will soon begin on developing an action plan to implement the recently approved Customer Focussed Access and Service Design Strategy, which provides the vision for the continued delivery of efficiencies, service quality improvements and increased take-up of eGovernment facilities.
21. The statement shows a strong position. The Council has achieved the vast majority the achievable outcomes and fully expects to meet the 100% 2005 BVPI target.

COMMENTS OF THE HEAD OF HUMAN RESOURCES

22. Taking into consideration the significance of this programme and the benefits relating to its successful delivery, it is essential that the capacity and workflow of the unit is reviewed on a systematic basis to ensure that corporate objectives can be achieved.

COMMENTS OF THE DIRECTOR OF FINANCE

23. The report sets out what the Council has achieved through its policy decision to invest in new technology, which by any standards is commendable. The IEG Statement contains information on what the Council proposes to spend in the financial years 2006/07 and 2007/08 and these costs are contained in the Capital Programme already presented to Members.

RECOMMENDATION(S)

24. It is recommended that Executive Cabinet approve the Council's IEG5 Statement.

REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

25. Guidance states that Council should approve the IEG5 statement.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

26. None

TIM MURPHY

HEAD OF INFORMATION & COMMUNICATION TECHNOLOGY

Background Papers			
Document	Date	File	Place of Inspection
IEG5 Statement	19 December 2005	Chorley IEG5 Statement1.pdf	http://democracy.chorley.gov.uk/ecCatDisplay.asp?bcr=1&sch=doc
Customer Focus and Access Best Value Inspection	August 2005		http://democracy.chorley.gov.uk/ecCatDisplay.asp?bcr=1&sch=doc

Report Author	Ext	Date	Doc ID
Tim Murphy	5455	20 December 2005	Executive Report IEG5 12Jan06

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IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2005 (IEG5)

"Meeting the targets for e-government"

Name of Authority: Chorley Borough Council

IEG Contact Name: Tim Murphy

Email: tim.murphy@chorley.gov.uk

Telephone No: 01257 5155455

Submitted date: 19/12/2005

Local Context

‘Sophisticated technology and e-government initiatives provide high quality access and speedy response and deliver efficiency savings which are passed onto the customer in the form of improvements.’¹

The above statement is an extract from the Council's recent Customer Access and Focus Best Value Inspection when the Council was awarded the best possible rating of 3 stars with excellent prospects for improvement. This judgement, which followed a rigorous assessment process, is evidence of the Council's progress since the government first published its white paper "Modernising Government" in the summer of 2000.

Our vision was initially set out in the Council's first Implementing Electronic Government (IEG) Statement in November 2001 and refined in IEG2 in October 2002. Since that time, the Council has embraced its role as Community leader and working with the Local Strategic Partnership has produced a Community Strategy setting out a vision in which Chorley will be recognised as the most sought after place to live and work in the North West, offering excellent quality of life to all its residents and will be at the heart of regional developments whilst retaining its character. The document details priorities and outcomes for the partnership for the period 2005-2035. We recognise the on-going role that eGovernment can play in the delivery of the Partnership's aspirations. Indeed, much of the investment already made in eGovernment is delivering results in areas seen as key to the community. The principles upon which our eGovernment programme is based are consistent with the goals of the Partnership and remain current:-

- building services around citizens' choices (Citizen-focused government)
- making the Council and its services more accessible (Accessible services)
- social inclusion (to achieve cohesion across all members of our society)
- using information better (to ensure accessibility for all citizens and smarter decision making)
- joining up services (to improve the quality of service and our capacity to deliver)
- working in effective partnerships wherever this is beneficial to cost, risk and delivery

Looking back, we have achieved much through our eGovernment Programme. Our achievements to date not only provide immediate benefits but are also the foundations upon which we will deliver further efficiencies and service quality improvements. They include: -

- A 'state of the art' one stop shop for customer service,
- 'Content Plus' Rated Web Site (SOCITM Better Connected 2004)
- On line payments,
- On-line access to Councillor details, the forward plan, committee agenda, reports and minutes
- Re-engineered business processes,
- Partnership working at local, sub-regional, regional and national levels,
- A business case driven approach to change
- 97.95% of all services are available electronically (at the time of submission), with the expectation of 100% by the end of December 2005.
- e-procurement including reverse auctions
- Re-engaged community through new methods of voting at two pilot elections producing the highest turnout in the UK local elections in 2002 (63%)
- Comprehensive 24/7 access to local planning services via our web site
- Efficiencies and service quality improvements through mobile working
- Integration of front and back-office systems
- Shared Services Contact Centre providing a single point of contact for district and county services.

Whilst this illustrates a good deal of technical progress, it is important that the progress is translated into real improvements for our customers. We believe we have achieved real change, a view reinforced by the Audit Commission who felt that the Council '*provides a good range of access channels that fit well with local needs. These include well-developed electronic access and a modern, one-stop shop with excellent facilities. Standards are high and there is a strong customer-focused culture across the Council with staff and councillors clearly committed to continuously improving the experience of service users.*'¹

The Council will continue to play a full role in sub-regional and regional partnerships such as NWeGG and the Lancashire eGovernment Network, whilst further developing the commercial partnerships that have contributed to our success. The county wide Shared Services Contact Centre Project is a notable partnership where together with Northgate, Lancashire County Council and five other districts, we have implemented a virtual contact centre based on shared infrastructure. We were the first Council to 'go-live' within the Partnership and continue to lead in pilot areas such as integration. The Council chose the partnership approach to ensure the realisation of maximum benefit to customers through joined up working with the County Council

to deliver a single point of contact for both District and County services. It also delivers maximum efficiencies in areas such as shared procurement, extended opening hours and call overflow arrangements. The Audit Commission recognised the lead role the Council has played in eGovernment, not only in terms of this particular project but also in regional terms.

*'It is influential in the development of e-government across Lancashire and in the North West region and has a lead role in the delivery of the Lancashire-wide Shared Contact Centre project which aims to deliver wide ranging customer benefits through partnership working.'*¹

The Council's contribution at a national level in the form of advice and operational expertise has been formally recognised by the ESD Toolkit Steering Group.

The Council continues to apply technology to deliver efficiencies and service quality and accessibility improvements. The implementation of eGovernment projects both in the front and back offices have made a significant contribution to efficiencies both realised and projected. Contributing schemes include;

- Democratic Services administration system that allows on-line search and enquiry facilities and applies workflow technology to the creation and publication of Council agendas, reports and minutes.
- A Council wide electronic document management system
- Mobile working facilities for Neighbourhood Wardens and Benefits staff.
- New integrated Financial Management system
- An on-line flexible working hours system
- Home Working

This programme is governed by the Council's Efficiency and Transformation Board, which is chaired by the Group Director with Member representation in the form of the Deputy Leader. The Council has established an Efficiency Officer post to co-ordinate work in this area.

Looking forward, the Council's approved Customer Focussed Access and Service Design Strategy provides the vision for the continued delivery of service quality improvements and increased take-up of eGovernment facilities. It recognises the importance of a greater understanding of customers and their needs, the need to understand and address barriers to take-up and the role of channel migration in improving customer service and delivering efficiencies. The Borough of Chorley faces a number of challenges, e.g. 55% of the working population travels outside the borough to work whilst demographics show an increasingly aging population. Our strategic view of access to, and take-up of, services recognises this and advocates putting the customer and their needs at the heart of the organisation whilst using technology to reduce social exclusion, improve accessibility (especially for hard to reach groups), drive up quality and improve efficiency.

¹ Customer Access and Focus Best Value Inspection – Audit Commission August 2005

Section 1 - Priority Outcomes (self-assessment)

Satisfactory progress towards delivery of the listed priority outcomes listed below is required within the remit for achieving e-government by 2005

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<p>R1 Parents/guardians to apply online for school places for children for the 2007 school year. The admissions process starts about a year before the beginning of the school year, e.g. September 2006 for 2007 entry.</p>	Amber 01/05/2005	Amber 01/05/2005	Amber 01/05/2005
	<p>Comment: The County Council are building an internal product which fully integrates with the existing computer based admissions administration software (EDIMIS). The product aims to be ready for May 2006 in preparation for readiness for September 2006 Admissions. They will be aiming for the minimum 5% usage of the admissions application system and then set further targets based on achievements and any problems experienced in the first year. We will deep link to such output as the County develop.</p>		
<p>R2 Online access to information about educational support services that seek to raise the educational attainment of Looked After Children.</p>	Amber 31/12/2004	Green 31/12/2005	Green 31/12/2005
	<p>Comment: Such information is currently available on the County Council web site and progress has been made in developing a dedicated web site which will deliver significantly more than the requirements of this priority outcome. As well as seeking to raise the educational attainment of LAC, it will provide information on special activities and specialist advice in a secure area. The secure area will also provide children with a safe area and a means of securely contacting their Social Worker. We will deep link to such output as the County develop.</p>		
<p>G1 Development of an Admissions Portal and / or e-enabled telephone contact centre to assist parents, carers and children in their choice of, and application to local schools</p>	Green 01/06/2005	Green 01/06/2005	Green 01/06/2005
	<p>Comment: This will be delivered through the County Council contact centre, which went live with telephony in October 2005.</p>		
<p>If already 'green' on R1, R2 & G1 above please comment on</p> <p>E1 Agreed baseline and targets for take-up of online schools admissions service and educational attainment of Looked After Children.</p> <p>Otherwise you may leave this row blank.</p>	<p>Comment:</p>		
<p>R3 One stop direct online access and deep linking to joined up A-Z information on all local authority services via website or shared telephone contact centre using the recognised taxonomy of the Local Government Category List (see www.laws-project.org.uk).</p>	Green 01/07/2005	Green 01/07/2005	Green 01/07/2005
	<p>Comment: A schema for a joint A-Z of services has been agreed on a County wide basis. We have populated the A-Z from data in our content management system and the ESD toolkit and it is being used in our Contact Centre and the Lancashire Portal.</p>		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<p>R4 Local authority and youth justice agencies to co-ordinate the secure online sending, sharing of and access to information in support of crime reduction initiatives in partnership with the local community.</p>	<p>Amber 01/01/2004</p>	<p>Green 31/12/2005</p>	<p>Green 31/12/2005</p>
	<p>Comment: The Council, through the Chorley Community Safety Partnership has supported the development of the Multi-Agency Data Exchange (MADE) gathering information from the Police, Youth Offending Team, probation, education and social services to assist in crime reduction activity and to contribute to crime audits. The MADE system is accessed through a dedicated secure area on the Safer Lancashire web-site, the development of which was supported by the Council in partnership with Lancashire County Council. We look forward to using the products of GovConnect to further enable the secure sending and sharing of information.</p>		
<p>G2 Empowering and supporting local organisations, community groups and clubs to create and maintain their own information online, including the promotion of job vacancies and events.</p>	<p>Green 30/04/2005</p>	<p>Green 30/04/2005</p>	<p>Green 30/04/2005</p>
	<p>Comment: We currently offer this facility to Parish Councils on our web-site. The 'Lancashire Hotspot' - the Lancashire Portal, also allows community groups to create and maintain their own web-sites.</p>		
<p>If already 'green' on R3, R4 & G2 above please comment on</p> <p>E2 Agreed baseline and targets for customer satisfaction and efficiency savings between the supplying organisations on shared community information initiatives.</p> <p>Otherwise you may leave this row blank.</p>	<p>Comment:</p>		
<p>R5 Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily.</p>	<p>Green 30/03/2005</p>	<p>Green 30/03/2005</p>	<p>Green 30/03/2005</p>
	<p>Comment: Minutes, reports and agendas are published on-line and the diary of future meetings is updated daily. During the implementation of this system, the opportunity was taken to re-engineer the processes employed to create and publish reports, minutes and agendas to ensure maximum efficiencies and citizen engagement were realised.</p>		
<p>R6 Providing every Councillor with the option to have an easy-to-manage set of public web pages (for community leadership purposes) that is either maintained for them, or that they can maintain themselves.</p>	<p>Green 01/12/2005</p>	<p>Green 01/12/2005</p>	<p>Green 01/12/2005</p>
	<p>Comment: Each Councillor currently has their own web page within the Council's web site identifying their name, ward and contact details, committee membership etc. Councillors can also create and maintain their own web-sites using either the Lancashire Community Portal or our own Democratic Services Administration system.</p>		
<p>G3 Citizen participation and response to forthcoming consultations and decisions on matters of public interest (e-consultation), including facility for citizens to sign up for email and/or SMS text alerts on nominated topics.</p>	<p>Green 01/04/2003</p>	<p>Green 01/04/2003</p>	<p>Green 01/04/2003</p>
	<p>Comment: The Council offers e-mail alerts through its web site. E-consultation exercises have been undertaken on topics such as the Council's budget, planning policies, customer focus strategy and young peoples activities.</p>		
<p>G4 Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files).</p>	<p>Green 01/07/2003</p>	<p>Green 01/07/2003</p>	<p>Green 01/07/2003</p>
	<p>Comment: The Council already provides a multimedia resource on its local priorities. See http://www.chorley.gov.uk/section.asp?doc=9870. This is supplemented by an interactive local development plan.</p>		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<p>If already 'green' on R5, R6, G3 & G4 above please comment on</p> <p>E3 Agreed baseline and targets for e-participation activities, including targets for citizen satisfaction.</p> <p>Otherwise you may leave this row blank.</p>	<p>Comment: The Council has provided channels of e-participation in areas such as leisure services with text alerts and we were a pilot authority in the last e-voting pilots. We will be working towards the identification of baseline performance and targets during 2006 and developing the means by which participation can be tracked and satisfaction monitored. We will be including the question on 'ability to engage with the Council in public consultation in future citizen surveys</p>		
<p>R7 Online public reporting/applications, procurement and tracking of environmental services, includes waste management and street scene (e.g. abandoned cars, graffiti removal, bulky waste removal, recycling).</p>	<p>Green 01/07/2005</p>	<p>Green 01/07/2005</p>	<p>Green 01/07/2005</p>
<p>Comment: Reports and applications for services can be made via the Council's web-site or by telephone to the Council's Contact Centre. Refuse collection difficulties are detailed on-line and collections routes are detailed on our web-site and we continue to work closely with the County Council to deliver refuse collection routes and other information via the County wide GIS. We are the only District to have supplied datasets for inclusion. We have introduced mobile working for Neighbourhood Wardens and have seen significant improvements in effectiveness and efficiency as a result.</p>			
<p>R8 Online receipt and processing of planning and building control applications.</p>	<p>Green 01/12/2005</p>	<p>Green 01/12/2005</p>	<p>Green 01/12/2005</p>
<p>Comment: Applications and fees can both be submitted via the Planning Portal. We plan to integrate the Portal and our back-office planning system in January 2006 to deliver further service efficiencies.</p>			
<p>G5 Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information.</p>	<p>Green 16/12/2004</p>	<p>Green 16/12/2004</p>	<p>Green 16/12/2004</p>
<p>Comment: We link to the County Council provided 'Mario' GIS system at http://mario.lancashire.gov.uk The Lancashire Shared Services Contact Centre partnership is contractually committed to provide integration between the CRM and GIS. We are the first District Council in Lancashire to publish tree preservation order and refuse collection round datasets on the County Council GIS and are pursuing the delivery of more information in this way.</p>			
<p>G6 Sharing of Trading Standards data between councils for business planning and enforcement purposes.</p>	<p>Amber 01/12/2004</p>	<p>Amber 01/12/2004</p>	<p>Green 31/03/2006</p>
<p>Comment: Trading Standards is a County Council function. Whilst Trading Standards work closely with colleagues in other parts of the country, including through the use of the Trading Standards Central website, we understand there is much to do to e-enable the sharing of information. It is expected that the Trading Standards Central and Consumer Direct initiatives will assist here, as only national solutions will be able to resolve some of these issues. We will link to such output as the County Council develops and the Shared Services Contact Centre will enable the delivery of County Council services such as these through our Contact Centre and One Stop Shop.</p>			
<p>G7 Use of technology to integrate planning, regulation and licensing functions (including Entertainment Licensing and Liquor Licensing) in order to improve policy and decision-making processes around the prevention of anti-social behaviour.</p>	<p>Amber 01/09/2005</p>	<p>Amber 01/09/2005</p>	<p>Green 31/03/2006</p>
<p>Comment: The implementation of a common application across the Councils licencing functions has delivered true service integration. The system also ensures multi function e.g. Planning and multi-agency e.g. Police involvement in the decision making process.</p>			

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<p>If already 'green' on R7, R8, G5, G6 & G7 above please comment on</p> <p>E4 Agreed baseline and targets for take-up of planning and regulatory services online, including targets for customer satisfaction and efficiency savings.</p> <p>Otherwise you may leave this row blank.</p>	Comment:		
<p>R9 Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.</p>	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
<p>G8 Establishment of a single business account (i.e. a cross-departmental 'account' run by the local authority whereby businesses are allocated a unique identifier that can be stored and managed via a corporate CRM account facility supporting face-to-face, website and contact centre transactions).</p>	Amber 31/01/2005	Amber 31/01/2005	Green 31/03/2006
<p>G9 Regional co-operation on e-procurement between local councils.</p>	Green 01/07/2002	Green 01/07/2002	Green 01/07/2002
<p>If already 'green' on R9, G8 & G9 above please comment on</p> <p>E5 Access to virtual e-procurement 'marketplace';</p>	<p>Comment: Chorley was one of the founder members of the Roses Marketplace which was established in 9 local authorities and funded by Central Government. The participating Councils worked in partnership with a private company to establish the e-procurement system in each of the Councils during 2003 and this system is now fully integrated with our new Financial system. Chorley was also the lead authority in one of the first joint Council e-auctions carried out in September 2003 as a pilot for the Roses partners. Tenders for common goods or services negotiated in individual Councils or through joint working are now also made available to other partner authorities. Chorley is also a member of the Regional Centre of Excellence Working Group looking at the development of e-Procurement across the North West.</p>		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<p>E6 Inclusion of Small and Medium Enterprises (SMEs) in e-procurement programme, in order to promote the advantages of e-procurement to local suppliers and retain economic development benefits within local community;</p>	<p>Comment: As part of the Roses project a forum was held for our key suppliers, the majority of whom are SME's, to explain the Council's vision, goals and objectives on e-procurement. This was well attended and well received and we were able to sign up the 20 companies required under the terms of the project funding to trade electronically with us on the marketplace. We see supplier engagement as a key objective for the Council and have now established a 'Selling to the Council' guide on our website which greatly improves the information readily available to companies wanting to trade with the Council and who they need to contact about specific areas of potential business. Suppliers are also now able to download our tender documentation electronically. We have also jointly commissioned, with two neighbouring Councils, a supplier analysis which will provide more detailed information about the Supplier base and profile across the 3 Councils. The results of this project will help inform how we further develop our supplier relationships and we plan to hold further forums early in 2006 with key suppliers at which our future e-Procurement strategy can be explained.</p>		
<p>E7 Agreed targets (please specify) for efficiency savings by December 2005, including the % of undisputed invoices paid in 30 days (BVPI 8). Otherwise you may leave these rows blank.</p>	<p>Comment: The Council has a published target of £2330 for cross-cutting e-procurement efficiencies for 2004/5. We aim to pay 96% of undisputed invoices within 30 days.</p>		
<p>R10 Online facilities to be available to allow payments to the council in ways that engender public trust and confidence in local government electronic payment solutions (e.g. email receipting/proof of payment, supply of automatic transaction ID numbers).</p>	<p>Green 01/10/2003</p>	<p>Green 01/10/2003</p>	<p>Green 01/10/2003</p>
<p>Comment: Our e-payments solution has been in place since October 2003 and meets these criteria.</p>			
<p>R11 Delivery of 'added value' around online payment facilities, including ability to check Council Tax and Business Rate balances online or via touch tone telephone dialling.</p>	<p>Green 01/10/2003</p>	<p>Green 01/10/2003</p>	<p>Green 01/10/2003</p>
<p>Comment: Our e-payments solution has been in place since October 2003 and meets these criteria.</p>			
<p>G10 Demonstration of efficiency savings and improved collection rates from implementation of e-payments.</p>	<p>Green 01/11/2004</p>	<p>Green 01/11/2004</p>	<p>Green 01/11/2004</p>
<p>Comment: In relation to this outcome, we demonstrate an efficiency in section 6. As examples, we no longer have cashier counters leading to savings in excess of £20,000 and have introduced 'Payment Cards' producing a transaction saving of over a pound. We have also extended the Direct Debit facility to sundry debtor invoices through the implementation of our new Financials system leading to improved collection rates. We will continue to monitor the work of the epayments national project.</p>			
<p>G11 Registration for Council Tax and Business Rates e-billing for Direct Debit payers.</p>	<p>Amber 01/02/2005</p>	<p>Amber 01/02/2005</p>	<p>Green 31/03/2006</p>
<p>Comment: The cost of linking to a secure online data store integrated to our Revenues and Benefits system had, until recently, proved prohibitive. However, recent discussions with suppliers have indicated that progress may be possible. We will continue to work with suppliers and others to achieve this target as there are significant potential benefits to citizens and to the Council.</p>			
<p>If already 'green' on R10, R11, G10 & G11 above please comment on</p>	<p>Comment:</p>		
<p>E8 Provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phone).</p>	<p>Comment:</p>		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
E9 Adoption of smart cards as standard for stored payments (e.g. replacing swipe cards).	Comment:		
E10 Agreed baseline and targets for reductions in unit costs of payment transactions. Otherwise you may leave these rows blank.	Comment:		
R12 Online renewal and reservations of library books and catalogue search facilities.	Green 01/01/2004	Green 01/01/2004	Green 01/01/2004
Comment: Our web site deep links to http://lclcat.lancashire.gov.uk:8001/www-bin/www_lclcat This takes you to the County Council's web page from which their catalogue can be searched. Further work is being done to enhance this service.			
R13 Online booking of sports and leisure facilities, including both direct and contracted-out operations.	Green 01/12/2005	Green 01/12/2005	Green 01/12/2005
Comment: We ensured that the recent renegotiation of our Leisure Services contract included the provision of on-line booking services. Contracts have been agreed and it is expected that implementation will begin in the new year.			
G12 Integrated ICT infrastructure and support to ensure the consistent delivery of services across all access channels (e.g. web, telephone, face to face) based on e-enabled back offices and smart card interfaces for council library, sports and leisure services.	Amber 01/12/2005	Amber 01/12/2005	Green 31/03/2006
Comment: Whilst the Council has an integrated infrastructure across primary delivery channels this does not yet encompass Smartcards for leisure services (although Smartcards are in use for concessionary travel). The Council's leisure services are contracted out. Therefore the exemption in the IDEA Explanatory Notes for Priority Outcomes for contracted out leisure services is noted.			
If already 'green' on R12, R13 & G12 above please comment on E11 Agreed baseline and targets for take-up of library, sports & leisure services online, including targets for customer satisfaction and efficiency savings. Otherwise you may leave this row blank.	Comment:		
R14 Online facilities to be available to allow the public to inspect local public transport timetables and information via available providing organisation, including links to 'live' systems for interactive journey planning.	Green 01/04/2002	Green 01/04/2002	Green 01/04/2002
Comment: We have achieved this target – http://www.ukbus.co.uk/cgi/lcchome.htm Our local service web site also links to www.thetrainline.com . To improve journey planning we are working in partnership with the County Council to offer integrated travel information from the towns Rail and Bus stations.			
R15 Online public e-consultation facilities for new proposals on traffic management (e.g. controlled parking zones (CPZs), traffic calming schemes), including publication of consultation survey results.	Green 01/03/2005	Green 01/03/2005	Green 01/03/2005
Comment: The Council carries out consultation through its web site.			
G13 E-forms for parking "contravention mitigation" (i.e. appeal against the issue of a penalty charge notice), including email notification of form receipt and appeal procedures.	Green 01/09/2004	Green 01/09/2004	Green 01/09/2004
Comment: This target has been achieved by the third party provider of the managed parking service at www.parkwise.co.uk			

