



Executive Cabinet

Agenda and Reports
for consideration on

Thursday, 3rd June 2010

in the Council Chamber, Town Hall, Chorley

At 5.00 pm



www.chorley.gov.uk

PROCEDURE FOR PUBLIC QUESTIONS/SPEAKING AT EXECUTIVE CABINET MEETINGS

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

PROCEDURE FOR 'CALL-IN' OF EXECUTIVE DECISIONS

- Each of the executive decisions taken at the Executive Cabinet meeting are subject to the adopted 'call-in' procedure within 10 working days of the Executive Cabinet meeting at which the decision is made, unless the decision has been implemented as a matter of urgency.
- Guidance on the 'call-in' procedure can be accessed through the following internet link:
<http://www.chorley.gov.uk/index.aspx?articleid=1426>
- If you require clarification of the 'call-in' procedure or further information, please contact either:
Tony Uren (Tel: 01257 515122; E-Mail: tony.uren@chorley.gov.uk) or
Carol Russell (Tel: 01257 515196, E-Mail: carol.russell@chorley.gov.uk)
in the Democratic Services Section.

27 May 2010

Dear Councillor

EXECUTIVE CABINET - THURSDAY, 3RD JUNE 2010

You are invited to attend a meeting of the Executive Cabinet to be held in the Council Chamber, Town Hall, Chorley on Thursday, 3rd June 2010 at 5.00 pm.

AGENDA

1. **Apologies for absence**

2. **Declarations of Any Interests**

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

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

3. **Minutes of last meetings (Pages 1 - 8)**

To confirm as a correct record the minutes of the meeting of the Executive Cabinet held on 25 March, together with the minutes of the Special meeting held on 31 March 2010 (Minutes enclosed).

4. **Public Questions**

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

ITEM OF EXECUTIVE LEADER (INTRODUCED BY COUNCILLOR PETER GOLDSWORTHY)

5. **Overview and Scrutiny Inquiries - Executive's response**

To receive and consider the following enclosed reports on the Executive's suggested response to the respective Overview and Scrutiny Inquiries:

- a) Report of Director of Partnerships, Planning and Policy on the recommendations of the Joint Overview and Scrutiny Task Group's inquiry into Affordable Housing. (Pages 9 - 14)
- b) Report of Director of Partnerships, Planning and Policy on the recommendations of the Overview and Scrutiny Task Group's inquiry into Town Centre vitality issues. (Pages 15 - 20)

ITEMS OF EXECUTIVE MEMBER (POLICY AND PERFORMANCE) (INTRODUCED BY COUNCILLOR GREG MORGAN)

6. **Chorley Council Performance Monitoring Report - Fourth Quarter of 2009/10**
(Pages 21 - 32)

To receive and consider the enclosed report of the Director of Partnerships, Planning and Policy.

7. **Chorley Partnership Annual Report for 2009/10** (Pages 33 - 54)

To receive and consider the enclosed report of the Director of Partnerships, Planning and Policy, with the attached 2009/10 Annual Report of the Chorley Partnership.

ITEM OF EXECUTIVE MEMBER (PARTNERSHIPS AND PLANNING) (INTRODUCED COUNCILLOR PETER MALPAS)

8. **Central Lancashire Economic Regeneration Strategy** (Pages 55 - 114)

To receive and consider the enclosed report of the Director of Partnerships, Planning and Policy, with attached Strategy.

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

9. **Chorley and South Ribble Community Safety Partnership - Collaborative Model**
(Pages 115 - 120)

To receive and consider the enclosed report of the Director of People and Places.

ITEM OF EXECUTIVE MEMBER (PEOPLE) (INTRODUCED BY COUNCILLOR JOHN WALKER)

10. **Tree Management and Maintenance Policy** (Pages 121 - 130)

To receive and consider the enclosed report of the Director of People and Places, with the attached draft Policy document.

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

11. **Revenue and Capital Outturn for 2009/10** (Pages 131 - 152)

To receive and consider the enclosed report of the Director of Transformation.

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

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

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

ITEM OF EXECUTIVE LEADER (INTRODUCED BY COUNCILLOR PETER GOLDSWORTHY)

14. **Income Generation Proposal** (Pages 153 - 158)

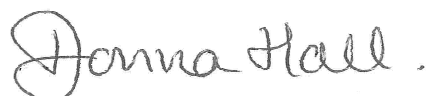
To receive and consider the enclosed confidential report of the Chief Executive.

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

15. **Performance of Key Partnerships - 2009/10 Year End Progress Report** (Pages 159 - 184)

To receive and consider the enclosed confidential report of the Director of Transformation.

Yours sincerely



Donna Hall
Chief Executive

Tony Uren
Democratic and Member Services Officer
E-mail: tony.uren@chorley.gov.uk
Tel: (01257) 515122
Fax: (01257) 515150

Distribution

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

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

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

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

Executive Cabinet

Minutes of meeting held on Thursday, 25 March 2010

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

Also in attendance:

Lead Members: Councillors Harold Heaton (Lead Member (Development Control))

Other Members: Councillors Kenneth Ball, Mike Devaney, Roy Lees, Laura Lennox, June Molyneaux and Mick Muncaster.

10.EC.148 APOLOGIES FOR ABSENCE

An apology for absence was submitted on behalf of Councillor David Dickinson.

10.EC.149 DECLARATIONS OF ANY INTERESTS

There were no declarations of interest in any of the meeting's agenda items by any of the Executive Cabinet members.

10.EC.150 MINUTES OF LAST MEETING

The minutes of the meeting of the Executive Cabinet held on 18 February 2010 were confirmed as a correct record for signature by the Executive Leader.

10.EC.151 PUBLIC QUESTIONS

The Executive Leader reported that there had been no requests from any member of the public to speak on any of the meeting's agenda items.

10.EC.152 OVERVIEW AND SCRUTINY INQUIRY -TOWN CENTRE ISSUES

The Executive Cabinet was presented with the findings and recommendations of the Overview and Scrutiny Task Group that had been set up to consider Town Centre issues.

The report contains a number of recommendations aimed at enhancing the vitality and viability of the town centre, including measures to improve the marketing and promotion of the town, the signage strategy and the development of short and long term action plans for the markets.

Decision made:

That the findings and recommendations of the Overview and Scrutiny Task Group be received and that the Executive's response to the recommendations be determined at a future meeting.

Reason for decision:

The decision will allow the Executive the opportunity to assess the inquiry's findings and recommendations before firm decisions on implementation are reached.

Alternative option(s) considered and rejected:

None.

10.EC.153 MULTI-AREA AGREEMENT FOR MID-LANCASHIRE

The Chief Executive presented a report on a draft Multi-Area Agreement (MAA) that had been developed for the Mid-Lancashire sub-region comprising the districts of Chorley, Lancaster, Preston, South Ribble and West Lancashire. MAAs were already in operation for Pennine Lancashire and the Fylde coast and it was proposed to introduce a similar Agreement to cover the remaining districts of Lancashire.

The Mid-Lancashire Multi-Area Agreement would provide a mechanism and conduit for the attraction of funding for the regeneration and enhancement of the economic prosperity of the sub-region.

Decision made:

That the Multi-Area Agreement for Mid-Lancashire, as presented as Appendix 1 to the submitted report, be approved for submission to the Department of Communities and Local Government, subject to delegated authority being granted to the Executive Leader to agree any necessary amendments to the final version prior to submission, following consultation with the Executive Member (Business).

Reasons for decision:

The partnership working to be developed by the Agreement will help to maximise the economic potential of the area.

Alternative option(s) considered and rejected:

None.

10.EC.154 REFRESH OF THE CHORLEY ECONOMIC REGENERATION STRATEGY

The Executive Cabinet considered a report of the Director of Partnerships, Planning and Policy seeking endorsement of the refreshed Economic Regeneration Strategy for consultation purposes.

The current strategy had been introduced in 2006 to maximise economic opportunity and to drive up value added activity, in order to achieve sustainable growth over the next 10 – 15 years. Following a workshop event with the Chorley Partnership Board a revised draft Strategy had been drawn up both to highlight the past successful initiatives and to define future key priorities and actions that would reflect current economic circumstances.

The Executive Leader commended the refreshed Strategy and suggested that greater prominence be given to the encouragement of efforts to realise the potential of the district for growing food.

Decision made:

That the first draft refresh of Chorley's Economic Regeneration Strategy, as set out in Appendix A to the submitted report, be approved for consultation purposes.

Reason for decision:

Since the delivery of the refreshed Strategy will be reliant on a cross-sector partnership and collaboration, it is important for the respective partners and stakeholders to be consulted before the finalised version is agreed.

Alternative option(s) considered and rejected:

None.

10.EC.155 PRIVATE SECTOR HOUSING ASSISTANCE POLICY

The Executive Cabinet received and considered a report of the Director of Partnerships, Planning and Policy recommending approval in principle to the Private Sector Housing Assistance Policy for 2010 – 2012, incorporating amendments to reflect the consultation responses received to date.

The Executive Cabinet had, in December 2009, agreed the draft Policy for consultation purposes, with the consultation period being due to expire on 13 April 2010.

The Policy was designed to offer a mechanism for the provision of housing assistance to customers in private housing, by integrating the various strands of housing assistance in a manner that would maximise the effective use of resources and target resources to customers in most need.

In response to a number of Member queries during the debate on the new Policy, the Members were informed of the Council's intention to pursue the introduction of a Private Sector Landlords' Accreditation scheme on a voluntary basis, with the aim of creating a list of accredited landlords that could be recommended to potential tenants and letting agents.

Decisions made:

- (1) That approval in principle be given to the private Sector Housing Assistance Policy, as attached to the submitted report, following its update to reflect the consultation responses received to date.**
- (2) That the Executive Member (Business) be granted delegated authority to approve the final version of the Policy, including any minor amendments required at the conclusion of the consultation period on 13 April 2010.**

Reasons for decisions:

1. The proposed policy is designed to offer a mechanism to provide housing assistance to customers in private housing, in a way that maximises the effective use of resources in targeting customers in most need.
2. The policy integrates the various strands of housing assistance and enables the Council to provide a more coherent approach to improving housing conditions in the Borough.
3. Following an extension of the consultation period requested by the Equality Forum, delegated responsibility to approve any further changes to the Policy which are considered appropriate up to the end of the consultation period on 13 April 2010 will enable the policy to be in effect by the end of April, as planned.
- 4.

Alternative option(s) considered and rejected:

None.

10.EC.156 CORE FUNDING GRANTS TO LOCAL VOLUNTARY, COMMUNITY AND FAITH SECTOR ORGANISATIONS - AWARD OF GRANTS FOR 2010/11

The Executive Cabinet considered a report of the Director of People and Places seeking the Members' instructions on applications for Core Funding grant aid in 2010/11.

The report contained the Director's recommendations on the award of grant aid to the organisations whose activities contributed towards the Council's strategic objectives and themes within the Sustainable Community Strategy.

The Core Funding for 2010/11 had amalgamated the grant assistance from Chorley Council's Core Fund budget provision, Chorley Partnership funding and Central Lancashire Health Inequalities Grants, which would streamline and reduce administrative procedures and enable the compilation of a central database for partners.

Decisions made:

- (1) **That approval be given to the making of the following Core Fund grants, subject to the Director of People and Places agreeing and signing off a Core Funding Agreement with each organisation:**
 - 'Improving Life Chances for Young People at Risk' (The Arts Partnership) – Grant of £7,000, together with a grant of £7,940 for the Aspects Project;
 - 'Family Support' (Homestart) – Grant of £20,000;
 - 'Manage your Money Better' (Citizens' Advice Bureau) – Grant of £10,000;
 - 'Core Advice Services' (Citizens' Advice Bureau) – Grant of £75,000 (including accommodation costs);
 - Chorley and District Sports Forum – Grant of £5,000;
 - 'Chorley Pensioners' Running Costs' (Chorley Pensioners' Association) – Grant of £350;
 - Chorley and South Ribble Council for Voluntary Service – Grant of £4,165;
 - 'Chorley Street Pastors' (Ascension Trust) – Grant of £7,000;
 - 'Chorley Lifestyle Centre' (Age Concern) – Grant of £7,600;
 - Chorley Women's Centre – Grant of £4,550;
 - 'Evening and Saturday Dial-a-Bus Service' (Central Lancashire Dial-a-Ride) – Grant of £2,080, provided NowCards are not used on the service and that the service is developed further with Lancashire County Council and Central Lancashire Dial-a-Ride;
- (2) **That the application from Chorley and South Ribble Shopmobility be removed from the Core Grants application process and that funds be found from the mainstream budget to support the essential service.**
- (3) **That no Core Grant be provided in 2010/11 in respect of the application from the Preston and Western Lancashire Racial Equality Council for support of 'Chorley Discrimination and Racism Assistance' initiatives, as the application failed to meet the funding criteria.**
- (4) **That the Central Lancashire Primary Care Trust be requested to provide financial support for the Citizens' Advice Bureau's 'CABability' service for 2010/11.**

- (5) That, in respect of the Chorley and South Ribble Council for voluntary Service's application for funding of the 'H Factor' project, the Central Lancashire PCT be requested to collaborate with the CVS to arrange a health awareness event.
- (6) That the Central Lancashire PCT be requested to provide support to the Saheliyaan Asian Women's Forum for their 'Health and Well-Being for BME Older People and Families' service.
- (7) That further information be sought in respect of the applications for grant assistance from the following organisations and that delegated authority be granted to the Executive Member (People) to determine the applications on receipt of the requested information:

**Groundwork Lancashire West and Wigan;
The Chorley Help Hub.**

Reason for decision:

The Core Funding provided will enable key local organisations to continue their activities in 2010/11.

Alternative options considered and rejected:

None.

10.EC.157 EXCLUSION OF THE PUBLIC AND PRESS

Decision made:

That the press and public be excluded from the meeting for the following item of business on the ground that it includes the likely disclosure of exempt information as defined in Paragraph 1 of Part 1 of Schedule 12A to the Local Government Act 1972.

10.EC.158 UPDATE ON SHARED SERVICES

The Executive Cabinet received and considered a confidential report of the Director of Transformation on the progress and successes to date of the Council's collaborative working with South Ribble and Preston on a number of ventures.

In order to achieve the targets identified in the Council's Medium Term Financial Strategy for 2010/11 – 2012/13, the report recommended an examination of the further development of collaborative working with South Ribble Council on two identified services

The Members were assured that the proposals would be assessed on the assumption that any prospective venture would not result in any diminution of service and would effect financial savings.

Decisions made:

That approval be given to the further development of collaborative working with South Ribble Council along the lines outlined in the submitted report, and that detailed plans be drawn up and presented to the Executive Cabinet for consideration.

Reason for decisions:

To progress the Council's collaborative working agenda.

Alternative option(s) considered and rejected:

None.

(NB The meeting was re-opened to the press and public at this point.)

10.EC.159 NEIGHBOURHOOD WORKING - 2009/10 PROGRESS REPORT AND PROPOSALS FOR 2010/11

The Executive Cabinet received a report of the Director of People and Places on the progress so far of the neighbourhood working regime and putting forward revised action plans and proposals for 2010/11.

The Head of Leisure and Neighbourhoods also gave a short presentation, which illustrated the progress and success of the on-going initiative and highlighted the plans for future projects and ways in which Member engagement could be developed.

The Executive Cabinet confirmed its commitment to the introduction of the neighbourhood working initiative as a means of encouraging the development of more community links and partnership working, and generating external funding for the betterment of the seven neighbourhood areas.

Decision made:

That the progress report on the neighbourhood working regime activities in 2009/10 be noted and that the draft Neighbourhood Action Plans and proposals for 2010/11, as appended to the submitted report, be approved.

Reasons for decision:

Strong partnership working and community engagement are key elements to the achievement of the Council's corporate priorities.

The neighbourhood working venture is perceived as the best means of making the most effective use of shared resources to achieve real benefits for the seven neighbourhood areas.

Alternative option(s) considered and rejected:

While other models and ventures have been tested, the current model appears to be a closer 'fit' for Chorley's purpose and demographic.

Discontinuing neighbourhood working could jeopardise the further development of community engagement and partnership working at a neighbourhood level.

Executive Leader

Special Executive Cabinet

Minutes of meeting held on Wednesday, 31 March 2010

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

Also in attendance:

Lead Members: Councillors Harold Heaton (Lead Member for Development Control)

Other Members: Councillors Roy Lees (Member for Central Lancashire LDF Joint Advisory Committee).

10.EC.160 APOLOGIES FOR ABSENCE

An apology for absence was submitted on behalf of Councillor John Walker.

10.EC.161 DECLARATIONS OF ANY INTERESTS

None of the Executive Members present declared an interest in the principal item of discussion at the meeting.

10.EC.162 PUBLICATION VERSION OF CENTRAL LANCASHIRE LDF CORE STRATEGY

The Executive Cabinet was reminded that the Special Meeting had been convened immediately following the informal discussions between the Cabinets of Chorley, Preston and South Ribble Councils at the Civic Centre, Leyland to consider the draft Publication Version of the Central Lancashire Local Development Framework (LDF) Core Strategy.

A report of the Director of Partnerships, Planning and Policy drew attention to the principal changes that had been made to the draft Publication Version of the Core Strategy in comparison with the earlier Preferred Version. Greater emphasis had been afforded to the need to manage growth, in addition to the importance of essential infrastructure and potential method of funding through developer contributions wherever a funding shortfall was likely from other sources.

While the proposals within the new Core Strategy could be accommodated without the need to extend the Green Belt boundaries, the Strategy now incorporated ambitious targets for both the reduction of carbon emissions from new developments and affordable housing.

Each of the three Central Lancashire authorities had been requested to consider and agree the revised draft version of the LDF Core Strategy for publication and placing on public deposit in June 2010 for a period of 6 weeks. Representations raised during the deposit stage would be submitted to the Secretary of State, in advance of the appointment of an Inspector to conduct examination hearings. The Inspector's binding recommendations would determine any necessary amendments to the Core Strategy before the Strategy could be adopted. It was envisaged that the Core Strategy would reach final adoption stage in June 2011.

The Executive Leader reminded the Members that a number of amendments and clarifications of text to the draft Core Strategy had been agreed at the earlier informal discussions, which would need to be taken into account by the Executive Cabinet in its deliberations. The Cabinet's decision would also need to be ratified by the full Council at its meeting on 13 April 2010.

Decisions made:

- (1) That, subject to Decisions (2) and (3) below and full Council approval on 13 April 2010, the draft revised version of the Central Lancashire LDF Core Strategy, as now presented, be approved for publication and public deposit.**
- (2) That approval of the minor clarifications and/or corrections to the Core Strategy, as agreed at the informal meeting of the Cabinets of Chorley, Preston and South Ribble Councils, prior to formal publication or submission, be delegated to the Director of Partnerships, Planning and Policy, in consultation with the Executive Leader and the Executive Member (Business).**
- (3) That a copy of the list of agreed minor clarifications and/or corrections be supplied to each Executive Cabinet member, Councillor Harold Heaton and Councillor Roy Lees.**
- (4) That, where issues arise following Full Council or publication which require significant change(s), the Strategy be taken to future meetings of the Executive Cabinet and Council to approve the changes.**
- (5) That, subject to there being no significant/fundamental issues raised as a result of representations received after publication, the Core Strategy be submitted to the Secretary of Stage for examination.**

Executive Leader

Report of	Meeting	Date
Director of Partnerships, Planning & Policy (Introduced by the Executive Leader)	Executive Cabinet	3 June 2010

RESPONSE TO OVERVIEW AND SCRUTINY TASK GROUP- AFFORDABLE HOUSING.

PURPOSE OF REPORT

1. To respond to the findings and recommendations of the Overview and Scrutiny report on Affordable Housing.

RECOMMENDATION(S)

2. That the Executive Cabinet endorses the response attached to be received by the Overview and Scrutiny Committee.

REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

3. To inform Overview and Scrutiny of the Executives response to the recommendations made by the O&S Project into Affordable Housing

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

4. None

CORPORATE PRIORITIES

5. This report relates to the following Strategic Objectives:

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

BACKGROUND

6. During the summer of 2008, the Central Lancashire Authorities were involved in a strategic housing session hosted by the IDEA. Following a number of workshops involving

homelessness and affordable housing delivery, it was suggested that a joint Overview and Scrutiny inquiry take place.

The inquiry into Affordable Housing was undertaken between September 2008 and June 2009. The purpose of the Inquiry was to examine the delivery of affordable housing, and to consider alternative methods to increase affordable housing supply.

Recommendations

7. The Report containing a number of recommendations was presented in December 2009 to the Executive Cabinet. Outlined below are the responses to each of the recommendations.

1. A 50/50 split for affordable housing not be adopted in the interim period and each local authority in Central Lancashire continue to utilise existing policy tenure splits until analysis of the Housing Needs Survey has been carried out. A higher provision of social rented housing would be preferred.

The Central Lancashire Strategic Housing Market Assessment has recently been published in October 2009. The housing need figures indicated within the study are now used to inform all negotiation with Developers and RSL's when considering sites with affordable housing obligation. This information is supplemented with demand figures provided from the Councils Housing Waiting List. The tenure split across the Borough of Chorley is 74% Social Rented Accommodation, 26% Intermediate. As a result of current difficult market conditions, the Council is working proactively with partners to deliver flexible intermediate tenure types (such as 'Rent To Homebuy') as appropriate and where this ensures the viability and delivery of schemes.

2. Publicity promoting the concept of social housing and the wider benefits to the community giving a positive example, such as enabling young people to access housing in their local area.

A comprehensive publicity programme has been undertaken to promote successful delivery of this years Affordable Housing delivery programme. The local press has featured articles on the completion of Gillibrand Parcel 8&9, Halliwell Street Refurbishment Project and the innovative Purchase & Repair Scheme. This has assisted in raising the profile of the range and availability of social housing and will be continued for suture years. The Councils Website has also been updated with information about the range of social housing products available across the Borough, including a link to the Home-buy Agency Plumlife. Looking to the future, work has also been initiated to publish a brochure of Affordable Housing which expected to be completed by Summer 2010.

3. All authorities be requested to identify land for potential affordable housing and to call for land specifically for smaller sites for affordable housing from private owners.

All three Central Lancashire authorities are currently at the early stages of producing Site Allocations Development Plan Documents. Calls for site suggestions took place in autumn 2005, summer 2007 and autumn 2009. Site suggestions for a range of uses have been received but no sites have been identified for particular uses yet. Consultation is due to take place in autumn 2010 on issues and options relating to site allocations. Housing issues will be included as part of this process.

The Council have identified our own developable land and are currently in negotiation with Adactus Housing Association with regards to transferring the land to enable further affordable housing delivery within the borough.

4. The Joint Local Development Framework team to be requested to produce a map showing those sites identified for affordable housing to highlight any sites adjacent between two authorities that could be merged.

All three Central Lancashire authorities are currently at the early stages of producing Site Allocations Development Plan Documents. Site suggestions for a range of uses have been received but no sites have been identified for particular uses yet. Consultation is due to take place in autumn 2010 on issues and options relating to site allocations. Housing issues will be included as part of this process. The site suggestions received so far do not indicate any.

5. In addition to the Central Lancashire Councils other bodies, like the Police, PCT, Fire Service, RSL, English Partnership, Churches and Parish Councils and should be approached regarding land that could be brought forward for affordable housing on rural exception sites.

We continue to seek appropriate land i.e. Homes & Community Agency holdings which is available in both Chorley and South Ribble areas.

The Multi Area Agreement will be an important tool in order to assist conversations with other public bodies.

6. To investigate any flexibility in the Local Development Plan for each Authority to encourage rural exception sites where there is demonstrable housing need and broaden the local needs area around settlements and beyond specific villages without harming the green belt.

The Current Chorley Local Plan is positive toward the development of affordable housing in rural areas. It requires the provision of 100% affordable housing on rural exception sites in designated rural settlements. These sites can be adjacent to the villages, including in the Green Belt, providing certain policy provisions are met. Residential schemes here are restricted by the Local Plan to those that will provide a significant proportion of affordable housing; this therefore encourages affordable housing and does allow for some flexibility.

The Joint Central Lancashire Core Strategy will replace the Local Plan and is expected to be submitted to Government in September of this year. This proposes seeking the provision of 30% affordable housing on sites of 15 units or more, but in rural areas seeking at or near 35% affordable housing on any sites of 5 units or more. On rural exception sites the requirement is for 100% affordable housing. This document is scheduled for adoption in June 2011. It is also intended to produce an Affordable Housing Supplementary Planning Document.

7. For each Authority to investigate how they can stimulate the local housing market and assist first time buyers. This could be through the provision of mortgage or assistance with a deposit.

With the success and extent of recent 'Kickstart' and 'Homebuy' Direct Programmes across Chorley within the last year, residents now have access to a wide range of affordable housing products which are helping to stimulate

house sales in the borough and supporting both first time buyers and families requiring larger properties.

8. To promote and advocate the bonds scheme with lettings agents and landlords and publicise new legislation regarding deposits/ bonds.

A Rental Bond Scheme for Chorley was established in June 2009, and has to date successfully provided 32 Guarantees. The project is administered by the Specialist Housing Advisor who is based within the Homeless & Housing Advice Team.

9. To promote the provision of additional affordable housing with parish councils (and area committees where they exist) by keeping them informed at an early stage and the public generally through communication mechanisms used by each Authority.

Parish Councillors have recently been consulted regarding affordable housing priorities as part of work undertaken to complete a Rural Housing Needs Study. Representatives will continue to be engaged as further work on the study progresses. It is anticipated that the study and the relationships established as part of this project, will provide the foundations upon which improved communication mechanisms can be built.

10. Council publications be utilised to promote the availability of debt advice, with strong message to those experiencing financial hardship to contact advisors and lenders as appropriate at an early stage.

The existing suite of 'Housing Options' leaflets have been increased to incorporate one dealing specifically with repossession which is available for Customers and local partner agencies. Referral arrangements have been developed with Chorley CAB Specialist Debt Advisors, and following a successful funding application to CLG, a County Court Duty Desk commenced in September 2009. This service includes provision of advice and representation at Court for those facing possession proceedings. Referrals are received from a wide range of partners including the Court, RSL's and other support agencies. The Councils Specialist Housing Advice Officer also acts as the referral and liaison contact for the Governments Mortgage Rescue Scheme which is managed and facilitated through Plumlife Agency.

11. Where one isn't in place, councils give consideration to implementation of a Housing Association Leasing Scheme.

The Strategic Housing team operated a Housing Authority Leasing Scheme in partnership with New Progress Housing Association between 2005-2009. Following a review of the service in 2009, the scheme was ended due to low interest from landlords/property owners within the Borough. Within this period a total of 4 properties were leased on the Council's behalf, despite numerous advertisement campaigns and presentations at the Councils Private Landlord Forum.

12. Councils continue to investigate the possible use of Empty Dwelling Management Orders (EDMO). Respective Chief Executive write to CLG, the local MP's and the Government requesting that they review the EDMO process with a view to

changing the legislation and that the Minister for Housing and Planning also receives copy correspondence.

EDMO's are appropriate in areas where there are large numbers of derelict dwellings, i.e. inner city areas. To effectively tackle empty properties through an EDMO requires significant resource and funding.

A letter from the Chief Executives has not been sent, however we will pursue this with the other two authorities during 2010/11.

13. The empty homes function be placed within Strategic Housing

The Council has no plans to place the Empty Homes function within the Strategic Housing function.

Strategic Housing will continue to be responsible for the strategic direction/strategy for responding to empty homes; however the delivery will continue to be within the People and Places directorate.

Regular liaison meetings between Strategic Housing and Environmental Health take place, in order to share best working practice, update one another on progress made against appropriate projects.

14. The 3 Authorities produce an Empty Properties Register based on a consistent approach, recording, if possible, the number of bedrooms.

Due to resource limitations in all involved Local Authorities, no progress has been made on this action. This will be taken forward in 2010/11.

15. To lobby Government to amend building regulations in England and Wales to reflect those of Scotland, with a view to ensuring that all new build meets minimum functional space standards to facilitate the transfer of properties to Registered Social Landlords.

No lobbying has taken place on behalf of the Local Authorities. We will liaise with the authorities regarding taking this forward in 2010/11.

16. Investigations to be undertaken with the Homes and Communities Agency with a view to differential weighting of various criteria contained within the Design Strategy & Standards to allow existing private housing stock being brought into the housing supply of affordable housing.

The Homes & Community Agency has begun to hold a single conversation with Local Authorities regarding their priorities and concerns. It is proposed that this will be tabled as part of the single conversation.

17. Local authorities to meet with RSL Partners to discuss and agree an acceptable formula for pepper potting affordable housing within developments.

Discussions regarding 'pepper potting' are currently undertaken on a site by site basis to ensure developments are viable whilst also meeting strategic objectives of delivering mixed/ tenure blind developments. A flexible approach to negotiations is required to ensure that the Councils approach takes into consideration the demands of RSL's managing sites who have locally expressed a preference for clusters of properties – which assists in their maintenance of properties. It is recommended that these flexible

principles be outlined in Supplementary Planning Document due to be produced as part of the Core Strategy process.

18. The Code for Sustainable Homes be met in full in all new developments.

The adopted Chorley Sustainable Resources Development Plan Document outlines how the Code for Sustainable Homes is to be met in Chorley. It sets out a phased approach to meeting the standard in the Borough. All new dwellings will be required to meet Level 3 of the Code by 2010, Level 4 by 2013 and Level 6 by 2016. This approach is proposed to be strengthened in the Joint Core Strategy as it requires Level 4 of the Code where viable before 2013.

19. The Homes and Communities Agency & CLG to be invited to discuss matters of mutual interest relating to the provision of additional affordable housing.

As indicated in action 16, the Homes & Community Agency are committed to regularly meeting Local Authorities in order to discuss housing related interest.

IMPLICATIONS OF REPORT

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

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

LESLEY-ANN FENTON
DIRECTOR OF PARTNERSHIPS, PLANNING AND POLICY

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Lesley-Ann Fenton	***	***	***

Background Papers			
Document	Date	File	Place of Inspection
Final Report of the Overview and Scrutiny Task Group on Affordable Housing 2009.	x	***	***

Report of	Meeting	Date
Director of Partnerships, Planning and Policy (Introduced by the Executive Leader)	Executive Cabinet	3 June 2010

RESPONSE TO OVERVIEW AND SCRUTINY TASK GROUP – TOWN CENTRE VITALITY

PURPOSE OF REPORT

- To respond to the findings and recommendations of the Overview and Scrutiny inquiry report on Town Centre Vitality.

RECOMMENDATION(S)

- That the Executive Cabinet endorses the response attached to be received by Overview and Scrutiny Committee.

REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

- To inform Overview and Scrutiny Committee of the Executive's response to the recommendations made by the O&S Inquiry on Town Centre Vitality.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

- None.

CORPORATE PRIORITIES

- This report relates to the following Strategic Objectives:

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

BACKGROUND

- In March 2009, the Overview and Scrutiny Committee undertook a “review of the year” event, from which emerged a number of suggestions for topics for scrutiny during the current municipal year. The topic of the town centre was selected as one of the top two issues to be

scrutinised during the year and a Task and Finish Group was, accordingly, set up to examine issues around the vitality and viability of the town centre.

7. The Task Group has met on nine occasions since August 2009 to consider carefully the various issues and material considerations related to the following five project areas identified for scrutiny:
 - Marketing/Promotional Issues;
 - Markets Issues;
 - Gateways into Town Centre/Signage/Car Parking;
 - Use of Vacant Properties;
 - Improvement of the Cultural Officer.
8. The report containing a number of recommendations was presented to Executive Cabinet in March 2010. Outlined below are the responses to each of the recommendations falling within 8 objectives.

Objective 1: Formulation of a Comprehensive Marketing Action Plan

9. That the following concepts and ideas put forward by the Task Group be assessed by a Task Group of the Town Centre Forum, with a view to the formulation of a comprehensive Marketing Plan for the Town Centre with the ultimate aim of attracting more shoppers and visitors to the town centre (eg through quality and attractive environmental improvements; reasonable car parking fees structure; provision of sufficient restaurants and cafes (operating to accommodate evening shoppers):
 - selected coach operators (eg Shearings) be reminded of the Markets and other attractions within the town centre and requested to contact the Town Centre and Markets Manager for information on available coach parks;
 - examination of the means of enhancing the localised nature of the Farmers' and other themed markets to improve their distinctiveness by, for example, naming the "Chorley Farmers Market" or linking them to relevant themes (eg Cake Fairs, etc) with more effective advance promotion and advertising;
 - the expansion of the present marketing and promotional campaigns and strategy to encompass the whole of the town centre, with the wider distribution of promotional leaflets throughout the town centre;
 - address the currently insufficient co-ordination of town centre promotion and marketing between the Council and High Street and independent traders;
 - accept that the degree of business experienced by town centre traders is to a large extent, dependent on the commodity sold (eg shoppers are attracted to Markets on Tuesdays and Fridays; certain shops' business is brisker on Wednesdays, etc), and target future promotions accordingly;
 - promote the wide variety of shops available in the town centre, particularly the number of quality independent retailers, in an attempt to attract both residents who do not normally visit the town centre and other visitors from the surrounding catchment area through the production of a user friendly A4 promotional leaflet and Parish Council newsletter inserts;
 - promotion of the late night opening of shops on Thursday evenings will be reliant on more town centre retailers being persuaded to extend their opening hours;
 - Council's Officers be requested to consider the production of a small single sheet to promote the town centre, which could be used by retailers to accompany goods despatched to customers;
 - Council's Officers be requested to consider the viability and cost implications of advertising the wide diversity of shops and goods available in the town centre on local commercial radio stations, particularly during the period leading up to Christmas;
 - the costs and manpower implications, and likely effectiveness, of producing an occasional Directory of forthcoming cultural and sports events and activities across

the Borough as a means of improving the co-ordination, promotion and take-up of the events, be examined.

10. **This set of comprehensive and timely recommendations will feed into developing the 2010/11 Corporate Strategy Project to “Produce a marketing package for the town centre, markets and Chorley as a whole”.**

Objective 2: Prepare a Strategy for an Evening Economy

11. That a review of the pricing structure and bureaucracy relating to the Lancastrian Room and the publicity/promotions strategy be undertaken, with the aim of making the facilities on offer more affordable and making local and regional groups more aware of the facilities.
12. **A review of the future role and function of the Lancastrian Suite is needed. Reviewing its use as a social facility needs to be undertaken whilst having regard to comparable facilities in comparable locations.**

Objective 3: Signage Strategy

13. That a recommendation be made to the Lancashire County Council for the erection of brown motorway advertising signs to promote the Markets and other visitor attractions in Chorley.
14. That a review of the directional signage to and within the town centre for motorists and pedestrians be undertaken.
15. That the Task Group supports and commends the need for an adequate and effective number of signs directing visitors to each of the town centre car parks to be placed at strategic locations within and around the town centre.
16. That the Officers undertake a review of the current location of existing gateway signs, with a view to suggesting the location and estimated cost of any required additional signs.
17. That the Officers be requested to liaise with the County Council to examine issues around the current state and security of pedestrian access routes to the town centre, particularly through underpasses and across car parks, and report recommendations to a future meeting of the Task Group.
18. **These recommendations are endorsed. Lancashire County Council will be approached about brown motorway advertising.**
19. **A key action of delivering the Town Centre Audit and Design Strategy on ‘Revealing the Town Centre Signage/Links/Gateways’, is preparing a signage strategy which will involve developing a hierarchy of information and signage, introducing a comprehensive and co-ordinated signage palette, and identifying and defining district ‘gateways’. This strategy also encompasses issues of pedestrian access including underpasses and car parks.**

Objective 4: Car Parking Strategy

20. That the Council’s Officers be requested to examine the possible extension of the scheme currently operated with Booths, under which £1 vouchers were awarded by the Supermarket retailer to shoppers at the store as a discount off parking fees, with appropriate retailers being approached to ascertain if they would be willing to participate in a similar scheme.
21. That the feasibility of the introduction of a herring-bone parking system on Market Street and St George’s Street be considered.

22. That needs of disabled drivers be taken into account when any revision of the car parking strategies are considered.
23. **The Town Centre and Markets Manager and Head of Streetscene Services are currently working with representatives from the Chamber of Trade and Town centre traders to look at car parking and extending the car parking voucher scheme off the flat iron car park will be one of the possibilities to be explored. Chorley Council and Lancashire County Council will look into the feasibility of introducing herringbone parking on Market Street and St George Street.**
24. **The Head of Streetscene Services will ensure that car parking strategies address the needs of the disabled.**

Objective 5: Town Centre Living

25. That residential usage of town centre properties be encouraged by the following means:
 - the Neighbourhoods Directorate be requested to offer an advice service to owners of properties in the town centre that are capable in whole or in part of conversion to flats, in order to clarify the relevant regulations, directives and standards which require to be complied with;
 - the Strategic Housing Services Section be requested to offer assistance in the marketing of new affordable housing units provided by Registered Social Landlords in the town centre, and provide details of applicants on the housing waiting list to the owners of the housing units;
 - developers of new schemes in the town centre be encouraged to consider mixed use developments (comprising retail, storage, residential units, etc) whenever practicable.
26. **Encouraging town centre living is integral to our Town Centre Audit and Design Strategy; and these recommendations are accepted in the main. However, Strategic Housing are only able to market new affordable housing units to prospective tenants, details of housing waiting list applicants cannot be passed on due to data protections issues.**

Objective 6: Vacant Property Policy

27. That an Officer be identified to undertake the role of Lead Co-ordinator responsible for the implementation of an Empty Property Policy setting out the practices and procedures to be adopted and implemented in relation to vacant town centre properties, including a package of advice and guidance to prospective developers on relevant planning application procedures, licensing regulations, funding sources and business support services, etc.
28. **Town centre vacant property is marketed on our sites and premises database, and initiatives have been piloted, such as the window dressing, to reduce the impact of vacancies. Whilst our town centre vacancy rates are low, we are mindful of the current difficult economic climate and the impact this may have on the town centre. Working with commercial letting agents, we endorse this recommendation.**

Objective 7: Develop and Deliver Short and Long Term Plans for the Markets

29. That a short term action plan containing realistic and viable measures aimed at enhancing the appearance and vitality of the Flat Iron Market; achieving maximum occupancy of stalls; and reducing arrears of stall rents be compiled and costed. The action should include

practical measures to encourage a uniform charging policy and offer of subsidies or discounts to market traders paying rents by direct debit or in advance, or occupying more than one stall, etc. The plan should also take into account the current economic situation and not impose any undue financial burden that would discourage traders from the market.

- 30. Several suggested measures that could be explored for possible inclusion in the action plan are itemised in the Task Group’s findings report.
- 31. That the long term seeking to action the following objectives be approved in principle:
 - Replace existing stalls (5m x 5m) with
 - (a) Gazebos stalls (3m x 3m)
 - (b) Umbrella stalls (3.5m x 3m)
 - Examine the introduction of a standard pattern for market stall canopies, with a choice of colours being made available for individual stall holders;
 - Review the markets layout in conjunction with the Flat Iron urban regeneration scheme for integration into the Market Walk Phase II design scheme.
 - Install powerpoints for Flat Iron market stalls.
 - Pursue the provision of new transport (electric) equipment to move market equipment and waste.
- 32. **Having invested in the new covered market, our attention now turns to the flat iron. These recommendations feed into our 2010/11 Corporate Strategy Project to “Develop a proposal for Improvements to the Flat Iron”. The recommendation for short term actions is accepted and should take into account possible revenue generation to fund a long term scheme.**

Objective 8: Develop and Deliver a Pavement Café Policy

- 33. That the Task Group supports and wishes to participate in the production of the projected Pavement Café Policy, which the Members hope will take into account the need to balance the aim of preventing clutter and obstructions in the town centre with the need to protect commercial interests and the vibrancy of the town.
- 34. **We are currently working with LCC to simplify the application process and also provide Chorley with enforcement powers to ensure that non compliance with the policy can be addressed.**
- 35. The Executive would like to thank the Task Group for their report and recommendations which will help guide the Council in their scrutiny of the Town Centre and ensure that Chorley maintains its position in the retail hierarchy, grows the quality of its offer and provides a distinctive and attractive town centre offer.

IMPLICATIONS OF REPORT

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

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

COMMENTS OF THE DIRECTOR OF TRANSFORMATION

37. The immediate financial implication of this report relate to the marketing of the Town Centre. A sum of £5k has been identified from underspends in 2009/10 and will be recommended for slippage into 2010/11. In respect of many of the other proposals these are likely to require significant capital investment once the feasibility work is complete. It will then be for members to decide if resources are to be allocated to any programme of work.

LESLEY-ANN FENTON
DIRECTOR OF PARTNERSHIPS, PLANNING AND POLICY

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Cath Burns	5305	11 May 2010	Town Centre Vitality

Report of	Meeting	Date
Director Partnerships, Planning and Policy (Introduced by the Executive Member for Policy and Performance)	Executive Cabinet	3 June 2010

4TH QUARTER PERFORMANCE REPORT 2009/10

PURPOSE OF REPORT

1. This monitoring report sets out performance against the Corporate Strategy Key Projects and the Council's National Indicators for the fourth quarter of 2009/10, 1 January – 31 March 2010.

RECOMMENDATION(S)

2. That the report be noted

EXECUTIVE SUMMARY OF REPORT

3. This report sets out performance for the Corporate Strategy and the Council's National Indicators for the fourth quarter of 2009/10, 1 January – 31 March 2010. Performance is assessed based on the delivery of key projects in the Corporate Strategy and the performance against National Indicators for which the Council is responsible.
4. The Corporate Strategy 2009/10 identifies 33 key projects. The overall performance of the key projects is excellent with 33 (100%) being either completed or rated green and progressing ahead of or according to plan by the end of March 2010.
5. Two of the key projects in the Corporate Strategy have been completed, while 31 projects are rated as 'Green' meaning that they are on track. No projects are rated 'Amber', which is an early warning that there may be a problem. There are also no projects that are rated 'Red', which indicates more serious problems such as falling behind schedule such as exceeding schedule.
6. At the end of the 4th quarter, 25 national indicators can be reported. All of these indicators have targets set and have been reported previously. Of the 25 the majority (17) have matched or exceeded target, four have performed worse than target but within the 5% threshold and four have missed target by 5% or more.
7. Action plans have been included at paragraph 29 for those indicators where performance is lower than anticipated.

REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

8. To facilitate the ongoing management and analysis of the Council's performance

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

- 9. None

CORPORATE PRIORITIES

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

Strengthen Chorley’s economic position in the Central Lancashire Sub Region	✓	Improve environmental sustainability and combat climate change	✓
Improving equality of opportunity and life chances	✓	Develop the Character and feel of Chorley as a good place to live	✓
Supporting people to get involved in improving their communities	✓	Ensure Chorley Council is a consistently top performing organization	✓

BACKGROUND

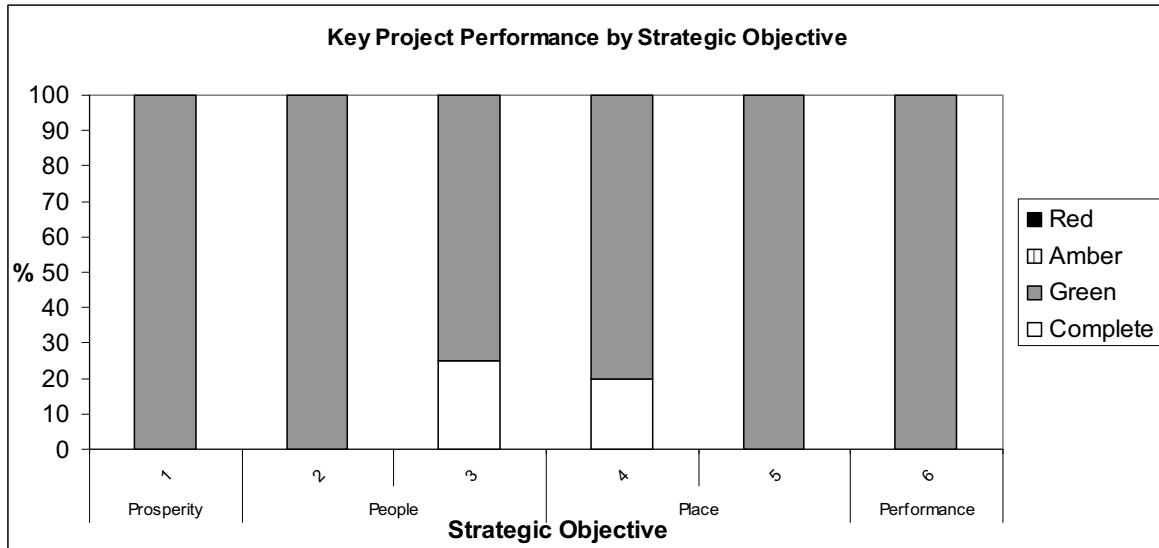
- 11. The Corporate Strategy is the key strategic document for the authority and is focused on delivering the Council’s six strategic objectives that underpin the priorities of prosperity, people, place and performance. The Corporate Strategy mirrors, and outlines the Council’s contribution to the Sustainable Community Strategy, delivery of which is taken forward by the Chorley Partnership.
- 12. The Corporate Strategy 2009/10 identifies a programme of 33 key projects, which contribute to the achievement of our objectives. These projects are delivered using the Council’s corporate project management toolkit.
- 13. National Indicators (NIs) are indicators collected in accordance with definitions issued by the Communities and Local Government.
- 14. Quarterly Business Plan Monitoring Statements have also been produced by directorates separately and will be sent to the Overview and Scrutiny Committee. Quarterly Business Plan Monitoring Statements report progress against the key actions and performance indicators in directorate’s business improvement plans.

KEY PROJECT PERFORMANCE OVERVIEW

- 15. This section looks at the performance of the key projects to the end of the fourth quarter of 2009/10.
- 16. In order to manage our key projects lead officers have been asked to complete a high-level project plan, a business case, project initiation document and quarterly highlight reports.
- 17. The highlight reports provide a brief update on the work carried out during the last quarter (1 January – 31 March 2010), what achievements are expected in the next quarter, any current risks and issues affecting the project and an overall rating of either ‘Green’, ‘Amber’ or ‘Red’.
- 18. The table below shows that the performance of the key projects is excellent. 100% of projects (33 out of 33) were on track, (completed, rated ‘Green’ and progressing ahead of, or on, plan by the end of March 2010. This maintains our 100% performance from the previous quarter.

	QTR 3 09/10	QTR 4 09/10	Variance
Completed projects	0 (0%)	2 (6%)	+2 (+6%)
Projects rated as 'Green'	33 (100%)	31 (94%)	-2 (-6%)
Projects rated as 'Amber'	0 (0%)	0 (0%)	0 (0%)
Projects rated as 'Red'	0 (0%)	0 (0%)	0 (0%)

Table 1 - Summary of key project performance for the 4th Qtr (Jan – Mar 10)



COMPLETED KEY PROJECTS

19. The table below shows the key outcomes from the projects that have completed in the fourth quarter of 2009/10, 1 January – 31 March 2010. In total 2 (6%) of the Key Projects in the Corporate Strategy 2009/10 have now been completed, an improvement of 6% on the position at the end of the third.

Key Project	Key Outcomes
Install Combined Heat and Power system at All Seasons Leisure Centre	The CHP Unit has now been installed at All Seasons Leisure Centre and will be operational by the end of May. The key outcomes from the project are that the unit will save £32,574 and 88 tonnes of CO2 per annum. The payback time will be 43 months.
Develop and deliver agreed community governance options for Chorley	<p>The project involved a wide ranging consultation of resident’s views on Chorley Council’s Executive Arrangements. This included;</p> <ul style="list-style-type: none"> • A direct approach to all members of the Chorley Smile Citizens Panel • A web based questionnaire hosted on the Chorley Council website • A direct approach to all Parish Councils • Advertising in the local press <p>In addition, all comments and representations received by the Council have been considered.</p> <p>The outcome of the consultation was support from members of the public for a Strong Leader and Cabinet model with elections by thirds being maintained. Full Council considered both the different models and the results of the consultation and resolved to adopt the Strong Leader model and retain the existing electoral arrangements.</p>

KEY PROJECTS IDENTIFIED AS 'GREEN'

20. A 'green' rating indicates that project performance is as planned or ahead of schedule with progress on target and costs within or under budget. The following projects are rated green at the end of the second quarter.

1	Secure the redevelopment of Pall Mall triangle
2	Develop a proposal for improvements to the Flat Iron (Final stage of markets action plan)
3	Produce a marketing package for the town centre, markets and Chorley as a whole
4	Develop a succession strategy for major inward investment and identify niche markets for the strategic regional site
5	Produce site allocations Development Plan Document
6	Refresh the Economic Regeneration Strategy and Town Centre Action Plan
7	Evaluate the Families First project and establish intervention arrangements for vulnerable families
8	Increase weekend diversionary provision for children and young people
9	Improve co-ordination of work with children and young people
10	Evaluate the free swimming scheme and agree a way forward
11	Implement Year 2 of the 50+ Active Generation project
12	Deliver Chorley's Key Actions for Year 1 of the Health Inequalities Strategy
13	Develop a Community Engagement Strategy
14	Develop and deliver an action plan to increase volunteering
15	Work with local residents to transfer community facilities into community management
16	Deliver food waste recycling
17	Carry out energy audits of all remaining council buildings
18	Establish a community growing scheme
19	Ensure development of Group One woodland management plan
20	Deliver key projects from neighbourhood action plans
21	Establish a Choice Based Lettings scheme
22	Complete review of the Home Improvement Agency
23	Deliver the Chorley Housing refurbishment scheme
24	Pilot and review the proposed Chorley/SRBC CDRP merger
25	Complete parks, open spaces and play review and complete improvement plan
26	Refresh Chorley's Sustainable Community Strategy
27	Complete Year 3 of the VFM programme
28	Refresh the Council's Marketing and Communications Strategy
29	Develop a staff engagement strategy
30	Complete I&DeA Peer Review of LSP
31	Implement revised street cleaning schedules following recommendations from O & S enquiry

NATIONAL INDICATOR SET PERFORMANCE OVERVIEW

21. The performance of the national indicators that can be reported at the end of the fourth quarter is shown in the table in Appendix 1. In addition, a report is made on an annual basis to report on the progress made against the Local Area Agreement and Sustainable Community Strategy.
22. The majority of the indicators are performing at, or above, target. At the end of the 4th quarter, of the 25 indicators reported, 17 have matched or exceeded target, 4 have performed worse than target but within the 5% threshold and 4 have missed target by 5% or more.
23. The 4 indicators that have missed target by 5% or more have had action plans prepared. These can be found at paragraph 50. The indicators below target are:
 - NI 157a (Processing of planning applications as measured against targets for 'major' application types)
 - NI 170 (Previously developed land that has been vacant or derelict for more than 5 years)
 - NI 195a (Improved street and environmental cleanliness: levels of litter)
 - NI 195b (Improved street and environmental cleanliness: levels of detritus)

TREND ANALYSIS

24. Analysis has been undertaken to compare the performance of indicators in this quarter to when they were reported in the previous quarter. When compared against the previous quarter, 10 indicators out of 15 (67%) have shown an improvement or consistent performance.
25. Analysis has been undertaken where possible to compare the performance of indicators in this quarter to when they were reported at this point last year. It is possible to make this comparison for 25 indicators. When compared to quarter 4 2008/9, 16 indicators out of 25 (64%) have shown an improvement or consistent performance and hit target.

DELIVERING ACTION PLANS

26. In the third quarter performance report, four indicators were below target triggering the production of action plans. These were NI 181 (Time taken to process Housing Benefit/Council Tax Benefit new claims and change events), NI 195a (Improved street and environmental cleanliness: litter), NI 195b (Improved street and environmental cleanliness: detritus) and NI 195c (Improved street and environmental cleanliness: graffiti).
27. NI 181 (Time taken to process Housing Benefit/Council Tax Benefit new claims and change events) has shown an improvement in performance and has hit target this quarter. NI 195c (Improved street and environmental cleanliness: graffiti) has also shown an improvement in performance and is now only just off target and is within the 5% threshold. NI 195b (Improved street and environmental cleanliness: detritus) has shown an improvement in performance; but is still below target. In addition, NI 195a (Improved street and environmental cleanliness: litter) is still below target. Therefore, updated action plans have been produced to outline the further actions that will be taken to improve performance.
28. Although overall performance is a picture of continued improvement, there remains a need to respond quickly and effectively where performance is not meeting our expectations. In order to understand and manage performance improvement action plans are completed where indicators have missed target by 5% or more.

29. The following indicators have action plans as they have fallen below the targets set for 2009/10:
- NI 157a (Processing of planning applications as measured against targets for ‘major’ application types)
 - NI 170 (Previously developed land that has been vacant or derelict for more than 5 years)
 - NI 195a (Improved street and environmental cleanliness: levels of litter)
 - NI 195b (Improved street and environmental cleanliness: levels of detritus)

ACTION PLANS: INDICATORS BELOW TARGET

Indicator Number	NI 157a
Indicator Short Name	Processing of planning applications as measured against targets for ‘major’ application types

Quarter Four	
Performance	Target
75.86%	81%

Please explain the reasons why progress has not reached expectations

There were seven decisions that were not decided within the 13 week timescale including two applications that were required to be referred to Government Office as “call in applications”. Decisions and timescale are outside of the authorities control for such “call in” applications. Other instances of decisions being made outside the 13 week timescale relate to deferrals at Committee and delays resulting from securing legal agreements being signed.

Please detail corrective action to be undertaken

The main area for corrective action is the formulation, drafting and signing by all parties of legal agreements, project managing the procedure will assist in future to ensure that legal agreements are signed and the decision issued on time. Case management software is due to be used by legal services to manage the number of cases for legal agreements. Members of the Development Control Committee will be advised where deferral of the decision will result in that decision being made outside the 13 week timescale.

Indicator Number	NI 170
Indicator Short Name	Previously developed land that has been vacant or derelict for more than 5 years

Quarter Four	
Performance	Target
8.41%	5.76%

Please explain the reasons why progress has not reached expectations

The council's National Land Use Database (NLUD) return was completed last summer. This database contains a number of sites that have been in the database over a 5 year period. Some of these sites may not be suitable for development or may have other issues such as ownership which makes them difficult to develop. Therefore, they have remained in the database for a longer period of time. The economic downturn may have also made the development of certain sites less attractive.

Please detail corrective action to be undertaken

The Core Strategy and Site Allocations DPD will identify sites for future development until 2026. Some of the sites contained within the NLUD may be allocated for a particular use making them more likely to be developed in the future. A number of sites within the borough have been granted permission or redeveloped within the past year. This will be reflected in this years NLUD return.

Indicator Number	NI 195a
Indicator Short Name	Improved street and environmental cleanliness: levels of litter

Quarter 4		
Performance	Chorley LAA Target	Lancs LAA Target
6.1%	4.6%	10%

Please explain the reasons why progress has not reached expectations

This indicator has seen significant variations over the full year. Tranche 1 and 3 came in on target, with the 2nd Tranche yielding poor results which impacted on the overall score. The reasons for the poor performance in Tranche 2 are considered fully in the action plan produced in the previous performance report. These included: issues caused by early autumn leaf fall which resulted in some slippage on the programmed rounds to clear the leaves and prevent highway flooding; there were also issues around the performance of our weed contractor. Weeds in the Channels will have a major impact on detritus levels, but also can attract litter. There were also some issues with litter on unadopted roads (accounting for 10% of the worst scoring areas) which are measured in the survey but are not the responsibility of the Council.

Although the year end target has not been achieved, performance has improved significantly since the second tranche with action taken being effective in bringing performance back on track to 4.6% in the final quarter by addressing the issues identified above. One of the key areas of improvement is related to scheduling of the larger sweeper routes and additional training of existing street scene staff to cover for holidays and sickness.

The Council performance is better than the national and local averages. The Lancashire average performance on this indicator was 7.2%, however the Council have set out the steps below to further improve performance and reach the target of 4.5 % in 2010/11.

Please detail corrective action to be undertaken

At the end of 2009/10 a decision was made to bring the Weed Contract back in house. This decision was made to bring greater control over the process. It was clear to the service, the importance of a high quality weed control service and the impact if it is not delivered. This is now being carried out by Chorley and is currently underway. Therefore, we envisage major improvements in terms of reduced levels of detritus and to a lesser extent litter

The Council will inject a figure of £60,000 into the street cleaning service in 2010/11. This money is being spent both operationally and in terms of enforcement and education.

£50,000 of this payment will be used to fund 3 extra posts. These new posts will form part of a two person cleansing team who operate in a mini mechanical sweeper. The plan for this is that every street in the Borough will be manually cleaned both in the channels and the footways. This proposal will bring real improvements; both in terms of actual cleanliness of the streets and public perception as it will be evident we are doing more to improve the look of the Borough.

The remaining £10,000 will focus on education and enforcement. Over the last year a lot of work has been carried out around dog fouling, both in terms of raising publicity and stepping up enforcement. We are proposing a similar high profile publicity campaign around littering and will be working with Keep Britain Tidy to see if we can align ourselves with their national campaign.

We will also aim to monitor the inspection reports in order to target the areas which adversely affect our PI's; these are usually private roads or industrial areas. As stated previously the inspections include all roads across the Borough, which include areas outside of Chorley's direct control.

This will include visits to areas to try and engage land owners / leaseholders in order to educate and advise in terms of the impact their land has on the overall cleanliness of the Borough. However we will only be performing an advisory role and success will be dependent on buy in from those we liaise with.

Indicator Number	NI 195b
Indicator Short Name	Improved street and environmental cleanliness: levels of detritus

Quarter 4		
Performance	Chorley LAA Target	Lancs LAA Target
9.7%	4.7%	18%

Please explain the reasons why progress has not reached expectations

This indicator has seen significant variations over the full year. Tranche 1 and 3 came in on target, with the 2nd Tranche yielding poor results which impacted on the overall score. The reasons for the poor performance in Tranche 2 are considered fully in the action plan produced in the previous performance report. These included: issues caused by early autumn leaf fall which resulted in some slippage on the programmed rounds to clear the leaves and prevent highway flooding; there were also issues around

the performance of our weed contractor. Weeds in the Channels will have an impact on detritus. There were also some issues with detritus on unadopted roads (accounting for 10% of the worst scoring areas) which are measured in the survey but are not the responsibility of the Council. However detritus is not as apparent as litter and whilst landowners may keep their streets etc free from litter, detritus may still exist, which impacts on this PI.

Although the year end target has not been achieved, performance has improved significantly since the second tranche with action taken being effective in improving performance to 6.33% in the final quarter by addressing the issues identified above. One of the key areas of improvement related to scheduling of the larger sweeper routes and additional training of existing street scene staff to cover for holidays and sickness.

The Council's performance is better than the national and local averages. The Lancashire average performance on this indicator was 12.5%, however the Council have set out the steps below to further improve performance.

Please detail corrective action to be undertaken

At the end of 2009/10 a decision was made to bring the Weed Contract back in house. This decision was made to bring greater control over the process. It was clear to the service the importance of a high quality weed control service and the impact if it is not delivered. Now this is being delivered in house we expect to see a reduction in the levels of detritus as a consequence.

The Council will inject a figure of £60,000 into the street cleaning service in 2010/11. This money is being spent both operationally and in terms of enforcement and education.

£50,000 of this payment will be used to fund 3 extra posts. These new posts will form part of a two person cleansing team who operate in a mini mechanical sweeper. The plan for this is that every street in the Borough will be manually cleaned both in the channels and the footways. This proposal will bring real improvements; both in terms of actual cleanliness of the streets and public perception as it will be evident we are doing more to improve the look of the Borough.

The remaining £10,000 will focus on education and enforcement. Over the last year a lot of work has been carried out around dog fouling, both in terms of raising publicity and stepping up enforcement. We are proposing a similar high profile publicity campaign around littering and will be working with Keep Britain Tidy to see if we can align ourselves with their national campaign.

We will also aim to monitor the inspection reports in order to target the areas which adversely affect our PI's; these are usually private roads or industrial areas. As stated previously the inspections include all roads across the Borough, which include areas outside of Chorley's direct control.

This will include visits to areas to try and engage land owners / leaseholders in order to educate and advise in terms of the impact their land has on the overall cleanliness of the Borough. However we will only be performing an advisory role and success will be dependent on buy in from those we liaise with.

CONCLUSION

- 30. The performance in this fourth quarter report shows that the Council continues to perform well. The progress made in delivering key projects is excellent and the performance against indicator targets demonstrates that we continue to deliver against our priorities.
- 31. The action plans and other steps to be taken where performance is lower than anticipated should help to drive improvement in performance indicators and project delivery.

IMPLICATIONS OF REPORT

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

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




LESLEY-ANN FENTON
 DIRECTOR OF PARTNERSHIPS, PLANNING AND POLICY


















There are no background papers to this report.









