Chief Executive's Office

Please ask for: Mr G K Bankes
Direct Dial: (01257) 515123
E-mail address: gordon.bankes@chorley.gov.uk
Date: 22 February 2006
Chief Executive:
Donna Hall

Chorley
Borough Council

Dear Councillor

A meeting of the Overview and Scrutiny Committee is to be held in the Committee Room, Town Hall, Chorley on <u>Thursday, 2nd March, 2006 commencing at 6.30 pm</u>.

AGENDA

1. **Apologies for absence**

2. **Declarations of any interests**

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

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

    To confirm as a correct record the Minutes of the meeting of the Overview and Scrutiny Committee on the 19 January 2006 and the Special Meeting of the Overview and Scrutiny Committee held on 16 February 2006 (enclosed)

4. **Business Plans and Performance Monitoring Reports 2005/06 (Pages 9 - 32)**

    To consider the Business Plans and Performance Reports for Corporate and Policy Services, Human Resources, Legal Services and Finance for the third quarter (October to December 2005) (enclosed)

5. **Consultation on changes to the Strategic Health Authority, the Primary Care Trusts and the Ambulance Service NHS Trusts in Lancashire and Cumbria (Pages 33 - 42)**
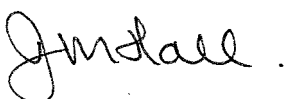
    Report of the Head of Leisure and Cultural Services (enclosed)

Continued….

6.   **A Plan for all Children and Young People of Lancashire - Consultation** **(Pages 43 - 50)**

   Report of the Head of Leisure and Cultural Services (enclosed)

7.   **Chorley Economic Regeneration Strategy** **(Pages 51 - 102)**

   Report of Head of Development and Regeneration (enclosed)

8.   **Corporate Strategy,2006/07 - 2008/09** **(Pages 103 - 106)**

   Report of Head of Corporate and Policy Services is enclosed with the Corporate Strategy Overview document attached separately

9.   **Local Strategic Partnerships: Shaping their Future - A Consultation Paper** **(Pages 107 - 188)**

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

10.   **Overview and Scrutiny Improvement Plan**

   Report of the Chief Executive (to follow)

11.   **Delivery of The Corporate Procurement Strategy** **(Pages 189 - 194)**

   Joint report of Director of Legal Services and Head of Customer, Democratic and Office Support Services (enclosed)

   Please note that the report does not include any appendices

12.   **Executive Decision 'Call in' Request - Housing Revenue Account - Allocation of Balances for 2006/07(Longfield Estate, Coppull)**

   To receive an Executive Decision 'Call in' request

13.   **Forward Plan** **(Pages 195 - 202)**

   To receive the Councils Forward Plans for the four- month period 1 February 2006 to 31 May 2006 and 1 March 2006 to 30 June 2006

14.   **Overview and Scrutiny Work Programme** **(Pages 203 - 204)**

15.   **Overview and Scrutiny Panels**

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

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

Yours sincerely

JmHall.

Chief Executive

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 آپ کی اپنی زبان میں بھی کیا جا سکتا ہے ۔ یہ خدمت استعمال کرنے کیلئے براہ مہربانی اس نمبر پر ٹیلیفون کیجئے: 01257 515823

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Overview and Scrutiny Committee

Thursday, 19 January 2006

Present: Councillor J Walker (Chair), Councillors T McGowan (Associate Chair) and Councillors E Bell, P Goldsworthy and R Parr

Also in attendance: Councillors D Edgerley

06.OS.01   APOLOGIES FOR ABSENCE

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

06.OS.02   DECLARATIONS OF ANY INTERESTS

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

06.OS.03   MINUTES

RESOLVED - That the minutes of the Overview and Scrutiny Committee held on 15 December 2005 be confirmed as a correct record and signed by the Chairman.

06.OS.04   SUSTAINABLE RESOURCES - PREFERRED OPTIONS DOCUMENT AND DRAFT SUPPLEMENTARY PLANNING DOCUMENT

Further to minute 05.OS.76, of the meeting held on 15 December 2005, the Committee invited the Executive Member for Customers, Policy and Performance to the meeting to clarify the request that the Executive Cabinet had made at its meeting on 1 December 2005 for this Committee to ask the Environment Overview and Scrutiny Panel to examine how the Council could encourage the use of renewable energy within the Borough and how the Council could take a lead on this issue on a cost neutral basis.

Members received a document entitled "Renewable Energy Information for Scrutiny Members" that had been compiled by the Energy Saving Trust providing answers to many frequently asked questions by Scrutiny Committees.

The Committee **AGREED** that a small group be established comprising the Chair of Overview and Scrutiny Committee, Chair of Environment Overview and Scrutiny Panel and the Executive Member for Customers, Policy and Performance to examine the areas the Environment Overview and Panel could pursue with recommendations, for the Panel to proceed through the topic selection criteria.

06.OS.05   REVENUE BUDGET 2005/2006 - MONITORING

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

The report revealed that officers continued to reduce the overspend with the forecast overspend having been reduced to £126,000 from £164,000 since the previous monitoring report.

The Director of Finance responded to questions from Members on the specific areas of procurement savings particularly in relation to recruitment, advertising and corporate savings in general. The authority was successful in providing savings from procurement.

The Committee **AGREED** to note the report and the action being taken to identify savings.

06.OS.06   SCRUTINY OF THE DRAFT BUDGET FOR 2006/07

The Committee received from the Director of Finance the proposals for the budget for revenue spending and Council Tax for the General Fund for the 2006/07 financial year. The proposals contained the many factors and risk issues which will be assessed and considered before the final budget was determined at the Council meeting on 7 March 2006.

The purpose of the item was to give initial consideration of the proposals and seek the Committee's views on the Executive Cabinet's draft budget proposals.

This was part of the consultation exercise and further consultation would be made to a special meeting of this committee on 16 February 2006 when feedback will be received from the three Panels and review of the budget consultation documents.

The Committee was reminded of the series of meetings including the Environment, Customer and Community Overview and Scrutiny Panels when the areas of Environment Services, Planning Services and Revenues and Benefits will be looked at in detail by the respective Panels. These services have been identified by the Audit Commission as they appeared as upper quartile costs in the Value for Money Self Assessment.

The Committee examined issues relating to the savings strategy and growth options as well as the effect of stock transfer on the budget and the Director of Finance responded to the questions raised.

The Committee **AGREED** to note at this stage the draft budget proposals for the 2006/07 financial year.

06.OS.07   CAPITAL PROGRAMME 2005/2006 - PROGRESS REPORT

The Committee received from the Group Director a progress report of the 2005/06 Capital Programme and outlining the achievements of the Capital Programme Board.

The report identified the proposed additional schemes that had been made to the Programme and the split of the programmes into categories based on the stage of approval of the schemes.

Members focused their attention on the work of the Capital Programme Board made up of management that maintained a strategic oversight of the Capital Programme.

Members expressed concern at the problems being experienced in some areas of the borough, with the Council's refuse and recycling collection service as well as the effects on local residents of the lorry park at the Fleet Street Car Park and the disturbance they receive from lorries starting up at around 5.00am to 6.00am.

The Committee **AGREED** to refer the issue of the Council's refuse and recycling collection service to the Environment Overview and Scrutiny Panel and the problems of the use of lorries using the Friday Street Car Park to the Customer Overview and Scrutiny Panel with the Executive Member invited to attend the respective Panel meeting.

06.OS.08   CORPORATE IMPROVEMENT PLAN 2004 - 2007 (V.9) UPDATE

The Committee received a report of the Group Director on the current position in respect of the delivery of the Corporate Improvement Plan 2004-2007 with an updated plan attached.

The report indicated that the latest version of the Plan had shown good progress being made across a broad range of areas and that many of the planned actions were either completed or on track to be completed.

This was the last update of the Plan in this current format as the new Corporate Strategy was an all embracing document and will include all key action relating to the achievements of the Council's strategic objectives. Once this had been adopted by the Council, progress against this will be reported regularly to this Committee.

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

06.OS.09   OVERVIEW AND SCRUTINY WORK PROGRAMME

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

06.OS.10   GREEN ENERGY ISSUES

The Chairman accepted as urgent, consideration of this item, not included on the agenda in order to consider the reference in a recent press article to a possible decision taken by an Executive Member relating to the Council adopting the use of green energy.

A member of the Committee indicated the press article implied that an Executive Member had recently taken a decision on this issue and he expressed concern that the decision had not been notified to those concerned and had been subject to the call-in procedure.

The Committee **AGREED** that officers examine whether or not an Executive Member decision had been taken on the issue raised in the press article and inform the Chair of this Committee as soon as possible.

Chair

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Overview and Scrutiny Committee
(Special Meeting)

Thursday, 16 February 2006

Present: Councillor J Walker (Chair), Councillors E Bell, Mrs P Case, P Goldsworthy, T McGowan,R Parr, M Perks and Mrs S Walsh

06.OS.11   APOLOGIES FOR ABSENCE

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

06.OS.12   DECLARATIONS OF ANY INTERESTS

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

06.OS.13   QUARTERLY PERFORMANCE INDICATORS 2005/06 - MONITORING REPORT

The Head of Corporate and Policy Services submitted a monitoring report on the Service Unit's performance against the respective Key Performance Indicators and Best Value Performance Indicators for the 2005/06 third quarter period ending on 31 December 2005.

The report identified, in respect of each service area, whether the performance was (i) achieving or exceeding its target for 2005/06, (ii) within a tolerance level, or (iii) significantly worse than planned or worse than the previous year. The data also indicated whether performance was improving, worsening or remaining static during the quarterly reporting periods and included explanatory comments from the officers on appropriate selected areas.

The Committee noted that errors in the printing process had resulted in a few incorrect 'direction of travel' icons being illustrated in the data, and reasons for the areas where performance was not meeting the requisite targets.

A number of Members expressed their perceived dissatisfaction with the collections of litter and the removal of graffiti throughout the Borough. It was accepted that there was a need for a review of the means by which the public's awareness of street cleanliness issues and the potential penalties for deposited litter could be promoted more effectively.

It was **AGREED** to note the report.

06.OS.14   OVERVIEW AND SCRUTINY PANELS

The Committee received a report from each of the three Overview and Scrutiny Panels presenting the comments made at each of their meetings regarding the spending on Environmental Services, Revenues and Benefits and Planning Services.

Each of the services had been identified to be looked at in more detail because they appeared as upper quartile costs in the Value for Money (VFM) Self Assessment undertaken by the Audit Commission. The purpose of the Scrutiny of each of the services was to explore in more detail why the services were showing in the upper quartile in cost terms, to establish if the Council's policy objectives were being met

and to determine whether value for money was being achieved from the Audit Commission's benchmark findings.

Each of the reports submitted by the Environment, Customer and Community Overview and scrutiny Panels set out the answers to the questions given by the Executive Member responsible for that service.

Each Panel came to a conclusion with a number of recommendations for this Committee to consider and submit to the Executive Cabinet as part of the 2006/2007 budget consultation exercise.

In relation to the proposal for transferring the management of the Council's Community Centres to not-for-profit Voluntary Management Committees as reported in the draft General Fund Revenue Budget document, it was requested that the timescale for implementation for the Astley area be made sooner than later.

The Committee **AGREED** that the following recommendations be approved and be submitted to the Executive Cabinet as part of the Councils 2006/07 budget consultation exercise.

1.   That the Executive Cabinet be requested to pursue the provision of more detailed comparative data from the Audit Commissions' 'family tree' authorities, particularly in relation to the output, cost and quality of services, in order to enable a more reasonable value for money assessment of the whole of the Council's Environmental Health Service, Revenues and Benefits Service and Planning Service.

2.   What steps will the Executive Cabinet take to achieve a better understanding of the perception gap in the measurement of residents satisfaction with standards of cleanliness within the Street Cleaning Contract.

3.   The Executive Cabinet is requested to examine the quality of design of litter bins and the capability of the contractors Cleanaway to emptying the litter bins whilst on collection rounds.

4.   The Executive Cabinet is requested to ensure that high profile cases on enforcement are publicised.

5.   The Executive Cabinet is requested to ensure the enforcement of the management of the Cleanaway contract and that they clean up whilst waste collecting.

6.   The Executive Cabinet is requested to introduce policy targets for the Neighbourhood Wardens relating to their street scene duties.

7.   The Executive Cabinet is requested to examine the need for improved co-ordination of services to bring efficiency. Particular attention should be paid to problem areas and neighbourhoods as well as a wider promotion of the hot line number.

8.   What steps will the Executive Cabinet take to ensure that the high-quality service the public is receiving from the Revenues and Benefits service is maintained when the service moves into the Contact Centre?

9.   The Executive Cabinet is requested to undertaken a consistent and measured review of all services via the Procurement Strategy for the delivery of value for money services.

10. That action be taken to introduce effective performance indicators for planning enforcement work.

06.OS.15   TIMETABLE OF MEETINGS 2006/07

The Committee received the draft timetable of meetings for the Municipal Year 2006/07 proposing the dates for meetings of the Council, Executive Cabinet, Overview and Scrutiny Committee/Panels, the various Committees, Area Form Pilots and Liaison Groups.

In relation to the meeting of the Overview and Scrutiny Committee it was pointed out that it was proposed that meetings would be held two days prior to the Executive Cabinet to enable the Committee to scrutinise the reports to be considered by the Executive Cabinet and to enable the comments of the Committee to be reported to and taken into account by the Executive Cabinet.

Chair

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Chorley
Borough Council

BUSINESS PLAN MONITORING STATEMENTS
OCTOBER TO DECEMBER 2005

www.chorley.gov.uk

BUSINESS PLAN MONITORING STATEMENTS
OCTOBER – DECEMBER 2005

Contents

Note of Clarification

Business Plan Monitoring Statements:

The Business Plan Monitoring Statements report progress against the key actions included in Unit Business Plans for 05-06. They also include monitoring of key performance indicators.

Key Performance Indicators:

Each Unit has identified a set of 'key' Performance Indicators (PIs) in their 2005-06 Business Plan. These PIs measure at least one of the Unit objectives and/or the corporate priorities, and are intended to give an overall indication of how the Unit is performing.

Each PI has a target set for the year. The variation of the actual performance from the target generates an alert symbol, as described below. The IT system used for monitoring also looks at performance between reporting periods to see whether it is improving, getting worse or staying the same. Again, the symbols are shown below.

Symbols

 Symbols and Colours are used to provide a quick guide to how Service Units are performing against Key Performance Indicators:

	=	Green KPI	Performance is better than target and the tolerances set for this indicator.
	=	Blue KPI	Performance is on track and within the tolerances set for this indicator.
	=	Red KPI	Performance is worse than target and the tolerances set for this indicator.

Symbols are also used to show whether performance is improving between reporting periods or not:

	=	Performance is improving between reporting periods, a lower figure is better
	=	Performance is improving between reporting periods, a higher figure is better
	=	Performance is getting worse between reporting periods, a lower figure is better.
	=	Performance is getting worse between reporting periods, a higher figure is better.
	=	Performance is the same as last period

For further information on the way in which Performance Symbols are calculated please contact Jenny Rowlands (01257 515248) or Lindsay Parr (01257 515341) or Sarah Dobson (01257 515325) in Corporate and Policy Services.

**BUSINESS PLAN MONITORING STATEMENT FOR THE
CORPORATE AND POLICY SERVICES UNIT**

FOR THE PERIOD OCTOBER – DECEMBER 2005

1. **KEY MESSAGES**

    Progress against all key tasks remains extremely good.

    The Unit has 10 key performance indicators and performance can be summarised as follows:

	CURRENT POSITION	**FORECAST OUTTURN**
Number of green KPI's	0	0
Number of blue KPI's	7	8
Number of red KPI's	2	2
Number of KPI's not yet measured	1*	0

    Anti-Social Behaviour: Due to changes in reporting practices by Lancashire Police levels of 'juvenile nuisance' are not now reported. The change has introduced a broader category of 'anti-social behaviour' and the baseline will be collected this year (05/06). We are investigating ways of overcoming this problem and hope to be able to report against this indicator in the near future.

    The two indicators showing 'red' , i.e. unlikely to achieve target, are:
    - Sickness absence – we have one employee who is on long term sick leave and is unlikely to return before March. The sickness absence procedure has been adhered to but this is an unavoidable absence.
    - Overall satisfaction with the Council – this is a once a year survey so the result reported will not change before year end.

2. **BUDGET UPDATE**

    The original cash budget for the year was £518,000 and the forecast out-turn is £486,000. This reduction is primarily due to savings on employee costs and the base budget review conducted during the year. The Unit has contributed £28,000 to the corporate savings target.

3. **SERVICE DEVELOPMENTS**

    As indicated above all key tasks identified in the Business Plan for 2005/06 are progressing as expected. The only key task which has slipped is the review of the Consultation and Engagement Strategy. This task is now unlikely to be completed during 2005/06 and has been rolled forward as a key project for 2006/07. The reason for the slippage is primarily the links with other initiatives which have been identified during the year. These include the area forum pilot and developments around neighbourhood management. It was important that these initiatives were aligned and that one didn't prejudice the others.

The Local Area Agreement (LAA) continues to occupy a significant amount of time which wasn't envisaged at the beginning of the year. As the LAA is nearly finalised attention will now focus on action planning and arrangements for performance management.

As we move into the spring our focus will be on finalising the Corporate Strategy 2006/7 – 8/9 and Unit Business Plans for 2006/7. This involves significant input to support each Unit.

A review of the Chorley Partnership (our LSP) will also be undertaken to increase its effectiveness and ensure that it makes a difference to the quality of life in the Borough.

From a Community Safety perspective work is progressing in line with the detailed action plan and we will need to ensure that end of year reporting requirements are satisfied. There is also a significant contribution to the LAA from the MAPS Team.

4. **PERFORMANCE AGAINST UNIT KEY PERFORMANCE INDICATORS**

Performance against Unit KPI's is summarised in the attached sheets and comments are provided above in relation to the two 'red' indicators.

5. **CONCLUSION**

Some really good progress this year with some long term projects and initiatives beginning to bear fruit particularly in respect of our corporate planning framework.

Signature: *Tim Rignall*

HEAD OF CORPORATE AND POLICY SERVICES

**BUSINESS PLAN MONITORING STATEMENT FOR THE
HUMAN RESOURCES UNIT**

FOR THE PERIOD OCTOBER TO DECEMBER 2005

1. **KEY MESSAGES**

   Progress with all unit objectives and key tasks remains very good, and the efforts by all staff in the unit continues to be excellent. I can report that sickness absence remains a focus for the unit. The 'Local Government Pay and Workforce Strategy' work has now started with a North West Employers consultant appointed to support a group of 6 NW authorities who have joined together on this project. Some cost savings have been found within the unit which are reflected below.

	CURRENT POSITION as at the end of Dec 2005	**FORECAST OUTTURN**
Number of green KPI's	4	4
Number of blue KPI's	1	2
Number of red KPI's	1	
Number of KPI's not yet measured	2	2

2. **BUDGET UPDATE**

SERVICE LEVEL BUDGET MONITORING 2005/2006

HUMAN RESOURCES UNIT

December 2005

	£'000
ORIGINAL CASH BUDGET	**622**
Add Adjustments for In year cash movements	
Virements for other Services	
Transfer from contingency Reward & Retention	5
Transfer From Earmarked Reserves Developing Political Leadership	14
Transfer from PSS	2
Cabinet approved decisions Job evaluation costs 05/06	69
Delegated Authority decisions	

ADJUSTED CASH BUDGET	**712**
Less Corporate Savings	
Contribution to Corporate savings targets	0
- Efficiency/other savings	-20
CURRENT CASH BUDGET	**692**

FORECAST

EXPENDITURE

Staffing & Restructure	-31
Corporate Training	-35
Young Persons Development Programme	15
Temporary Staff	7
Legal Fees	3.5
Hire of Furniture	1
Occupational Health Fees	5
Ex Gratia Payments	1
HR Recruitment Expenses	-2.5
Protective Clothing	-0.2
Publications	-0.5
IT Software Annual Licenses	-0.4
Misc Expenses	-2

Expenditure under (-) or over (+) current cash budget	-39

INCOME

South Ribble Health & Safety Contract	26
Income under (+)/ over (-) achieved	26
FORECAST CASH OUTTURN 2005/2006	**679**

Key Assumptions

Key Issues/Variables

 - Saving on staffing costs from restructure of Health & Safety Unit and vacant posts.
 - Corporate training savings identified with S Baxendale
 - Loss of income from withdrawal from contract with South Ribble B.C.
 - Saving on advertising costs from new advertising initiative
 - Young Persons Development 1.5 FTE, £5K costs per person per year 2 years costs paid in year 1
 - Legal Fees for tribunals under accrued

3.   **SERVICE DEVELOPMENTS**
       Objective 1
- No specific updates to report this quarter. All activity remains ongoing.

    Objective 2
- Absence Policy submitted to LJCC w/c 12th December 2005
- New contract with existing Occupational Health supplier effective from Jan 2006.
- Absence stats: awaiting new HR system – Completed Business Case being submitted Jan 2006.

    Objective 3
- Recruitment code of conduct – consultation ongoing.
- Meeting held with North West Employers consultant to discuss the 'Pay and Workforce Strategy' and supported work due to begin in January 2006.
- All organisation charts updated, awaiting verification by March 2006.

    Objective 4
- Target of completed and returned Performance Reviews – achieved – 92% as at July 2005.
- Outline Corporate Training Plan produced. Devolved unit budgets for training to be finalised and communicated out to units – to be effective from new financial year.
- Competency Based Learning (Pick n Mix) – material developed for most of the competencies. Now on theloop and being promoted to all staff to support the performance review process.
- Member Development Programme – Member Learning Hour agreed. Work to begin in Jan 2006 on the new member induction which is due for completion in time for the May elections.
- Corporate Induction – new induction developed, consulted and after being piloted is now being rolled out. A monthly 'Welcome to Chorley' club is now up and running for mew staff to CBC.
- Meeting held with the Investors in People advisor – assessment targeted for September 2006. Action group to be set up to lead up to the assessment.

    Objective 5
- Job Evaluation software purchased and initial training provided to the JE/HR team, Trade Unions and staff participating in the pilot scheme which began w/c 12th December.
- Evaluation and update of Job descriptions – ongoing activity. Any outstanding being chased up with Unit Heads.
- Evaluation of current staff reward arrangements – on target

    Objective 6
- Contact made with the Asian Women's Forum to discuss programme of training.
- Investigating other groups to engage with in terms of skills support etc.

    Objective 7
- Policy Framework revised and target dates reset.

Objective 8
- Review undertaken by Resourcing to look at how to utilise the intranet and the website more. This will be an ongoing review.

Objective 9
- Second HR newsletter due early 2006.
- Annual HR survey completed Dec 2005.
- Customer promises and commitments being looked at, at the HR Away Day in January 2006.
- Ongoing implementation of the HR Strategy through the Business Plan.
- Policy framework target dates revised.

4.   **PERFORMANCE AGAINST UNIT KEY PERFORMANCE INDICATORS**

Indicator Description	Performance 2004/05	Target 2005/06	Performance at Dec 2005	Comments
BV11a-top 5% women earners	20.83%	23%	26.92%	
BV12-sickness absence	9.59	8.9	7.60	
BV17a-employees from ethnic minorities	1.37%	2%	1.55%	
HR001-Performance Reviews	-	80%	92%	Annual target.
HR002-Staff who enjoy working for CBC	67%	70%	75.7%	Target achieved. Annual target.
HR005-Risk Assessments	New indicator	80%	73%	Annual target. Performance figure based on current position.
HR009-Training days per employee	New indicator			Not reportable
HR010-Training days per member	New indicator			Not reportable

5.   **CONCLUSION**

HR continues to be progressing well as a unit in the delivery of some challenging targets and objectives with sickness absence continuing to be a big challenge for us. I'm pleased to see that the IiP work has now begun which if successful, will be a great achievement for the authority this year. All objectives of the business plan are progressing well with areas of concern being closely monitored and resourced.

ANGELA WOLSTENCROFT
HEAD OF HUMAN RESOURCES
23rd January 2006

**BUSINESS PLAN MONITORING STATEMENT FOR THE
LEGAL SERVICES UNIT**

FOR THE PERIOD OCTOBER TO DECEMBER 2005

1.   **KEY MESSAGES**

The main focus within Legal Services this quarter has been on supporting major projects within the Council. This has included the market testing of the golf course at Duxbury, in respect of which, a preferred bidder Glendale has been selected. Legal support both externally and internally has been provided to the crematorium project. The documentation for this is now complete and exchange of contracts for the granting of a 125 year lease in respect of the site of the crematorium has now taken place.

The downturn in the property market and the impact of personal searches continues to have an impact in the number of local searches being processed by the Land Charges Unit and consequently on the budgeted income for 2005/2006. This is being carefully monitored by the Director of Finance and Director of Legal Services. In the period September to December 2005 , 541 searches (excluding personal searches) were carried out. In the period September to December 2004, 565 searches were carried out. 272 personal searches were carried out in the period September – December 2005.   Legislation only permits the Council to charge £11-00 for a personal search, which increasingly are carried out for personal search companies. The Office of Fair Trading (OFT) issued its market study concerning property searches in September 2005 and the Government has now responded to this study. It is intended to take a report to Executive Cabinet concerning the implications of these reports for the land charges section and the income that can be generated for the Council.

The Licensing Section have successfully met the challenge of the final stage of the implementation of the Licensing Act 2003 in November 2005 and have worked very hard as a team to ensure that the necessary applications were processed.

	CURRENT POSITION	FORECAST OUTTURN
Number of green KPI's	3	5
Number of blue KPI's	2	
Number of red KPI's	1	1
Number of KPI's not yet measured	1	

2.   **BUDGET UPDATE**

SERVICE LEVEL BUDGET MONITORING 2005/2006

LEGAL SERVICES

December 2005	**£'000**
ORIGINAL CASH BUDGET	101
Add Adjustments for In year cash movements	
Cabinet approved decisions	
Delegated Authority decisions	
ADJUSTED CASH BUDGET	**101**
Less Corporate Savings	
Contribution to Corporate savings targets	
CURRENT CASH BUDGET	**101**
FORECAST	
EXPENDITURE	
Agency Staff costs	40
Publications	3
Consultants Fees	5
Legal Fees - solicitors costs	2
Land Charges Search Fees	(7)
Land Charges Network Fees	(13)
Practising Certificates	1
INCOME	
Land Charge Searches	118
Licence Fees	(50)
FORECAST CASH OUTTURN 2005/06	**200**

Key Assumptions

- agency staff covering vacant Senior Solicitor post to mid - February
- agency staff covering vacant Senior Legal Executive posts to end of March
- temporary Senior Legal Assistant post extended to end of March

Key Issues/Variables

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

3. **SERVICE DEVELOPMENTS**

An Outline Business Case is being prepared in respect of the implementation of a case management software system for Legal Services, which will enable more effective time recording, monitoring of the progress of cases and provide better performance information has been approved by the Capital Programme Board as a Category C project.
 As part of the business planning process now ongoing for 2006/07 Legal Services will look at the implications for the service of the proposed Housing Stock Transfer, the transfer of the Highways Partnership back to Lancashire County Council and also what legal support will need to be given in respect of the outsourcing of Property Services and Markets

4. **PERFORMANCE AGAINST UNIT KEY PERFORMANCE INDICATORS**

Indicator Description	Performance 2004/05	Target 2005/06	Performance at 31 December 2005	Comments
BVPI 179 Standard Searches within 10 working days	98.51%	100%	97.76%	Performance has further improved since the last quarter.
Processing of Personal Licence Applications	New indicator	14 days	5 days	The period of 14 days is taken from the date the police inform Council there are no objections or from the date of hearing where objections are raised.

Processing of Premises Applications	New indicator	21 days	10 days	The software is now in place which has helped in the processing of these applications.
Percentage of referred cases which are successfully prosecuted	New indicator	90%	95%	This covers cases commenced in the Magistrates Courts and includes a wide range of enforcement matters
Percentage of Customer Satisfaction – LEXCEL survey	New indicator	To be completed	Not measured	This will be an annual survey to comply with LEXCEL requirements
Strategy Implementation: percentage of milestone activities completed in the National Local Government Procurement Strategy	New indicator	85% by 31-12-05	85%	Target is aligned with that of CuDOS-Corporate Procurement Team. Overall target is currently 85% which has now been met, and the Council is on track to achieve 100% which exceeds the target.

5. **CONCLUSION**

Legal Services needs to ensure that it has the capacity to meet the changing priorities of the Council, and ensure that it plays its full part in providing value for money for both its internal and external customers.

Signature: Rosemary Lyon
DIRECTOR OF LEGAL SERVICES

**BUSINESS PLAN MONITORING STATEMENT FOR THE
FINANCE BUSINESS UNIT**

FOR THE PERIOD OCTOBER 2005 TO DECEMBER 2005

KEY MESSAGES

1. In this quarter the emphasis of our work has been:

   Accounting & Audit

   - Preparing the Council's 2006/07 budget
   - Undertaking the work required for the use of resources review completed by the Audit Commission

   Revenues & Benefits

   - Focusing on developing home visiting and new assessments
   - Preparing for year end and new billing

2. The summary of KPI performance is as follows:

	CURRENT POSITION	FORECAST OUTTURN
Number of Green KPI's	7	19
Number of Blue KPI's	2	1
Number of Red KPI's	1	0
Number of KPI's not yet measured (year end)	10	0

3. The KPI's relate predominantly to the Council's ability to process claims quickly and accurately together with collecting the Council Tax and business rates. The not measured items are year end items, and relate to annual customer satisfaction surveys and collecting overpayment of benefits, which is an indicator that the BVPI needs further development. The table shows that there has been little change since the last quarter with the number of Green KPI's remaining static but with the majority of targets being achieved.

BUDGET UPDATE

4.

	£'000
Cash budget	1,144
Forecast outturn	1,178
Net employee cost savings	(23)
Concessionary Travel	28
Magistrates Court	22
Other minor increases	7
Forecast overspend	34

The table shows that there is currently a forecast overspend of £34k on 3%. This is outside the tolerance of 1% set at the beginning of the year, although much of the increase is due to non controllable factors like the cost of Concessionary travel which is a demand led service. Action is being taken to attempt to bring the budget back into balance.

The two KPI's reported as not hitting targets, but performing better than last year relate to the:

- % of invoices paid within 30 days
- Number of fraud investigations

Further explanations are now provided of the reasons why the KPI targets are not being met.

BVPI 008 - % of invoices paid in 30 days

Whilst the KPI has improved this quarter, it has not improved enough to make any significant progress to meet the target. It is now unlikely that the year end target will be met. The main reason for this is that in the early part of the year, during the introduction of the new financial system performance reached little more than 61% in the first quarter. It has therefore not been possible to pull back performance. However Members should take heart from the fact that performance in the third quarter of the year has been 91%, this is a result of individuals now being familiar with the new system and the fact that regular management information is produced for service heads to enable them to manage performance.

<u>Number of Claimants Visited</u>

The number of visits during the third quarter has been lower because of staff absences during the Christmas shutdown and also because of a problem with a system generated report which resulted in a fewer number of cases actually being selected for a visit. This has now been resolved and, providing we manage to carry out the required number of visits in this last quarter, we should meet the annual target by the year end.

PERFORMANCE AGAINST KEY UNIT PERFORMANCE INDICATORS

5.

Indicator	Target	Performance	Comments
	104%	94%	
	100%	90%	
	100%	100%	

Audit reports issues on time	78%	78%	On target
% Capital annual budget committed	70%	66%	On target
% of monetary saving made Gershon efficiencies	100%	100%	Savings on recruitment and advertising and salary savings from the Procure to Pay Process

SERVICE DEVELOPMENTS

7.   The main service developments in the last quarter included:

- Producing the draft budget for 2006/07
- In conjunction with budget managers, bringing the 2005/06 budget back into balance
- Improving performance on the key Benefits Performance Indicators

Our focus for the next quarter will be preparation for the year end closedown and the transfer of telephone benefit enquiries into the Customer Contact Centre.

Gary Hall
Director of Finance

CP Unit Key Performance Indicators Monthly								
Unit Key Performance Indicators	Oct	Nov	Dec	YTD Perf	YTD Target	YTD Perf vsTarget	Change in Perf	Year End Target
CP003 All Crime Per1000 Population	6.43	5.76	4.93	56.00	57.87	🔵	✔	77.16
CP011 Anti Social Behaviour	Indicator not measured yet. Monitoring statement explains why.							
CP BV12 sickness absence	8.68	10.20	11.40	11.40	6.67	🔺	✗	8.90

CP Unit Key Performance Indicators Annual			
	Year End Perf	Year End Target	Year End Perf v/s Target
CP001 % Satisf'n Partic'n opps for Council	27.00	27.00	🔵
CP002 % Feel people get on well in Chorley	87.00	87.00	🔵
CBC013 % BVPI's which are improving on previous year.	57.00	57.00	🔵
CBC015 % 'fairly safe' or 'very safe'	82.00	82.00	🔵
CBC016 % satisfaction with Boro as place to live	84.00	84.00	🔵
BV003 % Satisfaction - council overall	53.00	72.00	🔺
BV004 % Satisfaction -complaint handling	35.00	36.00	🔵

Human Resources Key Performance Indicators Monthly								
Unit Key Performance Indicators	Oct	Nov	Dec	YTD Perf	YTD Target	YTD Perf v/s Target	Change in Perf	Year End Target
BV011a.02 Women in top 5% earners	20.00	21.74	26.92	26.92	23.00	★	✔	23.00
BV012 Days / shifts lost to sickness	6.10	7.10	7.60	7.60	6.67	▲	✗	8.90
BV017a % Ethnic minorities employees	1.54	1.56	1.55	1.55	1.45	★	✗	1.45
HR Six Monthly Key Performance Indicators								
	June	Dec	Dec Target	YTD Perf	YTD Target	YTD Perf v/s Target	Change in Perf	Year End Target
HR001 % Staff with Completed Performance Reviews	82.00	92.00	80.00	92.00	80.00	★	✔	80.00
HR Key Performance Indicators Annual								

	Perf - Year End	Target - Year End	Year End Perf v/s Target
HR005: % Completed Unit Risk Assessments	73.00	80.00	🔵
HR009: Average No of Training Days per Employee	Not yet measured		
HR010: Average No Training Days or Equiv	Not yet measured		
CBC004 % of Staff Who Enjoy Working for CBC	75.70	70.00	★

LG Unit Key Performance Indicators Monthly								
Unit Key Performance Indicators	Oct	Nov	Dec	YTD Perf	YTD Target	YTD Perf vs Target	Change in Perf	Year End Target
LG001: Av Num Days: Personal License App	5.00	5.00	5.00	5.00	14.00	★	➡	14.00
LG002: Av Num Days to Process Prem/Club	10.00	10.00	10.00	10.00	21.00	★	➡	21.00
LG003: % Ref Cases Successful Prosecute	95.00	95.00	95.00	95.00	90.00	●	➡	90.00
LG BV12 sickness absence	2.97	3.29	4.24	4.24	6.67	★	✗	8.90
BV179 % standard searches in 10 days	97.08	97.45	97.62	97.62	100.00	▲	✓	100.00

LG Unit Key Performance Indicators Quarterly							
Unit Key Performance Indicators	Sept	Dec	YTD Perf	YTD Target	YTD Perf v/s Target	Change in Perf	Year End Target
LG004: Nat Procurement Strategy Milestones	62.00	85.00	85.00	85.00	●	✓	85.00

LG Key Performance Indicator Annual			
	Year End Perf	Year End Target	Year End Perf v/s Target
LG005: Customer Satisfaction LEXCEL	Not yet measured		

Finance PI's Monthly								
BVPIs	Oct	Nov	Dec	YTD Target	YTD Perf	YTD Perf v/s Target	Change in Perf	Year End Target
BV008 % Invoices paid within 30 days	83.33	83.89	84.45	96.00	84.45	[blue circle]	[green check]	96.00
BV009 % Council Tax collected	68.06	77.70	86.86	86.85	86.86	[green star]	[green check]	98.60
BV010 % NNDR collected	72.40	81.09	89.03	87.66	89.03	[green star]	[green check]	98.60
BV078a Ave time new claims (Cal days)	25.30	28.00	26.00	28.50	26.00	[green star]	[green check]	28.50
BV078b Ave time for changes (Cal days)	9.30	9.60	9.50	14.00	9.50	[green star]	[green check]	14.00
BV079a % Benefit calculations correct	99.20	96.80	99.20	98.00	98.40	[green star]	[green check]	98.00

Finance PI's Quarterly							
Unit Key Performance Indicators	Sept	Dec	YTD Perf	YTD Target	YTD Perf v/s Target	Change in Perf	Year End Target
BV076a Number of claimants visited	174.40	189.00	189.00	200.00	[red triangle]	[green check]	200.00
BV076b Number of fraud investigators	0.30	0.30	0.30	0.30	[blue circle]	n/a	0.30
BV076c Number of fraud investigations	88.00	59.00	59.00	40.00	[green star]	[red x]	40.00
BV076d Number prosecutions & sanctions	27.20	10.80	52.24	27.00	[green star]	[green check]	36.00

Finance PI's Annual	Year End Perf	Year End Target	Year End Perf v/s Target
BV079bi.05 % HB Recovered: Overpayment	73.00	New indicators-no targets set	
BV079bii.05 % HB Recovered: Outstanding	6.60		
BV079biii.05 % HB O'Pay: Written Off	0.89		
BV080a Benefit Svc Satisfaction: Contact	80.00	85.00	🔺
BV080b Benefit Svc Satisfaction: Office	83.00	78.00	🔵
BV080c Benefit Svc Satisfaction: Tel Svc	74.00	77.00	🔺
BV080d Benefit Svc Satisfaction: Staff	85.00	87.00	🔺
BV080e Benefit Svc Satisfaction: Forms	68.00	70.50	🔺
BV080f Benefit Svc Satisfaction: Speed	76.00	80.00	🔺
BV080g Benefit Svc Satisfaction: Overall	82.00	85.00	🔵

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Chorley
Borough Council

Report of	Meeting	Date
Head of Leisure and Cultural Services (Introduced at Executive Cabinet by the Executive Member for Life and Leisure, Councillor Cath Hoyle)	Customer Overview and Scrutiny Panel Overview and Scrutiny Committee Executive Cabinet	1 March 2006 2 March 2006 9 March 2006

CONSULTATION ON CHANGES TO THE STRATEGIC HEALTH AUTHORITY, PRIMARY CARE TRUSTS AND AMBULANCE SERVICE NHS TRUSTS IN LANCASHIRE AND CUMBRIA

PURPOSE OF REPORT

1.   To consider a response to the consultation on changes to the Strategic Health Authority (SHA), Primary Care Trusts (PCT) and Ambulance Service NHS Trusts in Cumbria and Lancashire.