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<p>G14 GIS-based presentation of information on roadworks in the local area, including contact details and updated daily.</p>	Green 16/12/2004	Green 16/12/2004	Green 16/12/2004
<p>If already 'green' on R14, R15, G13 & G14 above please comment on</p> <p>E12 Agreed baseline and targets for customer satisfaction and efficiency savings.</p> <p>Otherwise you may leave this row blank.</p>	<p>Comment: We already link to the County Council provided 'Mario' GIS system at http://mario.lancashire.gov.uk which displays all roadworks data for the borough in an easy to find format.</p> <p>Comment: The Council has agreed customer satisfaction targets for our One Stop Shop and is exceeding them. Baseline performance was established by a county wide MORI poll and from that a PSA target established. The Council's efficiency targets are detailed in our Annual Efficiency Statement.</p>		
<p>R16 E-enabled "one stop" resolution of Housing & Council Tax Benefit enquiries via telephone, contact centres, or via one stop shops using workflow tools and CRM software to provide information at all appropriate locations and enable electronic working from front to back office.</p>	Green 01/07/2005	Green 01/07/2005	Green 01/07/2005
<p>R17 Online facilities to be available to allow citizens or their agents to check their eligibility for and calculate their entitlement to Housing & Council Tax Benefit and to download and print relevant claim forms.</p>	Green 01/02/2003	Green 01/02/2003	Green 01/02/2003
<p>G15 Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens homes.</p>	Amber 01/07/2005	Amber 01/07/2005	Green 31/03/2006
<p>If already 'green' on R16, R17 & G15 above please comment on</p> <p>E13 Agreed baseline and targets for turnaround in processing of Council Tax and Housing Benefit claims (BVPI 78) and renewals.</p>	<p>Comment: On line facilities are in place on our web site to check eligibility and calculate entitlement for benefits. In addition the claim form is available as a download and we have on line interactive tools to assist claimants and their advocates find their way through the regulations</p> <p>Comment: The Council recognises the efficiencies and service quality improvements that will result from the delivery of this outcome and are committed to realising them. Benefits staff are currently trained to take applications in the home. We are trialling technology that we hope will allow the processing of claims from the citizens home. The Contact Centre partnership has secured North West Centre of Excellence funding to develop a business case for the further development of mobile working and integration in the areas of Revenues and Benefits.</p>		
<p>E14 Pre-qualification of Council Tax and Housing Benefit claimants for other eligible entitlements (e.g. school uniform grants, free school meals), including pre-filling of relevant claim forms.</p> <p>Otherwise you may leave these rows blank.</p>	<p>Comment: The Council has set a target of 28.5 days for the processing of new claims (performance 26.3 days) from a baseline of 35 days. For Change of circumstances we have set a target of 8.5 days (performance 8.1 days) from a baseline of 9 days turnaround.</p>		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<p>R18 Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.</p>	<p>Green 01/11/2005</p>	<p>Green 01/11/2005</p>	<p>Green 01/11/2005</p>
<p>Comment: The County Council provide comprehensive information on Care Services provided by LCC and other agencies on the Web which is, in turn, available to contact centre and other staff including staff within the Chorley Borough Council Contact Centre. This is continually reviewed, maintained and improved. They are also working on producing a DVD to provide advice on how to access services which will give our Service Users an additional access channel.</p>			
<p>R19 Remote web access or mediated access via telephone (including outside of standard working hours availability) for authorised officers to information about individual 'care packages', including payments, requests for service and review dates.</p>	<p>Amber 01/10/2004</p>	<p>Green 31/12/2005</p>	<p>Green 31/12/2005</p>
<p>Comment: The County Council are currently developing an electronic social care record capable of being shared with health partners and service users. We already have a facility available for Welfare Rights clients: http://www.lancashire.gov.uk/environment/welfarerights/cases.asp Other services, eg Social Services Emergency Duty Team, rely on round the clock availability of information on individual cases, to ensure consistent and responsive service delivery. They have made it possible to access live information from their Social Care software, ISSIS via 3G and take up of this service will be a key objective for 2006. However, this is dependent on 3G coverage across the county. Remote access to ISSIS is also possible through the use of a Service User's phone line and mediated access is available out of hours via the telephone. ISSIS holds all the relevant information on "care packages".</p>			
<p>G16 Systems to support joined-up working on children at risk across multiple agencies.</p>	<p>Amber 01/01/2004</p>	<p>Amber 01/01/2004</p>	<p>Green 31/03/2006</p>
<p>Comment: This is in hand through the County Councils work on IRT and multi-agency data sharing. They have made some progress with shared access to networks with NHS staff, and recognise the challenges faced here, some of which will require national solutions. ISSIS has been successfully developed into an ICS and data sharing is in place with other council directorates such as Education. New ways of sharing data are constantly under consideration and projects currently in place to share information with other agencies such as Lancashire Police by April 2006.</p>			
<p>G17 Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.</p>	<p>Green 01/07/2005</p>	<p>Green 01/07/2005</p>	<p>Green 01/07/2005</p>
<p>Comment: Live access to EDIMIS and ISSIS makes it possible to complete assessments using laptops remotely in the field and there will be a focus on rolling out these technologies during 2006. Information can be shared electronically with Education, and electronic SAP pilots are in place to share information with PCT's. However the majority of Lancashire's 8 PCT's are still making paper based assessments. The complex structure of Lancashire's PCT's and their low level of ICT means there are significant barriers to enabling electronic data sharing. Multi agency co-located teams have been established to address some of these issues and it is planned Lancashire's 8 PCT's will merge into one which will significantly reduce barriers as standard systems are implemented across the County.</p>			

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<p>If already 'green' on R18, R19, G16 & G17 above please comment on</p> <p>E15 Agreed baseline and targets for customer satisfaction, including improvement in numbers of users/carers who said that they got help quickly (BVPI 57).</p> <p>Otherwise you may leave this row blank.</p>	<p>Comment:</p>		
<p>R20 Email and Internet access provided for all Members and staff that establish a need for it.</p>	<p>Green 01/10/2002</p>	<p>Green 01/10/2002</p>	<p>Green 01/10/2002</p>
	<p>Comment: This target has been achieved. All members have internet access, council e-mail accounts, laptops and printers provided. We have implemented broadband access for members and are in the process of rolling this out to all members. All staff have access to the internet and e-mail subject to their agreement to the Council's Internet and e-mail Usage Policy.</p>		
<p>R21 ICT support and documented policy for home/remote working (teleworking) for council members and staff.</p>	<p>Amber 01/04/2005</p>	<p>Green 31/12/2005</p>	<p>Green 31/12/2005</p>
	<p>Comment: Council Members are provided with laptops and support to allow them to work from their homes. The Council has a home working working policy for staff and expects to trial home-working in the 2006.</p>		
<p>R22 Access to home/remote working facilities to all council members and staff that satisfy the requirements set by the Council's published home/remote working policy.</p>	<p>Amber 01/10/2002</p>	<p>Green 31/12/2005</p>	<p>Green 31/12/2005</p>
	<p>Comment: All members are currently provided with full home working facilities. Members and staff can currently access the Council's intranet from home and we are about to pilot the provision of secure remote access to e-mail and network storage for staff</p>		
<p>G18 Establishment of e-skills training programme for council members and staff with recognised basic level of attainment (e.g. European Computer Driving Licence, British Computer Society Qualification "e-Citizen").</p>	<p>Green 01/12/2002</p>	<p>Green 01/12/2002</p>	<p>Green 01/12/2002</p>
<p>If already 'green' on R20, R21, R22 & G18 above please comment on</p> <p>E16 Agreed targets for baseline and efficiency savings arising from the introduction of new ways of working.</p> <p>Otherwise you may leave this row blank.</p>	<p>Comment: This target has already been achieved. We continue to be committed to the support of staff in achieving ECDL certification. All staff are in line for ECDL training - we aim to maintain a level of 50% of staff trained to this standard. We also offer a programme of training for members.</p>		
<p>R23 Self-service or mediated access to all council services outside standard working hours via the Internet or telephone contact centres (i.e. available for extended hours outside of 9am-5pm Monday to Friday).</p>	<p>Amber 01/02/2002</p>	<p>Green 31/12/2005</p>	<p>Green 31/12/2005</p>
	<p>Comment: The Council has established an Efficiency and Transformation Board to oversee the delivery of the targets set in our Annual Efficiency Statement. The Board is chaired by the Group Director and has high level Member involvement in the form of the Deputy Leader and Executive Member for Customers, Policy and Performance. The work of the Board includes an extensive programme of internal efficiency projects such as self service expense claims, on-line flexi system and the redesign of the Council's intranet. The Council has committed to efficiency targets in our Annual Efficiency Statement.</p> <p>Comment: All services will be available through our web site and our call centre will provide extended hours of operation. The Contact Centre Partnership is to explore a partnership approach to the delivery of extended opening hours.</p>		

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
R24 Implementation of a content management system (CMS) to facilitate devolved web content creation and website management.	Green 01/02/2003	Green 01/02/2003	Green 01/02/2003
Comment: We have already achieved this target through the implementation of our Abacus WebStructure CMS			
G19 Adoption of ISO 15489 methodology for Electronic Document Records Management (ERDM) and identification of areas where current records management policies, procedures and systems need improvement to meet the requirements of Freedom of Information (FOI) and Data Protection legislation (see www.pro.gov.uk/about/foi/map-local.rtf).	Amber 01/10/2004	Amber 01/10/2004	Green 31/03/2006
Comment: The Council has formally adopted ISO 15489. We are currently piloting an Electronic Document and records management system that complies with the standard with a view to implementing it across the organisation. The business case clearly demonstrates the efficiencies that can result from achieving this outcome.			
G20 Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see www.w3.org/WAI).	Green 01/05/2003	Green 01/05/2003	Green 01/05/2003
Comment: Our web site meets Level AA. We are continuously working together with our CMS supplier to enforce achievement to this level consistently. The Council relies on standards such as Bobby and the RNIB for quality assurance in this important area.			
G21 Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (see www.egifcompliance.org & www.govtalk.gov.uk).	Amber 01/09/2002	Amber 01/09/2002	Green 31/03/2006
Comment: The Council ensures that all ICT procurement is e-GIF compliant. Our web site already complies with the eGMS. We are also working to ensure that all electronic information and records are meta tagged to eGMS standards whether public facing or not as a part of our on-going Information Management Project. Following consultation with NCC, we are considering accreditation.			
If already 'green' on R23, R24, G19, G20 & G21 above please comment on E17 Agreed baseline and targets for efficiency savings based around improved accessibility of services and information. Otherwise you may leave this row blank.	Comment:		
R25 Online publication of Internet service standards, including past performance and commitments on service availability.	Green 20/12/2004	Green 20/12/2004	Green 20/12/2004
Comment: Our internet service standards, including past performance are published on our web site.			
R26 Monitoring of performance of corporate website, or regional web portal, between 2003/04 and 2005/06 in order to demonstrate rising and sustained use, as measured by industry standards including page impressions and unique users.	Green 01/08/2003	Green 01/08/2003	Green 01/08/2003
Comment: We achieve this target through a web analytics service from 'e-visit analyst'.			
G22 Establishment of internal targets and measures for customer take-up of e-enabled access channels.	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
Comment: We have set local targets for improvements in customer services standards, take up and widening the choice of access channels for more services. Our Customer Focussed Access and Service Design Strategy will develop an action plan to deliver our targets.			
G23 Adoption of recognised guidelines for usability of website design (see www.laws-project.org.uk).	Green 01/03/2005	Green 01/03/2005	Green 01/03/2005
Comment: We are seeking to implement the RNIB 'See It Right' Guidelines alongside the usability guidelines developed by LAWS			

Outcome And Transformation Area Description	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<p>If already 'green' on R25, R26, G22 & G23 above please comment on</p> <p>E18 Agreed baseline and take-up targets for migration of local authority business to e-access channels (e.g. web, telephone contact centres, Interactive Digital TV, mobile telephone) by 2005/06, including efficiency savings.</p> <p>Otherwise you may leave this row blank.</p>	<p>Comment: Although the Council has yet to fix firm targets for this, we recognise the importance of migration to the delivery of efficient and high quality services. The Council has an approved Customer Focused Access and Service Design Strategy which develops this theme and an action plan to develop and deliver targets will be developed in early 2006. The Council has established the new post of Customer Access Officer to lead on this work.</p>		
<p>R27 Systems in place to ensure effective and consistent customer relationship management across access channels and to provide a 'first time fix' for citizen and business enquiries, i.e. using a common database, which holds customers records, to deliver services across different channels, and enabling joined-up and automated service delivery.</p>	<p>Green 01/09/2005</p>	<p>Green 01/09/2005</p>	<p>Green 01/09/2005</p>
<p>Comment: The Council is a partner in a County wide Contact Centre. We have implemented CRM and automated call distribution and are delivering Environmental Services through the centre. A twelve month implementation plan is in place to deliver a CRM driven solution across all channels and all services.</p>			
<p>R28 All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.</p>	<p>Amber 01/09/2004</p>	<p>Amber 01/09/2004</p>	<p>Green 31/03/2006</p>
<p>Comment: We are working with our partners in the Lancashire Shared Services Contact Centre to achieve this. This outcome is a contractual commitment.</p>			
<p>R29 100% of email enquiries from the public responded to within one working day, with documented corporate performance standards for both email acknowledgements and service replies.</p>	<p>Amber 01/09/2004</p>	<p>Green 31/12/2005</p>	<p>Green 31/12/2005</p>
<p>Comment: Our Customer Promise has been amended to reflect this target. We already have published corporate performance targets for acknowledgements and replies.</p>			
<p>G24 Integration of customer relationship management systems with back office activity through use of enabling technology such as Workflow to create complete automation of business process management.</p>	<p>Amber 01/10/2004</p>	<p>Amber 01/10/2004</p>	<p>Green 31/03/2006</p>
<p>Comment: The Council recognises the critical nature of integration to both high quality customer services and delivering efficiencies. We are currently working with our CRM providers and back-office systems suppliers to deliver integration through LGOLnet where possible. We are also actively pursuing the integration of back-office systems to our LLPG with a goal of delivering a single property database across the Council.</p>			
<p>G25 Facilities to support the single notification of a change of address, i.e. a citizen should only have to tell the council they have moved on one occasion and the council should then be able to update all records relating to that person to include the new address.</p>	<p>Amber 01/12/2004</p>	<p>Green 31/12/2005</p>	<p>Green 31/12/2005</p>
<p>Comment: Following extensive internal consultation, facilities to support the Single notification of change of address have been developed and are in testing. Implementation is expected by the target date.</p>			
<p>If already 'green' on R27, R28, R29, G24 & G25 above please comment on</p> <p>E19 Agreed baseline and improvement targets for the percentage of public enquiries about council services resolved at first point of contact and efficiency savings resulting from investment in customer relationship management and workflow technology.</p> <p>Otherwise you may leave this row blank.</p>	<p>Comment: The Council has an approved Customer Focused Access and Service Design Strategy which stresses the importance of first point of contact resolution. The Council has set targets of 99% face to face first point of contact resolution and are piloting a target of 92% in our Contact Centre. Partnership targets are set in a PSA.</p>		

Section 2 - Change Management (self-assessment)

Authorities are asked to provide information on advisory good practice outcomes relating to the internal organisation and management practices of the council that are required to help deliver the people, systems and service management changes necessary for e-government. Information supplied here will be used to inform national policy, but does not fall within the remit of the December 2005 target.

Change Management Area	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<ul style="list-style-type: none"> Appointment of people to the following key local e-government functions in your Council (see http://www.idea-knowledge.gov.uk/idk/aio//206757): 			
i) Member & officer e-champions	Green 01/07/2001	Green 01/07/2001	Green 01/07/2001
	Comment: The Council has had an e-Government Champion at both officer and member level since 2001. The Member e-Champion is Councillor J Wilson who is also the Leader of the Council. The Officer e-Champion is Paul Morris, Group Director. In addition the Deputy Leader has portfolio responsibility for eGovernment.		
ii) e-government programme manager	Green 01/04/2002	Green 01/04/2002	Green 01/04/2002
	Comment: Our e-Government and Programme Manager was appointed in 2001 and we have recently redesignated the post 'Efficiency Officer' to recognise the increasing synergy of the efficiency and eGovernment programmes		
iii) customer services management	Green 01/01/2003	Green 01/01/2003	Green 01/01/2003
	Comment: The Council has established a role of Customer Services Manager within a new unit of Customer, Democratic and Office Support Services. We are considering plans to establish Customer Services as a separate service unit.		
<ul style="list-style-type: none"> Inclusion of competency development of the above key functions and training for staff affected by e-Government projects, within the Council's workforce development planning (for more information about the e-capacity Building Programme see http://www.lamip.org/MicroSites/eCapacityBuilding/Pages/TemplateUser.aspx?PageType=StandardContent&XSL=standardcontent&Key=1) 	Green 30/11/2004	Green 30/11/2004	Green 30/11/2004
	Comment: The Council has developed a competency based performance management framework which addresses key areas of competency including those required for the succesful delivery of e-government eg managing projects/programmes, managing change, customer focus, performance focus and risk management.		
<ul style="list-style-type: none"> Establishment of an e-delivery programme board 	Green 01/01/2002	Green 01/01/2002	Green 01/01/2002
	Comment: The Council established an e-Government Group in 2001. Recent governance developments within the Council resulted in it merging with two other efficiency/technology based programme boards to form the 'Efficiency and Transformation Board'.		