Report Author	Ext	Date	Doc ID
Adele Reynolds	5325	4 May 2010	Fourth Quarter Performance Report 2009 10

Appendix 1: National Indicator Set Performance

Performance values for ALL

	Performance is better than target		Worse than target but within threshold		Worse than target, outside threshold
---	--	---	---	---	---

Indicator Code	Indicator Name	Polarity	Target Value	Performance Value	Symbol
NI 14	Avoidable contact: The average number of customer contacts per resolved request	Smaller is better	23%	17.41%	
NI 152	Working age people on out of work benefits	Smaller is better	12.2%	11.1%	
NI 157a	Processing of planning applications as measured against targets for 'major' application types	Bigger is better	81%	75.86%	
NI 157b	Processing of planning applications as measured against targets for 'minor' application types	Bigger is better	82.5%	82.72%	
NI 157c	Processing of planning applications as measured against targets for 'other' application types	Bigger is better	92%	92.26%	
NI 159	Supply of ready to develop housing sites	Bigger is better	100%	114.9%	
NI 166	Median workplace earnings in the area	Bigger is better	£465	£460	
NI 170	Previously developed land that has been vacant or derelict for more than 5 years	Smaller is better	5.76%	8.41%	
NI 180	Changes in Housing Benefit/ Council Tax Benefit entitlements within the year	Bigger is better	9000	13474	
NI 181	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	Smaller is better	10 Days	9.9 Days	
NI 182	Satisfaction of businesses with local authority regulation services	Bigger is better	90%	92.4%	
NI 184	Food establishments in the area which are broadly compliant with food hygiene law	Bigger is better	95%	95%	
NI 196	Improved street and environmental cleanliness - fly tipping	Smaller is better	2	2	
NI 16	Serious acquisitive crime	Smaller is better	7.945 per 1,000	6.689 per 1,000	
NI 20	Assault with injury crime rate	Smaller is better	5.82 per 1,000	5.219 per 1,000	
NI 155	Number of affordable homes delivered (gross)	Bigger is better	50 units	107 units	
NI 156	Number of households living in Temporary Accommodation	Smaller is better	13	6	

Indicator Code	Indicator Name	Polarity	Target Value	Performance Value	Symbol
NI 187 (i)	Tackling fuel poverty - % of people receiving income based benefits living in homes with a low energy efficiency rating	Smaller is better	4.08%	4.24%	
NI 187 (ii)	Tackling fuel poverty - % of people receiving income based benefits living in homes with a high energy efficiency rating	Bigger is better	44.7%	50.59%	
NI 188	Planning to adapt to climate change	Bigger is better	Level 2	Level 2	
NI 192	Household waste recycled and composted	Bigger is better	49%	47.53%	
NI 195a	Improved street and environmental cleanliness: levels of litter	Smaller is better	4.6%	6.1%	
NI 195b	Improved street and environmental cleanliness: levels of detritus	Smaller is better	4.7%	9.7%	
NI 195c	Improved street and environmental cleanliness: levels of graffiti	Smaller is better	1%	1.6%	
NI 195d	Improved street and environmental cleanliness: levels of flyposting	Smaller is better	1%	0.8%	



Report of	Meeting	Date
Director Partnerships, Planning and Policy (Introduced by the Executive Member for Policy and Performance)	Executive Cabinet	13 th May 2010

CHORLEY PARTNERSHIP ANNUAL REPORT 2009/10

PURPOSE OF REPORT

1. This report provides a summary of the progress made by the Chorley Partnership throughout 2009/10. The report includes an update on the Sustainable Community Strategy indicators, LSP projects and also on Chorley's performance against the second year of the Local Area Agreement.

RECOMMENDATION(S)

2. Members are asked to note the contents of the report, before it is presented to the LSP Board.

EXECUTIVE SUMMARY OF REPORT

3. The Chorley Partnership Annual Report is attached to this report as an appendix. Below is a summary of the key headlines from this year's report.
4. Headlines from this year's report are:
 - Unemployment has reduced since last year
 - The number of persons in temporary accommodation is at an all time low and there has been a major decrease over the last year
 - House prices in Chorley have risen over the last year
 - Crime is down overall by 2.1% compared to last year
 - All types of crime in Chorley have decreased apart from burglary dwelling and serious violent crime
 - Teenage pregnancy has fallen by 2.2% when the three year average for 2006-2008 is compared to the three year average for 2005-2007
 - Chorley is in the bottom 10% nationally for alcohol related hospital admissions
 - The number of young people not in education, employment or training (NEETS) has reduced since last year
 - There have 74 new business start ups in 2009/10
 - Delivery of affordable homes has increased by 174% since last year
 - There has been a small increase in Chorley's recycling rate since last year
 - CO2 emissions have remained fairly static compared to last year
 - 81.9% of people feel that Chorley is a place where people get on well together
 - The level of street cleanliness has remained fairly similar to last year, although levels of flyposting have decreased
 - The number of primary fires has reduced since last year



The second year of the Local Area Agreement has progressed well. An update has been provided on 24 of the 35 indicators in the LAA as these are the indicators that we have information on at this point in time.

REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

5. N/A

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

6. N/A

CORPORATE PRIORITIES

7. This report relates to the following Strategic Objectives:

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

IMPLICATIONS OF REPORT

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

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

LESLEY-ANN FENTON
 DIRECTOR PARTNERSHIPS, PLANNING AND POLICY

There is one background paper attached to this report

Report Author	Ext	Date	Doc ID
Adele Reynolds	5325	13 th May 2010	Chorley Partnership Annual Report 2009/10

Background Papers			
Document	Date	File	Place of Inspection
Chorley Partnership Annual Report 2009/10	May 2009	Policy and Performance	Union Street Offices

Annual Report
2009/10



Executive Summary



This report outlines the performance of the Chorley Partnership over 2009/10. Compared to this time last year, the picture is starting to look much more optimistic in a variety of areas as we emerge from the recession. We do however have a serious challenge ahead of us to ensure that the economy remains strong, people have jobs, health outcomes across the borough improve and the environment is protected.

This report updates on the progress against the targets outlined in the Sustainable Community Strategy (which will be refreshed this year) and an update on Chorley's progress against the second year of the Local Area Agreement.

Headlines from this year's report are:

- Unemployment has reduced since last year
- The number of people in temporary accommodation is at an all time low and there has been a major decrease over the last year
- House prices in Chorley have risen over the last year
- Crime is down overall by 2.1% compared to last year
- All types of crime in Chorley have decreased apart from burglary dwelling and serious violent crime
- Teenage pregnancy has fallen by 2.2% (the three year average for 2006-8 compared to the three year average for 2005-7)
- Chorley is in the bottom 10% nationally for alcohol related hospital admissions
- The number of young people not in education, employment or training (NEETS) has reduced since last year
- There have been 74 new business start ups in since last year
- Delivery of affordable homes has increased by 174% since last year
- There has been a small increase in Chorley's recycling rate since last year
- CO2 emissions have remained fairly static since last year
- 81.9% of people feel that Chorley is a place where people get on well together
- The level of street cleanliness has remained fairly similar to last year, although levels of flyposting have decreased
- The number of primary fires has reduced since last year

The State of Chorley 2009/10

Each year we provide an overall view on the picture of Chorley. The economic picture this year is more optimistic than last year as the UK economy has now started to emerge from recession. However, over the last 18 months, the credit crunch and resulting recession have taken their toll on the local economy, although not to the extent of some other areas.

Unemployment

Over the last 18 months, the recession has had an impact in Chorley just like the rest of the UK. Over the last year, the unemployment benefit claimant count has started to decrease; but it is still significantly higher than when the recession first started. In March 2010 it was at 2.9% of the working age population, compared to 3.3% in March 2009. In numerical terms, it amounts to 1889 claimants, a decrease of 281 claimants on last year's figure of 2170 claimants.

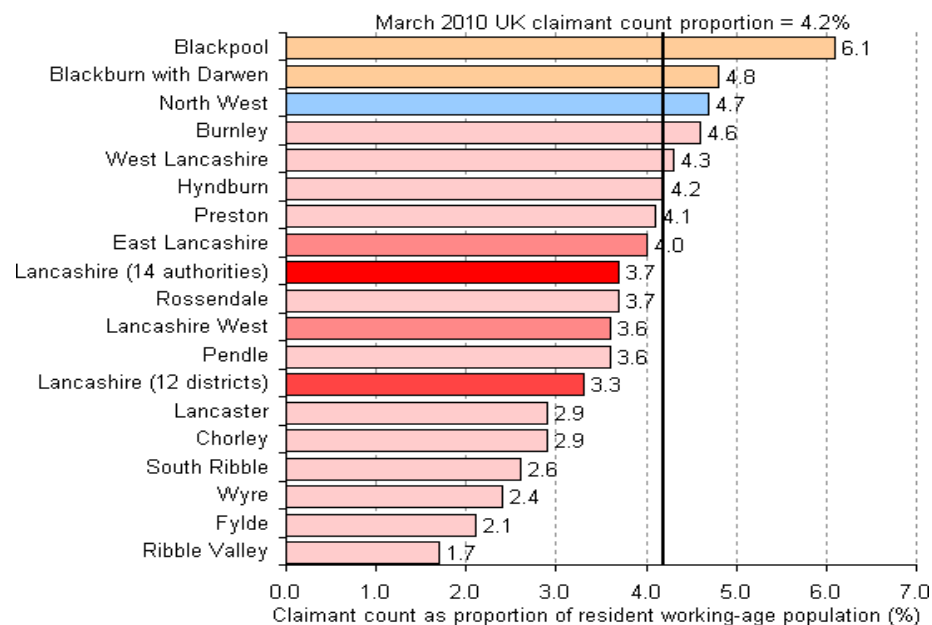


Figure 1: Total JSA claimants, March 2010 (Source: ONS claimant count with rates and proportions)

House Prices

At the end of 2009/10, the average house price in Chorley was £170,145, which was an increase of 2.8% on 2008. This illustrates that house prices in Chorley are starting to recover from the effects of the recession, which took its toll during 2008.

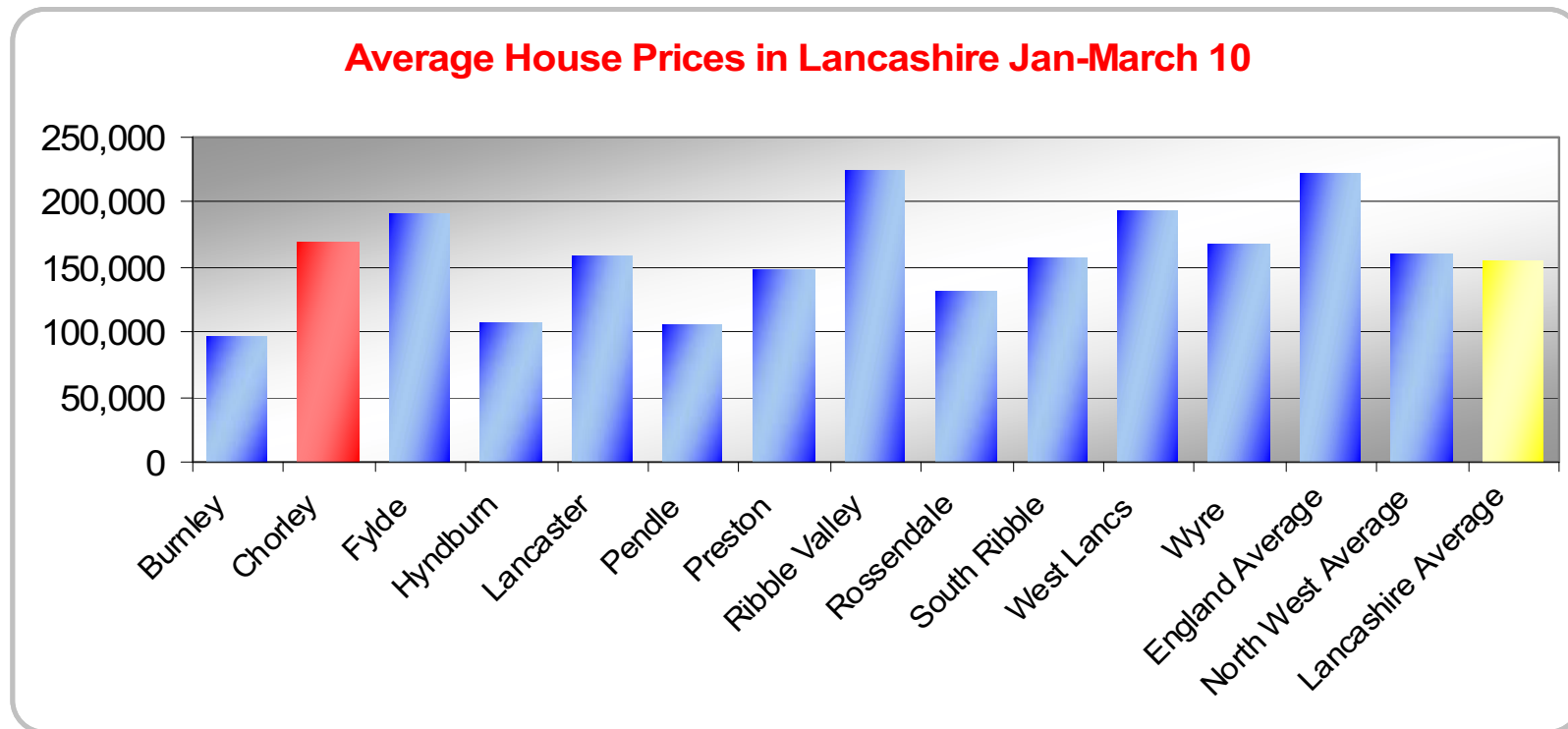


Figure 2: Average House Prices in Lancashire Jan-March 10 (Source: Land Registry Figures DCLG)

Crime

In 2009/10 overall crime fell in Chorley by 2.1% since last year. All types of crime fell apart from burglary dwelling, which refers to theft from the home; and serious violent crime.

Burglary dwelling rose by 16% over the last year mainly due to some large spikes in this type of crime when the recession was at its most intense; however over the last quarter this type of crime has started to decrease. Our Community Safety Partnership is responding to the issue of burglary dwelling by tackling the issue of cross border crime, particularly insecure burglaries.

Serious violent crime rose by 6.3% over the last year, however this actually represents a fairly small increase in incidents. This increase could also be explained by quite specific recording practises, which mean that a crime can sometimes be recorded as a serious violent crime due to unfortunate circumstances rather than intent.

It is important to note that Chorley still remains one of the safest places to live, compared to the national average.

This table shows the number of incidents of crime by type in Chorley and how it compares with last year's figures.

Category	2008/09	2009/10	Year To Date % Change
All Crime	5910	5783	- 2.1%
Serious Acquisitive Crime (NI16)	707	701	- 0.8%
Burglary Dwelling	181	210	+ 16%
Vehicle Crime	502	475	- 5.4%
Robbery	24	16	- 33.3%
All Violent Crime	1379	1293	- 6.2%
Serious Violent Crime	64	68	+ 6.3%
Assault with Less Serious Injury (NI20)	683	615	- 10%
Criminal Damage (inc arson)	1423	1321	- 7.2%
Anti Social Behaviour	8433	7472	- 11.4%

Health

The Health Profile summary published by the North West Public Health Observatory in 2009 shows that the health of people in Chorley is varied. As detailed below, some indicators are significantly worse than the England average; but a similar number are significantly better.

Health Inequalities

There are significant health inequalities within Chorley, by gender and level of deprivation. For example, men in the least deprived areas can expect to live nearly seven years longer than men in the most deprived areas.

Risk taking behaviour is a key area of concern for Chorley. The number of women who smoke during pregnancy is significantly worse than the England average. Also, although teenage pregnancies on average are reducing in numbers, in some wards (particularly deprived wards); teenage pregnancies are still double the national average.

The Chorley Partnership has produced a health inequalities strategy and an associated action plan, which sets out how we will tackle the most pressing health issues for Chorley. The three key areas for action are:

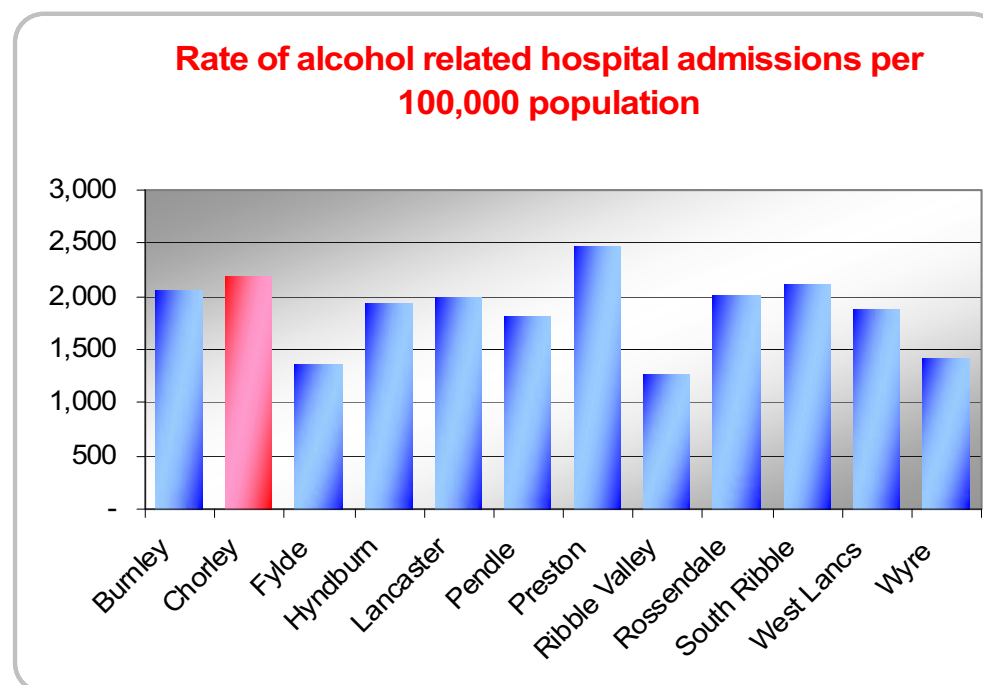
- Reducing alcohol related harm
- Reducing teenage pregnancy
- Tackling the most common causes of early death

Over the next 12 months, work will centre on implementing and evaluating the alcohol interventions. We will particularly focus on improving men's health as premature deaths are more common in men in Chorley. Our work with young people will also be developed further in schools to include awareness raising on the risks of alcohol.

Alcohol Related harm

Alcohol is a key area of concern for the Chorley Partnership. Chorley has one of the highest rates of alcohol related harm in Lancashire and is in the bottom 10% nationally.

- In 2008/9 the rate of alcohol related admissions was 2,192 compared to a Lancashire average of 1,875 admissions. (Data for 2009/10 should be available in December 2010)
- Chorley has the 2nd highest rate of alcohol admissions in Lancashire, behind only Preston. Chorley's figures are also worse than those of Blackburn and Blackpool, two nearby areas of significant deprivation.
- Compared to the North West and National averages, Chorley is significantly worse off, with rates per 100,000 of 2,081 and 1,583 respectively. Chorley's rate of alcohol admissions is 5% higher than the North West average and 28% higher than the National average.
- The three worst areas in Chorley for alcohol related harm are; Chorley South West, Coppull and Clayton-Le-Woods North.



An alcohol intervention programme is currently being developed by the Partnership to address alcohol related harm within Chorley during 2010/11. Key actions include; ad hoc health checks in a variety of locations and brief intervention training for front line staff.

Teenage Pregnancy

Teenage pregnancies across the borough have been reducing in numbers and as a borough our figures are now lower than the Lancashire and North West average. Between 2005-7 and 2006-8 teenage conceptions across the borough have reduced by 2.2%. However, there is still a clear link both nationally and within Chorley between deprivation and higher than average levels of teenage pregnancies.

A variety of actions are currently being undertaken to tackle teenage pregnancy; including recommissioning the young persons sexual health service in Chorley and further roll out of the Girls Allowed and Boys Own projects.

Life Expectancy

There are significant inequalities in life expectancy within Chorley by gender and level of deprivation.

- Life expectancy at birth in Chorley is lower for men. Based on 2006-2008 figures for men it is 77.2 years and for women it is 81.3 years. Since 1991-3, life expectancy for both men and women in Chorley has increased.
- Life expectancy at birth in Chorley is lower for those that live in Chorley's most deprived wards. However, it is also a problem in some of our more rural wards. Chorley East, Brindle and Hoghton, Coppull, Chorley South West and Clayton-le-Woods North are in the bottom 20% nationally for life expectancy.
- However, although people are living longer, the general trend is that people are experiencing more ill health after the age of 65 than other areas.

The Sustainable Community Strategy - Performance and Projects

Priority 1: Ensuring that Chorley is the pulse of a thriving Central Lancashire economy

Manage your money better

The **'manage your money better'** project has provided advice on a wide range of financial matters to individuals, groups and communities across Chorley. The project has also built capacity in the public and voluntary sectors through partnership working and the delivery of training to front line staff. It was delivered by the Chorley and South Ribble Citizens Advice Bureau.

Almost 150 residents have attended the financial management workshops over the last year and both clients and residents have hailed these workshops as a huge success.

Residents from New Progress Housing Association commented that;

'I felt it helped me to spot my downfalls in spending money. I feel I can budget better.'

Frontline workers from partner's organisations and the voluntary sector were also very positive about the outcomes of the project, commenting that;

'The training has increased confidence levels when helping clients/service users to budget effectively'



Indicator	2008/9 Outturn	2009/10 Target	2009/10 Outturn	Performance against target	Direction of travel
Number of new businesses established per year	82	53	74	😊	↓
Vacant town centre floor space	10.46%	8% or below	7.75%	😊	↑
Increase median workplace earnings gap between Chorley and Lancashire	- 4.11%	+2%	+0.06	😞	↑

Priority 2: Improving Life Chances for All

Firebreak – youth diversionary activities

The **'Firebreak'** project is a diversionary project for young people identified through 'firewise' who are in danger of permanently falling out of the education system. The aim being; to reduce risk taking behaviour, develop personal skills and self esteem as well as improving their performance in the school environment. It was delivered by Lancashire Fire and Rescue Service.

The 11 week Firebreak course was delivered to 14 young people and was focused on reducing risk taking behaviour. Attendees have covered a range of skills through activities such as team building activities and fire service drills. During several of the lunchtimes, different agencies attended to deliver educational talks about risk taking behaviour. These included the consequences of fire setting and road safety delivered by Community Fire Safety Practitioner and Fire Fighters from LFRS and the consequences of smoking and alcohol delivered by Young Addaction and the Stop Smoking Service.

Feedback from course attendees has been very positive. Typical feedback included comments such as;
'I learnt about teamwork, learnt about the importance of fire and how to show respect.'

Another young person commented that;

'I met new friends, overcame my fear of heights, learned how to help people, first aid, how to be a leader and to co-operate with everyone and its been loads of fun'



Indicator	2008/9 Outturn	2009/10 Target	2009/10 Outturn	Performance against target	Direction of travel
Reduction in teenage pregnancy rate for under 18 year old girls (NI 112 LAA)	40.4/1000	25.05/1000	39.5/1000	☹️	⬆️
Number of affordable homes delivered (NI 155 LAA)	39 units	50 units	107 units	☺️	⬆️

Messages

The 'messages' project has identified and worked with young people that have been misusing alcohol to create two community art projects, delivered by the Arts Partnership.

In one element of the project, the young people produced a mural for Chorley Bus Interchange. The aim of the project was to overcome some of the barriers for the young people using the interchange and to produce a lasting piece of work. The project is due to complete in July and the young people will be accredited through this work with the Arts Award Silver. Although the group as a whole are still challenging, they are taking responsibility for their actions and realize that they have an alternative to getting into trouble.

Case study; 'J'

A young man 'J' was involved in a small group who were known trouble makers and had very challenging behaviour. 'J' became very disruptive to the rest of the group who were involved in the project and it was requested that he took some time to consider his continued involvement in the project. (We also received information that 'J' had recently been adopted and was having problems settling.) 'J' decided to continue with the project and an action plan was put together to support him. He now works to an acceptable standard and takes part in everything that is asked of him. In addition, there was an incident outside the centre, which 'J' was a part of. He turned up at the project of his own accord with the others that had been involved to apologize and own up to the incident. This was a huge step in our opinion, showing how far they had come in terms of caring for the rest of the group and taking responsibility for their own actions.

In addition, the young people have also produced an animated film, which demonstrates the dangers of alcohol misuse. All aspects of the film; including the animation, sound and music have been produced by young people who were known to misuse alcohol. The film has been posted on a social networking site and feedback has been extremely positive. In addition, there has been interest in the film from Lancashire County Council's Youth Service. In the future, the film will be distributed to local schools to be shown directly to the pupils or to be played on the plasma information display screen.

In terms of outcomes, the project has had a positive impact on the young people that participated in it. Many of the young people involved in the project have since gained employment or become involved in voluntary work, whilst others have enrolled on training courses.

Home Start – Family Support

The **'Home Start – Family Support'** project provides a unique service for families in Chorley. Over the last year it has recruited and trained volunteers to support parents with young children. 90 families from two of Chorley's most deprived wards have attended family support groups and 4 positive parenting courses have taken place.

Key outcomes from the project include;

- Four positive parenting courses have been run in Chorley and the feedback from attendees has been excellent. For instance, parents are asking for these courses to be repeated so that their partners can attend.
- 46 families have been supported in their own homes on a wide variety of issues. In addition, some parents that have been supported have become Home Start volunteers themselves
- Family support groups have been held where families work with other families to develop social and communication skills as well as self esteem.
- There are currently 57 volunteers and the next preparation course will commence in June. Volunteers feel that their confidence has improved when supporting families with various difficulties, for instance drug or alcohol problems



H Factor



The **'H Factor'** project has built on the H Factor health event of 2009 and was delivered by Chorley and South Ribble CVS. The purpose has been to host a one-day event, which enables the community to take advantage of health advice and information, taster sessions, holistic therapies and health assessments in an informal accessible setting.

Over 400 visitors attended the event and feedback was very positive with 96% of attendees saying that they would recommend the event to others and 94% of attendees commented that they found the event informative.

The main outcome from the project was that 68 health assessments were conducted on the day. Many participants expressed the view that they had not recently seen their GP and were pleased to take the opportunity of a health assessment, particularly men, who said that they often put off seeing their GP.

Existing and potential risk factors associated with coronary heart disease and strokes as well as other major health issues such as cancer and diabetes were identified. 23 people were advised to see their GP or health service provider for follow up investigation or treatment.

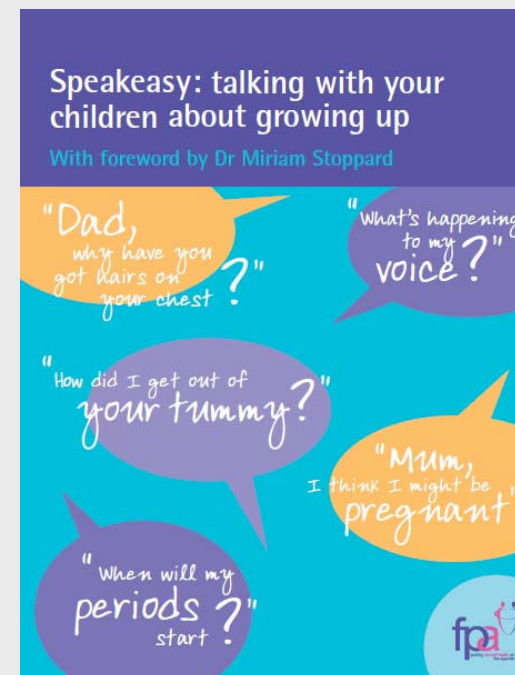
Overall, it was felt to be a very worthwhile and positive event by both visitors and exhibitors.

Targeted accelerated delivery for tackling teenage pregnancy

The project, managed by Central Lancashire Primary Care Trust, has delivered targeted intervention work to reduce teenage pregnancy. One area of focus has been on identifying gaps in parenting provision and subsequent training needs. To increase parents' ability to talk to their children about sex and relationships, Solihull Parenting packs have been used, as well as the Speakeasy model of training. Parenting courses are being delivered using these tools. This has also been targeted, for example libraries in 'target' wards (Central Chorley, Coppull & Adlington) received copies in November '09 of the good practice children's reading book 'Let's talk about sex and relationships' together with Parentlineplus posters, leaflets and associated marketing materials.

Another area of focus has been the marketing and communication of Young People's centred contraceptive and sexual health services. Work has been ongoing with young people to develop marketing materials for services to ensure that messages around sexual health are getting through to our target group in an effective and informative way.

The final area has been to upscale service the provision of sexual health services from level 1 to level 2. This is to enable increased accessibility for young people to services including contraception, as well as increased capacity for the workforce to engage with young people. A specific nurse has been identified to deliver this increased service, and due to the redirection of other partnership funds available to NHS Central Lancashire for 2010/11, this work will continue. Developments will also be integrated with sexual health service modernisation currently ongoing and anticipated to be live in autumn 2010.



Priority 3: Developing local solutions to global climate change

Warming Homes – Cooling Climate Change



The **‘Warming Homes – Cooling Climate Change’** project delivered by Groundwork Lancashire West and Wigan, has targeted homes across the parish of Hoghton in Chorley that currently emit high levels of carbon emissions.

17 home energy audits have been delivered and positive feedback was received from all of these households. Advice was given to these households on how to reduce carbon emissions from the home. The project has also delivered a number of workshops, which have advised residents on a range of issues such as reading meters and understanding bills. In addition, electronic tools were provided to residents so that they could monitor and measure energy consumption.

As part of the project, there was a bid made to DECC for some funding from the low carbon communities challenge in order to fund the establishment of a renewable energy resource in Hoghton. However, there is still the possibility of securing additional funding as there are several key ambassadors for sustainable lifestyles within the Hoghton community.

Indicator	2008/9 Outturn	2009/10 Target	2009/10 Outturn	Performance against target	Direction of travel
Household waste recycled and composted (NI 192 LAA)	46.88%	49%	47.53%	☹️	⬆️
A reduction in domestic CO2 emissions (kt per capita)	2.57	2.47	2.49	☹️	⬆️
A reduction in Chorley’s overall CO2 emissions (kt per capita) (NI 186 LAA)	5.7 tonnes per capita	5.14 tonnes per capita	5.6 tonnes per capita	☹️	⬆️

Priority 4: Developing the Character and feel of Chorley as a good place to live, work and play

Street Pastors



The 'Street Pastors' project is a partnership between the church, Chorley Council and the Police. The Street Pastors work with people in the community, in particular young people who feel excluded and marginalized, and provide support and assistance to them. Over the past year they have delivered a regular weekend presence on the streets of Coppull and Chorley Town Centre. People are now becoming familiar with them and are more open and trusting in sharing their problems and concerns.