CORPORATE PRIORITIES

2.   Tackling health inequalities in the Borough is a priority area of work in the Community Strategy.

RISK ISSUES

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

Strategy	4	Information	
Reputation		Regulatory/Legal	
Financial		Operational	
People		Other	

As mentioned above, tackling health inequalities in the Borough is a priority area of work in the Community Strategy. The existing arrangements, in particular with a PCT covering Chorley and South Ribble, have identified health inequalities in the Borough and are local enough to make a difference. There is a risk that the focus on the Borough's inequalities could be diluted if they were hidden amongst other inequalities across a larger area.

BACKGROUND

4.   In recent years the NHS has seen significant investment and reform. These reforms have concentrated on the provision of services, for example providing patients with more choice and developments such as NHS Foundation Trusts.

5.   In July 2005, proposals were announced to improve commissioning of services by PCTs and to ensure local health services are working effectively for patients. SHAs were asked to develop proposals for consultation which:

- strengthen commissioning of health services, including putting more control of decisions about local health services in the hands of front-line health professionals such as GPs;
- improve health, particularly the health of disadvantaged communities; and
- achieve savings in management costs of £250m nationally to be re-invested in health care.

6. Strategic Health Authorities, known as the local headquarters of the NHS, are accountable for the performance of NHS Trusts (except NHS Foundation Trusts) and PCTs in their area. Other responsibilities include ensuring there is a coherent strategy for health across the SHA area, co-ordinating the NHS response to major incidents, developing the capacity and capability of NHS Trusts and ensuring the implementation of national policies and initiatives by NHS Trusts and PCTs.

7. In future, SHAs will be directly accountable for fewer NHS organisations. More NHS Trusts are expected to achieve Foundation status and if the proposals under consultation for PCTs are accepted, there will be a reduction in PCTs.

8. SHAs will have a strategic overview, ensuring the NHS in its area is performing well and delivering high quality health care for patients.

9. In July 2005, the Government published Taking Healthcare to the Patient: transforming NHS Ambulance Services. This document made 70 recommendations for improving NHS ambulance services, including strengthening management capacity and capability through fewer and larger NHS Ambulance Trusts.

10. Each of the three consultations are taken in turn. The bold text highlights the Council's proposed response to each consultation.

STRATEGIC HEALTH AUTHORITY ARRANGEMENTS

11. Cumbria and Lancashire SHA is one of three SHAs in the north west. The proposal is to create a single SHA for the north west by merging Cheshire and Merseyside, Cumbria and Lancashire and Greater Manchester SHAs.

12. As health reform policies continue to develop there may be additional roles and functions identified for SHAs. An initial view of the new SHA role is as follows:

- Maintain a strategic overview of the NHS and its needs in their area;
- Improve and protect the health of the population they serve by having a robust public health delivery system including emergency planning;
- Provide leadership and performance management for effective delivery of government policy for health and health protection through NHS commissioned services;
- Provide leadership for engagement of health interests in the development of strategic partnerships across the public sector (working with Government Offices of the Regions, Regional Assemblies, Skills Councils and Regional Development Agencies) to secure delivery of government policy;
- Build strong commissioning processes, organisations and systems;
- Ensure NHS Trusts are in a position to apply for Foundation Trust status by 2008/09;
- Work with regulators and external inspectorates to develop the local health community, including ensuring choice and plurality of provision and managing the consequences of clinical performance failure and patient safety breaches

- Promote better health and ensure that the NHS contribution to the wider economy is recognised and utilised at regional level;
- Lead the NHS on Emergency and Resilience Planning and Management;
- Work closely with the Department of Health to inform and support policy development and implementation and handle routine Parliamentary, Ministerial and the Department of Health business;
- Improvement of Research and Development strategic development and delivery in each health economy in conjunction with the Healthcare Commission and UK Clinical Research Network; and
- Provide an effective communications link with the Department of Health, facilitating clear and consistent messages.

13.   The system of management of the health system will continue to develop and change as Payment by Results and patient choice are fully implemented and moves are made towards a greater number of providers through NHS Foundation Trusts and greater independent sector involvement.

14.   The Department of Health has a significant programme of policy development work on the future regulation and management of the health system overall. Further guidance in 2006 will set out the implications of this work for SHAs, PCTs and other NHS bodies.

15.   The consultation document argues that SHAs will be better equipped for these challenges through their:

- Numbers: There is likely to be a smaller number of more streamlined SHAs. This is because they will be responsible for a reduced number of larger PCTs, and a smaller number of NHS Trusts as more gain Foundation status.

- Boundaries: Their boundaries will largely match those of Government Offices for the Regions, helping SHAs to work more closely and strategically with public sector partners to streamline services.

- Role: The focus for SHAs will be on building the new system of commissioning and then maintaining a strategic overview of the NHS and its performance in their area. They will be responsible for ensuring that the organisations commissioning and providing local services are doing so in a way which meets the key national objectives of a healthier nation and care services which are high quality, safe and fair and responsive to changing circumstances.

16.   The existing three SHAs considered whether the current SHA configuration was best suited to deliver the new functions outlined above. In particular they took into consideration the development of NHS Foundation Trusts, and the proposed reduction in the number of PCTs from 42 to between 21 – 23 across the north west which, subject to the outcome of consultation, will require the three SHAs to relate to significantly fewer organisations.

17.   SHAs have a duty to streamline management costs in order to contribute towards the Government's manifesto commitment to save £250 million for reinvestment in patient care.

18.   The SHAs believe that the best way to deliver the new roles is to dissolve the existing three SHAs and create a new single Strategic Health Authority for the north west. This would share the same boundary as the Government Office for the North West. It is proposed that the new SHA is called the North West Strategic Health Authority. It is envisaged that the proposal will make a contribution of £8.5 million to the national savings target of £250 million. If the consultation supports the establishment of a new single

North West Strategic Health Authority, it is envisaged that the new SHA would be established during the period 1 July 2006 and 31 March 2007.

19.   The SHAs did consider whether the current configuration of three separate SHAs could successfully deliver the new functions required; it was their view that only the proposed new SHA would meet the national criteria and achieve the management costs savings. Therefore no other option is being proposed.

20.   In terms of the consultation, there is one question – do you support the proposal for dissolving the existing three SHAs and to create a new North West Strategic Health Authority covering the area of the existing three SHAs and the government regional office boundary? **In the absence of any alternative options that meet the criteria and financial targets it is difficult to suggest alternatives. Members may choose to say yes or not comment. Members may wish officers to comment on the appropriateness of a consultation exercise that is presented as a fait accompli.**

AMBULANCE TRUSTS

21.   There are currently four ambulance trusts in the north west: Cumbria, Lancashire, Mersey Region and Greater Manchester. The proposal is to replace the four trusts with one new trust covering the north west.

22.   The Department of Health, in their consultation document, claim that the benefits of this proposal are:

- more investment in front-line services
- more opportunities for staff
- improved planning for, and ability to handle, chemical, biological, radiological or nuclear incidents, terrorist attacks or natural disasters
- better equipped and trained workforce and the ability to adopt best practice quickly and consistently
- better use of resources to support high performance in all trusts
- greater capacity to carry out research and check that patient care is of the highest standard
- greater influence in planning and developing better patient services, both regionally and nationally
- greater financial flexibility and resilience, ability to plan and make longer-term investment decisions
- financial savings achieved through greater purchasing power and economies of scale
- improved contingency planning to make sure that the control room (where the 999 calls are received and the ambulances are dispatched) will stay fully operational regardless of any information technology or service disruption
- improved human resource management, organisation and leadership development
- increased investment in new technologies.

23.   The Department of Health go on to say that services should also be able to deliver locally: If these proposed trusts are established, they would need to ensure that current good performance and practice is maintained and that good practice is spread across the proposed new trusts' areas for the benefit of all patients. They would also need clear local management and operational structures that reflect the different communities they service. This would be a key consideration for the proposed new trusts (if established) when determining new management and operational arrangements and would need to be agreed with PCTs, as commissioners of ambulance services for their populations and discussed with other stakeholders.

24.   As with the Strategic Health Authority consultation, there is only one option to be considered. **Members may have concerns that a regional service will be less responsive to local needs, than a county service.** As mentioned, in the previous paragraph, ambulance services are commissioned by the local Primary Care Trust (PCT). This will be an issue to remember in the next section regarding proposals to reconfigure PCTs. **Based on initial discussions with colleagues and partners, there have been concerns that local performance – specifically around response times, especially in rural areas – could be less of a priority for the trust with the focus being given to aggregate performance. Although the Department of Health have stated that they intend to raise standards to the highest levels; members may wish to comment on the need to have local performance information, including response times at district council level, reported on a regular basis.**

PCT RECONFIGURATION

25.   There are currently thirteen PCTs covering Lancashire and Cumbria; Chorley and South Ribble PCT being the PCT covering Chorley Borough.

26.   There are three options being consulted on:

Option 1 :
- Retain a Blackpool PCT
- Retain a Blackburn with Darwen PCT
- Establish a PCT co-terminous with Cumbria County Council boundaries
- Establish a PCT co-terminous with Lancashire County Council boundaries.

Option 2 :
- Retain a Blackpool PCT
- Retain a Blackburn with Darwen PCT
- Retain a Morecambe Bay PCT
- Establish a North Cumbria PCT
- Establish a Lancashire-wide Trust, minus the Lancaster City Council area.

Option 3 :
- Retain a Blackpool PCT
- Retain a Blackburn with Darwen PCT
- Establish a PCT co-terminous with Cumbria County Council boundaries
- Establish three PCTs co-terminous with the local authority boundaries of:
    ‣ Lancaster, Wyre, Fylde;
    ‣ Burnley, Rossendale, Pendle, Hyndburn, Ribble Valley
    ‣ West Lancashire, South Ribble, Chorley, Preston.

27.   The Department of Health identified a set of criteria against which they would consider submissions from Strategic Health Authorities on options for the future configuration of primary Care Trusts.

- Secure high quality, safe services sensitive to changing population needs

- Improve commissioning and effective use of resources

- Improve co-ordination with social services through greater congruence of PCT and Local Authority boundaries

- Improve health and reduce inequalities by influencing County and District Council

- Improve the role of the public in influencing planning, delivery and assessment of local health and healthcare provision

- Improve the role of the public in influencing planning, delivery and assessment of local health and healthcare provision

- Manage financial balance and risk in the context of Payment by Results and practice based commissioning

- Improve engagement of GPs and roll out of practice based commissioning

- Deliver at least 15% reduction in PCT management and administrative costs

- Develop clear and prospective commissioning frameworks consistent with addressing need.

28.   PCTs are responsible for commissioning health services for local people. Through commissioning, PCTs seek to ensure services are accessible, high quality and achieve improvements in the health of people living in their area.

29.   Our proposals aim to strengthen commissioning by merging some PCTs, putting more decision-making power and funding for local health services under the control of GP practices (known as Practice-Based Commissioning) and ensuring closer links with local authorities.

30.   PCTs need to be the focal point for planning, designing and shaping local health services, working closely with others who can help deliver health improvement.

31.   Fewer PCTs should lead to an increase in management capability and capacity, closer working with local authorities and ensure value for money from the resources allocated to them.

32.   The following paragraphs set out the Council's suggested response to the PCT consultation. There has been consultation with Chorley and South Ribble Primary Care Trust and The Chorley Partnership, prior to preparing this response. The PCT's views, which were shared with us, were informed by detailed discussions with their directors, board, Professional Executive Committee members, staff and Patient and Public Involvement Forum.

33.   **In Chorley, the existing arrangements with Chorley and South Ribble PCT work very well. The local consensus is that the existing arrangement, with some adaptation, could meet the criteria set out in 'commissioning a Patient-led NHS'. It is recognised that achieving a 15% saving in management costs would be a significant challenge. Larger PCTs will make it more difficult to satisfy some of the criteria, in particular those relating to public health/inequalities, clinical engagement and patient and public involvement. Whilst it is recognised that change is inevitable, it is vital that existing good practice and effective working**

relationships are not lost in the process. Any solution must preserve the things that are working well whilst addressing the things that could be improved.

34.   The Council is also concerned that, although coterminosity with local authority boundaries is seen as important, this reorganisation is taking place in isolation from any review of local government, which may commence later in the year.

35.   The Council accepts the importance of coterminosity and therefore the proposal to retain the two PCTs for Blackpool and Blackburn with Darwen. Morecambe Bay PCT straddles the boundaries of Cumbria and Lancashire County Councils and therefore Option 2, which includes the retention of Morecambe Bay PCT does not meet the principle of coterminosity with social services authorities. We believe Option 2 should be ruled out on this basis.

36.   We are of the view that smaller PCTs have an advantage over larger PCTs in securing high quality, safe services because senior management is much closer to what is happening locally. Also, an important element of our ability to secure high quality, safe services is the rapid feedback, through effective clinical engagement, of issues that give cause for concern and the mechanisms in place to address these through established relationships with local providers. This would be more difficult with larger PCTs.

37.   Arrangements for appraisal and revalidation of GPs will be central to ensuring high quality, safe primary care services. Local ownership by GPs will be important in establishing and maintaining effective arrangements. New General Medical Council proposals for revalidation are likely to rely on local knowledge of doctors' performance, conduct and health. Local knowledge is also important in identifying and addressing specific issues of poor performance. There is a real danger that local knowledge and local ownership will be lost in moving to a very large PCT.

38.   In addition, smaller PCTs are more likely to be sensitive to changing population needs and inequalities at a local level, which are likely to be 'swamped' by bigger issues in a very large PCT.

39.   There is the potential for new service developments and the ability to ensure services are sensitive to suit local circumstances to be compromised by centralised decision making structures in a larger PCT.

40.   It is recognised that larger PCTs will have the potential for greater influence in securing services and for greater consistency in the application of national guidance and standards.

41.   In the light of the above, we believe that three PCTs for the LCC area will provide an appropriate balance between local knowledge and sensitivity and greater influence and consistency.

42.   Lancashire County Council has found it necessary to develop locality arrangements in order to manage both provision and commissioning of services and, although recent improvements have been acknowledged, still finds itself subject to criticism about lack of responsiveness and local sensitivity. It is likely that a single PCT would need to develop similar locality arrangements, which would impact upon management costs, and be subject to the same criticisms.

43.   The proposed three PCTs for Lancashire match the County Council's three localities for adult and older people's social services and the Council's five localities for Children's services map onto the proposed PCTs. A reduction in the number of PCTs relating to the County Council from eight to three would mean significantly greater congruence and allow for much improved co-ordination with social services.

44.   The PCTs have a crucial role to play in delivering against the five outcomes in Every Child Matters. Option 3 would be the most effective fit with the footprints established for Children's Trusts arrangements covering Chorley, South Ribble and West Lancashire and a second for Preston.

45.   Local knowledge and a local focus are essential in order to improve health and address inequalities and these are more likely to be maintained in smaller rather than larger PCTs. There is a danger that a very large PCT would focus on the biggest and most obvious areas of deprivation and relatively affluent areas would lose out even thought they compare unfavourably on a national basis. There is also a potential for smaller pockets of deprivation to be overlooked.

46.   The relationship between PCTs and district councils is extremely important, particularly in relation to public health issues and patient and public involvement. Current relationships operate at all levels across the PCT and the Council. It is essential that these relationships are monitored in order to deliver the public health agenda. We believe this is manageable with three PCTs but that it would be impossible for a single PCT to relate to twelve district councils in this way.

47.   Patient and public involvement is currently secured through a variety of mechanisms including representation on Local Implementation Teams and other service specific groups, local Health Improvement Teams and the PCT's Patient and Public Involvement Committee, liaison with the Patient and Public Involvement Forum and work with district councils and other partners through Local Strategic Partnerships.

48.   Patients and the public usually have experience of local services and want to get involved in influencing the development of those local services and decisions about local priorities. Representation on a countywide basis is not likely to be regarded as local or sensitive enough. It is difficult to envisage how this would work without some supporting substructure but there would then be a risk of local views being diluted by the time they fed into the 'top tier' and individualities being masked in an attempt to get a countywide consensus. There is also a danger that patients and the public would be less willing to get involved if the results of their involvement were less obvious.

49.   The Council believe that one PCT for the whole of the area covered by Lancashire County Council, with a population in excess of 1.1 million is too big. It would create a significant imbalance in the size of PCTs across Cumbria and Lancashire and potentially across the wider area to be covered by a single Health Authority in the future. We believe that this would make collaboration and joint working across PCTs difficult.

50.   Our main concern, however, is that such a large PCT would not be responsive enough to local views and issues or sensitive enough to local needs.

51.   **NB   The consultation document clearly states that they are only consulting on the three options. However, the initial consultation was clear what was and was not up for consultation, yet a Morecambe Bay PCT figured following the initial consultation. Given the possibility of local government reorganisation in the future, Members may wish to express an opinion that is not covered by the three options available.**

COMMENTS OF THE HEAD OF HUMAN RESOURCES

52.   There are no human resource issues arising from this report.

COMMENTS OF THE DIRECTOR OF FINANCE

53.   There are no finance issues arising from this report.

RECOMMENDATION(S)

54.   That the comments shown in bold in paragraphs 20, 24 and 33 to 50 form the Council's response to the respective consultations. Members may chose to suggest an alternative option, as per paragraph 51.

REASONS FOR RECOMMENDATION(S)

55.   To take an active involvement in the consultation exercises so that the best outcomes for the Borough, in our endeavours to tackle health inequalities, are achieved.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

56.   Not to respond to the consultation exercises.

JAMIE CARSON
HEAD OF LEISURE AND CULTURAL SERVICES

Background Papers			
Document	**Date**	**File**	**Place of Inspection**
Consultation on New Primary Care Trust Arrangements for the Cumbria and Lancashire SHA Area Consultation on new Strategic Health Authority arrangements in the north west of England Configuration of NHS Ambulance Trusts in England	Dec 2005	LEA/HA/CON	Head of Leisure and Cultural Services Offices, Gillibrand Street

Report Author	**Ext**	**Date**	**Doc ID**
Jamie Carson	5815	13/02/2006	ADMINREP/REPORT

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Chorley
Borough Council

Report of	Meeting	Date
Head of Leisure and Cultural Services (Introduced at Executive Cabinet by the Executive Member for Life and Leisure, Councillor Cath Hoyle)	Overview and Scrutiny Committee Executive Cabinet	2 March 2006 9 March 2006

A PLAN FOR ALL THE CHILDREN AND YOUNG PEOPLE OF LANCASHIRE - CONSULTATION

PURPOSE OF REPORT

1.   To consider a response to Lancashire County Council's draft 'Plan for all the Children and Young People of Lancashire'.

CORPORATE PRIORITIES

2.   Delivering the Every Child Matters outcomes – be healthy, stay safe, enjoy and achieve, make a positive contribution and achieve economic well-being – is a key area of work in the Community Strategy.

RISK ISSUES

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

Strategy	4	Information	
Reputation		Regulatory/Legal	
Financial		Operational	
People		Other	

        As mentioned above, delivering the Every Child Matters outcomes is a key area of work in the Community Strategy. It is important the needs of Chorley's children and young people are clearly identified, articulated and acted upon to deliver the strategy.

BACKGROUND

4.   This report aims to highlight the key issues in the draft 'Plan for all the Children and Young People of Lancashire'. The Plan is 55 pages in length – should Members wish to read the full document it can be accessed on:

        www.lancashire.gov.uk/education/every_child_matters/consultations/index.asp

5. Why have a Children and Young People's Plan? The plan is for Lancashire's children and young people and responds to the reforms set out in the Children Act 2004 whereby local areas must produce a single, strategic, overarching plan for all services affecting children and young people.

6. The responsibility for co-ordinating the production of this Children and Young People's Plan (CYPP) falls on Lancashire County Council as the statutory Children's Services Authority. But Section 10 of the Children Act defines a number of 'relevant partners', ie those who must co-operate at every level with the local authority in making arrangements to improve the well-being of children and young people.

7. In Lancashire the 'relevant partners' are:

    - the 12 District Councils
    - Lancashire Constabulary
    - the local Probation Board
    - Lancashire Youth Offending Service
    - Cumbria and Lancashire Strategic Health Authority (SHA)
    - the 8 Primary Care Trusts (PCTs)
    - Learning and Skills Council
    - Connexions.

8. In addition, valuable contributions are made by many other organisations that provide services in relation to children and young people in Lancashire. They too are covered by elements of this plan. These organisations include:

    - schools
    - voluntary community and faith sector agencies and cultural groups
    - diocesan/church authorities
    - agencies with responsibilities for delivering other front-line statutory services to children, young people and their families – eg not-for-profit and private sector bodies, colleges, work-based learning providers, NHS Trusts and Jobcentre Plus
    - childcare, culture, sport and play organisations
    - children and young people themselves
    - parents, families, carers and communities.

9. Co-operation between local partners to deliver the outcomes defined in the Children Act is secured through Lancashire's Children & Young People's Strategic Partnership (C&YPSP). The C&YPSP has oversight of delivery of the goals related to children and young people and will ensure that improved outcomes are actively sought by each of the local partners.

THE VISION FOR CHILDREN AND YOUNG PEOPLE

10. Lancashire's Children and Young People's Partnership has agreed the following vision:

    "Together, we will provide excellent services where people live and which are tailored to local priorities. We will stand up for Lancashire's children, young people and their families, listen to what they say is important and let everyone know what we are doing to improve the outcomes for our children and young people".

EMERGING PRIORITIES IN THE PLAN

11. There are 28 priority areas of work identified in the plan. They have been grouped under the five Every Child Matters outcomes to demonstrate the links.

Positive Contribution

- Develop communication strategies so that partners can share information about the positive contributions made by children and young people with the community
- Improve provision of places to go and things to do for children and young people
- Increase the number of children who are engaged in positive and diversionary activities
- Increase the % of children and young people permanently excluded from Lancashire's schools that are offered full-time alternative educational provision of 21 hours per week or more
- Reduce the level of offending.

Be Healthy

- Reduce infant mortality rates particularly in those areas above the national average
- Improve access to the Child and Adolescent Mental Health Services
- Increase the % of Lancashire's schools and National Healthy School Status
- Improve the impact of specialist intervention on vulnerable young people at risk of substance misuse
- Ensure that children and young people choose not to take illegal drugs, smoke or misuse alcohol
- Reduce teenage pregnancy rates particularly in the under 16 age group
- Increase the number of young people accessing sexual health services.

Stay Safe

- Improve safeguarding of vulnerable children and young people through prevention and early intervention
- Improve assessment processes alongside implementing the Common Assessment Framework, including timely initial and core assessments
- Ensure that children and young people are safe from accidental injury and death
- Reduce fear of crime and anti-social behaviour
- Ensure that children and young people are safe from crime and anti-social behaviour in and out of school, including bullying and discrimination
- Improve stability of placements of Lancashire's looked after children and young people.

Enjoy and Achieve

- Raise attainment in early years before children enter Reception Class
- Improve attendance in Lancashire's schools
- Ensure Lancashire's looked after children and young people make progress at the same rate as their peers in relation to educational attainment and engagement
- All identified underachieving groups show progress in attainment at age 14
- All identified underachieving groups show progress in attainment at age 16
- Improve the proportion of pupils achieving 5+ A*-C grades at GCSE and 5+ A*-C grades including English and Maths, especially in socio-economically deprived areas of Lancashire.

Economic Wellbeing

- Reduce number of children and young people living in low income households
- Reduce number of young people not in employment, education or training
- Increase % of 19 year olds achieving Level 2 in NVQ or equivalent
- Develop transport policies that meet the needs of children and young people.

12.   Again, using the Every Child Matters outcomes, the plan identifies emerging local priorities for Chorley, South Ribble and West Lancashire. These are:

Positive Contribution

- Reduce fixed term exclusions in secondary schools (Chorley and South Ribble only)
- Develop positive activities away from schools, especially for 11 year olds and over
- Develop voluntary and community engagement opportunities

Be Healthy

- Reduce the incidence of alcoholism (with links to sexual health and violence)
- Raise the profile of the needs of children with additional special needs
- Support the development of effective parenting skills.

Stay Safe

- Improve parenting skills/mentoring
- Improve local networks for raising awareness and communicating between agencies
- Workforce development across statutory agencies to improve staff retention.

Enjoy and Achieve

- Develop networks of schools to work together to deliver Every Child Matters and extended services in specific localities
- Develop locality Directories grouped by interaction and conventions to raise awareness, improve contact and signposting
- Improve early years (pre-school, nursery and child care).

Achieve Economic Well-Being

- Breaking the cycle of deprivation by helping parents access local jobs
- Increase the range of flexible job opportunities with appropriate training and transport access.

13.   To help achieve the vision, the plan lists a number of processes that will be introduced:

- We will develop Children's Trust Arrangements, which function effectively in the diverse localities of Lancashire
- We will develop integrated processes underpinned by timely information sharing
- All partner organisations will consider ways and means of improving their involvement and engagement with children and young people in service monitoring and planning
- All partner organisations will ensure that their service plans reflect the strategic direction set out in the CYPP
- Work will be carried out to improve the data available to allow more accurate targeting of services to meet needs
- A clear strategy will be developed to enable timely decisions to be taken about the mainstreaming of short-term funded initiatives
- An inter-agency join commissioning framework will be developed in 2006
- A multi-agency workforce development strategy and action plan will be developed in 2006

- The Children and Young People's Strategic Partnership will routinely monitor achievements towards improving outcomes using an agreed performance scorecard.

14.   The plan sets out the strategy for the development and delivery of children's services and the improvement in outcomes we will be seeking for children, young people and their families within Lancashire from April 2006.

15.   The first plan covers the 3 years to March 2009 in some detail but there are some ambitions that stretch beyond this date, reflecting the commitment to achieve long term sustainable improvement.

16.   The Children's Service Authority and its partners recognise that the plan will need to be reviewed and refreshed at the end of each year. This will enable the authority and the partners to take account of emerging Children's Trust arrangements and refinements in priorities based on improved needs analysis and involvement and engagement activities.

17.   The Partnership make it clear that they want every aspect of the services and the strategies that are developed to lead to the best possible outcomes for children, young people and their families and they are committed to be well placed for the anticipated Joint Area Review of Lancashire children's services in 2008.

18.   The Government requires all lead local authorities, in conjunction with their partners, to have developed children's trust arrangements by April 2008. It is through these arrangements that effective partnerships will be made and children's services operate. Children's trust arrangements will be made up of four strands:

- integrated governance
- integrated strategies
- integrated processes
- integrated front-line delivery.

19.   As mentioned previously, arrangements have been established to co-ordinate efforts on a county basis through the creation of Lancashire's Children and Young People's Strategic Partnership. Locality footprints have also been identified. The footprint covering Chorley also includes South Ribble and West Lancashire. There is a separate footprint for Preston. Two 'partners days' have taken place using the locality footprints. These have taken the form of a wide invitation to a range of partners, presentations on work to date and group exercises to attempt to prioritise issues.

CONSULTATION

20.   In their response form, Lancashire County Council are keen to hear responses to the following points:

- Do you share the visions for children and young people in Lancashire (section 10 of this report)?
- Do you agree with the priorities set out in the plan (sections 11 and 12 of this report)?

21.   It is recommended that the following sections form the basis of the Council's response to the consultation.

22.   The Council shares the vision for children and young people in Lancashire as set out in the draft plan.

23.   The Council is supportive of the county-wide priorities as set out in the draft plan, in principle. However, while the role of district councils can be seen clearly in some of the

priorities, they do read as a set of County Council priorities. For example, there is no reference to housing and its impact on children and young people's well being. As partnership working develops further, it is recognised that the priorities should change to more accurately reflect all partners priorities.

24.   In terms of the locality priorities for Chorley, South Ribble and West Lancashire, these have come to the fore as a result of the group sessions in the locality 'partners days'. Locality priorities need to be established on shared and agreed evidence, and take into consideration all partners' contributions to children and young people's services. As they stand at the minute, it is not possible to say with any certainty that the local priorities identified in the plan for Chorley, South Ribble and West Lancashire are the highest priority.

25.   Some of the local priorities require further clarification so everybody knows what exactly is meant by them, for example 'workforce development across statutory agencies to improve staff retention'. Some of the actions in the plan reinforce the perception of it being a county document and a lack of ownership, to date, of partners. For example, under more things for children and young people it says it will be the Youth and Community Services' responsibility to provide sporting and leisure opportunities. Granted, they are a player, but not the biggest.

26.   The Council welcomes the development of Children's Trust Arrangements, which function effectively in the diverse localities of Lancashire. The Council is of the view that decisions are best taken locally and would welcome the speedy development of decisions being taken at the locality 'footprint' level, previously agreed – in our case, covering Chorley, South Ribble and West Lancashire. The 'partner days' at locality level have been useful for the dissemination of information. However, if we are to deliver the maximum improvements for local children and young people, governance arrangements should be developed to allow for improved working at 'footprint' level, including decision-making.

COMMENTS OF THE HEAD OF HUMAN RESOURCES

27.   There are no human resource issues arising directly from this report.

COMMENTS OF THE DIRECTOR OF FINANCE

28.   There are no financial issues arising directly from this report.

RECOMMENDATION

29.   That the comments made in sections 22 to 26 from the basis of the Council's response to the consultation.

REASONS FOR RECOMMENDATION

30.   To take an active involvement in the consultation exercise so that the best outcomes for the Borough's children and young people can be achieved.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

31.   Not to comment on the consultation document.

JAMIE CARSON
HEAD OF LEISURE AND CULTURAL SERVICES

Background Papers			
Document	**Date**	**File**	**Place of Inspection**
A Plan for all of the Children and Young People in Lancashire – Consultation Draft (Version 3)	February 2006	LCS/ECM/CON	Head of Leisure and Cultural Services office, Gillibrand Street

Report Author	**Ext**	**Date**	**Doc ID**
Jamie Carson	5815	20 February 2006	ADMINREP/REPORT

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Chorley
Borough Council

Report of	Meeting	Date
Head of Development and Regeneration (Councillor J Wilson Executive Leader).	Overview and Scrutiny Committee	2 March 2006

CHORLEY ECONOMIC REGENERATION STRATEGY

PURPOSE OF REPORT

1   To enable Members exercise their overview function with regard to the draft Economic Regeneration Strategy, attached.

CORPORATE PRIORITIES

2   The production and implementation of an economic regeneration strategy is central to one of the Council's corporate priorities, namely to put Chorley at the heart of regional economic development in the Central Lancashire Sub-Region. That a very similar objective is found in the Community Strategy, adds weight to the significance of this piece of work.

RISK ISSUES

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

Strategy	3	Information	3
Reputation	3	Regulatory/Legal	3
Financial	3	Operational	3
People		Other	

4   The Council needs to be pro-active in leading a range of partners to deliver economic prosperity and this will have resource, reputation, information, operational and regulatory implications for the Council.

BACKGROUND

5   In order to support and enable Chorley's continued economic success, the Council last year commissioned consultants G V A Grimley to undertake a study of the area, in consultation with public sector stakeholders and business, and to produce an Economic Regeneration Strategy for the Borough. The report provides a detailed evaluation of the economic strengths and challenges faced by the Borough and proposes targeted action across a number of inter-linked strands to enable sustainable growth.

6   A presentation of the draft strategy was made to members before the Full Council meeting on the 24th January 2006.

CONTENT OF THE DOCUMENT

7   The report identifies the outstanding quality of life offered by the Borough as a defining feature. Among the Borough's specific assets the report cites its natural environment and built heritage; its intimately scaled town centre and market culture; traditional village life and excellent motorway connections to Manchester, Preston and Liverpool. The strategy is designed to build on these existing strengths.

8   The Strategy identifies Chorley as a 'Contemporary Market Town' and provides a framework to support sustainable growth, within which economic activity and inclusion can be promoted.

9   In line with priority outcomes in the Council's emerging corporate strategy, the economic regeneration strategy incorporates measures to:
   a. Improve skills and address worklessness;
   b. Create a thriving town centre;
   c. Improve transport infrastructure and accessibility;
   d. Support and develop enterprise to maintain a vibrant economy;
   e. Provide a portfolio of high quality, readily available sites and premises for business; and
   f. To brand and market Chorley.

TIMETABLE

10   The Strategy provides a framework for action over a 10-15-year period and will be reviewed on a regular basis.

MEASURING AND MONITORING PERFORMANCE

11   Action taken to implement the strategy will be monitored annually against a programme of key actions and measures. Specific targets will be developed to quantify performance.

BUDGETARY IMPLICATIONS

12   This report does not have an immediate and direct financial impact. However there are issues of capacity, related to the role of the Council as lead delivery partner, that will have financial implications, along with individual actions and proposals that will require financial commitment.

13   The need for investment is most likely to relate to:
   • project management capacity/staff resources (both to deliver objectives and enable effective partnership working);
   • physical and social regeneration projects;
   • land and property based projects;
   • transport/infrastructure related schemes;
   • environmental care and improvement, including town centre enhancement;
   • branding, promotion, business support and town centre management.

14   The overall financial requirements are not specific at present, since they are dependent on the development of a programme of implementation and on the level of contribution from other partners. Proposals will be fed into the budget preparation process in due course. However, an initial growth bid has been submitted as part of the current budget-making cycle, supported by an outline business case.

COMMENTS OF THE HEAD OF HUMAN RESOURCES

15   HR support the introduction of the Economic Regeneration Strategy.

COMMENTS OF THE DIRECTOR OF FINANCE

16   Adoption of the strategy has no direct budgetary implications at present. The Head of Development and Regeneration has indicated that the programme of implementation could require additional budget provision, including capital investment. Any bids for such budget provision would have to be considered in the context of resource availability and corporate priorities as part of the budget setting process.

RECOMMENDATION

17   That the Overview and Scrutiny Committee comment upon the draft Chorley Economic Regeneration Strategy prior to its consideration by Executive Cabinet on the 9th March 2006.

REASONS FOR RECOMMENDATION

18   The Economic Regeneration Strategy is a key document that will assist the Council to deliver sustainable growth.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

19   None, as the need for a planned strategic approach to economic regeneration has been established.

JANE E MEEK
HEAD OF DEVELOPMENT AND REGENERATION

Background Papers			
Document	**Date**	**File**	**Place of Inspection**
None			

Report Author	Ext	Date	Doc ID
Mary Clemence	5286	17 February 2006	

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Chorley Economic Regeneration Strategy

Draft

March 2006

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

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

ان معلومات کا ترجمہ آ پ کی اپنی زبان میں بھی کیا جا سکتا ہے ۔ یہ خدمت استعمال کرنے کیلئے براہِ مہر بانی اس نمبر پر ٹیلیفون کیجئے:

01257 515823

Contents

1   Foreword

1.1   To be added by Chorley (Chief Exec/ Deputy Chief Exec signatories)

2   Executive Summary

2.1   This is an exciting period in Chorley's development. The Government's Northern Way Growth Strategy provides a springboard for the borough in the context of the wider Central Lancashire City Region. Ambitious plans, founded on the economic growth potential of the borough within Central Lancashire, are in place. These plans address a full range of economic, labour force, strategic transport and investment priorities which will help to address the productivity gap between the northern regions and the south of England.

2.2   This document comprises the Economic Regeneration Strategy for Chorley. It forms part of the wider strategic outlook for the local authority and has been prepared in the context of Chorley Borough Council's Corporate Priorities and Community Strategy.

2.3   The 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.

2.4   In many respects the prognosis for Chorley's economy is very bright. The borough can boast:

- an economic structure aligned with the Core Central Lancashire sub-regional economy with recent employment growth in Chorley significantly out-performing surrounding areas in recent years;

- a high business density of 34 per 10,000 resident adults as against county and regional average of 31 per 10,000. Chorley also has high levels of VAT registrations running at 11.7% of the business stock as against 10.9% across the North West and 10.6% nationally;

- GVA per capita which is 11.5% above the Lancashire County average and 16% above the level across the North West region;

- a relatively good skills profile with levels of NVQ4 and above qualifications above the regional level and proportions of NVQ 1 – 3 qualifications higher than both regional and national comparators;

- high labour force economic activity, which has remained consistently high at 79.9% of the working-age population and is above the regional (76.5%) and national (78.2%) averages;

- good educational attainment - four out of five of Chorley's secondary schools have higher GCSE pass rates than the national average (51.6%). Runshaw College of Further Education has the best A-level pass rate in the Country.

2.5   The borough faces a series of economic challenges which include:

- ❑ **Commuting Patterns**: addressing the mass out migration of the workforce on a daily basis;

- ❑ **Low Workplace-Based Earnings:** addressing the difference between work based earnings within the borough and in surrounding authorities which currently provide an incentive to commuting;

❑ **Historically Low Take-up of Employment Land**: overcoming supply-side constraints to economic development and investment in the borough;

❑ **Chorley Town Centre**: maintaining Chorley's position in the retail hierarchy, growing the quality of its offer and providing a distinctive and attractive town centre environment;

❑ **Economic Exposure**: putting in place measures to lessen the economic dependence upon more vulnerable sectors which are influenced by globalisation;

❑ **Deprivation**: addressing pockets of multiple deprivation, re-connecting deprived areas with the evident opportunities which exist and addressing entrenched worklessness;

❑ **Accessibility:** ensuring that public and road based transport infrastructure is configured to support economic growth.

2.6 The Economic Regeneration Strategy proposes targeted action across a number of inter-linked strands. At the heart of the strategy is a vision for Chorley of "Growing Sustainably". The Strategy incorporates measures to address:

❑ **Improving skills and addressing worklessness**

❑ **A thriving town centre**

❑ **Improving transport infrastructure and accessibility**

❑ **Supporting and developing enterprise**

❑ **Providing a portfolio of sites and premises**

❑ **Marketing Chorley to the world**

2.7 These relate closely to the some of the priority outcomes of the Council's emerging Corporate Strategy: of a thriving town centre; a robust transport infrastructure; and a vibrant local economy. It will also contribute to the delivery of wider objectives relating to education and training; economic inequalities; and neighbourhood renewal.

2.8 The Strategy draws upon Chorley's outstanding natural environment and waterspaces, its proximity to the Pennine foothills, its strategic location on the national motorway network and the latent potential of its employment land offer. It firmly establishes a strong town centre at the heart of Chorley enabling it to be a "modern market town".

2.9 A number of key actions are proposed under each theme, to be taken forward through more detailed action planning. This will be led by Chorley Borough Council but will involve a range of wider partners. Key actions are set out below.