Change Management Area	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<ul style="list-style-type: none"> • Use of formalised programme & project management methodologies (e.g. PRINCE2, MSP) to support e-delivery programme 	<p>Green 01/03/2003</p>	<p>Green 01/03/2003</p>	<p>Green 01/03/2003</p>
<p>Comment:The Council has produced its own PRINCE2 based methodology and templates ideally suited to shire districts. It has been adopted by the North West e-Government Group, Lancashire e-Government Group and Connected Cumbria as the defacto standard for each of these partnerships own projects as well as several other local authorities across the region. Additionally we are now establishing Project Management across the Council and have set up a corporate projects office and introduced a new post of Project Support Officer to support project managers. This is underpinned by a significant training programme.</p>			
<ul style="list-style-type: none"> • Documentation/agreement of corporate risk management strategy for roll-out of local e-government, including regular review of risk mitigation measures 	<p>Green 01/04/2003</p>	<p>Green 01/04/2003</p>	<p>Green 01/04/2003</p>
<p>Comment:The Council has developed a corporate approach to risk management building on best practice by ALARM, SOLACE and CIPFA. This is tied into a strong corporate governance culture. The Council has a Risk Management Group and all services maintain a Risk Register. Risk to the e-government programme is reviewed regularly by the Efficiency and Transformation Board and each project considers and manages project related risk.</p>			
<ul style="list-style-type: none"> • Use of customer consultation/research to inform development of corporate e-government strategy 	<p>Green 31/12/2001</p>	<p>Green 31/12/2001</p>	<p>Green 31/12/2001</p>
<p>Comment:The Council is committed to continuous improvement built on consultation with its customers. We have a citizens panel which has been consulted specifically on e-Government alongside research undertaken by MORI on behalf of the Lancashire Public Service Agreement in relation to the stretch e-Government target. Additionally, all visitors to our one stop shop are requested to complete a customer satisfaction survey. The Council has recently consulted widely on a draft Customer Focussed Access and Service Design Strategy. This document advocates customer engagement and consultation to gain the increased customer intelligence required to allow effective segmentation and drive forward our channel migration plans. To resource this key area the Council has established the new posts of Customer Access Officer and Equality and Diversity Officer. The Councils recent Customer Focus Best Value Inspection recognised the work done in this area and awarded the Council a three star rating with excellent prospects for improvement, the best rating possible.</p>			

Change Management Area	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<ul style="list-style-type: none"> Establishment of policy for addressing social inclusion within corporate e-government strategy 	Amber 01/06/2001	Green 31/12/2005	Green 31/12/2005
<p>Comment:The Council's very first IEG Statement gave a commitment to avoidance of the digital divide. That commitment was re-stated in the Council's Social Inclusion Action Plan in 2003. The roll out of the Peoples Network through the County Council's network of libraries has resulted in the current position whereby 96% of all citizens are within 2 miles of a free internet access point. Additionally the Council offers free internet access within our one stop shop. We have also worked with the local community to help develop community based technology projects such as that at the Tatton Community Centre. Improved access to, and take up of, public services is a target in the Community Strategy which is then translated into actions within the Councils Corporate Strategy. A key vehicle for the delivery of this strategic objective is the recently approved Customer Focussed Access and Service Design Strategy which reinforces the Councils commitment to social inclusion as it seeks to identify and remove barriers to the take up of services. The Council has also established the posts of Customer Access Officer and Equality and Diversity Officer to drive this work forward.</p>			
<ul style="list-style-type: none"> Identification of the specific needs of the most disadvantaged groups and exploring how Information Communication Technologies (ICT) can help to address these needs (see http://www.socialexclusion.gov.uk/page.asp?id=583) 	Red 01/12/2005	Amber 31/12/2005	Amber 31/12/2005
<p>Comment:The recently approved Customer Focussed Access and Service Design Strategy clearly reinforces the Council's commitment to social inclusion as it seeks to identify and remove barriers to the take up of services. The Council has also established the posts of Customer Access Officer and Equality and Diversity Officer to drive this work forward. We have noted the work of the ODPMs Social Exclusion Unit and will be assessing the actions detailed in their plan of action.</p>			
<ul style="list-style-type: none"> Appointment of officer(s) to lead on corporate governance of information assets and information legislation (e.g. Freedom of Information Act), including information sharing and data quality audit procedures 	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
<p>Comment:As part of its FOI implementation project the Council created a secondment opportunity to lead on Information Management as an interim measure. The Director of Legal Services has taken a strategic lead. The remit is much larger than just FOI and will look at all aspects of information management best practice recognising the importance of information as a corporate asset.</p>			
<ul style="list-style-type: none"> Establishment of Public Services Trust Charter re the use of personal information collected to deliver improved services, including data sharing protocol framework (see http://www.dca.gov.uk/foi/sharing/toolkit/lawguide.pdf & http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf) and designation of an Information Sharing Officer 	Amber 31/03/2005	Amber 31/03/2005	Amber 31/03/2005
<p>Comment:This will be addressed in partnership with other public service organisations. Sub-regionally, we have been working on protocols with Lancashire's Health, Fire and Police authorities, and with the two Unitary authorities. We are also involved in the NWEWG work on data sharing.</p>			
<ul style="list-style-type: none"> Establishment of partnerships for the joint (aggregated) procurement of broadband services 	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
<p>Comment:Prior to its recently announced closure contact had been made with the Regional Aggregation Board and options explored. It was agreed that given the Council's minimal broadband requirements that there are no opportunities for joint working at the moment. The joint procurement of broadband services was achieved as part of the Shared Services Contact Centre project.</p>			

Change Management Area	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<ul style="list-style-type: none"> Engagement with intermediaries re addressing issues of take up and efficiency in the delivery of e-government services (e.g. Citizens Advice Bureaux) and including intermediaries component of Government Connect (see http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf & http://www.govconnect.gov.uk/ccm/portal) 	Amber 01/10/2005	Amber 01/10/2005	Green 31/03/2006
<p>Comment:We aim to take account of the CAB's requirements published in 2003 in their own e-Government Strategy alongside the suggested framework from the e-Government Unit. Any such arrangements will address areas of efficiency and take-up of e-services.</p>			
<ul style="list-style-type: none"> Compliance with BS 7799 on information security management 	Amber 01/11/2004	Green 31/12/2005	Green 31/12/2005
<p>Comment:The Council is committed to compliance with this standard. We engaged CLAS accredited consultants to carry out a gap analysis, produce an action plan to achieve compliance and develop an Information Security Policy. This work is complete and the results are awaiting approval following a consultation process.</p>			
<ul style="list-style-type: none"> Implementation of Benefits Realisation Plan for delivery of local e-government programme strategic objectives 	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
<p>Comment:Part of the Council's review of progress against its IEG1 Vision Statement included an assessment of the benefits realised to date from all areas of the e-Programme. Benefits Realisation is a systematic element of the Council's Project Management Methodology and is assessed on an on-going basis by the Efficiency and Transformation Board.</p>			
<ul style="list-style-type: none"> Completion of mapping of Local Government Services List transactions against approved security levels (0-3) (see http://www.esd.org.uk/standards/lgs/lgsi.doc & http://www.authentication.org.uk/levels.asp & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc) 	Amber 01/01/2005	Green 31/12/2005	Green 31/12/2005
<p>Comment:The Council has fulfilled its commitments in this area.</p>			
<ul style="list-style-type: none"> Planned compliance to HMG Security and authentication frameworks through commitment to citizen, employee and volunteer account registration in Government Connect (see http://www.govconnect.gov.uk/ccm/portal) 	Amber 01/06/2005	Green 31/12/2005	Green 31/12/2005
<p>Comment:The Council has registered interest in GovConnect and intend to adopt its products</p>			
<ul style="list-style-type: none"> Compliance with an independent trust scheme approval process designed to provide assurance for individuals and companies using or relying upon e-business transactions (see www.tscheme.org) and which will work with Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) 	Amber 01/07/2003	Amber 01/07/2003	Amber 01/07/2003
<p>Comment:We have already agreed 'trusted' status for some service partners, and will extend this approach. The traffic light is kept at 'Amber' to reflect the complexities as well as the number of organisations we work with.</p>			
<ul style="list-style-type: none"> Use of Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) to support: <ul style="list-style-type: none"> i) personalisation & registration for services categorised at security levels '0' and '1' through the citizen account ii) adoption of Unique IDentifiers (UIDs) and associated standards, as designated in Government Connect 			
	Amber 30/09/2005	Amber 30/09/2005	Amber 30/09/2005
<p>Comment:We have registered an interest in Gov Connect and intend to adopt the products of the project. We have already implemented LGOLnet as our preferred middleware product.</p>			
	Amber 30/09/2005	Amber 30/09/2005	Amber 30/09/2005
<p>Comment:We have registered an interest in Gov Connect and intend to adopt the products of the project. We have already implemented LGOLnet as our preferred middleware product.</p>			






Change Management Area	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
iii) the bereavement journey & closing of accounts (see http://www.cabinetoffice.gov.uk/regulation/pst/projects/mad/bereave.asp)	Amber 30/09/2005	Amber 30/09/2005	Amber 30/09/2005
	Comment: We have registered an interest in Gov Connect and intend to adopt the products of the project. We have already implemented LGOLnet as our preferred middleware product.		
iv) citizen & business authentication for services for services categorised at security levels 0-3	Amber 30/09/2005	Amber 30/09/2005	Amber 30/09/2005
	Comment: We have registered an interest in Gov Connect and intend to adopt the products of the project. We have already implemented LGOLnet as our preferred middleware product.		
v) registration & authentication of employees for internal and cross-agency services	Amber 30/09/2005	Amber 30/09/2005	Amber 30/09/2005
	Comment: We have registered an interest in Gov Connect and intend to adopt the products of the project. We have already implemented LGOLnet as our preferred middleware product.		
vi) corporate approach to collection of e-payments	Amber 30/09/2005	Amber 30/09/2005	Amber 30/09/2005
	Comment: We have registered an interest in Gov Connect and intend to adopt the products of the project. We have already implemented LGOLnet as our preferred middleware product.		
vii) cross agency secure transactions (Government to Government)	Amber 30/09/2005	Amber 30/09/2005	Amber 30/09/2005
	Comment: We have registered an interest in Gov Connect and intend to adopt the products of the project. We have already implemented LGOLnet as our preferred middleware product.		
viii) account structures for citizens, businesses, property, voluntary & community bodies, schools and parishes	Amber 30/09/2005	Amber 30/09/2005	Amber 30/09/2005
	Comment: We have registered an interest in Gov Connect and intend to adopt the products of the project. We have already implemented LGOLnet as our preferred middleware product.		
ix) common XML schema and frameworks for performance management, Local Strategic Partnerships and Local Area Agreements (where in place)	Amber 30/09/2005	Amber 30/09/2005	Amber 30/09/2005
	Comment: We have registered an interest in Gov Connect and intend to adopt the products of the project. We have already implemented LGOLnet as our preferred middleware product.		
x) GC Register (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en)	Amber 30/09/2005	Amber 30/09/2005	Amber 30/09/2005
	Comment: We have registered an interest in Gov Connect and intend to adopt the products of the project. We have already implemented LGOLnet as our preferred middleware product.		
xi) GC Exchange (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en)	Amber 30/09/2005	Amber 30/09/2005	Amber 30/09/2005
	Comment: We have registered an interest in Gov Connect and intend to adopt the products of the project. We have already implemented LGOLnet as our preferred middleware product.		
• Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) back office connection in place (Department Interface Server)	Amber 30/09/2005	Amber 30/09/2005	Amber 30/09/2005
	Comment: We have registered an interest in Gov Connect and intend to adopt the products of the project. We have already implemented LGOLnet as our preferred middleware product.		

Change Management Area	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<ul style="list-style-type: none"> Enable Directgov (see www.direct.gov.uk) to deeplink into service pages on local authority websites, by providing & maintaining URL data, based on Local Government Service & Interaction lists, standard schemas and formats, as directed by the Local Directgov programme (see http://www.localgov.gov.uk/localdirectgov/ieg5) 	Green 09/12/2005	Green 09/12/2005	Green 09/12/2005
	Comment: We have submitted all of the requested URL's to Local Direct Gov. We expect to make the remaining service URL's available before 17 March deadline.		
<ul style="list-style-type: none"> Reciprocal connection to Directgov (see http://www.direct.gov.uk) from corporate website and partnership portal(s) 	Green 01/05/2004	Green 01/05/2004	Green 01/05/2004
	Comment: The Council's web site links directly to DirectGov. We will be keen to explore syndication of content when DirectGov is ready to expand its services to include local e-services.		
<ul style="list-style-type: none"> Introduction of Digital Interactive TV services (see http://www.digitv.org.uk) 	Red 01/01/2005	Red 01/01/2005	Red 01/01/2005
	Comment: The Council do not see this delivery channel as a priority at the current time. However, our Customer Focussed Access and Service Design Strategy advocates the review of access channels in light of customer consultation and therefore DiTV will remain under review. We will continue to monitor the National DigiTV Project.		
<ul style="list-style-type: none"> Establishment of dedicated telephone contact centre(s) services 	Green 30/06/2005	Green 30/06/2005	Green 30/06/2005
	Comment: The Council have implemented a Contact Centre as part of a County wide partnship. This provides our citizens with a single point of contact for service delivered in a two tier environment. The partnership also provides opportunities for shared working to deliver extended working hours and overflow arrangements.		
<ul style="list-style-type: none"> Compliance with Freedom of Information Act 2000, including responding to requests for information from individuals within a reasonable time period (see http://www.lcd.gov.uk/foi/foidpunit.htm & http://www.pro.gov.uk/recordsmanagement/access/default.htm) 	Green 31/12/2004	Green 31/12/2004	Green 31/12/2004
	Comment: Our Information Management Project began in the autumn of 2004. Specialist consultancy was taken to identify issues and raise staff and Member awareness of the effects and implications of the Act. Formal processes have been established to receive and track FOI requests to a successful conclusion and responsibilities allocated.		
<ul style="list-style-type: none"> Regularly-maintained link from Local Land & Property Gazetteer (LLPG) to National Land & Property Gazetteer (NLPG) (see http://www.nlpg.org.uk) 	Green 31/03/2004	Green 31/03/2004	Green 31/03/2004
	Comment: The Council has now completed its Gazetteer creation phase and until recently was regularly updating information with the NLPG hub. Staffing issues resulted in a reduction in the frequency of updates in recent months but we have agreed an improvement schedule with the I&DeA to deliver an agreed updating schedule for the LLPG/NLPG and to use the LLPG as the corporate address database.		
<ul style="list-style-type: none"> Local Land & Property Gazetteer (LLPG) linked to Customer Relationship Management (CRM) systems 	Green 18/08/2005	Green 18/08/2005	Green 18/08/2005
	Comment: The Shared Services Contact Centre CRM is integrated with the Councils LLPG		
<ul style="list-style-type: none"> Connection to National Land Information Service (NLIS) at Level 3 (see http://www.nlis.org.uk) 	Green 30/11/2001	Green 30/11/2001	Green 30/11/2001
	Comment: The Council was one of the first in the UK to be connected to the NLIS hub at level 3		

Change Management Area	Current Status	Anticipated status at 31/12/2005	Anticipated status at 31/03/2006
<ul style="list-style-type: none"> Introduction and maintenance of an online service directory for Children's services for professionals working with children & young people, and allowing public access where possible (for further information see http://www.dfes.gov.uk/isa) 	Green 31/03/2005	Green 31/03/2005	Green 31/03/2005
<p>Comment:The County Council are addressing this through the extension of the local Family Information Network Directory. We will link to this when available.</p>			

Section 3 - BVPI 157

Councils are asked to complete the following table using the definition of Best Value Performance Indicator (BVPI) 157 for Electronic Service Delivery (Corporate). You are required to validate your local list of interactions against Version 2.01 of the Local Government Services List (LGSL) developed by local authority members of the esd-toolkit (www.esd-toolkit.org). All totals and percentages shown should be cumulative.

BVPI 157 Interaction Type	Forecast average IEG4.5 % e-enabled position at 31 December 2005	Actual				Forecast
		01/02 	02/03 	03/04 	04/05 	05/06 
Providing information: • Total types of interaction e-enabled • % e-enabled	99 %	• 80 • 22.10 %	• 180 • 49.72 %	• 325 • 89.78 %	• 358 • 98.90 %	• 362 • 100.00 %
Collecting revenue: • Total types of interaction e-enabled • % e-enabled	97 %	• 1 • 14.29 %	• 6 • 85.71 %	• 7 • 100.00 %	• 7 • 100.00 %	• 7 • 100.00 %
Providing benefits & grants: • Total types of interaction e-enabled • % e-enabled	96 %	• 6 • 100.00 %	• 6 • 100.00 %	• 6 • 100.00 %	• 6 • 100.00 %	• 6 • 100.00 %
Consultation: • Total types of interaction e-enabled • % e-enabled	97 %	• 0 • 0.00 %	• 14 • 53.85 %	• 23 • 88.46 %	• 26 • 100.00 %	• 26 • 100.00 %
Regulation (such as issuing licenses): • Total types of interaction e-enabled • % e-enabled	94 %	• 2 • 7.41 %	• 2 • 7.41 %	• 3 • 11.11 %	• 8 • 29.63 %	• 27 • 100.00 %
Applications for services: • Total types of interaction e-enabled • % e-enabled	97 %	• 15 • 9.62 %	• 43 • 27.56 %	• 133 • 85.26 %	• 152 • 97.44 %	• 156 • 100.00 %
Booking venues, resources & courses: • Total types of interaction e-enabled • % e-enabled	93 %	• 2 • 40.00 %	• 2 • 40.00 %	• 2 • 40.00 %	• 2 • 40.00 %	• 5 • 100.00 %
Paying for goods & services: • Total types of interaction e-enabled • % e-enabled	95 %	• 41 • 80.39 %	• 45 • 88.24 %	• 51 • 100.00 %	• 51 • 100.00 %	• 51 • 100.00 %
Providing access to community, professional or business networks: • Total types of interaction e-enabled • % e-enabled	97 %	• 6 • 6.67 %	• 16 • 17.78 %	• 72 • 80.00 %	• 79 • 87.78 %	• 90 • 100.00 %
Procurement: • Total types of interaction e-enabled • % e-enabled	95 %	• 0 • 0.00 %	• 2 • 66.67 %	• 3 • 100.00 %	• 3 • 100.00 %	• 3 • 100.00 %
Total: • Total types of interaction e-enabled • % e-enabled	98 %	• 153 • 20.87 %	• 316 • 43.11 %	• 625 • 85.27 %	• 692 • 94.41 %	• 733 • 100.00 %

Section 4 - Access Channel Take-Up

In order to demonstrate public take-up of the main e-access channels that you are investing in, you are asked to complete the table below detailing actual and forecast figures for numbers of e-enabled payment transactions and change of address notifications. Planning authorities should also complete the Local Service Website line for planning applications. It is important that e-access channel investment and rollout also facilitates accompanying improvements in the corporate management capability required to monitor and collect such statistics. Click on the light bulb icons for industry definitions of page impressions and unique users.

E-enablement & Main E-Access Channel Take-Up	Actual		Forecast		
	03/04	04/05	05/06	06/07	07/08
Local Service Websites					
• Page impressions (annual)	578,000	853,000	891,000	935,000	986,000
• Unique users, i.e. separate individuals visiting website (annual)	49,000	231,000	237,000	243,000	250,000
• Number of e-enabled payment transactions accepted via website	123	2,136	3,937	4,500	5,000
• Number of change of address notifications accepted via website	0	0	200	400	500
• Number of planning applications accepted via website (including through the Planning Portal)	0	0	10	60	180
	Comment: 2004 saw a phenomenal increase in the number of visitors to our site and this trend continues. Much of this can be attributed to the additional e-services now available such as the ability to pay on line as well as access to Council agendas, minutes and reports, planning applications and planning history along with housing repairs and benefits assessment tools and online forms.				
Telephone <i>(i.e. telephone interactions where officers can access electronic information and/or update records on-line there and then, including interactions in contact centres)</i>					
• Number of e-enabled payment transactions accepted by telephone	5,012	9,589	11,972	13,780	15,280
• Number of change of address notifications accepted via telephone	2,440	3,000	3,100	3,200	3,300
	Comment:				
Face To Face <i>(i.e. front-line operations where officers can access electronic information and/or update records on-line there and then, including interactions at reception desks, One Stop Shops & home visits)</i>					
• Number of e-enabled payment transactions accepted via personal contact	85,000	68,611	10,091	7,800	7,000
• Number of change of address notifications accepted via personal contact	702	680	500	350	200
	Comment:				

	Actual		Forecast		
E-enablement & Main E-Access Channel Take-Up	03/04	04/05	05/06	06/07	07/08
Other Electronic Media <i>(e.g. BACS, text messaging)</i>					
• Number of e-enabled payment transactions accepted via BACS	35,506	44,000	41,876	42,000	44,000
• Number of e-enabled payment transactions accepted via text message or other electronic form	66,494	82,401	124,037	130,000	125,000
• Number of change of address notifications accepted via other electronic media	468	550	660	900	1,000
	Comment:				
Non Electronic <i>(e.g. cash office, post)</i>					
• Number of payments accepted by cheque or other non-electronic form	165,000	159,190	158,762	145,614	137,465
• Number of change of address notifications accepted via non-electronic form	2,100	2,000	1,500	1,000	750
	Comment:				

Section 5 - Local e-Government Implementation Expenditure

Councils are asked to provide a summary of current and forecast expenditure on implementing electronic government up to 2007/08. This should include the standard elements in the table below and brief commentary on the use of IEG money. For 2005/6 onwards, please include best estimates of revenue and capital expenditure even though the council may not yet have officially approved the budgets. (Please note that implementing e-government expenditure refers to investment designed to e-enable local services and to transform their accessibility, quality and cost-effectiveness in line with the 2005 target. Cyclical spend related to the maintenance of the existing ICT infrastructure should not be included):

Programme Resource	Backward Look (£)		Forward Look (£)		
	01/02 to 03/04	04/05	05/06	06/07	07/08
• IEG capital grant	400,000	350,000	150,000		
	Comment: The Council continues to commit IEG funding to integration projects that will deliver long term efficiency and service quality benefits such as CRM to back office and back office to LLPG. We have developed a mobile working pilot that is capable of roll-out across other departments within the Council and are to commit resources to significant advances in Revenues and Benefits service delivery through self service and mobile working. We have implemented robust on-line payment systems and continue to roll out a corporate implementation of electronic document management. We also recognise the importance of effective information management and will be implementing an electronic document and records management system in 2006. We have invested in LGOLnet as our middleware product.				
• ODPM Local e-Government Support & Capacity Programme capital grant	0	0	0	0	0
	Comment:				
• your council's nominal pro rata share of ODPM Local e-Government Partnership Programme capital grant allocated in your area	123,000	7,000	0	0	0
	Comment: IEG funds are currently being spent on projects centred around our integration requirements. We have also invested heavily in our e-planning services and piloting areas of mobile working with our neighbourhood wardens.				
• financial contribution from public-private partnerships	0	0	0	0	0
	Comment:				
• resources being applied from internal revenue and capital budgets to implement e-government	1,046,000	575,440	278,840	178,640	30,000
	Comment: The Council continues to commit resources to integration projects which enable more efficient, high quality services to customers of 'Contact Chorley' which includes a telephone contact centre and a One Stop Shop. Integration projects are also enabling the delivery of a mobile, on-line Neighbourhood Warden service. We are also investing in the delivery of self-service facilities particularly in the area of Revenues and Benefits and are to extend mobile working facilities within the Council. We recognise the importance of effective information management and security and will ensure appropriate investment in these areas. We expect future investment decisions to include the redesign and relaunch of the				

Programme Resource	Backward Look (£)		Forward Look (£)		
	01/02 to 03/04	04/05	05/06	06/07	07/08
	Councils web-site and extending the use of electronic document management across the Council. We will also be investing resources in the transformation of business processes to deliver our efficiency targets. We are undertaking a wide range of internally facing eGovernment projects that will deliver significant efficiencies to the Council. Examples are the e-enabling of training services, self-service expense claims and the e-enabling of the Committee administration process which, as well as delivering significant customer benefits also results in notable internal efficiencies.				
• other resources (e.g. training) (please specify)	35,000	30,000	30,000	30,000	30,000
	Comment: Training includes our corporate programmes for ECDL for all staff, project management training and Business Process Transformation training. We also consider that management training provides the skills required to deliver a successful e-government programme.				
• ODPM e-Innovations Fund capital grant	0	0	0	0	0
	Comment:				
• financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB), EU funding	901,000	903,880	1,031,880	0	0
	Comment: Expenditure in 2004/05 and 2005/06 includes £904k per annum in respect of e-voting work on behalf of the ODPM, and use of the capital element of Planning Delivery grant for system improvements.				
TOTAL	2,505,000	1,866,320	1,490,720	208,640	60,000

Section 6 - Local e-Government Programme Efficiency Gains

The calculation of efficiency gains from local e-government has been designed to align with the approach to measuring achievement against the efficiency gains target set out in the January 2005 Efficiency Technical Note (ETN) for Local Government. Links to listed websites in the table Notes also offer a key source of support in calculating figures.