There are currently 26 Street Pastors in total; but the project is currently being expanded and the possibility of running training in September for new people is currently being explored. There is currently a trial operating on alternate Saturday nights at later hours. This allows the pastors to have the greatest possible impact on town centre peace and stability through calming down potential problematic situations and ensuring that the welfare of young women is protected. Feedback includes;

'I met you guys outside the Prince of Wales about 2 weeks ago. I like what you do; it's really awesome to see a heart beating in the area. You guys are the best, keep the faith and keep it up'

Indicator	2008/9 Outturn	2009/10 Target	2009/10 Outturn	Performance against target	Direction of travel
Reduce crime in the Borough	5910	Reduce by 1% over three years	5783 – reduction of 2.1%	😊	↑
Improvement in street cleanliness (NI 195 LAA)	Litter – 6%	Litter – 4.6%	Litter – 6.1%	😞	↓
	Detritus – 10%	Detritus – 4.7%	Detritus – 9.7%	😞	↑
	Graffiti – 2%	Graffiti – 1%	Graffiti – 1.6%	😐	↑
	Flyposting – 2%	Flyposting – 1%	Flyposting – 0.8%	😊	↑

Priority 5: Building stronger communities with improved access to services

Chorley Lifestyle Centre – service development project



The '**Chorley lifestyle centre**' project is a partnership between Age Concern Lancashire and Brothers of Charity to improve and extend the range of services offered to older people across the borough from the lifestyle centre.

There have been a number of important achievements from the project. The Centre has been refurbished and re-opened. A wide variety of activities have been provided since the reopening. These include art classes, 1-1 computer tuition, craft classes and digital photography. In addition, volunteers have been recruited to the centre and a gardening club is soon to be established working in partnership with the community food growing initiative.

Since the reopening in January, 70 new users have attended the centre, there have been 1042 contacts with service users and 8 volunteers have worked a total of 248.5 hours.

Indicator	2008/9 Outturn	2009/10 target	2009/10 Outturn	Performance against target	Direction of travel
% of people who feel that their communities are places where people from different backgrounds get on well together (NI 1 LAA)	81.9%	81.9%	81.9%	😊	N/A
% of people who feel they can influence decisions in their locality (NI 4 LAA)	31.7%	31.4%	31.7%	😊	N/A
% of people who regularly participate in volunteering (NI 6 LAA)	22.8%	25%	22.8%	😞	N/A

The Local Area Agreement

The indicators updated here are where district updates are available at the time of producing this report. For some of the indicators, updated information will be available later in the year and we will produce an updated report at that time.

50% of the measures that have a reward grant attached, have hit or exceeded target at the end of 2009/10.











Performance is.....



Indicator		Outturn 2008/9	Target 2009/10	Outturn 2009/10	Performance against target
NI 1	People from different backgrounds getting on well together (including neutral responses)	81.9% - 4 th in Lancs	81.9%	81.9% - 4 th in Lancs	
NI 4	People who feel that they can influence decisions in their locality	31.7% - 2 nd in Lancs	31.4%	31.7% - 2 nd in Lancs	
NI 6	Participation in regular volunteering	22.8% - 10 th in Lancs	25%	22.8% - 10 th in Lancs	
NI 16	Serious acquisitive crime rate	6.82/1000	7.95/1000	6.689/1000	
NI 20	Assault with injury crime rate	6.3/1000	5.82/1000	5.219/1000	
NI 49	Number of primary fires and related fatalities and non-fatal casualties, excluding precautionary checks	186.06/100000	160.3/100000	156.48/100000	










Chorley Partnership Annual Report

2009/10





Indicator		Outturn 2008/9	Target 2009/10	Outturn 2009/10	Performance against target
NI 112	Under 18 conception rate	40.4/1000 – 6 th in Lancs	25.05/1000 (National Target)	39.5/1000 – 6 th in Lancs	
NI 117	16 - 18 year olds who are not in education, employment or training (NEET)	5.2% - 4 th in Lancs	5.4%	5%	
NI 119	Self-reported measure of people's overall health and wellbeing	73.5% - 6 th in Lancs	74.2%	73.5% - 6 th in Lancs	
NI 120	All age all cause mortality rate	M734.82/100000 – 6 th in Lancs F524.58/100000 – 6 th in Lancs	M703/100000 F472/100000	Information available December 2010	Information available December 2010
NI 139	People over 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently	33.9%	33.9%	33.2%	
NI 153	Working age people claiming out of work benefits in the worst performing neighbourhoods	26.8%	28.6% (Lancs wide)	26.8%	
NI 155	Number of affordable homes delivered	39 units	50 units	107 units	
NI 163	Working age population qualified to at least Level 2 or higher	N/A	76.2% (Lancs wide)	71.1%	
NI 165	Working age population qualified to at least Level 4 or higher	N/A	28.1% (Lancs wide)	28.4%	
NI 166	Median workplace earnings in the area	£428.20	£465	£460	
NI 171	New business registration rate	N/A	59.5/10,000	63.5/10,000	

Chorley Partnership Annual Report

2009/10

Indicator		Outturn 2008/9	Target 2009/10	Outturn 2009/10	Performance against target
NI 186	Per capita CO2 emissions in the LA area (tonnes per capita)	5.7 tonnes per capita	5.14 tonnes per capita	5.6 tonnes per capita	
NI 187a	Tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating	4.26%	4.08%	4.24%	
NI 187b	Tackling fuel poverty – people receiving income based benefits living in homes with a high energy efficiency rating	43.47%	44.7%	50.59%	
NI 188	Adapting to climate change	Level 1	Level 2	Level 2	
NI 192	Household Waste recycled and composted	46.88%	49%	47.53%	
NI 195a	Improved street and environmental cleanliness: litter	6% - 5 th in Lancashire	4.6%	6.1% - 8 th in Lancashire	
NI 195b	Improved street and environmental cleanliness: detritus	10% - =5 th in Lancashire	4.7%	9.7% - 6 th in Lancashire	
NI 195c	Improved street and environmental cleanliness: graffiti	2% - =7 th in Lancashire	1%	1.6% - 6 th in Lancashire	
NI 195d	Improved street and environmental cleanliness: flyposting	2% - =11 th in Lancashire	1%	1%	

Other LAA Indicators (no reward grant attached)

Indicator		Outturn 2008/9	Target 2009/10	Outturn 2009/10	Direction of travel
NI 35	Preventing violent extremism	Level 1	Level 4 on a scale of 1-5 (3 year target Lancs wide)	Level 1.9	
LI 004 ¹	Oral Health	29.3% - 7 th in Lancashire	29.3% - 7 th in Lancashire	33.9%	
NI 156	Number of households living in temporary accommodation	24 households	13 households	6 households	
NI 152	Working age people on out of work benefits	10.4%	12.2% (Lancs wide 3 year target)	11.1%	

¹ LI 004 refers to the % of 5 year olds with active tooth decay. The data refers to a survey undertaken in 2007/8 and published in October 2009 so the result for 2008/9 is carried over to 2009/10. It is important to note that this survey was based on a system of positive consent whilst previous surveys were based on negative consent.

Report of	Meeting	Date
Director of Partnerships, Planning and Policy (Introduced by the Executive Member Partnerships and Planning)	Executive Cabinet	3 rd June 2010

CENTRAL LANCASHIRE ECONOMIC REGENERATION STRATEGY

PURPOSE OF REPORT

1. To update members on the development of a Central Lancashire Economic Regeneration Strategy and to approve the final version.

RECOMMENDATION(S)

2. That the Central Lancashire Economic Regeneration Strategy (see Appendix 1) is approved.

EXECUTIVE SUMMARY OF REPORT

3. The Central Lancashire Economic Regeneration Strategy draws together the Economic Development Strategies for the three authorities of Chorley, South Ribble and Preston which comprise the Central Lancashire economic footprint.
4. The document is aligned with the draft refreshed version of our Chorley Economic Regeneration Strategy, the Mid-Lancashire Multi-Area Agreement and the emerging Local Development Framework Core Strategy.
5. The Strategy will support our engagement and influence at a regional and national level in driving forward the Central Lancashire economy. It will also shape the delivery of economic development at the district, Central Lancashire, Mid Lancashire and Lancashire levels over the next 15 years.

REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

6. To work in partnership to deliver managed sustainable economic growth in Central Lancashire.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

- 7. To not prepare a Central Lancashire Economic Regeneration Strategy – rejected.

CORPORATE PRIORITIES

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

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

BACKGROUND

- 9. The new Central Lancashire Economic Regeneration Strategy has been jointly prepared by Chorley, South Ribble and Preston City Councils, and will form part of the evidence base for the preparation of the Local Development Framework. The Executive Summary for this Strategy was reported to the Central Lancashire Local Development Framework Joint Advisory Committee at its meeting in March.

CENTRAL LANCASHIRE ECONOMIC REGENERATION STRATEGY

- 10. The Central Lancashire Economic Regeneration Strategy draws together the Economic Development Strategies for the three authorities of Chorley, South Ribble and Preston which comprise the Central Lancashire Economic footprint.
- 11. The vision is that by 2026 Central Lancashire will be recognised as a highly sought after place to live and work in the North West. Central Lancashire will play a leading role in Lancashire’s world class economy and have sustainable economic growth based on the area’s unique assets.
- 12. The document, which is contained in Appendix 1, is aligned with the draft refreshed version of our Chorley Economic Regeneration Strategy, the Mid-Lancashire Multi-Area Agreement and the emerging Local Development Framework Core Strategy.
- 13. The Strategy will support our engagement and influence at a regional and national level in driving forward the Central Lancashire economy. It will also shape the delivery of economic development at the district, Central Lancashire, Mid Lancashire and Lancashire levels over the next 15 years.

IMPLICATIONS OF REPORT

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

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

LESLEY-ANN FENTON
 DIRECTOR PARTNERSHIPS, PLANNING AND POLICY

There are no background papers to this report.

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

This page is intentionally left blank



**Central Lancashire
Economic Regeneration Strategy
2026**

FINAL DRAFT

[Version excluding images]

V 4.2



Central Lancashire Economic Regeneration Strategy 2026

Contents:

Executive summary

1. Introduction
2. Vision
3. Central Lancashire Today
4. Areas for Action A-Z
5. Economic priorities
6. Opportunities to make a difference
7. Collaborative Working
8. Driving Central Lancashire Forward
9. Projects Supporting Economic Growth
10. Delivery
11. Measurement
12. Implementation

Appendices

1. Strategic Fit
2. Measurement
3. Baseline Research
4. Central Lancashire Baseline Economic Research Summary
5. Action Plan Template

May 2010

Executive Summary

Our priorities for Central Lancashire include: attracting investment, increasing productivity, raising skills and qualification rates, improving sustainable transport and communications, increasing energy efficiency, securing and creating new jobs and enhancing local places and services.

Highlights include:

A strong and prosperous economy

- Delivering targeted support to grow strong local sectors
- Generating and sustaining new business starts and increasing inward investment
- Supporting a viable rural economy including diversification and increasing food security
- Increasing energy efficiency in businesses through promotion of energy efficient design

Future Investment

- Delivering development of the Strategic Regional Employment Sites
- Providing complementary employment sites to provide a long-term attractive supply

Infrastructure Improvement

- Delivering the Growth Point to support the infrastructure and housing for economic growth
- Expanding the sustainable transport infrastructure to improve connectivity and access to jobs
- Reaching 100% broadband coverage to sustain the rural economy & deliver resource efficiency
- Maintaining our excellent local amenities to retain and attract skilled workers

Unique Places

- Enhancing the attractive and distinctive centres to maintain a high quality offer for people
- Investing in the heritage assets to grow the visitor economy and cement the sense of place
- Developing green infrastructure, including river corridors and parks giving 'Room to Breathe'

Our People

- Making maximum use of the excellent education and training provision to deliver knowledge transfer and innovation; increased skills and high employment levels
- Identifying skills needs of local businesses and working to deliver those skills
- Developing links between businesses and education to create a dynamic enterprise culture
- Joint working to increase the number of people in Central Lancashire who are in employment

Actions

33 actions have been identified to address challenges and opportunities. Those actions are listed below and set out in more detail within the “Driving Central Lancashire Forward” section.

Priority Actions

Economy

- A1 - Strategic Employment Sites Development
- A2 - Targeted Business Support
- A3 - Attracting Investment
- A4 - Developing the Visitor Economy
 - a - Product - Develop & enhance tourism assets
 - b- Marketing - Collaborative visitor promotion
- A5 - Enterprise Culture
- A6 - Knowledge Transfer and Innovation
- A7 - Growth of Key Sectors

Places

- A8 - Transport Infrastructure
- A9 - ICT Infrastructure
- A10 - Regenerating Places
- A11 - Green Business and Technology
- A12 - Growth Point Delivery

People

- A13 - Skills
 - a - Proportion local people with NVQ2 and NVQ4
 - b - Identify & deliver business skills needs
 - c - Work with employers to increase training
- A14 - Increase Employment

Supporting Actions

Economy

- A15 Supportive Business Environment
- A16 Finance for Business
- A17 Competitiveness / Economic Resilience
- A18 Development of Retail Offer
- A19 Government & Public Sector Relocation
- A20 Rural Economic Growth
- A21 Public Sector Procurement
- A22 Growing Social Enterprise
- A23 Established Business Community

Places

- A24 Future Economic Infrastructure
- A25 Developing Potential of Heritage Assets
- A26 Business Incubation
- A27 Investment Support Services
- A28 Environment Business Continuity Planning
- A29 Green Infrastructure Provision

People

- A30 Graduate Retention
- A31 Flexible Working
- A32 Employment Support Infrastructure
- A33 Older Workforce

Cross Cutting Actions

- Strong Partnerships
- Policy Relationships
- Economic Development Capacity
- Partner Ownership of Aims

Economic Regeneration in Central Lancashire

Central Lancashire – at the heart of it

Introduction

The purpose of this Central Lancashire Economic Regeneration Strategy is to draw together the economic development strategies for the three authorities of South Ribble, Preston and Chorley within a Mid Lancashire and sub-regional context.

This Strategy is designed to:

- Identify joint and local economic issues and opportunities
- Co-ordinate and prioritise economic action planning
- Inform and influence development and delivery of the Single Regional Strategy RS2010 (SRIS);
- Guide development and delivery of the Single Integrated Lancashire Strategy (SILS), working with Lancashire County Council;
- Support development and delivery of the Mid-Lancashire Multi Area Agreement (MAA);
- Contribute to the Comprehensive Area Assessment;
- Inform engagement with regional and national bodies;
- Support bids for resources; and
- Identify future joint and local projects across central and Mid Lancashire.

The “Strategic Fit” diagram in Appendix 1 illustrates the complex international, national, regional and sub-regional structures relating to economic development, within which, Central Lancashire strategies and Mid Lancashire strategies must fit. Those structures are constantly evolving and it is vital that Central Lancashire continues to engage and influence at regional and national level in order to secure the economic future.

Vision

Where do we want to be?

Our shared economic vision is:

By 2026 central Lancashire will be recognised as a highly sought after place to live and work in the North West. It offers excellent quality of life to all its residents. It will play a leading role in Lancashire's world class economy and have sustainable economic growth based on the area's unique assets. Its central location at the hub of the transport network, its green spaces and access to open countryside make it a place with 'room to breathe'.

Preston, Leyland and Chorley will attract investors and visitors taking advantage of retail, heritage, education and high-quality city and town centres. Central Lancashire's wider role will be as a driver of sustainable economic growth for the region, marrying opportunity and need and providing a transport hub to improve connections for the region.

Preston will have become a transformed city, recognised as an alternative destination to Manchester and Liverpool for high quality retail, culture, entertainment, business and higher education.

Chorley will have capitalised on its premier location as a place to do business, complemented by a thriving contemporary market town.

Leyland will have built upon its world famous industrial heritage, driving forward change and economic growth in the town and borough to become an enterprise engine.

Our shared aims

This Strategy, when referring to Central Lancashire, covers the Local Authority areas of South Ribble, Preston and Chorley. However, it also reflects the many linkages and common issues with the surrounding Districts and the wider Lancashire sub-region.

The Strategy is designed to identify the way in which the aims, assets and opportunities within Central Lancashire fit with the development of the MAA for Mid Lancashire. The Strategy also links to Pennine Lancashire MAA, Fylde Coast MAA, the Lancashire-wide LAA and economic development activity undertaken by Lancashire County Council and Lancashire Economic Partnership.

Central Lancashire is a diverse area with an urban core surrounded by rural settlements and green spaces which give the area 'room to breathe'. This Strategy is focused on delivering **sustainable economic growth** within Central Lancashire including skills, enterprise, infrastructure, investment, sectoral support, commercial property and increasing employment.

Priorities

We are working together in Central Lancashire to deliver economic growth. Our shared priorities fall broadly into 3 strands:

- **Economy** - Enterprise, investment, business support, knowledge transfer and innovation
- **Places** - Transport & ICT infrastructure, regeneration, heritage and green-space
- **People** - Skill levels, employment, graduate retention and health

Executive Summary

Our priorities for Central Lancashire include: attracting investment, increasing productivity, raising skills and qualification rates, improving sustainable transport and communications, increasing energy efficiency, securing and creating new jobs and enhancing local places and services.

Highlights include:

A strong and prosperous economy

- Delivering targeted support to grow strong local sectors
- Generating and sustaining new business starts and increasing inward investment
- Supporting a viable rural economy including diversification and increasing food security
- Increasing energy efficiency in businesses through promotion of energy efficient design

Future Investment

- Delivering development of the Strategic Regional Employment Sites
- Providing complementary employment sites to provide a long-term attractive supply

Infrastructure Improvement

- Delivering the Growth Point to support the infrastructure and housing for economic growth
- Expanding the sustainable transport infrastructure to improve connectivity and access to jobs
- Reaching 100% broadband coverage to sustain the rural economy & deliver resource efficiency
- Maintaining our excellent local amenities to retain and attract skilled workers

Unique Places

- Enhancing the attractive and distinctive centres to maintain a high quality offer for people
- Investing in the heritage assets to grow the visitor economy and cement the sense of place
- Developing green infrastructure, including river corridors and parks giving 'Room to Breathe'

Our People

- Making maximum use of the excellent education and training provision to deliver knowledge transfer and innovation; increased skills and high employment levels
- Identifying skills needs of local businesses and working to deliver those skills
- Developing links between businesses and education to create a dynamic enterprise culture
- Joint working to increase the number of people in Central Lancashire who are in employment

Actions

33 actions have been identified to address challenges and opportunities. Those actions are listed below and set out in more detail within the “Driving Central Lancashire Forward” section.

Priority Actions

Economy

- A1 - Strategic Employment Sites Development
- A2 - Targeted Business Support
- A3 - Attracting Investment
- A4 - Developing the Visitor Economy
 - a - Product - Develop & enhance tourism assets
 - b- Marketing - Collaborative visitor promotion
- A5 - Enterprise Culture
- A6 - Knowledge Transfer and Innovation
- A7 - Growth of Key Sectors

Places

- A8 - Transport Infrastructure
- A9 - ICT Infrastructure
- A10 - Regenerating Places
- A11 - Green Business and Technology
- A12 - Growth Point Delivery

People

- A13 - Skills
 - a - Proportion local people with NVQ2 and NVQ4
 - b - Identify & deliver business skills needs
 - c - Work with employers to increase training
- A14 - Increase Employment

Supporting Actions

Economy

- A15 Supportive Business Environment
- A16 Finance for Business
- A17 Competitiveness / Economic Resilience
- A18 Development of Retail Offer
- A19 Government & Public Sector Relocation
- A20 Rural Economic Growth
- A21 Public Sector Procurement
- A22 Growing Social Enterprise
- A23 Established Business Community

Places

- A24 Future Economic Infrastructure
- A25 Developing Potential of Heritage Assets
- A26 Business Incubation
- A27 Investment Support Services
- A28 Environment Business Continuity Planning
- A29 Green Infrastructure Provision

People

- A30 Graduate Retention
- A31 Flexible Working
- A32 Employment Support Infrastructure
- A33 Older Workforce

Cross Cutting Actions

- Strong Partnerships
- Policy Relationships
- Economic Development Capacity
- Partner Ownership of Aims

Central Lancashire Today

Summary of Recent Position

Indicator	Chorley	Preston	South Ribble
Economy			
NI 166 - Average Earnings of Employees (workplace) (%)	Red	Red	Yellow
NI 171 - Enterprise: VAT registrations (Rate)	Green	Green	Yellow
NI 172 - Small businesses employment growth (%)	Green	Green	Green
GVA per head - Gross Value Added (per head) 2007	Red	Red	Red
GVA change - Change in GVA per head 1997-2007 (%)	Red	Red	Red
Visitor Expenditure (£ millions) (2008)	Grey	Grey	Grey

Places

NI 186 - per capita reduction in CO2 emissions (%)	Red	Green	Red
NI 155 - Gross number of affordable homes delivered	Grey	Grey	Grey

People

NI 151 - Employment Rate (%)	Green	Red	Green
NI 152 - Working age Benefits (%)	Green	Yellow	Green
NI 163 Working age pop at NVQ Level 2+	Green	Green	Green
NI 165 - Working Age Pop at NVQ Level 4+	Yellow	Red	Green

Key	Color	Description
	Green	Better than or equal to Regional & National average/exceed targets
	Yellow	Better than or equal to Regional average but worse than National average/meet targets
	Red	Worse than Regional & National average/below targets
	Grey	Regional / National average not applicable

The table above sets out recent the economic position in Central Lancashire through a selection of National Indicators and other key measurements. These statistical measures have been selected for consistency because they form the basis for measuring the Lancashire Local Area Agreement (LAA) or Mid Lancashire Multi Area Agreement (MAA). Additional measures will be used alongside the indicators above for measuring the impact of specific actions within this Strategy.

Recent History

A considerable research base already exists to support the development of this Strategy. In addition to National Indicator data, the tables in Appendix 3 and Appendix 4 summarise the different research subjects and the geographical coverage of local economic studies since 2000.

The research stretches from the outcomes of the Central Lancashire Development Agency in 2001 to the study in 2009 of the Economic Potential of Preston. There are economic strategies for each of the 3 Districts, joint studies as part of the preparation the Central Lancashire Local Development Framework and supporting research on more specific issues such as transport.

The research base together with other statistical evidence, much of which is set out in the Central Lancashire Local Development Framework Preferred Core Strategy, provides the following information about Central Lancashire today:

The local economic position during 2010

In terms of employment, Central Lancashire has delivered **economic growth** that has outperformed the rest of Lancashire and the national average by approximately twice the rate of growth between 1990 and 2004.

The Northwest Regional Economic Strategy (RES) identifies the cities of Manchester, Liverpool and Preston as the drivers of growth on a **city-region** basis. The RES predicts that growth will continue in the Central Lancashire area around Preston and that is expected to contribute to growth within the North West region.

Research shows that Central Lancashire has a **Gross Value Added** (GVA) gap with the rest of the UK, which is about £600 million. This gap is attributed to the service sector, in particular Finance and Banking; Professional Services; Business Services and Computing Services. Despite growth in these sectors of the economy, lower productivity/value is preventing Central Lancashire from closing the GVA gap. It remains to be seen what impact the global recession will have on future GVA trends, particularly in the financial sector.

In general, Central Lancashire has survived the decline in manufacturing employment that has affected other parts of the North West. There are some notable concentrations of employment such as the aerospace industry but away from those, Central Lancashire has a **diverse economy** including growth sectors such as advanced manufacturing, computing, business services, retailing and finance.

The **University of Central Lancashire** (UCLAN) combined with further education provision at Runshaw College and Preston College provides a driver for further economic growth in the local area. Links between education and business at facilities including Runshaw Business Centre and UCLAN are helping to develop key sectors and clusters including ICT/New Media.

Central Lancashire has **excellent connections**. It lies at the heart of Lancashire where the M6, M61, M65 and M55 meet offering links north, south, east and west. The West Coast Mainline runs directly through the area and links to Leyland and Chorley via local services from Preston Station. There are good links by rail and road to Manchester Airport and Liverpool John Lennon Airport. Nearby ports at Liverpool and Fleetwood complete the transport facilities making the area attractive to any employer requiring good access for customers and distribution.

Broadband services are well established along the central A6 core and in most parts of Central Lancashire but that needs to be extended to cover some parts of the rural area, which are less well served.

Population estimates issued by the Registrar General for 2008 show that Central Lancashire has a population of 107,500 (7.4 % of the Lancashire population) of which, 65,900 are of working age. The local **population is growing** and that growth is predicted to continue.

Central Lancashire has a highly **mobile workforce** with a high proportion of residents commuting to work between the three constituent districts. Census figures also reveal significant movement of people to work between Central Lancashire and Pennine Lancashire and Central Lancashire and the Fylde Coast as well as travel to work in Manchester and Merseyside.

Skill levels vary across Central Lancashire with pockets, especially related to more deprived areas, where educational attainment is low and other areas where it is above average. **Up-skilling** of the working age population will be required to meet employer needs and to deliver future economic growth.

Graduate retention levels are low in Central Lancashire which is attributed to limited employment opportunities and the lack of a suitable quality of life offer. Current figures show that 95% of UCLAN graduates are in employment or further study six months after graduation. However, of this total, only a third of the students choose to remain and work in Lancashire.

Central Lancashire contains a wide choice of **good employment locations** from city centre office premises to edge of town industrial and distribution facilities. Take-up on many sites has been high prior to the recession and new provision will be needed in order to deliver future growth,

Central Lancashire offers a good **quality of life** including a variety of housing to meet different needs, greenspace in parks such as Avenham, Worden and Astley Parks, easy access to countryside including the Ribble Coast and Wetlands Regional Park and retail, entertainment and culture in a number of locations. Further development is needed though as out lined above to attract graduates and higher wages earners to live and work in the area.

The global recession has had a noticeable impact in Central Lancashire in terms of job losses and a rise in the numbers of people claiming out of work benefits. Research suggests that unemployment lags behind other elements in a recession so there may be further job losses during the remainder of 2010. However, the measures that indicate **economic resilience** suggest that the diverse economy in Central Lancashire will help it to withstand the economic downturn.

The following section sets out the common challenges that Central Lancashire faces in 2010.

Areas for Action (A-Z)

In Central Lancashire, our common challenges include:

- **Affordable housing and support packages** - The local workforce needs good housing, which is affordable and access to support to help them to afford to live in the housing and work.
- **Attracting investment** - the Central Lancashire offer to foreign and indigenous investors needs to be packaged and marketed effectively in order for the area to compete with other parts of the UK.
- **Broadband** - Internet provision is well established along the central A6 core and in most parts of Central Lancashire but Broadband coverage and speeds need to be extended to cover some parts of the rural area, which are less well served.
- **Business support** - Businesses, especially in the growth sectors, need access to tailored support to help them access the finance, research, development and training to fuel expansion.
- **City & town centres** - Central Lancashire needs viable, attractive city and town centres to provide the retail, entertainment and support services for local residents.
- **Commercial premises supply** - The commercial premises need to cater for business from start-up through to growth and expansion and to meet infrastructure and service needs of businesses.
- **Connectivity** - Poor Connectivity and issues of congestion and overcrowding on public transport infrastructure act as a disincentive to investors and workers.
- **Deprivation** - Preston has 11 Lower Super Output Areas (LSOAs) within the 5% most deprived LSOAs in the country, predominately in East and Inner East Preston (Indices of Deprivation 2007). There are some areas in Leyland in the worst 10% and some areas in Kingsfold and Bamber Bridge in the second worst 10%. Chorley has none in the worst 10% but it does have pockets in the second worst 10% in Chorley town, Clayton-le Woods and Coppull.
- **Earnings** - Action is needed to raise income levels and attract higher value jobs in order to deliver economic growth in Central Lancashire.
- **Economic resilience** - Recessions impact on growth. For example, less growth is predicted in the financial sector and public sector than previously forecast, which means that plans need to be flexible, to change to reflect new economic trends and not to be over reliant on certain sectors.
- **Entrepreneurship** - A culture of enterprise is needed to generate ideas, confidence and action in starting new businesses. That applies to both lifestyle businesses and more importantly to high growth businesses.

- **Environmental sustainability and good design** - New development under the growth agenda must lead the way in providing designs that fit our place shaping aspirations and minimise use of resources.
- **Financial resources** - Engagement is needed through the MAA with national and regional agencies to support investment local priorities and to remove barriers to economic growth.
- **Food Security** - Local food production needs to be increased to reduce reliance on imported food supplies, reduce the distances that food is transported, improve food quality for local people, increase the resilience of Central Lancashire to food shortages and provide jobs for people, allowing people the opportunity to remain in rural communities.
- **Foreign Direct Investment (FDI)** - The Economic Potential of Preston Study identified low levels of FDI in Central Lancashire. Action is required to create the conditions to attract FDI and to improve competitiveness and stimulate the indigenous business base.
- **Growth and climate change** - We need to balance the economic growth with climate change priorities. The right conditions must be created for economic growth to take place but we must also ensure that new development minimises impact on the environment and use of resources.
- **Heritage and culture** - The cultural offer needs to be developed / promoted as a potential driver for economic growth as set out in the Civic Trust study and report prepared by the NWDA.
- **Higher Education / Further Education** - Provision of education needs to be linked to business needs to deliver the highly skilled workforce in the areas necessary for increasing output and higher value jobs
- **Housing choice** - A range of housing options are needed to attract higher wage earners, students and key workers in growth sectors.
- **Image** - Recent studies such as the “Economic Potential of Preston” have identified a marketing and promotion deficit, poor “image” and lack of awareness of the economic potential of the area
- **Incubation space** - To encourage new business formation, a supply of affordable workspace is needed (including starter units and expansion units to accommodate growth) in a range of suitable locations to meet sector needs.
- **Innovation** - New technologies need to be supported to develop new businesses and to diversify existing sectors to take advantage of new opportunities. Businesses and Higher Education Institutions need support to collaborate on joint projects.
- **Jobs & economic growth** - New jobs need to be created through expansion and investment in Central Lancashire in order to deliver economic growth.
- **Knowledge economy** - There is a need to build stronger links between higher education and business so enable knowledge transfer throughout Central Lancashire.