Theme	Enabling Action	Action
Improving Skills and Addressing Worklessness	1. Maintaining and Growing Levels of Enterpreneurship	• Maintain and develop existing business support initiatives • Establish Runshaw College as a major deliverer of the business training agenda • Develop a locally-tailored business skills/ training curriculum
	2. Become Investor Ready	• Encourage the development and refurbishment of small and start-up business space through developer agreements, direct investment and other funding streams
	3. Building a Business Support Infrastructure	• Maximise potential to develop a shared business support infrastructure with South Ribble Business Venture and other partners
	4. Boosting Value-Added Activity	• Engage Lancashire Economic Partnership and the North West Development Agency's Culture Change Programme[1] to understand approaches to boosting value-added activity • Promote knowledge transfer among businesses
	5. Supporting Opportunities for People to Work Longer	• Examine potential for an innovative pilot scheme to encourage home-based entrepreneurship amongst the older population • Encouraging flexible working practices • Monitor and evaluate the impact of the Pilot
	6. Supporting Home Working	• Develop signposting and other guidance to support home-based working • Improve awareness of the elancs.net project
	7. Rural Diversification	• Undertake further analysis of the dynamics of the rural economy • Identify sustainable opportunities for economic diversification in rural areas • Continue to develop links with other initiatives including DEFRA grant schemes and Lancashire Rural Futures initiatives
Improving the Transport Infrastructure and Accessibility	8. Improving Sub-Regional Public Transport Connectivity	• Support and promote the transport proposals for the Core Central Lancashire Sub-Regional Strategy in the Local Transport Plan • Develop the proposed new station and park-and-ride site at Buckshaw Village • Monitor the impact of new development and transport investment on traffic flow
	9. Improving Public Transport Services for Rural Settlements	• Publicise improvements to bus services through the 'Kick Start' Scheme • Undertake an appraisal of rural transport options • Contribute to a Rural Transport Strategy with Lancashire County Council
		•

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[1] The programme aims to transform the 'culture' of companies, focusing on changing working practices, employer and employee attitudes to generate additional business benefits and improve productivity.

	10. Opening up New Areas to Development	• Consider the appropriate land use mix for sites opened up for development in south and west Chorley • Consider undertaking a feasibility study to examine the potential for development of a new motorway junction and strategic employment site at Charnock Richard
Providing a Portfolio of Sites and Premises	11. Bridge of Commercial Opportunity	• Consider the complementary role of different elements of the 'bridge of commercial opportunity' through the Local Development Framework • Examine and develop the case for investment in infrastructure to improve the success of this area as a business location • Market the assets of the area collectively, in partnership with Lancashire Economic Partnership
	12. Employment Land Review	• Complete a critical review of employment land provision across the borough
	13. Portfolio of Workspace for Small and Expanding Businesses	• Examine supply of industrial and office premises suitable for small businesses • Encourage new product development and refurbishment of industrial/ office premises • Promote early development of new supply within the Southern Commercial Area at Buckshaw Village • Examine potential 'next generation' prestige employment sites/ opportunities through the Employment Land Review
		•
A Thriving Town Centre	14. Establishing a Spatial Framework for the Town Centre	• Review the spatial framework for development in the town centre through the LDF/ Town Centre Area Action Plan, in light of the Town Centre Study and Economic Regeneration Strategy • Prepare a masterplan for the Town Centre • Implement improvements in the public realm and civic environment as detailed in the Town Centre and A6 Masterplans • Develop design guidance for development opportunity sites • Make the most of opportunities for heritage-based regeneration
	15. Town Centre Management	• Assess feasibility of a consolidated Town Centre management group • Draw up a Town Centre Management Strategy

Improving Skills and Addressing Worklessness	16. Demonstrate a Business Case for Workforce Investment	• Investigate the feasibility of developing a Pilot Programme to illustrate the operational and financial benefits of undertaking training/ skills development • Disseminate findings of the Pilot within the local business community
	17. Incentivise Workforce Investment	• Investigate the potential to link business grants to a requirement to undertake workforce training/ development
	18. Better Promotion of Existing Programmes	• Promote national skills/ training programmes to local businesses
Marketing Chorley to the World	19. Marketing Core Central Lancashire	• Work with partners to promote and brand the Core Central Lancashire area •
	20. Marketing Chorley – the Modern Market Town	• Undertake a branding exercise focused on Chorley as a "Modern Market Town" • Develop a Marketing Strategy aimed at communicating the unique identity of Chorley; raising the profile of the town/ borough; its facilities, and programme of events, using a range of media
	21. Design Focus	• Provide a strong design focus for new development through the Area Action Plan for the Town Centre and development briefs for key sites • Communicate a change in the quality of the built environment and a rediscovery of heritage through the Marketing Strategy

Introduction

2.10   Chorley has many of the key components of economic success – an accessible location for business at the heart of Lancashire; a high skilled labour force; well performing local schools; a balanced housing market offering a choice of housing; an attractive environment in which open countryside is "on the doorstep"; and a strong economic structure, orientated towards growth.

2.11   The prognosis going forward is very bright – Chorley offers considerable economic growth potential and can make an effective contribution, as part of the Core Central Lancashire Area (Chorley, South Ribble and Preston boroughs), to regional and national economic growth objectives.

2.12   This document - Chorley's Economic Regeneration Strategy – is about supporting and enabling continued economic success and ensuring that this benefits all of the borough's residents. Its raison d'être is to identify where potential for future sustainable economic growth and development exists and set out how this can be realised.

2.13   The Economic Regeneration Strategy forms part of the wider strategic outlook for the local authority and has been prepared in the context of Chorley Borough Council's Corporate Priorities and Community Strategy. It will contribute directly to the Community Strategy's objective of "developing a thriving and vibrant local economy." It will also be a key mechanism in achieving some of the priority outcomes of the Council's emerging Corporate Strategy: of a thriving town centre; a robust transport infrastructure; and a vibrant local economy, and contribute to the delivery of wider objectives relating to education and training; economic inequalities; and neighbourhood renewal.

2.14   The Strategy has been prepared on behalf of Chorley Borough Council by GVA Grimley, together with KPMG, in Summer 2005. It is based upon:

❑   a rigorous analysis of past economic performance, the borough's economic structure and economic potential looking forward;

❑   an understanding of labour market and travel to work patterns, demographic and socio-economic characteristics;

❑   an understanding of sub-regional dynamics[2];

❑   consideration of recent performance of commercial and residential property markets and future supply of development land and premises;

❑   a comprehensive consultation programme involving both public sector stakeholders and businesses.

2.15   While in developing the Economic Regeneration Strategy, GVA Grimley has been mindful to the wider public policy agenda. However the strategy is based upon the outcomes of the above and does not presuppose a specific policy context. It hence recognises the evolving nature of the policy framework.

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[2] Understanding of sub-regional dynamics has particularly been developed through the Core Central Lancashire Sub-Regional Study.

2.16   The Economic Regeneration Strategy provides a framework for action over a 10-15 year timeframe, establishing both a structure (through aims and objectives) for activities to be pursued and specific projects which will be taken forward. The proactive role of the public sector will be critical and the Strategy particularly provides a framework for activity and investment by Chorley Borough Council. However successful implementation will require strong engagement of private sector interests, Northwest Development Agency, Lancashire County Council, Lancashire County Developments Limited, and neighbouring local authorities. The Strategy therefore has an important role in communicating Chorley's priorities.

2.17   Chorley borough in the strategic contexts of the Core Central Lancashire area and the wider North West Region is presented in Figures 1 and 2 below.
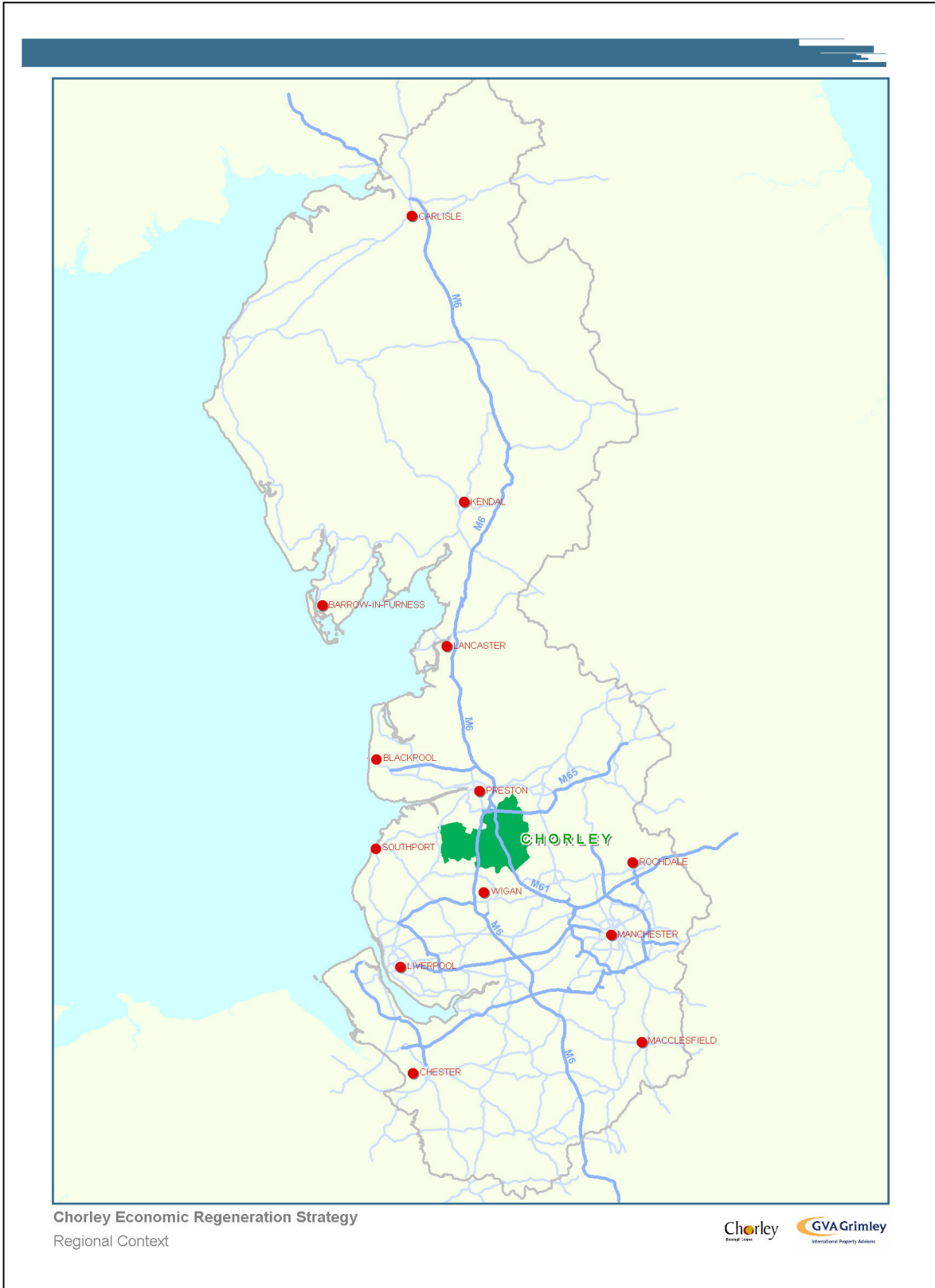
Figure 1: Chorley – Regional Context

Chorley Economic Regeneration Strategy
Regional Context

Figure 1: Chorley – Sub-Regional Context

Chorley Economic Regeneration Strategy
Sub Regional Context

What makes Chorley distinct?

2.18   Quality of life is a distinguishing feature of the borough. This is part of the reason why so many people have chosen to relocate their businesses and homes to Chorley. Contributing to the outstanding quality of life are a number of assets which distinguish and define Chorley from the areas surrounding it and make apparent its unique appeal. These include:

❑   Historical appeal – associations with famous historical figures such as Cromwell and Shakespeare;

❑   A legacy of fine civic architecture and parks;

❑   Market town heritage – the market has been a part of daily life in the town since 1498 and creates a bustling and exciting urban environment;

❑   An "intimately scaled" town centre - with all amenities in walking distance of one another;

❑   The Leeds Liverpool Canal – which winds its route through the borough is enjoyed by many;

❑   Unspoiled upland countryside on the doorstep (the West Pennine moorland and foothills located to the east);

❑   Access to three National Parks within a 1-hour drive of the town;

❑   Traditional village life within easy reach of services and amenities of the larger urban centres; and

❑   Excellent motorway connections to Manchester, Liverpool and Preston.

2.19   This strategy is designed to make best use of the current assets that the borough has to offer, and to create the right conditions for new opportunities to flourish – ensuring a bright future for Chorley. Maintaining and developing these assets will be important both in making Chorley a place where people choose to live and work; and in capitalising on the economic potential of the borough's tourism and leisure assets.

3   An Economic Success Story

A Thriving Economy

3.1   Chorley demonstrates many of the fundamental components of economic success – a strong base on which to build - along with significant potential for further growth. However local economies do not conform to administrative boundaries. It is instructive to consider the sub-regional economic performance of the Preston, South Ribble and Chorley (Core Central Lancashire) area[A].

Core Central Lancashire: Key Economic Trends

GVA Trends: A well-performing economy with historically above average GVA growth as against the region implying that Core Central Lancashire has, structurally, a stronger industrial mix. Projected GVA growth is expected to be closer to the long-term average growth rate to 2015 (2.9% per annum), while the remainder of Lancashire will only track the regional average;

Sectoral Performance: A falling contribution of manufacturing to economic (output) growth but strong service sector performance, particularly connected to public-sector related activity (education; health; admin/ defence). Although declining, manufacturing will still make an important (and disproportionate) contribution to the strength of the Core Central Lancashire economy and is expected to experience net job growth;

Productivity: High manufacturing productivity at 10% above the UK average (a bias towards higher value-added manufacturing sectors) with earnings 8% above, particularly related to the performance of the aerospace sector;

Employment Trends: Consistent employment growth since the mid-1990s recession, with growth since 1998 of twice the regional and national average. Forecasting forward, employment growth is expected to be above the regional average with 3.3% growth over the next decade;

Growth Sectors: Key composite growth sectors (employment and output) are predominantly service-orientated and comprise the following sectors: manufacturing fuels, retailing, air transport, communications, professional services, computing services, other business services, and health and social. It is in these sectors that Core Central Lancashire has a competitive advantage;

Investment: Expected strong growth in investment (above the regional comparator (13.1% per annum) as Core Central Lancashire consolidates its competitive advantage in services;

Employment by Group: A degree of 'switching' between male self-employment into part-time employment, with full-time employment expected to remain roughly constant while self-employment is expected to drop, contributing to growth in part-time employment. Growth particularly in part-time employment in 'tourism' related sectors and higher value-added services (professional/ other business services); along with a significant increase in female full-time employment in the distribution; computing and health sectors.

3.2   The Borough of Chorley itself exhibits many signs of being a successful accessible location for business, a highly desirable place to live and a place in which open countryside is literally 'on the doorstep.' Its geographical position in relation to the Greater Manchester, Liverpool and Preston economies and its relative accessibility in a Lancashire context (by rail and road) have fuelled demand for Chorley as a

residential location. Taken together these factors have supported relative affluence of the borough[3], in-migration from surrounding areas and a buoyant residential market.

3.3   The Borough of Chorley has and will continue to make an important contribution to sub-regional[B] economic success. It can boast:

❑   a strong economic structure aligned with the sub-regional (Core Central Lancashire) economy which has significantly out-performed surrounding areas, posting strong employment growth (which has been largely indigenous i.e. growth of the business base from 'within' rather than driven by inward investment);

❑   a range of sector strengths promoting economic stability - key sectors (in employment terms) comprising metal fabrications, instruments, retail, hotels and restaurants, other business services, and health and other services;

❑   strong business growth – Chorley has been generating more than its fair share of VAT registered businesses and has a higher business density (VAT registered businesses per 10,000 population) relative to sub-regional/ regional benchmarks[C];

❑   business start-up rates – high levels of VAT registrations running at 11.7% of the business stock as against 10.9% across the North West and 10.6% nationally. Benchmarked against the population, registrations are also high at 34 per 10,000 population as against 28 at the sub-regional and regional levels;

❑   estimated GVA per capita of £15,800 which is 11.5% above the Lancashire average and 16% above the regional level for the North West;

❑   a relatively good skills profile – with levels of NVQ4 and above qualifications above the regional level and proportions with NVQ1 – 3 qualifications higher than both regional and national comparators;

❑   high labour force economic activity – which has remained consistently high at 79.9% of the working-age population and is above regional (76.5%) and national (78.2% GB) averages. Self employment in Chorley at 12.2% is also above regional (10.9%) and national (12.1%) levels;

❑   good educational attainment – four out of five of Chorley's secondary schools have higher GCSE pass rates than the national average (51.6%). Runshaw College of Further Education has the best A-level pass rate in the country at over 99%; and

❑   balanced housing stock – with a higher proportion of detached and semi-detached housing than regional/ national benchmarks and a more modern housing stock than many other parts of Lancashire.

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[3] Average household income in Chorley (CACI 2005) is above the regional and national averages. Within the county average household income is higher only in Ribble Valley and Fylde
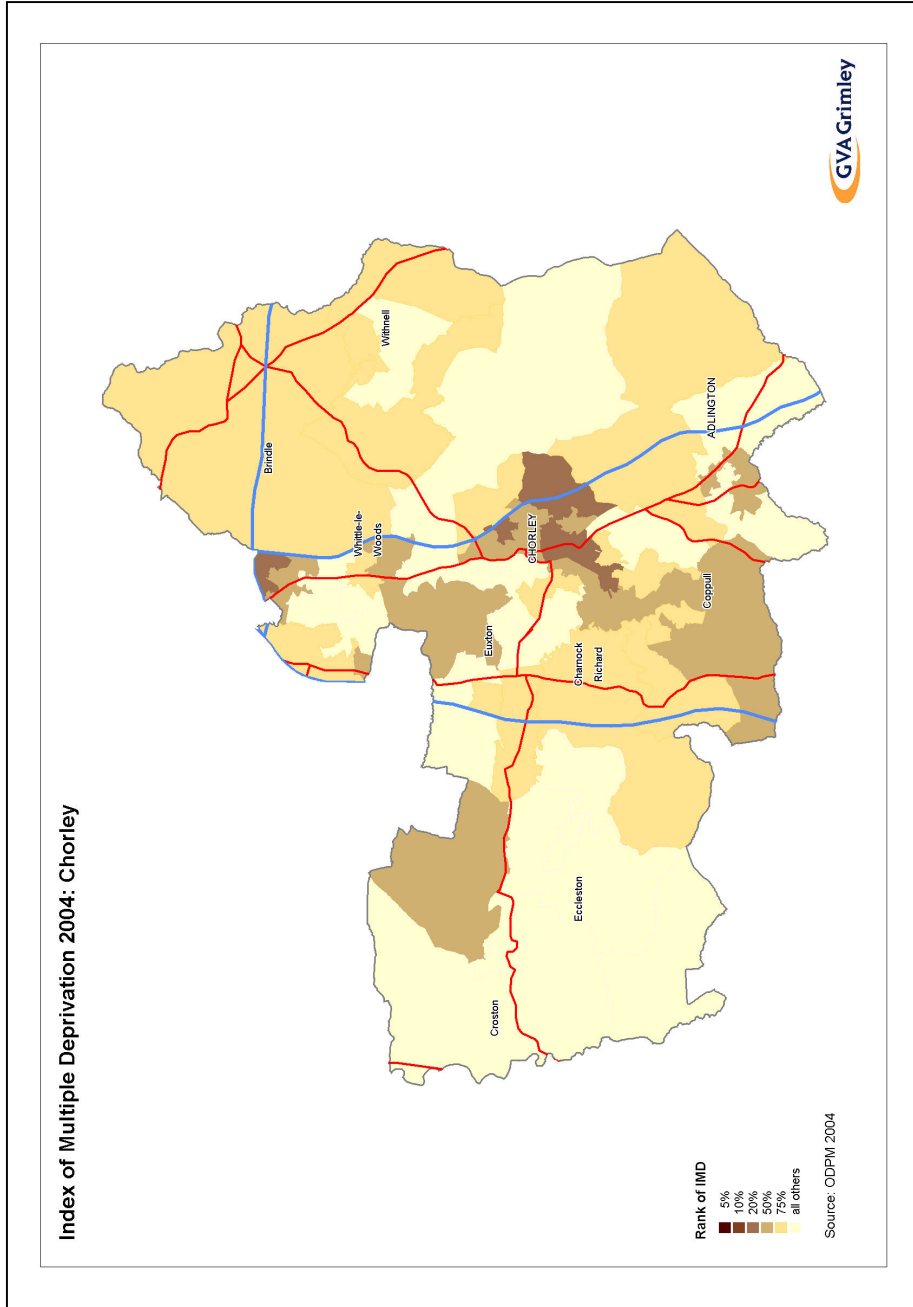
3.4   Looking forward, KPMG's analysis of the Chorley economy points to significant economic growth potential based upon strong recent economic performance. Considering recent performance and macro-economic trends, economic growth in Chorley is expected to be service-sector orientated - key growth sectors being business activities, health and social care, education, construction, and computer and related activities.

3.5   The tourism sector will also remain important to the borough's economy and is an area where there is potential for growth, building upon the boroughs environmental, heritage and leisure assets.

Key Challenges

3.6   While recent trends indicate further strong economic growth *potential* there are a number of conceivable 'brakes' on further growth potential. A key role of the Strategy is to address these, ensuring that the building blocks of economic success are in place.

3.7   The key challenges for the borough are:

❑   **Commuting Patterns:** The 2001 Census found that Chorley generated 51,004 travel to work trips but was the recipient of just 37,438 trips. Therefore the borough exports some 13,576 people (net) on a daily basis to other employment locations. Of the 51,004 travel to work trips generated in Chorley 48.2% are for a destination within the borough, 22.2% for a location elsewhere in the Core Central Lancashire City Region and 15.1% destined for Greater Manchester. Historically this is a legacy of the Central Lancashire New Town Programme which failed to deliver new employment in the borough consummate with the level of house-building.;

❑   **Low Workplace-Based Earnings:** which fall – 9% below the regional average and 12% below those in Manchester reflecting an employment base more biased towards lower-value opportunities. This results in a wage incentive to travel to employment opportunities elsewhere in Central Lancashire (South Ribble/ Preston) and to Manchester for a range of occupations and promotes out-commuting from Chorley. However there is a clear opportunity to redress this given the borough's good skills profile and resident-based earnings which are 7% above the regional average and 10% higher than those in Manchester;

❑   **Low Levels of Workforce Investment:** Chorley's businesses invest less per employee in training and development than their counterparts elsewhere in Lancashire, as profiled by Lancashire Learning and Skills Council (National Employer Skills Survey 2003). Employees within the borough benefit from fewer days training annually, with Chorley's businesses investing approximately £40 less per employee on training every year and setting aside just 4.1 days of training per employee compared to 5.2 days at the Lancashire level. Chorley's businesses conduct fewer Annual Performance Reviews than their counterparts (67% employees compared to 75% at the Lancashire level) and contain fewer employees with a job description in place (84% employees compared to 87% at the Lancashire level). This culture of business complacency in relation to workforce development poses a major challenge for the borough in terms of offering a competitively skilled and dynamic workforce to prospective investors;

❑ **Historically Low Take-up of Employment Land**: averaging just 0.9ha per annum over the last five years. Take-up has been constrained by the availability of *readily-developable* employment land, by a sites and premises offer which ill-match contemporary requirements both in terms of quality and location (and which are second best to supply elsewhere in the sub-region). A strategic policy response and concerted action will need to be maintained to address these supply-side constraints enabling Chorley to better position itself to capture investment in the future. Key to achieving this aim is the development of the 50 ha Former Royal Ordnance Regional Investment Site in Euxton;

❑ **Chorley Town Centre**: retail employment in Chorley has contracted over the last five years during a period in which nationally, the retail sector has been buoyant. This is despite residential development in the borough. The Chorley economy and Chorley Town Centre have hence, to date, failed to capture some of the benefits of residential growth. This reflects leakage to and competition from competing retail centres. Chorley needs to maintain its position in the retail hierarchy if the town centre is to maintain and improve its vitality and viability;

❑ **Economic Exposure**: potential exposure to employment losses in the more vulnerable sectors which are influenced by globalisation;

❑ **Deprivation**: notable pockets of deprivation exist in Chorley Town as measured by the Index of Multiple Deprivation 2004. Parts of the town fall within the worst 10% nationally in respect of employment, living environment and health deprivation and it is imperative to re-connect these areas with opportunities which exist across the borough as a whole;

❑ **Accessibility**: while Chorley is theoretically well served by road and rail networks, key inter-regional arterial routes (particularly the M6) do not serve the borough effectively. Some roads and junctions in the borough are operating close to capacity and this has some bearing on business success. Public transport services are focused upon the central urban belt[D] with infrequent services in the more rural extremities in the east and west of the borough.

3.8   Plan   1   overleaf   show   the   spatial   pattern   of   deprivation   across   the   borough.

Index of Multiple Deprivation 2004: Chorley

Rank of IMD

5%
10%
20%
50%
75%
all others

Source: ODPM 2004

Withnell

Brindle

Whittle-le-Woods

ADLINGTON

CHORLEY

Euxton

Charnock Richard

Coppull

Eccleston

Croston

GVA Grimley

16

3.9

4   Chorley's Economy: Defining the Future

Developing a Vision

4.1   Chorley's Community Strategy has established the over-arching vision for regeneration of the Borough which Chorley Borough Council has now adopted as its Corporate Vision:

"by 2025 Chorley will be recognised as the most sought after place to live and work in the North West, offering an excellent quality of life to all its residents, and will be at the heart of regional developments whilst retaining its unique character."

4.2   The statement demonstrates the central role of economic development in the borough's overall vision.

4.3   The Community Strategy further defines "Putting Chorley at the heart of regional economic developments in the Central Lancashire Sub-Region" as number one of its five defined priorities, based upon the issues identified by the Borough's residents. This forms the overriding aim of Chorley's Economic Regeneration Strategy.

4.4   But what do the Vision/ Priority Statements mean in reality? The Vision is expressed as a series of eleven outcomes which describe what the Chorley Partnership wants to achieve. These include:

❑   A transport infrastructure that facilitates economic growth of the Borough;

❑   Typical earnings will be above the average for the region;

❑   No parts of the borough will be in deprivation;

❑   Chorley town centre will be thriving;

❑   The borough will develop its unique character and feel.

4.5   However the economic challenges that the borough faces are wider than this; they encapsulate:

❑   reversing the current trend of leakage of labour and expenditure from the local economy;

❑   accessibility issues (particularly by public transport);

❑   historically low take-up of employment land;

❑   a particular issue around workplace-based earnings; and

❑   an element of exposure to the effects of economic restructuring.

4.6   However the Economic Regeneration Strategy is less concerned with the 'what' (the aspiration being provided by the Community Strategy) and more concerned with the 'how'. This Strategy is therefore principally concerned with *delivery* - setting out how to turn goals into reality. It is driven by the need to

capitalise on the clear opportunities for economic development and growth which exist across Chorley Borough; and address the particular challenges identified in the previous paragraph which the borough faces.

Growing Sustainably

4.7   Over the past few decades, Chorley Borough has accommodated large-scale new housing development as part of the former Central Lancashire New Town. However this has not been matched by a commensurate level of employment growth or development of the economy to support the incoming population. This has contributed to a high level of out-commuting from the borough.

4.8   Clearly this is not a sustainable model. A Sub-Regional Strategy for Core Central Lancashire has been developed to establish a framework for the sustainable spatial development of the boroughs of Preston, South Ribble and Chorley. It emphasises a balanced model for future development with the strengthening and extending of Chorley's role as a market town, employment growth through provision of new sites in accessible locations, and a appropriate level of housing development within a wider Core Central Lancashire context.

4.9   In many ways, the challenge for Chorley is not about inspiring investor confidence. Chorley already enjoys a qualified workforce, higher than average incomes and a commensurately high quality of life. The challenge is about **facilitating economic growth**, and about **ensuring that future growth is accommodated sustainably** – that it is supported by appropriate infrastructure, accessible and contributes to the wider economic regeneration objectives of the borough.

4.10   The Economic Regeneration Strategy provides a platform for encouraging economic investment and facilitating growth; along with residential opportunities; a package which will not only contribute to immediate issues of sustainability but will also contribute to the achievement of the wider objectives for the Borough.

5   The Economic Regeneration Strategy

5.1   Chorley needs to turn the obvious economic and locational advantages that it enjoys into a package of commercially deliverable projects that capture the imagination of investors, businesses, stakeholders and residents alike. This will be particularly about delivering high-quality, readily available sites and business premises; about Chorley 'selling itself' and about 'place-making.'

5.2   Chorley also needs to support and nurture what it has got, in terms of developing its labour force; supporting business start-ups, survival and growth; and addressing worklessness and deprivation to ensure all of the borough's residents share its success.

5.3   These challenges have been structured by way of six inter-linked themes around which this Economic Regeneration Strategy is based. Each theme will contribute to the overall goal of 'Growing Sustainably,' with the six themes given equal priority.The inter-relationships between the themes are illustrated below.

Figure 1: Strategy Framework

Supporting and Developing Enterprise

5.4   Enterprise is one of the key drivers of productivity in the UK economy. Building a strong enterprise culture and environment has been identified as one of the key pillars of closing the productivity gap between different UK regions and internationally between the UK and its main competitors.

5.5   The Government's Enterprise Vision is that anyone with the talent, potential and drive to succeed in business should have the opportunity and the necessary support to do so, regardless of their background and where they live. The public sector has a key role to[4]:

❑   Build a more enterprise friendly environment – creating the conditions for businesses to thrive and prosper;

❑   To correct for specific market failures – that create obstacles to successful enterprise, such as accessing finance, awareness of business advise, and difficulties in accessing training, research and development.

5.6   The borough can be viewed as an entrepreneurial success story with self employment levels and business start-ups significantly exceeding the northwest regional averages[5]. Looking forward, the growth of an economically active, older population some of whom are willing and able to work, provides an opportunity for Chorley to encourage greater coincide of residence and working in the future.

5.7   The economic analysis supporting this strategy has highlighted a number of factors which are the hallmarks of an entrepreneurial borough. Among the factors prevalent in Chorley are:

Strengths

❑   The relatively high generation of VAT business registrations compared to peer benchmarks;

❑   A relatively high density of businesses per employee compared to the North West and Central Lancs averages;

❑   Evidence to suggest that business growth rather that creation of new business units is triggering the higher levels of VAT registration;

❑   A clear entrepreneurial spirit;

Weaknesses

❑   A lack of higher value base associated with entrepreneurial activity and small business growth;

❑   A superior labour force with high qualification levels, but which is largely displaced out to surrounding travel to work areas due to wage differentials.

❑   A rural community which is performing as well as regional and national benchmarks. However the future is clearly uncertain particularly with the phasing out of grant regimes which have supported the agricultural sector.

5.8   The challenges for the Economic Regeneration Strategy are thus:

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[4] HM Treasury & Small Business Service (2002) *Enterprise Britain: A Modern Approach to Meeting the Enterprise Challenge*
[5] Statistics are provided in paragraph 3.3

❑ Continuing to maintain indigenous business start ups and growth of small and medium enterprises (SMEs)[E];

❑ Enabling a shift to higher-value added activity and attraction of the borough's target sectors;

❑ Providing a competitive wage offer.

5.9 If business growth and a shift to higher value-added activity can be supported, opportunities will be created for employment at wage levels which will match those offered elsewhere within Chorley's travel to work area. More knowledge-based, higher value-added activities generally pay more. Thus it will be possible, in a limited sense, to combat the exodus of workforce from the borough that occurs on a daily basis.

However as the borough is approaching full employment , future employment growth is predicated upon securing additional labour through a combination of in-migration, natural increase and a reversal of travel to work patterns in favour of Chorley. Given current differences in wage levels between Chorley and surrounding areas, raising the levels of higher value added activity and commensurately higher paid employment opportunities is imperative to the competitiveness of the borough.

Enabling Actions

5.10 The package of enabling actions that the Economic Regeneration Strategy proposes is designed to address both supply and demand factors as detailed below. The proposals are intended to provide an indication of the scale and scope of intervention required to facilitate the requisite shift in value-added activity within Small and Medium-sized Enterprises. They are linked to and supported by the other strands of the Economic Regeneration Strategy.

Demand Side Measures

5.11 **Enabling Action 1: Maintaining and Growing Levels of Entrepreneurship**. Runshaw College is a premier further education institution with national recognition for the highest attainment levels. It also offers higher education on a franchised basis. Runshaw College operates a Business Centre and has expertise in training and business development. The College is a clear asset to the borough and can help to further stimulate levels of entrepreneurship alongside equipping existing businesses with the skills and knowledge to ensure high business survival and succession rates.

5.12 The Council will engage the College proactively in two respects:

❑ In the establishment of a "single point of contact" for business training advice. The referral of business enquiries to the College's Business Centre will ensure signposting to the most appropriate opportunities; and

❑ Through joint working and research to determine business curriculum and training. By actively working with the College and Business Link Lancashire, a locally tailored business curriculum will be developed.

Supply Side Measures

5.13 **Enabling Action 2: Becoming Investor Ready**. A consistent theme that has emerged both from the analysis of Chorley's stock of business premises and the consultations with business interests is that the borough lacks an appropriate supply of small and start-up business space. The current stock of starter units that is operated by the Council is at capacity and this level of demand does not show any signs of abating. The supply of sites and premises warrants detailed consideration and indeed comprises a separate strand of the Economic Regeneration Strategy. In the context of sustaining entrepreneurship and containing expanding businesses within the borough, property supply side measures[F] will undoubtedly comprise an important component of the strategy response.

5.14 **Enabling Action 3: Building a Business Support Infrastructure**. There is a need for a "customer responsive" approach to business support, which meets the needs of individual businesses as and when they arise. The Council will investigate the potential to develop a shared business support infrastructure with the South Ribble Business Venture.

5.15 **Enabling Action 4: Boosting Value-Added Activity**. The Council will engage the Lancashire Economic Partnership/ NWDA (Culture Change Programme) at an early stage in order to understand approaches across Lancashire to facilitating a shift up the value chain in the activities of indigenous firms. There is an opportunity to capitalise on best practice emanating from East Lancashire, where there are dedicated resources to facilitate the evolution of traditional manufacturing and final assembly firms into higher value-added activity. The Council, along with business support providers, will work to promote knowledge transfer among businesses, capitalising on best practice both within and outwith the borough.

5.16 **Enabling Action 5: Supporting Opportunities for People to Work for Longer.** The demographic analysis has revealed that the borough has an ageing population structure. In the future this provides a new opportunity to grow entrepreneurial activity. The Council will investigate the potential to develop an "innovative" pilot scheme to encourage home-based entrepreneurship. The pilot scheme will be used to assess levels of demand. The Rosebud Fund, administered by Lancashire County Developments Limited, providing grant based assistance to micro businesses will be one appropriate funding stream to investigate in pursuing this opportunity.

5.17 **Enabling Action 6: Supporting Home Working**. The Council should consider additional planning policy measures to support greater incidence of home based working. These include stipulating a requirement for live/work accommodation in relation to town centre residential developments in addition to policy measures explicitly supporting the live/work concept in established residential areas[6].

5.18 Home-working also requires effective communications infrastructure to be in place. This is being addressed by the elancs.net project – a £1.5 million project supported by the European Regional Development Fund, Business Services (East Lancashire) Ltd, East Lancashire LearnDirect Hub, The New Opportunity Fund and the private sector. It aims to provide high-capacity broadband network connections to the business, community and public sectors.

5.19 **Enabling Action 7: Rural Diversification**. Supporting the establishment of small rural businesses which will include recreation/ tourism/ leisure business elements. Cedar Farm, Botany Bay and Bygone

Times are local examples of successes in diversification of the rural economy. The Council will undertake further work in order to understand current dynamics of rural enterprise and to identify sustainable opportunities for economic diversification.

Key Delivery Partners

5.20   The Lancashire Strategic Partnership must lead delivery of this theme, but will need to work more closely with the local business base and a range of external agencies. Key partners and agencies in realising the interventions will be:

❑   Runshaw College

❑   Business Link (Lancashire)

❑   Lancashire Economic Partnership

❑   Lancashire County Developments Ltd (Rosebud Fund)

❑   North West Development Agency

❑   Business Representatives/ Chamber of Commerce

Improving the Transport Infrastructure & Accessibility

5.21   Chorley is well-served by both road and rail networks with two rail lines and three motorways running through the borough. The borough's relatively good accessibility is borne out by current travel to work patterns, with 48.2% of trips originating in Chorley destined for a location outside the borough.

5.22   However good car-based accessibility masks a number of significant challenges:

❑   Chorley is inaccessible from key national routes – there is a poorly-placed junction on the M6 and no principal station on the West Coast Mainline within the borough;

❑   The impact of planned and future developments, most notably at Buckshaw Village and the Royal Ordnance Regional Investment Site, upon traffic movements meaning that, in the absence of intervention, several road links are likely to operate close to or at capacity in peak periods;

❑   Infrequent and commercially non-viable public transport services in the rural extremities to the west and east of the borough.

5.23   Relative accessibility is a key component of Chorley's competitive advantage. Chorley, and Central Lancashire more widely, have the potential to capture a significant proportion of investment over the next 10-15 years. The critical point here is that a lack of investment in transport infrastructure will reduce Chorley's competitive advantage, both as a location for businesses and a place to live, and will potentially contribute to social exclusion through inhibiting access to employment and services by those who do not have access to a car.

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[6] Subject to a protection of residential amenity

5.24   Investment in infrastructure will be critical to capturing the considerable economic growth potential that exists; in achieving the borough's ambitions for attracting investment, and ensuring the success of the Royal Ordnance Regional Investment Site. It will also be critical to ensuring that local people are able to access the new opportunities that are created (be they employment, services or leisure) ensuring that social inclusion objectives are achieved. Targeted improvements in public transport are therefore required to connect communities across the borough to the opportunities that will be created.

5.25   The impact of the current transport issues which affect Chorley extend well beyond its boundaries. In addressing many of the problems and constraints Chorley will need to work with its partners in Central Lancashire to justify and build a strategic case for investment, recognising that many of these issues transcend administrative boundaries as well as the current 'tight' funding regime for infrastructure investment.

Delivery Actions

5.26   Key actions are focused upon addressing current problems (addressing constraints to growth); supporting strategic opportunities (enabling growth); and linking people to new employment opportunities (social equity).

5.27   **Enabling Action 8: Improving Sub-Regional Public Transport Connectivity** The most successful places are those that are truly outward-looking. Historically, this has been a key component of Chorley's success and this principle continues to apply.

5.28   Providing high quality and rapid public transport connections between Chorley's settlements and the principal growth centres of the Northwest will help to attract investment to Chorley, will provide Chorley's residents with access to a range of employment opportunities and will encourage modal shift towards public transport, reducing pressure on the highway network. Major priorities to be taken-forward will have a sub-regional impact. These have been defined through the Core Central Lancashire Sub-Regional Strategy and comprise:

❑   Improving the speed and reliability of the Manchester to Blackpool via Preston Rail Service;

❑   Development of a new station to serve the Buckshaw Village and Royal Ordnance Regional Investment Site and as a park and ride site for the wider area;

❑   Introduction of express bus services and a Quality Bus Corridor linking Chorley with Leyland and Preston City Centre;

❑   A Quality Bus Corridor between Chorley and Wigan (planned to be introduced in 2005/6).

5.29   Investment in public transport will be supported by a dedicated Marketing Strategy at the sub-regional level to increase awareness and patronage of the public transport network.

5.30   Improvements in public transport accessibility will also be achieved through a spatial strategy for targeting new housing and employment developments in locations which support and sustain public transport.

5.31   **Enabling Action 9: Improving Public Transport Services for Rural Settlements**. The viability of public transport services in rural areas is not a problem unique to Chorley. Traditionally a function of low population densities, in Chorley this is compounded by relatively high levels of car ownership which further reduce patronage. However public transport services remain essential for those without a car including vulnerable groups such as the elderly.

5.32   The rural parts of the borough are currently served by a number of mainstream bus services but patronage and the frequency of services is low. Through the Department for Transport 'Kick-Start' Scheme investment is being made in pump-priming rural transport services and implementing service improvements. With £800,000 funding a high quality fully accessible integrated bus network is being developed in Chorley that is attractive to both existing and potential users. The nine route network has been developed in partnership with Stagecoach North West and aims to provide continuity of service during the day, evening and weekends for settlements across Chorley. However many services continue to require heavy subsidies. In sustaining and improving public transport provision longer-term, more innovative forms need to be assessed. Parts of the borough are currently served by Central Lancashire Dial-a-Ride services or by Community Cars Services, provided by volunteers.

5.33   A co-ordinated appraisal of the range of transport options in the rural parts of the borough is necessary. Any appraisal would assist in the development of a Rural Transport Strategy, led by Lancashire County Council. Any strategy should investigate in the opportunities to strengthen existing provision and the potential for developing and extending more demand-responsive models.

5.34   **Enabling Action 10: Addressing Congestion**. Highway improvements will be essential to ensuring that Chorley remains a competitive business location and ensuring the success of the a number of major development opportunities, most notably at the Royal Ordnance Site. Besides the key motorway links which run through the borough, a network of A-roads connect the borough's key towns to destinations across the region. Congestion is a key problem on some routes, most notably on the A6 Preston Road north of Chorley Town Centre. Over a five day period in September 2003 over 45,000 vehicles per day were recorded using this section of road. Congestion costs businesses in terms of time lost and also acts as a deterrent to investment.

5.35   As part of the Buckshaw Village and Regional Investment Site developments traffic signals will be installed at M6 Junction 28, a new connection made to the A6 North and improvements made to the Hartwood Roundabout. It is unclear at this stage how effective these schemes will be in addressing current problems let alone the expected increase in traffic associated with the new development. A properly functioning highway network will be critical to the success of the new development opportunities and close monitoring of the impact on traffic flow is required. Further infrastructure investment to relieve congestion is not precluded.

5.36   **Enabling Action 11: Opening Up New Areas to Development**. Chorley needs to think about its next generation of development opportunities. In quantitative terms the borough has sufficient employment land to meet the needs of existing firms and inward investment over the next 10 years or so. However there is little employment land identified in the longer term. The Council will start planning for this now to ensure that the provision of strategic opportunities of the highest quality is maintained.

5.37   In connection with a number of recent residential schemes the Council has secured construction of the Gillibrand Link Road and work will soon begin on the Eaves Green Link Road, the final part of the bypass around the south and west of Chorley Town Centre. This will then form an orbital route from the A6 south of Chorley to the A581 to the west of the town, bypassing the town and opening up potential development sites to the west and south of the town. Careful consideration will be given as to an appropriate land use mix for these sites.

5.38   The continuing use of the Camelot Theme Park at Charnock Richard is believed to be uncertain. Cessation of this use could release a site adjacent to the motorway for future development. The potential future use of this site demands a careful and early feasibility assessment of the sustainability of development at this location and potential demand level that it might attract. The site is potentially strategically important to the future employment growth of the Core Central Lancashire sub-region while a new motorway junction could play a key role in defining its future use, in opening up the western portion of the borough and ensuring the long-term success of its economy.

5.39   Feasibility work to assess the potential for development of a new motorway junction and strategic site at Charnock Richard will be given consideration by the Council.

Key Delivery Partners

5.40   In delivering improvements in transport infrastructure and accessibility, Chorley Borough Council will work closely with Lancashire County Council and with adjacent local authorities (particularly within the Core Central Lancashire Sub-Region). Other key delivery partners in realising the strategy will be:

❑   Developers (through Section 106 Agreements);

❑   Public Transport Operators;

❑   Highways Agency;

❑   Government Office for the North West; and

❑   Key Employers.

Providing a Portfolio of Sites and Premises

5.41   Despite Chorley's strategic location at the heart of Lancashire and connected both within and beyond the region by arterial road and rail routes, take-up of employment land has been historically poor. Over the last five years take-up has averaged just 0.9 hectares per annum. Vacancy levels for industrial and commercial premises are over 7.5%: above those in competing centres such as Preston. This is a function of:

❑   Site Location – with the distribution of sites/ premises partly reflecting past industrial geographies (e.g. canal locations; small brownfield sites within predominantly residential areas) which ill-suit the requirements of modern businesses;

❑ Quality Issues – a wide incidence of floorspace in a poor state of repair and shortage of decent, modern office and industrial space in accessible locations. Evidence of recent new floorspace, such as Matrix Park, indicate relatively strong demand for good quality products where these are brought forward;

❑ Availability – just 3.16 hectares of land is development-ready, representing 2% of total supply. Investment is clearly required to bring sites to the market in suitable locations;

❑ Type – local stakeholders indicating a particular shortage of managed workspace facilities offering accommodation of flexible lease terms for Small and Medium Enterprises.

5.42 Collectively these factors have functioned as a constraint on the borough's economic prospects and its ability to accommodate investors. If Chorley is to realise rather than displace economic growth, it needs to address each of these issues and ensure an appropriate supply of sites and premises is in place.

Key Delivery Actions

5.43 The future economic success of the borough is dependent upon ensuring a portfolio of development-ready land and premises to meet a range of requirements. This portfolio will need to cater for the requirements of both strategic investors and indigenous businesses looking to expand or upgrade their business premises; and to cater for a range of cost, size and locational requirements.

5.44 **Enabling Action 12: 'The Bridge of Commercial Opportunity.'** The key employment site in the borough is the Regional Investment Site at Euxton, located between the M6 and M61 motorways to the north of Chorley town. Fifty hectares of land on this site are designated as a Regional Investment Site in the Regional Economic Strategy and Regional Planning Guidance. The site is of regional importance and is regarded as key to inward investment and future employment in the borough and sub-region over the next decade.

5.45 The Council see the Regional Investment Site as being particularly suitable for manufacturing and research and development (R&D) activities in the following sectors: environmental technologies; life science industries (biotechnology and pharmaceuticals); medical equipment and technology; automotive; food and drink; textiles; aerospace; mechanical and other engineering; and energy. Employment attracted to this site is intended to contribute to economic diversification and growth within both the regional and sub-regional context.

5.46 This site will be considered within the context of a range of opportunities available within the immediate area. Chorley offers a cluster of employment land opportunities focused on the Regional Investment Site, Matrix Park (a successful business park falling just across the borough border in South Ribble) and M61 Junction 8 sites (Botany/ Great Knowley and M61/ Botany). Significant investment in infrastructure in the area is planned, potentially including construction of a new rail station on Euxton Lane to serve both the Royal Ordnance Regional Investment Site and the Buckshaw Village development (a mixed use development scheme which will include over 2,000 new homes when complete). Further the area boasts significant healthcare, education and training infrastructure at Runshaw College's Euxton Lane Campus (which includes the College's Business Centre) and Chorley and South Ribble General Hospital.

5.47 Collectively the area provides a critical mass of opportunity. There is significant scope to conceive the area, running from M61 Junction 8 through to Matrix Park and the M6, as a cluster or *'bridge of commercial opportunity.'* Promoting and planning for the area as a whole will have significant benefits in terms of raising its profile as a prestigious commercial location; ensuring the complementarily of investment in the area; and supporting the case for investment in infrastructure. The Statutory Planning Framework for Chorley will guide future development.

5.48 **Enabling Action 13: Employment Land Review.** Chorley's future economic success is dependent upon ensuring the supply of a portfolio of development-ready land and premises to meet a range of occupier requirements. It will need to cater for the requirements of both strategic investors and indigenous businesses looking to expand or upgrade their business premises. A portfolio of opportunities is required to cater for a range of cost, size and locational requirements.

5.49 However it is currently Lancashire County Council's view, as the Structure Plan authority, that Chorley has an over-supply of employment land. The key issue is that demand for employment land is assessed on the basis of past take-up. This approach is too simplistic, making no consideration of site quality, site readiness and future economic prospects.

5.50 A critical review of employment land provision across the borough is required. This will build upon the recent economic forecasts undertaken for the Core Central Lancashire sub-region and will also incorporate market testing/ commercial perspectives. The assessment will consider the appropriateness of sites for the modern economy and consider a balance of sites can be maintained to cater for a range of requirements (in terms of cost, size and location). Sustainable development principles will inform the site assessments.

5.51 The Employment Land Review will consider de-allocating sites where there is little likelihood of development coming forward. It should also include a detailed action plan for addressing site constraints and bringing forward opportunities which meet the requirements of both strategic investors and indigenous businesses. A proactive approach can then be taken to addressing constraints, working with landowners, developers and public sector partners. The Council will also engage representatives of the target sectors in order to understand the requisite conditions for investment.

5.52 **Enabling Action 14: Portfolio of Workspace for Small and Expanding Businesses.** Chorley demonstrates a stronger enterpreneurial spirit, with strong levels of business start-ups as measured by VAT registrations than peer benchmarks. Over the five year period to 2003 business starts in Chorley come out at 34 per 10,000 population against 28 per 10,000 for the sub-region and region. The challenge going forward is both to maintain and further improve levels of start-ups and to shift activity towards higher value-added operations.

5.53 To achieve this the Council will work to maintain a supply of a both industrial and office premises suitable for small businesses designed to meet demand from both start-ups and businesses looking to expand. A key consideration in small business decisions is cost and the managed workspace concept may work well in overcoming barriers to higher rates of business formation. This will be taken forward through both the development of new product and refurbishment/ investment in the existing stock in partnership with the North West Development Agency and other funding partners.

5.54   Working with the owners/management agents of business estates in addition to the NWDA, the Council will pursue targeted refurbishment of existing business premises (both industrial and office) and implementation of enhanced management regimes. Longer-term the Council will take a strategic view working with partners in encouraging and achieving regular stock refurbishment cycles.

5.55   In respect of developing new products, supply will be brought forward in the Southern Commercial Area at Buckshaw Village. Looking beyond this, development of new supply will be taken forward through preparation of development briefs for key employment sites and through future masterplanning work in Chorley Town Centre.

5.56   **Enabling Action 15: Considering the Next Generation of Commercial Opportunities.** While Chorley has an adequate supply of sites in the medium term to meet anticipated demand, no sites have been identified for the longer-term, looking ten or more years hence. Long-term planning needs to start now to bring forward the next generation of prestige employment sites and opportunities in the borough.

5.57   Sites will be identified through the Employment Land Review process, linked to the locational and property requirements of indigenous businesses and inward investors and important among these will be the Camelot site at Charnock Richard.

Key Delivery Partners

5.58   Chorley Borough Council will take the lead in ensuring a portfolio of sites and premises is maintained and will work closely with developers to ensure that its objectives are met. Partners will have a complimentary or enabling role to delivery. These include:

❑   Local Landowners;

❑   Lancashire County Developments Limited; and

❑   North West Development Agency.

A Thriving Town Centre

5.59   The town centre symbolises to the outside world how well Chorley is performing. But its function is much more than that of an attractive "front door" to the town. It should play an important role in the civic and community life of the town. It should offer opportunities for businesses to flourish alongside high quality retail, housing, leisure and recreation uses. It should act as an economic driver for the town in its own right.

5.60   It is therefore imperative that the town centre and its environs are developed and maintained to the highest standard possible in order to support Chorley's vision as "the most sought after place to live and work in the North West".

5.61   Recent investment in the towns rail and bus stations (£137,000 and £3m respectively) have boosted the quality of the primary arrival points in the town, however there are many other challenges to overcome in order to successfully reposition the town centre.

5.62   In developing this strategy, GVA Grimley have considered the Chorley Town Centre Retail and Leisure Study and endorse the findings. The Economic Regeneration Strategy builds upon this work.

5.63   The Retail and Leisure Study has developed understanding of the future contribution that retailing can make to the town centre. Key landholders are showing a strong interest in committing investment to the Town Centre. However the prosperity of the town centre is dependent on more than investment in the retail offer – there are other towns in the immediate vicinity and further afield that are equally competitive. A comprehensive approach, combining retail investment with a wider mix of uses and environmental improvements is required. The urban renaissance agenda has clearly established that vibrant, engaging urban spaces are by definition mixed use in character. The aim is to improve the visitor experience, leisure offer and quality of the public realm as well as the retail offer.

5.64   This is a key challenge for the Economic Regeneration Strategy as it necessitates joint working across a diverse group of town centre business, public and civic interests. Most importantly it involves innovative financing arrangements to deliver progressive change on a number of fronts with a role for the private sector alongside public investment.

Key Delivery Actions

5.65   There are many interventions required to boost the performance and appeal of the town centre. The Regeneration Strategy recognises the need to diversify and enhance the town centre but it does not prescribe detailed spatial interventions to the physical fabric. Rather it suggests priorities for intervention in order to guide future investment and maximise its positive impact.

5.66   The priorities in relation to the town centre have been identified as follows:

Location Specific Priorities

❑   **The A6 corridor** – The A6 provides some of the key gateways to the town centre. Currently the land uses surrounding it are configured around major highway infrastructure and do not reflect the quality of the experience within the town centre. A tree-lined boulevard would be a memorable front door to the town for those travelling in from the south. There is a particular priority to invest in the quality and environment of the corridor in relation to Market Street and the approaches around Bolton Street to the south and to consider redevelopment of key gateways.

❑   **The Town Centre Bypass** should be reassessed and provision made to improve the quality of the environment along this route. Measures should be implemented to change the quality of the bypass with development, uses and landscaping configured to a human scale to project a more attractive image of the town.

❑   **St George's Street** is a fine example of Georgian townscape comprising an intimate row of terraces framing the magnificent church, with a number of 'hidden' courtyards behind the Georgian facades. First impressions of current uses, such as parking and office space, do not sufficiently emphasise the strong sense of place or its conservation area status. The street environment is currently of an average quality. This is a priority location for investment as a high quality cluster of pavement cafes

and associated 'crafts' or specialist shopping' uses[G], encouraging a trend already underway by clarifying planning rules to emphasise a greater mix of uses and improving the public realm.

❑ **The Town Hall 'Square'** – dominated by traffic and appearing tired, the area in front of the town hall at the junction of Market Street, High Street and St Thomas' Street is never-the-less architecturally significant with the church, town hall and former cinema framing a civic route leading to the landmark gates of Astley Park and Hall. A redesigned public realm should give pedestrians far more priority, and act as a setting for more active public use to be made of the buildings and their ground floors. The area from the top of Market Street through to Astley Park should be designated for environmental improvement.

❑ **Astley Park** should be linked more robustly to the town centre, perhaps by street greening to emphasise the route. It is an important piece of the town's civic space that has lost its centrality due to the migration of the town's retail and civic functions westward.

Pan-Town Centre Priorities[H]

❑ **Events and activities** – This investment priority spans the entire town centre. The success of the new retail and market area in the north east of the centre (Market Walk and Booths) is very welcome but should not overshadow other quarters of the town – occasional events should be promoted to attract people into the areas of lower footfall in order to maximise trade potential in currently peripheral locations.

❑ **Mix of uses** –Given the success of adjacent residential areas, a concerted effort to introduce some contemporary 'town centre living' could prove very successful and an important part of a strategy to regenerate the town centre.

❑ **Paving and public realm** – Investment in the public realm helps to define the image of a place. The present designs are no longer sufficiently noteworthy and a rethink should be given to the roll out of a new design which signals and communicates the quality of the town centre. This needs to be of a high quality and hard wearing.

Enabling Actions

5.67 **Enabling Action 16: Establishing a Spatial Framework for the Town Centre.** In order to successfully address all aspects of developing the town centre it will be necessary to develop a clear and robust spatial framework which will ensure that the quantum and quality of development contributes to the required enhancement. To be most effective, this framework will ultimately be consolidated in local planning policy.

5.68 The preparation of the Chorley Local Development Framework (LDF) provides an opportunity to review the spatial framework for the town centre and roll out a strategic masterplanning approach.

5.69 The North West Development Agency is a prospective delivery partner.

5.70 **Enabling Action 17: Town Centre Management.** The ongoing success of the town centre requires effective management and a decision making structure which utilises commercial intelligence and best

practice. Currently the Town Centre Forum provides a strategic direction for investment and development. Parallel to this, Market Walk is managed and administered under a separate arrangement. The feasibility of creating a consolidated town centre management group incorporating commercial interests from Market Walk Management Team, members of the LSP sub-group and other strategic partners will be investigated.

5.71   The Council will take a lead role in engaging partners and obtaining the necessary contributions to the consolidated group.

5.72   **Enabling Action 18: Investing in Public Realm.** Investment in the quality of the public realm and civic environment is a complementary action to private investment in the retail stock. A masterplan (see Enabling Action 16) will private a spatial focus for investment in qualitative aspects of the town. Subject to the preparation of a masterplan for the town centre, the Council will proactively engage funders to ascertain the potential to obtain public sector funding support. The range of sources which might be applicable to the town centre environment include:

❑ Single Programme - as part of a package of measures to boost Chorley's economic performance and its' contribution to the regional economy;

❑ Townscape Heritage Initiative – potential to utilise this funding source to regenerate Chorley's historic market town and civic areas

❑ Public Parks Initiative – potential to access this funding source to improve access to the historic Astley Park from the town centre, in addition to investment in its facilities

5.73   Quality of environment, visitor and shopper experience is a core objective of the Economic Regeneration Strategy. The private sector has an important role to play in delivering the quality and character of public realm/ development which is demanded. A clear spatial development framework for the town centre coupled with design guidance will provide a robust basis to engage private sector partners and to obtain contributions to public realm quality where appropriate.

Key Delivery Partners

5.74   Among the key delivery partners in realising these interventions will be:

❑ North West Development Agency

❑ Traders Association

❑ Chamber of Commerce

❑ Passenger Transit Executive/ First North Western/ Lancashire County Council/ Network Rail

❑ Lancashire and Blackpool Tourist Board

❑ CABE Space

❑   Private developers

❑   Landowners

Improving Skills and Addressing Worklessness

5.75   The Borough is performing exceptionally well in terms of its primary and secondary school education. High performance continues to A-level qualifications. This is undoubtedly a function of the nationally recognised Runshaw College. The borough has higher than average proportions of people with NVQ levels 2, 3 and 4. The proportion of people without any qualifications is also below the Lancashire Learning and Skills Council[i] average.

5.76   However, significant workforce development needs to occur if Chorley is to attract the type of employers which will pay comparable wage levels to those available in surrounding conurbations. Among the challenges which the borough remains to address are those associated with the value and resources that existing employers put in place to support lifelong learning. Chorley's businesses appear to be investing less in workforce development than their counterparts elsewhere in Lancashire[7].

5.77   This culture of reluctance towards investment in workforce development has been a recurrent theme in the consultations which informed the Economic Regeneration Strategy. In particular it was a noted observation of the Runshaw College Business Unit. It is clear that addressing investment in workforce development should be a priority within the Strategy:

5.78   **Enabling Action 19: Demonstrate a Business Case for Workforce Investment.** One of the major barriers at work in Chorley is the perception of workforce investment as a cost. Business Link should investigate the feasibility, working with training and business support providers, of developing a pilot programme to illustrate the operational and financial benefits of undertaking training and skills development. Through such a programme there is the potential to disseminate findings widely within the local business community and to alert them to the commercial benefits of such investment.

5.79   Runshaw Business Centre (part of Runshaw College) is one of the North West's leaders in training an business development. It offers bespoke training packages tailored to individual businesses needs, in addition to a curriculum of more traditional business training activities. The Council will work with business to maximise use of this resource.

5.80   **Enabling Action 20: Incentivise Workforce Investment.** There is potential to link business grants, such as those provided through Business Link, to a requirement to undertake workforce training and development activity. The Council will engage business grant providers, particularly Business Link, with a view to influencing eligibility criteria.

5.81   **Enabling Action 21: Better Promotion of Existing Programmes**. There are many national programmes operating within Chorley which could be better promoted to local businesses, potentially through joint promotional activity. This will ultimately serve to raise awareness and participation levels in the following programmes:

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[7] Source: Lancashire LSC (2005) - online

❑ Skills for Life;

❑ Investors in People;

❑ Apprenticeships; and

❑ The Employer Training Pilot.

Key Delivery Partners

5.82 Key delivery partners in realising these interventions will be:

❑ Lancashire Learning and Skills Council;

❑ Adjacent Local Authorities;

❑ Business Link;

❑ Training Providers; and

❑ Chamber of Commerce.

Marketing Chorley to the World

5.83 Part of the aspiration for Chorley is in addressing its external image – both as a location for business, and as somewhere to visit and shop. Currently, its image deters wider patronage and investment. This is borne out in the level of retail expenditure leakage that the borough currently experiences and in relative levels of inward investment secured.

5.84 Attracting economic investment will play a particularly important part in maintaining the borough's economic momentum and reducing current levels of out-commuting. There is also clear potential for developing sustainable tourism and leisure A comprehensive approach will be adopted both in developing the borough's assets and marketing these. This will support the success of other themes of the strategy: in attracting businesses and investors to the borough and in delivering a thriving town centre.

Enabling Actions

5.85 There are several different scales at which marketing will need to be undertaken, each reflecting the intended target audience. However for each the Council needs to make a firm commitment with budgetary provision to marketing Chorley. Effective marketing will require the following enabling actions:

5.86 **Enabling Action 22: Marketing Core Central Lancashire.** In seeking to benefit from investment from companies without an existing Lancashire base, the Council will consider to what extent Chorley is 'recognised' and can be placed as a location. In many respects there is significant mileage to be gained from working with partners and agencies in Central Lancashire to communicate the key assets and opportunities of the sub-region to a wider audience, and to capitalise upon a Core Central Lancashire brand. Chorley Borough Council should fully endorse and throw its weight behind the marketing of Core

Central Lancashire and the County more widely through the Lancashire Economic Partnership Investment Marketing Group. This will involve close working with the adjacent local authorities of South Ribble and Preston, with the County Council and North West Development Agency.

5.87   **Enabling Action 23: Marketing Chorley – "The Modern Market Town."** A number of components of this strategy, when implemented, will improve the leisure and retail offer in Chorley – and in particular the town centre offer. The Council is also working to enhance the borough's visitor and tourism offer, capitalising on elements such as:

- ❑   Proximity to the Pennine Lancashire foothills (Rivington Pike and Lever Park);

- ❑   The Historic Astley Park and the linking Valley Park;

- ❑   The historic Georgian Quarter of the town centre; and

- ❑   The Leeds Liverpool Canal.

5.88   The Council will communicate investment secured and improvements to its assets and general environment/ lifestyle opportunities. This will be taken forward in two ways:

- ❑   A branding exercise focusing on Chorley as a "Modern Market Town" (see strategy provisions under Town Centre); and

- ❑   Developing a marketing strategy aimed at communicating improvements and raising the profile of the town, its facilities and programme of events through a range of media.

5.89   The marketing programme will provide an opportunity to communicate the unique quality of life aspects that distinguish Chorley from elsewhere in South and Central Lancashire.

5.90   **Enabling Action 24: Design Focus.** Perceptions and image will be critical to attracting people to shop, visit and do business in Chorley. The borough needs to build upon its distinctive nature, building upon the key attributes outlined in paragraph 2.14. The Council will demand high quality urban design and architecture in all new development - demonstrating a positive new direction and local ambition and supporting the vision of Chorley as the most sought after place to live and work in the North West. Heritage-based regeneration will also be promoted across the borough.

5.91   In Chorley Town Centre, high quality design and conservation will be promoted through the Town Centre Area Action Plan and preparation of Development Briefs for key opportunity sites.

5.92   Communicating a change in the quality of the built environment, and a rediscovery of its heritage will also be important, and be key attributes of an effective marketing strategy.

Key Delivery Partners

5.93   Delivery of this objective will be taken forward by a range of partners, and will be co-ordinated by the planned Chorley Marketing Group (a sub-group of the LSP) in partnership with the Lancashire Economic Partnership. The opportunity to tap into current marketing activities of Botany Bay along with planned

investment of Deutche Bank Group in the Market Walk Shopping Centre will be fully explored. Key delivery partners include:

❑ Adjacent local authorities (particularly Preston and South Ribble);

❑ Lancashire County Council;

❑ Town Centre Forum/ Retail Interests;

❑ Botany Bay;

❑ Key Local Businesses.

5.94 Throughout, the opportunity to engage the business community will be fully explored.

6   Summary Action Plan

6.1   The purpose of this section is to bring together the key activities set out in the strategy and to present them in the form of a summary action plan. This is the first step in action planning to achieve the objectives of the Economic Regeneration Strategy.

6.2   The Council and its partners will further investigate the scope and types of projects appropriate. Detailed consideration of the feasibility of individual projects and partnership arrangements will be taken forward as a part of the implementation of the Strategy.

Strategy Theme	Enabling Actions	Key Delivery Partners
Supporting and Developing Enterprise	Enabling Action 1: Maintaining and growing levels of Entrepreneurship	▪ Runshaw College ▪ Business Link (Lancashire) ▪ Lancashire Economic Partnership ▪ Lancashire County Developments Ltd (Rosebud Fund) ▪ North West Development Agency ▪ Business Representatives/ Chamber of Commerce
	Enabling Action 2: Becoming Investor Ready.	
	Enabling Action 3: Building a Business Support Infrastructure.	
	Enabling Action 4: Boosting Value-Added Activity.	
	Enabling Action 5: Supporting Opportunities for People to Work for Longer.	
	Enabling Action 6: Supporting Home Working	
	Enabling Action 7: Rural Diversification	

Improving the Transport Infrastructure & Accessibility	Enabling Action 8: Improving Sub-Regional Public Transport Connectivity	▪ Developers (through Section 106 Agreements)
	Enabling Action 9: Improving Public Transport Services for Rural Settlements	▪ Public Transport Operators ▪ Highways Agency ▪ Government Office for the North West
	Enabling Action 10: Addressing Congestion	▪ Lancashire County Council ▪ Adjacent Local Authorities
	Enabling Action 11: Opening Up New Areas to Development	▪ Key Employers.
Providing a Portfolio of Sites and Premises	Enabling Action 12: 'The Bridge of Commercial Opportunity.'	▪ Local Landowners ▪ Lancashire County Developments Limited
	Enabling Action 13: Employment Land Review.	▪ North West Development Agency
	Enabling Action 14: Portfolio of Workspace for Small and Expanding Businesses	
	Enabling Action 15: Considering the Next Generation of Commercial Opportunities	

A Thriving Town Centre	Enabling Action 16: establishing a Spatial Framework for the Town Centre	- North West Development Agency - Traders Association - Chamber of Commerce - Passenger Transit Executive/ First North Western/ Network Rail - Lancashire County Council - Lancashire and Blackpool Tourist Board - CABE Space - Private developers - Landowners
	Enabling Action 17: Town Centre Management	
	Enabling Action 18: Investment in Public Realm	

Improving Skills and Addressing Worklessness	Enabling Action 19: Demonstrate a Business Case for Workforce Investment	- Lancashire Learning and Skills Council - Adjacent local authorities - Business Link (Lancashire) - Training Providers - Chamber of Commerce
	Enabling Action 20: Incentivise Workforce Investment	
	Enabling Action 21: Better Promotion of Existing Programmes	

Marketing Chorley to the World	Enabling Action 22: Marketing Core Central Lancashire	▪ Adjacent local authorities (particularly Preston and South Ribble)
	Enabling Action 23: Marketing Chorley – "The Modern Market Town."	▪ Lancashire County Council ▪
	Enabling Action 24: Design Focus	▪ Town Centre Forum/ Retail Interests ▪ Botany Bay ▪ Key Local Businesses

7   Monitoring and Review

7.1   To be determined in liaison with Chorley Borough Council

8   Glossary

A. **Core Central Lancashire Sub-Region** – the area represented by the boroughs of Preston, South Ribble and Chorley. Defined as a highly functional sub-region through the Core Central Lancashire Sub-Regional Strategy, the area contains the origins and destinations of 84% of journey to work trips;

B. **Sub Region** – refers to the Core Central Lancashire Sub-Region.

C. **Peer Benchmarks/ Benchmarks** – comparable levels for the Core Central Lancashire Sub-Region and the North West region;

D. **Central Urban Belt** – the built-up area at the centre of the borough lying between the M6 and M61 motorways. It contains the settlements of Chorley, Adlington, Coppull, Clayton-le-Woods, Euxton and Wittle-le-Woods.

E. **Small and Medium Enterprises (SMEs)** – companies with no more than 250 employees which have either an annual turnover not exceeding €40 million, or an annual balance-sheet total not exceeding €27 million;

F. **Property Supply-Side Measures** – interventions to ensure a supply of appropriate business premises to meet the requirements of a range of occupier requirements including new and expanding businesses;

G. **Specialist Shopping Uses** – individual shops, rather than multiples, often although not exclusively trading in niche markets.

H. **Pan-Town Centre Priorities** – priorities which are not locationally specific but which apply across the town centre;

I. **Learning and Skills Council** – government body responsible for planning and funding education and training for over-16 year olds.

Appendices

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Chorley
Borough Council

Report of	Meeting	Date
Head of Corporate & Policy Services	Overview and Scrutiny Committee	2 March 2006

CORPORATE STRATEGY 2006/07 – 2008/09

PURPOSE OF REPORT

1.   To seek Executive Cabinet Approval of the Corporate Strategy 2006/7 – 2008/9.

CORPORATE PRIORITIES

2.   The report seeks to redefine the Council's corporate priorities for the three-year period 2006/7 – 2008/9. It does not, therefore, directly relate to the current corporate priorities.

RISK ISSUES

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

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

4.   The Corporate Strategy 2006/7 – 2008/9 redefines the Council's priorities and provides a strategic framework for business and financial planning during the three-year period. In putting the strategy 'into practice' there may well be operational implications.

BACKGROUND

5.   The Council first adopted its approach to strategic and service planning in 1996. This approach has evolved over the years in response to lessons learned, good practice elsewhere and feedback from external inspectors.

6.   Our current Corporate Plan was published in March 2003 and established our corporate priorities as the 3C's – Customer, Capacity and greener, Cleaner and safer. This three-year strategy comes to an end in March of this year (2006).

7.   The Corporate Strategy will be the Council's main medium term plan which sets out our vision, priorities and strategic objectives for the next three years, 2006/7 – 2008/9.

8.   Our Comprehensive Performance Assessment (CPA) highlighted a number of issues in respect of the current Corporate Plan and we have addressed these as the new strategy has been developed. The issues included:

- our aims are largely undefined,
- no clear ambition in some areas,
- the Plan does not include specific, measurable and sustainable outcomes making it difficult to judge what is being achieved,
- communication of what we are seeking to achieve has been weak,
- existing mechanisms do not allow councillors and managers to ensure that they are delivering corporate or community priorities; and
- the links between Community Strategy and the Corporate Plan are not clear.

COMMUNITY STRATEGY

9.   The Borough's second Community Strategy was published in October 2005, following a period of extensive consultation and the preparation of a detailed Borough profile. The Strategy contains five priorities:

- Put Chorley at the heart of regional economic developments in the Central Lancashire Sub-Region.
- Reducing 'Pockets of Inequality'.
- Getting people involved in their communities.
- Improving access to and take up of public services.
- Develop the character and feel of Chorley as a good place to live.

10.   The Council is a key partner to the Community Strategy and these priorities have, therefore, had a strong influence on the new Corporate Strategy.

11.   A copy of the Corporate Strategy is attached to the report. This has been developed from a series of consultation and development sessions involving Councillors and Management Team.

12.   The sessions have focussed on establishing the current reality for the Council (ie what are the key issues we are facing) and in light of this what we want to achieve over the next three years. All events were well attended and the response was enthusiastic and constructive.

13.   Using the output from these sessions and feedback on the draft as the Strategy as appended has been prepared.

14.   The Strategy identifies our strategic objectives with related outcomes, a series of measures and targets and key projects which will need to be delivered in 2006/07 if we are to make progress towards achieving our targets and strategic objectives. Members will note the close alignment with the Community Strategy priorities.

15.   The key projects identified in the Strategy have formed the basis of budget considerations for 2006/07.

16.   Progress against the Strategy will be reviewed annually with the results of this review forming the identification of key projects and budget deliberations for the following year.

COMMENTS OF THE HEAD OF HUMAN RESOURCES

17.   There are no HR implications at this stage.

COMMENTS OF THE DIRECTOR OF FINANCE

18.   The Corporate Strategy has formed the basis of budget discussions for 2006/07 and a number of the key projects are the subject of investment bids within the budget proposals.

RECOMMENDATION(S)

19.   Executive Cabinet is requested to recommend that Council approve the Corporate Strategy 2006/07 – 08/09.

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

20.   To secure Council approval of the Corporate Strategy.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

21.   Options have been considered during the preparation of the Strategy.

TIM RIGNALL
HEAD OF CORPORATE AND POLICY SERVICES

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Tim Rignall	5140	16/02/06	CPSREP/91822JM2

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Chorley
Borough Council

Report of	Meeting	Date
Head of Corporate and Policy Services	Overview and Scrutiny Committee	2 March 2006

LOCAL STRATEGIC PARTNERSHIPS: SHAPING THEIR FUTURE – A CONSULTATION PAPER

PURPOSE OF REPORT

1.   To inform members of the consultation paper which raises a number of specific questions in relation to the future role of LSP's and to suggest how this Council should respond to the paper.

2.   Formal responses to the consultation paper are required by the 3rd March 2006.

CORPORATE PRIORITIES

3.   Within the Council's draft Corporate Strategy 2006-2009 the Council has identified an outcome of becoming an excellent community leader. To achieve this we need to demonstrate a renewed commitment to the LSP and work with partners to deliver the Community Strategy aspirations and make a difference for the Chorley community.

RISK ISSUES

4.   The issues raised and recommendations made in this report involve risk considerations in the following category:

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

5.   The Council is recognised as 'community leader' in promoting the economic, environmental and social well being of the Borough and consequently has the lead role to play in ensuring the development and implementation of the Community Strategy and Action Plan. It currently takes the lead role in co-ordinating the work of the Local Strategic Partnership and could ultimately become the 'accountable body' for the LSP. The Council will clearly need to deliver the actions where it appears as the 'lead partner' but also to performance manage and report on the progress of other agencies.

BACKGROUND

6.   Local services are increasingly being delivered in partnership – with local authorities working with other public sector agencies, businesses, and the voluntary and community sectors. Local Strategic Partnerships are the vehicle for this way of working. The future role of LSPs is central to the Government's vision for the future of local decision making,

in particular to developing a strong leadership role for local authorities. LSP's also provide an important opportunity for realising better quality neighbourhood engagement and bringing together the resulting neighbourhood agenda.

7.   Local Strategic Partnerships (LSPs) and Community Strategies were introduced as a result of the Local Government Act 2000. Section 4 of the Local Government Act 2000 placed a duty on local authorities to produce a Community Strategy to promote the economic, social and environmental well-being of their areas. Statutory guidance on Community Strategies formally introduced the concept of LSPs and placed an expectation on local authorities to seek the participation of local stakeholders in this process and set up an LSP where possible.

8.   Four main issues are discussed in the consultation paper:

- The role of LSPs and Sustainable Community Strategies (Chapter 1)
- Governance (Chapter 2)
- Accountability (Chapter 3)
- Capacity Issues (Chapter 4)

Chapter 1

9.   The main objective of LSP's is to set out the vision of an area and co-ordinate and drive the delivery of local services leading to improved outcomes for citizens that go beyond the remit of one partner. LSPs are described as voluntary, non executive partnerships. The 88 areas in receipt of Neighbourhood Renewal Funding were required to have a LSP before they could receive NRF.

10.   Prior to the development of Local Area Agreement's, the role of LSPs in non-NRF areas was primarily developing a vision for their locality through their Community Strategy. Increasing, LSPs are moving towards a delivery co-ordination role in particular through the development and delivery of Local Area Agreements.

11.   It is proposed that LSPs should:
- Be the 'partnership of partnerships';
- Develop Sustainable Community Strategies (SCS) based on solid evidence which would be refreshed annually and reviewed every three years and be influenced by local, regional and sub regional issues;
- Develop and drive the effective delivery of their LAA; and
- To produce an action plan which combines the Community Strategy action plan and the LAA action plan.

12.   LSPs will have an important role in supporting neighbourhood engagement and ensuring that neighbourhoods can influence strategic local priorities. It is envisaged that they will play an important role in supporting neighbourhood engagement, listening to the views of the neighbourhoods in a locality, and ensuring that neighbourhoods can influence wider priorities in service delivery and the allocation resources. Parish councils will play an important role in making links to specific neighbourhoods.

13.   The Local Development Framework (LDF) provides the spatial expression to a Community Strategy and must be a key component in the delivery of the Sustainable Community Strategy.

14.   The roles of LSPs in two tier authorities need to be clearly defined. The LSP evaluation programme found three ways of working to date:

> ➤ Aggregation model – where district level Community Strategies are aggregated to form an overarching strategy, at county level;
> ➤ Added value model – county Community Strategy focuses on areas where it can add value to district strategies – creating more strategic focus, avoiding duplication and with an emphasis on sub regional issues; and
> ➤ Separatist model – where the county strategy has been developed with few linkages and in isolation to district strategies.

15.   The paper suggests that a possible model in two tier authorities could be to develop a strategic Sustainable Community Strategy at county level, with a remit to engage with the regional, sub regional tier and district authorities/LSPs to reflect their priorities. District level LSPs could then focus on local/neighbourhood engagement and establishing an analysis of the needs of their population. There is evidence of a similar structure being established in unitary areas with local area partnerships for specific parts of the authority working within the strategic overview of the LSP. This model is based upon a presumption that each local authority should have its own LSP which can determine the specific priorities for that area.

Chapter 2

16.   The local authority's involvement is vital to the effective operation of an LSP, the local authority is also responsible for producing the Sustainable Community Strategy and is accountable for the LSPs actions. The local authority is also the accountable body for the LAA.

17.   The basic structure of an LSP should include some form of executive board under pinned by local thematic partnerships and perhaps focused around the four LAA blocks. The executive should be made up of all the key interests in an area: elected representatives, the local authority Chief Executive, senior public sector officials, voluntary, community and business sector. The lead members from the thematic partnerships would be expected to be represented on the Executive.

18.   Local Public Service Boards focus on bringing together the major public sector partners in the locality, to map and influence the totality of public expenditure and to co-ordinate joined up public service delivery. In many ways LPSBs have the same role as the LSP executive board but tend to have less broad representation. LPSBs should be set up within the LSP rather than as a rival to it.

19.   As all LSPs begin to move towards a greater delivery co-ordination role, it is important to consider whether to set them on a firmer footing by clarifying and formalising their role by imposing a 'duty to co-operate' on the key public service agencies.

Chapter 3

20.   The LSP is accountable vertically to Government through delivery of the LAA and horizontally to local people through the democratic process through the local authority executive, as ultimate responsibility for the LSPs actions rest here. The Overview and Scrutiny role of backbencher ward councillors also has a clear role in scrutinising the stated plans and priorities of the council and other agencies, commenting on the results of local consultation, and initiating audits of resources to meet expressed needs.

21.   Each partner within the LSP is responsible for the actions they agree to undertake, and as such are accountable for the delivery of those actions to the LSP, to their parent organisation and to the local community.

22.   Performance Management Frameworks are seen as central to the delivery of Community Strategy Action Plans and the LAA.

Chapter 4

23.   As LSPs are becoming more focused on delivery of outcomes, the skills needed to develop and maintain effective LSPs have developed. LSPs now also need skills in performance management, planning, data collection, analysis and use of evidence and evaluation. Influencing and collaboration skills are also vital in ensuring strong, effective leadership by the LSP. LSPs need to develop the skills to ensure that this happens.

24.   LSPs will be expected to be supported by partners within existing budgets as partnership working should be a more efficient way of delivering outcomes.

25.   Actions agreed by the LSP should be resourced 'up front' to ease the burden on any one agency that would be traditionally be expected to fund the action.

DRAFT RESPONSES TO KEY QUESTIONS

Key Questions – The role of LSPs and Sustainable Community Strategies

LSPs, Sustainable Community Strategies and LAAs

1:   *Do you agree that the key role of the LSP should be to develop the vision for the local area, through the Sustainable Community Strategy and the 'delivery contract' through the LAA*

A: The proposed key role of the LSP is favoured. Extensive work has been undertaken to ensure that the LAA fully reflects the priorities of Chorley Borough's Community Strategy and combining the Community Strategy Action Plan and the relevant parts of the LAA Action Plan would seem a sensible approach.

Regional/sub-regional engagement

2:   *We believe it is important that LSPs reflect regional/sub-regional plans where relevant in their Sustainable Community Strategy priorities and that regional organisations and partnerships take account of key local needs. How can this greater co-ordination best be facilitated?*

A: This greater co-ordination could be achieved by discussion between LSPs and relevant organisations and subsequent development of agreements covering the relevant processes. The Government could assist this process by requiring that consultation processes be formalised with respect to LSPs being consulted on Regional and Sub regional Strategies and facilitate the achievement of consistency between these Strategies and the Sustainable Community Strategy.

Links to local plans

3:   *Would a requirement on bodies producing theme or service-based plans to 'have regard' to the Sustainable Community Strategy in doing so and vice versa, increase the LSP's ability to take the over-arching view in an area?*

A: A local LSP is able to take an overarching view in an area based on detailed profiling information and comprehensive community consultation. In this respect the suggested requirement would add little. The requirement on bodies to 'have regard' to the Sustainable Community Strategy when producing their own plans could potentially improve the existing levels of alignment with Community Strategies but this would depend on the precise nature of this requirement and its status. The need to provide partners at a local level with greater

flexibility (to be less tied to national targets) is more significant in achieving alignment with the Sustainable Community Strategy.

Sustainable Community Strategies

4:   *Are the proposed steps in the development of a Sustainable Community Strategy correct?*

A: Step 6 perhaps needs altering to say that it is the Sustainable Community Strategy <u>Action Plan</u> which should be refreshed annually in line with the annual refresh of the LAA Action Plan and not the Sustainable Community Strategy. A Strategy represents a long term vision and while this will not remain static an annual refresh may not be appropriate. The disitinction between strategy and action plan is significant.

5:   *What more could be done to ensure Sustainable Community Strategies are better able to make the links between social, economic and environmental goals and to deal more effectively with the area's cross-boundary and longer-term impacts?*

A: Providing partners with more flexibility to work together at a local level by reducing the number of national government set targets and initiatives. Also by LSPs working more closely at a sub regional level.

Neighbourhood Engagement

6:   *What should be the role of the LSP in supporting neighbourhood engagement and ensuring the neighbourhood/parish voice, including diverse and minority communities, is heard at the principal local level?*

A: LSP's should have the key role. With a range of agencies pursuing engagement and consultation initiatives co-ordination and co-operation is vital. The LSP should ensure that it provides consistent mechanisms for local communities to participate in the neighbourhood management schemes/arrangements and for local communities to influence the development and review of the Sustainable Community Strategy. The involvement of parish councils is a key factor in making the links to local neighbourhoods.

7:   *In two-tier areas, is it most appropriate for the responsibility for neighbourhood engagement to rest with the district level LSP?*

A: Yes, district level LSPs are best placed to support the development of neighbourhood engagement, since they comprise partners operating at a local level with close links to neighbourhoods. This doesn't suggest that district level LSP's shouldn't retain a strategic role as implied in the consultation document.

Links with Local Development Framework (LDF)

8:   How can spatial planning teams best contribute to Sustainable Community Strategies through the LSP and ensure that LDFs and Sustainable Community Strategies are closely linked?

A: At a district level. In Chorley we have been successful in establishing close links through a Community Strategy/LDF members working group. The preparation of both documents has been closely aligned.

9:   *How could revised guidance and accompanying support materials best ensure that Sustainable Community Strategies and Local Development Frameworks join up effectively?*

A: The revised guidance would need to allow flexibility since both Sustainable Community Strategies and LDFs also need to link with many other plans, priorities and timescales. Also, LDFs have a different statutory basis to that of Sustainable Community Strategies.

Two-tier areas

10: *Should every local authority area have its own LSP?*

A: Yes. Each local authority area has distinct needs and priorities which need to be reflected in any overarching vision and supportig strategy. Merging LSP's means that one areas priorities might be lost.

11: *Would the establishment of a greater delineation of roles between County and District LSPs as suggested be sensible?*

A: A greater delineation of roles would be welcome. We would suggest the preparation of SCS's at District level with the County LSP role being a combination of the 'aggregation' and 'added value' roles above.

Key Questions – Governance of LSPs

LSP as the partnership of partnerships

12: *We believe that it is important that the LSP is made up of the thematic partnerships in the area together with an LSP board. What is your view?*

A: Government should not be prescriptive about the exact structure of LSPs and this should be decided locally. The proposed new structure of the Chorley Partnership partly reflects the basic LSP governance structure as it has a Board, Executive and some thematic partnerships (though not fully reflective of the four LAA blocks). We also strongly believe in the idea of a Local Public Service Board. A large amount of public sector money is spent in local areas and there is potentially tremendous benefit to mapping this and seeking to more closely align it behind SCS priorities. A LPSB also provides a forum to discuss opportunities for joint working, service provision, procurement, etc.

13: *We believe that a rationalisation of local partnerships would help the LSP Executive take an effective overview. Would clustering partnerships around the four LAA blocks be a sensible way to achieve this?*

A: Clustering partnerships around the shared local/national priorities would be more helpful. Some of the linkages within LAA blocks are contrived, e.g. Healthier communities and older people.

14: *We believe that the geographic boundaries of partners within LSPs is important. What do you see as the opportunities for, and barriers to, co-terminosity shared geographic boundaries?*

A: Boundaries while important do not always present barriers and there are many examples of cross boundary working at a local level. This question perhaps highlights the point that current consultation on LSP's and CDRP's is out of line with the local government review, future PCT structures, police force mergers, Fire Service restructuring, etc. We would suggest that these should be better aligned.

15: *Within the LSP framework and its established priorities, would the creation of single delivery vehicle to tackle particular issues be helpful?*

A: What matters is what works. This could possibly be helpful but it should be voluntary and be decided locally as to whether this is pursued. It would also need to be accountable to the LSP.

Ensuring wide representation

16: *How can the neighbourhood and parish tiers be involved most effectively on the LSP on (a) the executive and (b) individual thematic partnerships?*

A: This in part relates to question 6. The key is a co-ordinated and successful approach to neighbourhood engagement. If this is in place neighbourhood and parish tiers will be effectively involved. Local ircumstance will dictate the best model for this. On the Executive we would suggest a representative from an 'umbrella organisation'. A similar approach would be appropriate to thematic partnerships. In terms of Parish Councils a robust Parish Plan is important to feed into the SCS prepartion process.

17: *How can the private, voluntary and community sectors be involved most effectively on the LSP as (a) the executive and (b) individual thematic partnerships.*

A: As for 16 above.

Providing a legislative foundation

18: *Would a duty to co-operate with the local authority, in producing and implementing the Community Strategy, help to set LSPs on a firmer footing and better enable their enhanced delivery co-ordination role?*

A: The proposed 'duty to co-operate' may be helpful and clarify responsibilities although it does not necessarily ensure effective engagement. There will be experience from CDRP's which can be drawn on here.

19: *If so, what obligations, such as attendance, financial or staff support, would be useful to place on partners?*

A: The key is that people want to be there, not made to be there. There needs to be a reason for attending – better outcomes for local people. Within local LSP structures there should be the opportunity for challenge. Future inspection arrangements, across the board, might consider contribution to SCS priorities? Currently agencies are supportive of SCS targets but feel limited to contribute as they are already tied to achievement of national targets and almost feel that the community strategy is a distraction to their day job.

20: *If so, which public sector agencies would the duty be most sensibly placed on?*

A: Most public sector agencies are already contributing they simply need less national prescription. Again we would suggest a local LPSB as a key development.

21: *Should there be a statutory duty on local authorities and named partners to promote the engagement of the voluntary and community sectors in the LSP?*

A: The Local Compact aims to ensure effective engagement of the voluntary and community sectors in the LSP already. It is not, therefore, necessary to place a statutory duty. There are issues for the voluntary, community and faith sectors in having the capacity to engage as is often expected of them.

Key Questions

Accountability between partners

22: *Should each partnership be encouraged to produce protocols or 'partnership agreements' between partners to ensure clear lines of accountability for the delivery of agreed outcomes?*

A: There may be some value in producing partnership agreements, but only if they are kept very short and specific. Key lines of accountability are crucial.

23: *We believe that if partnership working was included as part of other key agencies' assessments it would be effective in securing greater commitment from other public sector agencies. What are your views?*

A: This would secure greater commitment.

Involvement of local councillors

24: *What do you see as the key role for Executive Councillors within LSPs?*

A: Decision makers. To have the authority to commit the Council to a project/initiative/course of action. Also, to communicate the work of the LSP with non – Executive Councillors.

25: *What do you see as the appropriate role for backbenchers particularly in ensuring a high quality of local engagement?*

A: Participation in preparation of the SCS by feeding in views from the local community. Holding the Executive and other partners to account.

26: *What would make Councillors' powers of overview and scrutiny more effective in scrutinising the 4 blocks of the LAA?*

A: A District level LAA built around our community strategy priority outcomes! Our Councillors will be more interested in monitoring progress against our community strategy (which to some extent incorporates LAA). Many partners do not see themselves as accountable to councillors, for example the Police are accountable to the Police Authority. Something that makes partners feel they are accountable to Councillors would help. Scrutiny Committee could have an important role in challenging actions and policy development provided partners accept this role.

Involvement of Members of Parliament

27: What would be the most appropriate way for a Member of Parliament to be involved with the LSP and how can we ensure that it is complementary to the role of local councillors?

A: Our Member of Parliament currently has a seat on the LSP. They can relay local priorities/ concerns to sub-regional/regional bodies, GONW and government departments as appropriate. Can also assist in holding partners to account..

Involvement of Communities Served

28: *How can we promote effective community engagement and involvement, from all sections of the community, in shaping local priorities and public services?*

A: This approach needs to be decided locally.

29: *How can we maximise the opportunities for joint policy and joint activity on community engagement, including the LDF, the LAA and Sustainable Community Strategy?*

A: Again a locally determined approach would be best. Government can assist by ensuring that the relevant guidance facilitates a consistent approach by the LSP and the partner organisations responsible for producing and delivering these documents.

30: *How can accountability to local people and businesses be enhanced?*

A: Greater transparency of LSP activity and a better O&S function.

Key Questions

31: *What are your LSPs key support / skill gaps?*

A: Performance management is growing in importance for the Chorley Partnership. Chorley Borough's Corporate Strategy target of achieving 'Green status' for the LSP by March 2009 will require a detailed baseline to be prepared. Help and support to achieve this would be of most benefit.

32: *What extra or different support would be most helpful in shifting to a more delivery focussed role?*

A: As 31. Support in mapping public sector expenditure as part of setting up an LPSB would also help.

33: *How would LSPs prefer to receive information and support; through guidance, toolkits, sign-posting to existing information, practical learning opportunities etc?*

A: A mixture of the above.

34: *How can LSPs ensure that adequate learning and support provision is available to build the capacity of communities to engage with the LSP and its partners at the various levels?*

A: This will vary on circumstance but needs to be considered as part of developing a consistent and co-ordinated approach.

35: *What learning or development do you feel is required by LSPs in order to deliver sustainable communities that embody the principles of sustainable development at the local level?*

A: Further development of strong community leadership, relationships and defining of roles supported by provision of appropriate materials for use by the LSP.

CONCLUSION

26.   Local Strategic Partnerships are increasingly playing a major role in the delivery of local services. Whilst the discussion in the consultation paper around roles of LSPs in two tier authorities may seem untimely, given the current debate around unitary status, it is important that we address at least some of the other issues including 'duty to co-operate' and local authorities being the 'accountable body' for the LSP.

27.   The future role of LSPs will be defined in a Local Government White Paper later this year. In addition, draft and final guidance will be released on producing Sustainable Community Strategies later in the Autumn.

COMMENTS OF THE HEAD OF HUMAN RESOURCES

28.   This report has no apparent HR implications.

COMMENTS OF THE DIRECTOR OF FINANCE

29.   At present there are no financial implications associated with this piece of work. There may be legal implications if the 'duty to cooperate' with the local authority was introduced and the local authority was required to act upon it.

RECOMMENDATION

30.   To consider the report and the draft responses contained under each question raised in the consultation paper.

31.   To gain agreement that these draft responses can be submitted to the ODPM on 3 March 2006.

TIM RIGNALL
HEAD OF CORPORATE AND POLICY SERVICES

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Jane Casey	5348	16 February 06	O&Sreport2march06

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Office of the
Deputy Prime Minister
Creating sustainable communities

Local Strategic Partnerships: Shaping their future

A consultation paper

Office of the
Deputy Prime Minister
Creating sustainable communities

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A consultation paper

CONTENTS

Foreword

Local services are increasingly being delivered in partnership – with local authorities working with other public sector agencies, businesses, and the voluntary and community sectors. Local Strategic Partnerships are the vehicle for this way of working.

The future role of LSPs is central to the Government's vision for the future of local decision-making, in particular to developing a strong leadership role for local authorities. LSPs also provide an important opportunity for realising better quality neighbourhood engagement and bringing together the resulting neighbourhood arrangements.

LSPs play a significant role in the delivery of many of our objectives – providing an opportunity to define and deliver local priorities across the area rather than work being confined to separate agencies. LSPs in areas of high deprivation have a key role in tackling entrenched disadvantage and all LSPs will play a vital role in agreeing and delivering Local Area Agreements.

Community Strategies need to evolve into Sustainable Community Strategies. These will be: based on firm evidence; add value to other local plans; be spatially relevant and robust enough to set the agenda for priorities in Local Area Agreements.
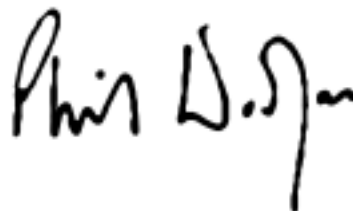
Partnerships only work well where they are developed locally to reflect the local situation. We understand that 'no- one- size- fits- all' and do not want to prescribe how an LSP should work. However, it is critical that LSPs are able to fulfil the new expectations being placed on them and move to genuinely driving better co-ordinated local services. To achieve this, all partners need to see collaboration as the only way to achieve efficient and coherent services and not an addition to the day job. To achieve this major shift, changes will need to be made, not just at a national, but at regional and local levels as well.

LSPs in receipt of Neighbourhood Renewal Fund (NRF) resources have already made the shift from focusing on process to the delivery of outcomes through the introduction of performance management. Local Area Agreements are also clearly focused on outcomes and it is crucial all LSPs now develop this delivery focus in order to achieve the vision set out in their Sustainable Community Strategies.

Your views will be invaluable in shaping the future development of Local Strategic Partnerships.

David Miliband
Minister of Communities and Local Government
Office of the Deputy Prime Minister

Phil Woolas
Minister for Local Government
Office of the Deputy Prime Minister

Next Steps

The Consultation Exercise

In this consultation paper we ask a number of specific questions; you are welcome to respond to them all, to some or not others or to write about other issues that have not been covered. Responses to this consultation paper should be received no later than 3rd March 2006 to:

The LSP Consultation
The Office of the Deputy Prime Minister
Zone 5/K10
Eland House
Bressenden Place
London SW1E 5DU

Tel: 020 7944 4088
Fax: 020 7944 5183

or email your contribution to:

lsp@odpm.gsi.gov.uk

Further copies of this consultation paper are available from the above address Alternatively, you can read this consultation paper online at:

www.odpm.gov.uk

Disclosure

A summary of responses to this consultation will be published. Paper copies will be available on request.

Information provided in response to this consultation, including personal information, may be published or disclosed in accordance with the access to information regimes (these are primarily the Freedom of Information Act 2000 (FOIA), the Data Protection Act 1998 (DPA) and the Environmental Information Regulations 2004).

If you want the information that you provide to be treated as confidential, please be aware that, under the FOIA, there is a statutory Code of Practice with which public authorities must comply and which deals, amongst other things, with obligations of confidence. In view of this, it would be helpful if you could explain to us why you regard the information you have provided as confidential. If we receive a request for disclosure of the information we will take full account of your explanation, but we cannot give an assurance that confidentiality can be maintained in all circumstances. An automatic confidentiality disclaimer generated by your IT system will not, of itself, be regarded as binding on the Department.

The Department will process your personal data in accordance with the DPA and, in the majority of circumstances; this will mean that your personal data will not be disclosed to third parties.

Ministers may wish to publish responses to this consultation paper in due course or deposit them in the libraries of the House of Parliament. All responses may also be included in statistical summaries of comments received and views expressed.

Executive Summary

1. Local Strategic Partnerships (LSPs) and Community Strategies were introduced as a result of the Local Government Act 2000. They have helped make great strides to improve the local quality of life. LSPs are now established in all areas and much progress has been made in terms of representation, establishing a common vision and moving to genuinely collaborative working. Community Strategies and Local Strategic Partnerships have a critical role in further developing coherent service provision and genuinely sustainable communities.

2. LSPs are working in an increasingly complex and challenging environment with important expectations being placed on them. This has increased the need to ensure that LSPs are working effectively and accountably, a theme developed in the Audit Commission's recently published paper "Governing Partnerships."[1] This consultation examines the future role of LSPs, their governance and accountability, and their capacity to deliver Sustainable Community Strategies. It poses a series of questions under each of these headings designed to help us understand how LSPs are operating at present and where changes could be made nationally, regionally and locally to help them develop most effectively.

The consultation's aims

3. This consultation, which is part of the local:vision debate on the future of local government, re-examines the role, governance and capacity of LSPs and Community Strategies both in terms of short-term changes and more radical longer-term adjustments. Discussions with key national, regional and local partners have led us to identify a number of key ambitions for the future development of LSPs. These core objectives are set out below:

    ● Commitment amongst central government departments, regional organisations and local partners to the LSP system of partnerships and the Sustainable Community Strategy as the over-arching local plan;

    ● An evolved role for the local authority including local authority members in facilitating action through the LSP and Sustainable Community Strategy;

    ● LSPs able to effectively identify and deliver against the priorities for joint action in their area through the Sustainable Community Strategy, Local Neighbourhood Renewal Strategy, Local Area Agreement (LAA) and Local Development Framework, in a clearly accountable way;

    ● LSPs better able to support neighbourhood engagement and to help ensure the views of neighbourhoods and parish councils can influence strategic local service delivery and spending; and

    ● Effective, transparent and accountable governance and scrutiny arrangements for LSPs to enable partners to hold each other to account and local people to hold the partnership to account.

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1 "Governing Partnerships – Bridging the accountability gap" Audit Commission Oct. 2005.

4.   Our vision for the role of the LSP is that it takes the strategic lead in the locality by bringing together the views of the local partners, including critically representatives of the private, voluntary and community sectors, with national, regional, and neighbourhood or parish priorities in developing the Sustainable Community Strategy. The strategy would set out the vision and priorities for the area with the Local Area Agreement defining the detailed outcomes, which will be part of the Sustainable Community Strategy's action plan. The Local Development Framework is then the land-use delivery plan for the Sustainable Community Strategy. The outcomes from the LAA would be scrutinised by local authorities and LSPs and then monitored, reviewed and reported on. The Action Plan and its outcomes would then feed into future revisions of the Sustainable Community Strategy and LAA. Diagrams showing these arrangements for different tiers are shown on pages 22-23.

The changing policy environment

5.   The Government has now set out its vision for creating genuinely sustainable communities. Delivering sustainable communities is the core purpose of Community Strategies and Local Strategic Partnerships. There are currently over 360 Local Strategic Partnerships (LSPs) in England, 88 of which are in areas that currently receive Neighbourhood Renewal Funding (NRF). Some of these partnerships date back to local initiatives in the early 1990s, others have only been set up relatively recently. Over recent years progress has been made in terms of increasing representation of harder-to-reach groups, joining-up working on cross-cutting themes and using well-being powers to facilitate improved local services.

6.   Those areas in receipt of NRF are required to have an LSP but outside those areas, LSPs are entirely voluntary. In the past, their role was to develop a vision for their locality through their Community Strategy. This shared vision for the area remains an important part of their role but LSPs across the country are also increasingly becoming involved in delivery. A lot is expected of all LSPs, in particular, the development and implementation of LAAs. This enhanced role provides new challenges to many LSPs. They need to be capable of attracting senior membership, taking difficult decisions and challenging partner members where necessary, in order to drive forward local public service improvements and manage the performance of the elements of the partnership.

7.   This builds on the strong emphasis placed on LSPs in the delivery of Neighbourhood Renewal. LSPs were required to develop a Local Neighbourhood Renewal Strategy and deliver the Neighbourhood Renewal outcomes. LAAs have placed further expectations on the role of LSPs and Community Strategies. First piloted in 21 areas in 2004/05, LAAs are now being rolled out to all upper-tier authorities in England over the next two years. LAAs set out the priorities for a local area negotiated between central government, represented by the Government Office, and a local area, represented by the local authority and LSP. The experience of the pilots bore out the importance of the LSP in bringing together the thematic partnerships in the local area; providing the governance framework for the delivery of the LAA; and ensuring the identification of cross-cutting themes and ensuring community engagement in the LAA. There are also clear links between the LAA and Community Strategy – both of which set out the priorities for the locality – and many areas have taken their Community Strategies as the basis of their LAA.

8.   LSPs also have a key role in our proposals to increase the opportunities for neighbourhood engagement and action following the publication of the local:vision document *Citizen Engagement and Public Services: Why Neighbourhoods Matter* (ODPM and Home Office, Jan 2005). It is envisaged that the LSP will have an important

facilitating role in supporting neighbourhood engagement and ensuring that neighbourhoods and parish councils can influence strategic local priorities. *Why Neighbourhoods Matter* states that *'evidence shows that action at the neighbourhood level is likely to be more effective where councils and the Local Strategic Partnerships (LSPs) have in place effective arrangements at the more strategic level'.*[2] These arrangements should include a co-ordinated approach to community engagement and a commitment to the resources necessary to support it. Neighbourhood management has also proved to be a good way of engaging citizens and influencing service delivery, for example on improving local green spaces.

9.   The Government has also set out its commitment to greater involvement of citizens and communities in the improvement of policies and services in the *Together We Can* action plan and the proposals in this document seek to reflect the implementation of that commitment.

10.   A further influence on the role of the LSP is the change in focus of Community Strategies to become *Sustainable* Community Strategies. This reflects the increasingly important role of Community Strategies in helping to deliver genuinely sustainable communities which balance and integrate economic, social and environmental goals. Many Community Strategies have, in the past, struggled to articulate how they will address the area's longer-term and cross-boundary issues. Sir John Egan[3] found there was a need for local leaders to establish priorities that were sustainable and connected to the anticipated changes in the local area. He recommended that these be brought together in a Sustainable Community Strategy. We believe that the move to Sustainable Community Strategies, as part of the wider role changes for LSPs and local authorities outlined in this paper, will help them fulfil the requirement in the Local Government Act 2000 to produce Community Strategies, which contribute to sustainable development in the UK.

11.   The local:vision document *Vibrant Local Leadership*[4], published in January 2005, also demonstrated a commitment to developing this co-ordinating community leadership role of each local authority. It suggested that a long-term objective for the next ten years should be:

   '…developing the effectiveness of the community leadership role of councils in relation to the range of local services that contribute to the well-being of an area and strengthening the relationships between local partners'.

12.   This emphasis on the 'community leadership' role of the local authority is vital as it points to the way in which this leadership should be exercised i.e. in partnership rather than by command. The benefits of partnership working in addressing difficult issues are widely recognised and we have placed increasing emphasis on partnership working across government, for example, through Crime and Disorder Reduction Partnerships and, more recently, Children's Trusts. We have also recognised that, to be effective, these different partnerships and their plans must be co-ordinated. This role as the "partnership of partnerships" was always envisaged for LSPs. It is now imperative that this becomes a reality.

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2   The local:vision document "Citizen Engagement and Public Services: Why Neighbourhoods Matter" ODPM Jan. 2005.

3   "The Egan Review Skills for Sustainable Communities" ODPM 2004.

4   Vibrant Local Leadership, ODPM, 2005
   See http://www.odpm.gov.uk/stellent/groups/odpm_localgov/documents/page/odpm_locgov_034875.pdf

'Undertaking these roles effectively is likely to require an increasingly strong focus for dealing with cross-cutting issues at local level, for which the main vehicle is the LSP.'
(Vibrant Local Leadership ODPM, 2005)

13. The local authority's involvement is vital to the effective operation of an LSP. The local authority's democratic mandate and accountability provides them with a clear basis on which to determine priorities across the local area. Therefore, we see a clear role for the local authority in initiating and maintaining momentum in the LSP; ensuring appropriate representation across the different sectors including involving local residents; and scrutinising the LSP. The local authority is also responsible for producing the Community Strategy and is ultimately accountable for the LSP's actions.

14. The local authority role is especially vital given the statutory power local authorities have to secure the economic, social and environmental well-being of the local areas. This power is critical as it enables local authorities to step outside the narrow provision of a range of services they are directly responsible for, to look more widely at community needs, such as promoting community cohesion and tackling social exclusion and discrimination. The powers provide greater freedom for local authorities to adopt new and innovative ways of improving quality of life and securing a more sustainable future for the area.

Our vision of the role, accountability and governance of LSPs

15. We believe it is crucial for the success of LSPs that they are able to co-ordinate delivery of the Sustainable Community Strategy and LAA.

We want LSPs…

1. To be the partnership of partnerships in an area, providing the strategic co-ordination within the area and linking with other plans and bodies established at the regional, sub-regional and local level.

2. To ensure a Sustainable Community Strategy is produced that sets the vision and priorities for the area agreed by all parties, including local citizens and businesses, and built on a solid evidence base.

3. To develop and drive the effective delivery of their Local Area Agreements.

4. To agree an action plan for achieving the Sustainable Community Strategy priorities, including the LAA outcomes.

In two-tier areas we expect:

County-level LSPs to agree the LAA and relevant action plan, taking into account priorities identified by District local authorities and LSPs in their Sustainable Community Strategies.

District-level LSPs (and their Sustainable Community Strategies) to be fully considered and involved in the drawing-up and implementing of the county-wide Sustainable Community Strategy and LAA. Relevant LAA outcomes should also be reflected in the District LSPs' action plans and future iterations of all District-led plans, including Local Development Frameworks.

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16. As indicated above, the LSP must take an oversight role, ensuring that the lines of responsibility between partners and thematic sub-partnerships are clear and that duplication is avoided. In essence the LSP needs to be the 'partnership of partnerships' encompassing all thematic partnerships in the area. For example Children's Trusts will be expected to be integrated within the LSP system of partnerships whilst retaining their responsibility for co-ordinating children's services.

17. Some of this shift will, and is, coming with time. The process will be significantly enhanced if members of the LSP see their part in the partnership as a key way for them to achieve their goals rather than as an addition to the 'day job'. This requires a joint coherent approach from central government as collaborative working is also hampered by the sheer weight of central target-setting. It is integral to the vision for the future of LSPs, and local governance more generally, that the space for individual local agencies to act innovatively and collaboratively is increased through a reduction in the level of organisation-based/national targets.

18. Performance management by the LSP is a key part of the partnership approach. In NRF areas performance management has helped increase accountability between partners. All partners within an LSP are expected to be accountable for their contribution to the delivery of the Sustainable Community Strategy. They are also expected to play their part in ensuring all partners take an active and effective role. To increase the LSPs' effectiveness it may be appropriate to place obligations on key partner agencies to participate. This model of a statutory 'duty to co-operate' has been adopted in the context of Crime and Disorder Reduction Partnerships. Similarly, the Children Act 2004 requires wide co-operation arrangements in the context of Children's Trusts. The Scottish equivalents of LSPs, Community Planning Partnerships, are also underpinned by statutory co-operation arrangements with named agencies having a 'duty to participate' in the community planning process. Imposing a statutory requirement upon local authorities and specified bodies to work together would in our view send a strong signal that LSPs have a very significant role in co-ordinating delivery locally. To ensure wide representation there could be a parallel duty on local authorities to involve the business, voluntary and community sectors. We are seeking views on this proposal.

Securing the capacity to deliver

19. To deliver this challenging agenda it is increasingly important that LSP members and staff possess skills in performance management, negotiation, policy development, implementation and community engagement. Training and support packages provided nationally, regionally and locally will need to support the development of this new skill set for some LSPs. We need to learn from and build on the skill development already put in place for those LSPs in receipt of NRF.

20. There is a wide range of support and training presently available for partners of LSPs, some directly focused on LSPs. However, this training to date has been provided by a number of different sources, in a number of different ways, based on a number of different criteria. It is crucial that the support provided is made available to all LSPs, not just those in areas receiving NRF, and that it is provided in a coherent way ideally with one access route.

21. In light of the responses to this consultation paper it may be appropriate to publish Sustainable Community Strategy and Local Strategic Partnership guidance as required by Section 4 of the Local Government Act 2000.

Chapter 1: The role of Local Strategic Partnerships and Sustainable Community Strategies

This section looks at the following issues:

- The strategic leadership role of LSPs
- The current role and expectations on LSPs
- Moving to a commissioning or delivery co-ordination role
- The move to *Sustainable* Community Strategies
- The links between the regional and sub-regional tiers
- The impact of the Local Area Agreements
- Local Development Frameworks
- The roles of LSPs in two-tier authority areas

The strategic leadership role

22. The main objective of LSPs is to set out the vision of an area and co-ordinate and drive the delivery of local services leading to improved outcomes for citizens that go beyond the remit of any one partner. Other benefits of partnership working include increased opportunities for joint provision of services, the ability to attract external funding and increased influence over the policies and structures of partner agencies.

23. Individual partnerships do realise some of the benefits of partnership working including avoiding duplication and creating more seamless services. However, focussing on a defined thematic area can mean that wider opportunities and benefits are missed. LSPs, with their over-arching remit, can add even greater benefit by enabling different agencies from the public, private and voluntary and community organisations to work together effectively to improve services. The LSP must take an oversight role, ensuring that the lines of responsibility between partners and partnerships are clearly drawn and that duplication is avoided.

The current role and expectations of LSPs

24. Section 4 of the Local Government Act 2000 placed a duty on every local authority to prepare a **Community Strategy** for promoting or improving the economic, social and environmental well-being of their area and contributing to the achievement of sustainable development in the United Kingdom. Statutory guidance on Community Strategies, to which local authorities must have regard, was published in 2000. This guidance set out that these strategies were to be produced in partnership with all local delivery agencies and their communities. The guidance also formally introduced the concept of **Local Strategic Partnerships** and placed an expectation on local authorities to seek the participation of local stakeholders in this process, via an LSP where possible.

25. Further non-statutory guidance on LSPs was issued in 2001. Since then, LSPs have been established in the vast majority of local authority areas. The guidance describes them as voluntary, non-executive partnerships and only 2% of LSPs have chosen to alter this position by establishing themselves as a company limited by guarantee. A small number of areas have also established Local Public Service Boards – a model discussed in more detail later.

Local Neighbourhood Renewal Strategy

26. The **88 areas in receipt of Neighbourhood Renewal Funding** were required to have a LSP before they could receive NRF. The LSP then has a formal role in agreeing to the expenditure of Neighbourhood Renewal Fund. LSPs in receipt of NRF must also produce a **Local Neighbourhood Renewal Strategy**, often as part of the Community Strategy, setting out how they will narrow the gap between the most deprived neighbourhoods and the rest.

27. LSPs pooling NRF within their Local Area Agreement must include six mandatory neighbourhood renewal outcomes within the agreement. These outcomes cover the six key neighbourhood renewal themes (crime; education; health; housing; liveability and worklessness). These outcomes are designed to bring about a narrowing of the gap between the most deprived neighbourhoods and the rest of the district. They build upon the national floor targets, which will be included in the Local Neighbourhood Renewal Strategy (LNRS). This bringing together of NRF within LAAs is in light of the fact that many LSPs have merged their LNRS and Community Strategy. Neighbourhood renewal should be delivered through the Sustainable Community Strategy and the Local Area Agreement.

28. Government Offices (GOs) formerly accredited NRF LSPs (in 2002 and 2003). Since then, annual accreditation has been replaced by a performance management approach, under which NRF LSPs self-assess their progress in achieving delivery on neighbourhood renewal objectives. To ensure robustness of the performance management process the Audit Commission has validated 60 LSP performance management frameworks and the GOs also have a key role in challenging LSP performance and local targets, together with making an assessment of partnership working.

29. The Audit Commission validation found that "in the last 12 months LSPs have made significant progress in implementing performance management systems. This is a notable achievement given the complexity and sensitivity of developing performance management in a partnership context. It marks a further stage of development in the life-cycle of LSPs and demonstrates a level of organisational maturity which is reassuring given their relative youth".[5]

Moving to a commissioning or delivery co-ordination role

30. Two main roles have been adopted by LSPs – **advisory** and **commissioning**. Advisory LSPs typically have a large membership working to build consensus and acting to co-ordinate and make recommendations. A commissioning LSP, on the other hand, makes decisions, commissions action and is actively involved in the delivery of the Community Strategy and Neighbourhood Renewal floor targets. This is a less common model outside NRF areas.

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5 See: http://www.neighbourhood.gov.uk/document.asp?id=1366

31. Our research[6] shows that LSPs themselves regard their biggest progress as having been made in establishing a collective vision and co-ordinated strategy, which reflects the emphasis placed on developing the Community Strategy/Local Neighbourhood Renewal Strategy. Significantly less progress has been made in establishing genuinely collaborative ways of working: for example, the least progress was assessed as having been made in mapping partners' spending programmes and pooling budgets.

32. Prior to the development of LAAs, the role of LSPs in non-NRF areas was primarily developing a vision for their locality through their Community Strategy. Increasingly, however, LSPs across the country are moving towards a delivery co-ordination role in particular through the development and delivery of Local Area Agreements.

33. We recognise that partnerships take time to build and that a mature partnership may be better able to achieve the greater delivery expectations now placed on LSPs.[7] It takes time to create solutions locally that are sufficiently sophisticated to work with the complexity of the relationships and issues involved.[8]

34. Also having a mature partnership does not ensure clarity of purpose across the different member partners, nor does it inevitably produce the ability to genuinely co-ordinate or commission action. The movement from advising to commissioning is <u>not</u> a matter of inevitable evolution, but reflects the expectations placed on the role of the LSP.

35. Research conducted with LSPs in London[9] highlighted a lack of clarity, for many LSPs, about their overriding purpose and the roles and responsibilities of the different partners. It was stated this had led to tensions between partners who had different perceptions about what the LSP was for and how they could benefit from participation. It is critical that we provide a clear view of the role of LSPs, the expectations of all partners, including the private, voluntary and community sectors, and the benefits participation are likely to produce. Our vision of the role of LSPs is outlined below:

The Role of LSPs

1. To be the partnership of partnerships in an area, providing the strategic co-ordination within the area and linking with other plans and bodies established at the regional and sub-regional and local level

2. To ensure a Sustainable Community Strategy is produced that sets the vision and priorities for the area agreed by all parties, including local citizens and businesses, and founded on a solid evidence base

3. To develop and drive the effective delivery of their LAA

4. To agree an action plan for achieving the Sustainable Community Strategy priorities, including the LAA outcomes

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6 LSPs self-assessments of progress, 2004 Survey of all English LSPs, ODPM 2005.

7 National Evaluation of Local Strategic Partnerships: Report on the 2004 Survey of all English LSPs (March 2005) ODPM.

8 Evaluation of Local Strategic Partnerships: Governance Action Learning Set ODPM 2005.

9 LSPs and Neighbourhood Renewal in London: the story so far. Association of London Government. 2003.

36. The provision of specific staffing and support materials to NRF LSPs has undoubtedly aided these partnerships' development (for more details see chapter 4 and Annex C).

     "In general, NRF LSPs claim to have achieved more outputs/outcomes than those in non-NRF areas."[10]

37. However, clarity of purpose itself can help speed up the partnership-forming process and ensure the necessary internal structures are in place. This pattern has been demonstrated through LSPs in areas receiving Neighbourhood Renewal Funding and the LAA process and was recorded in the evaluation of the LAA pilot process:

     'It is evident that the LAA process has the capacity to help build stronger and more effective partnerships. The process has begun to strengthen LSPs, given focus to existing theme partnerships and helped stimulate the establishment of new ones where necessary'[11]

The move to Sustainable Community Strategies

38. As described above, the central role of all LSPs is to produce and deliver a Community Strategy. Since the original guidance was written in 2000 we have gained extensive experience of what makes an effective Community Strategy. Developing a common vision for a more sustainable future is important and it is crucial that this vision is based on an in-depth analysis of the specific needs of the area and results in priorities which must be able to translate into meaningful outcomes. This is particularly important given the need for the Community Strategy to reliably inform the Local Area Agreement.

39. The on-going evaluation of Community Strategies[12] provides us with a picture of gradual improvement in the quality of Community Strategies but mixed success when measured against the above criteria. It found that:

     ● Almost all local authorities have now formally adopted a Community Strategy and approximately 40 per cent have undergone a process of partial or complete revision of the strategy.[13]

     ● Whether the LSP led in the development of the strategy reflected the development and resourcing of the LSP. Larger authorities typically have more established LSPs, leading to a more 'partnership-orientated' document; in contrast, smaller authorities, typically rural districts, have often led the development of the Community Strategy themselves.

     ● Many Community Strategies contain little analysis of evidence to back up proposed actions. They tend to rely largely on community aspirations and make few references to available baseline data that should inform priorities for action.

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10 National Evaluation of LSPs: Report on the 2004 survey of all English LSPs.

11 Process evaluation of the negotiation of the pilot Local Area Agreements, OPM for ODPM P116.

12 Process evaluation of Plan Rationalisation and Community Strategy Survey, ODPM December 2004.

13 Process evaluation of Plan Rationalisation and Community Strategy Survey, ODPM December 2004.

- Nearly three-quarters of LSPs have an implementation or Action Plan in place – in the remainder the process is underway. Just over two-thirds of authorities also have a system in place for monitoring the Community Strategy – although typically, few details on this are provided in the strategy itself.

40. LAAs enable a renewed focus on the Community Strategy as the overarching visioning document for the area, underpinned by the specific outcome targets agreed and delivered as part of the LAA.

41. In response to the Egan Review[14] and the publication of the Government's new UK Sustainable Development Strategy[15] we have committed to reshaping Community Strategies as Sustainable Community Strategies. The key point of Egan's recommendation was to re-emphasise the need for local leaders to take a more cross-disciplinary and integrated approach to social, economic and environmental issues. This also led on to recommendations regarding the skills required to deliver sustainable communities.

42. We have now set out a definition and components of sustainable communities,[16] which is reproduced in annex A of this document. In summary the components relate to a community being: Active, Inclusive and safe; Well-run; Environmentally sensitive; Well designed and built; Well connected; Thriving; Well served and; Fair for everyone.

43. Sustainable communities balance and integrate social, economic and environmental components of their community; meet the needs of existing and future generations; and respect the needs of other communities in the wider region or internationally to make communities sustainable. As such, the definition and components provide a guide for LSPs as they put together their Sustainable Community Strategies.

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14 "The Egan Review – Skills for Sustainable Communities" ODPM 2004.

15 Securing the Future – www.sustainable-development.gov.uk

16 ODPM's 5-Year Plan 'People, places and Prosperity' and the UK Sustainable Development Strategy, 2005.

Sustainable Community Strategies

Sustainable Community Strategies are an evolution of the Community Strategy requirement introduced in the Local Government Act 2000. They take on board policy developments arising from the introduction of Local Area Agreements, Local Development Frameworks, the Government's new Sustainable Development Strategy and the Government's desire to see Sustainable Communities in every place – communities where people want to live and work. In effect, this evolution will give teeth to the process.

A Sustainable Community Strategy will need to be developed through a number of stages. We have proposed a series of stages below and would welcome views on these proposals.

1. Baselining current performance.

- The strategy should outline a long-term vision for the area, using the definition and components of sustainable communities[17]. This should not be a tick-box exercise, but an accurate consideration of how the components should contribute to communities with their own unique identities – a positive sense of place.

- It will need to be built on robust data available from such sources as the Neighbourhood Statistics and Area Profiles websites (see below), individual local partners, as well as surveys and discussions with local citizens and businesses.

- It needs to establish baselines where data is new and map trends and trajectories where data has been available for a while.

- Where possible, surveys and area data should disaggregate demographic and socio economic information into race, gender, disability, faith, age and sexual orientation.

2. Evidence: analysis of performance and local conditions.

- This vision needs to be explicitly grounded in an analysis of the local area's needs and ideally an understanding of the totality of resources coming into the area.

- **Forecasting:** This should produce a medium-term plan for the next 5-10 years which builds upon the evidence and data referred to above and an evaluation of priorities identified in other local and regional partnerships' plans and strategies (including those of District LSPs in 2-tier areas).

- Wherever possible, it should also relate closely to Local Development Frameworks in the area, ideally using common data (e.g. from Geographical Information Systems), and common consultation mechanisms.

- As previously recommended by the Government, planning relating to neighbourhood renewal, culture & biodiversity should be subsumed within Sustainable Community Strategies at this stage.

3. Local Area Agreements – the outcomes and targets included in the LAA should reflect this overarching vision.

4. Revised action plan: The current Community Strategy Action Plan and the LAA delivery plan will become one and the same.

5. The Sustainable Community Strategy/LAA Action Plan

- This should state who is accountable for what actions, with what resources and to what timescale. Where appropriate, these should be neighbourhood or area-specific (this last point will be particularly important as it relates to District Sustainable Community Strategy Action Plans and Local Development Frameworks). The plan should also state how progress will be monitored, reviewed and reported on to citizens, businesses, partner organisations and, where appropriate, to central government. There is no need for the action to duplicate the work already done in the development of other plans e.g. the Children and Young People's Plan could become the children and young people's part of this Action Plan.

- In turn, future iterations of theme, area or service-based plans should take into account the overall Sustainable Community Strategy and vice versa.

6. In line with the LAA review timetable we would expect a Sustainable Community Strategy to be refreshed on an annual basis and reviewed every three years.

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17 These components have been agreed with the Government and the Local Government Association.

44. One of the key weaknesses of many current Community Strategies is their lack of a reliable evidence-base. In future achieving an evidence-base should be considerably easier, due to the developments described below:

45. **Neighbourhood Statistics**[18] – the on-line service developed by the Office for National Statistics enables users to download a vast range of social and economic datasets and analyse this data on a consistent small area geography.

46. **Area Profiles and Quality of Life Indicators**[19] – The Audit Commission has piloted Area Profiles for two years in dozens of local areas. This project has now enabled a detailed picture of quality of life and local services to be drawn up against ten themes for each local authority area. Area Profiles provide data and information against those themes that will be of particular help to LSPs. The project highlights 45 local Quality of Life Indicators, which measure a wide range of issues covered by each of the ten themes. All the indicators draw on national data sources and are available on the Area Profiles section of the Audit Commission's website.

Links to regional, sub-regional and local activities

Regional/cross-boundary working

47. To be effective – and genuinely sustainable – a Sustainable Community Strategy, should influence, and be influenced by, the content of other key local, regional and sub-regional plans. The current version of the Community Strategy guidance outlines the organisations that LSPs are encouraged to engage with at the regional and sub-regional level. In addition, the LSP guidance highlights the role of Government Offices as facilitators and mediators between these bodies and LSPs. However, the 2004 survey of all Community Strategies[20] has shown in general that there is relatively little evidence that links are being made between Community Strategies and regional and sub-regional strategies.

48. There are significant benefits to be gained by planning and delivering policy beyond local authority boundaries in a way that corresponds to the functioning geographies of economies and societies. These might include travel-to-work areas, retail catchments, housing market areas and strategic transport links.

49. It is therefore essential that the Sustainable Community Strategy is developed in a way that fully addresses needs and opportunities across administrative boundaries. As the overarching partnership for a local area, the LSP is ideally placed to facilitate cross-boundary collaboration and communication at the appropriate sub-regional level.

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18 See http://www.neighbourhood.statistics.gov.uk/dissemination/

19 See http://www.areaprofiles.audit-commission.gov.uk/

20 "Formative Evaluation of Community Strategies – Review of Community Strategies: Overview of All and more detailed assessment of 50", ODPM 2005.

50. The development of Local Area Agreements has brought LSPs and regional and sub-regional organisations into a closer working relationship. This means that there is greater opportunity for Sustainable Community Strategies, Regional Spatial Strategies, Regional Economic Strategies, Regional Housing Strategies and Regional Sustainable Development Frameworks, amongst others, to be more closely aligned. One way to achieve close working relations is through a agreement or protocol between neighbouring LSPs and the relevant regional/sub-regional organisations. An Action Learning set of LSPs[21] produced a model of what such an agreement might look like which establishes agreed ways of working and respective responsibilities regarding strategic co-operation, information-gathering and resources, information-gathering and resources.

Identifying opportunities for local collaboration

51. The Sustainable Community Strategy adds value in an area by being the over-arching plan and by drawing out those key priorities and actions that require a collaborative approach. It was always envisaged that the Community Strategy would perform this role. However, in practice – and often as a result of centrally-set target regimes – individual agencies or thematic partnerships have developed many local plans entirely separately and the key actions are not picked up in the Community Strategy. To help ensure the most effective and transparent allocation of resources in the locality, the LSP may wish to consider setting up mechanisms for individual partners to share performance data and levels of resourcing.

52. In addition, the Government has succeeded in reducing the number of separate plans required from local partners but to ensure this synergy of priorities and activities we suggest that local plans should be developed with reference to the Sustainable Community Strategy and vice versa, for example:

- PCT Local Delivery Plans

- Local Transport Plans

- Housing Strategies

- Community Safety/Drug Action Plans

Basingstoke and Deane LSP

The LSP has had direct involvement in the ongoing work of the Local Development Framework and the Regional Spatial Strategy (the 'South East Plan'). This has demonstrated the benefits of an integrated approach to LSP partners and has led to a series of joint projects working towards:

– Joint community engagement between the local authority, police and PCT based around a broadened Statement of Community Involvement. The aim is for this to develop into a full engagement strategy for the LSP

– Joint commissioning of research and agreed data-sharing across functions and sectors

– A common set of performance measures shared across partners to measure improvements in the delivery of public services and community outcomes

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21 'LSPs and the regional and sub-regional agenda – towards a more joined up approach' Report of the Action Learning Set, ODPM 2005.

Neighbourhood engagement

53. We also believe that LSPs will have an important role in supporting neighbourhood engagement and ensuring that neighbourhoods can influence strategic local priorities. This is already happening in many NRF LSPs.

54. The discussion document *Citizen Engagement and Public Services: Why Neighbourhoods Matter* (ODPM and Home Office, January 2005) looked at how local authorities and their partners would be expected to provide opportunities for neighbourhood engagement and the empowerment of local people. Neighbourhood arrangements currently take a variety of forms and we will continue to encourage local variety and innovation. For example, there are already parish and town councils in some areas, and we are considering neighbourhood charters, neighbourhood forums, local action planning, and much more.

55. It is essential that mechanisms and activities at neighbourhood level are linked effectively with decision-making and planning at the strategic local level. They also need to reflect national policies where relevant, such as those relating to planning or housing, so expectations need to be managed. Therefore, it is envisaged that the LSP will have an important facilitating role in supporting neighbourhood engagement, listening to the views of the neighbourhoods in a locality, and ensuring that neighbourhoods can influence wider priorities in service delivery and the allocation of resources. The LSP, in developing the Sustainable Community Strategy in partnership with local people, should set out the visions and plans for neighbourhood engagement in the locality. The following example illustrates how this may operate. In engaging with any new neighbourhood arrangements it will be important for LSPs to look beyond formal neighbourhood structures, to ensure less vocal, less organised minority voices are heard.

Bradford Vision

In Bradford, the LSP (Bradford Vision) has supported local people to develop neighbourhood plans in around 60 neighbourhoods and developed a system of area conferences through which they directly influence borough-wide priorities. There is high awareness of neighbourhood action planning and clear political support from the Cabinet and council directors, who are keen to incorporate plans into the wider planning process.

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56. In two-tier areas, the district level LSP may be best placed to ensure engagement of their local neighbourhoods, although there will also be merit in county authorities involving neighbourhoods and parishes in their LSP arrangements.

57. In some areas parish councils have also been closely involved in making links to specific neighbourhoods, often supported by the principal authority to develop parish plans. This can result in a more effective Local Strategic Partnership and may feed into the service delivery plans of LSP partners. The following example illustrates the potential for involving parishes and parish planning[22].

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22 "What makes a good Parish Plan" – The Countryside Agency.

Caradon District Council

In Caradon the Parish Plan Action Group Chairperson is a member of the LSP. This ensures close working links with all projects and actions that have arisen from the Community Strategy. It also serves to position the parish planning process alongside the key issues, such as transport, health & housing, the local economy and vulnerable people, that make up the headings of the Community Strategy. It ensures that the interests of parishes are represented in the Community Strategy.

The impact of Local Area Agreements

58. As LAAs become part of the local landscape it becomes increasingly important to consider their relationship to the Sustainable Community Strategy. The approach suggested in the LAA guidance[23] is that the Sustainable Community Strategy sets out the overarching vision and priorities for the area and the LAA sets out the detailed outcomes, indicators and targets which relate to the strategy. This ensures that the targets agreed as part of the LAA flow directly from the analysis and priorities agreed as part of the vision and strategy.

59. Set out below in figures 1, 2 and 3 is our vision of the relationship between Sustainable Community Strategies, LAAs and the LSP's action planning.

Figure 1: Unitary & County LSP Framework

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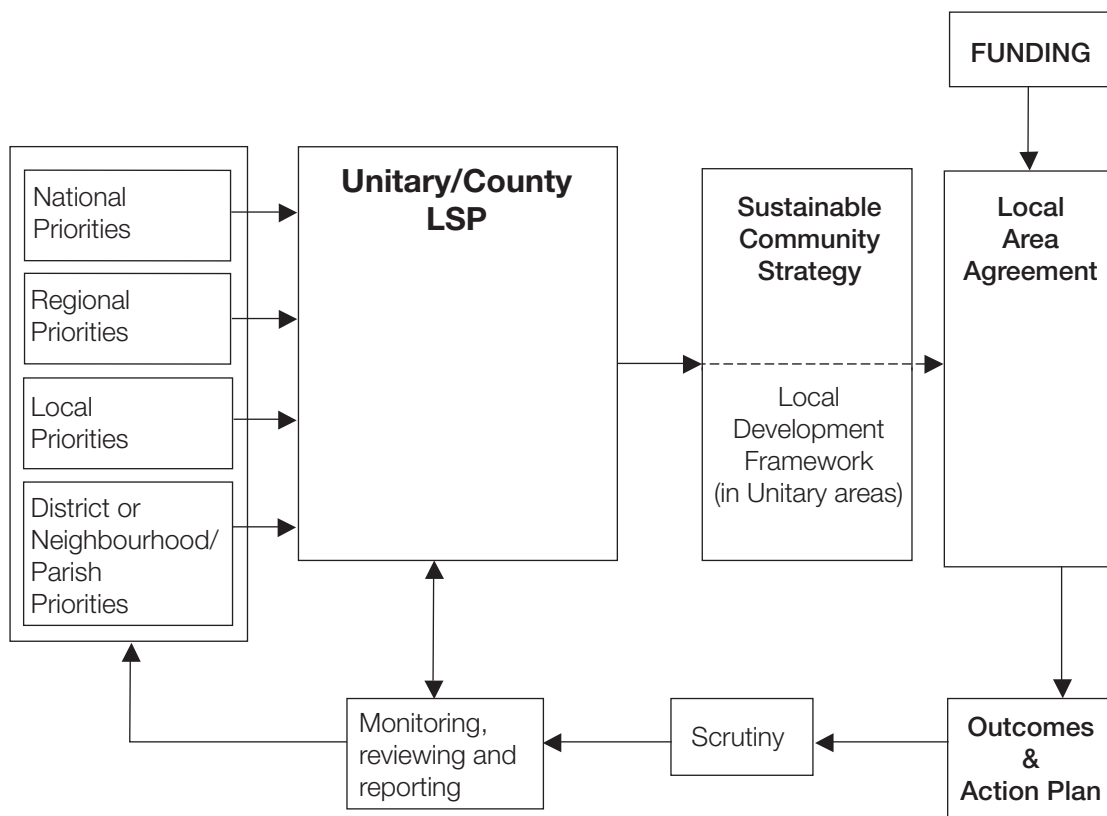
[23] www.odpm.gov.uk/stellent/groups/odpm_localgov/documents/page/odpm_locgov_038736.pdf

Figure 2: District LSP Framework

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                                                                    ┌──────────┐
                                                                    │ FUNDING  │
                                                                    └────┬─────┘
                                                                         │
                                                                         ▼
┌──────────────┐   ┌─────────────────┐   ┌──────────────┐   ┌──────────────┐
│ National     │──▶│                 │   │ District     │   │ County       │
│ Priorities   │   │                 │   │ Sustainable  │   │ Sustainable  │
├──────────────┤   │                 │   │ Community    │   │ Community    │
│ County       │──▶│   District LSP  │   │ Strategy     │   │ Strategy     │
│ Priorities   │   │                 │   ├──────────────┤──▶│ and LAA      │
├──────────────┤   │                 │──▶│ Local        │   │              │
│ Community and│──▶│                 │   │ Development  │   │              │
│ interest     │   │                 │   │ Framework    │   │              │
│ groups       │   │                 │   │              │   │              │
├──────────────┤   │                 │   │              │   │              │
│ Neighbourhoods│─▶│                 │   │              │   │              │
│ and Parishes │   │                 │   │              │   │              │
└──────────────┘   └─────────────────┘   └──────────────┘   └──────────────┘

       ┌────────────────┐        ┌──────────┐        ┌──────────────┐
       │ Monitoring,    │◀───────│ Scrutiny │◀───────│ Outcomes     │
       │ reviewing and  │        │          │        │ &            │
       │ reporting      │        └──────────┘        │ Action Plan  │
       └────────────────┘                            └──────────────┘
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Figure 3: The relationship between Sustainable Community Strategies, Local Area Agreements and local action planning
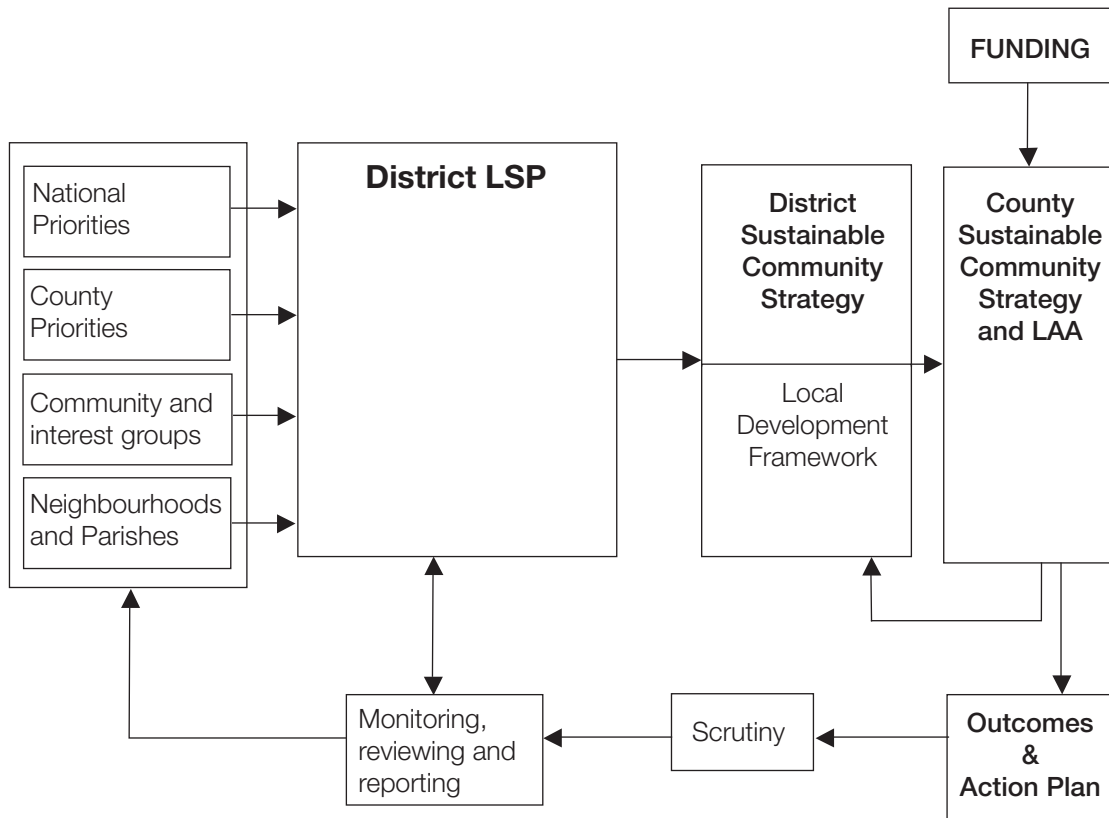
Sustainable Community Strategy

Sets out the collective evidence-based vision for the area

Local Action Planning

Sets out how these outcomes will be delivered and by when

Local Area Agreement

Sets out the agreed outcomes for the area for the next three years

Local Development Frameworks

60. The Local Development Framework must be a key component in the delivery of the Sustainable Community Strategy, setting out its spatial aspects and providing a long-term spatial vision. LDFs go beyond traditional land use planning and should integrate policies for the development and use of land with other policies and programmes that influence areas and how they function, including those for supporting infrastructure and service delivery. In order for them to do this effectively the Planning and Compulsory Purchase Act 2004 requires the Local Development Framework to have regard to the Community Strategy

61. In practice, this linkage is often not very apparent. The evaluation of Community Strategies concluded that in Community Strategies "There were few references to spatial strategies (either Regional Spatial Strategies or Local Development Frameworks/Local Development Documents) and whether the area would face specific spatial challenges in the future."[24]

62. This may not be surprising given the relative newness of LDFs. However, it is important that we establish more firmly the nature of the relationship and how links might be achieved in practice. This is particularly important given that this constitutes a new role for LSPs and requires a new way of working for both the partnership and planners. For the new system to work, planners are required to see land use planning in much broader terms, whilst LSPs need to see land-use planning as much more important to the delivery of local priorities. This requires planners to be much more involved in local area priority setting and vice versa.

63. The different stages of the Local Development Framework process have many linkages with the production of Sustainable Community Strategies and Local Area Agreements. These include: surveying and gathering evidence; involving the local community and other stakeholders in working up proposals and appraising alternative options; writing core strategies and thematic and area action plans. The expertise in the fields of analysis, assessment and geographic information systems in many plan-making teams can provide a valuable support to the production of more evidence-based Sustainable Community Strategies. The close links to a variety of service providers and the community, which LSPs deliver, can in turn assist plans to be more firmly integrated within and owned by the community and key stakeholders.

64. To ensure that the LDF can become the spatial expression of the Sustainable Community Strategy links need to be made throughout the process and most importantly LSPs and local planning authorities need to work closely together throughout the planning and delivery cycles of these plans and strategies.[25] The Royal Town Planning Institute (RTPI) has been commissioned by ODPM to provide advice for LSP partners and planning practitioners on how to make the most of opportunities presented by reforms to the planning system and highlight the benefits of collaborative working. The RTPI would welcome contributions from consultees to this. Please contact Louise Waring on 0207 929 9485 or louise.waring@rtpi.org.uk. The following case study gives an example of this joint working:

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24 "Formative Evaluation of Community Strategies – Review of Community Strategies: Overview of All and more detailed assessment of 50" ODPM 2005.

25 For more detailed information about this see....
http://www.odpm.gov.uk/stellent/groups/odpm_planning/documents/page/odpm_plan_024497.pdf

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Hambleton District Council, North Yorkshire

Since the introduction of Community Strategies in 2000, the Community Strategy team within the Council has been an integral part of the wider Department dealing with spatial planning. This has resulted in close collaboration in the production of the Community Strategy and LDF. The LDF Core Strategy Preferred Options document demonstrates this as its themes closely correlate with those in the Community Strategy. The consultation on the Preferred Options is now informing the review of the Community Strategy.

Roles of LSPs in two-tier local authority areas

65. Establishing clear roles and responsibilities in two-tier local authority areas can be problematic.

66. Two-tier LSPs have expressed mixed views as to whether or not working across two-tier areas poses a significant problem. 50% state that the LSP represents a forum where county/district tensions are avoided but 42% disagree. Similarly, 52% feel that there is effective collaboration between county and district LSPs but 40% disagree. Action Learning Research conducted by LSPs themselves has indicated that the problems are not substantially more complex within a two-tier structure than in a unitary structure, but reflect common difficulties of differing administrative boundaries which all LSPs face to some degree[26].

67. Our LSP evaluation programme has identified three main ways of working[27]:

    1. **Aggregation model** – where district-level Community Strategies are aggregated to form an overarching strategy, at county level

    2. **Added Value model** – county Community Strategy focuses on areas where it can add value to district strategies – creating more strategic focus, avoiding duplication and with an emphasis on sub-regional issues

    3. **Separatist model** – where the county strategy has been developed with few linkages and in isolation to district strategies

68. While retaining scope for local discretion, there may be value in being clearer about the roles of different LSPs across a county. We would want to encourage more areas to move to a combination of the 'added value' and 'aggregation' models.

69. A possible model in two-tier areas could therefore be to develop a strategic Sustainable Community Strategy at county level, with a remit to engage with the regional, sub-regional tiers and district authorities/LSPs to reflect their priorities. District-level LSPs could then focus on local/neighbourhood engagement and establishing an analysis of the needs of their population. Evidence suggests that in several places this model has evolved naturally. There is also evidence of a similar structure being established in unitary areas with local area partnerships for specific parts of the authority working within the strategic overview of the LSP. This model is based upon a presumption that each local authority should have its own LSP which can determine the specific priorities for that area.

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26 Evaluation of Local Strategic Partnerships: Two Tier Action Learning Set, ODPM 2005.

27 Evaluation of Local Strategic Partnerships:
http://www.odpm.gov.uk/stellent/groups/odpm_control/documents/contentservertemplate/
odpm_index.hcst?n=5112&l=4

70. Whatever models are adopted, LSPs in two-tier areas are encouraged to use existing opportunities to foster effective working relationships between tiers. For example using the joint working arrangements between tiers for the production of local development frameworks or developing children's services.

Key Questions – The role of LSPs and Sustainable Community Strategies

LSPs, Sustainable Community Strategies and LAAs

1: Do you agree that the key role of the LSP should be to develop the vision for the local area, through the Sustainable Community Strategy and the 'delivery contract' through the LAA (as set out in figures 1 & 2)

Regional/sub-regional engagement

2: We believe it is important that LSPs reflect regional/sub-regional plans where relevant in their Sustainable Community Strategy priorities and that regional organisations and partnerships take account of key local needs. How can this greater co-ordination best be facilitated?

Links to local plans

3: Would a requirement on bodies producing theme or service-based plans to 'have regard' to the Sustainable Community Strategy in doing so and vice versa, increase the LSP's ability to take the over-arching view in an area?

Sustainable Community Strategies

4: Are the proposed steps in the development of a Sustainable Community Strategy correct? (See box on page 18)

5: What more could be done to ensure Sustainable Community Strategies are better able to make the links between social, economic and environmental goals and to deal more effectively with the area's cross-boundary and longer-term impacts ?

Neighbourhood Engagement

6: What should be the role of the LSP in supporting neighbourhood engagement and ensuring the neighbourhood/parish voice, including diverse and minority communities, is heard at the principal local level?

7: In two-tier areas, is it most appropriate for the responsibility for neighbourhood engagement to rest with the district level LSP?

Links with Local Development Framework

8: How can spatial planning teams best contribute to Sustainable Community Strategies through the LSP and ensure that LDFs and Sustainable Community Strategies are closely linked?

9: How could revised guidance and accompanying support materials best ensure that Sustainable Community Strategies and Local Development Frameworks join up effectively?

Two-tier areas

10: Should every local authority area have its own LSP?

11: Would the establishment of a greater delineation of roles between county and district LSPs as suggested be sensible? (See paras 65 to 69)

Chapter 2: Governance

> This chapter explores the following issues:
>
> - Governance of the LSP: in particular, the relationship between the LSP with other thematic partnerships and the role of the executive board
>
> - Geographic boundaries of partners
>
> - Ways of ensuring wide representation
>
> - A possible legislative foundation

Governance of the LSP

71. The key feature of LSPs is that they should be the overarching partnership in a locality bringing together all local thematic partnerships. For this system of partnerships to operate as an effective co-ordinator of delivery, each LSP needs effective, accepted and transparent governance arrangements.

72. As LSPs move from advisory bodies to commissioning bodies – effective governance arrangements become increasingly vital. A recent Audit Commission report[28] on this subject takes this argument further to commend a formal partnership agreement between partners to cover the nature of governance. This would be expected to reflect the local situation but cover role, membership, responsibilities and accountability between partners.

73. There is no one model for the governance of an LSP. They reflect the variety of local circumstances, and often derive from what was there before, such as Single Regeneration Budget partnerships or New Commitment to Regeneration partnerships, amongst others. In general, LSP structures are becoming more sophisticated: 82% of LSPs now have an executive/board; 78% distinguish between core and other membership; and in over 79% core membership includes Local Authority councillors and officers, health, police and voluntary sector umbrella groups (Survey of All English LSPs, ODPM 2004).

74. The local authority's involvement is vital to the effective operation of an LSP, the local authority is also responsible for producing the Sustainable Community Strategy and is accountable for the LSP's actions. The local authority is also the accountable body for the LAA. The local authority's democratic mandate and accountability provides a clear basis on which to determine priorities across the local area. Therefore we see a clear role for the local authority in initiating and maintaining momentum in the LSP: ensuring appropriate representation across the different sectors including involving local residents; and scrutinising the LSP.

75. LSPs were originally envisaged as the partnership of partnerships. This role was clearly set out in the 2001 Local Government White Paper 'Strong Local Leadership – Quality Public Services' which stated that the: *'Proliferation of these separate partnerships can lead to fragmentation, duplication and inefficiency. LSPs were established in part to bring some order to this situation by placing themselves at the apex of local partnership arrangements… LSPs will be able to slot any statutory partnerships into their emerging structure'* [29] LSPs must ensure that partnership arrangements are inclusive. This means that members from all sectors of the LSP should agree the partnership structure and have adequate opportunity to influence and hold to account members of the executive.

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28 Audit Commission – "Governing Partnerships" Oct 2005.

29 The 2001 Local Government White Paper.

76. The Audit Commission has highlighted subsequently the importance of ensuring that partnerships are effective and avoid duplication[30]. The LSP as a 'partnership of partnerships' must provide the overview and strategic co-ordination that effective partnership working within a locality requires. Annex B describes a selection of the huge range of existing partnerships which exist at local level, which is by no means exhaustive. This proliferation of local partnerships is likely to make the overview and co-ordination job of the LSP substantially more difficult.

77. There are also different circumstances in different parts of the country regarding the geographic coverage of local authorities and their partner organisations which can have implications for the LSP providing effective co-ordination. Many local authorities have made representations on this point to central government. Consideration is beginning to be given to the issue of the **geographic boundaries of partner organisations** and whether these can be aligned. As an example Strategic Health Authorities are starting the process of reviewing PCT boundaries.

78. We do not believe it is sensible for LSP structures to be specified in detail at national level. However, experience has shown that the basic structure of an LSP should include some form of executive board, which is able to take strategic decisions, underpinned by the local thematic partnerships which will need to feed into the board and which will effectively be the delivery mechanisms for the LSP. The board will need to be made up of all the key interests in an area: elected representatives, the local authority Chief Executive, senior public sector officials, voluntary, community and business sector representatives and local residents. It is important that as far as possible boards and the core membership of LSPs reflect the diversity of their area. The lead representative from each of the main thematic partnerships, such as the children's trust and Crime and Disorder Reduction Partnerships would be expected to be a core member of the board, as would a senior planner. See Figure 4 on page 31 for more details.

79. In response to the introduction of performance management many LSPs in receipt of Neighbourhood Renewal Fund have already developed 'delivery teams' and/or 'executive boards' to enable them to deliver LNRS priorities effectively. The Audit Commission has also confirmed that a delivery team and/or executive board does assist an LSPs in delivering improvements[31].

80. A small number of areas are trying out forms of **local public service board**, building on the ideas developed by the Innovation Forum. These partnership bodies have generally been established within the over-arching LSP framework. Their focus is on bringing together the major public sector partners in the locality, to map and influence the totality of public expenditure, and to co-ordinate joined-up public service delivery. In many ways these boards have the same role as an LSP executive board but tend to have less broad representation. The Local Government Association believes that Local Public Service Boards help achieve stronger local leadership for localities, with visible and accountable political direction of their activities. We believe it is crucial that any Public Service Board is set up within the LSP rather than as a rival to it or lines of accountability and decision-making will inevitably become blurred.

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30 Audit Commission "Governing Partnerships" 2005.

31 Audit Commission validation of NRF LSPs 2004.

81.   Another approach to developing effective governance arrangements may be to introduce **single delivery vehicles/service delivery partnerships** which could focus on the delivery of specific issues under the umbrella of the LSP. While LSPs can join up strategy and commissioning they are not direct delivery bodies. Examples include models such as INclude, a non-profit company jointly owned by Liverpool City Council and a Registered Social Landlord which does a variety of regeneration activities. LSP partners could choose to pull together some of their budgets and assets and contract with a single delivery vehicle to ensure clearer joint delivery arrangements for particular issues. If such an approach were to be adopted we would expect the LSP to oversee the activities of the single delivery vehicle to ensure they fit with the priorities identified in the Sustainable Community Strategy and LAA. Guidance on forming and working within a range of service delivery partnership models can be found in the Final Report of the ODPM's Strategic Partnership Taskforce and its knowledge programme.

The LAA structure and its relation to the LSP

82.   LSPs are best placed to decide the partnership arrangements that are most appropriate to their local circumstances. Whatever arrangements are put into place, LSPs will wish to keep these under review and ensure sufficient flexibility to respond to changing needs over time.

83.   Local Area Agreements put LSPs at the centre of negotiation, delivery and monitoring of the priority outcomes of a local area. Most LAAs are focused around four blocks: Safer and Stronger Communities; Children and Young People; Healthier Communities and Older People and Economic Development and Enterprise. Many areas have begun to cluster local partnerships around these four thematic areas to enable more focused discussion and decision-making in the LSP. This clustering of partnerships around blocks is a useful approach though we do not want to prescribe the structure of LSPs and local areas will wish to develop partnerships that best meet local needs.

84.   Moreover, it is vital that partnership arrangements for LSPs reflect the full remit of their Sustainable Community Strategies. This means ensuring themes such as the environment, transport, culture, and adult learning are catered for effectively in the partnership arrangements. Cross-cutting themes such as sustainable development would need to be considered their core business. It would be expected that the Executive Board or equivalent and the local authority Overview and Scrutiny Committee, would be responsible for ensuring that all cross cutting issues are picked up. The following sections set out some of the key partnerships that have an important bearing on the development of LAAs:

Children and Young People

85.   The primary partnership vehicle for this block would be children's trusts. Children's Trusts bring together all services for children and young people in an area, underpinned by duty to cooperate set out in the Children Act 2004. They focus on improving outcomes for all children and young people. They aim to integrate key children's services within a set of locally determined arrangements to achieve better outcomes for children and young people.

86.   The local authority is responsible for the production of a Children's and Young People's Plan. We would expect this plan to both inform and take account of the Sustainable Community Strategy and the Every Child Matters outcomes framework underpinning the Children and Young People's block of the LAA, and this in turn should be integrated

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within the Every Child Matters improvement cycle. The CYPP determines the commissioning activities of the children's trust. The children's trust should be a commissioning body with its own governance and accountability arrangements through the Director of Children's Services and lead member. It is expected that the key representatives of the children's trusts would be core members of the LSP.

Safer and Stronger Communities

87. There may be several thematic partnerships within this block. The major partnership would be the Crime and Disorder Reduction Partnerships with their focus on community safety issues. The other elements within this block such as fire and road safety, increased community volunteering, local environmental quality and ability to access services may be picked up within a broadly-defined CDRP or with separate thematic partnerships.

Crime and Disorder Reduction Partnerships (CDRPs)

88. Crime and disorder reduction partnerships (also known as "community safety partnerships") were established in response to the duty to co-operate imposed on responsible authorities and specified bodies, under the Crime and Disorder Act 1998. The partnership provisions in that Act have recently been reviewed. The review examined the existing legislation relating to CDRPs to discern which aspects had been successful and aimed to make recommendations for legislative and other changes to enable agencies to work together more effectively to tackle crime, anti-social behaviour and substance misuse in local communities. The Government intends to announce the proposals arising from the review shortly.

89. CDRPs will be one of the LSP thematic partnerships. It would be expected that the key representatives of the CDRP, such as the Chief Executive(s) and local senior police officer, would be core members of the LSP. The key outcomes relating to the CDRP should also be reflected in the Safer and Stronger Communities block of the LAA.

90. The Government is considering how the accountability arrangements for CDRPs (which have been looked at as part of the review referred to above) might sensibly be linked to those of LSPs. We hope to be able to say something more about that shortly.

Economic Development and Enterprise

91. Partnerships relating to economic development are not prescribed at a national level. Most LSPs have a thematic sub-group reflecting the priorities within their Community Strategy related to the local economy. The fourth block of LAAs will, over time, serve to emphasise the leadership role of localities in tackling local economic issues and improving prosperity. It will bring funds together and help to strengthen partnership working between local authorities, businesses and other partnerships.

92. The guidance on Regional Economic Strategies[32] encourages Regional Development Agencies to involve local authorities and LSPs in determining the strategies and ensuring that their plans and priorities are shared. Most RDAs have established sub-regional investment partnerships to facilitate these links; this should be encouraged in all localities and be built into the role of the LSP. It is clear that issues relating to the economy can extend beyond the immediate locality and this reinforces the importance of making links to the regional and sub-regional levels.

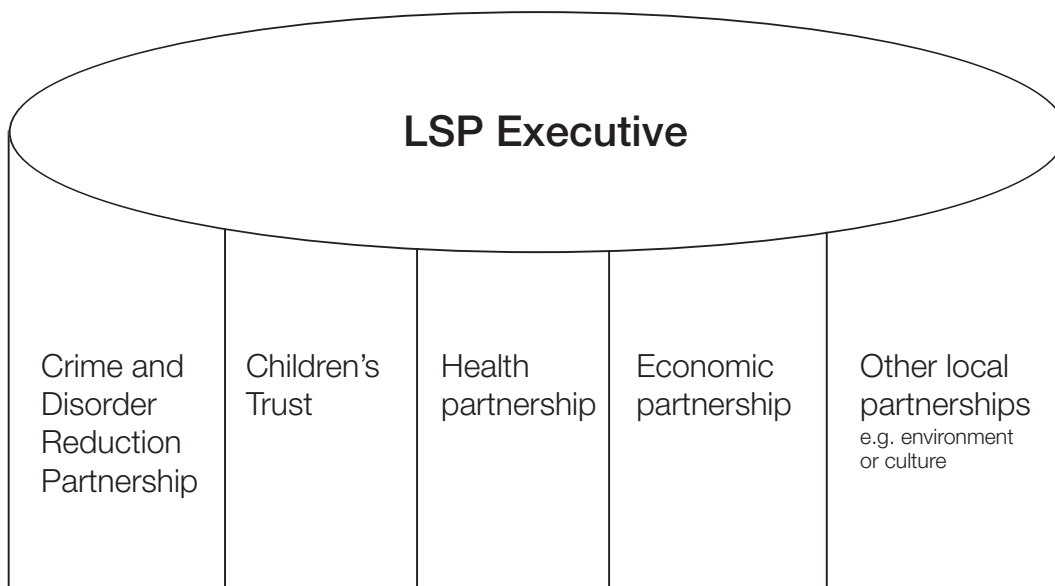32 http://www.consumers.gov.uk/rda/info/res.htm

Governance

Healthier Communities and older people

93.   Again, the partnerships relating to health and older people are not prescribed at a national level. The Department of Health has encouraged NHS bodies, particularly Primary Care Trusts, to use LSPs as the main partnership forum to conduct local health business and research has shown that almost all LSPs have NHS representation at some level. Frequently there is a health and well-being thematic partnership advising the LSP core and their plans and priorities are expected to inform the Sustainable Community Strategy and LAA.

Environmental Partnerships

94.   As with health and economic development, partnerships relating to the environment are not prescribed at a national level. Many areas, for example, have established environment thematic partnerships which feed into the LSP focusing on such issues as biodiversity, energy and waste. There is not a specific LAA environmental or cultural theme block, as such it is vital that both environmental well-being and culture, among others, are themes that cuts across all four blocks.

Figure 4: A basic LSP governance structure

		LSP Executive		
Crime and Disorder Reduction Partnership	Children's Trust	Health partnership	Economic partnership	Other local partnerships e.g. environment or culture

Ensuring wide representation

95.   The active representation of all different sectors on the LSP is key to effective governance. Most NRF LSPs have now established a wide-ranging membership base, although the business sector remains significantly under-represented. For non-NRF LSPs membership is gradually becoming more representative. Concerns have been expressed by non-NRF LSPs themselves about the representation of the business sector, the voluntary sector and the community sector.[33] Of course, active engagement as well as fair representation is important, these issues are dealt with in chapter 3.

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33   The business sector (by 57 per cent), the voluntary sector (by 20 per cent) and the community sector (by 40 per cent). National Evaluation of LSPs: Report on the 2004 survey of all English LSPs.

The voluntary and community sectors

96. LSPs are well placed to encourage wider **community involvement** in developing a vision for the area's future as well as **community action** which helps deliver a genuinely sustainable community. However, to make this a reality it is important that representatives from the voluntary and community sector are included on LSPs and relevant sub-groups, both in their roles as service delivers and as representatives of the local community. Representatives need to reflect all the community including a diverse range of minority voluntary and community sector interests. Their representation on both the board and its sub-thematic partnerships will be critical to ensuring LSPs can tackle the increasingly important challenges of achieving community cohesion and tackling social exclusion.

97. Many LSPs support the involvement of the voluntary and community sector through the development of a local compact[34]. These are formally agreed ways of working between the voluntary and community sector and the local statutory bodies which can help clarify acceptable ways of working, respective roles, etc. It is important, however, that Compacts are not seen as a substitute for establishing good working relationships over time. In NRF areas Community Empowerment Networks co-ordinate, on behalf of all partners, the involvement of the variety of different community groups in the LSP's activities.

98. The Government's revised Sustainable Development Strategy, Securing the Future[35], has also recognised the contribution which communities can make to the delivery of a more sustainable future for all. Therefore we have launched "Together we can secure the future" as part of the cross-government "Together we can" action plan[36] which brings together local people and Government and encourages local communities to get involved in Sustainable Community Strategies, Local Development Frameworks and Parish Plans to help shape a more sustainable future for their area. Local Strategic Partnerships should fully embrace and build upon Local Agenda 21 initiatives or equivalent community activity on sustainable development. This will be needed to help shape Sustainable Community Strategies.

The private sector

99. The original Community Strategy and LSP guidance anticipated that the private sector would also be fully involved in the community planning process and the scrutiny of it. To date, the evidence suggests that this has been patchy. While most Community Strategies have sections about the local economy and employment, and two thirds of Community Strategies had moderate or significant input from Chambers of Commerce, only around half had involvement from individual private sector bodies. There are a number of reasons for this such as the perceived limited role and effectiveness of many LSPs, particularly those without additional funding. However, economic development should be recognised as a key part of the Sustainable Community Strategy and LAA and therefore it is critical that individual local business together with their umbrella organisations are represented on both the board and its sub-thematic partnerships. A number of recent initiatives provide greater local discretion over spending on economic development so there is an additional incentive for private and business sectors to become more involved. These include the Economic Development and Enterprise Block in LAAs and Business Improvement Districts.

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34 See http://www.the compact.org.uk

35 'Securing the future' UK Sustainable Development Strategy 2005. See http://www.sustainable-development.gov.uk

36 See http://communities.homeoffice.gov.uk/civil/together-we-can/

Governance

100. Given that social, economic and environmental components together help create sustainable communities, it is important that all of these perspectives or disciplines are equally represented in the community planning process and the LSP. Unbalanced representation in the process will significantly hinder the development of an effective Sustainable Community Strategy.

A possible legislative foundation for LSPs

101. As all LSPs begin to move towards a greater delivery co-ordination role, as opposed to operating in a purely advisory capacity, it is important to consider whether to set them on a firmer footing by clarifying and formalising their role, and ensuring the involvement of key agencies. This could better enable them to fulfil this much more substantive role and could also provide the basis for holding the partnership to account (an issue discussed in more detail in chapter 3).

102. There are various policy areas in which partnership working has been encouraged and strengthened. Where the intention has been to establish a partnership on a firm legal footing the model adopted has typically been to impose a duty on the key public service agencies to co-operate with the local authority. Whilst a statutory duty to co-operate in the production of the Sustainable Community Strategy (and LAA) can only be placed on key statutory agencies, in practice the partnership would need to encompass a much wider group of partners and it may therefore be helpful to also require the local authority, as part of their initiation role to involve the voluntary, community and private sectors. It would also be possible to specify in more detail what the named partners would need to do to meet this duty, for example in terms of frequency of attendance or providing some form of financial or support in kind.

103. The main benefits of providing the LSP with some form of legislative foundation would be:

   a) to send a strong signal from national government that partnership working across the whole set of issues in an area is important;

   b) to reinforce and clarify the LSP's role as the 'partnership of partnerships' particularly in relation to individual thematic partnerships with a statutory foundation;

   c) to provide an opportunity to reiterate the centrality of the local authority's role to the LSP by giving them a clear initiation role;

   d) to set out the minimum expectations being placed on partner members and thereby avoid confusion; and

   e) in areas of poorer partnership working, to ensure that the key public sector agencies are engaged in the LSP.

104. We recognise that securing the attendance of member organisations does not on its own ensure their active engagement or the effective delivery of the LSP's objectives and that the introduction of LAAs provides an additional catalyst for partners to participate. However, this model has the advantage of providing the partnership with greater legitimacy without creating a whole new entity or 'statutory LSP'. Creating a statutory LSP would in effect create a new layer of local bureaucracy and therefore a rival bureaucracy to the democratically elected local authority. As such it is not a model we would wish to pursue. The duty to co-operate follows the model applied to thematic partnerships including CDRPs and children's Services, and the model applied in Scotland to Community Planning Partnerships, the equivalent of LSPs. Details are given below:

The children's trust model

The new duties in the **Children Act** 2004 require local authorities and their "relevant partners" to co-operate to improve children's well being. Local authorities have a duty to promote the participation of the relevant partners and other people or bodies that are engaged in activities related to children in the area.

County or unitary authorities must take a lead in making arrangements to promote co-operation between local agencies whose work impacts on children within the authority's area. As joint stakeholders, the relevant partners must co-operate with the authority in the making of those arrangements.

The specific relevant partners cited are: the district council (in two-tier areas), the police authority, the local probation board, the youth offending team, the Strategic Health Authority and Primary Care Trust and the Learning and Skills Council.

The Scottish Model

'Community Planning' is essentially the Scottish equivalent of preparing the Community Strategy. It was established by the Local Government in Scotland Act 2003. The local authority is required to initiate, maintain and facilitate such a process in their area. They also have a responsibility to determine the means of consultation and co-operation.

Local authorities are required to invite and encourage all public bodies in their area, and appropriate community bodies, to participate in Community Planning jointly.

There is a requirement on a number of public sector bodies to participate with the local authority in the planning process and assist the local authority in its initiation, maintenance and facilitation role. These include Health Boards, joint police boards, Joint Fire Boards, Scottish Enterprise and the Transport Authority.

The impact of Community Planning Partnerships and the underpinning legislation is currently being evaluated by Audit Scotland.

Key Questions – Governance of LSPs

LSP as the partnership of partnerships

12: We believe that it is important that the LSP is made up of the thematic partnerships in the area together with an LSP board. What is your view?

13: We believe that a rationalisation of local partnerships would help the LSP executive take an effective overview. Would clustering partnerships around the four LAA blocks be a sensible way to achieve this?

14: We believe that the geographic boundaries of partners within LSPs is important. What do you see as the opportunities for, and barriers to, co-terminosity shared geographic boundaries?

15: Within the LSP framework and its established priorities, would the creation of single delivery vehicles to tackle particular issues be helpful?

Ensuring wide representation

16: How can the neighbourhood and parish, tiers be involved most effectively on the LSP on a) the executive and b) individual thematic partnerships?

17: How can the private, voluntary and community sectors be involved most effectively on the LSP as a) the executive and b) individual thematic partnerships?

Providing a legislative foundation

18: Would a duty to co-operate with the local authority, in producing and implementing the Community Strategy, help to set LSPs on a firmer footing and better enable their enhanced delivery co-ordination role?

19: If so, what obligations, such as attendance, financial or staff support, would be useful to place on partners?

20: If so, which public sector agencies would the duty be most sensibly placed on?

21: Should there be a statutory duty on local authorities and named partners to promote the engagement of the voluntary and community sectors in the LSP?

Chapter 3: Accountability

This chapter explores the following:

- The accountability of the local authority and between partners
- Accountability upwards to central government and between the partners themselves
- Accountability to citizens, including the role of elected politicians both local councillors and MPs and the role of scrutiny of partnerships

Accountability of the local authority and between partners

105. For LSPs to be effective and agree local priorities and actions that improve local services, all parties need to be clear what is expected of them and deliver relevant actions. As discussed earlier, clarifying the role of the LSP and ensuring strong positive leadership from the local authority is also crucial. However, clarity of role and effective leadership alone will not ensure clear and transparent lines of accountability. Clear accountability requires:

   - Mutually understood and accepted ways of working

   - Internal performance management to check progress

   - External scrutiny

106. Earlier, we set out our expectations of LSPs. In summary these are that they provide the strategic co-ordination for the area, ensuring a Sustainable Community Strategy is produced, and the LAA is agreed and delivered.

107. Within the LSP, each partner is responsible for the actions that they agree to undertake, and as such are accountable for the delivery of those actions to the LSP, to their parent organisation and to the local community. It is essential that this accountability between partners is clarified and understood. Formal agreements or protocols between partners can be an effective way of ensuring clarity about who is responsible for the different elements of the Sustainable Community Strategy and the LAA delivery.

108. The LSP is accountable to different audiences:

   a) To local people through the democratic process through the local authority and, more directly, in listening to and informing local communities. The Overview and Scrutiny role of backbench ward councillors has a clear role here.

   b) Central government in relation to outcomes agreed in the LAA.

   c) To the local authority executive, as ultimate responsibility for the LSPs actions rests here.

109. Local authorities are democratically elected. As such they have the mandate to improve social, economic and environmental outcomes across the local area. LSPs are therefore ultimately accountable to the local authority. LSPs are voluntary unincorporated partnerships which do not discharge any statutory functions. Although we are considering creating a duty on some public sector bodies to participate with local authorities in regard to Community Strategies, to ensure the LSPs have the ability to lead work across different services, we have no plans to make LSPs statutory bodies. Local authorities with their democratic mandate and community leadership role are ultimately the body responsible for the LSP, Sustainable Community Strategy and the delivery of the LAAs (including NRF) as a whole.

110. Establishing clear lines of accountability within and from the LSP will enable a clear focus on delivery of agreed outcomes and thereby support good performance. It will also enable targeted action to be taken in any areas of under-performance. Clarity of accountability between partners will enable the partnership to address such issues collectively in advance of any external action from government. Clear accountability and greater transparency will also enable local people and service users to play a key role in holding the LSP to account.

111. As set out previously, LSPs in NRF areas have been required to have a Performance Management Framework in place since October 2003. They were able to use any system or framework they chose as long as it met 3 core requirements:

- A review of outcomes

- A review of partnership working, and

- An improvement plan

112. Performance management has enabled partners within NRF LSPs to be more accountable to one another by allocating delivery of outcomes to partners and monitoring progress and performance. This has driven forward delivery of LNRS targets. Performance management will be crucial to all LSPs as they deliver their LAA. Many NRF LSPs are building upon the performance management arrangements they already have in place to monitor the whole of the LAA.

113. Prior to the introduction of LAAs, less than half of those LSPs not in receipt of NRF had a performance management system. With the introduction of Local Area Agreements (LAAs) all LSPs must now be able to manage their performance effectively. The LAA guidance[37] sets out the key elements of performance management.

114. The LAA performance management framework is based around effective performance management by the LSP and an ongoing relationship between the partnership and the Government Office (GO). The LSP will report formally to the GO on performance against the outcomes and indicators in the LAA every six months. At those points in the year there will also be a dialogue between the LSP and the GO about progress in implementing the LAA, how the LSP intends to tackle any problems and support which the GO can offer. Following these dialogues GOs will, in turn, report on progress to central Government Departments.

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37 This guidance can be found on the ODPM website www.odpm.gov.uk

Accountability upwards to central government and between partners themselves

115. To effectively co-ordinate service delivery in an area partners within an LSP need to be able to hold each other to account for the commitments they make, especially those actions committed to as part of the Sustainable Community Strategy and LAA.

> *"…the aim is for partners to determine performance management systems to suit local needs and conditions that will underpin delivery …. These will require partners to share accountability more clearly, which will reinforce the interest in challenging each other's performance*[38]*"*

116. However, we recognise that pressures that exist between local agencies and their parent departments/organisations often do not provide incentives for partnership working. Instead many local partnerships are driven by specific national priorities and find it difficult to devote sufficient attention to the delivery of LSP objectives. This contributes to the impression that LSPs sometimes operate more as talking shops with lip service paid to partnership working.

117. This is not the case in all areas and many excellent partnerships operate well in spite of the tensions between the priorities and targets from within individual organisations and those of the LSP. However, the research into Community Strategies[39] indicates that for the majority, achieving buy-in and accountability between partners is an issue. Gaining commitment from local partners was cited as the most significant barrier to developing a successful strategy. A key issue was a lack of information on partners' performance and the absence of mechanisms through which pressure could be exerted (especially via the LSP). Partnership working was viewed as an addition to the 'day job' rather than core business.

118. It may be helpful to clarify this further through partnership agreements or protocols between partners. Partnership agreements, can define the role of the partnership, its Terms of Reference, and the expected and agreed contribution from all partners. This might include seniority of those attending, financial and staff contributions to the operation of the partnership. However, partnership agreements should not be seen as a substitute for the effort needed to build trust.

119. To enable accountability between partners to be strengthened requires a lessening of the purely organisation-based accountability between an agency and its central department. It is integral to our vision for the long-term future of LSPs, and local governance more generally, that the space for individual local agencies to act innovatively and collaboratively is increased through a reduction in the level of organisation-based/national targets. This method of working is being facilitated by the area-based approach to performance management introduced by the LAA and a similar approach in specific areas, for example, children's trusts are moving to an area based approach to performance management. This is underpinned by cross-agency working with a duty to improve children's well-being.

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38 The Local:vision document – Securing better outcomes: developing a new performance framework, ODPM/HMT 2005.

39 Process Evaluation of Plan Rationalisation – Formative Evaluation of Community Strategies, Dec. 2004.

120. The longer-term aim of the LAA performance management framework is to reduce the burden of reporting on local areas – thus enabling a focus on the agreed priorities set out in the LAA. It, in turn, also aims to increase the horizontal accountability between partners. This reflects, and is supported by, the underlying aims of the proposed new performance framework as set out in *"Securing better outcomes: developing a new performance framework"*.

121. At present, only the local authority is assessed on the quality of its partnership working through the Comprehensive Performance Assessment and the Primary Care Trust through the Healthcare Commission. It may be more effective in securing commitment and the necessary space for collaborative working from the other public sector agencies if partnership working was included as part of other key agencies' assessments. This and other related issues are explored as part of the Government's Reducing Inspections consultation.

Accountability to citizens

Involvement of elected members

122. Elected members of local authorities have a unique role in carrying responsibility for the overall balance of governance in an area and being directly accountable to citizens. As such, their support to the LSP and Community Strategy process is crucial to achieving success.

123. Currently, there is a high level of local authority representation on LSPs (99 per cent of LSPs have councillors represented). However, the function they are performing is not always the most appropriate one and existing council mechanisms like the Overview and Scrutiny Committee are not being used to greatest effect. Research into the current progress made by LSPs on Community Strategies[40] suggests that the precise role of elected members of the local authority, both the executive and backbenchers, is currently not understood.

40 Plan Rationalisation and Community Strategies survey, ODPM December 2004.

Different roles currently adopted by elected officials within LSPs

Source: "National Evaluation of LSPs, Interim project report and interim case study report, ODPM, 2004."

"Beyond representation on the LSP Board, councillors are present on a range of LSP structures. For example:

In East Durham, the Leader of Easington District Council chairs the LSP, the Deputy Leader chairs the Children and Families Group and other cabinet members and a few non-executive members are involved in some of the implementation groups. In contrast, in Herefordshire, the chief executive chairs the Board, with cabinet members chairing a number of the "Ambition Groups".

The majority of the case studies demonstrate a clear predominance of cabinet members in member representation on the LSPs. This was the case in East Durham and Herefordshire. Similarly, in Southwark the council is represented by the Leader and a further cabinet member. In Tameside cabinet members dominate member involvement in the LSP. It appears in some cases (Tameside, Herefordshire) that cabinet involvement is aligned with cabinet portfolios, in theory providing a powerful link between executive decision-making in key areas on the council and the operations of the LSP.

One potentially negative consequence of such cabinet dominance is the marginalisation of non-executive members which is a feature of member representation in all areas studied in detail."

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124. The current Community Strategy guidance[41] outlines that local authority member executives will wish to draw on the expertise and skills of all members of the council and explicitly states that this should involve councillors:

- In their role as community or ward representatives

- As members of overview and scrutiny committees

- As members of area and neighbourhood forums and committees.

- Formally adopting the Community Strategy as part of the full council

- Monitoring the achievements of the LA and other partners within the LSP against delivery of the Sustainable Community Strategy action plan.

Role of Overview and Scrutiny

125. The current Community Strategy guidance also explains in depth the wide role that overview and scrutiny committees have: *"Overview and scrutiny committees have an invaluable role to play in working with the executive (in councils operating executive arrangements) and the council to identify community needs and initiatives. This role could involve scrutinising the stated plans and priorities of the council(s) and other provider agencies, commenting on the results of local consultation, and initiating audits of resources to meet expressed needs. They may also wish to play a role in evaluating the strategy as it develops, for example against sustainable development criteria."* This role has the potential to extend therefore to scrutinising the four blocks of the LAA because they set out the outcomes for delivering the Sustainable Community Strategy. Councillors, however, have limited powers to require partners other than the local authority and health to attend and recognise their recommendations. It may be useful to extend this to other sectors. There is also potential for the neighbourhood/parish sector to have wider involvement in overview and scrutiny where their local knowledge, could be of benefit.

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41 Preparing Community Strategies, ODPM 2000
http://www.odpm.gov.uk/stellent/groups/odpm_localgov/documents/page/odpm_locgov_605670.hcsp

Involvement of Members of Parliament

126. Unlike councillors, Members of Parliament are not well represented on LSPs – only 6 per cent of LSPs regard their MP as being a core member and a further 16 per cent have their MP represented as part of the partnership. As LSPs have become the key strategic partnership in an area, it is important that they involve MPs. MPs have substantial democratic legitimacy in the local area and the ability to bring a wide range of partners to the table to produce genuinely collaborative working. There is no set way to do this and current practice varies between the MP chairing the LSP to receiving papers and attending an annual event. Each area will need to consider the most appropriate mechanism for them.

Accountability to, and engagement of, the communities served

127. For LSPs to be effective the local community, voluntary and private sectors must be engaged and their needs, priorities and views taken into account. To meet this criterion, LSPs need to be actively involving back bench and executive councillors, resident and community representatives in their decision-making. The increased importance of LSPs also means they have a responsibility to inform users and local communities how the LSP works, where responsibility and accountability lie, and how complaints can be made. One of the 3 overarching objectives of community strategies is to promote social wellbeing – through facilitating community cohesion, reducing social exclusion and narrowing inequalities. This requires LSPs to be accountable to the wider community as well as partner bodies.

128. It is crucial that local residents are involved in a coherent way which makes most efficient use of partner resources and residents' time. Under both the Local Area Agreement and Local Development Framework processes the local authority is required to set out how the local community is involved in determining priorities and actions. The Community Strategy guidance also requires the local authority to consult local stakeholders when producing the Community Strategy. We believe it is critical that these different processes for involving the local community are complementary. For some time now it has been good local authority practice to work up with the community a policy for community engagement across all sectors of their work. Some local authorities are aligning the production of their LDF Statement of Community Involvement with a review or creation of such a policy. This could provide an opportunity for local authorities to create a joint Statement of Community Involvement for the Sustainable Community Strategy, LAA and Local Development Framework.

129. There is a wide range of different activities that can be deemed "consultation" or "involvement", from annual questionnaires, to events aimed at reaching specific groups, through to specific local area partnerships such as those created in Tower Hamlets (see below).

In **Tower Hamlets** local partners are commissioning the VCS to support the delivery of safer and stronger outcomes. Measures include:

1. Targeting crime prevention capacity gaps by providing training to voluntary and community groups

2. Involving local people in decisions over the use of grants (the Safer Neighbourhoods Community Chest)

3. Increasing the involvement of victims and community volunteers in responding to crime

4. Establishing a partnership target to strengthen local engagement through outreach events.

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130. The 2004 survey of all Community Strategies shows that the community was involved to a moderate or great extent in 88% of strategies. Community Strategies have, in the past, not always been well publicised. This is often the result of limited resources. This lack of visibility may reduce the credibility and impact of the Community Strategy amongst LSP partners and the general public. As Sustainable Community Strategies and LAAs continue to grow in importance LSPs should consider how to better promote the Sustainable Community Strategy in their area. By contrast, the level of publicity already operating for Local Development Frameworks is generally a lot higher. There could be some useful opportunities for joint use of resources for community engagement, especially on Local Development Framework Core Strategies.

Key Questions:

Accountability between partners

22: Should each partnership be encouraged to produce protocols or 'partnership agreements' between partners to ensure clear lines of accountability for the delivery of agreed outcomes?

23: We believe that if partnership working was included as part of other key agencies' assessments it would be effective in securing greater commitment from other public sector agencies. What are your views?

Involvement of local councillors

24: What do you see as the key role for executive councillors within LSPs?

25: What do you see as the appropriate role for backbenchers particularly in ensuring a high quality of local engagement?

26: What would make councillors' powers of overview and scrutiny more effective in scrutinising the 4 blocks of the LAA?

Involvement of Members of Parliament

27: What would be the most appropriate way for a Member of Parliament to be involved with the LSP and how can we ensure that it is complementary to the role of local councillors?

Involvement of Communities Served

28: How can we promote effective community engagement and involvement, from all sections of the community in shaping local priorities and public services?

29: How can we maximise the opportunities for joint policy and joint activity on community engagement, including the LDF, the LAA and the Sustainable Community Strategy?

30: How can accountability to local people and businesses be enhanced?

Chapter 4: Capacity Issues

This chapter explores the following issues:
- **The skills needed by LSPs**
- **Financial resources available to LSPs**
- **Existing training and other support**

The skills needed by LSPs

131. Due to the shift in role towards co-ordinating delivery for all LSPs, their capacity is becoming increasingly important. The recent LAA pilots indicated that LAAs provided a new focus for LSPs but that some LSPs followed the LAA process, rather than led it. It is vital that all LSPs develop the capacity to succeed against the expectations placed on them.

132. When LSPs were first set up it was important that local areas focused on developing robust partnership arrangements with clear governance and structures. Now, as LSPs are becoming more focused on delivery of outcomes, the skills needed to develop and maintain effective LSPs have developed. LSPs now also need skills in performance management, planning, data collection, analysis and use of evidence and evaluation[42]. Influencing and collaboration skills are also vital in ensuring strong, effective leadership by the LSP. It is also recognised that with the increasing emphasis on engaging communities, LSPs need to develop the skills to ensure that this happens. There is a need for many LSPs to develop new approaches to involve the private sector and community sectors. LSP members and staff might also benefit from a development of specialist skills related to equality impact assessments and mainstreaming equalities.

133. The 2004 survey of all English LSPs also highlighted a number of consistent gaps across most, but not all, Community Strategies. They tended to make little sustained reference to the available local evidence thereby prohibiting the accurate identification of areas/groups of multiple-need. Setting meaningful targets, milestones and trajectory planning was also difficult for some LSPs. These skills are vital for the development of effective Sustainable Community Strategies and LAAs.

134. Sir John Egan's review of skills for sustainable communities identified LSPs as being key stakeholders who would require learning opportunities to improve skills in joining-up social, economic and environmental disciplines. The Academy for Sustainable Communities, Defra and ODPM are now exploring the learning opportunities which would best support LSPs in their work to help create genuinely sustainable communities.[43] Initial research has found that significant gaps exist in LSP skills and learning, particularly in their capacity to integrate social, economic and environmental issues to address the area's wider or more long-term environmental impacts. This skills gap must be filled if LSPs are to be able to deliver genuinely sustainable communities.[44]

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42 National Evaluation of Local Strategic Partnerships Report of 2004 Survey of all English LSPs, March 2005.

43 Further information on this work will be posted on the Academy's website and will form part of the package of support measures on offer to LSPs during 2006 to help them deliver sustainable communities which embody the principles of sustainable development locally.

44 Research undertaken for ODPM, Defra and ASC found that the topics most commonly engaged in by LSPs were community safety (66%), healthy lifestyles (62%), social inclusion (55%) and community engagement in decision making (55%). The topics that LSPs were least engaged with were sustainable consumption (10%); reducing pollution (17%); fuel poverty (21%); sustainable economy (21%); sustainable procurement (21%); sustainable design and construction (24%); climate change (28%); energy efficiency and renewable energy (28%).

It also reflects work going on across the public sector to improve skills and knowledge about delivering genuinely sustainable communities; for example the National School for Government's work to include sustainable communities in its training portfolio for civil servants.

135. Experience of the NRF LSPs and the broader evaluation of all LSPs have identified the following key building blocks for successful LSPs:

- **Leadership** – Clarity of vision, commitment of all partners to agreed priorities / targets and embedding these within partners' own business plans.

- **Delivery manager** – A senior manager and small team is needed to enable and drive implementation of the local strategy. This involves planning, co-ordinating action with priority places and groups, project management, overcoming obstacles and tracking progress.

- **Delivery system** – a system with sufficient analytical capacity is needed to collate and analyse data, appraise options and provide evidence-based management information to drive and monitor performance.

- **Communication** – across the partnership, with all sectors and with the public is vital so there is awareness of goals, actions and achievement.

Resources available to LSPs

136. There is a wide variation in the level of resources made available for developing the Sustainable Community Strategy. Over half of local authorities (57%) had a specific budget for developing the Community Strategy[45] but the remaining had no budget for the development of the Community Strategy. There is a similarly wide range of staff levels. 69% of LSPs have only 1 or 2 people involved in development of the Community Strategy. In comparison NRF LSPs have, on average, 5 support staff and generally indicate that they have sufficient staff.

137. We expect LSPs to be supported by partners within existing budgets as partnership working should be a more efficient way of delivering outcomes. Currently, local authorities provide the vast majority of LSP support and resources (the average annual budget for LSPs is £78,000[46] (excluding those in areas in receipt of Neighbourhood Renewal Funding)). However, partners are beginning to recognise the importance of ensuring an effective LSP and to contribute financially to achieving this. For example, following a self-assessment and peer review, the LSP in Thurrock, "Shaping Thurrock", decided that a Partnership Director should be appointed. Thurrock Council, the Urban Development Corporation, Thurrock PCT and Essex Police jointly fund this post.

138. Where it is clear that actions agreed by the LSP will have a beneficial financial knock-on effect to partners, resources should be allocated by those partners up front to ease the burden on any one agency that would traditionally be expected to fund the action. For major actions this may require a cost/benefit analysis or impact assessment to be carried out.

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45 National Survey of all LSPs in England, ODPM, 2004.

46 National Evaluation of Local Strategic Partnerships Report of 2004 Survey of all English LSPs, March 2005.

139. Some LSPs have also made creative use of other sources of funding to support the partnership and implement their Community Strategies, for example the reward grant from Local Public Service Agreements, extra funding from the reduced discount on council tax from second homes and charges from discretionary services have all been used in this way.

Existing support and training

140. There is a wide range of support and training available for partners of LSPs. Some is directly focused on LSPs. Other training develops capacity in areas that have a strong impact on the effectiveness of an LSP, such as leadership, negotiation and partnership-building skills. However, this training to date has been provided by a number of different sources, in a variety of different ways, based on several different criteria. It is crucial that the support provided is made much more available to all LSPs, not just those in areas receiving neighbourhood renewal funding and that it is provided in a coherent way ideally with one access route.

141. A summary of the support available to LSPs and key partners is set out in annex C. This includes training to develop capacity in areas that have a strong impact on the effectiveness of an LSP, such as leadership, negotiation and partnership building skills.

142. As part of the wider local government capacity building programme, there are a number of National Programmes with scope for the support to LSPs to be aligned and integrated. This is an area that can be explored further to seek to address the need to develop capacity and address skills gaps.

143. Following the Spending Review in 2004, £57 million of the capacity building fund was allocated over the next 3 financial years to Improvement Partnerships. Improvement Partnerships have been established in the North East, North West and most recently the West Midlands, with others likely to follow shortly. Improvement Partnerships are proving to be an effective mechanism through which authorities can share experiences and good practice. These partnerships bring councils, fire authorities, and related agencies together at a regional level facilitating improved internal capacity by providing opportunities to innovate, tackle shared problems, share best practice, provide support and pool resources. In addition, the government's framework for community capacity building *Firm Foundations*, also identified the importance of investing in community development and appropriate learning opportunities to ensure that communities have the capacity to respond to the increased opportunities for neighbourhood engagement and for influencing policies and services. LSPs need to consider how these learning and support needs can best be met across their area.

144. In addition, in some regions, LSPs have set up forums to discuss issues affecting those regions and to share good practice. Government Offices have also set up and facilitate networks of LSPs for similar purposes.

145. A further potential source of support for LSPs is from within the partners, translating the experience, such as data analysis, performance management or community engagement existing within their organisations to support the development of the LSP.

Key Questions

31: What are your LSP's key support/skill gaps?

32: What extra or different support would be most helpful in shifting to a more delivery focused role?

33: How would LSPs prefer to receive information and support; through guidance, toolkits, sign-posting to existing information, practical learning opportunities etc?

34: How can LSPs ensure that adequate learning and support provision is available to build the capacity of communities to engage with the LSP and its partners at the various levels?

35: What learning or development do you feel is required by LSPs in order to delivery sustainable communities that embody the principles of sustainable development at the local level?

Annex A: Definitions and components of sustainable communities

One-line definition

Places where people want to live and work, now and in the future.

Definition

Sustainable communities are places where people want to live and work, now and in the future. They meet the diverse needs of existing and future residents, are sensitive to their environment, and contribute to a high quality of life. They are safe and inclusive, well planned, built and run, and offer equality of opportunity and good services for all.

Components: headlines

Sustainable communities are:

- Active, inclusive and safe

- Well run

- Environmentally sensitive

- Well designed and built

- Well connected

- Thriving

- Well served

- Fair for everyone

Components: in full

Sustainable communities embody the principles of sustainable development.

They:

- *balance and integrate the social, economic and environmental components of their community*

- *meet the needs of existing and future generations*

- *respect the needs of other communities in the wider region or internationally also to make their communities sustainable.*

Sustainable communities are diverse, reflecting their local circumstances. There is no standard template to fit them all. But they should be:

(1) ACTIVE, INCLUSIVE AND SAFE – *Fair, tolerant and cohesive with a strong local culture and other shared community activities*

Sustainable communities offer:

- a sense of community identity and belonging

- tolerance, respect and engagement with people from different cultures, background and beliefs

- friendly, co-operative and helpful behaviour in neighbourhoods

- opportunities for cultural, leisure, community, sport and other activities, including for children and young people

- low levels of crime, drugs and anti-social behaviour with visible, effective and community-friendly policing

- social inclusion and good life chances for all

(2) WELL-RUN – *with effective and inclusive participation, representation and leadership*

Sustainable communities enjoy:

- representative, accountable governance systems which both facilitate strategic, visionary leadership and enable inclusive, active and effective participation by individuals and organisations

- effective engagement with the community at neighbourhood level, including capacity building to develop the community's skills, knowledge and confidence

- strong, informed and effective partnerships that lead by example (e.g. government, business, community)

- a strong, inclusive, community and voluntary sector

- a sense of civic values, responsibility and pride

(3) ENVIRONMENTALLY SENSITIVE – *providing places for people to live that are considerate of the environment*

Sustainable communities:

- actively seek to minimise climate change, including through energy efficiency and the use of renewables

- protect the environment, by minimising pollution on land, in water and in the air

- minimise waste and dispose of it in accordance with current good practice

- make efficient use of natural resources, encouraging sustainable production and consumption

- protect and improve bio-diversity (e.g. wildlife habitats)

- enable a lifestyle that minimises negative environmental impact and enhances positive impacts (e.g. by creating opportunities for walking and cycling, and reducing noise pollution and dependence on cars)

- create cleaner, safer and greener neighbourhoods (e.g. by reducing litter and graffiti, and maintaining pleasant public spaces)

(4) WELL DESIGNED AND BUILT – *featuring a quality built and natural environment*

Sustainable communities offer:

- a sense of place (e.g. a place with a positive 'feeling' for people and local distinctiveness)

- user-friendly public and green spaces with facilities for everyone including children and older people

- sufficient range, diversity, affordability and accessibility of housing within a balanced housing market

- appropriate size, scale, density, design and layout, including mixed-use development, that complement the distinctive local character of the community

- high-quality, mixed-use, durable, flexible and adaptable buildings, using materials which minimise negative environmental impacts

- buildings and public spaces which promote health and are designed to reduce crime and make people feel safe

- accessibility of jobs, key services and facilities by public transport, walking and cycling

(5) WELL CONNECTED – *with good transport services and communication linking people to jobs, schools, health and other services*

Sustainable communities offer:

- transport facilities, including public transport, that help people travel within and between communities and reduce dependence on cars

- facilities to encourage safe local walking and cycling

- an appropriate level of local parking facilities in line with local plans to manage road traffic demand

- widely available and effective telecommunications and Internet access

- good access to regional, national and international communications networks

(6) THRIVING – *with a flourishing and diverse local economy*

Sustainable communities feature:

- a wide range of jobs and training opportunities

- sufficient suitable land and buildings to support economic prosperity and change

- dynamic job and business creation, with benefits for the local community

- a strong business community with links into the wider economy

- economically viable and attractive town centres

(7) WELL SERVED – *with public, private, community and voluntary services that are appropriate to people's needs and accessible to all*

Sustainable communities have:

- well-performing local schools, further and higher education institutions, and other opportunities for life-long learning

- high-quality local health care and social services, integrated where possible with other services

- high-quality services for families and children (including early years child care)

- a good range of affordable public, community, voluntary and private services (e.g. retail, fresh food, commercial, utilities, information and advice) which are accessible to the whole community

- service providers who think and act long term and beyond their own immediate geographical and interest boundaries, and who involve users and local residents in shaping their policy and practice

(8) FAIR FOR EVERYONE – *including those in other communities, now and in the future*

Sustainable communities:

- recognise individuals' rights and responsibilities

- respect the rights and aspirations of others (both neighbouring communities, and across the wider world) also to be sustainable

- have due regard for the needs of future generations in current decisions and actions

Partnerships in a local area							
Partnerships	Role & purpose	Members	Legal status	Lead Department	Funding	Tiers	Recent/future developments
Children's trusts	The Government's long-term vision is to integrate key children's services within a set of locally determined arrangements called children's trusts.	Membership can be drawn from providers of childrens services – Social Services, Health, Education, Youth Justice Board, Police, Parents, VCS.	**Non statutory** Children's Trust are established in response to the new duties in section 10 of the Children Act 2004 which after 2004 requires local authorities and their 'relevant partners' to co-operate to improve children's wellbeing. Local authorities must take a lead in making arrangements to promote co-operation between local agencies whose work impacts on children within the authority's area. As joint stakeholders, the relevant partners must co-operate with the authority in the making of those arrangements.	**DfES**	Formed through the pooling of budgets and resources across the local authority, Connexions, certain health services and where agreed locally, Youth Offending Teams.	Children's trusts usually operate at top-tier level, although they may delegate to district level partnership boards in 2-tier areas.	Most areas should have a children's trust by 2006 and all areas by 2008.
Area Child protection Committees **To be replaced by Local Safeguarding Children's Boards under the Children Act**	Helping to protect children from abuse and neglect to agree how services should work together to safeguard children in that area.	Education, Health, Social Services, LAs.	**Non statutory** Under the Children Act, local authorities will be required to establish a statutory LSCB.	**DfES**	Locally flexible – each ACPC should be supported in its work by its main constituent agencies.	Counties/Districts	To be replaced by Local Safeguarding Children's Boards under the Children's Act.

Partnerships in a local area *(continued)*							
Partnerships	Role & purpose	Members	Legal status	Lead Department	Funding	Tiers	Recent/future developments
Local Safeguarding Children's Boards (LSCBs)	The LSCB is the key statutory mechanism for agreeing how the relevant organisations in each local area will co-operate to safeguard and promote the welfare of children in that locality, and for ensuring the effectiveness of what they do.	Statutory members: Chief Officer of Police, Local Probation Board, Youth Offending Team, Strategic Health Authorities/ Primary Care Trust, NHS Trusts, Connexions Services, CAFCASS, any Secure Training Centre and any Prison that detains children in the area concerned. Local authorities should also secure the involvement of any other organisations as necessary.	Statutory under the Children Act 2004.	**DfES**	LSCBs need to be supported by their member organisations with adequate and reliable resources.	Top-tier	All existing Area Child Protection Committees (ACPCs) must be replaced by LSCBs by 1 April 2006.

Partnerships in a local area *(continued)*							
Partnerships	**Role & purpose**	**Members**	**Legal status**	**Lead Department**	**Funding**	**Tiers**	**Recent/future developments**
Children's Fund Partnership	Supports children & young people between 5 and 13 who are showing early signs of difficulty by providing them and their families with services. The Children's Fund is designed to support the local authority's preventative strategy.	LAs, Parents, Education, Social Services, VCS.	**Non statutory** Local authority is often the accountable body or lead partner. Migrating towards the children's trust.	DfES	CYPFD formula funding – released subject to agreed proposals that meet broad objectives & achievement/ attainment. Locally flexible (in consultation with local community groups and children and young people).	Top-tier	

Partnerships in a local area *(continued)*							
Partnerships	Role & purpose	Members	Legal status	Lead Department	Funding	Tiers	Recent/future developments
Child and Adolescent Mental Health Services (CAMHS) Strategy Group or Partnership **(May be known by other titles e.g. Local CAMHS Strategic Planning Group)**	To draw up a multi-agency CAMHS strategy and monitor progress. Partnerships are essential local mechanisms to oversee commissioning, funding and the development of a comprehensive CAMHs by 2006 (DoH PSA target) and to implement the National Service Framework for Children and Young People and Maternity Services. To ensure links between the CAMHS strategy and other strategic planning e.g DATs, Early Years, adult mental health Local Implementation Teams. Will feed into Children and Young People's Plan and link to children's trust developments.	The LA – including both social care and education, PCT & The NHS Trust which provides CAMHS services (not all NHS Trusts do). There are local variations – some partnerships can include user representatives, voluntary organisations, the local Youth Offending service.	**Non statutory** Becoming Part of Children's Trust.	**Department of Health lead with DfES interest**	£67m in 2004-05 of which £60.5m is allocated directly to councils using the children's Formula Spending Share (FSS). CAMHS grant £90-539m for 2005/6 of which £84.739m is allocated directly to councils using the children's Formula Spending Share. Additional NHS funding for CAMHS is available through Primary Care Trusts.	Counties, Unitaries, London and Metropolitan Boroughs.	CAMHS Region development workers have worked with local partnerships to review member and functions and improve effectiveness. Some partnerships now operate within children's trusts.

Partnerships	Role & purpose	Members	Legal status	Lead Department	Funding	Tiers	Recent/future developments
Crime and Disorder Reduction Partnerships	To reduce crime and disorder and combat drug misuse in local areas. The Crime & Disorder Act 1998 placed a duty on local agencies to work together as partners. Each partnership produces an audit and strategy for its local area. (The Crime & Disorder Act is currently under review).	LAs, Police, Fire & Rescue Authorities and PCTs who are required to act in co-operation with local probation boards and other specified bodies.	CDR partnerships are established in response to the statutory requirement placed on LAs, Chiefs of police and police authorities to jointly formulate and implement strategies for their area, in order to reduce crime and disorder, and combat drugs misuse.	Home Office	Main funding through Building Safer Communities Fund (part of Safer and Stronger Communities Fund). Funds are allocated depending on Crime and Population. 376 partnerships received £74m for 04/05.	In England, each district or London Borough, the City of London, the Isle of Wight and the Isles of Scilly; in Wales, each county or county borough, is required to have one.	More recently there's been a move toward merging funding streams, to reduce the administrative burden and the complication for partnerships.
Youth Offending Teams	To prevent offending by children and young people.	LAs, Police, Health, Education, Fire, Social Services, Probation Officers are the key statutory players – housing Connexions, fire, etc. are also involved.	**Statutory** Local authorities have a duty to establish one or more youth offending teams for their area.	**Home Office (Youth Justice Board)**	Funded by five key players and LAs (Police, Probation Office, Health, Education & Social Services). Approx 21.8% of funds provided by the Youth Justice Board for England and Wales, a non-departmental public body.	155 YOT in England and Wales. In some instances this covers Counties, Districts and Unitary areas.	YOTs are prepared to work as part of children's trusts arrangements where it meets local needs.

Partnerships in a local area (continued)

Partnerships	Role & purpose	Members	Legal status	Lead Department	Funding	Tiers	Recent/future developments
Drugs Action Teams (DATs)	Local multi-agency coordinating groups set up under the UK Government's strategy for England, 'Tackling Drugs Together'. (i) coordinates and commissions local services to tackle drugs. (ii) develops local plans (iii) monitors and reports on performance (iv) communicates with stakeholders (v) enhances community awareness.	LA, Heath (PCT), DAT, Probation, Police, Social Services, Education, Community Groups.	**Non-statutory** (will be subsumed with CDRP)	**Home Office**	Running costs funded by Home Office support grant – programmes receive funding from Home Office and DoH. For 2004/05 HO allocated just over £389m for this partnership.	Not co-terminus with County or Districts. Inner City boroughs have their own DAT. Area based.	DATs should become engaged in children's trusts.
Early Years Development and Childcare Partnerships (EYDCPs)	Help plan early years and childcare for children aged 0 to 4 years to meet the aims of the National Childcare Strategy.	Local authorities schools, employers, parents, child-care providers, Learning and Skills Councils, national bodies and health and information service.	**Non statutory** EYDCPs no longer have executive powers but they have been kept going in some areas as consultative bodies.	**DfES**	Locally flexible – no dedicated funding provided by DfES.	Counties/ Districts	Some LAs have amalgamated them with other, more strategic partnerships such as a CYPSP. They will also decide for themselves what the required level of participation is.

Partnerships in a local area *(continued)*							
Partnerships	**Role & purpose**	**Members**	**Legal status**	**Lead Department**	**Funding**	**Tiers**	**Recent/future developments**
Sure Start local programme Partnership (SSLP)	Integrate and improve early education, childcare, health and family support services for 0-4 year olds and their families within a strictly-defined catchment area.	SSLP Partnership Board members can be drawn from local authorities, Primary Care Trusts, Jobcentre Plus, local community groups, parents, grandparents, public agencies and voluntary and private sector organisations.	**Non-statutory**	**DfES**	Direct from DfES. As an Area-Based Initiative, revenue funding for SSLPs is currently paid separately from the main Sure Start Grant which goes to local authorities. The partnership has the say on how their money is spent.	Varies locally	From April 2006, revenue funding for all SSLPs will be paid to local authorities as part of their General Sure Start Grant. Although SSLP revenue will be ring fenced, local authorities will have more control over how resources are allocated. Almost all SSLPs will become children's centres in due course (by 2008) and children's centres will be administered by local authorities.

Annex B

Partnerships in a local area *(continued)*

Partnerships	Role & purpose	Members	Legal status	Lead Department	Funding	Tiers	Recent/future developments
Connexions Partnership	Provide integrated advice, guidance and personal support to 13-19 year old young people including brokerage and advocacy to other help agencies. The principle PSA target is to reduce number of 16-18 year olds who are not in education, employment or training. Provide integrated advice guidance and personal support.	Partnership boards are composed of directors from the main statutory, public, private, voluntary and community agencies involved in youth support including local authorities, and led by independent chair.	**Non-statutory** Not been prescriptive on membership, but require collaborative working which best meets local need.	DfES	Funding direct to partnership via Connexions Grant – £445m in 05/06. An additional £19m of the Connexions Grant has been paid to LAAs in areas where it has been agreed to pool Connections funding.	47 partnerships organised sub-regionally.	Partnerships have been working with local authorities in the context of Local Area Agreements (LAAs). In 2005-06 a small number have agreed to pool their connexions grant funding into LAAs. More have aligned their business plan alongside the LAAs without actual pooling funds. This process is expected to accelerate as phase 2 of LAAs comes on stream from April 2006 and as children's trusts begin to form.

Partnerships	Role & purpose	Members	Legal status	Lead Department	Funding	Tiers	Recent/future developments
Local Learning Partnership	Set up to promote a new culture of provider collaboration across sectors and to rationalise the plethora of existing local partnership arrangements covering post – 16 learning.	LA, Connexions, trade unions, employers and faith groups.	**Non-Statutory**	**Learning Skill Council (LSC)**	Funding channelled through the LSC and forms part of the LSC Intervention and Development Fund.	District & Unitary	Learning Partnerships are also involved in follow-up Area Inspections, 14-19 proposals and a range of initiatives around Basic Skills, workforce development. Contributing increasingly to local strategies for regeneration.
Regional Skills Partnership	Agree skills priorities and plan for region.	RDA, the Learning and Skills Council, Jobcentre Plus, the Small Business Services and the Skills for Business Network with other regional partners.	**Non-Statutory**	**ODPM/DTI, LSC and JobCentre Plus**	Funded by the partners themselves.	Regional	

Partnerships in a local area *(continued)*							
Partnerships	**Role & purpose**	**Members**	**Legal status**	**Lead Department**	**Funding**	**Tiers**	**Recent/future developments**
Special Educational Needs (SEN) Regional Partnerships	A key means of achieving the aims of the SEN Strategy. In particular, they are an important medium for sharing the most effective practice in SEN and helping to tackle difficult issues.	LAs in the region also multi-agency partners, health, social services, voluntary organisations.	**Non-statutory** Local authorities in the region expected to be a partner. Role is broadening to link into Every Child Matters covering vulnerable children.	**DfES**	DfES fund the lead LA in each region for recurrent costs including facilitator post(s) and administrative support in each partnership. The National Steering Group approves annual plans, the local authorities and other partners own them.	Counties/ Districts	Their role has evolved since 1999 and is continuing to evolve. Most recently the SENEPs have been extended from April 06 – March 08 with a broadened role linked to ECM and closer based to GOs.

Partnerships in a local area *(continued)*							
Partnerships	**Role & purpose**	**Members**	**Legal status**	**Lead Department**	**Funding**	**Tiers**	**Recent/future developments**
Education Improvement Partnerships (formerly known as foundation partnership)	Education improvement partnerships provide a framework for schools and other partners to work together to raise education standards and to take on wider responsibilities for the children and young people within their local community.	Primary, Secondary and Special Schools, Pupil Referral Units, Local Authorities, Further Education Colleges, Work-based Training Providers, Voluntary Sector and Private Providers. These parties are to be involved as appropriate, dependant on the purpose and agreed function being delivered in partnership.	**Non-Statutory**	**DfES**	Local Authority	District/Unitary	

Partnerships in a local area *(continued)*							
Partnerships	**Role & purpose**	**Members**	**Legal status**	**Lead Department**	**Funding**	**Tiers**	**Recent/future developments**
Local Teenage Pregnancy Partnership Boards (TPPB)	Boards created to tackle both causes and consequences of teenage parenthood. Boards aim to reach challenging target of reducing under 18 conceptions by 50% by 2010. Thus essential wide-ranging membership galvanises all support available locally to provide coherence/strategic direction.	Membership consists of key partners locally including: ● Teenage Pregnancy co-ordinator; ● Representatives from local authority (including social services, education, local housing authorities and/or support people). ● Local Primary Care Trusts. ● Other key partners such as Sure Start/Children's Centres, Connexions and Voluntary sector.	**Non-statutory**	**DfES**	DfES direct ring fenced Teenage Pregnancy Local Implementation Grant (£29.5 million in 06/07 to 07/08).	Top-tier	Authorities with freedom from the grant terms and conditions (3 star social services, exellent in the CPA or with pooled funding in LAAs) are not required to have a Board. In practice many continue to do so, or have similar strategic level Board reporting up to the Children's Trust Board or Children and Young People's Strategic Partnership.

Partnerships in a local area *(continued)*							
Partnerships	**Role & purpose**	**Members**	**Legal status**	**Lead Department**	**Funding**	**Tiers**	**Recent/future developments**
Health Improvement Partnership (still exists in some areas)	Developed by partners and agencies with an interest in, and a responsibility for improving health and providing services in the area.	Local Authorities, Doctors.	**Non-Statutory**	**PCT**	Funds received in various ways – voluntary sector, partnership findings. Funding receives varies from area to area.	Districts/Counties	
Health and Social Care Development Group	Advice on strategy, policy and health and social care development.	Local Authority, PCT.	**Non-statutory**	**DoH**	DoH	Counties/ Districts	

Partnerships in a local area *(continued)*

Partnerships	Role & purpose	Members	Legal status	Lead Department	Funding	Tiers	Recent/ future developments
Supporting People (SP) Partnership	Supporting People is a national programme under which grant is paid to local authorities towards expenditure incurred in connection with the provision of welfare services.	A working partnership of local government, probation, health, voluntary sector organisations, housing associations, supporting agencies and service users.	**SP is a national programme. It was established under statutory direction under s93(9) of Local Government Act 2000.**	**ODPM. DWP/DoH also have an interest**	Grant is paid by ODPM under s93 – which allows grant to be paid towards expenditure incurred by local authorities in connection with the provision of welfare services. Services that are eligible are housing-related support services.	Counties/ Unitary and metropolitan authorities.	
Regeneration Partnership	Many were set up as a result of the Single Regeneration Budget (SRB).	Local Authority, businesses.	**Non-statutory**	**ODPM**	Funded mainly through the SRB but some Partnerships receive funding from elsewhere.	Districts	With the ending of SRB in March 2006 some Regeneration partnerships will change format.
Community Legal Services Partnership (CLSP)	Set up as part of community legal services. To discuss community legal services issues to meet local priority needs. 200 CLSPs were set up by April 2004. This target was 99.9% met.	Membership varies around the country but have members from LA, legal service providers (e.g. solicitors) and Citizen Advice Bureau.	**Non-Statutory**	**DCA**	Sponsored by the Department of Constitutional Affairs.	Counties/ Districts	Currently drafting a strategy document on legal services which look at CLPs which will be published later this year.

Partnerships in a local area *(continued)*							
Partnerships	**Role & purpose**	**Members**	**Legal status**	**Lead Department**	**Funding**	**Tiers**	**Recent/future developments**
Safety Camera Partnership	The programme board advises ministers on the overall policy, strategy, direction and performance of the speed camera programme.	Membership must comprise the local authorities, police, Magistrates' Court and, where appropriate, the Highway Agency. Some may include other stakeholders such as health authorities.	**Non-Statutory**	**DfT**	Costs can be reclaimed from DfT.	Counties/ Districts	
Quality Bus Partnership	Section 114 of the Transport Act 2000 gives local transport authorities a power to enter into a statutory quality partnership scheme.	Local Transport Authority, bus companies.	**Discretionary power**	**DfT**	No specific funding. Some projects are funded by the Local Transport Plan or local authorities.	County level and metropolitan and unitary.	
Local Agenda 21	Came out of the Rio Summit in 1997 to agree and implement local sustainable development action plans for the future in partnership with the local communities.	Local Authorities, PCT and police.	**Non-Statutory**	**Defra**	Local Authority	Districts	LA 21s have been incorporated into community strategy in most local authority areas.

Annex B

Annex C: Existing and forthcoming support for LSPs and key LSP partners

The Capacity Building Programme

The ODPM and Local Government Association established the Capacity Building programme in April 2003, as part of a three year initiative to support improvement in local government. Following the Spending Review 2004, additional funding was secured, extending the programme to 2008.

The programme aims to enhance and develop local authorities' confidence, leadership and skills, to advance improvement as well as developing the capacity to learn, innovate, and share knowledge and expertise about what works and how.

Capacity Building Programme Support is provided through:

National Programmes: these are high-quality targeted programmes to address local authorities' shared capacity building needs.

Direct Support: Direct financial and tailored development support for authorities rated 'Poor' and 'Weak' under CPA.

Improvement Partnerships: Following SR04, £57 million of the capacity building fund was allocated over the next 3 financial years to Improvement Partnerships.

Improvement Partnerships have been established in the North East, North West and most recently the West Midlands, with others likely to follow shortly.

These partnerships bring councils, fire authorities, and related agencies together at a regional level facilitating improved internal capacity by providing opportunities to innovate, tackle shared problems, share best practice, provide support and pool resources.

Neighbourhood Renewal Unit support

The NRU delivers a range of activities to support and improve NRF LSP performance, including:

- Renewal.net – the on-line guide to what works in neighbourhood renewal www.renewal.net

- The LSP Delivery Toolkit – which gives advice on developing, delivering and reviewing strategies and includes the Floor Target Action Plan toolkit www.renewal.net/lsp

- Delivery Skills Training sessions – including training on ways of adopting a strategic commissioning approach to funding

- Neighbourhood Renewal Advisors (NRAs) with expertise in a number of fields including performance management.

In 2004 26 NRF LSPs received additional NRF to develop and implement plans to tackle the floor targets they were most at risk of missing. To help them, the NRU produced a floor target action planning toolkit which provided guidance on the preparation of evidence-based action plans to meet specific floor targets. It set out the five steps to prepare a **Floor Target Action Plan** although **this methodology could be used when producing the Sustainable Community Strategy too:**

- **Current performance** – Establish or review BASELINE, performance and trends on floor target

- **Analysis of performance and of local conditions** – Identify characteristics of area and nature of the problem – EVIDENCE

- **Forecasting whether targets will be met** – plot trends and impact of actions to identify any GAP

- **Option appraisal** – based on insights from steps 1 – 3 reassess what works in the local context and consider new/modified actions

- **Revised Floor Target Action Plan** – State plans and reassess targets – is there still a gap?

Super Output Area (SOA) data has helped practitioners drill down below ward level and the Indices of Deprivation (2004) was based on SOAs. There are also other tools available and being developed that help LSPs focus on the neighbourhood-level including:

- **Neighbourhood Statistics** – the on-line service developed by the Office for National Statistics that enables users to download a vast range of social and economic datasets and analyse this data on a consistent small area geography. The Neighbourhood Statistics Service can be found on the national statistics website at http://www.neighbourhood.statistics.gov.uk/dissemination/

- **Area Profiles and Quality of Life Indicators** – The Audit Commission has piloted Area Profiles for two years in dozens of local areas. This project has now enabled a detailed picture of quality of life and local services against ten themes for each local authority area to be drawn up. Area Profiles provides data and information against those themes that will be of particular help to LSPs. The project highlights 45 local Quality of Life Indicators, which measure a wide range of issues covered by each of the ten themes. All the indicators draw on national data sources and are available on the Area Profiles section of the Audit Commission's website[47].

- **The Data Provision for Neighbourhood Renewal project** – An existing report which signposts data sources for local renewal practice[48]. This toolkit was updated in November and provides information on what data is available, by floor target theme, at lower spatial levels. This has been published on the NRU, renewal.net and NeSS websites. It identifies data that is publicly available and also indicates data not publicly available but held by local service providers.

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47 See http://www.areaprofiles.audit-commission.gov.uk/
48 http://www.neighbourhood.gov.uk/publications.asp?did=128

- **Local systems** – Many LSPs have developed systems to analyse data within their district at the neighbourhood level, see for example Bristol's approach below:

Bristol's "State of the Neighbourhoods" Management Information System

The system has been developed by Bristol City Council to do the following:

1. Evaluate the impact of regeneration in Bristol

2. Review and target spend

3. Provide consistent data about specific regeneration areas

4. Compare the gap between neighbourhood renewal areas and the rest of the city

5. Provide neighbourhood-level information

6. Address gaps from other sources of data

It comprises a neighbourhood level database of over 30 key indicators and is supported by data supplied by mainstream service providers and information from Bristol's annual quality of life survey. The system is available on-line at: www.bristolforward.net/evaluation

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To improve LSP performance for those areas which receive NRF, the Neighbourhood Renewal Unit has introduced a package of support, for weak LSPs, which includes:

- Appointment of a Neighbourhood Renewal Assignment Manager to prepare detailed diagnosis of the issues, identify priorities and make recommendations for action, including support needs.

- Agreement of tailored support package. A short agreement sets out: (a) what support Neighbourhood Renewal Unit/Government Office will provide; and (b) what the LSP will deliver within an agreed time-scale.

- Frequent monitoring of progress. In some cases, the ODPM Relationship Manager will discuss progress at Government Monitoring Boards. Performance will be reported to NRU Board and ODPM's Director of Local Government Practice.

Support available to devise a Local Area Agreement

To help the improvement of Local Area Agreements as they roll out nationally, the ODPM is working in partnership with the Improvement and Development Agency (IDeA) and Local Government Association (LGA) to provide a package of support. This is available to all local authorities and LSPs primarily through www.idea.gov.uk and incorporates:

- Formal Local Area Agreement (LAA) Guidance which provide the policy framework

- LAA Toolkit which offers written policy interpretations, good practice case studies, practical signposts and sources of information to aid all stages of the LAA process and content

- individual tailored on-site LAA support to meet specific needs delivered by primarily delivered by IDeA

- region-based networking and practice exchange between LAAs and facilitated by Government Offices

- collective briefings and problem-solving amongst LAA networks and the Government Offices facilitated LGA Reference Groups and LAA Sounding Boards

Other sources of training support to LSPs

- **The Peer Challenge:** This was set up to provide constructive and mutual support to help LSPs to look at how they are performing at their strengths and areas for improvements. This model had been developed through a partnership between Society of Local Authority Chief Executives and Senior Managers (SOLACE) Enterprise, Warwick University Business Schools Local Government Centre and the IDeA. The Peer Challenge is conducted by a team of people who take the role of 'critical friends' and focus on the specific circumstances of the LSP being assessed. Further information is available from www.idea.gov.uk and www.solaceenterprises.com

- **Local Government Leadership Centre:** The Local Government Leadership Centre has a key role evaluating and advising councils about their leadership capacity. They will make recommendations on how councils can improve their leadership. Following an initial assessment, they will agree an ongoing development programme, including a range of development options such as coaching, mentoring, consultancy and development centres.

- **Leadership Academy:** The academy is run by the IDeA. The programme is designed to specifically for councillors. The course aims to develop participants' leadership style, give them confidence and create a support network among peers in other local authorities and parties. Further information is available from www.idea.gov.uk

- **Academy for Sustainable Communities:** This is funded by ODPM to take forward the Egan Review's recommendation for a new national skills centre to support those working towards sustainable communities. Its purpose is to inspire and enable people across different fields to work together in a coherent, farsighted approach to creating renewing our communities. ASC will work with local government initiatives like the Local Government Leadership Centre and the Planning Advisory Service to deliver on shared priorities. Further information is available www.ascskills.org.uk

- **The cross-government Cleaner Safer Greener Communities programme:** This aims to encourage the sharing of lessons and good practice through a combination of guides and learning events, including:

  - Three "How To" guides on managing town centres, improving residential areas, and creating quality parks and open spaces

  - a linked programme of learning events that will provide further advice and good practice that will be incorporated into updates of these guides

  - The Cleaner Safer Greener Communities web portal providing access to a wide range of information and guidance www.cleanersafergreener.gov.uk;

- **The Sustainable Development Commission:** The SDC's website offers a wealth of information to help LSPs get to grips with sustainable development at a local level. www.sd-commission.gov.uk

Chorley
Borough Council

Report of	Meeting	Date
Director of Legal Services and Head of Customer, Democratic and Office Support Services.	Overview and Scrutiny Committee	02/03/06

DELIVERING THE CORPORATE PROCUREMENT STRATEGY

PURPOSE OF REPORT

1. To bring Members fully up to date on progress made in respect of meeting the milestones of the National Local Government Procurement Strategy and the targets set out in the Corporate Procurement Strategy, which was approved in May 2004 This report was submitted to the Executive Cabinet at its meeting on12 January 2006.

CORPORATE PRIORITIES

2. Investing in our capacity to deliver and serving our customers better

RISK ISSUES

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

Strategy	4	Information	
Reputation		Regulatory/Legal	
Financial	4	Operational	
People		Other	

4. The Corporate Procurement Strategy demonstrates the approach taken by the Council in respect of strategic procurement and the milestones that need to be met both nationally and locally. The implementation of this strategy reduces the risk of procurement not being recognised as an important corporate function. There are specific financial targets in respect of procurement savings set out in the Strategy, which if not achieved could involve financial risk to the Council.

BACKGROUND

Progress On Implementation

Contracts Procedure Rules

5. These have been completely revised to fit better with today's procurement environment. This was a major piece of work involving staff from Legal, Financial and the Corporate Procurement team. These rules were formally adopted by Council on 13 December 2005 and it is intended that training in respect of the new Rules will be given to all relevant staff beginning early in 2006.

National Procurement Strategy Milestones

6.   The document attached as Appendix A clearly sets out in a Traffic Light format the progress that has been made in respect of the milestones set out in the National Local Government Procurement Strategy. An IDeA Procurement Health Check is due to take place on 22 March 2006, which will evaluate the performance against the National Strategy.

Options Appraisal

7.   The Corporate Procurement strategy incorporated an Options Appraisal Model to help the Council establish the most appropriate procurement route for commissioning services. The model was used in the evaluation process to select the optimum way forward for delivery of Property Services and the Markets. The document attached as Appendix B shows the Options Appraisal Results Indicator in respect of the Appraisal of the Markets Service and it is intended that this scoring template be used for all future option appraisal evaluations.

Partnership and Collaboration

8.   The Corporate Procurement Strategy should include the Council's approach to Partnership and Collaboration, which is an important aspect of the strategic procurement function. Attached at Appendix C for Executive Cabinet Members' consideration is a document outlining such an approach. As Members are fully aware the Council has been involved in a number of Partnerships and collaborative ventures in recent years, as it has increasingly become apparent that this can be in many cases the most effective method of delivering services. There is also an increasing emphasis on the merits of partnerships and collaboration in delivering the efficiency agenda.

Community Benefits and Supplier Base Development

9.   The National Strategy requires all councils to address in their Procurement strategies the relationship of procurement to the Community Strategy, Workforce issues, Diversity, Equality and Sustainability. In addition the authority is required to address how it will encourage a diverse and competitive supply market, including small firms, social enterprises, ethnic minority businesses and voluntary and community sector suppliers. As a first stage a comprehensive area has been established on the Council's website to guide and advise suppliers wishing to do business with the Council and advertising our corporate contract opportunities, including an electronic download facility for contract documentation. Additionally, the Council is collaborating with Preston and South Ribble Councils and the Regional Centre of Excellence to undertake a Suppliers Analysis. This will provide a more informed picture of our supplier base and enable the authority to tackle how we can encourage a more diverse and competitive supply market.

E-procurement

10.   The Corporate Procurement Strategy needs to include a more detailed e-procurement strategy. Our approach to e-procurement is set out in the document at Appendix D Members will see that significant progress has been made in respect of the implementation of the new radius Financial Information system and the establishment of the Roses electronic market place. These developments have delivered procurement process savings, which are identified in Paragraph 18 of this report.

Procurement Guidance and Training

11.   Two half-day workshops on procurement were held earlier this year for Chief officers and Members. A council-wide skills analysis has been carried out which identified a number of skill gaps in general procurement practice and use of the Contracts Procedure Rules. A comprehensive electronic staff guide has now been posted on The Loop and a simple one-page leaflet has been prepared for issue to staff. Workshops for all staff involved in procurement activity will be delivered by the Corporate Procurement Team and Legal Services, commencing in the first quarter of 2006.

The Procurement Challenge

12.   The Corporate Procurement Strategy contains a challenge to deliver £500,000 savings to the Council over the 5 year Strategy life. The £500,000 is broken down into the following segments:

- Take costs out of the Procurement Process-£200,000.
- Take advantage of the Council's full purchasing leverage-£200,000.
- Improve general purchasing and procurement procedures-£100,000.

13.   We are now 18 months into the Strategy implementation and are in a much more informed position on how relevant the above challenge is. The £500,000 has proved to be a realistic target, but we feel that the above split is both vague and unnecessary. We recommend therefore that the challenge be a single savings target over the 5 year life of the Strategy, which will incorporate both savings delivered as a direct result of a procurement exercise and a change in a procurement process resulting in an efficiency gain eg implementation of new procure2pay process.

14.   Appendix E identifies the procurement savings and efficiencies we have achieved to date against the challenge.

15.   It should be noted that these are not all cashable savings. As an example the CCTV service and maintenance contract showed a significant saving on the previous year's expenditure when a formally tendered contract was not in place. However, the lack of an effective contract in the past had left the cameras in a poor state of repair and the savings were needed to bring the equipment up to a satisfactory level under the current contract.

16.   The total savings over the five-year life of the strategy, which we know of at this time, are estimated at £1,078,044.76.

17.   Worthy of specific mention are the savings in salary budget, which are directly achieved as a result in improving the efficiency of the procurement process.

18.   Changes to improve process efficiency in procurement commenced during 2004/05 and significant further savings were achieved following implementation of the new Financial System in 2005/06. We estimate that a total of 3.9 FTE posts have now been taken out of the procurement process and this amounts to a total saving in staff time over the five-year strategy life of £377,683.

Anticipated Future Savings

20.   The challenge target has already been exceeded but it is difficult at this stage to accurately forecast what savings will be achieved in the coming three years. The following are a number of areas where we see significant opportunity to achieve savings as a result of a procurement exercise, however it should be noted that the potential for procurement process efficiency savings has now been significantly realised and we see limited further scope for savings in this area.

i)   Property Services Outsourcing
ii)   Telecommunications

iii)   IT equipment
iv)   Corporate printing
v)   Leisure Contract
vi)   Golf course outsourcing
vii)   Energy Efficiency Partnership
viii)   Consolidated invoices
ix)   Review of Postages
x)   Strategic commissioning of services

COMMENTS OF THE HEAD OF HUMAN RESOURCES

21.   Although there are no direct HR implications contained within this report consideration should be given to the issues relating to partnership working and the delivery of services. Although this has been successful in some areas in others it has failed. A more consistent and systematic approach to collaborative and consortium working needs to be defined to ensure that Chorley takes a more strategic lead in these projects.

COMMENTS OF THE DIRECTOR OF FINANCE

22.   The report sets out the financial effects of implementing the Procurement Strategy and details where savings have been made. In line with the Gershon approach, some of the savings are notional i.e. what the Council might have paid through procuring an alternative way and some are cashable.

23   The cashable savings are predominately from process savings and have already been factored into the Council's Continuous budget for 2005/6 and into future years where the saving is recurrent. Further savings are expected from the ongoing work and once again they will be included in the Council's Continuous budget, once agreed

RECOMMENDATION(S)

24.   (a)   To note the progress made in implementing the Corporate Procurement Strategy and meeting the milestones contained in the National Local Government Procurement Strategy.

        (b)   To agree that the approach to Partnership and Collaboration set out in Appendix C be incorporated into the Corporate Procurement Strategy.

        (c)   To approve the draft e-procurement strategy at Appendix D for incorporation into the Corporate Procurement Strategy.

        (d)   To agree that the Option Appraisal Results Indicator at Appendix B is included in the Corporate Procurement Strategy.

        (e)   To update the Corporate Procurement Strategy to reflect the recommendations in, (b), (c) and (d) above.

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

25.   Recommendations (b) and (c) if agreed, will ensure that the Corporate Procurement Strategy complies with the National Local Government Procurement Strategy and recommendations from the Audit Commission, particularly in respect of the strategic approach taken by the Council to partnership and collaboration.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

26.   None.

ROSEMARY LYON
DIRECTOR OF LEGAL SERVICES

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

Background Papers			
Document	**Date**	**File**	**Place of Inspection**
Corporate Procurement Strategy	May 2004		www.chorley.gov.uk

Report Authors	**Ext**	**Date**	**Doc ID**
Rosemary Lyon and Jim Douglas	01257-235810 01275-515203	21 December 2005	LEGREP/91412LK

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CHORLEY BOROUGH COUNCIL FORWARD PLAN
FOR THE FOUR MONTH PERIOD 1 FEBRUARY 2006 TO 31 MAY 2006

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

A Key Decision is defined as:

1. Any executive decision (as opposed to a regulatory decision) which is likely to result in the Council incurring significant expenditure or the making of savings where there is:

    - A change in service provision that impacts upon the service revenue budget by £100,000 or more, or
    - A contract worth £100,000 or more, or
    - A new or unprogrammed capital scheme of £100,000 or more.

2. Any executive decision which will have a significant impact in environmental, physical, social or economic terms on communities living or working in two or more electoral wards - This includes any plans or strategies which are not within the meaning of the Council's Policy Framework set out in Article 4 of the Council's Constitution.

The current members of the Executive Cabinet are:

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

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

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

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

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

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

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

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

Donna Hall
Chief Executive

Publication Date: 18 January 2006

Details of the Decision to be taken	Decision to be taken by	Relevant Portfolio Holder	Expected Date of Decision	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated
Determination of the level of Council House rents and associated service and support charges for 2006/07	Executive Cabinet	Executive Member for Housing and Neighbourhood Renewal	9th Feb 2006	Chorley Tenant's Forum	Discussion at meetings of the Chorley Tennant's Forum	None.	Head of Housing Services Tel: 01257 515577 steve.lomas@chorley.gov.uk by 3 January 2006
Fees and Charges for Leisure and Cultural Services 2006/07	Head of Leisure and Cultural Services	Executive Member for Life and Leisure	17th Feb 2006			None.	Head of Leisure and Cultural Services Jamie.Carson@chorley.gov.uk Tel: 01257 515815 by 6 February 2006
Determination of Draft Budget proposals for 2006/07 for consultation purposes	Executive Cabinet	Executive Leader	23rd Feb 2006	Appropriate Stakeholder organisations	Forum meetings and consultation letters	None.	Director of Finance Tel: 01257 515480 gary.hall@chorley.gov.uk by 3 January 2006

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CHORLEY BOROUGH COUNCIL FORWARD PLAN
FOR THE FOUR MONTH PERIOD 1 MARCH 2006 TO 30 JUNE 2006

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

A Key Decision is defined as:

1.   Any executive decision (as opposed to a regulatory decision) which is likely to result in the Council incurring significant expenditure or the making of savings where there is:

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Donna Hall
Chief Executive

Publication Date: 16 February 2006

Details of the Decision to be taken	Decision to be taken by	Relevant Portfolio Holder	Expected Date of Decision	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated
Approval of Overview and Scrutiny Improvement Plan	Executive Cabinet	Executive Leader	9th Mar 2006	Elected Members and Senior Management Group		None.	Chief Executive Tel: 01257 515104 donna.hall@chorley.gov.uk by 3 March 2006

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Chorley
Borough Council

OVERVIEW AND SCRUTINY WORK PROGRAMME – 2005/06

Function/topic	Assigned to	J	A	S	O	N	D	J	F	M	A	M	J
1. Holding the Executive to Account													
Annual Budget Consultation	OSC					3		3					
Provisional full year Performance Indicator	OSC									3			
Business Plan and Performance Indicator Updates	ESP			✓				✓		✓	✓		✓
	Com SP			✓				✓	✓	✓	✓		✓
	Cust SP			✓				✓		✓	✓		✓
	OSC			✓				✓		✓	✓		✓
BVPP (Corporate Plan overall performance)		✓								✓			
Monitoring of Sickness Absence (6 monthly update)					✓								✓
2. Policy Development and Review													
Overview and Scrutiny Improvement Plan				✓			✓			✓			✓
Corporate Improvement Plan 2004-2007 Update (Corporate Strategy)								✓					
3. External Scrutiny/Community Concern Full Scrutiny Inquiry													
Public Participation/Communication	ComSP	■	■	■	■	■	■	■	■	■	■	■	■
LCC's arrangement for the Scrutiny of health function – Periodic Review	CustSP				3								
Parkwise Scheme	CustSP	■	■	■	■	■	■	■	■	■			
4. Monitoring of Inquiries													
Housing Maintenance Appointments System	CustSP			✓						✓			
Flooding, Flood Prevention and Contingency Plan/Proposals	ESP						✓						✓
Chorley Markets - Occupancy of Stalls & Associated Matters	CustSP			✓						✓			
Juvenile Nuisance	ComSP												✓
Grass Cutting	ESP						✓						✓
Provision of Youth Activities in Chorley	ComSP									✓			
One-Stop Shop	CustSP								3				
Accessibility of Cycling as a Leisure Pursuit	ESP												✓
5. Monitoring of Budget Scrutiny Recommendations													
Environmental Services	ESP			3				3					
Revenues and Benefits	CustSP			3				3					
Planning Services	ComSP			3				3					
6. Other													
O & S Training Programme	OSC			3						✓			

OSC　　- Overview and Scrutiny Committee　　　　ESP　　- Environment Overview and Scrutiny Panel
ComSP - Community Overview and Scrutiny Panel　　CustSP - Customer Overview and Scrutiny Panel

Overview and Scrutiny Topics/Issues to be Programmed

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