	Backward Look (£)		Forward Look (£)					
	04/05		05/06		06/07		07/08	
Efficiency Gains	Annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable
Corporate services, of which:								
• e-recruitment	3,300	0	15,000	10,000	25,000	20,000	20,000	20,000
	Comment: In line with the Council's Human Resources Strategy technology is being used to generate ongoing efficiencies in its recruitment practices and processes. Included in this statement are savings resulting from increased advertising of posts on the internet and further take up of electronic on-line job applications.							
• e-payments	1,840	0	32,000	27,000	10,000	0	10,000	0
	Comment: Chorley Council now offers a full range of payment channels to its customers. Payment by electronic means is becoming increasingly popular and because of this in 2005/06 the Council took a decision to close its cash office releasing £27,000 of cashable savings. These resources were redirected into other high priority service areas. The ongoing migration of customers between channels will be managed through the implementation of the Customer Focused Access and Service Design Strategy currently out for consultation. Other efficiency savings in this area result from the progressive introduction of Payment up Front for Council Services, rather than after service delivery which had been the custom and practice.							
• corporate services efficiencies not covered above	36,750	20,000	10,000	5,000	30,000	5,000	30,000	5,000
	Comment: Other corporate efficiencies are being delivered through the introduction of modern electronic systems to replace manual and inefficient processes. For example, the modern.gov committee administration system will lead to savings in processing time, storage requirements, and the number of printed committee papers. Similarly, developments with the Human Resources Management Information System, training administration, and eLearning will offer further opportunities to improve efficiency and redirect resources towards Council priorities. The developments under this heading come under the Council's eWorkforce Programme.							
e-Procurement, of which:								
• Service specific	0	0	0	0	0	0	0	0
	Comment:							

	Backward Look (£)		Forward Look (£)					
	04/05		05/06		06/07		07/08	
Efficiency Gains	Annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable
<ul style="list-style-type: none"> • Cross-cutting e-procurement efficiencies not covered above 	2,330	0	20,000	20,000	60,000	60,000	10,000	10,000
<p>Comment: Significant savings are being made in the Procure to Pay process through the use of electronic systems and payment methods. In addition Chorley continues to benefit from being a member of the Roses Marketplace and plans to build upon its past success with eAuctions. All of these developments are linked to the Council's Procurement Strategy which supports the National Procurement Strategy.</p>								
Productive time, of which:								
<ul style="list-style-type: none"> • Service specific 	0	0	0	0	0	0	0	0
<p>Comment:</p>								
<ul style="list-style-type: none"> • Cross-cutting productive time efficiencies not covered above 	50,000	0	20,000	0	30,000	10,000	45,000	10,000
<p>Comment: The Council is already using Knowledge Management tools and mobile working to improve services and internal working methods. During 2006/07 it is anticipated that Home Working will start to generate efficiency savings that may increase in future years. Split site accommodation is a key issue for the Council and the controlled use of home working may help to release buildings for sale.</p>								
Transactions	290,690	213,170	240,000	200,000	100,000	30,000	90,000	30,000
<p>Comment: This is a key area for the Council and it is expected that significant cashable and non-cashable savings will continue to be made here. These including the following: (a) Contact Chorley - The flagship virtual Contact Centre development being delivered in Partnership with 6 other Lancashire authorities, including the County Council. (b) Business Process Transformation (BPT) - Linked to the Contact Chorley development is a planned programme of BPT work designed to ensure maximisation of the efficiency gains from this and the associated use of technology for integration of services and information management (including Document Image Processing - DIP). (c) The Website - Channel Migration - The website remains at the core of the Council's eGovernment plans and further savings are anticipated from both transitional and information uses. This migration from other more costly and less efficient channels will be implemented under the Council's Customer Focused Access and Service Design Strategy. (d) eWorkforce Programme - As this programme continues further efficiencies are expected from projects such as the improved Intranet (named 'theloop' by staff), desk top flexitime management and on-line travel and subsistence claim forms.</p>								
Miscellaneous efficiencies not covered above	0	0	0	0	0	0	0	0
<p>Comment:</p>								
TOTAL EFFICIENCY GAINS - GROSS	384,910	233,170	337,000	262,000	255,000	125,000	205,000	75,000

	Backward Look (£)		Forward Look (£)					
	04/05		05/06		06/07		07/08	
	Annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable
Efficiency Gains								
LESS e-government implementation expenditure	1,866,320		1,490,720		208,640		60,000	
	Comment:							
TOTAL EFFICIENCY GAINS - NET	-1,481,410		-1,153,720		46,360		145,000	

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Report of	Meeting	Date
Deputy Chief Executive (Introduced by the Executive Leader, Councillor J Wilson)	Executive Cabinet	12 th January 2006

“LANCASHIRE LOCALS”

PURPOSE OF REPORT

1. To advise Members of Lancashire County Council’s proposals for new local committees called “Lancashire Locals”, which aim to strengthen local democratic decision making in Lancashire.

CORPORATE PRIORITIES

2. The proposal if implemented would increase the opportunities for local people to participate in local government decision-making. It is therefore consistent with the strategic objective in this Council’s draft new Corporate Strategy to get people involved in their communities.

RISK ISSUES

3. The proposal does not give rise to any significant risk issues for this Council, although looking ahead, Lancashire Locals could be cited at some future date as a mechanism by which a unitary County Council could devolve its decision making to a more local level.

BACKGROUND

4. Lancashire County Council has produced a consultation document, which sets out their proposals for strengthening local democratic decision making in the County with the introduction of local committees, to allow as many people as possible, with an interest in the proposals, to express views. A copy has been placed in the Members’ Room at the Town Hall and is also available on the County Council website at www.lancashire.gov.uk.
5. The proposed 12 committees, which are to be called “Lancashire Locals” will have a broad general remit as well as a wider range of services and functions over which local County Council Members can take decisions, exercise influence or monitor delivery and performance. This would mean that, within approved policies and budgets, the individual Lancashire Locals could respond to local circumstances without the need for frequent referrals back for constitutional changes.
6. The General Remit for the Lancashire Locals is as follows:
 - Lancashire Locals will be able to express views on policy, strategy or other matters specifically referred to them by the County Council or the District Council, and where appropriate to co-ordinate consultation with local stakeholders and communities.

- Lancashire Locals can also advise the County Council and/or the District Council and other public bodies as appropriate on issues of local interest or concern which are brought to its attention by members, local area councils or committees or other bodies, and members of the public.
 - The County Council will assess the opportunities presented by the Lancashire Locals to support new national policy initiatives (eg Every Child Matters, LAAs etc).
 - Lancashire Locals will have a key role to play in helping the County Council to respond to the Government's increased emphasis on neighbourhoods. To this end, Lancashire Locals will have authority to take decisions on County Council matters referred to them by Parish and Town Councils, Neighbourhood Management Boards and/or District Area Committees/Forums, provided these are within their remit and within approved policies and budgets.
7. The proposed Services and Functions of Lancashire Locals are detailed in the table within the attached Appendix and have been identified as suitable for any or all of the following:
- devolved decision making;
 - local influence;
 - local monitoring and examination.
8. Lancashire Locals will comprise all local county councillors elected to represent a District Area. The District Council's will be invited to become members of the Lancashire Locals and nominate an equal number of district councillors to sit on the Lancashire Local for their district. Both county and district councillors (one of which by law the County have indicated would have to be an Executive Member) will have equal voting rights. The County Council will still form a Lancashire Local made up of County Councillors. It is intended for meetings to be held at various venues throughout each district rather than in Town Halls and the County Council will provide the secretariat.
9. Lancashire Locals are intended to empower locally elected County Councillors to influence, monitor and take decisions about local government services in their area. They have the potential to:
- strengthen the representational role of local County Councillors;
 - enable District Councils and the County Council to work together more effectively to improve local services, for example it will enable local councillors from the County and District Councils to identify areas where joint working, joint decision making and joining up complementary service delivery can provide real benefits to local people.
10. It is proposed that Lancashire Locals be formally constituted in all 12 Districts from 1st April 2006. Some District Councils may wish to participate, but may have elections in May 2006. In these cases, it is the intention that the first meeting of the Lancashire Local would be held by no later than 31st July.
11. Each Lancashire Local will have an innovation fund budget of £50,000 in their first year of operation and £10,000 in subsequent years. The innovation fund is provided by Lancashire County Council for supporting the development of new and improved ways of working, both within the County Council and between the County and District Councils. Specifically the money can be used to:
- support one off investments that have a visible impact on the ground and/or improve local quality of life. Examples might include:

- a feasibility study into bringing revenue services closer together.
 - hosting showcase events to promote local authority services.
 - pump priming costs for one stop shops.
 - developing extended schools.
 - A one-off consultation or market research exercise to establish needs and priorities for service improvement.
-
- It can also be used to enhance local service delivery for those services selected for devolution in the district. But the innovation fund will only support schemes where it can be demonstrated that every alternative funding stream has been explored. Lancashire Locals must be satisfied that the schemes could not ordinarily be funded from elsewhere.

The funding cannot be spent on:

- grants to voluntary organisations, as there are other funding regimes for doing this.
 - feasibility studies into capital schemes, which may often raise local expectations and be undeliverable.
 - any scheme (either capital or revenue) that will create an ongoing revenue commitment (unless there are clear and firm guarantees that all the revenue costs will be met from mainstream budgets).
12. The responsibility functions of Lancashire Locals are set out in the Appendix. These include a number of functions relating to Highways. Given the County Council's recent decision regarding the Lancashire Highways Partnership, Lancashire Locals would provide an opportunity to influence Highway priorities in the future.

GENERAL COMMENTS

13. At a recent meeting of the District Leaders' Forum, District Leaders agreed to support the Lancashire Locals proposal in principle, subject to further consideration by the County Council of the following:
1. to ensure that a mechanism is found to link Lancashire Local with the twelve LSP's;
 2. to agree to the principle that the Chair and Vice Chair are elected by Members who serve on each Lancashire Local;
 3. that individual Lancashire Locals should have discretion to create their own agenda rather than acting as a platform to discuss LCC generic matters;
 4. that mechanisms for public participation be carefully thought through to avoid undue influence by a vocal minority;
 5. that thought be given regarding how Lancashire Local ties in with each district's locality agenda and in particular, the increasingly important focus on neighbourhoods.
14. These points have been conveyed to the County Council by way of a general response to the consultation on behalf of the 12 districts.
15. The Leader and Deputy Leader of the County Council have offered to meet with members if requested to discuss any aspect of the Lancashire Locals proposal.

COMMENTS OF THE DIRECTOR OF FINANCE

- 16. There are no financial implications for the Borough Council arising from this proposal. Although the proposal may result in extra funding being made available for the District.

COMMENTS OF THE HEAD OF HUMAN RESOURCES

- 17. There are no direct human resources implications arising from this proposal although members should note that requirements are likely to arise for reports, briefings and/or attendance at Lancashire Local meetings by Borough Council Officers from time to time.

RECOMMENDATIONS

- 18. Members are recommended to support the Lancashire Locals proposal in principle, subject to further consideration by the County Council of the matters referred to in paragraph 13 of this report.
- 19. The Council be recommended to appoint at its next Annual Meeting six members to serve on the Chorley Lancashire Local, subject to satisfactory responses from the County Council in relation to the matters referred to in paragraph 13.

COLIN B CAMPBELL
DEPUTY CHIEF EXECUTIVE

Background Papers			
Document	Date	File	Place of Inspection
Letter from the Leader of Lancashire City Council and Consultation Paper on Strengthening Local Democratic Decision Making in Lancashire	24 th October 05	ADM/COM/BGP	Deputy Chief Executive's Office

LANCASHIRE LOCALS – PROPOSED REMIT AND FUNCTIONS

Lancashire Locals will have a broad general remit as well as a wider range of services and functions over which local members can take decisions, exercise influence or monitor delivery and performance. This would mean that, within approved policies and budgets, the individual Lancashire Locals could respond to local circumstances without the need for frequent referrals back for constitutional changes.

GENERAL REMIT

- Lancashire Locals will be able to express views on policy, strategy or other matters specifically referred to them by the County Council or the District Council, and where appropriate to co-ordinate consultation with local stakeholders and communities.
- Lancashire Locals can also advise the County Council and/or the District Council and other public bodies as appropriate on issues of local interest or concern which are brought to its attention by members, local area councils or committees or other bodies, and members of the public.
- The County Council will assess the opportunities presented by the Lancashire Locals to support new national policy initiatives (eg Every Child Matters, LAAs etc).
- Lancashire Locals will have a key role to play in helping the County Council to respond to the Government’s increased emphasis on neighbourhoods. To this end, Lancashire Locals will have authority to take decisions on County Council matters referred to them by Parish and Town Councils, Neighbourhood Management Boards and/or District Area Committees/Forums, provided these are within their remit and within approved policies and budgets.

SERVICES AND FUNCTIONS

The functions included in the table below are those which have been identified as suitable for any or all of the following:-

- Devolved decision making
- Local influence
- Local monitoring and examination



SERVICE AREA AND SPECIFIC FUNCTION	ROLE OF LANCASHIRE LOCAL		
	DECISION MAKING	SHAPING/ INFLUENCING	MONITORING
Highways			
Highways policies and standards	No	Yes	-
Local Transport Plan	No	Yes	-
Highway special maintenance schemes	No	Yes	Yes
Street lighting special maintenance schemes	Yes	-	Yes
Local safety schemes/Capital Programme Schemes e.g. walking and cycling proposals	Yes	-	Yes
20 mph Zone - objections	No	Yes	Yes
Safety Cameras	No	Yes	Yes
Crime reduction street lighting capital schemes	Yes	-	Yes
Retaining Walls Strengthening Programme	Yes	-	Yes
Street Scene e.g. rationalising road markings, street furniture etc	No	Yes	Yes
Highway related Licences – eg. pavement cafes	Yes	-	-
Residents parking schemes	Yes	-	Yes
IT Public Enquiry reporting system – fault reporting of highways defects etc	No	-	Yes
Traffic regulation orders - If objections	Yes	-	-
School Crossing Patrols – Where there are staff vacancies, prioritising appointments	Yes	-	Yes
School Travel Plans, Where objections received	Yes	-	-
Locations for Pedestrian Crossings	Yes	-	-
Local Bus Services			
Consultation on local bus network and proposed changes in provision (subject to statutory timescales)	No	Yes	Yes
Bus Shelter Provision			
Location of Bus Shelters within LCC responsibility e.g. Quality Bus Routes, If objections	Yes	Yes	Yes

SERVICE AREA AND SPECIFIC FUNCTION	ROLE OF LANCASHIRE LOCAL		
	DECISION MAKING	SHAPING/ INFLUENCING	MONITORING
Car parking			
Charges and use of income generated from on-street parking (LCC responsibility)	No	Yes	Yes
To discuss local community transport needs	No	Yes	Yes
Environmental Projects			
Lancashire Environmental Action Fund, Green Partnership Awards, Small Sites Reclamation Programme and Reclamation and Management of Derelict Land	No	Yes	Yes
Waste			
Consultation on proposals for potential sites for future waste recycling and transfer facilities, as part of the Lancashire Waste Management Strategy	No	Yes	Yes
Location of Waste Facilities within the district area, where there are realistic options	Yes	-	-
Countryside Service			
Consultation on future Public Rights of Way Improvement Plan	No	Yes	Yes
Progress reports on Public Rights of Way Network	No	Yes	Yes
LCC Countryside and Recreation Policy	No	Yes	Yes
Adult Services			
Locality Commissioning Plans (LCP)			

SERVICE AREA AND SPECIFIC FUNCTION	ROLE OF LANCASHIRE LOCAL		
	DECISION MAKING	SHAPING/ INFLUENCING	MONITORING
Long Term Residential and Nursing Home Placements – Annual presentation of the LCP outlining how local services were being developed and delivered to meet local needs	No	No	Yes
Short Stay Placements – Annual presentation of the LCP outlining how local services were being developed and delivered to meet local needs	No	No	Yes
Rehabilitation Service – Annual presentation of the LCP outlining how local services were being developed and delivered to meet local needs	No	No	Yes
Day Care and Day Services – Annual presentation of the LCP outlining how local services were being developed and delivered to meet local needs	No	No	Yes
Domiciliary Care – Annual presentation of the LCP outlining how local services were being developed and delivered to meet local needs	No	No	Yes
Very Sheltered Housing – Annual presentation of the LCP outlining how local services were being developed and delivered to meet local needs	No	No	Yes
Partnership Boards <i>(Partnership Boards are made up of all the key stakeholders in a locality. This includes Service User and Carer representatives, PCT, Social Services, District Council (Housing), and the private and Voluntary Sector. The aim of the Partnership Boards is to bring together key stakeholders with the aim of shaping and influencing how services across agencies are delivered and developed within a locality. The Partnership Boards hold Senior Officers from Social Services, PCT and the District Councils to account for delivering local plans and government policy).</i>			
Learning Disability Partnership Boards – Annual presentation to keep local councillors informed and provide opportunity to examine and influence services for people with learning disabilities.	No	Yes	No
Physical Disability/Sensory Impairment Partnership Boards – Annual presentation to keep local councillors informed and provide opportunity to examine and influence services for people with physical disabilities/sensory impairment.	No	Yes	No

SERVICE AREA AND SPECIFIC FUNCTION	ROLE OF LANCASHIRE LOCAL		
	DECISION MAKING	SHAPING/ INFLUENCING	MONITORING
Older People Partnership Boards - Annual presentation to keep local councillors informed and provide opportunity to examine and influence services for older people.	No	Yes	No
Supporting People			
The Supporting People Team would present an annual report to Lancashire Local on what's happening within the district. The report would include performance information and information on service development and delivery.	No	No	Yes
Adult Education			
Development of Community learning provision, especially in areas of deprivation	No	Yes	Yes
Cultural Services			
Consultation on the pattern of library opening together with other appropriate local developments	Yes	Yes	Yes
County Museums Service - local management arrangements	No	Yes	Yes
Children and Young People			
Development of District based links for the Every Child Matters Agenda	No	Yes	Yes
School Organisation Reviews/School Place Planning	No	Yes	Yes
School Performance	No	No	Yes
Development of the 'Youth Matters' agenda	Yes	Yes	Yes
Asset Management			
Development of joint County and District Council asset management and shared facilities, particularly one-stop shops.	No	Yes	Yes
Customer Access			
Development and integration of Customer Access Strategies and service delivery	No	Yes	Yes

SERVICE AREA AND SPECIFIC FUNCTION	ROLE OF LANCASHIRE LOCAL		
	DECISION MAKING	SHAPING/ INFLUENCING	MONITORING
Performance Information			
Monitoring a range of appropriate district based performance information	No	Yes	Yes
Monitoring and advising on County Council actions identified in local community strategies.	No	Yes	Yes
Monitoring County Council performance at the District level towards the Local Area Agreement (LAA)/reward element of LAAs (formerly LPSA). <i>(LAAs are agreements between Central Government, County and District Councils and other Public Service Providers. These agreements are designed to improve services by setting demanding targets which have been agreed locally).</i>	No	No	Yes

Report of	Meeting	Date
Head of Development and Regeneration (Introduced by the Executive Member for Development and Regeneration, Councillor A Lowe and the Executive Member for Chorley Town Centre and Risk Management, Councillor A Gee)	Executive Cabinet	12 January 2006

CHORLEY TOWN CENTRE ACTION AREA AND RETAIL AND LEISURE POLICIES PREFERRED OPTIONS DEVELOPMENT PLAN DOCUMENT

PURPOSE OF REPORT

- 1 To seek Members endorsement for the attached draft of the Preferred Options Document on the town centre, retail and leisure proposals, which will form part of the Local Development Framework.

CORPORATE PRIORITIES

- 2 The production and implementation of the policies to be contained within the Development Plan Document is relevant to the Council's Corporate Priorities by improving the quality of the town centre environment, encouraging sustainable development and tackling social exclusion

RISK ISSUES

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

Strategy	3	Information	3
Reputation	3	Regulatory/Legal	3
Financial	3	Operational	3
People		Other	

- 4 Local authorities must become more pro-active and strategic in planning and managing town centres and this will have resource, reputation, information and regulatory implications for the Council.
- 5 Members will 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.

- 6 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 were unable to conform to a publicly set out timetable. Therefore, given the other work commitments on the Local Development Framework it is important that this document is finalised ready for public consultation in March of 2006.