- **Knowledge transfer** - Links between Higher Education and businesses and between businesses in the supply chain, are important for future economic development.
- **Manchester & Merseyside** - Economic growth in Manchester and Merseyside will lead to increasing competition for resources including skilled workers. Transport improvements and the quality of life offer may result in skilled workers travelling to jobs outside Central Lancashire or choosing to leave Central Lancashire, which will impact on the availability of skilled workers to grow the Central Lancashire economy. This may apply especially to graduates.
- **Partnership ethos** - The changing national, regional and sub-regional frameworks mean that it is vital for Central Lancashire to maintain engagement with partners.
- **Place shaping** - Regeneration projects need to create a Central Lancashire where people are happy and actively want to live and work, which requires accessible green spaces, excellent housing, local amenities and great quality of life. The attractiveness and sense of community of the area is important to attract the skilled people to live and work in Central Lancashire.
- **Research & development** - Current information suggests that investment in research and development has been reduced as a result of the recession. Future investment is vital for the growth of some sectors.
- **Rural economy** - access to jobs, transport and communications infrastructure and services is restricted in some rural areas. Diversification of the rural economy and improvements in ICT are needed to create and safeguard rural employment.
- **Sector specialisms** - A tailored offer needs to be developed for target sectors in each area including: Preston - financial and professional services; South Ribble - advanced manufacturing and incubation; Chorley - green technology.
- **Sites for new employment** - A lack of sustainable and appropriate commercial development sites in the right places with the right facilities to attract investment.
- **Skill levels** - Preston has a lower than average number of workers with higher level qualifications (only 25.1% of the working age population have level 4 or above qualifications compared to the national average of 29.0%), a higher than average number of people with level 2 or above qualifications (67.6% compared to the national average of 65.2%), and higher than average number of people with no qualifications (12.7% compared to the national average of 12.4%). Chorley has a lower than average proportion of the workforce with higher level qualifications (27.3%), a higher than average with level 2 or above (67.7%), and a lower than average number with no qualifications (11.8%). South Ribble has a higher than average proportion of the workforce with higher level qualifications (33.7%), a higher than average with level 2 or above (75.7%), and a lower than average number with no qualifications (8.5%). (ONS Annual Population Survey January 2008 to December 2008).

- **Skills types** - It is not only skill levels that are important but the fit between the skills available and employer requirements. Work is needed to ensure that education and training provision in Central Lancashire delivers the current and future skills needed by employers.
- **Start-up** - Tailored support is required to support new business start-ups especially those in key sectors and with high growth potential.
- **Training** - Research during the economic downturn shows that training budgets have been cut by businesses as a means of survival. Future commitment to training of staff by local employers when the economy recovers will be vital to deliver growth.
- **Transport infrastructure investment** - New investment is vital in facilities such as Park and Ride, Leyland Railway Station and Buckshaw Village Railway Station to improve accessibility within and to/ from Central Lancashire.
- **Transport links to employment** - Transport links need to be improved between the areas of housing development and major employment areas to give residents access to jobs and to reduce congestion and carbon emissions.
- **Workless** - There are areas within Central Lancashire with problems of long term unemployment and high proportions of people who are workless. Measures are needed to improve access to appropriate job opportunities, training, and support by all agencies to remove barriers to work. Areas with low employment levels are often located near to areas with employment opportunities. Tailored transport measures need to be put in place to help improve access to work.

Priority economic issues by District

The points above represent the over-arching economic issues for Central Lancashire.

However, if we drill down to local district level, we see that the common issues generate more specific local challenges based on the conditions, characteristics and opportunities in each district.

Priority economic issues by District

CHORLEY	
1	Promoting Niche Knowledge-based Inward Investment Supporting the completion of Chorley ROF Regional Investment Site and the associated delivery of Buckshaw Railway Station, and ensuring a long-term supply of quality land for inward investment
2	Creating a Thriving ‘Contemporary Market Town’ Maintaining Chorley’s position in the retail hierarchy, growing the quality of its offer and providing a distinctive and attractive town centre environment.
3	Supporting a Strong and Knowledge-led Indigenous Business Base Supporting premises provision for university-led incubation and spin-out companies; supporting cluster development and knowledge transfer; growing and diversifying our rural economy.
4	Ensuring Residents and Communities reach their full Economic Potential Addressing pockets of multiple deprivation, continuing to exploit new opportunities to remove barriers to employment, enhancing local skills, enhancing opportunities for our budding entrepreneurs.
PRESTON	
1	Deliver major city centre redevelopment projects - Tithebarn (projected £ 700m private sector investment), Central Business District and associated schemes; significant in jobs creation, economic output and catalytic terms
2	Improve Transport Infrastructure - capitalise on new High Speed Rail link; improvements to Manchester and airport connections; Preston as “hub” for Lancashire; improve public transport links to employment sites
3	Increase proportion and number of knowledge economy jobs in the city - value of jobs created is not keeping pace with their number; links to graduate retention and also targeted business support issues; plus premises/incubation support; need more finance and business services jobs in particular
4	Improve basic and higher skills levels to support knowledge economy jobs - as set out in the Centre for Local Economic Strategies research findings
5	Improve business creation, retention and growth rates - business formation rates are not high enough; rates of failures are too high; and there is evidence of successful businesses not growing beyond 2-4 person levels
6	Reduce levels of worklessness and disadvantage - acts as a drag on the attractiveness and performance of the city. Also wasted potential - opportunities for links into jobs created in Tithebarn and other schemes
SOUTH RIBBLE	
1	Maximise the economic potential of South Ribble and Central Lancashire - conditions for growth, diversified specialisation & focus on growing flexible knowledge enterprises.
2	Develop an enterprise culture to generate a strong knowledge economy - A dynamic enterprise culture providing a high rate of new business starts and high survival rates
3	Supply of tailored, quality commercial land and premises & supporting infrastructure to attract investment from target sectors and new businesses - Plentiful supply of commercial land & premises with facilities and support to stimulate businesses and encourage growth
4	Enhance the local skills base - Investment in skills which match our aspirations and the needs of employers. Attractive & varied jobs for local people, centred on high value employment.
5	Place shaping through regeneration to attract people to live and work in South Ribble -Creating a place where people are happy and actively want to live with plentiful, accessible green spaces, excellent housing, local amenities and great quality of life
6	Supporting new and expanding businesses to deliver growth High standards of support for new & established local businesses building on public sector strengths & forging links to Universities.

Opportunities to Make a Difference

Where do we want to be?

Central Lancashire has a clearly defined aim to improve life locally through sustainable economic growth with residential development linked closely to economic infrastructure and amenities needed for a high quality of life.

This aim extends to the wider sub-regional Lancashire economy through delivering growth and improving access to extend the benefits as widely as possible. Through collaboration, economic growth can be delivered across the Lancashire sub-region, which will contribute to delivery of regional aims.

How will we get there?

This strategy aims to identify the real opportunities where Central Lancashire can develop by targeting actions that can make a genuine difference to the local economy rather than necessarily following the same actions being taken nationally or throughout the region. The focus must be on the strengths that Central Lancashire has to take us where we want to be in the future.

For example, businesses in Central Lancashire can follow national trends in growth sectors such as bio technology development. However, Central Lancashire has strengths in advanced manufacturing, including aerospace and automotive, and those high level skills can be transferable into other developments such as energy (nuclear and wind etc), which may be more beneficial to the Central Lancashire economy.

Central Lancashire has excellent further and higher education. The University of Central Lancashire (UCLAN) has specific strengths in languages, which provide an opportunity for economic development linked to China. That is a focus that can differentiate Central Lancashire from the offer at other university facilities in Manchester and Liverpool. Lancaster and Edge Hill universities provide complementary opportunities (such as in management) to those at UCLAN to raise skill levels and to generate new high growth business starts in Lancashire.

The Regional Economic Strategy, in describing the key assets and opportunities within the wider Central Lancashire City Region, highlights Preston as a key location for knowledge-based employment, with fast growth in creative, ICT and new media occupations.

The new facilities at BAE Systems, Samlesbury represent a further unique local opportunity.

However, we also need to examine the reasons behind deficiencies such as restricted foreign direct investment within our GVA growth and to address them.

To achieve our aims, Central Lancashire must address some key challenges:

- **Balancing GVA growth with the need to ensure that deprived areas benefit and that we minimise the use of resources**
- **Managing transition and continuing to influence resource allocation & priorities at sub-regional, regional and national levels throughout changes in regional or Government structures and partnerships**

- Accessing funding to deliver what is needed for economic recovery and future growth in Central Lancashire - including skills, commercial premises, transport and ICT infrastructure and finance for businesses
- Supporting development of the growth sectors in Central Lancashire
- Using public sector procurement locally to deliver economic growth (including making it accessible to small businesses) and still delivering Value for Money
- Tailoring the Central Lancashire offer to attract and grow the investment sectors we need
- Building a stronger investment image for Central Lancashire to compete against areas able to offer financial incentives to attract investors
- Developing our workforce in terms of both skills and supply to meet the future needs of our businesses
- Helping our residents to access the new, higher value jobs created through investment
- Supporting an ageing workforce
- Promoting home-working to reduce the need for travel to work - and supporting people who take-up that option (including live & work space, ICT infrastructure and support on health & safety)
- Promoting high growth business starts (including graduate business starts and new technologies)
- Embedding enterprise into school, college and Higher Education curriculum's to generate new start-ups and the right culture among employees to help businesses thrive
- Promoting innovation and help businesses to work in collaboration with universities to develop new technologies
- Working closely with our business community to deliver regeneration and economic growth
- Reducing the regulatory requirements on local businesses to reduce the burden, particularly on small businesses
- Working with agencies to obtain meaningful, accurate and timely economic data with a sufficiently high degree of confidence at a Central Lancashire level for monitoring and evaluation
- Making the best use of external funding in Central Lancashire given the complex and varying opportunity to access area based and special initiative funding such as Working Neighbourhoods Fund and EU Structural Funds
- Identifying sufficient resources and capacity to input into economic assessments and delivery of economic development projects and actions to meet partners timescales
- Delivering local district priorities at the same time as working collaboratively across Lancashire
- Engaging all partners to prioritise and share ownership and responsibility for delivery of projects to address Central Lancashire needs

Driving Central Lancashire Forward

In addressing our common challenges across Central Lancashire, we have identified issues that require an on-going or more local response, which are outlined in the next section, and overarching activity that is essential and has the capacity to have a greater impact on the economy or and impact on the economy over a wider area.

We will make a difference in Central Lancashire by delivering:

- **Strong partnerships** with shared ownership of aims and co-ordination of efforts by all bodies
- **Joined -up project working** on initiatives such as housing and economic growth. Projects working to deliver multiple objectives e.g. tailored housing schemes with live work space in an environment that will attract graduates and key workers and is suitable for new business starts.
- **Investment in public realm** with regeneration linked to business and wider community needs
- **Investment in transport infrastructure** and in **ICT** provision, especially in rural areas
- **Business incubation** facilities - to generate economic growth through small businesses
- **Knowledge, innovation and skills** with stronger links between higher education and business to generate graduate business starts, improve graduate retention and develop new technologies. An increase in high level skills with the Skills Board working to deliver the skills needed by employers.
- **Enabling local people** to take up the new jobs created through investment to ensure that people in Lancashire benefit from growth, to derive the maximum benefit for local communities and to minimise the need to travel long distances by reducing the need to import workforce from outside Lancashire
- Building the **image of Central Lancashire** and enabling delivery to attract new investment and increase income from visitor economy
- **Collaborative working** with partners across Mid Lancashire and throughout Lancashire to co-ordinate activity and maximise the benefits

The action plan is set out below as follows:

- Major economic projects by district;
- Priority actions, which impact on the economy over a wider area;

- Economy
- Places
- People

- Supporting actions;
- Cross-cutting actions

Collaborative Working

The Central Lancashire districts support the strategic objectives in the Mid Lancashire Multi Area Agreement (MAA):

Maximising the potential our key economic development and regeneration attributes

Objective 1: Securing growth via strategic regional and other major employment sites

Objective 2: Ensuring targeted local enterprise support

Objective 3: Securing quality employment opportunities to tackle unemployment and worklessness

Objective 4: Energy Sector

Objective 5: Tourism/heritage

Ensuring our infrastructure is capable of supporting our challenging economic growth ambitions

Objective 1: Delivering a leading edge integrated transport network

Objective 2: To take full advantage of the opportunities provided in a digital age

Objective 3: Ensuring our housing offer is capable of fulfilling the needs of existing residents and attracting people to the area

Capitalising on our unique educational attributes to support and sustain our commitment to a knowledge led economy

Objective 1: To enhance knowledge and innovation in Mid Lancashire

Objective 2: To improve skills levels generally and specifically in Mid Lancashire's key growth sectors

The MAA sets out actions to deliver each objective at strategic level and partners in Central Lancashire will work together to deliver those actions.

The following chapter of this Strategy sets out the actions to be taken in each District and collectively in Central Lancashire to address the identified challenges and drive Central Lancashire forward.

Priority Economic Projects by District

SOUTH RIBBLE	Aim/objective
Delivery Of Regeneration Schemes in Leyland Town Centre	Regeneration of Leyland town centre to increase visitor numbers and support local business sustainability and employment
Development of the Strategic Regional Site at Cuerden	Master-planning and supporting work to bring the Cuerden site forward to deliver investment and higher value jobs
Improvements to the Sustainable Transport Infrastructure in Leyland	Improvements to the sustainable transport infrastructure in Leyland, in particular, Leyland railway station, which does not meet accessibility needs
Increasing Skills Transfer and the Development of Higher Level Skills	Use the resources at BAE Systems, Samlesbury and Runshaw College to transfer knowledge and develop the local skills base
Enhancing the Role of Worden Park as a Visitor Destination and Key Component of the Green Infrastructure	Development of Worden Park to grow the visitor economy, enhance the green infrastructure and make South Ribble a great place to live and work
Attracting Investment to Develop the Established Business Community and Secure a Resilient Economy	Using the Local Development Framework to identify suitable employment land and infrastructure to attract investment. Bringing sites and infrastructure forward to grow the economy.
CHORLEY	
Promoting Niche Knowledge-based Inward Investment. Developing a Succession Strategy for Major Inward Investment	Attracting large inward investors in recognised high growth sectors will strengthen Chorley’s economic base and provide better paid jobs locally
Creating a Thriving ‘Contemporary Market Town’. Securing the Redevelopment of the Pall Mall Triangle and Market Street	Maintaining Chorley’s position in the retail hierarchy, growing the quality of its offer and providing a distinctive and attractive town centre environment
Supporting a Strong and Knowledge-led Indigenous Business Base. Premises Provision for University-led Incubation, Cluster Development & Spin-out Companies	Supporting existing local businesses in knowledge based and high growth sectors to survive and grow will strengthen Chorley’s economic base and provide better paid jobs locally
Ensuring Residents and Communities reach their Full Economic Potential. Developing a Proposal for a Chorley based ‘Coaching Academy’	Supporting unemployed residents and communities into employment by addressing barriers, support with job search and enhancing local skills at a central facility
PRESTON	
Delivery of City Centre redevelopment schemes including Tithebarn and Central Business District	Improve and capitalise on Preston’s Sub-regional service centre role; acting as a catalyst for further development, improvement in profile and creation of new jobs, including for workless group
Develop Preston’s Gateway Role and Key Transport Links	Capitalise on proposed high speed rail link; improve railway station quality; deliver electrification of Manchester/Airport links; and improved access to other parts of Central Lancashire; ensure reflected in Local Transport Plan 3 priorities; explore Central Business District and other site linkages
Deliver enhanced levels of targeted business support, in partnership with UCLAN, NWDA, Business Link & others	Capitalise on asset of university; encourage growth in knowledge businesses; retain graduates post-graduation; ensure appropriate move on accommodation; increasing level of higher value jobs in the economy, provision of longer term employment sites (B2 / B8)
Improve levels of NVQ2 and NVQ4 qualifications in the area	Enable more people to move out of worklessness and into the labour market; increase the pool of skilled labour available and required by employers today and in the future - also needs to link to housing, quality of life and amenity issues - attractiveness of lifestyle and place.
Deliver effective Intensive Start-up Support programme; lever other Business Link contracts (high growth, BME) to deliver additional value locally	Improve the levels of business creation and sustainability, extending the size of the business base and increasing both the number of jobs created locally, and the GVA output from those jobs (currently below regional average).
Support Preston Employment Partnership, Future Jobs Fund and related activities to reduce levels of worklessness	Deliver higher levels of disadvantaged people participating in the labour market.

Driving Central Lancashire - Actions

Priority Actions

Economy

A1 - Strategic Employment Sites Development

Work jointly to deliver development of the 5 strategic regional employment sites in Central Lancashire to provide a long-term supply of **attractive options for investment** creating new high value and knowledge based jobs, accessible to people in Central Lancashire and the wider Lancashire sub-region. Sequence site delivery work to **access funding, carry out master-planning, install services and put necessary infrastructure in place** that is tailored to the specific needs of different industries and sizes of company in order to attract investment.

- Lancashire Central, Cuerden
- Royal Ordnance Factory, Buckshaw
- Central Business District, Preston
- BAE, Samlesbury
- Preston East

A2 - Targeted Business Support

Work with partners including Business Link to deliver **effective, targeted business support** in Central Lancashire through the Solutions for Business portfolio including Intensive Start-up Support, High Growth programmes and support for investors. Improve levels of sustainable business formation, expand the business base and supply of jobs and increase GVA through growth of businesses and high value employment, especially in the target sectors identified for Central Lancashire. Seek additional support such as **business mentoring and volunteering** schemes to add value to the Solutions for Business portfolio.

A3 - Attracting Investment

Co-ordinate marketing activity and raise the image of Central Lancashire to attract new investors. Work collaboratively with UK Trade and Investment (UKTI) and NWDA to **increase the share of foreign direct investment (FDI)** into Central Lancashire in a cost-effective, targeted manner; work with partners across Lancashire, and especially Mid Lancashire, using brands such as Make it Lancashire to **raise the profile of the sub-region among potential investors**; work together within Central Lancashire using complementary and co-ordinated activity to market Preston, South Ribble and Chorley to attract new investment and create new jobs.

Work together through the joint database systems to provide a co-ordinated, tailored response to investment enquiries based on the strengths of Central Lancashire, the specific offer to **match investors' needs** and on-going support. Build on **links to growing economies** including China, India and the United States, to attract investment into Central Lancashire.

A4 - Developing the Visitor Economy

a - Product. Develop and enhance the **tourism assets** within Central Lancashire. The visitor economy provides significant economic benefit in Central Lancashire including jobs and income (£483 million visitor expenditure, supporting over 7,000 jobs in 2008). Development of assets within Central Lancashire will help to grow and benefit the visitor economy throughout Lancashire. A joint approach will be taken to ensure that **strong business support** is available for the sector, that tourism assets are developed and enhanced and that destination/ brand marketing is co-ordinated jointly.

Tourism businesses include the attractions, accommodation providers, food and drink businesses and other service and supply chain industries. Supporting those businesses to grow and to **raise standards**, through the Visitor Attraction Quality Assurance Scheme (VAQAS), “Taste Lancashire” and similar schemes, is important to secure economic sustainability and to improve the product for visitors.

Tourism assets within the area are important to attract visitors and also an important part of place shaping to attract wider investment. Analysis of data about visitor behaviour suggests that townscapes have a significant impact on economic performance. Development of visitor assets can generate high levels of additional revenue and employment. Projects include:

- Ribble Coast and Wetlands Regional Park
- Heart of Lancashire Tourism Association
- Development of Worden Park, Leyland
- New Preston City Centre hotels
- Development of Chorley Market Town facilities
- Preston Guild 2012
- Avenham & Miller Park Renovation
- British Commercial Vehicle Museum Development
- Winckley Square Renovation
- Preston Flag Market
- Guild Wheel Cycle Route

b- Marketing. A joint **destination / brand marketing programme** will be implemented to increase visitor numbers to Central Lancashire. Chorley, Preston and South Ribble Councils will work with Lancashire and Blackpool Tourist Board to raise the profile of Central Lancashire as a visitor destination and to promote the visitor attractions, events and accommodation. The programme will be focussed on local strengths including the Ribble Coast and Wetlands Regional Park, the West Pennine Moors and the heritage offer. New promotions will include

- Central Lancashire Heritage Trail, linking the heritage offer across the area
- Central Lancashire Conference Guide
- UK Corporate Games 2012
- Preston Guild 2012
- Collaborative Marketing by Preston BID

A5 - Enterprise Culture

Work with businesses and schools across Central Lancashire to create a **dynamic enterprise culture providing a high rate of new business starts and ensuring high survival rates**, particularly in smaller businesses & social enterprises. An enterprise culture is vital not only in the formation of new businesses but to generate new ideas within existing businesses and to sustain a skilled workforce with a strong work ethic to help to grow local businesses. Projects will include supporting new enterprise initiatives in schools and colleges; supporting the voluntary, community and faith sector; supporting social enterprises; promotion of self employment to people who are workless or who are made redundant and ensuring that assistance is available to increase new business start-ups and that on-going support is in place to increase survival rates.

A6 - Knowledge Transfer and Innovation

Increase knowledge transfer and innovation within Central Lancashire, linked to activity across Mid Lancashire and the wider Lancashire sub-region. Capitalise on the assets (including expertise, resources and international contacts) of the University of Central Lancashire, BAE Systems at Samlesbury, Edge Hill University, Runshaw College and Preston College to transfer knowledge and increase the skills base in Central Lancashire. Work with NWDA to facilitate **higher and further education institutions and businesses working collaboratively** to develop new technologies and find new markets, to generate new research and to access funding for research leading to new business formation (especially growth in knowledge businesses) and increasing the level of higher value jobs in the economy.

A7 - Growth of Key Sectors

Support and develop the identified growth sectors within Central Lancashire, in particular, the following sectors, which provide particular opportunities for growth:

- **Nuclear / Energy** - through development and growth of Westinghouse Electric UK Ltd / Springfields Fuels Ltd, which could see the creation of almost 1,000 additional jobs over the next 3 years
- **Advanced Manufacturing** - including Aerospace through growth at BAE systems and the development of the 17 ha "Samlesbury Aero-park" and Automotive through Leyland Trucks and the supply chain businesses
- **Business and Professional Services** - building on established strengths including strong workforce characteristics and the existing knowledge economy, which provide the basis for further growth through the Central Business District and other focal points within Central Lancashire.
- Specialist areas, which are suited to existing, transferrable skills and resources, including **knowledge based industries; advanced recycling; green energy** (gas, wind and water power); **digital / creative industries; and food and drink**

Central Lancashire has a strong, existing business base in these sectors, which provides a foundation for future economic growth. Work with partners, including specialists such as Creative Lancashire, to support that growth will include provision of specialist business support with a focus on high growth, tailored workspace, skills and infrastructure.

Places

A8 - Transport Infrastructure

Work jointly through the MAA, the Lancashire Local Transport Plan, developer contributions and other means to access resources and to deliver projects to **expand the sustainable transport infrastructure** in Central Lancashire to improve connectivity and increase access to employment. Accessibility is an important strength of Central Lancashire and is vital to maintain the competitive advantage and for the area to continue to attract investment. Prioritise delivery of schemes including sustainable travel measures, investment to encourage modal shift, demand and traffic management measures, and improved street design, in particular, key schemes:

- Implementation of the high speed rail link;
- Preston Railway Station improvements;
- Leyland Railway Station improvements to meet accessibility needs;
- Delivery of Buckshaw Village Railway Station;
- Electrification of Manchester/Airport links;
- Improved access to other parts of Lancashire;
- Provision of new Park and Ride facilities;
- Improvements to reduce traffic congestion at motorway access points and city/town centre gateways;
- Installation of new technology such as electric vehicle charging points
- Improvements to the off-road cycle network

A9 - ICT Infrastructure

Work jointly through the MAA, developer contributions and other means to access resources and to deliver projects to improve the ICT infrastructure in Central Lancashire. Work with Government and private sector providers to identify gaps and to ensure **100% access in Central Lancashire to Broadband** at a minimum speed of 2 megabits per second (mbps) as set out in the “Digital Britain” report (June 2009) and 90% Next Generation Access to Broadband services by 2017.

Where market failures are identified or additional facilities, such as wireless networks, are required to promote investment, funding will be sought to develop local solutions. Further work will be undertaken jointly to support and promote take-up of ICT technology by businesses to reduce costs, communicate with customers and suppliers and take advantage of new opportunities. The communications network in Central Lancashire, especially in rural areas, is vital for the area to attract future investment.

A10 - Regenerating Places

Deliver complementary regeneration and development projects:

- Preston City Centre (including Tithebarn and Central Business District);
- Leyland town centre;
- Chorley town centre

Regeneration projects will include: development of new retail space; construction of new offices and workspace; new housing provision; improving transport and pedestrian access; enhancing the public realm; increasing accessible green spaces and providing new amenities. Such regeneration is vital to sustain city and town centres. A complementary range of projects will be delivered in Preston, Chorley and Leyland to **provide attractive and distinctive centres** for local people, increase visitor numbers, support local business sustainability and employment and act as a catalyst for further development. It is important that all of the main centres in Central Lancashire provide a high quality offer to attract people to live and work in Central Lancashire and that they provide both highly skilled jobs in areas such as the Central Business District and entry level jobs to help people who are workless to access employment.

A11 - Green Business and Technology

Work to develop a co-ordinated range of projects across Central Lancashire to **increase energy efficiency in businesses, promote energy efficient design** and provide niche managed workspace to support and develop entrepreneurship and the formation of new green businesses using new technology. Support specialist organisations such as Lancashire Business Environment Association in delivering advice, raising awareness of products and supporting businesses. Projects include:

- Chorley Innovation Centre
- Leyland Design Guide - promoting high quality and energy efficient building design
- Exemplar Projects including Roach Bridge Mill
- Lancashire Central Strategic Regional Site, Cuerden

A12 Growth Point Delivery

Deliver the Central Lancashire Growth Point to **support further investment in the infrastructure and housing needed for economic growth**. The Growth Point will provide infrastructure, affordable housing and housing with the characteristics and quality needed to help Central Lancashire to retain and attract the skilled workers that businesses need. New housing will provide a diverse offer, located to reduce the need for travel, in an attractive environment, which will help to retain graduates and attract people to live and work in Central Lancashire. Securing a skilled workforce for the future is vital to deliver economic growth.

The Growth Point aims to **accelerate new housing** provision by around 20% above the figure set out in the current Regional Spatial Strategy (RSS). Growth Point status will result in the RSS requirement being delivered at a faster rate depending on the national economic situation. Strategic Housing Market Assessments, prepared as part of the Local Development Framework process, will establish affordable housing needs to be delivered through Growth Point. Delivery of the housing Programme of Development will be enabled by Local Development Framework policies.

People

A13 - Skills

- a. Improve the proportion of local people with NVQ2 and NVQ4 level qualifications by making maximum use of the **excellent higher education and training** provision at UCLAN, Runshaw College and Preston College to increase skill levels in Central Lancashire.
- b. Work with businesses through the Skills Boards to **identify the current and future skills needs of local businesses**, especially the identified growth sectors, and work with training providers to deliver the types and levels of skills required by employers.
- c. Work with employers and the Skills Funding Agency (SFA) to **increase the take up of training** and development within businesses using local Employment Charters and the national Skills Pledge initiatives.

These 3 actions will be taken forward together to enable people who are workless to access jobs by undertaking the types of training required by employers and to increase the pool of skilled labour available and required by employers to grow today and in the future.

A14 - Increase Employment

Work jointly through the Local Area Agreement and other mechanisms to **reduce the number of people in Central Lancashire who are reliant on out of work benefits**.

Central Lancashire is a key driver of economic growth and job creation within Lancashire. However, there continue to be pockets of deprivation with high long-term unemployment, above average levels of people reliant on out of work benefits, poor health and low skill levels. These areas are frequently adjacent to areas of high employment provision. The strong economy overall within Central Lancashire has resulted in these areas being unable to access funding to help overcome the barriers to employment. Joint work will continue to seek funding to help people within these areas, to **adopt multi-agency approaches** by focussing existing mainstream services, to pool resources and to share successful strategies.

Employment Charters and Local Employment Partnerships will be used to **engage employers to increase provision of work placements and work experience opportunities**. Successful schemes including the Mid Lancashire Future Jobs Fund, “Work Start”, “Future Horizons” and apprenticeships will be promoted to increase private and public sector opportunities for local people to access employment.

Specific local support will be delivered through Preston Employment Partnership and by Chorley and South Ribble Redundancy Taskforce, which provide partnership structures to reduce the impact of redundancies and **help people access advice, training and employment**. Volunteering opportunities will be promoted to help people to gain confidence and experience as part of the path towards employment.

Supporting Actions

Economy

A15 Supportive Business Environment

Chorley, Preston and South Ribble Councils will work with Business Link, the Chamber of Commerce and other business groups to maintain and enhance a supportive environment in Central Lancashire for businesses. Joint actions will include:

- **Working with businesses to identify their aspirations**, future opportunities and needs. Engaging at regional and national levels to help meet those needs through regional and national policies, strategies and resource allocation.
- Working directly with businesses to alert them to regulatory changes, to help them to comply with regulations and to **streamline processes to help to reduce the regulatory burden**.
- Developing local solutions to business issues related to **improving the quality of the built environment and public realm** including designs to reduce crime.
- **Making it easy for businesses to invest** in Central Lancashire by processing planning applications and building regulation applications as quickly as possible in line with the Local Development Framework.

A16 Finance for Business

Work with European Union frameworks, NWDA, Business Link, Lancashire County Council and local financial organisations to **make sure that businesses in Central Lancashire can access finance for growth** at reasonable costs. Access to suitable finance is vital for businesses to function, to maintain cash-flow, to invest in new equipment, improve skills, invest in research and development, develop new technology, obtain supplies and for growth. Partners will work to make sure that suitable financial products are available across Central Lancashire, including grants (such as Rosebud), loans and venture capital schemes, at reasonable rates and to help businesses to access the most appropriate funding. Businesses will be made aware of any **financial assistance** such as the Small Business Rate Relief and advice will be available through Business Link and through tailored local events and communications. Prompt payment will be promoted to help to **maintain cash-flow** throughout the supply chain and particularly to help smaller businesses.

A17 Competitiveness / Economic Resilience

Work collaboratively to maintain and build a **competitive and resilient economy** in Central Lancashire. The global economic downturn during 2009 highlighted the varying degree to which local economies across Britain were able to withstand the impact of the recession. A considerable amount of research has been published by organisations including the Centre for Local Economic Strategies, Centre for Cities and Experian to identify the important features of resilient economies and map performance. The research highlights that high levels of foreign business ownership and over-reliance on single sectors increases economic vulnerability. Central Lancashire has withstood the downturn well but work will continue to secure future resilience through a dynamic business base, investment in high growth industries, strong prosperous communities, skilled people and a quality of place with strong physical infrastructure, which is attractive to investors.

A18 Development of Retail Offer

Deliver a mixed-use scheme to facilitate the **comprehensive regeneration of the Tithebarn Regeneration Area** of Preston to establish Preston as a leading sub-regional retail centre, which provides the retail offer expected of a city including department stores, National brands and specialist shopping.

Increase the quality of the retail offer in **Chorley as a modern market town** with a distinctive and attractive town centre environment.

Expand the **specialist and local shopping provision in Leyland**, maintaining and building on the character and distinctive, accessible setting.