7

BACKGROUND

- 8 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:
- a. Issues and Options
 - b. Preferred Options
 - c. Submission
- 9 The new Planning system is intended to be “front loaded”. In September 2004 the Council was one of the first planning authorities to publish its Local Development Framework Issues and Options Report, which drew on the work on 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 Plans. 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 the Submission stage document is prepared. (This is the stage at which representations are laid before an Inspector who then produces a binding report into the soundness of the plan.)
- 10 A Sustainability Appraisal Report must accompany the publication of Documents and this work is in hand.

CONTENT OF THE DOCUMENT

- 11 The Document sets out the preferred policy options to enable the Council to undertake its responsibility to promote retail, leisure and other development requirements in relation to four priorities for Chorley Town Centre:

Town Centre Environment - The physical fabric of the town maximises its contribution to future competitiveness of the centre through significant enhancement and general maintenance;

Town Centre Diversification - Broaden Chorley Town Centre’s economic base particularly in relation to stimulating the expansion of the evening economy, increasing the clothing and footwear offer and encouraging new small independent specialist retailers;

Business Promotion and Support - Strengthen the town centre’s role through stronger links with the business community and a greater level of support;

Accessibility and Movement - Build upon the current high levels of accessibility and address specific deficiencies such as the current car parking system and pedestrian linkages within the town centre.

- 12 It comprises development proposals and suggestions for planning policies and must be subject to rigorous procedures of community involvement, consultation and, following a further Submission stage draft, be subject to independent examination.

COMMENTS OF THE HEAD OF HUMAN RESOURCES

13 There are no apparent HR implications to this report

COMMENTS OF THE DIRECTOR OF FINANCE

14 There are no apparent financial implications to this report

RECOMMENDATION

15 That the Executive Cabinet endorse the draft document and approves 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.

REASONS FOR DECISION

15. Planning Policy Statement 6 (PPS6): Planning for Town Centres states that Council's should be pro-active in their approach to town centres, produce Town Centre Strategies and plan for future development in the town. The Planning and Compulsory Purchase Act 2004 has replaced the existing system of local, structure and unitary development plans with Local Development Frameworks which is the non statutory term for the portfolio of local development documents which will comprise the spatial planning strategy for a local planning authority's area. The Act requires that the local planning authority produce Development Plan Documents, as part of the Local Development Framework and the Council has already agreed following earlier consultation on planning issues for the Borough, that one of these documents will be on Chorley Town Centre, Retail and Leisure matters.

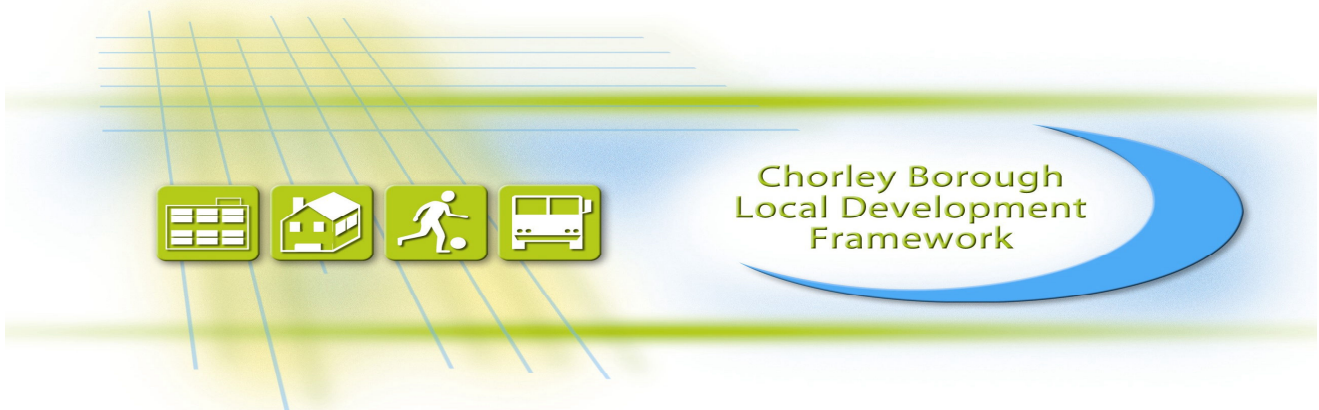
ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

16. None as the need for a planned strategic approach for Chorley town centre and retail and leisure issues has been established.

JANE E MEEK
HEAD OF DEVELOPMENT AND REGENERATION

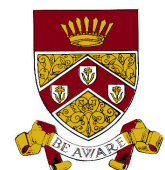
Background Papers			
Document	Date	File	Place of Inspection
Chorley Town Centre Retail and Leisure Study Draft Final Report	October 2005	***	Members Room
Chorley Town Centre Retail and Leisure Report	3 November 2005		
Report Author	Ext	Date	Doc ID
Alison Marland	5281	21 December 2005	

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Chorley into 2016: Chorley Town Centre Action Area and Retail and Leisure Policies Preferred Options Development Plan Document

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

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.

**Chorley Town Centre Action Area and Retail and Leisure Policies
Preferred Options Development Plan Document
March 2006**

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ABOUT THIS DOCUMENT

1. This document is the Preferred Options edition of the Chorley Town Centre Action Area and Retail and Leisure Policies Development Plan Document, which is being published for consultation and community involvement.
2. It is a policy document within Chorley's new Local Development Framework the new style local development plan. It relates to two specific topics 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 Documents being produced at this time are
 - Sustainable Resources - Development Plan Document
 - Sustainable Resources - Supplementary Plan Document
3. This Document sets out what is considered to be the Preferred policy options to enable the Council to undertake its responsibility to promote retail and leisure requirements in relation to four priorities for Chorley Town Centre:

Town Centre Environment - The physical fabric of the town maximises its contribution to future competitiveness of the centre through significant enhancement and general maintenance;

Town Centre Diversification - Broaden Chorley Town Centre's economic base particularly in relation to stimulating the expansion of the evening economy, increasing the clothing and footwear offer and encouraging new small independent specialist retailers;

Business Promotion and Support - Strengthen the town centre's role through stronger links with the business community and a greater level of support.

Accessibility and Movement - Build upon the current high levels of accessibility and address specific deficiencies such as the current car parking system and pedestrian linkages within the town centre.

4. These priorities arise from a town centre, retail and leisure study carried out by consultants White Young Green. The Council has broadly accepted the findings of the study and see it as a good basis for future planning, although not all the consultants' suggestions will be taken forward at this time.
5. A number of the study's findings are not appropriate for inclusion in this Development Plan Document because they do not specifically relate to the use of land in a development sense. The findings are more to do with the maintenance and management of the town centre, and particularly the Business Promotion and Support priority. These issues are considered in more detail in a companion document, **Chorley Town Centre Strategy**, which is published for consultation and community involvement at the same time.
6. It is envisaged, in line with national and regional planning guidance, that most of the Borough's retail and leisure development needs will be met in the Primary Shopping

Area of Chorley Town Centre. However, it is recognised that some proposals may be acceptable elsewhere and in particular it will be appropriate to safeguard, and enhance where possible, the local provision of shopping and other services. This document deals with these too.

7. The Sustainability Appraisal Report accompanying this document tests a variety of options that were considered before arriving at this Preferred approach.
8. These documents were approved at the Council meeting on 25 January 2006 for consultation for six weeks from the 15 March 2006.
9. 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.
10. 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.

BACKGROUND

11. This is the second stage in the production of Town Centre, Retail and Leisure policies. The completed policies are to be submitted to the Secretary of State in September 2006.
12. 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.

Chorley Town Centre, Retail and Leisure Needs

13. The town centre, retail and leisure were amongst the wide-ranging issues and options considered during this public consultation. Relevant results are set out in Appendix 1.
14. The Council appointed consultants White Young Green in May 2005 to undertake a study of Chorley Town Centre and the wider retail and leisure needs of the Borough.
15. **The Key Objectives** of the study were to:
 - Provide a detailed quantitative and qualitative assessment and analysis of future trends in retailing and leisure in the sub region and Chorley Borough;
 - Assess the amount of additional comparison (non-food) and convenience (food grocery) floorspace required in the town centre over the next 10 years;
 - Assess the role of Chorley Town Centre in the sub region, against competing centres such as Preston, Bolton, Blackburn and Middlebrook;
 - Identify opportunities and threats that will influence the future of Chorley Town Centre; and
 - Provide advice on a future action plan for the town centre, setting out key initiatives and an implementation timetable to help improve Chorley Town Centre performance
16. The consultants undertook market research and consultation using surveys of households, shoppers and traders. They also hosted a workshop and feedback events where town centre businesses were invited to discuss the future of the town and associated issues that need to be addressed. The Council also held two Town Centre Exhibitions on the 21 and 25 June 2005 where the general public were asked about how they would like the town centre to evolve over the next few years. The findings of all this work were reflected in the consultants' report.

Report Findings

17. The Report provides a detailed evaluation on how the town centre can evolve through to 2015 and meet retail and leisure requirements of the Borough. **Key Messages are:**
 - Chorley is a vibrant and vital town centre, however it cannot afford to stay still;
 - There is a strong loyal catchment;

- There is a need for an identity and Unique Selling Point such as specialist shops and markets;
- Chorley is in transition and in need of positive and consistent promotion and town centre management;
- There is surplus convenience expenditure available within the Borough totalling £39.2m and although the new Booths store will absorb a significant proportion of the projected capacity the residual is sufficient to support additional convenience floorspace (food grocery) in Chorley of approximately 5,000 sq m gross;
- There is a requirement for approximately 9,400 sq m gross of additional non-food floorspace within Chorley Town Centre;
- There is a need to broaden the range and choice of retailing;
- There are areas of poor quality of public realm and need for environmental improvements;
- There is a need for new leisure /evening facilities. Growth in the evening economy would be stimulated by improvements to the cultural facilities, quality restaurants, cafes, pubs and the attraction of more tourists;
- There is a quantitative need for a 6 screen cinema;
- There is scope to improve the operation of car parking;

NATIONAL AND STRATEGIC CONTEXT

National Context

18. Planning Policy Statement 6 (PPS6): Planning for Town Centres (March 2004) encourages local authorities to be pro-active in their approach to town centres, produce a Town Centre Strategy, master plan for future development in town centres and prepare guidance notes on design matters.
19. The guidance confirms that the sequential test applies to office and leisure developments as well as retail proposals. Despite an overall resistance to development outside town centres PPS6 maintains support for an efficient, competitive and innovative retail sector. It states “it is not the role of the planning system to restrict competition, preserve existing commercial interests or innovation”

Strategic Context

20. At the time of writing there are two 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 objectives through appropriate implementation of retail and leisure development along with other enhancements.
21. The Regional Planning Guidance for the North West was adopted in 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.

22. 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 Town Centre, Retail and Leisure, and fully support the spatial objectives.

Relationship with the Community Strategy

23. 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.
24. 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.

Relationship with Town Centre Strategy

25. The Council have prepared a Strategy for the Town Centre as part of the Borough's Regeneration Strategy. The Strategy comprises objectives and actions for town centre management, environmental improvements, promotion and marketing.

SPATIAL VISION for Chorley for its town centre, retail and leisure needs.

“The overall vision is to assist in improving the vitality and viability of Chorley Town Centre so that by 2016 it provides a place to successfully do business and visit through a unique offer of attractions; and that elsewhere in the Borough, local retail and other service needs of residents are conveniently met”.

26. The following objectives are derived from this vision:
- improve the vitality and viability of the town centre by increasing its retail and leisure attractions to customers, businesses and investors;
 - continue to improve and promote the safety, security and accessibility of the town centre to all its users;
 - encourage and facilitate improvements to the physical environment of the town centre and ensure high standards of maintenance
 - raise the profile of the town centre and promote it as an attractive, lively place that people will want to visit, shop and return;
 - further encourage all businesses and agencies involved in the town centre to work closely together to achieve improvements;

- improve and protect local shopping and service provision in the Borough outside of the town centre

Sustainability Appraisal

27. From 27 June to 29 July 2005 a Scoping Report for the Town Centre and Retail and Leisure Policies 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 Town Centre and Retail and Leisure policies, possible options to achieve each objective and a framework to test each option including sustainability objectives.
28. 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.
29. The Preferred Options were then tested further in the Sustainability Appraisal in order to predict and assess their effects both individually and cumulatively.
30. The original options for each objective are set out in Appendix 4.

Preferred Options – Development Plan Document Broad Outline of Policies for Town Centre Action Area, Retail and Leisure Policies.

31. The following policies set out an outline of the preferred policy approach for town centre, retail and leisure developments. 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 that has already taken place, each policy will have clear objectives and indicators in order to monitor the effectiveness of the policies. The performance of the policies will be assessed through the Local Development Framework Annual Monitoring Report.
32. Chorley Town Centre heads the hierarchy of shopping centres in the Borough. Clayton Green Centre functions as a District Centre and all the other concentrations of retail uses in the Borough are classified as Local Centres.
33. Within Chorley Town Centre as defined there are sub-areas where specific policies apply:
 - **Primary Shopping Area** where retail development is concentrated and which comprises the Primary and Secondary Frontage Areas;
 - **Primary Frontage Area** which includes a high proportion of retail uses;
 - **Secondary Frontage Area** which provides greater opportunities for a diversity of town centre uses;
 - **Office Zones** which include a high proportion of office uses;

- **Leisure and Cultural Quarter**, which coincides with the St George's Conservation Area and overlaps with an Office Zone. It is an area where leisure and cultural uses will be encouraged;
 - **Established Housing Areas** which predominantly in residential use.
- 34 Within Chorley Town Centre main town centre uses will be encouraged through the following policies:
- Retail as subject to Policies R1, R2, R4, R5 and R6;
 - Leisure and entertainment facilities as subject to Policies R1, R2; and R4
 - Offices as subject to Policies R4, R5, R6, R8 R9 and R10;
 - Arts, culture and tourism as subject to Policy R3 and
 - Housing subject to Policies R11 and R12.
35. Supporting text will be produced following representations made to the broad outline and principles set out below.

Primary Shopping Area

R1 Major retail and leisure development should be located in the Primary Shopping Area. Key areas of opportunity exist and specific locations where such development will be permitted are shown on the Proposals Map:

1. **Off Gillibrand Street and 98-102 Market Street**
2. **Fleet Street North Car Park**
3. **Corner of Pall Mall/Bolton Street**
4. **Part of Union Street Car Park**

All development within the Primary Shopping Area should:

- a) **Enhance and maintain the vitality and viability of Chorley Town Centre;**
- b) **Broaden the range and choice of retailing and leisure in Chorley Town Centre;**
- c) **Make efficient use of land;**
- d) **Promote diversification of uses such as mixed use development including residential and/or office use on upper floors with the provision of separate means of access;**
- e) **Facilitate improvements to the public realm and physical environment of the town centre including gateways, paving, signage and street furniture;**
- f) **Ensure a high quality of design and future maintenance;**
- g) **Improve, where appropriate, on-site public car parking; and**
- h) **Integrate pedestrian, cyclist and public transport improvements**

Targets to provide in Chorley Town Centre:

- i) **Additional non-food retail floorspace of approximately 9,400 sq m (gross) within Chorley Town Centre by 2016.**

- ii) **A large supermarket or an equivalent extension of between 2,000 and 5,000 sq m gross in Chorley Town Centre by 2016.**
- iii) **A 6 screen cinema by 2016.**

R2 Where alternative sites to those specified in Policy R1 are proposed for retail and leisure development the Council will require the applicant to demonstrate the sequential approach to site selection:

- **First, locations in the Primary Shopping Area where suitable sites or buildings for conversion are, or are likely to become, available by 2016, taking account of an appropriate scale of development in relation to the role and function of the centre; but if no such sites are available then,**
- **Edge-of-centre locations within 300 metres of the boundary of the Primary Shopping Area with preference given to sites that are or will be well-connected to the Primary Shopping Area; but if no such sites are available then,**
- **Out-of-centre sites, with preference given to sites which are or will be well served by a choice of means of transport and which are close to and have a high likelihood of forming links with the Primary Shopping Area**

An applicant must demonstrate:

- a) **The need for that development;**
- b) **That the development is of an appropriate scale;**
- c) **That there are no unacceptable impacts on a nearby Town, District or Local Centre; and**
- c) **That the location is accessible by foot, and cycle and is well served by public transport.**

R3 Hotel, arts, cultural and other tourism facilities will be permitted in the Primary Shopping Area provided any proposal does not have a detrimental effect either individually or cumulatively on the shopping character of the Primary Frontage Area and must contribute to its vitality and viability.

Any proposal should:

- a) **Make efficient use of land;**
- b) **Be of appropriate scale;**
- c) **Facilitate improvements to the public realm and physical environment of the town centre including gateways, paving, signage and street furniture;**
- d) **Ensure a high quality design and future maintenance;**
- e) **Protect the amenity of neighbouring properties through noise transmission, overlooking or other disturbance.**

Where alternative sites for hotel, arts, cultural and other tourism facilities are proposed the Council will require the applicant to demonstrate the sequential approach to site selection:

- First, locations in the Primary Shopping Area where suitable sites or buildings for conversion are, or are likely to become, available by 2016, taking account of an appropriate scale of development in relation to the role and function of the centre; but if no such sites are available then,
- Edge-of-centre locations within 300 metres of the boundary of the Primary Shopping Area with preference given to sites that are or will be well-connected to the centre; but if no such sites are available then,
- Out-of-centre sites, with preference given to sites which are or will be well served by a choice of means of transport and which are close to and have a high likelihood of forming links with the centre.

An applicant must demonstrate:

- a) The need for that development;
- b) That the development is of an appropriate scale; and
- c) That the location is accessible by foot, cycle and is well served by public transport.

Primary Frontage Area

R4 Within the Primary Frontage Area in Chorley Town Centre as shown on the Proposals Map, the Council will permit the following uses at ground floor level:

- A1 (Shops)
- A2 (Financial and Professional Services)
- A3 (Restaurants and Cafes)

Any proposal must not have a detrimental effect either individually or cumulatively on the shopping character of that street or of the Primary Frontage Area as a whole and must contribute to its vitality and viability.

The following restrictions will apply in the Primary Frontage Area:

- A2 use will not be permitted in the Market Walk Shopping Centre;
- A2 and A3 uses will be restricted to a maximum of 30% of the Primary Frontage Area.
- A4 and A5 uses will not be permitted.

Target

To maintain 70% of the Primary Frontage Area as A1 use.

Secondary Frontage Area

- R5** Within the Secondary Frontage Area in Chorley Town Centre, as shown on the Proposals Map, a combination of uses A1 (Shops), A2 (Financial and Professional Services), A3 (Restaurants and Cafes), A4 (Drinking Establishments) and A5 (Hot Food Take-Aways) appropriate to a shopping area will be permitted providing the proposal would not undermine the character of that street or the Secondary Frontage Area. Proposals for residential use at ground floor level will not be permitted.

Leisure and Cultural Quarter

- R6** St George's Street, Church Street and the eastern end of Chapel Street in Chorley Town Centre, as shown on the Proposals Map will be promoted as a Leisure and Cultural quarter to encourage restaurants, bars, cafes and evening entertainment as well as offices.

The proportion of A3 uses (Restaurants and Cafes) will be limited to 20% of the total number of outlets in this area. A5 uses (Hot food takeaways) will not be permitted in this area.

Development which conflicts with the object of preserving or enhancing the special character or appearance of the Conservation Area will not be permitted. Development which would detract from the setting of a Listed Building will not be allowed. Proposals which would involve internal or external alterations, extensions to, or the change of use of a Listed Building will not be permitted where they would have an adverse effect on the special architectural or historic character.

District and Local Shopping Centres

- R7** Within District, and Local Shopping Centres, proposals other than for A1 (Shops), A2 (Financial and Professional Services), A3 (Restaurants and Cafes), A4 (Drinking Establishments) and A5 (Hot Food Take-Aways) on the ground floor will be refused unless it can be demonstrated:
- a) There is no demand for these uses for the property
 - or
 - b) The property was last occupied by a non-retail/non commercial use.

Small scale local needs A1, A2, A3, A4 and A5 uses proposed outside these Centres will be permitted unless they:

- i) would impact on the vitality and viability of a nearby centre; or
- ii) harm the amenity of an adjacent residential area; or

- iii) are not accessible by a choice of means of transport other than the private car.

Chorley Town Centre Office Zones

R8 Changes of use/redevelopment or the construction of new buildings for A2 (Financial and Professional Services) and B1a (other Offices not within A2) will be permitted in the areas within Office Zones as shown on the Proposals Map.