New retail development, linked to improved public realm, entertainment and green space facilities is important to generate jobs, bring income into Central Lancashire and attract investment. Attractive, vibrant city, town and district centres are important for Central Lancashire to remain a place where people want to live, work and visit.

A19 Government & Public Sector Relocation

Promote Central Lancashire to **attract new jobs through Government and public sector relocation**. Central Lancashire has the capacity to benefit from major Government relocations, which have been implemented following the Lyon's Review. Although significant numbers of jobs have already been relocated, Central Lancashire has not attracted any large numbers to date. A Central Business District will be created in Preston to provide suitable premises to meet Government requirements. The Central Business District, excellent communications and high quality environment will be used to attract new jobs through any future Government relocation.

A20 Rural Economic Growth

Support sustainable economic growth in rural areas through **diversification and agriculture to increase food security** and to secure existing jobs and provide new jobs. A significant proportion of Central Lancashire is rural in nature and the local economy in rural areas faces particular challenges in order to maintain viable rural communities. Local food production needs to be increased to reduce reliance on imported food supplies, reduce food miles and improve food quality for local people.

Opportunities for diversification will be identified, businesses supported to start and grow and organisations such as DEFRA engaged to support rural communities. Collaborative work will take place to implement programmes including the Rural Development Programme for England under which, the Lancashire West Local Action Group covers the rural areas of Chorley, Preston, South Ribble and West Lancashire districts. Work will also continue to support **improved provision of infrastructure including broadband**, transport, workspace and local training provision.

A21 Public Sector Procurement

Use **public sector procurement to support economic growth** by considering the market impacts of local procurement. Public sector bodies will be encouraged to consider the outcomes, such as the opportunity to support local jobs, promote business growth and the take up of new technology, when procuring goods and services.

Chorley, Preston and South Ribble Councils will seek to use best practice and to encourage other public sector bodies, including those in the education and healthcare sectors, to support local business growth. The shared procurement service in Chorley and South Ribble will help to drive innovation in procurement as set out in guidance from the Office of Government Commerce.

A22 Growing Social Enterprise

Promote and support the formation and development of social enterprises in Central Lancashire. Social enterprises play an important role in the economy by **delivering environmental and social objectives** as well as business growth. Increasing the numbers of social enterprises will deliver opportunities to help move people into employment and to develop an enterprise culture. Social enterprises will be supported to provide work experience and jobs for disadvantaged people including the long-term unemployed, people with disabilities, people with health problems and ex-offenders. Social enterprises will also be supported to develop environmentally sustainable products and practices.

A23 Established Business Community

Support the **development of the business community** within Central Lancashire to promote business growth by increasing the private sector procurement of goods and services locally. In addition to promoting local trading, an established business community offers the benefits of joint working, linking businesses and residents, for businesses to support each other by acting as mentors and of sharing experience.

The business community in Central Lancashire will be encouraged to act as **ambassadors for investment** in the sub-region, engage with public sector bodies and inform decision making and resource allocation and to cluster to bid for contracts. Development of the business community will be facilitated through communications, events and products such as the Central Lancashire Business Database.

Places

A24 Future Economic Infrastructure

Use the Central Lancashire Local Development Framework (LDF) to enable provision of suitable **employment land and infrastructure to attract future investment**. The Central Lancashire LDF will identify suitable areas for employment and provide the policy framework to bring new commercial sites and infrastructure forward to grow the economy. The LDF is important to secure the economy of Central Lancashire into the future by providing the spatial infrastructure for new investment and protecting the established commercial areas, which meet current and future business needs. The LDF will also ensure that the housing, infrastructure and amenities in Central Lancashire meet the needs of existing residents and attract people to live and work in the sub-region.

A25 Developing Potential of Heritage Assets

Develop and promote the heritage assets of Central Lancashire to grow the visitor economy and enhance the attractiveness of the area to skilled workers and investors. Central Lancashire's rich heritage includes both the built and natural environment, which provides attractive places for people to live and visit. The historic buildings, social history and natural environment require **conservation, sympathetic development, interpretation and promotion to attract more visitors, which will generate higher income into the local economy**, support businesses and create jobs. Research indicates that places with significant numbers of historic buildings are substantially more popular places to spend leisure time than those that are not. Development of the heritage of Central Lancashire will therefore contribute to attracting people to live and work in the sub-region. Key attractions include:

- Astley Park and Hall, Chorley
- Avenham and Miller Parks, Preston
- Botany Bay, Chorley
- British Commercial Vehicle Museum, Leyland
- Central Lancashire Heritage Trail
- Duxbury Park, Chorley
- Harris Museum, Preston
- Hoghton Tower, Hoghton, Chorley
- National Football Museum, Preston
- Preston Flag Market
- Samlesbury Hall
- Winckley Square, Preston
- Worden Park and Hall, Leyland

A26 Business Incubation

Create new **business-ready workspace in flexible locations** to meet lifestyle and sectoral needs and embed business support within business parks and workspace developments. Through the LDF and partnership working, new workspace will be delivered to support the formation of new businesses.

Local business support will be organised and delivered, within the BSSP framework, to increase contact with and take-up by businesses. Tailored infrastructure and accessible business support is vital to create suitable conditions for businesses to start and to grow. Provision will include development of new retail and office premises (including starter units and expansion units to accommodate growth) to attract businesses into city and town centres and also suitable provision in rural areas, including **live-work space**.

A27 Investment Support Services

Provide an **excellent service for investors** in Central Lancashire. South Ribble, Preston and Chorley Councils will work with partners to provide a co-ordinated, tailored response to investment enquiries based on the strengths of Central Lancashire. Future investment, especially an **increase in foreign direct investment**, is vital for continued economic growth in Central Lancashire and for the Lancashire sub-region. The joint data and enquiry handling systems will be used and developed further to identify the specific offer within Central Lancashire to match the investors' needs, to monitor demand and take-up of commercial property to inform future provision and to deliver and co-ordinate on-going support for investors. Partners will work together to help investors access finance, skilled workforce, premises, economic information, regulatory assistance and to meet other needs.

A28 Environment Business Continuity Planning

Identify and **map environmental constraints to the economy** (such as flooding) and develop plans with businesses to mitigate the effects. Existing climate conditions and potential future changes in the climate can have a significant impact on the economy as a direct result of damage by flooding or high winds and as an indirect result of interruptions in the supply of materials, labour and distribution infrastructure. By identifying potential constraints and **working with businesses to develop continuity plans**, the impact can be reduced. The Central Lancashire LDF will take environmental factors into account in delivering future development and partnership working with businesses and environmental / infrastructure bodies will support economic growth by mitigating any environmental or climate impact in Central Lancashire.

A29 Green Infrastructure Provision

Develop the green infrastructure in Central Lancashire to maintain the “City with Room to Breathe”. Green infrastructure, including river corridors and parks, is an important element of the attractiveness of Central Lancashire as a place to live and work as well as supporting wildlife and improving air quality. Further investment will be delivered, working with partners, to **expand the green infrastructure across Central Lancashire** in order to increase the numbers of visitors and enhance the attractiveness of Central Lancashire to skilled workers and investors. Attractions will include:

- Ribble Coast and Wetlands Regional Park
- Avenham & Miller Parks, Preston
- Blainscough Nature Reserve, Coppull
- Ellerbeck (former colliery), Chorley
- Hic Bibi Nature Reserve, Coppull
- River Lostock Corridor
- West Pennine Moors, Chorley
- Winckley Square, Preston
- Withnell Nature Reserve, Withnell, Chorley
- Worden Park, Leyland
- Yarrow Valley Country Park, Chorley

People

A30 Graduate Retention

Provide an attractive offer for graduates to live, work and stay in Central Lancashire. Graduate skills are important to local businesses and there must be an attractive local offer to help to **retain graduates in Central Lancashire**, post-graduation. Through the Central Lancashire LDF, workspace will be provided to help graduates start and expand new businesses and a diverse housing offer will be delivered in an attractive environment. Through collaborative working, business support will help to sustain and **grow graduate businesses**, including mentoring, access to finance and high growth support programmes. Through the LDF and working with the private sector, the high value jobs, leisure, culture, amenities and lifestyle will be available to retain and attract graduates to live and work in Central Lancashire.

A31 Flexible Working

Promote **flexible working opportunities** throughout Central Lancashire to make maximum benefit from the available workforce. Flexible working practices allow people to balance work and other commitments, which may make it possible for people to work when they would not otherwise be able to. Recent research also suggests that people who benefit from flexible working arrangements are more productive. Encouraging employers to offer flexible working will aid economic growth in Central Lancashire by increasing the economic activity levels of local residents. Support will be provided including **guidance to residents and businesses** on regulatory and health & safety issues, signposting to support organisations, provision through the LDF of live/work space and improved ICT facilities, especially broadband coverage in rural areas.

A32 Employment Support Infrastructure

Provide the infrastructure to support people to access and remain in employment in Central Lancashire. In order to increase the economic activity levels of local residents, partners including the Primary Care Trust, Local Authorities and Jobcentre Plus will work together to ensure that support is available to **overcome barriers to work**. Actions to improve skill levels and reduce the number of people who are workless are covered elsewhere in this Strategy. Additional support will include **condition management, healthcare, childcare, care for other dependant relatives, healthy workplace initiatives** and public sector employability and business engagement programmes. This represents an extension of the approach established by the Lancashire Local Area Agreement.

A33 Older Workforce

Increase the number of older people (defined as aged 50 +) within the workforce in Central Lancashire. As the age profile of the workforce increases, it will become increasingly important to **retain the skills and experience of older people** within the workforce and to increase economic activity levels of people aged 50+.

The opportunity to continue to work when older has the additional benefits of helping people to remain healthy and active, supplementing income (which may become increasingly important if pensions are reduced in value), lifestyle, social interaction and overall quality of life. Actions to support the older workforce will include **promotion of flexible working practices to employers, healthcare provision and support services** to help if people have a role as carers for older or younger family members. Opportunities for older people to remain economically active will also be addressed through provision of support to start businesses, especially lifestyle businesses and those using existing skills and experience, through re-skilling opportunities and through promotion of volunteering and mentoring opportunities.

Cross Cutting Actions

Partnerships

Ensure that we have strong partnerships and structures in place to undertake economic assessments and address the issues identified.

Policy

Establish strong Policy relationships with links between Central Lancashire Economic Regeneration Strategy aims and actions, the Central Lancashire LDF and the Sustainable Community Strategies.

Capacity

Economic Development sits in different places within each organisation in Central Lancashire in order to deliver local priorities. Identify the most appropriate lead for each Central Lancashire project to share benefit of specialist skills and knowledge, maximise benefit of resources and ensure that resources remain for delivery of local priorities.

Ownership

Engage all partners to prioritise and share ownership and responsibility for delivery of Central Lancashire Economic Regeneration Strategy

Supporting Economic Growth

Key Existing Central Lancashire Projects

Work is already under way on a number of significant initiatives to deliver jobs and support economic growth in Central Lancashire. Joint projects, which are already being delivered across Central Lancashire, include:

- Central Lancashire Local Development Framework
- Central Lancashire & Blackpool Growth Point
- Mid Lancashire Future Jobs Fund
- Central Lancashire Intensive Start-up Support
- Ribble Coast & Wetlands Regional Park
- Central Lancashire Social Enterprise Hub
- Heritage Development & Promotion in Central Lancashire
- 100% Broadband Infrastructure in Central Lancashire
- West Lancashire Local Action Group (Rural Development Programme for England)

Delivery

This Strategy will be delivered through existing mechanisms where possible and by working together with partners to develop new solutions and to make the best use of resources. Current and planned means of delivery include:

- The Single Regional Strategy RS2010 (SRIS);
- Work with the Regional Development Agency including funding streams
- The Single Integrated Lancashire Strategy, working with Lancashire County Council;
- The Mid-Lancashire Multi Area Agreement (MAA);
- Active contribution to the Local Economic Assessment by Lancashire County Council and resulting actions;
- Engagement with regional and national bodies including HCA;
- The Lancashire Local Area Agreement (LAA)
- Working in partnership to support and champion bids for resources;
- Future joint / collaborative projects;
- Sharing information and intelligence;
- Sharing specialist skills across Central Lancashire;
- Cross border projects; and
- Reviewing projects and working to priorities

Measurement

A number of targets and data sources have been selected in order to effectively monitor overall progress against the objectives of this Strategy.

Appendix 2 sets out the targets, which are based on measurable criteria and link to the Local Area Agreement and Mid Lancashire Multi Area Agreement. The targets include National Indicators (NIs), key performance indicators (KPIs) and other relevant measures where suitable robust, timely data sources are available at a suitable spatial level.

Other, more detailed, targets and milestones will be set by individual project plans.

Partners

- South Ribble Borough Council
- Preston City Council
- Chorley Council
- Lancashire County Council
- South Ribble Partnership
- Preston Partnership
- Chorley Partnership

Stakeholders:

- Business Link
- Business Venture Group Ltd
- Central Lancashire Business Club
- Chamber of Commerce
- Jobcentre Plus
- Lancashire County Council
- Lancashire Education Business Partnership
- Lancashire Skills Funding Agency
- Preston College
- Preston & South Ribble Trades Council
- Primary Care Trust
- Runshaw Business Centre & College
- In Training Ltd
- University of Central Lancashire

Implementation

An action plan, which will include existing projects, will be developed to guide the implementation of this Strategy.

Appendix 5 illustrates how the actions set out in this Strategy will be assessed in terms of nature, opportunity and scale of impact then allocated where they are most appropriately addressed by delivery on a local basis, across Central Lancashire, at Mid Lancashire or pan Lancashire level.

Many of the issues identified in this Strategy have differing impacts and characteristics at a district or neighbourhood level and, depending on the actions required, many of the practical opportunities for making a real difference may exist at different levels. The action plan will phase work and identify the partners needed for each project.

The year 1 action plan will include engagement to influence development of the Single Regional Integrated Strategy; assistance with delivery of the Mid-Lancashire Multi Area Agreement and contribution to economic assessments.

Detailed project action plans will guide delivery of individual projects (District specific & joint projects) and delivery partners will be engaged as required by project action plans.

Annual monitoring and evaluation of projects and the action plan will feed into subsequent plans throughout the life of this Strategy.

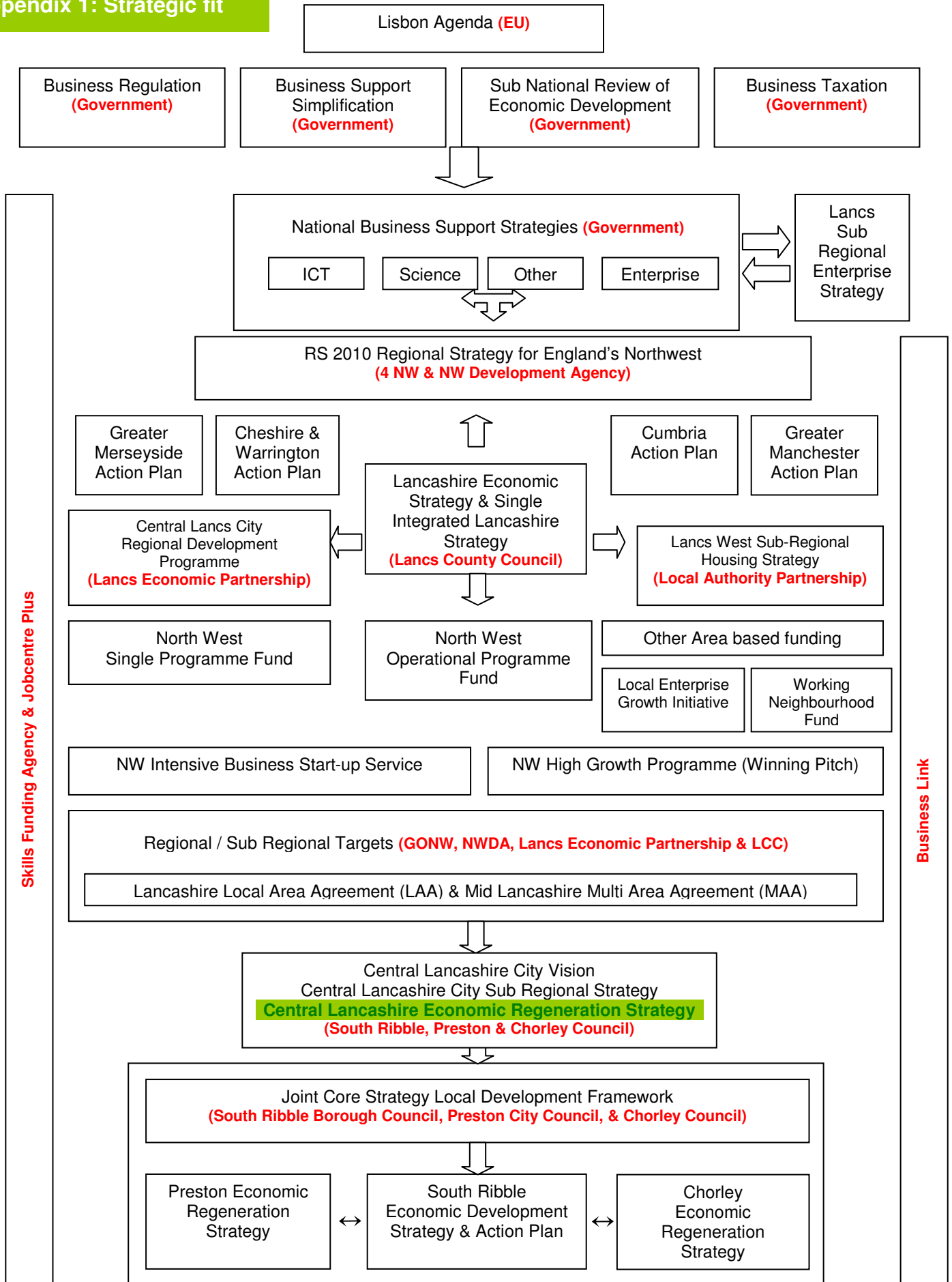
[This page intentionally blank]

Economic Regeneration in Central Lancashire

Appendices

1. Strategic Fit
2. Measurement
3. Baseline Research
4. Central Lancashire Baseline Economic Research Summary
5. Action Plan Template

Appendix 1: Strategic fit



Appendix 2: Measurement

The table below sets out a selection of measures, the baseline position, midpoint and ultimate targets for the Central Lancashire Economic Regeneration Strategy. Further measures will be identified for specific projects.

Indicator	Baseline 2010			Mid-point	Target 2026
	Chorley	Preston	South Ribble		
Economy					
NI 166 - Average Earnings of Employees (%) (2008-09)	428.2	426.6	468.6		
NI 171 - Enterprise: VAT registrations (Rate) (2008)	59.5	59.6	54.2		
NI 172 - Small businesses employment growth (%) (2008)	14.5	14.2	14.7		
GVA per head - Gross Value Added (per head) 2007	14,090	15,135	13,888		
GVA change - Change in GVA per head 1997-2007 (%)	32.23	42.04	30.33		
Visitor Expenditure (£ millions) (2008)	172.00	203.98	107.01		
Places					
NI 186 - Per capita reduction in CO2 emissions (%) (2007)	2.1	5.5	2.7		
NI 155 - Gross no. affordable homes delivered (2009-10)	107	26	35		
People					
NI 151 - Employment Rate (%) (Sept 2009)	75.9	66.1	80.8		
NI 152 - Working age Benefits (%) (Aug 2009)	11.1	15.1	10.1		
NI 163 Working age pop at NVQ Level 2+ (2008)	71.1	72.2	79.1		
NI 165 - Working Age Pop at NVQ Level 4+ (2008)	28.4	25.7	36.4		

* Workplace based earnings is a proxy for GVA but there is low confidence in earnings data at district level

Better than or equal to Regional & National average / exceeding targets	
Better than or equal to Regional average but worse than National average / meeting targets	
Worse than Regional & National average / below targets	
Regional / National average not available	

Appendix 3: Baseline research

The table below summarises the subjects and geographical coverage of economic studies relating to Central Lancashire 2000 - 2009. The publications are listed in chronological order. Appendix 3 contains a more detailed summary of those existing studies & strategies.

Title	Lancs Wide	Chorley	Preston	South Ribble	Date
The Economic Impact of Preston Tithebarn			✓		February 2010
Cities Outlook 2010 - Centre for Cities			✓		January 2010
Lancashire Manufacturing Skills Study	✓				July 2009
Economic Potential of Preston Study		✓	✓	✓	May 2009
South Ribble Economic Regeneration Strategy 2018				✓	March 2009
Employment Land Position - South Ribble - March 2009				✓	March 2009
Annual LDF Monitoring Report - South Ribble				✓	March 2009
Housing Land Position - South Ribble				✓	March 2009
Central Lancashire Strategic Housing Land Availability Assessment		✓	✓	✓	March 2009
A Sub-Regional Transport Framework for Lancashire	✓				Feb 2009
Preston Retail Study - 2009 Update			✓		2009
Central Lancashire Transport Study		✓	✓	✓	October 2008
Chorley, Preston & South Ribble Employment Land Review to 2021		✓	✓	✓	August 2008
Business and Industrial Land Availability			✓		August 2008
Central Lancashire Community Profile Study -		✓	✓	✓	July 2008
Five year Housing Supply Position			✓		April 2008

Title	Lancs Wide	Chorley	Preston	South Ribble	Date
Lancashire Town Centre Office Premises Study	✓				April 2008
Study Visit to Central Lancashire City Region.		✓	✓	✓	2007 / 2008
Central Lancs. Strategic Flood Risk Assessment		✓	✓	✓	Dec 2007
Lancashire Economic Strategy & Evidence Base - Issues and Options for Enhanced City-Regional Working in Lancashire	✓				2006/ 2007
Open Space & Recreation Study				✓	June 2006
Chorley Economic Regeneration Strategy		✓			March 2006
Central Lancashire Sub Regional Strategy		✓	✓	✓	2006
Central Lancashire Office Needs Assessment 2006 - 2021		✓	✓	✓	2006
Preston Economic Regeneration Strategy - Stage 1 Report			✓		Feb 2005
Preston City Council - Northern Way - Central Lancashire City Region Development Programmes		✓	✓	✓	Feb 2005
Preston Retail and Leisure Study			✓		2005
Retail Study				✓	2004
City of Preston -Strategic Overview of Regeneration Initiatives			✓		January 2003
Study of Business Needs of ICT / New Media Sector		✓	✓	✓	May 2002
Preston: Our Bid for City Status, 2001			✓		2001
Central Lancashire Development Agency (CLDA) Strategic Review		✓	✓	✓	May 2001
Central Lancashire Skills Audit / Skills Gap Analysis		✓	✓	✓	June 2000

Appendix 4: Central Lancashire Baseline Economic Research Summary

Title	Description	Coverage	Date
The Economic Impact of Preston Tithebarn (NWDA)	Economic impact assessment of the Preston Tithebarn development proposals.	Preston	February 2010
Cities Outlook 2010 - Centre for Cities	<p>Annual report evaluating the economic performance of the UK's 64 main cities and looking at the effect of recession and potential for economic growth beyond the recession.</p> <p>The report shows that in terms of overall economic performance, Preston compares well with Blackburn, Blackpool, Liverpool and Manchester, and with Great Britain and England as a whole. It would also suggest that the city is well placed with the potential to grow its economy, both as an individual city and as part of the Mid-Lancashire MAA, as the UK begins to recover from the recession.</p>	Preston	January 2010
Lancashire Manufacturing Skills Study (East Lancs Chamber / Lancashire Economic Partnership)	<p>The East Lancashire Chamber has requested £15,000 from LEP to investigate the barriers to effective skills development for manufacturing SMEs across Lancashire and to make recommendation to the Lancashire Employment and Skills Board on how these can be overcome.</p> <p>This funding will be complemented by the research funding from Blackburn College aimed at researching the barriers to skills development for young people within Pennine Lancaster including their perception of the manufacturing sector. The Chamber has also secured funding from the LSC to develop a skills cluster for skills development for advanced manufacturing in Lancashire</p>	Lancashire	Summer 2009

Title	Description	Coverage	Date
<p>Economic Potential of Preston Study (GVA Grimley)</p>	<p>NWDA study to assess economic potential and generate a future vision for the growth of Preston & Central Lancashire.</p> <p>This report concentrates on the functional economic area of Central Lancashire comprising the local authority areas of Preston, South Ribble and Chorley. The study has involved a number of distinct tasks including a review of previous reports and analysis on Central Lancashire; a macroeconomic overview; new primary research and consultation.</p> <p>The analysis of Central Lancashire is set within a broad conceptual framework of what makes ‘places’ work in terms of seven key drivers: The Physical City; Economic Distinctiveness; Human Capital; The Educational Offer; Economic Linkages and Connections; Investment in Communities; Leadership</p>	<p>Preston, South Ribble and Chorley districts</p>	<p>May 2009</p>
<p>South Ribble Economic Regeneration Strategy 2018</p>	<p>This strategy sets out the “recipe for economic success” in South Ribble over the next ten years to 2018. The Strategy sets out how we will reinforce our identity for South Ribble within the North West and within Central Lancashire and how South Ribble, Preston and Chorley complement each other and work well together in developing a sub-regional economy, which is out-performing many areas of the North West.</p> <p>The Strategy shows how we want to move South Ribble to become the first ‘Enterprise engine’ in Lancashire, on a par with the growth centres only currently seen in the South east satellite towns around London. South Ribble joins Preston and Chorley together to form Central Lancashire with a thriving economic identity of its own. Our strategy aims to move South Ribble up the ‘economic hierachy’ from an Enterprise Spark to Enterprise Engine by 2018.</p>	<p>South Ribble</p>	<p>March 2009</p>

Title	Description	Coverage	Date
Employment Land Position - South Ribble - March 2009	<p>This document was produced to provide an up to date reference of all available land for employment uses at 1st April 2009.</p> <p>Surveys of employment sites are done annually, to give an accurate picture of the employment land status in the Borough. This position statement is updated on an annual basis, once the surveys have been completed.</p> <p>Employment sites in this document include land that is allocated in the Local Plan and already established employment sites which may have small areas of land available for development.</p>	South Ribble	March 2009
Annual Monitoring Report - South Ribble - March 2009	To assess the effectiveness of the Local Development Framework policies, the council is required to produce Annual Monitoring Reports. Their purpose is twofold: (1) to monitor the implementation of the local development scheme (LDS) and (2) to assess whether the policies in the local development documents are being successfully implemented.	South Ribble	March 2009
Housing Land Position - South Ribble	This key annual report details whether South Ribble is meeting the strategic requirement set by the Regional Spatial Strategy for the North West. It provides detailed figures on the number of houses built, the number "in the pipeline", and the future supply. It contains the housing trajectory for the borough.	South Ribble	March 2009
Central Lancashire Strategic Housing Land Availability Assessment	<p>The Strategic Housing Land Availability Assessment provides an evidence base on the potential housing land supply across Central Lancashire. This document does not allocate specific sites for housing development but will be used as a key piece of evidence to inform the Core Strategy and Site Allocations.</p> <p>http://www.centrallancashire.com/design/indexa.asp?page=page_14</p>	Central Lancashire	March 2009
A Sub-Regional Transport Framework for Lancashire	First phase of work by consultants (Atkins) looking at transport and Lancashire's Economy. Stage II (of 3) currently in progress.	Lancashire	February 2009

Title	Description	Coverage	Date
Preston Retail Study - 2009 Update	On behalf of Preston City Council, consultants Drivers Jonas LLP (DJ) have updated the July 2008 Retail Study Update to the original study. The latest update assesses the capacity for further comparison (non-food) goods retailing in Preston.	Preston	2009
Central Lancashire Transport Study - (MVA)	<p>The objectives of the study, as outlined in the brief and agreed at the inception meeting were:</p> <ul style="list-style-type: none"> • To outline proposals for future development of a public transport network that will provide for forecast future travel arrangements; • To identify proposals for the development of a cycle and walking network and other measures to deliver an increase in active travel; • To review road capacity to identify any forecast pressures on the transport network that cannot be dealt with through increased use of public transport, cycling and walking and to recommend appropriate measures to improve capacity; • To provide input into the LDF Infrastructure Plan and developer contributions; • To provide costings for proposed measures and possible funding measures, with delivery dates and phasing. 	Central Lancashire	October 2008

Title	Description	Coverage	Date
<p>Chorley, Preston & South Ribble Employment Land Review to 2021</p> <p>Drivers Jonas and WM Enterprise -</p>	<p>The aims and objectives of this study, derived from the Councils' brief can be summarised as:</p> <ul style="list-style-type: none"> • Identifying employment sites and buildings to be retained for employment uses and those which could be released to other uses; • Identifying the future quantity of land required; • Assessing these requirements based on different scenarios arising from different; • Growth levels and emerging external strategic policy drivers; • Identifying in broad terms the quantity, location and type of sites needed to meet future employment land requirements. 	Central Lancashire	August 2008
<p>Business and Industrial Land Availability</p>	<p>This report has been produced by the City Council to provide an accurate and up to date reference of available land for business and industrial uses in Preston.</p>	Preston	August 2008
<p>Central Lancashire Community Profile Study -</p>	<p>A Community Profile Study has been undertaken to help gain an understanding of the role and function of different places in Central Lancashire and how they compare with each other. The results of this work will help inform decisions about how suitable settlements are to accommodate further growth and development. The study excludes the established urban centres of Chorley and Preston.</p>	Central Lancashire	July 2008

Title	Description	Coverage	Date
Five year Housing Supply Position	<p>Preston City Council, along with all local authorities, has identified areas that could be used for housing in the next five years in accordance with Planning Policy Statement No 3. These areas have to be in line with targets that have been set in the Regional Spatial Strategy.</p> <p>http://www.preston.gov.uk/environment-and-planning/planning/planning-policies/evidence-base/</p>	Preston	April 2008
Lancashire Town Centre Office Premises Study	<p>Lancashire County Council commissioned BE Group to undertake a baseline study of office premises in Lancashire's Town Centres. This was prompted by differences between policy, which advocates the location of development in town centres, and practice, which results in office units located on edge/out of town sites.</p> <p>BE Group were asked to provide baseline data for 37 towns across the sub-region. Study findings will be used to inform policy development at regional and district/unitary level, and help support other similar recent work carried out by partners.</p> <p>http://www.lancashire.gov.uk/corporate/web/view.asp?siteid=4017&pageid=16113&e=e</p>	Lancashire	April 2008

Title	Description	Coverage	Date
<p>Study Visit to Central Lancashire City Region.</p>	<p>Dr Paul Hildreth, Economic Advisor to DCLG organised a Study Visit to Preston/Central Lancashire in 2007. This was later published as Study Visit to Central Lancashire City Region. This drew on Dr Hildreth’s Typologies of Medium Sized Cities, SURF, 2007 and identified Preston as an “emerging service centre” as opposed to the “ex-industrial” urban nodes in the rest of Lancashire.</p> <p>Dr Hildreth later drew on Preston as a “hub” case study in his City Links I, IPPR/Centre for Cities, 2008) which explored the question of the economic growth potential of sub-regional “hubs”.</p> <p>Following further discussion with local partners, the Northern Way Secretariat and central government a further tranche of work is currently underway, examining how to re-create the symbiotic relationship which the Greater London and the South East (GLSE) has with smaller adjacent hubs for growth (such as Reading) whereas a similar relationship is not evidenced in terms of Manchester and Preston or Leeds and York etc. (City Links II, SURF, Work Foundation, 2009).</p>	<p>Central Lancashire (Preston Focus)</p>	<p>2007 / 2008</p>
<p>Central Lancs. Strategic Flood Risk Assessment undertaken by Scott Wilson</p>	<p>Strategic Flood Risk Assessment. The SFRA shows details of flooding from fluvial and tidal sources. It sets out details of areas falling within each flood zone as defined in Planning Policy Statement 25 (Development and Flood Risk) published by DCLG. Zone 1 is the lowest probability of flooding, zone 2, medium probability, zone 3A, high probability and zone 3B, functional flood plain. The SFRA also shows changes expected as a result of climate change predictions. Finally, it includes geological information and likely impact on groundwater and also includes information on drainage.</p>	<p>Central Lancashire</p>	<p>December 2007</p>

Title	Description	Coverage	Date
<p>Lancashire Economic Strategy (LES) & Evidence Base (GVA Grimley, KPMG, Cambridge Econometrics 2006/7) -</p> <p>Issues and Options for Enhanced City-Regional Working in Lancashire, GVA Grimley et al, 2007)</p>	<p>The Lancashire Economic Strategy (LES) and its accompanying Evidence Base was completed in 2006/7, bringing for the first time a consistent single set of data sources and analysis to bear on Lancashire (previously separate partners had used a series of different methodologies and practices).</p> <p>For the first time, this work (GVA Grimley, KPMG, Cambridge Econometrics) set out on a comprehensive basis the rationale, performance and potential of the (3 major and 2 minor) FEAs in Lancashire, with Preston identified as the hub and economic motor for the wider polycentric sub-region.</p> <p>Further work was subsequently undertaken (Issues and Options for Enhanced City-Regional Working in Lancashire, GVA Grimley et al, 2007) on examining the core economic characteristics of each of the Lancashire FEAs, and the potential for generating greater economic traction by linking them with the economic hub of Preston.</p>	Lancashire	2006/2007
<p>Open Space & Recreation Study undertaken by PMP</p>	<p>PMP were appointed to undertake a Borough-wide Open Space, Sport and Recreation Study for South Ribble. This was carried out in accordance with the requirements of the latest Planning Policy Guidance Note 17 (Planning for Open Space, Sport and Recreation, July 2002) and its Companion Guide (September 2002).</p> <p>The Companion Guide sets out a 5 step process for undertaking a local assessment of open space. The 5 step process is as follows: Step 1: Identifying Local Needs; Step 2: Auditing Local Provision; Step 3: Setting Provision Standards; Step 4: Applying Provision Standards; Step 5: Drafting Policies - including recommendations and strategic priorities.</p>	South Ribble	June 2006
<p>Chorley Economic Regeneration Strategy</p>	<p>The Chorley Economic Regeneration Strategy provides a summary of the key issues and opportunities to which the Borough Council must respond. It sets a strategy whereby economic opportunity can be maximised, value-added activity driven up, and economic inclusion boosted.</p>	Chorley	March 2006

Title	Description	Coverage	Date
Central Lancashire Sub Regional Strategy	The Sub Regional Strategy is a document that describes the possible long term development plans covering Preston, East Fylde, South Ribble and Chorley and also takes into account the influence of Blackpool and East Lancashire on future developments both on a regional and local level.	Central Lancashire	2006
Central Lancashire Office Needs Assessment 2006 - 2021	This study has been carried out by consultants Drivers Jonas on behalf of Preston, Chorley and South Ribble councils. It shows the existing supply of offices (which comprise of vacant offices, firm commitments and already allocated office sites) and provides an assessment of each - comparing this to any potential future requirements.	Preston, South Ribble and Chorley districts	2006
Preston Economic Regeneration Strategy - Stage 1 Report	Opened out the issue of the wider FEA. Preston City Council (PCC), funded by the North West Development Agency (NWDA), commissioned a study to look at economic drivers and needs in the City. The study was initially focused on the Preston LAD, but in the course of the work, this was expanded to take in the wider FEA (South Ribble, Chorley and parts of Wyre boroughs). (Preston: Economic Regeneration Strategy, GVA Grimley/KPMG, 2004/5).	Preston	February 2005

Title	Description	Coverage	Date
<p>Preston City Council - Northern Way - Central Lancashire City Region Development Programmes (GVA Grimley)</p>	<p>First work across the 3 borough areas (PCC funded) to inform the City-Regional Development Programme.</p> <p>Following on from this work, the three boroughs of Preston, South Ribble and Chorley responded to the proposals for a Central Lancashire City-Region, by commissioning additional supporting research on the FEA and its role as the Gateway, administrative, ritual and service hub for Lancashire. (Preston City Council: Northern Way: City Regional Development Programme (CRDP)s, GVA Grimley/KPMG, 2005).</p> <p>This complemented the separate report which PCC has put together (Central Lancashire City-Region: Commentary on Proposals by Preston City Council, 2005) and a separate report by NWDA (Audit of the Central Lancashire City-Region) which explicitly recognised Preston’s hub status and the enhanced level of economic performance in its FEA.</p> <p>This centrality was subsequently reflected in the Central Lancashire City-Region Development Programme I, Regeneris, 2005) and the subsequent Central Lancashire City-Regional Development Programme II, GVA Grimley, 2006).</p>	<p>Preston, South Ribble and Chorley districts</p>	<p>February 2005</p>
<p>Preston Retail and Leisure Study</p>	<p>The City Council commissioned consultants to prepare a retail and leisure study for the city to inform the preparation of the Local Development Framework; the updating of the Tithebarn regeneration area supplementary planning guidance; and to assist with the assessment of retail and leisure based planning applications.</p>	<p>Preston</p>	<p>2005</p>

Title	Description	Coverage	Date
Retail Study - Peter Shearman	<p>The study covers assessments of retail trends and the vitality and viability of Leyland and the ten district centres in the Borough. It also recommends policies and proposals to support traditional shopping patterns in the Borough and a framework for considering retail development on out of centre and edge of centre sites. The study includes an overview of existing centres i.e. Preston and Chorley, in terms of their existing shopping provision and their impact on the Borough.</p> <p>The key issues identified include:</p> <ul style="list-style-type: none"> The need to identify primary retail frontages within centres to underpin the retail character and function, given the increase in A2 and A3 use: Should individual shops or clusters of shops be protected across the urban area? Could Leyland be made more attractive thus aiding the possibility of resisting competition from Preston, Chorley and elsewhere? Is there a need to consider new traffic management measures and the introduction of parking charges? Should retail facilities be expanded in Leyland town centre (including the Hulme's Mill site at Southern Towngate) and the district centres through new developments? Is there potential for new leisure development? 	South Ribble	2004
City of Preston - Strategic Overview of Regeneration Initiatives - Urban Strategies Consultants	<p>NWDA commissioned a report which identified Preston's role as Lancashire's development hub, gateway, and regional city, suggesting a further series of focused initiatives to build on its potential. Report was focused on Preston city centre, but began to set out the idea of the functional role of the Central Lancashire functional economic area.</p>	Preston	January 2003

Title	Description	Coverage	Date
Study of Business Needs of ICT / New Media Sector	Growthclusters.com / Meadowhead Projects study for Lancashire West Partnership to develop a greater understanding of the ICT/New Media Sector's current and future needs. The drivers within the 'knowledge' economy would be important factors in an emerging cluster development strategy. Research was primarily conducted via face-to-face, structured interviews with 50 individual companies - identified from local databases.	Lancashire West	May 2002
Preston: Our Bid for City Status, 2001).	Preston became England's newest city in 2002, in part on the basis of the evidence adduced by its supporters for its wider economic role and the higher level performance of economic activity in and around its "hub".	Preston	2001
Central Lancashire Development Agency (CLDA) Strategic Review	Consultants, Milburn Trinnaman La Court, were commissioned by LAWTEC on behalf of the Central Lancashire Development Agency [CLDA] to undertake an independent strategic review of its work. The overall purpose of the study was to evaluate the CLDA's performance and identify an agenda for action for the future economic development and regeneration of Central Lancashire which can be taken forward by local partnerships and the Lancashire West Partnership.	Central Lancashire	May 2001
Central Lancashire Skills Audit / Skills Gap Analysis (Miller Research)	Study carried out in late 1999, in partnership with LAWTEC, to investigate current and future skills needs of employers and residents in Central Lancashire and to forecast Central Lancashire skills needs to 2010.	Preston, South Ribble and Chorley districts	June 2000

Appendix 5: Action Plan

An action plan will be developed to guide delivery of this Strategy. The template below illustrates how the actions set out in this Strategy will be assessed in terms of nature, opportunity and scale of impact then allocated where they are most appropriately addressed by delivery on a local basis, across Central Lancashire, at Mid Lancashire or pan Lancashire level.

Actions	Chorley	Preston	South Ribble	Central Lancashire	Mid Lancashire MAA	Lancashire / LAA
Economy Actions A1 - A7 A15 - A23						
Place Actions A8 - A12 A24 - A29						
People Actions A13 - A14 A30 - A33						

Report of	Meeting	Date
Director of People and Places (Introduced by the Executive Member for Places)	Executive Cabinet	3 June 2010

CHORLEY AND SOUTH RIBBLE PILOT MERGED COMMUNITY SAFETY PARTNERSHIP - UPDATE REPORT.

PURPOSE OF REPORT

1. To inform Members of the outcome of the pilot Merged Chorley and South Ribble Community Safety Partnership.

RECOMMENDATION

2. It is recommended that a collaborative model of the merged Chorley and South Ribble Community Safety Partnership be adopted.

EXECUTIVE SUMMARY OF REPORT

3. The report outlines the progress made and the outcomes achieved with respect to the Chorley and South Ribble Pilot Merged Community Safety Partnership. The report proposes a continuation of the merged arrangements between Chorley Council and South Ribble Council. The report provides detail on the performance of the pilot merger against agreed evaluation criteria and crime levels and makes recommendations relating to the future arrangements for delivering community safety across the Chorley and South Ribble Borough footprints with our partners and includes an outline of the proposed model of collaboration.

REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

4. To ensure that the successful collaborative partnership work, efficiency savings and synergies are maintained for the partner organisations involved in the Chorley and South Ribble Community Safety Partnership.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

5. An official merger of Chorley and South Ribble Community Safety Partnership using the process outlined in the Home Office document "Merging Crime and Disorder Partnership Areas under Section 5 of the Crime and Disorder Act 1998" was considered but is deemed to be too prescriptive for the needs of this partnership arrangement.
6. Discontinue the Chorley and South Ribble Community Safety Partnership and revert back to two single Community Safety Partnerships. This was rejected due to the efficiencies already gained in the management arrangements for the merged partnership and the established practices that are now in place for partners.

CORPORATE PRIORITIES

7. This report relates to the following Strategic Objectives:

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

BACKGROUND

8. Members will recall that on the 26 of June 2008 they received a report and subsequently approved a recommendation for the piloting of a merged Crime Disorder and Reduction Partnership (CDRP) between Chorley Council and South Ribble Borough Council for a period of twelve months. Due to the late ratification of the merger governance arrangements the pilot duration was extended and has now been in place for 22 months.
9. The Crime and Disorder Act 1998 promotes the practice of partnership working to reduce crime and disorder and places a statutory duty on police and local authorities to develop and implement a strategy to tackle problems in their area. In doing so, responsible authorities are required to work in partnership with a range of other local public, private, community and voluntary groups and with the community itself.
10. The Safer Chorley and South Ribble Partnership (the name given to the pilot merged partnership) formally commenced in July 2008 and has been in operation for a period of 22 months. A new structure and full governance arrangements have been put in place for the pilot partnership which sits as a thematic group of the two separate Chorley and South Ribble Local Strategic Partnerships. During the past 22 months the pilot merged partnership has been working towards the delivery of the original success criteria agreed by the partnership. The pilot partnership continues to benefit from a joint strategic assessment and CDRP plan. In September 2009 a partnership ‘away day’ was conducted and a business improvement plan developed which is currently being delivered to further improve the partnerships performance and working arrangements.
11. The pilot Safer Chorley and South Ribble Partnership has been subject to two Overview and Scrutiny Committee reviews. Firstly, one undertaken through the Councils own overview and scrutiny arrangements and a second through an innovative joint Overview and Scrutiny Committee with South Ribble Borough Council. The first scrutiny review recommended that the merged arrangements be subject to a joint Member (Chorley and South Ribble) scrutiny review which was undertaken on 31 March 2010 and a report will have been received by Chorley Council Overview and Scrutiny Committee prior to this meeting, at which, it is anticipated will have responded favourably to the view that the collaborative model is the preferred basis of continuing the Safer Chorley and South Ribble partnership arrangements.

MERGED PARTNESHIP SUCCESS CRITERIA

12. At the outset of the pilot merger it was agreed with partners what criteria should be set to determine success of the merged arrangements. These are set out below with the associated outcomes:
13. Criteria 1 – Pooling of expertise, knowledge, skills and resources to more effectively tackle crime and disorder

14. Since the implementation of the pilot merged Community Safety Partnership levels of crime across Chorley and South Ribble has continued to fall and the partnership is on track to deliver against LAA targets. The Place Survey results indicate Chorley and South Ribbles communities are confident police and partners are working well together to reduce crime. In addition to this as a partnership we have reduced further our communities' perceptions of crime and disorder. The partnership has a shared Community Safety Manager, DV coordinator a Policy and Projects officer and Multi Agency Problem Solving team (MAPS) team police Sergeant. The partnership has Joint Strategic Assessment and Partnership Plan which allows partners to align resources to meet joint strategic community safety priorities.
15. Best practice has been shared across the partnership with examples including but not limited to the introduction of projects to tackle violent crime, Serious Acquisitive crime and ASB across both boroughs. Projects of note include Mini MATACs which are integral to the delivery of community safety within neighbourhood working, days of action events, alcohol consequences campaign and auto number plate (ANPR) days. Operationally information is communicated better and the CDRP has a greater presence and influence at a grass roots level. Both boroughs also benefit from the recommendations of two overview and scrutiny functions, and share the hosting and administration of the partnership
16. Progress has been made into the of pooling of expertise, knowledge, skills and resources however further benefit would be gained by developing a multi agency problem solving team structure. A robust information sharing document has been introduced but some difficulties still arise when data needs to be shared across partners. Whilst this is cause for concern as intelligence led business processes can sometime be hindered, problems with data sharing existed in Chorley and South Ribbles stand alone Community Safety Partnerships and data sharing is a problem for many partnerships nationally.
17. Whilst the merging of targets can be achieved locally, Chorley and South Ribble are unable to officially merge targets. Due to this and as not to disadvantage Chorley and South Ribble communities the pilot partnership continues to financially apportion core area based grant and basic command unit resources on the geographic area for which the funds were intended. However several joint initiatives have been commissioned using pooled resourcing.
18. Criteria 2 – Co ordinated approach to funding and commissioning work
19. There is clearly a more joined up, transparent and coordinated approach to funding bids across the pilot merged partnership. Several bids have been supported and delivered over both areas including but not limited to Fire Break, Smart Response and the purchase of a vehicle crime sting car. Whilst some minor benefits have been realised relating to savings as a result of economies of scale, the main advantages in the merger have been the success in joint bids such as the £60k gained to support the alcohol consequences campaign, and the £20k provided by both Chorley and South Ribbles respective LSPs for the delivery of the Smart Response program. A further £50K has also been granted to each of Chorley and South Ribbles Children's Trust to support the continued delivery of the Families' First project.
20. Whilst we can demonstrate success in this area there is room for improvement and the partnership will be focussing on sustainable long term solutions to funding and its commissioning processes including consideration of mainstreaming initiatives and the development of exit strategies.
21. Criteria 3 – Reduction in the number of meetings attended by partners and statutory agencies
22. The reduction of meetings has been realised at a strategic level. The pilot merged Community Safety Partnership now has one strategic group meeting and one officer

steering group meeting compared to the two respective groups and sets of meetings prior to the pilot merger.

23. The partnership also benefits from a number of other joint meetings including the Central Alcohol Group which operates on a divisional level, the Families First, Domestic Violence and the Positive Activity Groups, which operate over both Chorley and South Ribble, and the Joint Commissioning Group (JCG) which operate on a Central Lancashire Primary Care Trust (PCT) footprint. There is further discussion which needs to be had to consider whether such groups as the alcohol strategy group need to be operated over a PCT footprint or indeed potentially merged with the JCG.
24. Whilst the reduction of partnership meetings has been realised at a strategic level, many of the operational meetings continue to operate separately. The main reasons for this is due to the localised nature of some of the issues faced and that many of the individuals involved in these meetings work to either a Chorley or South Ribble geographic area. Such meetings include the Multi Agency Tasking and Coordinating (MATAC) and Mini MATAC meetings, the Multi Agency Licensing Team (MALT), the prevent and deter groups and prolific priority offender groups. A decision has also been taken to continue to hold the statutory 'face the public' events separately in each of the boroughs so as not to disenfranchise Chorley and South Ribble residents.
25. Criteria 4 – More efficient working practices
26. In addition to the reduction of strategic meetings, together the merged partnership arrangements have seen a continued reduction in crime and disorder as well as other efficiencies being made.
27. South Ribble Borough Council has realised a saving of £23,500 relating to the implementation of joint management arrangements and a reduction of staffing. Chorley has recorded a saving of £64,837 relating to the implementation of joint management arrangements and an associated reduction of staffing. Lancashire Constabulary have recorded a saving of £54,997 relating to the implementation of joint management arrangements with the merging of some of the police MAPs team posts.
28. In addition to the criteria outlined above it is important to recognise that Chorley and South Ribble have both experienced continued reductions in crime during the period of the pilot merged partnership. Specifically Chorley Council has continued with reductions in all crime and further reductions have been recorded against both local and Local Area Agreement (LAA) crime targets, including serious acquisitive crime i.e. robbery, vehicle crime, burglary, violent crime, assault with less serious injury, criminal damage and anti social behaviour.
29. The collaboration model will continue to enable a wider involvement of the voluntary, community and faith sector at a strategic and operational level, with representation both at the Responsible Authority Group as well as operational groups such as MATAC. Partners within the Community Safety Partnership are well represented at community safety target area groups such as PAICE, SWITCH and Clayton Brook Together. In addition the collaborative model supports the Councils Neighbourhood Working agenda insofar as VCF sector groups can influence multi agency initiatives and service delivery at a local level.

MODEL OF COLLABORATION

30. In March 2010 the strategic management group (Responsible Authority Group) of the pilot merged Safer Chorley and South Ribble Partnership agreed the adoption of a collaborative model of working rather than an officially merged home office approved arrangement. The collaborative model is based on the following principles:
- Shared strategic assessment and annual drafting of partnership priorities
 - Shared Community Safety Manager
 - Shared administrative structure for partnership meetings and project work
 - Shared performance management and governance arrangements
 - Joint response to shared threats and service delivery
 - Joint projects developed to tackle joint strategic threats
 - An approach to partnership working that ensures that neither local authority partner is disenfranchised by keeping budgets and funding streams separate, except where joint funding of projects and initiatives is of mutual benefit to both local authorities.
 - Separate crime targets will be maintained

COLLABORATIVE MERGER TIMETABLE

31. Should approval be granted for pursuing the collaborative model the following collaborative merger timetable is envisaged:
32. 12th July 2010: - A report recommending the adoption of a collaborative model of working rather than a Home Office approved officially merged Community Safety Partnership be submitted to South Ribble Borough Council Executive Cabinet
33. 22nd June 2010: - A report recommending the adoption of a collaborative model of working rather than a Home Office approved officially merged Community Safety Partnership be submitted to Chorley Borough Council Local Strategic Partnership meeting.
34. 15th July 2010: - A report recommending the adoption of a collaborative model of working rather than a Home Office approved officially merged Community Safety Partnership be submitted to South Ribble Borough Council Local Strategic Partnership meeting.
35. August/September 2010: - the collaborative model is further developed to ensure the administrative and efficiency savings are embedded into the merger arrangement.
36. October 2010: - implement model of collaboration across Chorley and South Ribble.

IMPLICATIONS OF REPORT

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

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

JAMIE CARSON
DIRECTOR OF PEOPLE AND PLACES

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Simon Clark	5732	14 May 2010	CSPmerger

Report of	Meeting	Date
Director (People and Places) (Introduced by the Executive Member (People))	Executive Cabinet	3 June 2010

TREE MANAGEMENT AND MAINTENANCE POLICY

PURPOSE OF REPORT

1. To present a tree management and maintenance policy which relates to trees situated within Council owned land.

RECOMMENDATION(S)

2. That the aforementioned policy be adopted as Chorley Councils Tree Management and Maintenance Policy.

EXECUTIVE SUMMARY OF REPORT

3. Chorley Councils Tree Management and Maintenance Policy aims to give clear guidance on how the tree stock will be managed. It demonstrates a system of inspection for all trees across the Borough; the system has been produced by exploring best practice in terms of inspection frequencies and apportionment of trees within risk zones.
4. The policy will also provide clear guidance when handling service requests which relate to Council owned trees. In addition it will allow us to provide service users with a number of options when responding to service requests.

REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

5. This implementation of this policy will help to ensure the Council fulfils its legal responsibly under the Occupiers Liability Act 1957.
6. The value of trees cannot be underestimated; this policy will ensure that the trees we are responsible for are maintained to the highest standard for the benefit of all.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

7. The implementation of a Tree Inspection Policy is a relatively new development. Liability for land owners has been in place for over 60 years, but high profile cases have highlighted the need for robust inspection procedures. The likelihood of incidents is very low and it was considered to balance cost of implementation of the policy against risk factors when developing the policy, but as a Council we should ensure that the safety of visitors to our open spaces is considered.

CORPORATE PRIORITIES

8. This report relates to the following Strategic Objectives:

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

BACKGROUND

9. Chorley Council has management responsibility for numerous sites across the Borough. The majority of these areas have unrestricted access and a vibrant tree stock. As Landowners we have a legal responsibility to ensure that visitors to these sites are reasonably safe. This is a very broad piece of legislation and covers numerous areas. However one of the risk areas is around trees. In the event of a litigation claim for injury or damage to property the Council would have to demonstrate it had managed the risk by regularly inspecting the condition of the trees and have instigated works to those trees which posed a risk.
10. The introduction of regular inspections of our tree stock will identify defects and faults. As a consequence these defects will need to be addressed to fulfil our responsibility as discussed above. It is likely that for the first two years expenditure on trees will increase significantly and there will be a need to review of how we utilise our existing budget on trees to ensure it is targeted at areas where there is the greatest risk.
11. A budget has been identified for the works which is set at £35,000. This budget has been historically used for non – urgent service requests. Going forward all service requests will be balanced against potential risk to ensure that Council budgets are targeted at the greater risk areas. In addition to this a recent procurement exercise has taken place to create a select list of tree contractors, therefore all works identified will be subject to a tendering process to ensure best value.

IMPLICATIONS OF REPORT

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

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

COMMENTS OF THE DIRECTOR OF TRANSFORMATION

13. The report identifies that the Council currently spends circa £35k on tree maintenance, much of which will need to be used on the priorities once the tree stock is inspected. The likelihood is that some backlog work will need to be undertaken and once the scale of this is known, I will report this to Members and where funding might be found. The policy is adopted to prioritise work where there is a health and safety risk may mean some customers are not dealt with immediately which may result in an increase in calls to our contact centre and possible complaints, but these will be dealt with as part of our day to day business.

JAMIE CARSON
DIRECTOR OF PEOPLE AND PLACES

Report Author	Ext	Date	Doc ID
Martin Walls	5250	13 th May 2010	***

Background Papers			
Document	Date	File	Place of Inspection
Tree Management and Maintenance Policy	April 2010		Attached

This page is intentionally left blank



Tree Management and Maintenance



2008-2009
*Transforming Services:
Citizen Engagement
and Empowerment*



2009-2010
Cohesive and resilient communities



2009-2010
Better outcomes for people and places

1 Introduction

This policy has been prepared to provide a public statement of the Council's approach to the maintenance and management of its tree stock.

The policy will have two functions:

- 1) To set out a clear procedure with regards to how it intends to manage its tree stock on a proactive basis in accordance with its responsibilities under the Occupiers' Liability Act 1957 & 1984

- 2) To provide clear guidance on our service standards with reference to reactive service requests on Council owned trees

Chorley Borough Council has responsibility for amenity woodland throughout the district all of which the public has unrestricted access too. In addition there is an extensive tree stock within other public areas that would need to be considered under this policy

On average 7 or 8 people are killed each year by falling tree incidents nationally. With the public's greater expectations of a safe environment in which to work and play, along with an increasingly active compensation culture and a raft of litigation, there is a need to introduce clear procedures with regards to the introduction of an inspection scheme.

As with any improved scheme it will require a considerable financial resource to fund both the inspections and carry out remedial work identified as part of the inspections.

As a consequence there will be a need to realign existing tree maintenance budgets that were traditionally used to satisfy reactive service requests to fund the work identified during the proactive inspections.

There will be a need to manage expectations as this change will result in perceived reduced levels of customer service, however this can be minimized by the proposals within the policy

2. TREE INSPECTION PROGRAM

The Council will, where possible, inspect all trees of which it has a responsibility for, to assess whether they represent a risk to persons or property.

A program of inspection will be undertaken which will cover the three areas below:

- An assessment of risk;
- An assessment of hazard;
- And a prescription of remedial action.

3. ASSESSING THE LEVEL OF RISK

For a program of tree inspection to be manageable, resources need to be directed to areas where there is potentially most risk. This is initiated by assigning each area to one of three Risk Zones. These will be clearly documented in the form of detailed plans

High Risk:	e.g close to main public areas, buildings, roads, car parks, major footpaths, picnic areas etc.
Medium Risk:	e.g other footpaths, bridle ways etc in regular but not intensive public use, quieter areas of parks and gardens etc.
Low Risk:	e.g farmland and woodland away from paths or only lightly used etc.

These zones will reflect normal usage but must be kept under review. The level of risk changes over time. For example, plans to hold an event involving many people in a medium risk zone will change its status to a high-risk zone for the duration of the event new facilities or activities on a property may lead to a more permanent change.

The assessment of Risk Zones is a matter of informed judgement and will be subject to periodic review.

4. ASSESSING THE HAZARD

This is to be undertaken by a member of staff within the service who has suitable experience to identify potential defects and suggest appropriate remedial action. It will be the responsibility of the inspector to ensure that the hazard is assessed to the best of their ability and recorded accurately.

Many trees are potentially hazardous but only the conditions most likely to lead to injury or damage to people or property can reasonably be addressed as part of these inspections. These are physical or psychological conditions that might lead to break up or collapse of the tree.

In practice only visible defects are likely to be identified. Techniques available to assess structural integrity of standing trees, such as electronic sensors and hand operated borers will not be used as a matter of course



The frequency and method of inspection will reflect the designated Risk Zones. The inspection frequencies within each risk zone tend to be national standards and are adopted by most Local Authorities and those adopted by other major the National Trust, Forestry Commission and the Woodland Trust

Risk Zone	Inspect	Method
High Risk	Every Year	Careful searches for clear defects especially in the crown and around the base of the tree. Binoculars required.
Retained Trees in High Risk Zones showing Significant Defects	Every Six Months and after serious storms	As above
Medium Risk	Every Three Years	Careful searches for clear defects.
Low Risk	Every Four Years	Careful searches for clear defects.

5. RECORD OF INSPECTION AND MAINTENANCE

Each zone will be categorised by a numeric identifier. This will form part of a database to record the areas that have been inspected

Due to the number of trees across the Borough only trees requiring remedial action will be identified. Trees that appear to be sound during the inspections require no individual record of their condition

Each zone will be inspected and a record kept of the times and dates of the inspections. These inspections will be recorded manually and input onto a database back at the office.

Each inspection will then be available for litigation etc and will contain the times and dates of the inspection and also any work identified.

6. DETERMINING REMEDIAL ACTION

Work identified during the inspections will be dealt with in the following way:

1. Any work identified on site will be classified as either extremely dangerous or requiring treatment. This classification will determine our action. The work will then be recorded on the inspection sheets and on a schedule of works, the work will then be collated and an informal tender circulated to our select list in order to secure the best price. The trees will be marked clearly on site to allow the contractor to identify them when pricing the tender
2. The successful contractor will carry out the works in conjunction with a nominated officer and LCC if it may affect the Highway.

3. The contractor will on completion of the works submit their work sheets which will include the dates of the work to allow us to update our database of inspections

The Nominated Officer will be responsible for liaising with the contractor, checking the standard of the work; approving the payments and updating the databases to ensure our inspection systems are as robust as possible.

Section 2 – Customer Expectations and Service Standards

The Council has had established Council standards for a number of years that relate specifically to what can be expected from Chorley when making requests for work on Council owned trees. Naturally trees reported as dangerous will be attended to and whatever work is necessary will be initiated.

However we do receive service requests for non-urgent issues. As detailed below: -

- Trees overhanging Private Property
- Sap from Trees damaging Cars etc
- Perceived damage to properties from roots
- Poor TV reception
- Reduced light levels to property
- Leaf Fall

The service request is assessed against cost, benefit and impact on the tree. Traditionally the service spends around £35k on works identified as part of this process and this is taken into consideration when programming non-urgent works.

However, with the introduction of the inspection program there will be a need to re-align financial resources towards the greater risk area, which is the maintenance of potentially dangerous trees.

As a consequence of this we will not have the resources to deal with non-urgent service requests and we will have to provide clear guidance going forward.

The first step will be making changes to the scripting / dialogue within CRM and to the website which informs both Elected Members and the general public that CBC does not carry out any work to trees which is deemed non-urgent.

However we will give a commitment to attend and respond to all tree related service requests within five days.

On attending site the responsible officer will usually determine that:

- 1) The service request relates to a potential risk or hazard for property or members of the public
- 2) The service request is for a non-urgent issue and the requested course of action would not be detrimental to the health of the tree
- 3) The service request is for a non-urgent issue and the requested course of action would be detrimental to the health of the tree
- 4) The service request is unjustified and the responsible officer cannot authorise any work on site.