Where alternative sites for A2 and B1a uses are proposed the Council will require the applicant to demonstrate a sequential approach to site selection:

- Why no other suitable sites or buildings for conversion/redevelopment exist within the Office Zones identified; and then**
- If appropriate, why consideration should be given to an edge-of-centre location within 300 metres of an Office Zone and then if no such sites are available,**
- Why consideration should be given to an out-of-centre location.**

An applicant must demonstrate:

- a) The need for that development;**
- b) That the development is of an appropriate scale; and**
- c) That the location is accessible by foot, and cycle and is well served by public transport.**

Offices in the Primary Shopping Area

R9 A2 (Financial and Professional Services) and B1a uses (other Offices not within A2) will be permitted on the first and any subsequent floors in the Primary Shopping Area provided the proposals would not:

- a) Result in the loss of accommodation more suitable for residential use or,**
- b) Prevent any higher floor being used as residential accommodation.**

Town Hall Extension

R10 An extension is proposed to Chorley Town Hall, as shown on the Proposals Map

Opportunities for Residential Development

- R11 The conversion of vacant or under used floorspace to residential use above ground floor premises will be permitted in the Primary Shopping Area, District, and Local Shopping Centres provided the conversion will:**
- a) Provide acceptable standards of accommodation;**
 - b) Have pedestrian access which can be used independently of the ground floor use;**
 - c) Protect the amenity of future residents from the use of neighbouring properties and the ground floor use of the property; and**
 - d) Protect the amenity of the residents of neighbouring properties through avoiding overlooking, noise transmission, or other disturbance.**

Protection of Existing Residential Areas

- R12 New development or changes of use from housing to non-residential use will not be permitted in Established Housing Areas of Chorley Town Centre as shown on the Proposals Map.**

The Protection of Community Facilities in Rural Areas

- R13 Development which involves the loss of a rural community, retail or leisure facility will not be permitted unless the applicant can demonstrate that:**
- a) the facility is no longer needed by the community it serves or that alternative facilities exist locally or will be provided; and**
 - b) the facility is no longer economically viable, and all reasonable efforts have been made to sell or let the property as a community facility at a realistic price; or**
 - c) the property is in an isolation remote from public transport routes.**

Extent of the Policies

- 36 Map Extracts where relevant show the boundary as adopted in the Chorley Borough Local Plan Review and the changes proposed:**
- 37 The Shopping Centre is renamed the Primary Shopping Area, which remains the same except with the addition of land at the northern end of the Pall Mall – See Map 1**
- 38 The Primary Shopping Area is renamed the Primary Frontage Area, which remains the same except with the addition of the area developed as a Booths supermarket and adjoining accommodation. This area, presently in the Local Plan as part of a Major Retail Area is deleted as the site has been developed. See Map 2**

- 39 Location Plan for Areas of Major Retail and Leisure Development. All other retail and leisure designations in the Local Plan are deleted. See Map 3
- 40 Location Plan of Leisure and Cultural Quarter. See Map 4
- 41 The boundaries of all the District and Local Shopping Centres remain unchanged from the Local Plan, and the Neighbourhood Centres at Pall Mall and Bolton Road are called Local Shopping Centres. See Map 5.
- 42 The Central Shopping Core designation is deleted. See Map 6

Consultation

- 43 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.

44. The Proposed Policies would replace the following Local Plan policies:

EM6 Financial and Professional Services;
SP1 Locations for Major Retail Development;
SP2 Retail Allocations;
SP3 Pedestrianised Developments;
SP4 Primary Shopping Area;
SP5 Secondary Shopping Area;
SP6 District, Neighbourhood and Local Shopping Centres
SP7 Shopping Improvement Area;
SP8 Small Scale Retail Developments;
SP9 Local Shops on Housing Development Areas;
LT1 Major Tourism and Leisure Development;
LT2 Leisure Allocations;
HS11 Flats Above Retail and Commercial Premises;
HS12 The Inclusion of Flats in Retail and Commercial Schemes
HS22 Established Residential Area in Chorley Town Centre;
DC10 The Protection of Community Facilities in Rural Areas;

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 forum meetings took place involving local businesses, the Housing Development Forum and the Chorley Civic Society.

The results were as follows:

How can Chorley Town Centre improve as a shopping and service centre?

Option A1 – Do a retail survey to assess the need for further shopping facilities in the town centre.

strongly support	support	neither	oppose	strongly oppose
13%	51%	22%	9%	2%

Option A2 – Allow only retail uses in the heart of the town centre. However, this could lead to more units staying empty for longer.

strongly support	support	neither	oppose	strongly oppose
2%	20%	34%	22%	22%

Option A3 – Support a wider range of commercial uses across most of the town centre, but this may bring in businesses that have few attractions for shoppers.

strongly support	support	neither	oppose	strongly oppose
7%	20%	46%	22%	5%

Option A4 – Encourage Market Walk to expand to try and attract more big retail names. However, Chorley is likely to be too small to appeal to top department stores.

strongly support	support	neither	oppose	strongly oppose
5%	30%	26%	23%	0%

Option A5 – Plan for a town centre with its own individual character and specialities.

strongly support	support	neither	oppose	strongly oppose
56%	31%	11%	2%	0%

Option A6 – Make more of Chorley’s tradition as a market town.

strongly support	support	neither	oppose	strongly oppose
43%	40%	14%	2%	0%

Option A7 – Take co-ordinated action across the whole town centre.

strongly support	support	neither	oppose	strongly oppose
28%	40%	18%	13%	3%

Option A8 – Target vacant buildings and empty sites to attract new investment.

strongly support	support	neither	oppose	strongly oppose
44%	51%	4%	0%	0%

Option A9 – Plan for a smaller town centre by allowing non-commercial uses, such as housing, in fringe locations like southern Market Street.

strongly support	support	neither	oppose	strongly oppose
7%	24%	40%	20%	9%

Option A10 – Improve parking for shoppers rather than workers, but this could lead to more all-day parking in nearby residential areas instead of encouraging commuters to use public transport.

strongly support	support	neither	oppose	strongly oppose
13%	28%	33%	18%	10%

How can the evening economy of Chorley Town Centre become more varied?

Option B1 – Try to restrict further development of pubs and clubs in the town centre to discourage more alcohol related town centre uses.

strongly support	support	neither	oppose	strongly oppose
35%	17%	29%	12%	7%

Option B2 – Work in conjunction with operators of cinemas, bowling alleys and other entertainment facilities to assess their requirements for these facilities in the Borough and the potential for them to be located in the town centre. Identify potential town centre sites for such leisure uses.

strongly support	support	neither	oppose	strongly oppose
43%	40%	11%	2%	4%

How can village and neighbourhood shopping and service centres be improved?

Option C1 – Only allow commercial users to occupy premises that become vacant in local shopping and service centres, however this may mean more premises remaining empty for longer periods, because in some locations various retail and service uses may not be economically viable.

strongly support	support	neither	oppose	strongly oppose
3%	10%	45%	29%	14%

Option C2 – Retain policies similar to the current ones which provide protection for retail and commercial premises, but allow for changes of use if facilities are no longer economically viable.

strongly support	support	neither	oppose	Strongly oppose
17%	52%	17%	7%	7%

Option C3 – Allow a greater range of uses in local shopping areas to try to avoid leaving premises empty.

strongly support	support	neither	oppose	strongly oppose
20%	48%	24%	7%	2%

Option C4 – Refuse applications for small-scale shops and services outside of designated areas to encourage these uses to set up in local shopping and service centres.

strongly support	support	neither	oppose	strongly oppose
11%	18%	23%	39%	9%

Option C5 – Support proposals that arise for new small scale shops and services outside of designated centres to try to increase overall local shopping and service provision.

strongly support	support	neither	oppose	Strongly oppose
30%	23%	25%	18%	5%

APPENDIX 2**Relevant Strategic Policies.**

The Regional Planning Guidance adopted March 2003.

Relevant policies: DP1- Economy in the use of Land and Buildings, DP2- enhancing the Quality of Life, DP3- Quality in New Development, DP4 Promoting Sustainable Economic Growth and Competitiveness and Social Exclusion, EC8 Town Centres –Retail, Leisure and Office Development, UR10 Greenery, Urban Greenspace and the Public Realm, ER1- Management of the North West's Natural and Built and Historic Environment; ER3 Built Environment.

Emerging policies in the emerging interim draft Regional Spatial Strategy.

Policies that are relevant: CS1 Overall Spatial Development Framework; CS2- Core Development Principles; SDF10 Central Lancashire City Region Priorities; W4 Retail Development.

Policies in the Joint Lancashire Structure Plan adopted March 2005. Policy 1- General Policy, Policy 2- Main Development Locations, Policy 7- Accessibility and Transport, Policy 16- Retail, Entertainment and Leisure Development; Policy 17- Office Development, Policy 18- Major Hotel Development.

APPENDIX 3

Chorley Borough's Community Strategy 2005-2025 and Action Plan 2005-2008**Priority 5- To Develop the Character and Feel of Chorley as a Good Place to Live and Visit.**

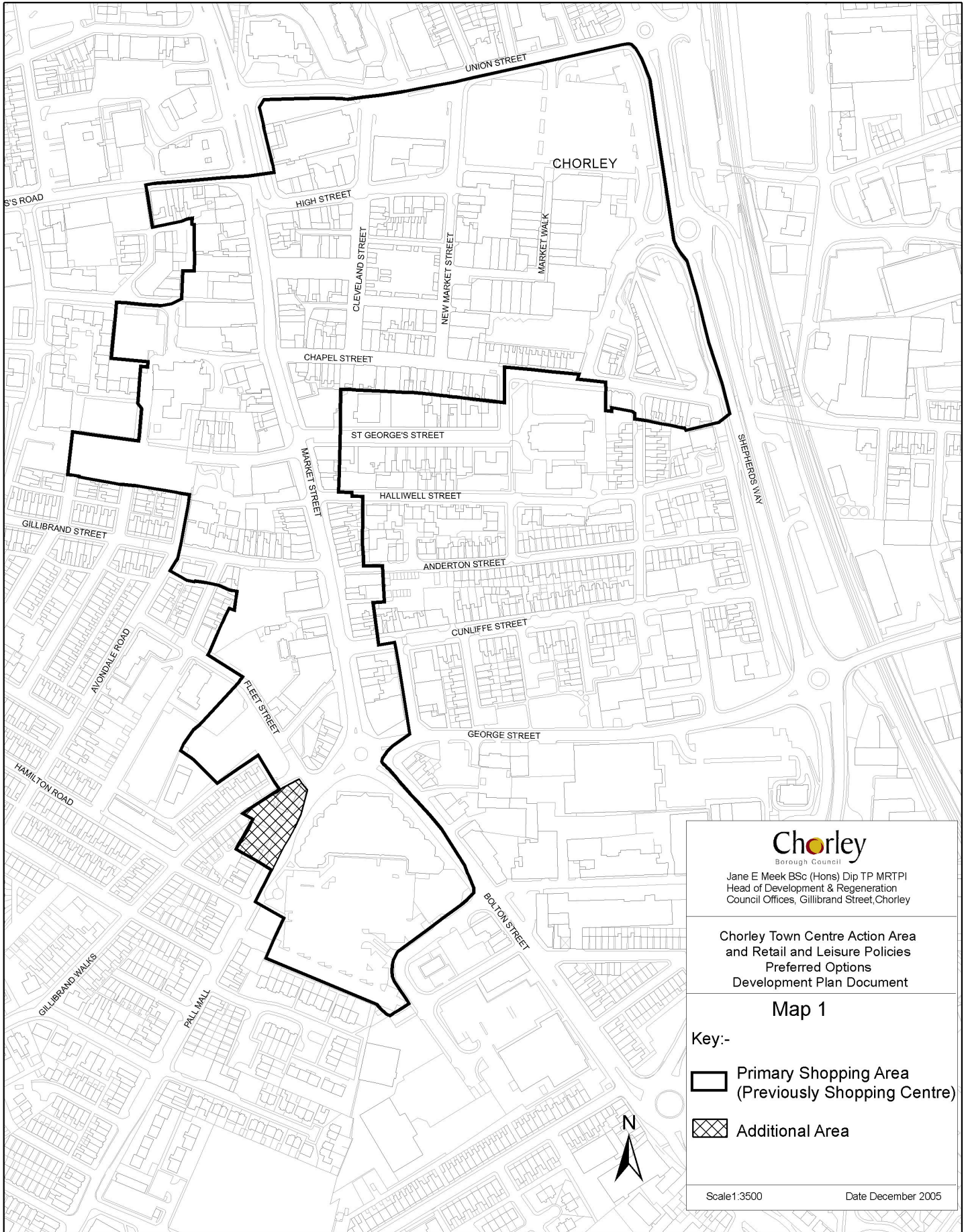
Goals

- Improve our urban and rural surroundings and enhance the wildlife of the borough to provide an attractive environment for residents, visitors and investors.
- More leisure and entertainment opportunities and encourage participation in leisure activities

APPENDIX 4

Chorley Town Centre Action Area, Retail and Leisure Policies DPD: Objectives and Options

- Objective A: Improve the Vitality and Viability of the Town Centre by Increasing its Retail and Leisure Attraction to Customers, Businesses and Investors
- Option 1: Do nothing (retain current policies)
 - Option 2: Restrict non-retail (A2, A3/A5) uses in the Primary Shopping Area.
 - Option 3: Retain and enhance existing markets.
 - Option 4: Provide for more prime floorspace suitable for national multiple retailers.
 - Option 5: Plan for a Town Centre with its own individual character and specialities, encouraging independent retailers.
- Objective B: Continue to Improve and Promote the Safety, Security and Accessibility of the Town Centre to all its Users
- Option 1: Do nothing (retain current policies)
 - Option 2: Improve parking for shoppers.
 - Option 3: Give priority to walking, cycling and public transport in the Town Centre.
 - Option 4: Restrict further developments of pubs and clubs in the Town Centre to try to control alcohol related activity.
 - Option 5: Encourage residential development in upper floors in the Town Centre.
- Objective C: Encourage and Facilitate Improvements to the Physical Environment of the Town Centre and Ensure High Standards of Maintenance
- Option 1: Do nothing (retain current policies)
 - Option 2: Encourage better shop front design.
 - Option 3: Target vacant buildings and empty sites to attract new investment.
 - Option 4: Improve the public realm of the Town Centre including paving, signage and street furniture.
 - Option 5: Plan for a smaller Town Centre by allowing non-commercial uses such as housing in fringe locations such as Southern Market Street.
- Objective D: Raise the Profile of the town Centre and Promote it as an Attractive, Lively Place that People will Want to Visit, Shop and Return
- Option 1: Do nothing (retain current policies)
 - Option 2: Encourage events and activities.
 - Option 3: Encourage travelling markets.
 - Option 4: Encourage and identify potential sites for new leisure developments in the Town Centre and work in conjunction with operators.
- Objective E: Further Encourage All Businesses and Agencies Involved in the Town Centre to Work Closely Together to Achieve Improvements
- Option 1: Do nothing (retain current policies)
 - Option 2: Develop new ways of working together
- Objective F: Improve and Protect Local Shopping and Service Provision in the Borough Outside of the Town Centre
- Option 1: Do nothing (retain current policies)
 - Option 2: Allow a greater range of uses in local shopping centres.
 - Option 3: Refuse planning applications for new small-scale shops and services outside of designated areas to encourage these uses to set up in local shopping and service centres.
 - Option 4: Support proposals that arise for new small-scale shops and services outside of designated centres to increase overall local shopping and service provision.





Chorley
Borough Council

Jane E Meek BSc (Hons) Dip TP MRTPI
Head of Development & Regeneration
Council Offices, Gillibrand Street, Chorley

Chorley Town Centre Action Area
and Retail and Leisure Policies
Preferred Options
Development Plan Document

Map 1

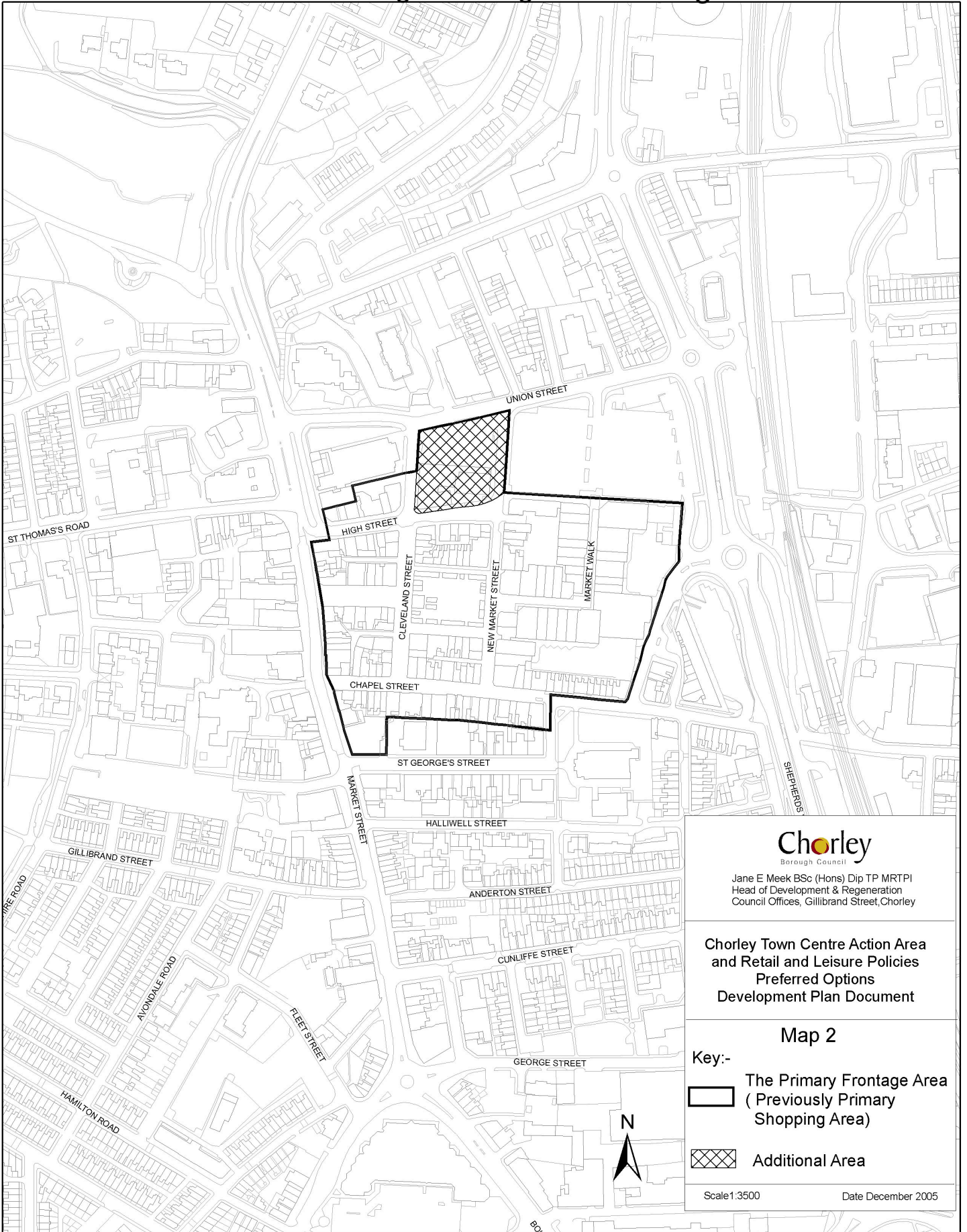
Key:-

-  Primary Shopping Area
(Previously Shopping Centre)
-  Additional Area

Scale 1:3500

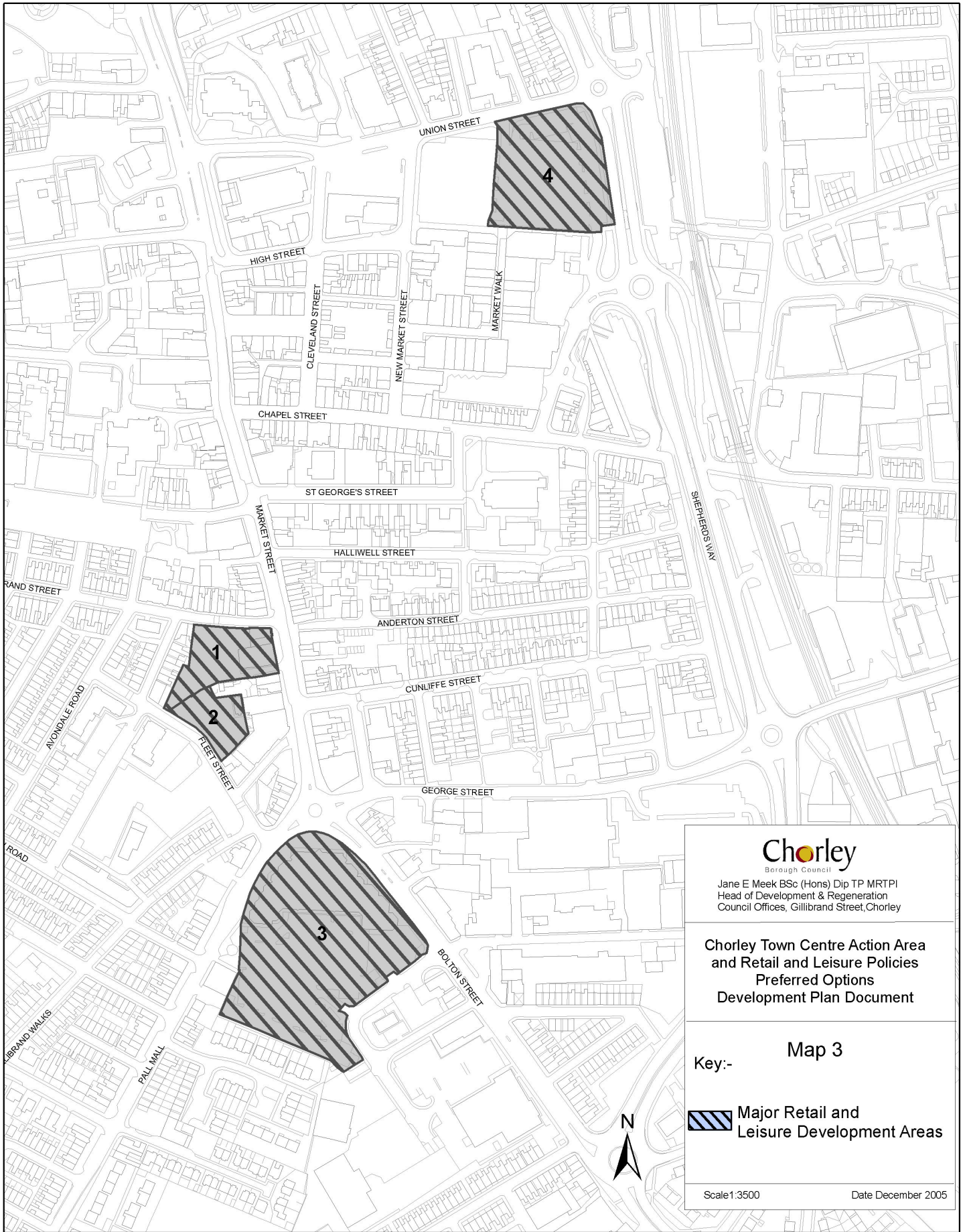
Date December 2005

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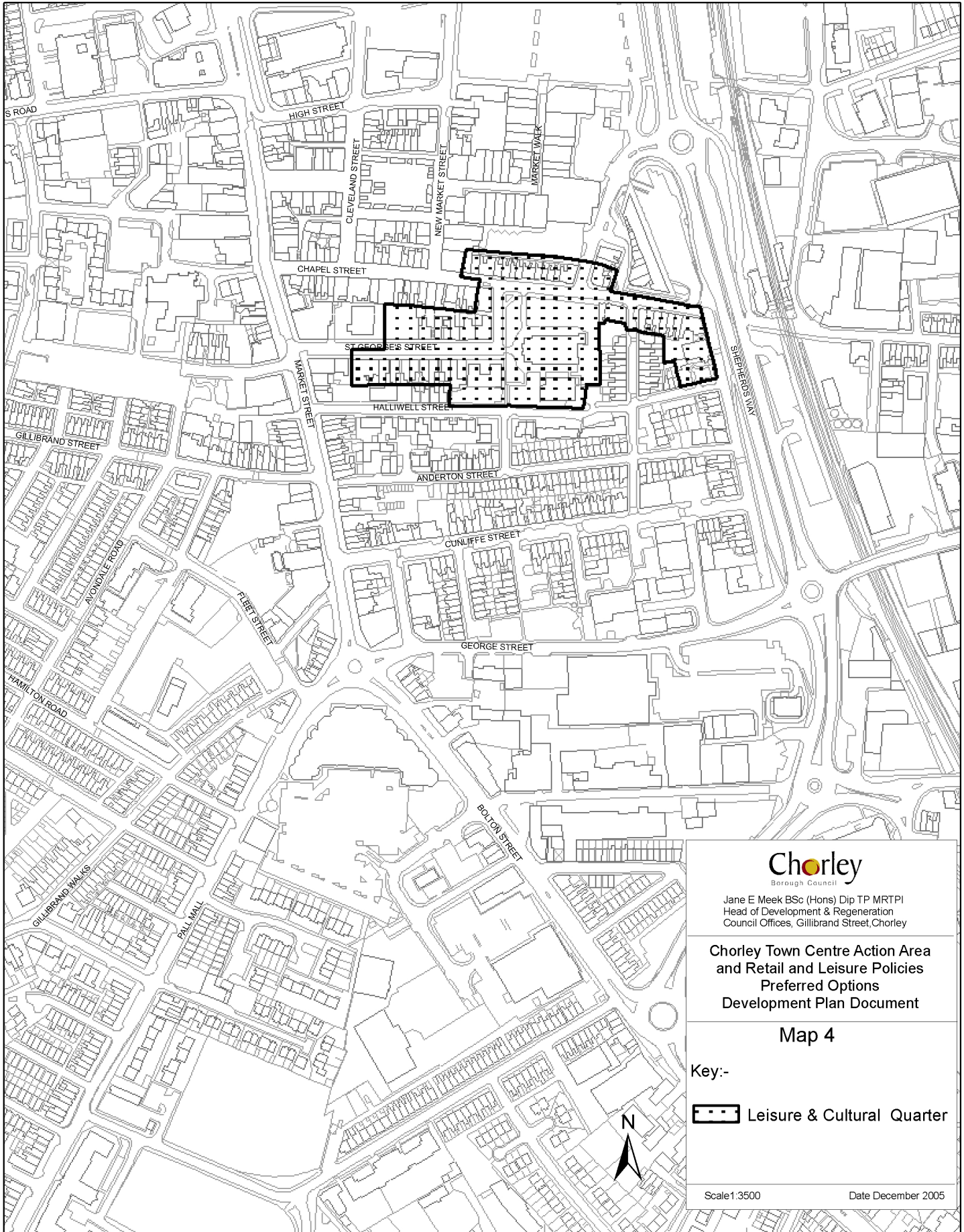
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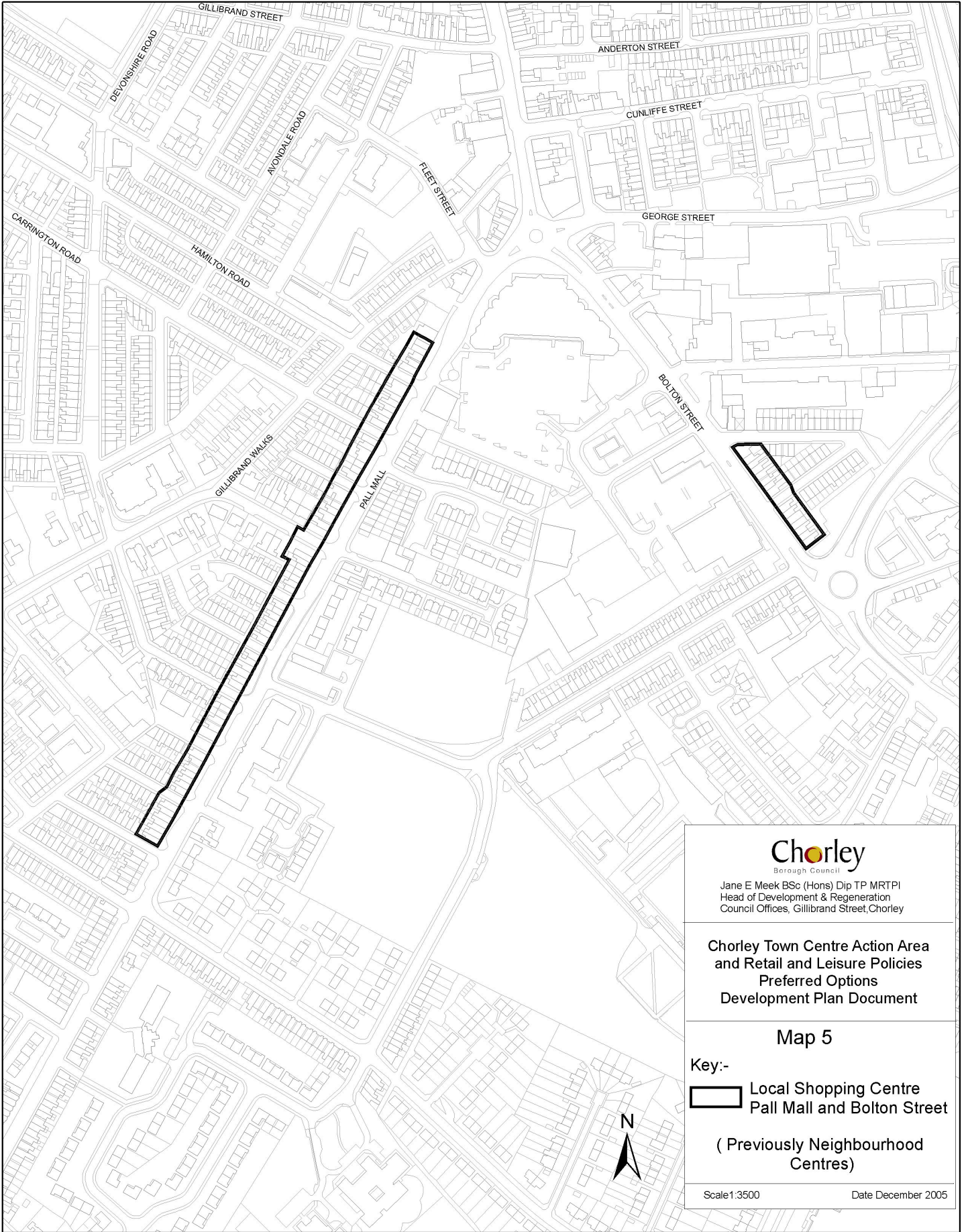


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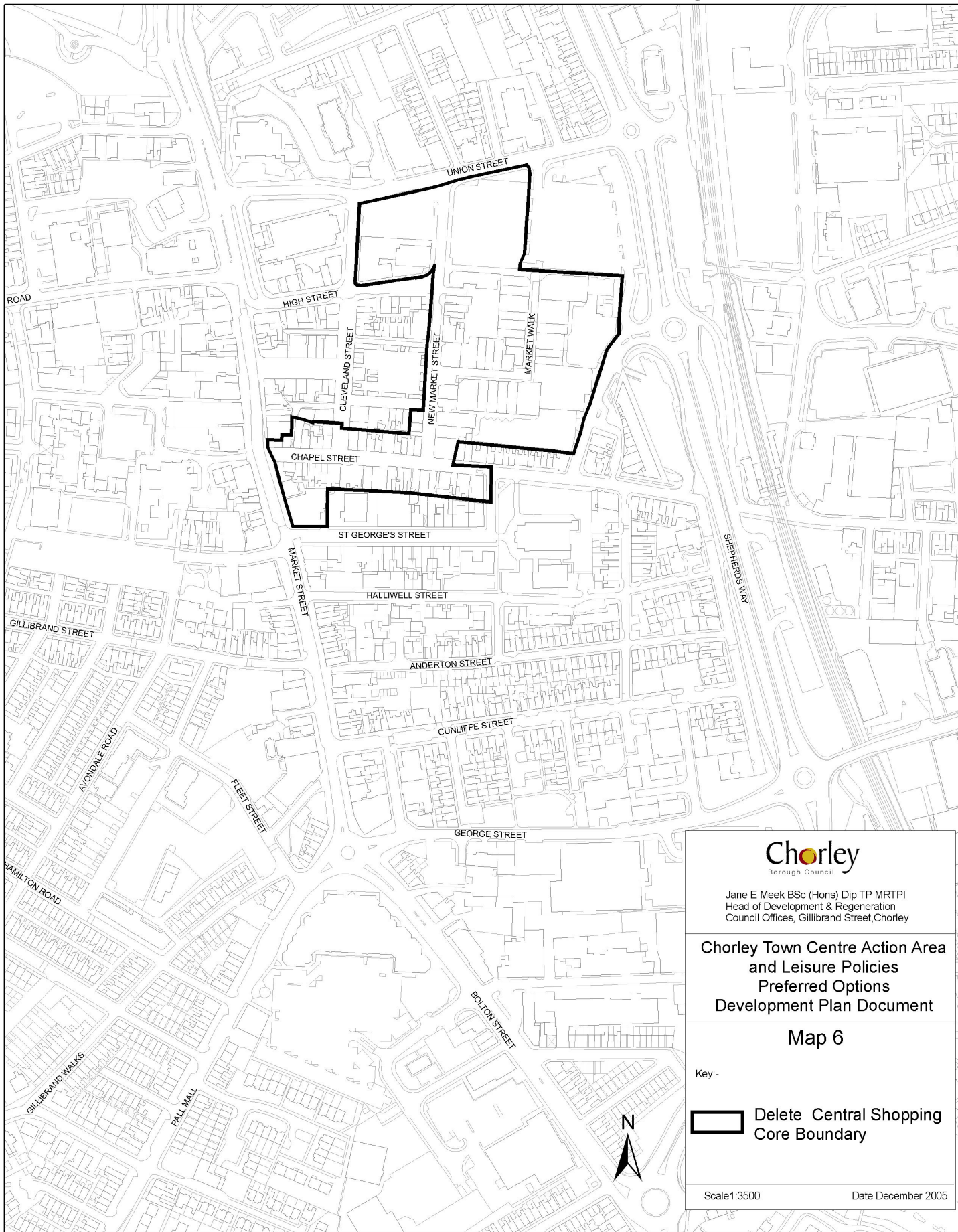
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
Chorley
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**Chorley Town Centre Action Area
and Leisure Policies
Preferred Options
Development Plan Document**

Map 6

Key:-

 **Delete Central Shopping
Core Boundary**

Scale 1:3500

Date December 2005

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Report of	Meeting	Date
Head of Corporate and Policy Services (Introduced by Executive Member for Life and Leisure, Cllr. C. Hoyle)	Executive Cabinet	12.01.06

UPDATE OF RACE EQUALITY SCHEME

PURPOSE OF REPORT

- To seek Member approval of the updated Race Equality Scheme.

CORPORATE PRIORITIES

- The Race Equality Scheme contributes to the corporate priority of serving our customers better.

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	

- The Race Equality Scheme meets the Council's duties under the Race Relations (Amendment) Act 2000, covering policy and service delivery. The Scheme should be regularly reviewed (every 3 years).

BACKGROUND

- Following the publication of the Stephen Lawrence Inquiry Report in February 1999, the Home Secretary undertook to strengthen race relations legislation. The Race Relations (Amendment) Act 2000 came into force in April 2001 and is the statutory response to the recommendations of the Stephen Lawrence Inquiry Report. The first Race Equality Scheme was published in 2002 in order to meet the Council's duties under the Race Relations (Amendment) Act 2000, covering policy and service delivery. This report refers to the first update of the scheme.

CONSULTATION ON THE UPDATE OF THE RACE EQUALITY SCHEME

- The Council's Race Equality Scheme has recently been reviewed and revised, and a copy is enclosed with this report.

The main updates are:

- More information about the make-up of the population of Chorley is included
 - Expansion on the arrangements for undertaking Equality Impact Assessments
 - Update of workforce and best value performance indicator statistics
 - Description of measures already in place to make Council information and services available to minority groups
 - The document contains the revised relevance review that was consulted on in August
7. The updated Race Equality Scheme has been consulted on with Service Heads, the Corporate Diversity Group, the Chorley Partnership, the Disability Forum, the Asian Women's Forum, the Muslim Welfare Society and the Ethnic Minorities Consultative Committee.
8. Two responses were received. Chorley Muslim Welfare Society asked for consideration of issues relating to service delivery, and a response from Service Heads to the CMWS has been co-ordinated. The response from the Chorley and South Ribble Disability Forum highlighted concerns around the categorisation of some of the functions/policies in the relevance review part of the Race Equality Scheme. Again, these have been addressed and a response fed back to the Forum Co-ordinator.

COMMENTS OF THE HEAD OF HUMAN RESOURCES

9. Although there are no direct HR implications attached to this report, HR support the ongoing review of the Race Equality Scheme.

COMMENTS OF THE DIRECTOR OF FINANCE

10. There are no financial implications associated with this report other than the need for training, the costs of which will be contained within the Council's corporate training budget.

RECOMMENDATION(S)

11. Members are invited to comment on the updated Race Equality Scheme and are requested to approve its publication.

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

12. It is a statutory obligation to regularly review the Race Equality Scheme.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

13. None.

TIM RIGNALL
HEAD OF CORPORATE AND POLICY SERVICES

Background Papers			
Document	Date	File	Place of Inspection
DRAFT UPDATED Race Equality Scheme	December 2005	Filed electronically in the Corporate and Policy Services Diversity file	Corporate and Policy Services

Report Author	Ext	Date	Doc ID
Tim Rignall	5140	16 th December 2005	Report to Exec Cabinet 12.01.06

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Chorley

Borough Council

Race Equality Scheme



DRAFT DECEMBER 2005



1. Introduction

The Race Relations Amendment Act (2000) was introduced as a result of the Stephen Lawrence Inquiry. The aim was to try to make sure that public organisations like the Police and local authorities take a more positive approach to dealing with the public and delivering services. The Act gives the Council a general duty to promote race equality. In carrying out its function the Council must aim to:

- eliminate unlawful discrimination
- promote equality of opportunity
- promote good relations between people of different racial groups

The duty's aim is to make race equality a central part of the way that the Council works, by putting race equality at the centre of policymaking, service delivery, regulation and enforcement, and employment practice.

2. The Council will also, in line with the requirement of the Race Relations (Amendment) Act 2000 to prepare for the extension of the Scheme, undertake to examine its policies and service delivery in as much as they affect disability and gender issues. This is also a requirement of the Equality Standard for Local Government. The Council currently meets Level 1 of this standard.

3. Chorley Borough

Chorley Borough is located in the part of northwest England where southern Lancashire adjoins Greater Manchester. The Borough extends to about 205km² (approximately 80 square miles).

The 2001 census indicated that the total population of the Borough is 100,449. The proportion of people in the Borough belonging to an ethnic group other than white is 2.1%. The largest minority ethnic group in the Borough is Indian (0.39%), closely followed by Pakistani (0.33%) and Chinese (0.31%). The full census results for minority ethnic groups in the Borough are shown in the table below:

Ethnic Group	% of Population of Chorley
Mixed: White & Black Caribbean	0.25
Mixed: White & Black African	0.06
Mixed: White & Asian	0.16
Mixed: Other	0.12
Indian	0.39
Pakistani	0.33
Bangladeshi	0.05
Other Asian	0.06
Caribbean	0.21
African	0.05
Other Black	0.02
Chinese	0.31
Other Ethnic Group	0.09

49.7% of the population of the Borough is male, and 50.3% female. 18.5% of the population recorded that they had a limiting long-term illness in 2001. 49.2% of these residents were of working age.

THE RACE EQUALITY SCHEME

4. Purpose

This document is The Race Equality Scheme for Chorley Borough Council. It is an update of the scheme published in 2002. It is published in order to meet the Council's duties under the Race Relations (Amendment) Act 2000, covering policy and service delivery. The Race Equality Scheme will:

- state the functions and policies that have been assessed as being relevant to the general duty to promote race equality, and
- set out the arrangements for meeting the duty by
 - monitoring policies for any adverse impact on race equality
 - assessing and consulting on the likely impact of proposed policies
 - publishing the results of assessments, consultation and monitoring
 - making sure that the public have access to information and services
 - staff training

5. Outline of the Race Relations (Amendment) Act 2000

Following the publication of the Stephen Lawrence Inquiry Report in February 1999, the Home Secretary undertook to strengthen race relations legislation. The Race Relations (Amendment) Act 2000 came into force in April 2001 and is the statutory response to the recommendations of the Stephen Lawrence Inquiry Report.

5.1 What the Act does

The Race Relations (Amendment) Act 2000 amends and strengthens the 1976 Race Relations Act.

The scope of the 1976 Act has been broadened to cover functions that were not covered previously.

- 5.2 For the first time, local authorities are prohibited from unlawfully discriminating when they carry out **any** of their functions.
- 5.3 Whilst functions such as employment and the provision of services were previously covered, the enforcement, regulatory, licensing and inspection functions of public bodies were not.
- 5.4 In the local government context, examples of newly covered functions include enforcement of school attendance, trading standards, parking controls, imposing curfew notices, applying for anti-social behaviour orders, environmental health inspections, granting licences for late night opening and many others.
- 5.5 There is now a new general duty upon specified public bodies, including local authorities, to proactively promote race equality ie when **'carrying out their functions, they must have due regard to the need to**
 - **eliminate unlawful racial discrimination and**
 - **promote equality of opportunity and**
 - **promote good race relations between persons of different racial groups'**

- 5.6 The Home Secretary has issued a number of duties to help ensure 'the better performance' of the general duty.

Further information about the Act is available from the Home Office at:

<http://www.homeoffice.gov.uk/comrace/race/raceact/amendact.html>

or from the Commission for Racial Equality (CRE) at:

<http://www.cre.gov.uk>

6. **The Council's strategic objectives**

- 6.1 The Chorley Community Strategy sets a priority for the Borough of reducing 'pockets of inequality' and making our communities places where people get on well together. This priority has been adopted as one of the Council's strategic objectives. As such, a series of measures and key actions will be identified, which will be cascaded into Service Unit Business Plans and individual performance and development reviews. This process will ensure that our strategic objective is achieved. We will also ensure that Equality Impact Assessments required under the relevance review appear in the appropriate Business Plans.
- 6.2 The Council has in place an Equal Opportunities Policy which is designed to ensure that services are delivered with consistency, and to ensure that the Council meets at least Level One of the Equality Standard for Local Government in England, which is currently the case. The Council has also established an internal Corporate Diversity Group to consider diversity/equalities issues.
- 6.3 Equalities issues are enshrined in the Best Value process, and form part of Best Value Reviews. It is intended that further mainstreaming will occur as equality issues are an integral part of the business planning and performance management processes.
- 6.4 Chorley Borough Council is committed to ensuring that the recommendations contained in the Home Office Code of Practice on reporting and recording racist incidents are fully implemented. A Multi-Agency Diversity Incidents Panel was established between various partner agencies in Chorley to develop and co-ordinate Chorley's initial response to incidents, and ensure that information is shared appropriately. Partners include: Chorley and South Ribble PCT, Chorley Asian Women's Forum, Chorley, South Ribble and District Citizens' Advice Bureau, and Lancashire Magistrates' Courts Service, Lancashire County Council Education Service and Youth and Community Service, Lancashire Fire and Rescue Service, Lancashire Police, Preston and Western Lancashire Race Equality Council, Runshaw College, Victim Support Lancashire (Chorley Branch).

7. **Arrangements to meet the general duty and specific duties**

- 7.1 In order to meet the duties:

- The Council will assess each function/policy for its relevance to the general duty (high/medium/low), at least every three years. This exercise will also include an assessment with respect to gender and disability.
- The Council will establish the priority (high/medium/low) for the Council and its customers of each function/policy, in relation to race, disability and gender.
- Each function/policy will then be assessed, using the Council's Equality Impact Assessment Framework and Guidance, according to the following timetable:

- Any function/policy classed as being of High relevance and/or High priority in relation to race and/or gender and/or disability will be reviewed by 31 May 2007.
- Any function/policy classed as being of Medium relevance and/or Medium priority in relation to race and/or gender and/or disability will be reviewed by 31 May 2008.

7.2 In addition to the review of existing policies/functions described above, EqIAs are also carried out for any new policy/function or the amendment of an existing one, where the relevance has been classed as High or Medium with respect to race and/or gender and/or disability.

7.3 The Equality Impact Assessment (EqIA) process is similar to a risk assessment of the effects a policy/function would have on the population of Chorley (and any other users of CBC services). If a policy/function would have a negative effect on any of the target groups (race/gender/disability), the Council would have to consider alternatives that may more effectively promote equal opportunity, or put measures in place to reduce/eliminate the likely negative impact.

7.4 There are 2 levels of EqIA: initial/screening assessment and full EqIA. An initial/screening EqIA is a tool for deciding whether more detailed analysis needs to be undertaken. If there is a negative or differential (likely negative or positive impact will be greater for one target group than another) impact in terms of race and/or gender and/or disability, or not enough knowledge available to make an informed judgement, a full EqIA would need to be undertaken.

7.5 A full EqIA is a substantial exercise, involving more detailed analysis of the initial assessment, and involving consultation with the target groups that may be affected and other relevant consultation e.g. with existing/potential service users, Citizens' Panel, other Units, Corporate Diversity Group. Following a full EqIA, an action plan should be drawn up, to minimise negative and maximise positive impacts.

7.6 The results of all EqIAs will be considered by the Corporate Diversity Group. Initial EqIA results should be published as part of the report for proposing change, and the results of a full EqIA should be published in its own separate report.

7.7 Staff training in EqIAs has been made available.

8. **Employment**

8.1 The Human Resources Unit is responsible for the development, maintenance and management of the implementation of the corporate Human Resource Strategy including issues relating to equality and diversity.

8.2 All Human Resource based policies are reviewed and developed with due consideration to the implications to legislation and best practice related to disability, gender and race along with other equality and social inclusion issues.

8.3 The Council is committed to the development of a Corporate Equality Plan (CEP), which will underpin an equalities and diversity strategy aimed at meeting a number of objectives including The Equality Standard for Local Government. Meeting some aspects of the standard has direct implications specific to the Race Relations (amendment) 2000 Act.

8.4 **Monitoring Ethnicity in Employment**

The Council recognises its specific and general duties under the Act, in relation to our arrangements for monitoring ethnicity of employees and potential employees. It will build into

its systems the facility to record and monitor the following (although some aspects of this are already being monitored):

- Monitor the ethnicity of employees broken down by grade;
- Monitor the ethnicity of employees applying for and achieving promotion;
- Monitor the ethnicity of employees applying for and receiving training;
- Monitor the ethnicity of job applicants.

8.5 Although it does not currently, the Council will also move towards ethnically monitoring and analysing data and information arising from:

- Performance Reviews (where there is benefit or detriment);
- Bullying and harassment cases;
- Disciplinary;
- Exit interviews;
- Grievances

8.6 The Council will collate and publish statistical information resulting from ethnic monitoring on an annual basis.

Current Monitoring of Ethnicity in Employment

8.7 Current monitoring includes collation and analysis of our workforce statistics and employment applications by ethnicity based on the census categories.

8.8 In connection to the data prepared for Best Value Performance Indicator (BVPI) 17, the Council is required to report a breakdown of the workforce by ethnicity. Analysis of this information provides an indication of any potential positive action measures that may be required.

8.9 To establish whether the Council’s workforce is representative of the local community, the statistics below are monitored. The workforce at March 2005 is compared with Chorley’s local population as per the 2001 Census as follows:

Group	% of local population	% of total workforce
Black Ethnic Minorities	1.95%*	1.37%
Meeting the Disability Discrimination Act 1995	15.09%**	3.52%
Female	50.25%	47.36%

*economically active people from ethnic minority communities in the local authority area.

**economically active people in the local authority area who have a disability - this statistic is calculated using ‘limiting long term illness’ as a proxy for people with disabilities

8.10 The Human Resources Unit can provide statistical information related to the number of applications they receive, which are broken down by ethnicity. This data highlights the number of black and minority ethnic people applying to the Council for work.

8.11 Future Monitoring on Ethnicity in Employment

An integral aspect of this Race Equality Scheme is to develop our systems to meet the specific duties under the Act and to encourage best practice in order to produce effective management information.

8.12 Future monitoring will include developing our systems procedures to widen ethnic monitoring to those areas where it does not currently exist. In particular, the Council will address the gaps in monitoring ethnicity in those areas identified in 5.4 and 5.5, along with setting up reporting structures outlined in 5.6.

9. Monitoring in Service Provision

9.1 Monitoring procedures must be in place, covering relevant existing and new policies and functions to:

- measure effects on different racial groups
 - check whether there are differences between racial groups judged according to agreed criteria
- and
- assess whether these differences have an adverse impact on a particular group

9.2 Systems to collect and analyse data will be established in every Service Unit in order to ascertain the extent of the above. If any adverse impact is found then the reasons for it will be investigated, and policies and procedures may be revised accordingly. The four main methods of monitoring may be:

- ongoing contact, measuring people's experiences over a period of time of the processes that are used to deliver services
- episodic contact, where contact is fairly limited, short term or occasional, for example applying for a planning application
- usage – where profiles of service use and users are drawn up
- satisfaction and complaints, using or enhancing the use of the 'complaints, comments or compliments' procedure already in place

9.3 Reporting will be via Business Plans, with planned periodic updates to Member Committees in accordance with the existing business planning process.

10. Dealing with complaints

The Council has in place a formal complaints procedure for dealing with complaints from members of the public. Embedded in the procedure, and stated clearly in our publicity leaflets, is a recognition that a valid complaint can occur if a member of the public feels that they have been treated differently by the Council or by one of its employees because of their race or other social grouping. The procedure has recently been enhanced to collect data about the ethnic origin, gender and disability of the complainant and monitoring arrangements are currently being set up.

11. Telling the public about our Equality Progress

Details of the Council's progress in respect of equality will be published annually in the Best Value Performance Plan, which is published on the Council's web site.

12. Targets and Performance Indicators

The Council currently meets Level One of the Equality Standard for Local Government (a national Best Value Performance Indicator – more details at www.lg-employers.gov.uk). Progress against the standard will be reported annually in the Best Value Performance Plan (BVPI2a). Progress against the Best Value Performance Indicator 2b, the duty to promote race equality, is also reported in the BVPP, the current figure (2004/05) being 79%. Other BVPIs, together with targets, relating to equal opportunities in employment, are also included in the plan.

13. Roles and Responsibilities

Members and Chief Officers are ultimately responsible for ensuring that equality and diversity principles are included in all functions of the Council. Operational responsibility for the Corporate Equalities Plan and Race Equality Scheme is co-ordinated by the Corporate and Policy Services Unit, with the Human Resources Unit responsible for Equalities in Employment.

The Corporate Diversity Group includes senior officers from each Unit and is responsible for monitoring the implementation of the Plan and Scheme. The implementation of equalities policies is part of the Business Planning process.

14. Staff training

Ultimately all employees and Members of the Council have an individual responsibility for Equality and Diversity and promoting good race relations. Any identified training needs will continue to be identified via the Performance Management process. Corporate requirements for all employees and Members will continue to be identified at this level, through the Corporate Diversity Group and the Member Development Steering Group.

15. Public access to information and services

15.1 To meet this specific duty, the Council needs to arrange to make its information and services available to everyone.

Service Managers will need to:

- consider access to information and services when they assess their functions
- consider whether poor use of a service is because people do not have enough information
- consider whether the information is sufficiently available and take steps to improve it
- monitor the use of information and ensure staff have sufficient skills to deal with all clients

15.2 The Council has already put in place some measures to make its information and services available to minority groups:

- The establishment of a telephone service for Urdu and Gujarati speakers, through which it is possible to access any service provided by the Council.
- The establishment of a link on the Council's website to ensure that those who do not speak English as a first language are able to access the Council's services through this channel.

- Translated straplines are included on all Council mailings, which make provision for the translation of any information produced by the Council.
- A strapline included on all Council mailings offers to provide any information in large print or on audiotape on request.
- A Community Cohesion working group has been established; this group is currently developing a c community profile that will help the Council and its partner agencies identify need, and target action where it will be most effective.
- All service units have outlined, in their business plans, a commitment to working to ensure equal access to services and to consistently challenge the way that they do things, in order to ensure continuous improvement in this area. This commitment is to be monitored through individual business plans and through the Council's diversity risk register (to be maintained by the Corporate Diversity Group).
- An evening session for the local Black and Minority Ethnic community has been held to promote the Council's 'One Stop Shop' and collect ideas on improving access to services.
- The Council's website meets the WAI-AA WCAG 1.0 standard as set by W3C.
- Work is underway to ensure that data collected about the ethnic origin, gender and disability of complainants to the Council is monitored and used to inform the way the Council operates, and to ensure that our services are accessible and responsive to the needs of all our customers.
- All housing leaflets are translated into a number of different languages including Urdu, Gujarati and Bengali. Housing Services monitors the satisfaction rates of ethnic minority groups specifically, and benchmarks this against other satisfaction rates, using the data to inform their work.
- The Council is currently conducting an overarching review of the way in which its housing services are delivered, and housing issues for minority groups will form a part of this review.
- Work is ongoing to ensure that burial services meet the needs of the Black and Minority Ethnic community, including an extension to Chorley cemetery.
- A specific team in Benefits has been established to take forward work in relation to take up and customer involvement, and is committed to developing the services further to ensure equality of access. The Council's translated strapline has been added to the Benefits claim form and there is now a system to 'flag up' customers needing translation services, where we are made aware of this need. In addition, there are links on the website to benefits information in other languages. There is also a monthly telephone survey of 1% of customers, in which they are asked how accessible they found the offices and service. The results are then fed back to the customer involvement team.
- There is a requirement in the new Indoor Leisure contract for the contractor to agree targets for participation, including take up by people from minority groups, and to achieve an agreed level of the Equality Standard.

15.3 The Equal Opportunities policy addresses the issues relating to access to services, although actions to be considered, initially via the Corporate Diversity Group, include further consultation, providing outreach services and taking positive action in accordance with the Race Relations Act 1976.

16. Consultation and Communication

- 16.1 Consultation on the draft Race Equality Scheme took place through departmental equalities groups for the first revision in 2002. Consultation for the second revision took place through the Corporate Diversity Group, Unit Heads, the Local Strategic Partnership, the Disability Forum, the Ethnic Minorities Consultative Committee, the Muslim Welfare Society and the Asian Women's Forum. Further consultation and communication is outlined below.
- 16.2 The Race Equality Scheme will be published on the Council's website – www.chorley.gov.uk. Copies will also be available from the Council's One Stop Shop and all reception areas. Alternative formats will be available on request. Annual reviews of the Race Equality Scheme will be published in the Best Value Performance Plan.
- 16.3 Feedback on the plan is welcomed through the Corporate Diversity Group. Specific questions may be included via the Citizen's Panel or Best Value Review and other forms of consultation.
- 16.4 We will look at ways of working in conjunction with other public bodies to deliver the sections of our Race Equality Scheme that overlap.
- 16.5 The Team Briefing process will be used to inform staff about equalities issues and feedback will be welcomed. Where appropriate, the internal newsletter and theloop (intranet) will be used to publish occasional articles.

Review

17. This Race Equality Scheme will be regularly reviewed over the next 3 years, but a major review will be undertaken next in 2008.

Chorley Borough Council Equality Scheme Relevance Review 1 June 2005 to 31 May 2008- *DRAFT*

Function / Policy	Race		Disability		Gender	
	Relevance	Priority	Relevance	Priority	Relevance	Priority
<u>Corporate and Policy Services</u>						
Community Safety	M	M	M	M	L	L
Complaints Procedure	M	M	M	M	L	L
Production of Community Strategy/LA21	H	H	H	H	H	H
Strategic and Business Planning	H	H	H	H	H	H
Performance Management	L	L	L	L	L	L
Community Consultation	H	H	H	H	H	H
Equal Opportunities	H	H	H	H	H	H
<u>CuDOSS</u>						
Civic Buildings	L	H	H	H	L	H
Member Services	H	M	H	M	M	M
Elections	H	H	H	H	M	H
Electoral Registration	H	H	H	H	M	H
Mayoral	M	L	M	L	M	L
Committee Admin	H	M	H	M	H	M
Lancastrian	H	H	H	H	L	H
Customer Services	H	H	M	H	M	H
FOI and DPA	L	L	L	L	L	L
Information Management	L	L	L	L	L	L
<u>Economic Regeneration</u>						
<u>Economic Development</u>						
Business Assistance	M	M	M	M	L	L
Inward Investment Promotion	L	M	L	L	L	L
Town Centre Support	M	M	L	L	L	L

Function / Policy	Race		Disability		Gender	
	Relevance	Priority	Relevance	Priority	Relevance	Priority
Regeneration						
Countryside Management	L	L	L	L	L	L
Derelict Land Reclamation	L	L	L	L	L	L
Nature Reserves	M	L	M	L	L	L
Environmental Enhancement - Urban	M	L	L	L	L	L
Environmental Enhancement - Rural	M	L	L	L	L	L
Heritage Conservation	M	M	L	L	L	L
Town Centre Strategy	H	H	H	H	M	L
Transport	H	H	H	H	L	L
Major Projects	L	L	L	L	L	L
Preparation/Submission of Bids	L	L	L	L	L	L
Partnership/Outside Bodies	L	L	L	L	L	L
Environmental Services						
Recycling/Refuse	L	H	M	H	L	H
Public Conveniences	L	L	M	L	M	L
Environmental Protection	L	M	L	M	L	M
Food Safety	H	M	L	M	L	M
Occupational Health	L	L	M	L	L	L
Pest Control	L	L	L	L	L	L
Animal Welfare	L	L	L	L	L	L
Neighbourhood Warden Service	M	H	L	H	L	H
Finance						
Benefits Service and associated policies	H	H	H	H	L	H
Access to Information	H	H	H	H	L	L
Collection of Debts	L	H	L	H	L	H
Concessionary Travel	L	L	H	H	L	L
Financial Systems Strategy	L	H	H	H	L	H

Function / Policy	Race		Disability		Gender	
	Relevance	Priority	Relevance	Priority	Relevance	Priority
Financial Strategy	L	H	L	H	L	H
Anti-Fraud and Corruption	L	H	L	H	L	H
Exchequer Services	H	H	H	H	L	L
Payroll	L	M	H	M	L	M
Housing Services						
Council House Rents	L	L	L	L	L	L
Council House Allocations	H	L	H	L	H	L
Cotswold Homeless Hostel	M	M	M	M	M	M
Sheltered Housing Schemes	M	L	M	L	M	L
Repairs and Maintenance	M	M	M	M	M	M
Housing Renewal Grants	M	M	M	M	M	M
Adaptations for Disabled Persons	H	H	H	H	L	L
Low Cost Housing	H	H	H	H	H	L
Tenant Support Services	L	M	L	M	L	M
Lifeline Units	L	L	H	H	L	L
Tenant Participation	H	H	H	H	L	L
Estate Management	H	H	H	H	L	L
Home Energy Efficiency	L	L	L	L	L	L
Housing Strategy	M	L	M	L	M	L
Housing Business Plan	M	L	M	L	M	L
Supporting People	M	M	H	H	L	L
Domestic Violence	H	H	H	H	H	H
Homelessness	H	L	H	M	H	M
Private Sector Housing Standards	H	L	H	H	L	L
Proposed Housing Stock Transfer	H	L	L	L	L	L
HR						
Absence	L	H	M	H	L	H
Alcohol and substances Policy	L	H	L	H	L	H

Function / Policy	Race		Disability		Gender	
	Relevance	Priority	Relevance	Priority	Relevance	Priority
Bullying & Harassment	H	H	H	H	H	H
Capability Policy	M	M	M	M	M	M
Change Management	L	L	L	L	L	L
Disciplinary	L	H	L	H	L	H
First Aid Payments	L	L	L	L	L	L
Flexible Working	L	M	H	H	L	H
Flexitime	L	M	L	M	L	M
Grievance	H	H	H	H	H	H
Grievance for Leavers	M	M	M	M	M	M
Information & Consultation	M	L	M	L	M	L
Maternity	L	L	M	L	H	M
Maternity Support & Paternity Leave	L	L	M	L	H	M
Parental Leave & Adoption	L	L	M	L	H	M
Redundancy	L	H	L	H	L	H
Special Leave	L	L	M	L	M	L
Stress Guidelines	L	H	L	H	L	H
Whistleblowing	L	M	L	M	L	M
V time (Flexible working with option to return to existing hours)	L	L	L	L	L	L
Agency Staff	L	L	L	L	L	L
Annual Leave	L	L	L	L	L	L
Casuals	L	L	L	L	L	L
Code of Conduct for employees	H	H	H	H	H	H
Diversity & Equality	H	H	H	H	H	H
Induction Pack	L	L	L	L	L	L
Internet and e-mail acceptable use policy	L	L	L	L	L	L
Recruitment and Selection Code of Practice	H	H	H	H	H	H
Relocation Scheme	M	L	M	L	M	L

Function / Policy	Race		Disability		Gender	
	Relevance	Priority	Relevance	Priority	Relevance	Priority
Reward and Recognition	H	L	H	L	H	L
Travel and Subsistence	L	L	L	L	L	L
Work Life Balance Policy	M	H	M	H	M	H
ICT Services						
Desktop ICT support	L	L	L	L	L	L
Business Process Transformation Support	M	L	M	L	L	L
Project Support	L	L	L	L	L	L
Telephony Provision & Support	M	M	M	M	L	L
ICT Information Security Policy	L	L	L	L	L	L
Customer Focussed Access & Service Design Strategy	H	H	H	H	L	L
ICT infrastructure support	L	L	L	L	L	L
ICT Procurement	L	L	L	L	L	L
ICT Security	L	L	L	L	L	L
ICT Strategic development	L	L	L	L	L	L
Web development	M	L	M	L	L	L
Systems integration	L	L	L	L	L	L
Software development	L	L	L	L	L	L
Legal Services						
Licensing Act 2003	H	H	H	H	L	L
Other Licensing including Hackney and Private Hire	H	H	H	H	L	L
Whistleblowing	M	M	M	M	M	M
Corporate Procurement Strategy	M	M	M	M	L	L
Leisure and Cultural Services						
Arts Development	H	L	H	L	H	L
Sports Development	H	L	H	L	H	L
Community Development	H	L	H	L	H	L

Function / Policy	Race		Disability		Gender	
	Relevance	Priority	Relevance	Priority	Relevance	Priority
Astley Hall Museum & Art Gallery	H	M	H	M	H	M
Community Centres	H	M	H	M	H	M
Community Legal Service	H	L	H	L	H	L
Young People's Activities	H	H	H	H	H	H
Yarrow Valley Country Park	H	M	H	M	H	M
Duxbury Park Golf Course	H	H	H	H	H	H
Leisure Management	H	H	H	H	H	H
Cultural Strategy	H	H	H	H	H	H
Tourism	H	L	H	L	H	L
Planning Services						
Building Control	M	L	M	M	L	L
Planning Policy	M	M	M	M	M	M
Property Services						
Maintaining property records	L	L	L	L	L	L
Maintaining property records	L	L	L	L	L	L
Purchase of property	L	L	L	L	L	L
Management of property	H	M	H	M	H	M
Letting & sale of property	H	M	H	M	H	M
Maintenance of Council buildings	L	L	L	L	L	L
Access to Council buildings	L	L	H	H	L	L
Development projects	L	L	H	H	L	L
Market stall lettings	H	M	H	M	H	M
Market management	H	M	H	M	H	M
Charity stall letting	H	M	H	M	H	M
Disability Liaison Group	L	L	H	H	L	L
Public Space Services						

Function / Policy	Race		Disability		Gender	
	Relevance	Priority	Relevance	Priority	Relevance	Priority
Highway and drainage contractor	L	L	M	L	L	L
Winter maintenance contractor	L	L	M	L	L	L
Bereavement Services	H	H	H	L	H	L
Grounds and play areas maintenance contractor	L	L	M	L	L	L
Sports pitches maintenance	L	L	M	L	L	L
Parks and recreation grounds	H	M	H	M	H	L
Street cleansing	L	L	L	L	L	L
Transport management	L	L	H	L	L	L
Tree works	L	L	M	L	L	L
Landscaping	L	L	M	L	L	L
Open spaces, sports pitches	L	L	H	M	L	L
Play areas	L	L	H	M	L	L
Special events	L	L	M	L	L	L
Highway maintenance	L	L	H	M	L	L
Winter maintenance	L	L	M	L	L	L
Street lighting	L	L	M	L	L	L
Parking	L	L	M	M	L	L
Statutory highway matters	L	L	L	L	L	L
Traffic management	L	L	L	L	L	L
Accident investigation and prevention	L	L	L	L	L	L
Land drainage	L	L	L	L	L	L
Highway improvement schemes	L	L	M	L	L	L
Engineering Design	L	L	M	L	L	L
Allotments	L	L	M	M	L	L

Key: H = High, M = Medium, L = Low.

Timetable for Review

Each function/policy will be assessed, using the Council's Equality Impact Assessment Framework and Guidance, according to the following timetable:

Any function/policy classed as being of High relevance and/or High priority in relation to race and/or disability and/or gender will be reviewed by 31 May 2007.

Any function/policy classed as being of Medium relevance and/or Medium priority in relation to race and/or disability and/or gender will be reviewed by 31 May 2008.

Document Status

This document is in draft, awaiting approval from Members. It has been consulted on with the Local Strategic Partnership, the Corporate Diversity Group, and various local community groups.

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

Document is Restricted

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