The proposed actions for each service request type would be as follows:

- 1) CBC takes whatever action is necessary to remove the hazard and therefore mitigate the risk to persons and property
- 2) CBC gives consent for the work to be carried out, subject to the customer funding the work. CBC will support this by providing details of reputable contractors from our own select list. Management systems will need to be introduced to ensure that the work agreed on site is not exceeded during discussions with the customer and contractor.
- 3 + 4) No action is proposed, however clear reasons for inaction are provided.

Presently with a softer approach we are subject to challenge quite regularly when people don't agree with the information provided during the initial inspection and challenge our decision to do nothing. It is therefore necessary to provide a consistent approach across the Borough as it likely that the introduction of this policy will potentially lead to more elevated complaints, formal complaints and Member involvement when responses to service requests are not positive

Report of	Meeting	Date
Director of Transformation (Introduced by the Executive Member for Transformation)	Executive Cabinet	3 June 2010

PROVISIONAL CAPITAL AND REVENUE OUTTURN 2009/10

PURPOSE OF REPORT

1. To report to Members the provisional outturn figures for the Council's budget for the financial year 2009/10. This paper sets out the financial position of the Council as compared against the budgets and efficiency savings targets it set itself for 2009/10 for the General Fund Revenue Account and for the Capital Programme.
2. The accounts are provisional at this stage and are also subject to final checking and scrutiny by the Council's external auditor. Should there be any significant changes to the outturn as a result of this process I shall submit a further report to Executive Cabinet. Further details of the Council's overall financial position will be presented to the Audit Committee at the end of June when they are considering the Council's statement of accounts.

RECOMMENDATIONS

3. Executive Cabinet are asked to note the contents of the report and agree the financing of the Capital Programme as set out in Appendix 3.

EXECUTIVE SUMMARY OF REPORT

4. In December I reported on the financial position of the Council as compared against the budgets and efficiency savings targets it set itself for 2009/10. At that time I reported that the full target savings of £410,000 had already been achieved and forecast an underspend against the budget of around £169,000 excluding the impact of Concessionary Travel. This position has improved slightly with the revenue outturn now coming in under budget by £181,000.
5. The 2009/10 budget set out a proportion of working balances to mitigate the potential additional costs of the Concessionary Travel scheme due to several unknown factors at the time of setting the budget. I am pleased to report that as a result of the pooling arrangement with other Lancashire Councils the majority of this sum taken from balances was not required to meet additional costs and will therefore be transferred back to general balances.
6. In terms of Capital during the year it was agreed that slippage would be sought on the programme to ensure that borrowing was contained as capital receipts had also been

deferred as a result of the economic downturn. In the event of slippage of a number of schemes was achieved and therefore borrowing contained within the estimate.

7. The level of working balances is set to increase significantly as a result of various factors which are outlined in the report.

REASONS FOR RECOMMENDATIONS

(If the recommendations are accepted)

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

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

9. None.

CORPORATE PRIORITIES

10. This report relates to the following Strategic Objectives:

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

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

BACKGROUND

11. The Council’s budget for 2009/10 included real cash savings targets of £350,000 from the management of the establishment and a further £60,000 of savings to come from efficiency and procurement related activities.
12. The 2009/10 budget was influenced by two significant factors, the impact of the economic downturn and the increase in Concessionary Travel costs. In setting the budget for 2009/10 it was agreed that general balances would be used as a short term measure, pending the grant distribution review and lobbying by many councils to get the distribution mechanism changed. It was estimated that a sum of around £273,000 would be needed from balances to fund the impact of the economic downturn and around £234,000 to finance the potential additional Concessionary Travel costs.
13. The budget also included challenging targets for the Council’s main income streams despite adjustments being made to the 2009/10 budgets to reflect the downturn in the economy.

PROVISIONAL OUTTURN GENERAL FUND

14. Appendix 1 shows the provisional summary outturn position for the Council. No individual service directorate figures are attached. These are available for inspection in the Members Room. Please note that for continuity and ease of analysis the figures are presented using the Councils previous directorate structure. This will change to the new three directorate structure for the 2010/11 financial year.

15. In my report to Executive Cabinet of 18 February (end of December), I advised on the projected outturn for 2009/10 which, excluding the potential impact of Concessionary Travel, showed a forecast underspend of £169,000. The Council's net expenditure at the end of the year shows an underspend of £181,000 or -1.22% of total service expenditure.
16. The net movement in expenditure from the position reported in December shows a reduction of £13,000.
17. An analysis of the main variances over and above those previously reported in monitoring is shown below. Further details are contained in the service unit analysis available in the members' room:

Table 1 – Significant Variations from the last monitoring report

	£'000
Expenditure	
Staffing Costs	10
Shared Assurance Services	(25)
Waste Contract	(22)
Buildings Repairs/Maintenance	9
Income	
Planning/Building Control Fees	44
Cotswold House Voids (loss of income)	20
LCC Cost Share (Green Waste)	(37)
Buckshaw Waste Collection	(27)
Benefits	18
Other minor forecasts	(3)
Net Movement	(13)

18. The most significant change outlined in the table above is a reduction in the income generated from Planning & Building Control Fees compared to the forecast made in December. The previous forecast was for a combined increase in fee income over and above the budgeted amounts of around £74,000. This was based on significant increases in Planning fee income received over the first nine months of the year. The final three months of the year have shown a downturn in generated income levels compared with previous months resulting in a final outturn position of £30,000 surplus income above budgeted levels, a reduction of £44,000.
19. Another major change to report is the additional saving from a reduction in the recharge from South Ribble Borough Council for Shared Assurance Services. Previous forecasts had indicated a saving of around £23,000 against budget but as more audit work has been performed in-house reducing the need for externally contracted resources, an additional saving of £25,000 has been achieved giving a total saving of £48,000 for the year.
20. One area that has generated significant savings in 2009/10 is waste and recycling services. The savings against budget have been shown under three separate elements as

the waste contract, green waste processing, and Buckshaw waste collection as outlined above.

A saving against the waste contract costs has been achieved in 2009/10 for two main reasons. Firstly a reduction in the core contract costs whenever Veolia have failed to meet specific targets and secondly for a reduction in the number of additional collection services required throughout the year. This has generated a saving of around £28,000 for the full year, an increase of £22,000 on previous forecasts.

A saving has also been achieved through additional income generated from green waste processing and other household recycling. An increase in volumes recycled has resulted in additional income of around £37,000 compared to previous forecasts.

The final saving again is as a result of additional income being generated, this time from the refuse collection service on Buckshaw Village. An increase in the number of occupied properties and the addition in 2009/10 of an administration charge in relation to collection services has resulted in a surplus of income over budget of around £27,000 for the year.

21. One area where the Council suffered a shortfall in income was in void rents at Cotswold House. Throughout the previous year major repairs and refurbishment works have been carried out and as a consequence Cotswold House has had a reduced number of rooms available for letting. As a result, the void rate increased from around ten to thirty percent creating a further shortfall in income of £20,000 over and above the previous forecast of £13,000 giving a deficit for the year of £33,000.
22. Previous budget monitoring reports have highlighted the volatility of a number of budgets. One such budget that can have a significant impact on the year-end position is housing and council tax benefits. Throughout the year it is extremely difficult to accurately predict the level of expenditure and subsequent levels of subsidy as the nature of the budget is demand driven, however I am pleased to report that the net cost to the Council is only £18,000 higher than previously forecast in December.

COMMITTED ITEMS

23. Included in the outturn figure are committed items of expenditure and income. Each year the Council commits itself to incurring expenditure that may not always be incurred in the financial year. It is custom and practice to allow Directorates that have a budget underspend to carry forward this cash to pay for items where such a commitment has been made.
24. Accordingly I have received the following carry forward requests that I support.

Details	£'000
• Information management work commissioned for 09/10 to be completed in 2010/11	17
• Reward & Recognition budget required to fund initiatives in 2010/11	13
• Provision of 49 x 1,100 litre bins for recycling at schools	10
• IDeA Peer Review planned for 09/10 postponed until later in 2010/11	9
• Additional new business start up support work	7
• Training sessions due for 09/10 delayed to April/May 2010/11	6
• Development of applications for Council's front facing service to improve access channels for customers	6
• Provision for cash prizes for Chorley Smile Awards as unlikely to attract third party sponsorship in current economic climate	6
• Playground equipment planned works to be delivered May/June 2010	5
• Production of a marketing package for the town centre and markets	5

• Inward investments agents database, distribution of pack & attendance at exhibitions	5
• LEP II Evolutive user licence for sites and premises	3
• Consultant entomologist to investigate excessive numbers of flies in Euxton	2
Total	94

CONCESSIONARY TRAVEL

25. The greatest potential impact on the Council's year-end position was likely to come from Concessionary Travel. As highlighted in my last monitoring report, the outturn cost of the 2009/10 scheme would be determined by the eventual reimbursement rate and additional cost items, agreed by negotiation with operators or by the DfT appeal process, together with any changes in levels of usage and fare changes.

Provisional usage data and cost information received for the period April to December 2009 indicated a potential outturn cost of approximately £1,268,000 giving an underspend of around £70,000 based on the operators offer rate of 61%. A final reimbursement rate has now been agreed with all operators of 59.5%, with the exception of Stagecoach. This reduction, together with a reduction in demand following the cold spell in January has had a significant impact on the outturn position.

Unless Stagecoach decide to accept the 59.5% offer, the eventual total reimbursement to that company will only be determined after a protracted period of negotiations. Taking into account an adjustment for the likely additional costs of this outcome, the final outturn cost for Concessionary Travel in 2009/10 (after the pooling adjustment) is £1,092,000 giving an underspend of around £246,000. After taking into account additional costs incurred on legal and consultancy fees and Nowcard production in 2009/10, the final saving on Concessionary Travel is around £231,000.

Members will be aware that the budget for 2009/10 set out a proportion of working balances to mitigate against the potential additional costs of the Concessionary Travel scheme due to the various unknown factors at the time such as the operators reimbursement rate and the pooling agreement. I am pleased to report that as a result of the final outturn figures for Concessionary Travel the majority of this sum taken from balances was not required to meet additional costs and will therefore be transferred back to general balances.

GENERAL FUND RESOURCES AND BALANCES

26. Set out in Appendix 2 for Members information is a summary of the levels of reserves and balances available to the Council at the end of the financial year 2009/10. Resources and balances are set aside to be able to pay for future known expenditure and to guard against financial risk. The key message is that the Council committed to working towards increasing a level of working balances to £2m in its financial strategy. The analysis shows that the Council has gone along way to achieving that through the actions taken during 2009/10.
27. The most significant impact on balances in 2009/10 is as a result of the claim against HM Revenues & Customs for the reclaim of VAT paid in earlier years. In my last monitoring report I advised that in making the claim the Council has worked with Pricewaterhouse Coopers on a no win no fee basis.

The amount received to date, including interest and net of fees paid to PwC total £741,000. This figure includes calculations based on simple interest. However, compound interest has been claimed and should the claim be successful, this amount could increase by up to £240,000. Due to the uncertainty involved in this claim, this sum has been excluded from the level of balances outlined in this report.

- 28. Another major issue to impact on balances is the result of the application to capitalise the Icelandic investment impairment. As previously reported the Council's application was unsuccessful and as a result the cost of the impairment of around £310,000 will be met from balances.

CAPITAL PROGRAMME PROVISIONAL OUTTURN

- 29. Details of the Capital Programme provisional outturn for 2009/10 are set out in appendices 3 and 4 to the report. Appendix 4 provides an analysis of the 'Other Changes' in column (3) of Appendix 3.
- 30. The provisional outturn expenditure is £5,668,296, which is £851,754 less than the revised estimate of £6,520,050 approved by Council. The main reasons for the reduction are as follows:

	£'000
Net rephasing of expenditure to 2010/11	(729)
Reduction in recharges from revenue	(107)
Net transfer of expenditure from revenue	34
Other net reduction in expenditure	(50)
Reduction compared to Revised Estimate	(852)

The capital programme for 2010/11 should be updated to include the net rephasing of expenditure from 2009/10 as presented in column (2) of Appendix 3.

Financing by borrowing was £146,918 less than estimated, mainly because of the rephasing of expenditure to 2010/11. Capital receipts available for financing were £41,962 more than estimated. Performance Reward Grant has been applied to finance existing rather than new capital schemes instead of using VAT Shelter income. This means that the VAT Shelter income is available to finance Local Strategic Partnership projects, both revenue and capital, in 2010/11.

IMPLICATIONS OF REPORT

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

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

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

GARY HALL
DIRECTOR OF TRANSFORMATION

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Dave Bond/Michael Jackson	5488/5490	21/05/10	

This page is intentionally left blank

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	
General Fund Revenue Budget Monitoring - Provisional Outturn 2009/10	Original Cash Budget	Impact of Council Restructure	Agreed Changes (Directorates)	Agreed Changes (Other)	Amended Cash Budget	Contribution to Corp. Savings (Staffing)	Contribution to Corp. Savings (Other)	Current Cash Budget	Provisional Cash Outturn	Variance	Variance	Committed Items
	£	£	£	£	£	£	£	£	£	£	%	
Chief Executive's Office	609,590		(50)	14,000	623,540	(55,050)		568,490	548,510	(19,980)	-3.5%	13,310
Corporate Governance	1,643,120		27,650	(90,550)	1,580,220	(17,000)		1,563,220	1,567,729	4,509	0.3%	
Business	926,500		(64,740)	(27,820)	833,940	(140,000)		693,940	720,259	26,319	3.8%	19,570
Business Transformation & Improvement (Finance)	918,590		(20,640)	34,170	932,120	(18,000)		914,120	935,441	21,321	2.3%	
Shared Financial Services	905,650			-	905,650	(18,000)		887,650	842,516	(45,134)	-5.1%	
Human Resources	423,450		17,350		440,800	(14,000)		426,800	397,935	(28,865)	-6.8%	6,100
Information & Communication Technology Services	825,300		8,100	13,780	847,180	(6,000)		841,180	848,329	7,149	0.8%	17,000
People	2,299,480		(66,430)	(88,230)	2,144,820	(117,000)		2,027,820	2,054,047	26,227	1.3%	5,040
Policy & Performance	769,060		54,440	27,350	850,850	(49,000)		801,850	762,609	(39,241)	-4.9%	20,740
Neighbourhoods	4,800,410		44,320	3,060	4,847,790	(56,000)		4,791,790	4,756,418	(35,372)	-0.7%	12,460
Directorate Total	14,121,150	-	-	(114,240)	14,006,910	(490,050)	-	13,516,860	13,433,793	(83,067)	-0.6%	94,220
Budgets Excluded from Finance Unit Monitoring:												
Benefit Payments	(870)				(870)			(870)	56,531	57,401	-6597.8%	
Concessionary Fares	1,160,420				1,160,420			1,160,420	1,160,420	-	-	
Pensions Account	225,480				225,480			225,480	221,862	(3,618)	-1.6%	
Corporate Savings Targets												
Management of Establishment & Efficiency Savings	-			(410,050)	(410,050)	410,050		-	-	-	-	
Salary Related Savings (Pay Award)	-			(80,000)	(80,000)	80,000		-	-	-	-	
Total Service Expenditure	15,506,180	-	-	(604,290)	14,901,890	-	-	14,901,890	14,872,606	(29,284)	-0.2%	
Non Service Expenditure												
Contingency Fund	-				-			-	-	-	-	
Contingency - Management of Establishment/Efficiency	(410,050)			410,050	-			-	-	-	-	
Contingency - Salary Related Savings (Pay Award)	(80,000)			80,000	-			-	-	-	-	
Revenue Contribution to Capital	-			541,420	541,420			541,420	346,805	(194,615)	-35.9%	
Net Financing Transactions	461,100				461,100			461,100	320,935	(140,165)	-30.4%	
Parish Precepts	594,340				594,340			594,340	594,340	-	-	
Total Non Service Expenditure/Income	565,390	-	-	1,031,470	1,596,860	-	-	1,596,860	1,262,080	(334,780)	-21.0%	
Total Expenditure	16,071,570	-	-	427,180	16,498,750	-	-	16,498,750	16,134,686	(364,064)	-2.2%	
Financed By												
Council Tax	(6,899,760)				(6,899,760)			(6,899,760)	(6,899,760)	-	-	
Aggregate External Finance	(8,357,690)				(8,357,690)			(8,357,690)	(8,357,688)	2	0.0%	
LAA Reward Grant (PRG)	(150,000)			(7,790)	(157,790)			(157,790)	(157,790)	-	-	
Area Based Grant	(22,500)				(22,500)			(22,500)	(22,810)	(310)	1.4%	
LABGI Grant	(150,000)			(56,650)	(206,650)			(206,650)	(231,178)	(24,528)	11.9%	
Collection Fund Surplus	16,170				16,170			16,170	(291)	(16,461)	-101.8%	
Use of Earmarked Reserves - capital financing	-			(444,000)	(444,000)			(444,000)	(241,205)	202,795	-45.7%	
Use of Earmarked Reserves - revenue expenditure	-			81,260	81,260			81,260	8,181	(73,079)	-89.9%	
Use of General Balances (Concessionary Travel)	(234,320)				(234,320)			(234,320)	(234,320)	-	-	
Contribution to or use of General Balances	(273,470)				(273,470)			(273,470)	(273,470)	-	-	
Total Financing	(16,071,570)	-	-	(427,180)	(16,498,750)	-	-	(16,498,750)	(16,410,331)	88,419	-0.5%	94,220
Net Expenditure	-	-	-	-	-	-	-	-	(275,645)	(275,645)	Over/(Underspend)	

General Balances Summary Position	Budget	Forecast	Committed Items
	£	£	
General Fund Balance at 1 April 2009	1,000,000	1,600,690	
Budgeted use of General Balances (Concessionary Travel)		(234,320)	
Budgeted use of General Balances		(273,470)	
Provisional (Over)/Under Spend	-	275,645	
Concessionary Travel (Over)/Under Spend in 2009/10		230,754	
Forecast General Fund Balance at 31 March 2010	1,000,000	1,599,299	
Committed Items		(94,220)	
Final General Fund Balance		1,505,079	

Outturn excluding Concessionary Travel	(181,425)
Concessionary Travel Underspend	(230,754)
Provisional Outturn	(412,179)

This page is intentionally left blank

Analysis of Reserves	£m	£m
Those requiring approval by Cabinet		
Working Balances	1.877	
Building Control Reserve	0.000	
Astley Hall Works of Art	<u>0.006</u>	1.883
Neighbourhood Working	0.138	
Directorate specific reserves	0.508	
Capital Reserve (VAT Shelter income)	0.008	
Local Development Framework	<u>0.117</u>	0.771
LABGI Grant/Performance Reward Grant		0.231
Total		2.885
Transfers to earmarked reserves for committed expenditure		0.094
Reserves total if slippage approved		2.979

This page is intentionally left blank

Capital Programme Provisional Outturn 2009/10

Scheme	2009/10 Current Estimate (1) £	Slippage (to)/from 2010/11 (2) £	Other Changes (3) £	2009/10 Provisional Outturn (4) £
<u>Director of Partnerships, Planning & Policy</u>				
<u>Head of Economic Development</u>				
Chorley Covered Market - Improvement Scheme	87,910		139	88,049
Chorley Covered Market - Rainwater Harvesting	30,440	(22,290)	0	8,150
Climate Change Pot	110,700	(30,000)	0	80,700
Project Design Fees	41,440		(41,440)	0
<u>Head of Economic Development Total</u>	270,490	(52,290)	(41,301)	176,899
<u>Head of Housing</u>				
Homelessness Prevention Central Lancs Sanctuary Scheme	28,500		0	28,500
Affordable Housing Halliwell Street Project 2007-2010	79,000		0	79,000
Choice Based Lettings	20,000	(20,000)	0	0
Affordable Housing New Development Projects	15,930		3,271	19,201
Purchase and Repair	787,730	(485,230)	3,401	305,901
Disabled Facilities Grants	427,880	(3,020)	5	424,865
Housing Renewal				
- Home Repair Grants/Decent Homes Assistance	105,000	(19,790)	1	85,211
- Energy Efficiency Grants	200,000	1,040	(5)	201,035
- Handyperson Scheme	12,000	6,170	13,684	31,854
<u>Head of Housing Total</u>	1,676,040	(520,830)	20,357	1,175,567
<u>Head of Planning</u>				
Town Centre Investment	41,550	(41,550)	0	0
Buckshaw Village Railway Station (S106 financed)	80,250	(51,140)	87,504	116,614
Buckshaw Village Cycle Network	30,580		(3)	30,577
Chorley Strategic Regional Site	0	90,130	1	90,131
<u>Head of Planning Total</u>	152,380	(2,560)	87,502	237,322

Capital Programme Provisional Outturn 2009/10

Scheme	2009/10 Current Estimate (1) £	Slippage (to)/from 2010/11 (2) £	Other Changes (3) £	2009/10 Provisional Outturn (4) £
<u>Head of Policy</u>				
Project Management Support Capitalisation	40,000		(40,000)	0
Performance Reward Grant (PRG) funded schemes	159,330	4,370	(148,700)	15,000
	199,330	4,370	(188,700)	15,000
<u>Director of Partnerships, Planning & Policy Total</u>	2,298,240	(571,310)	(122,142)	1,604,788
<u>Director of People and Places</u>				
<u>Head of Environment</u>				
Alleygates	42,580	(6,780)	4	35,804
Contaminated land site investigations (DEFRA grant)	9,620		(9,620)	0
	52,200	(6,780)	(9,616)	35,804
<u>Head of Leisure & Neighbourhoods</u>				
Leisure Centres/Swimming Pool Refurbishment	304,610	(8,800)	29,998	325,808
Astley Hall/Park CCTV	36,360		(1)	36,359
Village Hall & Community Centres Projects	44,770	(40)	(3)	44,727
On-line Booking System	25,000	(8,130)	5	16,875
	410,740	(16,970)	29,999	423,769

Capital Programme Provisional Outturn 2009/10

Scheme	2009/10 Current Estimate (1) £	Slippage (to)/from 2010/11 (2) £	Other Changes (3) £	2009/10 Provisional Outturn (4) £
<u>Head of Streetscene Services</u>				
Replacement of recycling/litter bins & containers	98,700	(16,680)	3	82,023
Refuse and Recycling Contract Purchase of Bins	1,201,150		3	1,201,153
Highway improvements - Gillibrand estate/Southlands	90,000	(44,000)	0	46,000
Astley Park Improvements - Construction	469,690		(1,736)	467,954
Ulnes Walton Play/Leisure Schemes (S106 funded)	10,630		478	11,108
Clayton Brook Play Area (lottery funded)	96,780		4,734	101,514
Lighting at Coronation Recreation Ground	12,090		315	12,405
Cemetery Development	3,270		(3,270)	0
Common Bank - Big Wood Reservoir	4,250	3,590	757	8,597
Project Design Fees	10,000		(10,000)	0
	1,996,560	(57,090)	(8,716)	1,930,754
<u>Director of People and Places Total</u>	2,459,500	(80,840)	11,667	2,390,327
<u>Director of Transformation</u>				
<u>Head of Customer, ICT & Transactional Services</u>				
Website Development (incl. ICT salary capitalisation)	30,000		(30,000)	0
Thin Client/Citrix (started 2007/08)	89,400	3,510	(3)	92,907
Server Virtualisation / Data Storage Solution	30,000	(1,200)	(1)	28,799
New ISP Implementation	23,980		9,030	33,010
CRM Implementation	206,790	(91,420)	(2)	115,368
	380,170	(89,110)	(20,976)	270,084

Capital Programme Provisional Outturn 2009/10

Scheme	2009/10 Current Estimate (1) £	Slippage (to)/from 2010/11 (2) £	Other Changes (3) £	2009/10 Provisional Outturn (4) £
<u>Head of Governance</u>				
Legal Case Management System	21,750	(6,090)	3	15,663
<u>Head of Governance Total</u>	21,750	(6,090)	3	15,663
<u>Director</u>				
Matched Funding Pot / Invest To Save	0	9,030	(9,030)	0
Planned Improvements to Fixed Assets	210,390	9,490	17,554	237,434
Capitalised restructuring costs	1,150,000		0	1,150,000
<u>Director Total</u>	1,360,390	18,520	8,524	1,387,434
<u>Director of Transformation Total</u>	1,762,310	(76,680)	(12,449)	1,673,181
<u>Capital Programme Total</u>	6,520,050	(728,830)	(122,924)	5,668,296

Capital Programme Provisional Outturn 2009/10

Scheme	2009/10 Current Estimate (1) £	Slippage (to)/from 2010/11 (2) £	Other Changes (3) £	2009/10 Provisional Outturn (4) £
<u>Financing the Capital Programme</u>				
Prudential Borrowing	2,662,390	(131,230)	(15,688)	2,515,472
Unrestricted Capital Receipts	199,120		41,057	240,177
Capital Receipt earmarked for Strategic Regional Site	481,330		(4)	481,326
Preserved RTB Capital Receipts from CCH	10,000		909	10,909
Revenue Budget - Specific Revenue Reserves or Budgets	59,790		47,550	107,340
Revenue Budget - VAT Shelter income	523,150	10,410	(294,095)	239,465
Chorley Council Resources	3,935,780	(120,820)	(220,271)	3,594,689
Ext. Contributions - Developers	977,350	(510,760)	11	466,601
Ext. Contributions - Lottery Bodies	324,210		(7)	324,203
Ext. Contributions - Other	278,630	4,370	87,496	370,496
Government Grants - Disabled Facilities Grants	180,000		0	180,000
Government Grants - Housing Capital Grant	746,400	(101,620)	4	644,784
Government Grants - Housing & Planning Delivery Grant	51,240		2	51,242
Government Grants - Other	26,440		9,841	36,281
External Funding	2,584,270	(608,010)	97,347	2,073,607
Capital Financing Total	6,520,050	(728,830)	(122,924)	5,668,296

This page is intentionally left blank

Capital Programme 2009/10 - Analysis of Other Changes

Scheme	2009/10 Other Changes (1) £	Recharges Adjustments (2) £	Transfers (to)/from Revenue (3) £	Increases/R eductions (4) £	Explanation of Increases and Reductions
<u>Director of Partnerships, Planning & Policy</u>					
<u>Head of Economic Development</u>					
Project Design Fees	(41,440)	(41,440)			
<u>Head of Economic Development Total</u>	(41,440)	(41,440)	0	0	
<u>Head of Housing</u>					
Affordable Housing New Development Projects	3,271	3,266		5	
Purchase and Repair	3,401	3,401			
Housing Renewal - Handyperson Scheme	13,684			13,684	Application of additional external funding
<u>Head of Housing Total</u>	20,356	6,667	0	13,689	
<u>Head of Planning</u>					
Buckshaw Village Railway Station (S106 financed)	87,504			87,504	Application of additional external funding
<u>Head of Planning Total</u>	87,504	0	0	87,504	
<u>Head of Policy</u>					
Project Management Support Capitalisation	(40,000)	(40,000)			
Performance Reward Grant (PRG) funded schemes	(148,700)			(148,700)	Used to finance appropriate schemes in approved capital programme
<u>Head of Policy Total</u>	(188,700)	(40,000)	0	(148,700)	
<u>Director of Partnerships, Planning & Policy Total</u>	(122,280)	(74,773)	0	(47,507)	
<u>Director of People and Places</u>					
<u>Head of Environment</u>					
Contaminated land site investigations (DEFRA grant)	(9,620)		(9,620)		
<u>Head of Environment Total</u>	(9,620)	0	(9,620)	0	
<u>Head of Leisure & Neighbourhoods</u>					
Leisure Centres/Swimming Pool Refurbishment	29,998		30,000	(2)	
<u>Head of Leisure & Neighbourhoods Total</u>	29,998	0	30,000	(2)	

Capital Programme 2009/10 - Analysis of Other Changes

Scheme	2009/10 Other Changes (1) £	Recharges Adjustments (2) £	Transfers (to)/from Revenue (3) £	Increases/R eductions (4) £	Explanation of Increases and Reductions
<u>Head of Streetscene Services</u>					
Astley Park Improvements - Construction	(1,736)	1,262		(2,998)	Cost reduction
Ulmes Walton Play/Leisure Schemes (S106 funded)	478	473		5	
Clayton Brook Play Area (lottery funded)	4,734	4,734			
Lighting at Coronation Recreation Ground	315	316		(1)	
Cemetery Development	(3,270)		(3,270)		
Common Bank - Big Wood Reservoir	757	757			
Project Design Fees	(10,000)	(10,000)			
<u>Head of Streetscene Services Total</u>	(8,722)	(2,458)	(3,270)	(2,994)	
<u>Director of People and Places Total</u>	11,656	(2,458)	17,110	(2,996)	
<u>Director of Transformation</u>					
<u>Head of Customer, ICT & Transactional Services</u>					
Website Development (incl. ICT salary capitalisation)	(30,000)	(30,000)			Additional virement from Invest to Save budget
New ISP Implementation	9,030			9,030	
<u>Head of Customer, ICT & Transactional Services Total</u>	(20,970)	(30,000)	0	9,030	
<u>Director</u>					
Matched Funding Pot / Invest To Save	(9,030)			(9,030)	Virement to New ISP Implementation
Planned Improvements to Fixed Assets	17,554		17,550	4	
<u>Director Total</u>	8,524	0	17,550	(9,026)	
<u>Director of Transformation Total</u>	(12,446)	(30,000)	17,550	4	
Other minor variances from Revised Estimate	146			146	
<u>Capital Programme Total</u>	(122,924)	(107,231)	34,660	(50,353)	

**Capital Programme 2009/10 - Analysis of Other
Changes**

Scheme

Financing the Capital Programme

Prudential Borrowing

(15,688) (15,688)

Use of VAT Shelter income and grants instead of borrowing, plus small cost reduction

Unrestricted Capital Receipts

41,057 41,057

Preserved RTB Capital Receipts from CCH

909 909

Revenue Budget - Specific Revenue Reserves or Budgets

47,550 47,550

Revenue Budget - VAT Shelter income

(294,095) (107,231) (3,754) (183,110)

Use of Performance Reward Grant and Capital receipts instead of VAT Shelter income

Chorley Council Resources

(220,267) (107,231) 43,796 (156,832)

Ext. Contributions - Other

87,496 87,496

Contribution re Buckshaw Village Railway Station

Government Grants - Other

9,841 (9,136) 18,977

Grants re Handyperson Scheme and Thin Client

External Funding

97,337 0 (9,136) 106,473

Other minor variances from Revised Estimate

6 6

Capital Financing Total

(122,924) (107,231) 34,660 (50,353)

Explanation of Increases and Reductions

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank