
Chief Executive's Office

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Date: 17 May 2006

Chief Executive: Donna Hall

Chorley
Borough Council

Town Hall
Market Street
Chorley
Lancashire
PR7 1DP

Dear Councillor

EXECUTIVE CABINET - THURSDAY, 25TH MAY 2006

You are invited to attend a meeting of the Executive Cabinet to be held in the Council Chamber, Town Hall, Chorley on Thursday, 25th May 2006 at 5.00 pm.

AGENDA

1. **Apologies for absence**
2. **Declarations of any Interests**

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

3. **Minutes (Pages 1 - 10)**

To confirm as a correct record the minutes of the meeting of the Executive Cabinet held on 30 March 2006 (enclosed).

EXECUTIVE LEADER'S ITEM (INTRODUCED BY THE EXECUTIVE LEADER, COUNCILLOR P GOLDSWORTHY)

4. **Appointment and composition of ad-hoc Executive Cabinet Committees (Pages 11 - 12)**

To appoint members of the following Committees/Sub-Committee of the Executive Cabinet:

- Human Resources Appeals Committee;
- Indoor Leisure Committee;
- Special Sub-Committee on Waste Recycling Contract.

Details of the proposed composition of these bodies are enclosed.

Continued....

RESOURCES ITEMS (INTRODUCED BY THE EXECUTIVE MEMBER, COUNCILLOR G MORGAN)

5. **Implementing e-Government (IEG) Statement No. 6 (Pages 13 - 50)**
Report of Director of Information and Communication Technology, with accompanying Statement (enclosed).
6. **Discretionary Housing Payments (Pages 51 - 54)**
Report of Director of Finance (enclosed).
7. **Introduction of Bankruptcy, Charging Order and Winding Up Proceedings to recover large debts (Pages 55 - 58)**
Report of Director of Finance (enclosed).
8. **Human Resources Policies and Procedures (Pages 59 - 68)**
Report of Director of Human Resources (enclosed).

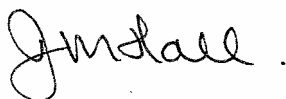
ECONOMIC DEVELOPMENT AND REGENERATION ITEMS (INTRODUCED BY THE EXECUTIVE MEMBER, COUNCILLOR P MALPAS)

9. **Regional and Sub-Regional Strategy - Update (Pages 69 - 124)**
Report of Director of Development and Regeneration (enclosed).
10. **Regional Spatial Strategy - Submitted Draft (Pages 125 - 140)**
Report of Director of Development and Regeneration (enclosed).
11. **Any other item(s) that the Executive Leader decides is/are urgent**
12. **Exclusion of the Public and Press**
To consider the exclusion of the press and public for the following item of business on the ground that it involves the likely disclosure of exempt information as defined in Paragraph 1 of Part 1 of Schedule 12A to the Local Government Act 1972.

STREETSCENE, NEIGHBOURHOODS AND ENVIRONMENT ITEM (INTRODUCED BY THE EXECUTIVE MEMBER, COUNCILLOR E BELL)

13. **Streetscene, Neighbourhoods and Environment Directorate - Restructure (Pages 141 - 152)**
Report of Director of Streetscene, Neighbourhoods and Environment (enclosed).

Yours sincerely



Chief Executive

ENCS

Distribution

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

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

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

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Executive Cabinet

Minutes of meeting held on Thursday, 30 March 2006

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

Also in attendance: Councillors T Gray, J Walker and Mrs S Walsh

06.EC.59 DECLARATIONS OF ANY INTERESTS

Councillors D Edgerley and L Lennox declared a personal interest in Minute 06.EC.66 (Housing Stock Transfer Offer Document). Both Members left the meeting during the consideration and voting on the item.

06.EC.60 MINUTES

The minutes of the meeting of the Executive Cabinet held on 9 March were confirmed as a correct record for signature by the Executive Leader.

06.EC.61 ANNUAL AUDIT AND INSPECTION LETTER 2004/05

The Executive Cabinet received the Audit Commission's Annual Audit and Inspection Letter for 2004/05. The letter summarised the conclusions and significant issues arising from the Commission's recent audit and inspection of the Borough Council.

The letter highlighted the Auditor's opinion that the Council was consistently improving outcomes for local people and was strengthening its partnership arrangements, internal support systems and performance management frameworks. The weaknesses identified in the 2003/04 report were being addressed, but the letter pointed to other areas that also required attention.

Overall, the Council was performing well in its use of resources, particularly in relation to its value for money rating.

The letter also confirmed that the overall financial position of the Council was generally sound, with prudent levels of revenue reserves having been maintained against assumed financial risks.

Decision made:

That the Annual Audit and Inspection Letter for 2004/05 be noted and referred to the Council meeting on 11 April 2006 for consideration.

Reason for decision:

To enable the Council to comment on the Annual Audit and Inspection Letter.

Alternative option(s) considered and rejected:

None.

06.EC.62 EXECUTIVE CABINET COMMITTEE - WASTE RECYCLING ARRANGEMENTS

The Executive received and considered the minutes and recommendations of the Executive Cabinet Committee established by the Executive Leader to consider waste recycling arrangements from its meeting on 15 March 2006.

The Committee had been set up to review the recycling arrangements and agree short term measures to reduce the current littering problems associated with the use of the woven sacks. In addition, the Committee would be addressing the medium and longer term plans for waste recycling in preparation for the procurement arrangements at the expiry of the present contract in 2009.

Decision made:

That the minutes of the Executive Cabinet Committee meeting be received and that following the successful trial of 1,000 weighted sacks in areas of the Borough, the Cabinet Committee's recommendation to implement the option that will provide for the use of weighted recycling sacks by all 43,000 households within the Borough, with the choice of two colour coded 55L container boxes as an alternative for an estimated 2,000 households, be approved.

Reason for decision:

The proposals is aimed at further enhancing the waste recycling scheme and boosting customer satisfaction levels.

Alternative option(s) considered and rejected:

None.

06.EC.63 CAPITAL PROGRAMME MONITORING

The Executive Cabinet considered a report of the Director of Finance which recommended the reduction of the 2005/06 Capital Programme, the increase of the 2006/07 Programme and the expansion of the reserve list of Capital schemes for consideration for implementation in 2006/07.

The suggested revisions to the Capital Programme were detailed in four appendices to the submitted report.

Decisions made:

That the Council be recommended:

- (1) to add the Job Evaluation system to the 2005/06 Capital Programme at a cost of £10,550, to be financed from the existing Job Evaluation Reserve.**
- (2) to agree the reduction of the 2005/06 Capital Programme to £10,541,950 as outlined in Appendix 1 to the submitted report.**
- (3) to approve the addition of £112,490 for kerbside recycling expenditure to the 2006/07 Capital Programme.**
- (4) to amend the 2006/07 Capital Programme by the slippage of £4,609,600 from 2005/06 and the net reduction of £6,050 in the Other Changes column of Appendix 3.**
- (5) to approve the Reserve List of Capital schemes to be considered for implementation in 2006/07 being increased by £1,216,580 as presented in Appendix 4.**

Reasons for decisions:

The phasing of expenditure on schemes to be implemented during 2005/06 needs to be updated on the advice of external consultants and the Council's Projects Manager. The Capital Programme for 2006/07 needs to be updated to take account of slippage and other changes in the phasing of schemes.

The Executive Cabinet Panel on Waste Recycling arrangements on 15 March 2006 has requested the inclusion of budget provision for the acquisition of kerbside recycling containers in the 2006/07 Capital Programme.

Alternative option(s) considered and rejected:

None.

06.EC.64 THE ROLE AND MEMBERSHIP OF THE AUDIT COMMITTEE

The Director of Finance presented a report reviewing the role and membership of the Audit Committee in the light of new CIPFA guidance and recommendations contained within the Audit Commission's Use of Resources assessment.

The new CIPFA guidance pointed to the Audit Committee's role in monitoring the organisation's overall governance arrangements, including risk management and tracking the implementation of recommendations. In addition, the Audit Commission had suggested that Audit Committees should be independent of both the Executive and scrutiny functions.

As a consequence the Authority had been advised to review the remit, composition, membership, training and reporting lines of its Audit Committee.

Decisions made:

That the Council be recommended to address the Audit Committee's remit, composition, membership, training and reporting issues by:

- (a) adopting the new CIPFA model terms of reference for the Audit Committee;**
- (b) aligning the respective terms of reference of the Audit and Overview and Scrutiny Committees to provide greater clarity of remit and avoidance of overlap;**
- (c) implementing the actions necessary to ensure compliance with the new CIPFA guidance on Audit Committees; and**
- (d) consulting the Audit Commission to determine the flexibilities that may exist in terms of the Audit Committee's composition and membership.**

Reasons for decision:

In order to comply with new CIPFA guidelines and Audit Commission's advice.

Alternative option(s) considered and rejected:

None.

06.EC.65 INTERNAL AUDIT PLAN, 2006/07

The Director of Finance presented a report seeking endorsement of the proposed Internal Audit Plan for 2006/07 and the priority areas to be reviewed.

Appendix A to the report outlined the draft Annual Audit Plan for the forthcoming 12 months, which had been constructed on the basis of the CIPFA Code of Practice for Internal Audits. The Code recommended the compilation of an Audit Plan to review the key business risks that were pertinent to Authorities at the time. The Audit Plan has been structured around the following five principal sections:

Corporate Governance;
Risk Management;
Business Critical Systems;
Financial Management;
Contingency.

Appendix B to the report provided an outline of the scope and audit approach for each planned key review area.

Decision made:

That the Internal Audit Plan for 2006/07 be approved and adopted.

Reason for decision:

To ensure that the Council has in place an adequate and effective internal audit of its system of governance, risk management and internal control in accordance with best practice and professional standards.

Alternative option(s) considered and rejected:

None.

(Councillors D Edgerley and L Lennox left the meeting at this point).

06.EC.66 HOUSING STOCK TRANSFER OFFER DOCUMENT

The Executive Cabinet considered a report of the Head of Housing Services seeking approval of the Housing Stock Transfer Offer Document attached to the report.

The Council were statutorily required to consult with all secure and introductory tenants whose homes would be transferred to the new landlord. The offer document, which represented the Stage 1 Notice of the formal consultation process, set out the Council's promise to tenants of the consequences of transfer, and would form the basis of the legal agreement between the Council and Chorley Community Housing, the proposed new landlord.

The subsequent ballot of tenants was expected to commence immediately after the issue of the Stage 2 notice, and to run concurrently with that notice.

Decisions made:

- (1) That approval be given to the Housing Stock Transfer Offer Document as now presented.**
- (2) That the Head of Housing Services be granted delegated authority to make amendments to the text of the document which do not affect the substance of the offer, together with any factual corrections to the document arising from any changes to the composition of the Chorley Community Housing Shadow Board that may occur prior to publication.**

(Councillor D Edgerley and L Lennox returned to the meeting at this point).

06.EC.67 CONSTITUTION OF THE CHIEF EXECUTIVE'S PERFORMANCE REVIEW PANEL

The Head of Human Resources submitted a report recommending the appointment of a Member Panel to be responsible for undertaking the performance reviews of the Chief Executive, as there was currently no formal performance review system in place for the Council's Head of Paid Service.

Decision made:

That the Council be recommended to approve the constitution of a Chief Executive Performance Review Panel comprising the following cross-party Members:

Councillor J Wilson (Chairman) and Councillors K Ball, Mrs P Case, D Edgerley, P Goldsworthy, C Hoyle and R Snape.

Reason for decision:

The constitution of an all-party body to undertake the performance review of the Chief Executive will ensure that the process is carried out in a democratic and transparent manner.

Alternative option(s) considered and rejected:

None.

06.EC.68 LOCAL PUBLIC SERVICE AGREEMENT - PROGRESS REPORT

The Head of Corporate and Policy Services submitted a report on the progress towards the achievement of the 12 "stretch" targets contained within the Lancashire Local Public Service Agreement (LPSA) covering the period April 2003 to April 2006. The Agreement aimed to improve the life chances of young and older people through a partnership between the County Council, the 12 District Councils, the Government and other key partners.

Attainment of the 12 targets, in which the Council had a substantive involvement in 5 of the targets, would attract Performance Review Grant (PRG) from the Government. The report summarised the performance in respect of each of the 12 targets up to the end of the third quarter (2005/06) and projected the estimated level of PRG.

The report indicated that, overall, good progress was being made, predicting that the payment of the grant monies would be achieved in respect of 9 of the 12 targets, resulting in the LPSA receiving approximately £14.56m in Performance Reward Grant. Dependant on the final outcome, it was anticipated that the Council's proportion of the PRG would be between £150,000 and £200,000 which would be earmarked to fund the Council's pilot scheme for Community Support Officers authorised within the 2006/07 - 2008/09 Financial Strategy.

Decision made:

That the progress report be noted.

06.EC.69 LANCASHIRE LOCAL AREA AGREEMENT - PROGRESS REPORT

The Executive Cabinet received a report of the Head of Corporate and Policy Services on the progress in respect of the Lancashire Local Area Agreement (LAA), an

Agreement between the Government, the Local Authority and its partners to achieve an agenda for improvement over a 3 year period.

The LAA had been compiled around four priority areas (ie Safer and Stronger Communities; Children and Young People; Economic Development and Enterprise; and Healthier Communities and Older People). As with the preceding Local Public Services Agreement, 12 'stretch' targets had been identified, the achievement of which would attract Performance Reward Grant. The report summarised the respective outcomes expected from the four theme blocks.

The final LAA document had been signed by the respective partners and had been submitted to the Government Office for the North West for the final sign off in advance of the LAA becoming operative on 1 April 2006 and reviewed annually.

Action Plans for the delivery of the respective targets within each of the four LAA blocks were being drawn up by partner groups, which, when finalised, would be presented to the Lancashire County Council.

Decision made:

That the progress report be noted.

06.EC.70 REVISED LOCAL DEVELOPMENT SCHEME, 2006-2009

The Head of Development and Regeneration presented a report seeking endorsement of the revised Local Development Scheme (LDS) for the Local Development Framework (LDF) to run from 2006-2009.

Local Authorities were statutorily required to produce annual Local Development Schemes, which set out the planning documents to form the LDF and included a timetable of significant dates (ie 'milestones') to which the Council would be committed.

The report pointed out that the most significant change to the current LDS was the introduction in the proposed revised LDS of the new Householder Supplementary Planning Document, together with alterations to the dates of a number of the other listed documents.

Decision made:

That the Council be recommended to approve the draft revised Local Development Scheme for 2006-2009 for submission to the Government Office for the North West for approval.

Reason for decision:

To provide a clear and realistic timetable for the production of planning documents within the Local Development Scheme.

Alternative option(s) considered and rejected:

Continuation with the existing timetable set out in the Local Development Scheme for 2005-2008 would be impractical given the slippage in the production of the Regional Spatial Strategy and the opportunity for joint working with the Preston and South Ribble Councils.

06.EC.71 CHILDREN'S PLAY INITIATIVE - BIG LOTTERY FUND BID

The Executive Cabinet considered a report of the Director of Finance seeking endorsement of a proposal to develop and submit a bid for funding from the Big Lottery Fund's Children's Play Initiative in collaboration with the Chorley Play Partnership.

In November 2005, the Big Lottery Fund announced a new £155m 'Children's Play Initiative' programme to create, improve and develop play spaces for under 16s and to develop local play facility infrastructures to raise the importance, value and status of play.

The Council had been invited by the Big Lottery Fund to submit a bid to the value of £208,007 for funding of an appropriate 3 year project which would require no match funding. The bid was to be developed in partnership with local play providers and contain a portfolio of projects, aimed at reflecting the needs highlighted in a local play strategy.

The bid was to be developed by a small group of Council Officers working in close collaboration with the Play Partnership. The Partnership would aim to complete the play strategy by August 2006, from which appropriate projects could be selected to form the basis of the final bid submission by March 2007.

Decision made:

That the proposals to support the development of a local play strategy by the Play Partnership in advance of the development of a bid for funding from the Big Lottery Funds 'Childrens Play Initiative' be approved.

Reasons for decision:

Chorley's application for the Big Lottery funding can only be successful if it can demonstrate partnership working and the Play Partnership is ideally placed for the development of a local play strategy.

A successful bid will considerably increase Chorley's capacity to invest in play provision for the period 2007-2010.

Alternative option(s) considered and rejected:

None.

06.EC.72 LOCAL GOVERNMENT STRUCTURES

The Executive Leader reported, for the Executive Cabinet's information, that he had been invited to attend a meeting at County Hall the following day, 31 March, to be hosted by David Miliband MP (Minister for Communities and Local Government). The Executive Leader would be accompanied by the Leader of the Conservative Group and the Chief Executive.

The Minister would be meeting local authority and private sector representatives to obtain their views on the current two tier system of Local Government in Lancashire in advance of the publication of a White Paper in early Summer.

The Executive Cabinet would be kept informed of developments following the Minister's visit.

06.EC.73 EXCLUSION OF THE PUBLIC AND PRESS

Decision made:

That the press and public be excluded from the meeting during consideration of the following items on the ground that they involve the likely disclosure of exempt information as defined in Paragraphs 6 and 1 of Schedule 12A to the Local Government Act 1972.

06.EC.74 LAND AT GILLIBRAND STREET, CHORLEY

The Executive Cabinet considered a joint report of the Head of Development and Regeneration and the Head of Property Services on proposals to develop land at the junction of Gillibrand Street and Market Street, Chorley, with the assistance of the Borough Council in the assembly of the required land.

A Development Brief approved by the Council envisaged the comprehensive redevelopment of the site at the junction of Market Street and Gillibrand Street, including the former Graham's site, the vacant McDonalds property and the retail premises numbered 98 and 100 Market Street. While the potential developer had acquired both the former Grahams and McDonalds sites, negotiations with the owners of the Market Street premises had so far proved abortive. The developer's agents had, therefore, requested the Council to use its compulsory purchase powers, as suggested in the development brief.

The Head of Development and Regeneration addressed the Cabinet Members on the need for a comprehensive redevelopment of the corner plot, explaining the requirement for the use of compulsory acquisition procedures.

Decision made:

That approval be given to the preparation and submission of a Compulsory Purchase Order under Planning Act provisions in respect of identified land required to implement the comprehensive redevelopment scheme of land at the junction of Gillibrand Street and Market Street, Chorley, envisaged by the development brief adopted on 30 September 2005, subject to:

- **a partnership agreement with the owner of the former McDonalds and Grahams sites;**
- **submission of a successful planning application by the development partner in accordance with the development brief;**
- **a 'back to back' development agreement to allow the freehold interest to be passed on to the Council's development partner at cost;**
- **continued negotiations by the development partner's agent with the owners of 98 and 100 Market Street pending confirmation of the CPO;**
- **a presentation of a supporting case by the development partner at a Public Inquiry and the underwriting of costs incurred by the Council; and**
- **Lancashire County Council procedures relating to Whalley Street.**

Reason for decision:

To ensure the comprehensive redevelopment of the site in order to meet the aspirations of the development brief adopted by the Council.

Alternative option(s) considered and rejected:

Allow the private sector to continue unaided efforts to assemble and redevelop the site.

06.EC.75 AFFORDABLE HOUSING INITIATIVES

The Executive Cabinet considered a report of the Head of Development and Regeneration, the Head of Housing Services and the Head of Property Services

recommending the exploration of a number of affordable housing initiatives in the Borough.

The report identified three vacant properties and one vacant area of land within the Borough which offered a potential for redevelopment or conversion to affordable or community housing use. The proposals, if adopted, would assist the attainment of the objectives contained in the adopted Corporate and Housing Strategies.

Decisions made:

(1) That the potential for partnership working to bring the following land/properties back into use be investigated with a development partner and the respective owners, subject to a 'back to back' development agreement with the partner which passes on to the partner all financial obligations:

- Site of Douglas House, Calder Avenue, Chorley
- 22 Derwent Road, Chorley;
- 2 Thirlmere Road, Chorley; and
- Coniston House, Tootall Street, Chorley.

(2) That, in the event of agreement not being reached with the property owners, a further report be presented to a future meeting to enable Members to consider the use of compulsory purchase powers.

Reason for decisions:

In order to bring vacant property back into community use and to seek opportunities to provide additional affordable housing through partnership working.

Alternative option(s) considered and rejected:

To allow the properties to remain unoccupied.

06.EC.76 MANAGEMENT RESTRUCTURE

The Chief Executive submitted a report on the outcome of the consultation exercise on the draft proposals to revise the Council's corporate management structure agreed by the Executive Cabinet for consultation purposes on 23 February 2006.

Decision made:

That the recommendations for the adoption of the revised management structure as set out in the report be approved.

Reason for decision:

The new structure will ensure that the organisation is 'fit for purpose' in meeting the new challenges facing local authorities; is capable of delivering the Council's priority objectives; and is economically viable.

Alternative option(s) considered and rejected:

None.

Executive Leader

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CHORLEY BOROUGH COUNCIL**EXECUTIVE CABINET - 25 MAY 2006****APPOINTMENT AND COMPOSITION OF AD-HOC EXECUTIVE CABINET COMMITTEES**

The Executive Cabinet is recommended to approve the membership of the following Committees/Sub-Committee of the Executive Cabinet as set out below.

	CONSERVATIVE	LABOUR
Human Resources Appeals Committee 4(C3/L1/LD0/IND0)	Councillor J Walker (Chair) Councillor A Cain Councillor M Muncaster	Councillor Mrs M Lees
Indoor Leisure Committee 3 (C2/L1/LD0/IND0)	Councillor M Perks (Chair) Councillor Mrs I Smith	Councillor C Hoyle
Special Sub-Committee on Waste Recycling Contract 3 (C3(L0/LD0/IND0)	Councillor E Bell Councillor P Goldsworthy Councillor S Smith	

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Report of	Meeting	Date
Director of Information & Communication Technology (Introduced by the Executive Member for Resources)	Executive Cabinet	25 th May 2006

IMPLEMENTING E-GOVERNMENT STATEMENT 2006 (IEG6)

PURPOSE OF REPORT

- To gain Member approval of the Councils IEG6 eGovernment return which details the Councils progress in terms of the Governments defined Priority Outcome programme, BVPI157 and efficiency targets.

CORPORATE PRIORITIES

- The IEG Statement relates to a programme of work that will contribute directly to;
 - People
 - Improving access to public services through
 - the development of additional access channels and the removal of barriers to their use
 - Reducing pockets of inequality through
 - Improved equality of access to services
 - Getting people involved in their communities through
 - Improved access to the decision making process
 - Performance
 - Ensuring Chorley Borough Council is a performing organisation by
 - Improving the quality of services delivered through the use of technology
 - Reducing service costs through the use of technology

RISK ISSUES

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

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

- Failure to deliver the Councils IEG programme would have a serious impact upon the delivery of its corporate efficiency and service improvement programme. This would impact upon the Council strategically, financially, operationally and in terms of reputation.

5. The implications of failing to meet the Governments Priority Outcome and BVPI targets are also significant. The Government have reserved the right to reclaim IEG funding for undelivered outcomes (although it is thought unlikely to happen) and future CPA assessments will incorporate Priority Outcome performance with 4 star status only being possible if all outcomes have been delivered.

BACKGROUND

6. BVPI157 is a measure of the Councils progress in delivering 100% availability of e-services.
7. Government requires all local authorities in England to submit an IEG return on an annual basis. The IEG statement is an essential part of the Government's national monitoring process for assessing electronic local service delivery capability against the 2005 target and supports the delivery of priority outcomes for local e-government. It is an important feedback mechanism for assessing progress towards realising the benefits from the investment in e-government and the use of IEG funding. The return is in a strict format determined by the Office of the Deputy Prime Minister (ODPM).
8. In December 2005 I reported to Executive Cabinet on the contents of the Councils' IEG5 return. At that time I expected to meet the 100% e-enabling of services target by the required date of 31st December 2005. In terms of Priority Outcomes, of the 29 'required' outcomes with a target date of 31 December 2005, we had achieved 27 (one is the responsibility of the County Council). The second category of outcomes, which are classed as 'Good' had a target date of the 31 March 2006. Of those 25, we had completed 16.

PROGRESS

9. We met the BVPI157 target of 100% e-enabled services by the target date of 31st December 2005.
10. In terms of Priority Outcomes, of the 29 'required' outcomes with a target date of 31 December 2005, we achieved 27. One of the two outstanding outcomes is the responsibility of the County Council (on-line application for school places) and the second relates to email and web-form enquiries receiving unique reference numbers to allow tracking. This is being considered as part of the Shared Services Contact Centre project.

The second category of outcomes, which are classed as "Good", had a target date of the 31 March 2006. Of the 25 we completed 23. The outstanding outcomes are the creation of a cross-departmental account for businesses and e-billing for Council Tax and business Rate Direct Debit payers. The first outcome is posing significant national issues in terms of numbering schemes, authentication etc. The Council is currently in the process of implementing the software necessary to deliver the second outcome.

The remaining 19 are classed as "excellent" and earlier in the programme, high performing local authorities that had already achieved, or largely achieved, the defined "required" and "good" e-government outcomes, were asked to agree a baseline and subsequent targets for promoting awareness and take-up of e-services. In the IEG6 submission the Council have been asked to comment on an increased number of the "excellent" outcomes. As mentioned, these focus mainly on establishing base-lines and targets for the take-up of e-enabled services. The Council recognises the importance of take-up to the success of its eGovernment programme and will put arrangements in place to take forward the issue as a central theme of the Customer Focussed Access and Service Design Strategy.

E-Government is about exploiting the power of information and communication technologies to help transform the accessibility, quality and cost effectiveness of public services. It is about placing citizens and customers at the heart of the Council and building service access, delivery and democratic accountability around them. Following our Customer Access and Focus Best Value inspection in August of last year the Audit Commission reported that the Council *'provides a good range of access channels that fit well with local needs. These include well-developed electronic access and a modern, one-stop shop with excellent facilities. Standards are high and there is a strong customer-focused culture across the Council with staff and Councillors clearly committed to continuously improving the experience of service users.'*

11. Significant progress has been made in transforming service delivery mechanisms within the Council and, importantly, delivering changes that our customers see as beneficial. Examples of this include;

- the increase in use made of our on-line and telephone payments systems. In 2003/4 we received 5,135 payments via these channels. In the 2005/6, we received 13,708.
- The new telephone contact centre has taken an average of over 10,000 calls a month during the last 3 months with an overall satisfaction level averaging 95%.

It should also be noted that each of the above transactions results in an improvement in efficiency through a reduction in service delivery costs.

External recognition of the effective application of technology can be seen in our 'Use of Resources' feedback document in which the Audit Commission comment that *'there is evidence that the Council is making effective use of IT as a means of managing and improving VFM in its internal management processes, back office functions and frontline service delivery'*.

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

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

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

LOOKING FORWARD

13. As mentioned previously, the work required to deliver the remaining Priority Outcomes is significant and in some cases wide-ranging with national perspectives to consider. Our work to deliver these outcomes will continue.
14. The Audit Commission has stated that Councils aspiring to achieve 4 stars must have achieved all Priority Outcomes.
15. It is expected that there will be no further IEG grant funding for remaining Priority Outcomes work.

- 16. As detailed in paragraph 8, our customers are making increasing use of the new facilities available. Our aim is to accelerate this transition through promotion campaigns and by further improving the quality and accessibility of the services on offer. The Customer Focused Access and Service Design Strategy will be central to this work.

COMMENTS OF THE HEAD OF HUMAN RESOURCES

- 17. There are no apparent Human Resource implications of this report.

COMMENTS OF THE DIRECTOR OF FINANCE

- 18. The report demonstrates the progress made on delivering electronic government. The building blocks for further success are now in place but the very nature of delivering services electronically ultimately means that the council must continue to invest in this area. It is likely that the no further government grant will be available and there is still more to be done particularly around the integration of systems and ensuring the IT infrastructure is fit for purpose. Any further request for resources over and above that already included in the Councils budget will follow the normal route of the business case being considered and then member approval.

RECOMMENDATION(S)

- 19. It is recommended that Executive Cabinet approve the Council's IEG6 Statement.

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

- 20. Guidance states that Council should approve the IEG6 statement.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

- 21. None

TIM MURPHY

DIRECTOR OF INFORMATION & COMMUNICATION TECHNOLOGY SERVICES

Background Papers			
Document	Date	File	Place of Inspection
IEG6 Statement	10 April 2006	ChorleyIEG6Statement.pdf	http://democracy.chorley.gov.uk/ecCatDisplay.asp?sch=doc&cat=326&path=0&J=2
IEG5 Statement	19 December 2005	Chorley IEG5 Statement1.pdf	http://democracy.chorley.gov.uk/ecCatDisplay.asp?sch=doc&cat=326&path=0&J=2
Use of Resources Audit Score Feedback	March 2006	Use_of_Resources_Audit_Score_Feedback_FINAL12.pdf	http://www.chorley.gov.uk/upload/public/attachments/228/CH010_Use_of_Resources_Audit_Score_Feedback_FINAL12.pdf

Customer Focus and Access Best Value Inspection	August 2005	Customer_Access_ and_Focus_Inspect ion_Report.pdf	<a href="http://www.chorley.gov.uk/upload/public/attachme
nts/219/Customer_Acces
s_and_Focus_Inspection
_Report.pdf">http://www.chorley.gov.u k/upload/public/attachme nts/219/Customer_Acces s_and_Focus_Inspection _Report.pdf
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Report Author	Ext	Date	Doc ID
Tim Murphy	5455	28 April 2006	Executive Report IEG6 May06

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IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2006 (IEG6)

"Meeting the targets for e-government"

Name of Authority: Chorley Borough Council

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Submitted date: 10/04/2006

Local Context

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

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

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

- building services around citizens’ choices (Citizen-focused government)
- making the Council and its services more accessible (Accessible services)
- social inclusion (to achieve cohesion across all members of our society)
- using information better (to ensure accessibility for all citizens and smarter decision making)
- joining up services (to improve the quality of service and our capacity to deliver)

- working in effective partnerships wherever this is beneficial to cost, risk and delivery

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

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

Whilst this illustrates a good deal of technical progress, it is important that the progress is translated into real improvements for our customers. We believe we have achieved real change, a view reinforced by the Audit Commission who felt that the Council *'provides a good range of access channels that fit well with local needs. These include well-developed electronic access and a modern, one-stop shop with excellent facilities. Standards are high and there is a strong customer-focused culture across the Council with staff and councillors clearly committed to continuously improving the experience of service users.'*¹ and, whilst awarding a Value for Money score of 3, they observed that *'there is evidence that the Council is making effective use of IT as a means of improving value for money in its internal management processes, back office functions and frontline service delivery'*². The Council will continue to play a full role in sub-regional and regional partnerships such as NWeGG and the Lancashire eGovernment Network, whilst further developing the commercial partnerships that have contributed to our success. Our commitment to NWeGG is clearly demonstrated by our agreement to contribute to its financial support in 2006/7. The county wide Shared Services Contact Centre

(SSCC) Project is a notable partnership where together with Northgate, Lancashire County Council and five other districts, we have implemented a virtual contact centre based on shared infrastructure. We were the first Council to 'go-live' within the Partnership and continue to lead in pilot areas such as integration. The Council chose the partnership approach to ensure the realisation of maximum benefit to customers through joined up working with the County Council to deliver a single point of contact for both District and County services. It also delivers maximum efficiencies in areas such as shared procurement, extended opening hours and call overflow arrangements. A recent partnership led, North West Centre of Excellence funded business case indicated significant savings could be achieved through integration and mobile working. The Audit Commission recognised the lead role the Council has played in eGovernment, not only in terms of this particular project but also in regional terms.

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

The SSCC Partnership Board has reviewed overall progress in relation to Priority Outcomes. An exercise has been undertaken to identify those where the SSCC, and the shared CRM in particular, are integral to our progress. Whilst it is the case that progress against some of these has been slower than we would have liked, this has not affected our overall planning or our commitment to meeting the requirements of the POs. Our IEG6 has been completed with this in mind.

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

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

- Democratic Services administration system that allows on-line search and enquiry facilities and applies workflow technology to the creation and publication of Council agendas, reports and minutes.
- A Council wide electronic document management system
- Mobile working facilities for Neighbourhood Wardens and Benefits staff.
- New integrated Financial Management system
- An on-line flexible working hours system
- Home Working
- A recently redesigned Intranet that was designed by users (hits went from 14,000 per month to over 55,000)

This programme is governed by the Council's Efficiency and Transformation Board, which is chaired by the Deputy Chief Executive with Member representation in the form of the Deputy Leader. A recent restructure has established an Efficiency Team to co-ordinate and deliver this work.

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

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

² Use of Resources Audit 2005-2006 - Audit Commission March 2006

Section 1 - Priority Outcomes (self-assessment)

Satisfactory progress towards delivery of the listed priority outcomes listed below is required within the remit for achieving e-government by 2005. See <http://www.odpm.gov.uk/index.asp?id=1002882&PressNoticeID=1546> and <http://www.idea.gov.uk/knowledge>.

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

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<p>R4 Local authority and youth justice agencies to co-ordinate the secure online sending, sharing of and access to information in support of crime reduction initiatives in partnership with the local community.</p>	<p>Green 31/12/2005</p>	<p>Green 31/12/2005</p>
<p>G2 Empowering and supporting local organisations, community groups and clubs to create and maintain their own information online, including the promotion of job vacancies and events.</p>	<p>Green 30/04/2005</p>	<p>Green 30/04/2005</p>
<p>If already 'green' on R3, R4 & G2 above please comment on</p> <p>E2 Agreed baseline and targets for customer satisfaction and efficiency savings between the supplying organisations on shared community information initiatives.</p> <p>Otherwise you may leave this row blank.</p>	<p>Comment: The Council is committed to identifying baselines and establishing targets for customer satisfaction and efficiency savings. The Corporate Strategy defines a number of targets to ensure the delivery of comprehensive datasets to assist in the delivery of the Customer Focus Strategy. Consideration will be given to the inclusion of the specified question in future citizen surveys.</p>	
<p>R5 Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily.</p>	<p>Green 30/03/2005</p>	<p>Green 30/03/2005</p>
<p>R6 Providing every Councillor with the option to have an easy-to-manage set of public web pages (for community leadership purposes) that is either maintained for them, or that they can maintain themselves.</p>	<p>Green 01/12/2005</p>	<p>Green 01/12/2005</p>
<p>G3 Citizen participation and response to forthcoming consultations and decisions on matters of public interest (e-consultation), including facility for citizens to sign up for email and/or SMS text alerts on nominated topics.</p>	<p>Green 01/04/2003</p>	<p>Green 01/04/2003</p>
<p>G4 Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files).</p>	<p>Green 01/07/2003</p>	<p>Green 01/07/2003</p>
<p>Comment: The Council already provides a multimedia resource on its local priorities. See http://www.chorley.gov.uk/section.asp?doc=9870. This is supplemented by an interactive local development plan.</p>		

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

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<p>G7 Use of technology to integrate planning, regulation and licensing functions (including Entertainment Licensing and Liquor Licensing) in order to improve policy and decision-making processes around the prevention of anti-social behaviour.</p>	<p>Amber 01/09/2005</p>	<p>Green 31/03/2006</p>
<p>If already 'green' on R7, R8, G5, G6 & G7 above please comment on</p> <p>E4 Agreed baseline and targets for take-up of planning and regulatory services online, including targets for customer satisfaction and efficiency savings.</p> <p>Otherwise you may leave this row blank.</p>	<p>Comment: The implementation of a common application across the Councils licencing functions has delivered true service integration. The system also ensures multi function e.g. Planning and multi-agency e.g. Police involvement in the decision making process.</p>	
<p>R9 Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.</p>	<p>Green 31/03/2005</p>	<p>Green 31/03/2005</p>
<p>G8 Establishment of a single business account (i.e. a cross-departmental 'account' run by the local authority whereby businesses are allocated a unique identifier that can be stored and managed via a corporate CRM account facility supporting face-to-face, website and contact centre transactions).</p>	<p>Amber 31/01/2005</p>	<p>Amber 31/01/2005</p>
<p>G9 Regional co-operation on e-procurement between local councils.</p>	<p>Green 01/07/2002</p>	<p>Green 01/07/2002</p>
<p>Comment: The Council recognises the importance of this outcome and the complexities faced in delivering it. We are working within our Contact Centre Partnership to develop the account whilst noting the work done by the Working with Business National Project. We are members of the NWeGG SBA Group. We are using the 'toolkit' produced by the project to guide our work and are to initiate a cross-Council Working Group to take the project forward. We believe GovConnect will be a key element of this project and we await the delivery of its products particularly in the area of authentication. We note the development of the Business Description Schema and the work done by the 'Working with Business' National Project with the Onyx CRM with great interest and will be looking to use these outputs to further our work. We are currently working with our application suppliers to ensure the necessary CRM-Application integration is possible.</p>		
<p>Comment: As an early adopter of e-procurement we are a member of the Regional Centre of Excellence Working Group looking at the development of e-Procurement across the North West. In this area building on our knowledge and experience in the Roses Marketplace and e-auctions which we have successfully piloted with Preston City Council.</p>		

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<p>If already 'green' on R9, G8 & G9 above please comment on</p> <p>E5 Access to virtual e-procurement 'marketplace';</p>	<p>Comment: Chorley was one of the founder members of the Roses Marketplace which was established in 9 local authorities and funded by Central Government. The participating Councils worked in partnership with a private company to establish the e-procurement system in each of the Councils during 2003 and this system is now fully integrated with our new Financial system. Chorley was also the lead authority in one of the first joint Council e-auctions carried out in September 2003 as a pilot for the Roses partners. Tenders for common goods or services negotiated in individual Councils or through joint working are now also made available to other partner authorities. Chorley is also a member of the Regional Centre of Excellence Working Group looking at the development of e-Procurement across the North West and recently underwent a Procurement Challenge which included an assessment of e-procurement readiness.</p>	
<p>E6 Inclusion of Small and Medium Enterprises (SMEs) in e-procurement programme, in order to promote the advantages of e-procurement to local suppliers and retain economic development benefits within local community;</p>	<p>Comment: As part of the Roses project a forum was held for our key suppliers, the majority of whom are SME's, to explain the Council's vision, goals and objectives on e-procurement. This was well attended and well received and we were able to sign up the 20 companies required under the terms of the project funding to trade electronically with us on the marketplace. We see supplier engagement as a key objective for the Council and have now established a 'Selling to the Council' guide on our website which greatly improves the information readily available to companies wanting to trade with the Council and who they need to contact about specific areas of potential business. Suppliers are also now able to download our tender documentation electronically. We have also jointly commissioned, with two neighbouring Councils, a supplier analysis which will provide more detailed information about the Supplier base and profile across the 3 Councils. The results of this project will help inform how we further develop our supplier relationships and we plan to hold further forums early in 2006 with key suppliers at which our future e-Procurement strategy can be explained.</p>	
<p>E7 Agreed targets (please specify) for efficiency savings by December 2005, including the % of undisputed invoices paid in 30 days (BVPI 8).</p> <p>Otherwise you may leave these rows blank.</p>	<p>Comment: The Council has a published target of £2330 for cross-cutting e-procurement efficiencies for 2004/5. We aim to pay 96% of undisputed invoices within 30 days.</p>	
<p>R10 Online facilities to be available to allow payments to the council in ways that engender public trust and confidence in local government electronic payment solutions (e.g. email receipting/proof of payment, supply of automatic transaction ID numbers).</p>	<p>Green 01/10/2003</p>	<p>Green 01/10/2003</p>
<p>R11 Delivery of 'added value' around online payment facilities, including ability to check Council Tax and Business Rate balances online or via touch tone telephone dialling.</p>	<p>Green 01/10/2003</p>	<p>Green 01/10/2003</p>
<p>G10 Demonstration of efficiency savings and improved collection rates from implementation of e-payments.</p>	<p>Green 01/11/2004</p>	<p>Green 01/11/2004</p>
	<p>Comment: In relation to this outcome, we demonstrate an efficiency in section 6. As examples, we no longer have cashier counters leading to savings in excess of £20,000 and have introduced 'Payment Cards' producing a transaction saving of over a pound. We have also extended the Direct Debit facility to sundry debtor invoices through the implementation of our new Financials system leading to improved collection rates. We will continue to monitor the work of the e-payments national project.</p>	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<p>G11 Registration for Council Tax and Business Rates e-billing for Direct Debit payers.</p>	<p>Amber 01/02/2005</p>	<p>Amber 01/02/2005</p>
<p>If already 'green' on R10, R11, G10 & G11 above please comment on</p> <p>E8 Provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phone).</p>	<p>Comment: We have recently procured the software necessary to deliver this outcome and will be working to implement it during the next 6 months.</p>	
<p>E9 Adoption of smart cards as standard for stored payments (e.g. replacing swipe cards).</p>	<p>Comment: The Council do not have plans to introduce Smartcards but will review the position as the technology develops and partnership opportunities arise and a business case exists.</p>	
<p>E10 Agreed baseline and targets for reductions in unit costs of payment transactions.</p> <p>Otherwise you may leave these rows blank.</p>	<p>Comment: The Council currently monitors payment traffic across the available channels and has set targets for self-service transactions and channel migration in the Corporate Strategy. The Council has already made significant progress in migrating customers to self-service channels and in the process has closed its cash collection counters.</p>	
<p>R12 Online renewal and reservations of library books and catalogue search facilities.</p>	<p>Green 01/01/2004</p>	<p>Green 01/01/2004</p>
<p>R13 Online booking of sports and leisure facilities, including both direct and contracted-out operations.</p>	<p>Green 01/12/2005</p>	<p>Green 01/12/2005</p>
<p>G12 Integrated ICT infrastructure and support to ensure the consistent delivery of services across all access channels (e.g. web, telephone, face to face) based on e-enabled back offices and smart card interfaces for council library, sports and leisure services.</p>	<p>Amber 01/12/2005</p>	<p>Green 31/03/2006</p>
<p>If already 'green' on R12, R13 & G12 above please comment on</p> <p>E11 Agreed baseline and targets for take-up of library, sports & leisure services online, including targets for customer satisfaction and efficiency savings.</p> <p>Otherwise you may leave this row blank.</p>	<p>Comment: Whilst the Council has an integrated infrastructure across primary delivery channels this does not yet encompass Smartcards for leisure services (although Smartcards are in use for concessionary travel). The Council's leisure services are contracted out. Therefore the exemption in the IDEA Explanatory Notes for Priority Outcomes for contracted out leisure services is noted.</p>	
<p>R14 Online facilities to be available to allow the public to inspect local public transport timetables and information via available providing organisation, including links to 'live' systems for interactive journey planning.</p>	<p>Green 01/04/2002</p>	<p>Green 01/04/2002</p>
	<p>Comment: We have achieved this target – http://www.ukbus.co.uk/cgi/lcchome.htm Our local service web site also links to www.thetrainline.com. To improve journey planning we are working in partnership with the County Council to offer integrated travel information from the towns Rail and Bus stations.</p>	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
R15 Online public e-consultation facilities for new proposals on traffic management (e.g. controlled parking zones (CPZs), traffic calming schemes), including publication of consultation survey results.	Green 01/03/2005	Green 01/03/2005
	Comment: The Council carries out consultation through its web site.	
G13 E-forms for parking "contravention mitigation" (i.e. appeal against the issue of a penalty charge notice), including email notification of form receipt and appeal procedures.	Green 01/09/2004	Green 01/09/2004
	Comment: This target has been achieved by the third party provider of the managed parking service at www.parkwise.co.uk	
G14 GIS-based presentation of information on roadworks in the local area, including contact details and updated daily.	Green 16/12/2004	Green 16/12/2004
	Comment: We already link to the County Council provided 'Mario' GIS system at http://mario.lancashire.gov.uk which displays all roadworks data for the borough in an easy to find format.	
If already 'green' on R14, R15, G13 & G14 above please comment on E12 Agreed baseline and targets for customer satisfaction and efficiency savings. Otherwise you may leave this row blank.	Comment: The Council has agreed customer satisfaction targets for our One Stop Shop and is exceeding them. Baseline performance was established by a county wide MORI poll and from that a PSA target established. The Council's efficiency targets are detailed in our Annual Efficiency Statement.	
R16 E-enabled "one stop" resolution of Housing & Council Tax Benefit enquiries via telephone, contact centres, or via one stop shops using workflow tools and CRM software to provide information at all appropriate locations and enable electronic working from front to back office.	Green 01/07/2005	Green 01/07/2005
	Comment: We provide 'one-stop' resolution of Housing and Council Tax Benefit queries in our One-Stop-Shop and via the telephone. The delivery of this service is heavily dependent upon workflow technology. The Contact Centre partnership has developed a North West Centre of Excellence funded business case for the further development of mobile working and CRM integration in the areas of Revenues and Benefits.	
R17 Online facilities to be available to allow citizens or their agents to check their eligibility for and calculate their entitlement to Housing & Council Tax Benefit and to download and print relevant claim forms.	Green 01/02/2003	Green 01/02/2003
	Comment: On line facilities are in place on our web site to check eligibility and calculate entitlement for benefits. In addition the claim form is available as a download and we have on line interactive tools to assist claimants and their advocates find their way through the regulations	
G15 Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens homes.	Amber 01/07/2005	Green 31/03/2006
	Comment: The Council recognises the efficiencies and service quality improvements that will result from the delivery of this outcome and are committed to realising them. Benefits staff are currently trained to take applications in the home. We have successfully piloted technology that will allow the processing of claims from the citizens home. The Contact Centre partnership has developed a North West Centre of Excellence funded business case for the further development of mobile working and integration in the areas of Revenues and Benefits. It is expected that the Council will pursue this work during the coming year.	
If already 'green' on R16, R17 & G15 above please comment on E13 Agreed baseline and targets for turnaround in processing of Council Tax and Housing Benefit claims (BVPI 78) and renewals.	Comment: The Council has set a target of 28.5 days for the processing of new claims (performance 26.3 days) from a baseline of 35 days. For Change of circumstances we have set a target of 8.5 days (performance 8.1 days) from a baseline of 9 days turnaround.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<p>E14 Pre-qualification of Council Tax and Housing Benefit claimants for other eligible entitlements (e.g. school uniform grants, free school meals), including pre-filling of relevant claim forms.</p> <p>Otherwise you may leave these rows blank.</p>	<p>Comment: The North West Centre of Excellence funded business case for more efficient Revenues and Benefits administration included the use of tools to allow single assessment. We expect to pursue the work through the Contact Centre Partnership which includes the County Council.</p>	
<p>R18 Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.</p>	<p>Green 01/11/2005</p>	<p>Green 01/11/2005</p>
<p>R19 Remote web access or mediated access via telephone (including outside of standard working hours availability) for authorised officers to information about individual 'care packages', including payments, requests for service and review dates.</p>	<p>Green 31/12/2005</p>	<p>Green 31/12/2005</p>
<p>G16 Systems to support joined-up working on children at risk across multiple agencies.</p>	<p>Amber 01/01/2004</p>	<p>Green 31/03/2006</p>
<p>G17 Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.</p>	<p>Green 01/07/2005</p>	<p>Green 01/07/2005</p>

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

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

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

Section 2 - Change Management (self-assessment)

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

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

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

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

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






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

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

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

Section 3 - BVPI 157

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

BVPI 157 Interaction Type	Forecast average IEG5 % e-enabled position at 31 December 2005	Actual				
		01/02 	02/03 	03/04 	04/05 	05/06 
Providing information: • Total types of interaction e-enabled • % e-enabled	99 %	• 80 • 22.10 %	• 180 • 49.72 %	• 325 • 89.78 %	• 358 • 98.90 %	• 362 • 100.00 %
Collecting revenue: • Total types of interaction e-enabled • % e-enabled	96 %	• 1 • 14.29 %	• 6 • 85.71 %	• 7 • 100.00 %	• 7 • 100.00 %	• 7 • 100.00 %
Providing benefits & grants: • Total types of interaction e-enabled • % e-enabled	92 %	• 6 • 100.00 %	• 6 • 100.00 %	• 6 • 100.00 %	• 6 • 100.00 %	• 6 • 100.00 %
Consultation: • Total types of interaction e-enabled • % e-enabled	98 %	• 0 • 0.00 %	• 14 • 53.85 %	• 23 • 88.46 %	• 26 • 100.00 %	• 26 • 100.00 %
Regulation (such as issuing licenses): • Total types of interaction e-enabled • % e-enabled	90 %	• 2 • 7.41 %	• 2 • 7.41 %	• 3 • 11.11 %	• 8 • 29.63 %	• 27 • 100.00 %
Applications for services: • Total types of interaction e-enabled • % e-enabled	96 %	• 15 • 9.62 %	• 43 • 27.56 %	• 133 • 85.26 %	• 152 • 97.44 %	• 156 • 100.00 %
Booking venues, resources & courses: • Total types of interaction e-enabled • % e-enabled	88 %	• 2 • 40.00 %	• 2 • 40.00 %	• 2 • 40.00 %	• 2 • 40.00 %	• 5 • 100.00 %
Paying for goods & services: • Total types of interaction e-enabled • % e-enabled	91 %	• 41 • 80.39 %	• 45 • 88.24 %	• 51 • 100.00 %	• 51 • 100.00 %	• 51 • 100.00 %
Providing access to community, professional or business networks: • Total types of interaction e-enabled • % e-enabled	98 %	• 6 • 6.67 %	• 16 • 17.78 %	• 72 • 80.00 %	• 79 • 87.78 %	• 90 • 100.00 %
Procurement: • Total types of interaction e-enabled • % e-enabled	86 %	• 0 • 0.00 %	• 2 • 66.67 %	• 3 • 100.00 %	• 3 • 100.00 %	• 3 • 100.00 %
Total: • Total types of interaction e-enabled • % e-enabled	97 %	• 153 • 20.87 %	• 316 • 43.11 %	• 625 • 85.27 %	• 692 • 94.41 %	• 733 • 100.00 %

Section 4 - Access Channel Take-Up

In order to demonstrate public take-up of the main e-access channels that you are investing in, you are asked to complete the table below detailing actual and forecast figures for numbers of e-enabled payment transactions and change of address notifications. Planning authorities should also complete the Local Service Website line for planning applications. It is important that e-access channel investment and rollout also facilitates accompanying improvements in the corporate management capability required to monitor and collect such statistics. Click on the light bulb icons for industry definitions of page impressions and unique users.

	Actual			Forecast	
E-enablement & Main E-Access Channel Take-Up	03/04	04/05	05/06	06/07	07/08
Local Service Websites					
• Page impressions (annual)	578,000	853,000	1,395,081	3,600,000	3,600,000
• Unique users, i.e. separate individuals visiting website (annual)	49,000	231,000	224,980	243,000	250,000
• Number of e-enabled payment transactions accepted via website	123	2,136	3,618	4,500	5,000
• Number of change of address notifications accepted via website	0	0	7	250	500
• Number of planning applications accepted via website (including through the Planning Portal)	0	0	13	60	180
	Comment: 2004 saw a phenomenal increase in the number of visitors to our site and this trend continues. Much of this can be attributed to the additional e-services now available such as the ability to pay on line as well as access to Council agendas, minutes and reports, planning applications and planning history along with housing repairs and benefits assessment tools and online forms. We have made efforts to improve the accuracy of our monitoring process and changes recently implemented to do this have contributed to the increase in page impressions shown.				
Telephone <i>(i.e. telephone interactions where officers can access electronic information and/or update records on-line there and then, including interactions in contact centres)</i>					
• Number of e-enabled payment transactions accepted by telephone	5,012	9,589	10,190	13,780	15,280
• Number of change of address notifications accepted via telephone	2,440	3,000	3,100	3,200	3,300
	Comment:				
Face To Face <i>(i.e. front-line operations where officers can access electronic information and/or update records on-line there and then, including interactions at reception desks, One Stop Shops & home visits)</i>					
• Number of e-enabled payment transactions accepted via personal contact	85,000	68,611	10,494	7,800	7,000
• Number of change of address notifications accepted via personal contact	702	680	500	350	200

	Actual			Forecast	
E-enablement & Main E-Access Channel Take-Up	03/04	04/05	05/06	06/07	07/08
	Comment:				
Other Electronic Media <i>(e.g. BACS, text messaging)</i>					
• Number of e-enabled payment transactions accepted via BACS	35,506	44,000	39,919	42,000	44,000
• Number of e-enabled payment transactions accepted via text message or other electronic form	66,494	82,401	117,179	130,000	125,000
• Number of change of address notifications accepted via other electronic media	468	550	660	900	1,000
	Comment:				
Non Electronic <i>(e.g. cash office, post)</i>					
• Number of payments accepted by cheque or other non-electronic form	20,578	22,225	24,033	25,000	25,000
• Number of change of address notifications accepted via non-electronic form	2,100	2,000	1,500	1,000	750
	Comment:				

Section 5 - Local e-Government Implementation Expenditure

Councils are asked to provide a summary of current and forecast expenditure on implementing electronic government up to 2007/08. This should include the standard elements in the table below and brief commentary on the use of IEG money. For 2005/6 onwards, please include best estimates of revenue and capital expenditure even though the council may not yet have officially approved the budgets. (Please note that implementing e-government expenditure refers to investment designed to e-enable local services and to transform their accessibility, quality and cost-effectiveness in line with the 2005 target. Cyclical spend related to the maintenance of the existing ICT infrastructure should not be included):

Programme Resource	Backward Look (£)			Forward Look (£)	
	01/02 to 03/04	04/05	05/06	06/07	07/08
• IEG capital grant	400,000	350,000	150,000		
	Comment: The Council continues to commit IEG funding to integration projects that will deliver long term efficiency and service quality benefits such as CRM to back office and back office to LLPG. We have developed a mobile working pilot that is capable of roll-out across other departments within the Council and are to commit resources to significant advances in Revenues and Benefits service delivery through self service, mobile and home working. We have implemented robust on-line payment systems and continue to roll out a corporate implementation of electronic document management. We have invested in LGOLnet as our middleware product.				
• ODPM Local e-Government Support & Capacity Programme capital grant	0	0	0	0	0
	Comment:				
• your council's nominal pro rata share of ODPM Local e-Government Partnership Programme capital grant allocated in your area	123,000	7,000	0	0	0
	Comment: IEG funds are currently being spent on projects centred around our integration requirements. We have also invested heavily in our e-planning services and piloting areas of mobile working with our neighbourhood wardens.				
• financial contribution from public-private partnerships	0	0	0	0	0
	Comment:				
• resources being applied from internal revenue and capital budgets to implement e-government	1,046,000	575,440	231,010	72,900	30,000
	Comment: The Council continues to commit resources to integration projects which enable more efficient, high quality services to customers of 'Contact Chorley' which includes a telephone contact centre and a One Stop Shop. Integration projects are also enabling the delivery of a mobile, on-line Neighbourhood Warden service. We are also investing in the delivery of self-service facilities particularly in the area of Revenues and Benefits and are to extend mobile working facilities within the Council. We recognise the importance of effective information management and security and will ensure appropriate investment in these areas. We expect future investment decisions to include the redesign and relaunch of the Councils web-site and extending the use of electronic document management across the Council. We will also be investing resources in the transformation of business processes to deliver our efficiency targets. We				

Programme Resource	Backward Look (£)			Forward Look (£)	
	01/02 to 03/04	04/05	05/06	06/07	07/08
	are undertaking a wide range of internally facing eGovernment projects that will deliver significant efficiencies to the Council. Examples are home working, the e-enabling of training services, self-service expense claims and the e-enabling of the Committee administration process which, as well as delivering significant customer benefits also results in notable internal efficiencies.				
• other resources (e.g. training) (please specify)	35,000	30,000	30,000	30,000	30,000
	Comment: Training includes our corporate programmes for ECDL for all staff, project management training and Business Process Transformation training. We also consider that management training provides the skills required to deliver a successful e-government programme.				
• ODPM e-Innovations Fund capital grant	0	0	0	0	0
	Comment:				
• financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB), EU funding	901,000	903,880	908,510	189,680	0
	Comment: Expenditure in 2004/05 and 2005/06 includes £904k per annum in respect of e-voting work on behalf of the ODPM, and use of the capital element of Planning Delivery grant for system improvements.				
TOTAL	2,505,000	1,866,320	1,319,520	292,580	60,000

Section 6 - Local e-Government Programme Efficiency Gains

The calculation of efficiency gains from local e-government has been designed to align with the approach to measuring achievement against the efficiency gains target set out in the January 2005 Efficiency Technical Note (ETN) for Local Government. Links to listed websites in the table Notes also offer a key source of support in calculating figures.

	Backward Look (£)			Forward Look (£)		
	04/05	05/06	06/07	07/08	Expected annual gain	...of which cashable
Efficiency Gains	Annual gain	Annual gain	Expected annual gain	Expected annual gain	Expected annual gain	...of which cashable
Corporate services, of which:						
● e-recruitment	3,300	15,000	25,000	20,000	20,000	20,000
	Comment: In line with the Council's Human Resources Strategy technology is being used to generate ongoing efficiencies in its recruitment practices and processes. Included in this statement are savings resulting from increased advertising of posts on the internet and further take up of electronic on-line job applications.					
● e-payments	1,840	32,000	10,000	10,000	10,000	0
	Comment: Chorley Council now offers a full range of payment channels to its customers. Payment by electronic means is becoming increasingly popular and because of this in 2005/06 the Council took a decision to close its cash office releasing £27,000 of cashable savings. These resources were redirected into other high priority service areas. The ongoing migration of customers between channels will be managed through the implementation of the Customer Focused Access and Service Design Strategy currently out for consultation. Other efficiency savings in this area result from the progressive introduction of Payment up Front for Council Services, rather than after service delivery which had been the custom and practice.					
● corporate services efficiencies not covered above	36,750	10,000	30,000	5,000	30,000	5,000
	Comment: Other corporate efficiencies are being delivered through the introduction of modern electronic systems to replace manual and inefficient processes. For example, the modern.gov committee administration system will lead to savings in processing time, storage requirements, and the number of printed committee papers. Similarly, developments with the Human Resources Management Information System, training administration, and eLearning will offer further opportunities to improve efficiency and redirect resources towards Council priorities. The developments under this heading come under the Council's eWorkforce Programme.					
e-Procurement, of which:						
● Service specific	0	0	0	0	0	0
	Comment:					

	Backward Look (£)			Forward Look (£)		
	04/05		05/06	06/07		07/08
	Annual gain	..of which cashable	Annual gain	Expected annual gain	Expected annual gain	..of which cashable
Efficiency Gains						
● Cross-cutting e-procurement efficiencies not covered above	2,330	0	20,000	60,000	10,000	10,000
Comment: Significant savings are being made in the Procure to Pay process through the use of electronic systems and payment methods. In addition Chorley continues to benefit from being a member of the Roses Marketplace and plans to build upon its past success with eAuctions. All of these developments are linked to the Council's Procurement Strategy which supports the National Procurement Strategy.						
Productive time, of which:						
● Service specific	0	0	0	0	0	0
Comment:						
● Cross-cutting productive time efficiencies not covered above	50,000	0	20,000	30,000	45,000	10,000
Comment: The Council is already using Knowledge Management tools and mobile working to improve services and internal working methods. During 2006/07 it is anticipated that Home Working will start to generate efficiency savings that may increase in future years. Split site accommodation is a key issue for the Council and the controlled use of home working may help to release buildings for sale.						
Transactions	290,690	213,170	240,000	100,000	90,000	30,000
Comment: This is a key area for the Council and it is expected that significant cashable and non-cashable savings will continue to be made here. These including the following: (a) Contact Chorley - The flagship virtual Contact Centre development being delivered in Partnership with 6 other Lancashire authorities, including the County Council. (b) Business Process Transformation (BPT) - Linked to the Contact Chorley development is a planned programme of BPT work designed to ensure maximisation of the efficiency gains from this and the associated use of technology for integration of services and information management (including Document Image Processing - DIP). (c) The Website - Channel Migration - The website remains at the core of the Council's eGovernment plans and further savings are anticipated from both transitional and information uses. This migration from other more costly and less efficient channels will be implemented under the Council's Customer Focused Access and Service Design Strategy. (d) eWorkforce Programme - As this programme continues further efficiencies are expected from projects such as the improved Intranet (named 'theloop' by staff), desk top flexitime management and on-line travel and subsistence claim forms.						
Miscellaneous efficiencies not covered above	0	0	0	0	0	0
Comment:						
TOTAL EFFICIENCY GAINS - GROSS	384,910	233,170	337,000	255,000	205,000	75,000

	Backward Look (£)			Forward Look (£)		
	04/05	05/06	06/07	07/08	06/07	07/08
Efficiency Gains	Annual gain	Annual gain	Expected annual gain	Expected annual gain	Expected annual gain	Expected annual gain
	..of which cashable	..of which cashable	..of which cashable	..of which cashable	..of which cashable	..of which cashable
LESS e-government implementation expenditure	1,866,320	1,319,520	292,580	60,000		
TOTAL EFFICIENCY GAINS - NET	-1,481,410	-982,520	-37,580	145,000		
Comment:						

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Report of	Meeting	Date
Director of Finance (Introduced by the Executive Member for Resources)	Executive Cabinet	25 th May 06

DISCRETIONARY HOUSING PAYMENTS

PURPOSE OF REPORT

- To seek approval of proposed amended procedures and criteria to be applied to claimants in the administration of Discretionary Housing Payment applications in line with amended HB/CTB regulation changes.

CORPORATE PRIORITIES

- There is no direct link to the corporate priorities.

RISK ISSUES

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

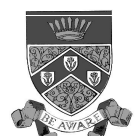
Strategy		Information	
Reputation		Regulatory/Legal	
Financial	√	Operational	
People		Other	

- As the policy stands at the moment, there is a risk that we would make Discretionary Housing Payments that are not appropriate. This is a financial risk.

BACKGROUND

- The introduction of The Discretionary Finance Assistance Regulations 2001 on 2nd July 2001 brought in new arrangements which allowed authorities, in certain circumstances, to make payments to any claimant whose Housing/Council Tax Benefit is less than their full standing payments. These payments are made at the discretion of the authority and are subject to an annual cash limit funded by the DWP. They are awarded in cases where the Local Authority considers that additional help with housing costs is needed. There are no prescribed tests and authorities simply have to be satisfied that the person concerned is in need of further financial assistance for housing costs.

- The discretionary payments (DHP's) are limited by means of a Permitted Totals Order, effectively known as the "discretionary fund". Neither Assessment Officers or a Review board may make a payment which would exceed the Permitted Total Order.



RECOMMENDED AMENDMENTS TO THE CURRENT DHP POLICY FROM 1 APR 06

7. Change is needed to the policy for the following reasons:

The current policy allows the disregard of a customer's capital savings in line with the HB/CTB thresholds. Currently, this means that we would disregard £3,000 of a customer's savings if they were under 60 years and we would disregard £6,000 of a customer's savings if they were over 60 years.

From 1 April 2006, a regulation change came into force which means that the first £6,000 of any savings held by benefit customers of all ages will be disregarded in the calculation of Housing and Council Tax Benefit. The DHP policy currently states at item 13:

"All capital will be taken into account in the Discretionary Housing Payment assessment with the exception of any capital that is disregarded under the HB/CTB Regulations"

In the event of no change to the policy, from 1 April 2006, £6,000 of capital savings would be disregarded in the calculation of DHP assessments for all customers. We feel that an applicant who has £6,000 held in savings has sufficient resources to meet their housing costs from their savings and they should not, therefore, be awarded a DHP.

It is suggested that the wording of ITEM 13 of the current policy is changed to:

"All capital will be taken into account in the Discretionary Housing Payment assessment with the exception of the first £3,000 of any capital, which will be disregarded"

COMMENTS OF THE HEAD OF HUMAN RESOURCES

8. There are no apparent human resources implications contained in this report.

RECOMMENDATION(S)

9. That the DHP Policy be amended to ignore only the first £3,000 capital in all cases.

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

10. So the scheme is consistent for all applicants.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

11. To increase the capital disregard to £6,000 for all applicants. This would, however, have an impact on the number of DHP applications that could be paid due to overall cash limit applied to DHPs.

CHIEF OFFICER NAME	GARY HALL
CHIEF OFFICER DESIGNATION	DIRECTOR OF FINANCE

Background Papers			
Document	Date	File	Place of Inspection
Circular S2 2006	2006		Benefits Office, Union Street

Report Author	Ext	Date	Doc ID
Julie Riding	5421	08 Mar 06	Draft report to cttee DHP policy amendments.doc

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Report of	Meeting	Date
Director of Finance (Introduced by the Executive Member for Resources).	Executive Cabinet	25 th May 06

INTRODUCING BANKRUPTCY, CHARGING ORDER AND WINDING UP PROCEEDINGS

PURPOSE OF REPORT

- To seek approval to introduce bankruptcy, charging order and winding up proceedings to recover unpaid Council Tax, Business Rates and other large debts owed to the Council.

CORPORATE PRIORITIES

- By introducing these new recovery methods the Council will maximise the income that is due; potentially improve Best Value Performance Indicators 9 and 10; and satisfy (performance) priority outcome 6.4 'An excellent Council that is continually striving to improve'.

RISK ISSUES

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

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

BACKGROUND

- The Council Tax Administration and Enforcement regulations 1992 and Local Government Finance Act 1988 (NNDR regulations) set out a variety of recovery methods to collect Local Taxation arrears. These methods begin by obtaining a Liability Order from the Magistrates' Court. A Liability Order for non payment of Council Tax powers the billing authority to:
 - Insist that a debtor supplies information regarding their employment or benefit details. Those failing to supply this information are prosecuted for committing a criminal offence which can result in a fine and costs.
 - Set up an attachment or earnings or deductions from certain benefits such as income support or job seekers allowance.
 - Instruct a bailiff to levy distress (remove goods) to cover the debt.
 - Summons debtor to court for committal to prison 'for wilful refusal or culpable neglect.'

- Instigate bankruptcy, charging order and winding up proceedings in the County Court.
- 5. At the moment debt recovery action ends after the committal stage. Over recent years committal cases have become less effective. The police no longer deal with warrants of arrest and magistrates' decisions are inconsistent and largely unsympathetic to the billing authority.
- 6. Within the borough there are a relatively small number of Council Tax and Business Rates debtors that refuse to pay their dues. The recovery methods in use are unsuitable for this hardcore because of their circumstances such as being self-employed or unemployed and not claiming relevant benefits. These cases are not suitable for attachments of earnings or deductions from benefit and the individuals do not attend court hearings or co-operate with bailiffs and warrants officers.
- 7. Powers already exist in Local Taxation legislation to take bankruptcy proceedings against a debtor who owes more than £750 and similarly apply for a charging order against a debtor who owes more than £1,000. A debtor would be unwise to ignore these methods of recovery, which can ultimately mean their homes can be sold to cover their debt.
- 8. In adopting this approach there is a risk to the Council. It is hoped that debtors will take legal advice and settle their arrears in full prior to proceedings reaching the County Court. Indeed other authorities have experienced good results in collecting payment in full before the hearing. An article in a recent collections publication cites 80% payment in full as a reasonable collection rate for a local authority that initiates bankruptcy proceedings. A real life case study of a north west unitary Council has a collection rate nearer 50% with the number of cases reaching full bankruptcy running at 25%. Either way, the process will bring closure to the debt and force an outcome of payment in full or full bankruptcy.

BANKRUPTCY COSTS

- 9. The costs for bankruptcy are largely fixed and can total £1,017.00 for a full bankruptcy (including the service of documents). Where payment is made in full prior to bankruptcy the costs are paid by the debtor and this is clearly the best outcome. Where a case progresses to full bankruptcy the costs are paid from the assets before any debts are discharged. The worst case scenario is if a case reaches full bankruptcy and there are no assets. CBC would then stand the costs but the risk is minimised by careful selection of cases and taking a long-term view of the overall success rates.
- 10. Mindful of the potential cost, all cases would be selected very carefully after vetting them via Land Registry Direct and Experian Credit Reference Agency. It is also intended to start with a small pilot batch to measure success and utilise bankruptcies rather than charging orders and winding up orders in the first instance. There is an opportunity to publicise in the local newspaper our intention to use these recovery methods and follow up with details of early cases that progress to full bankruptcy. This will act as a deterrent to other would be non-payers and show our intent to collect all Local Taxation that is due.
- 11. Failure to take this positive action may hinder our ability to improve on our Council Tax and Business Rates collection rates. Indeed this improvement will go some way to help achieve challenging Best Value Performance Indicators (BVPI 9 – the percentage of Council Tax collected for the current year of 98.6% and BVP10 – the percentage of Business Rates collected for the current year of 99.0%).

SCOPE OF CASES

12. Early investigation shows that there is a minimum of 15 Council Tax cases suitable for bankruptcy proceedings. The value of the individual 15 cases range from £970.88 to £5,923.99, totalling £45,779.33. A hardcore of six renowned problematic cases are ready immediately and include a male pensioner that refuses to pay his Council Tax and has been committed to prison on three previous occasions for non payment. The total value of the six cases is £20,575.68. The intention is to treat the first six as a test batch to measure the success rate and benefit from any lessons learned. Of course the results of the test will be reviewed on the basis of a cost/benefit analysis before any additional cases are issued for bankruptcy proceedings.

COMMENTS OF THE HEAD OF HUMAN RESOURCES

13. There are no HR implications associated with this report.

RECOMMENDATION

14. It is recommended that approval is given to introduce bankruptcy, charging order and winding up proceedings and publicity is released to a local newspaper as outlined in this report.

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

15. To maximise income due to the Council using the full powers available by tackling non-payers in a manner that is fair to others that pay their dues on time.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

16. There are no alternative options to be considered.

GARY HALL
DIRECTOR OF FINANCE

Report Author	Ext	Date	Doc ID
Mike Harkins	5740	09 May 06	Bankruptcy proceedings

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Report of	Meeting	Date
Director of Human Resources (Introduced by the Executive Member for Resources)	Executive Cabinet	25 th May 2006

HUMAN RESOURCES POLICIES AND PROCEDURES

PURPOSE OF REPORT

1. To seek elected members approval to implement a new Flexi Time Policy.

CORPORATE PRIORITIES

2. This report particularly relates to the Strategic Objectives to Improve Access to services and to ensure Chorley Borough Council is a performing organisation.

RISK ISSUES

3. The report contains no risk issues for consideration by Members.

BACKGROUND

4. A staff forum was set up in October 2005 to examine and advise on all employee policy's and procedural issues. The forum has a staff representative from each service unit and the representatives consult with all staff members. The group was encouraged to consider how to move the Council forward to make Chorley Borough Council an excellent place to work and striving towards the goals set within the HR strategy of entering The Times 100 best employers.
5. The first policy that the forum considered to need a review was the Flexi Time Policy. The policy was introduced in the 1980s and at the time was very progressive. In research conducted by the Forum it has been found that other neighbouring local authority's policies were less restrictive than our own and offered staff greater choice with regard to their working hours and patterns.
6. It was found after carrying out research within the Directorates that the rules in the current policy were not being followed in a consistent manner and several Directorates had made adaptations to the policy to make it more flexible. A common example of this was allowing 2 days flexi leave in one settlement period. The policy states only one day should be taken. The amount of time claimed for employees while travelling out of the business was also vastly inconsistent, there were many different examples of the problems with the current policy and the forum considered it to be inconsistent and unfair. In the research stage other neighbouring local authority's flexi policies were examined and it was found that our policy had the most restrictions and was the least flexibility for staff.



7. Not all sections in the Council operate the flexi policy and a commitment has been given to review these areas. Examples of areas not covered by flexi time are Grounds Maintenance, Neighbourhood Wardens, Housing Repairs and CCTV. It is anticipated that in the majority of these areas it will be necessary to remain on fixed time working, but the Forum felt it was import to review this on a regular basis. It may be that some of the flexibilities and provisions of the policy could be applied to these particular service areas subject to business need.

PROPOSALS

8. **Abolish Core Time** – Core time currently 10am – 4pm. The advantages of the removal of core time is employees will be given greater flexibility to adjust working hours to accommodate ad hoc instances of need necessitated by personal circumstance and to facilitate a better work life balance. Managers are to be given training and support to manage the administration of this provision to ensure that service needs are fully met. There also exists the potential to reduce levels of sickness absence by enabling employees being to come into work for a shorter amount of time.
9. **Change Bandwidth** – Currently Council buildings are open to staff from 8am – 6pm, the proposal is to extend building opening hours to 8am – 7pm and allow staff to work within these hours. This will reduce the amount of TOIL worked by staff, which is difficult to control and manage and reduce overtime costs for the authority. Changing the bandwidth has no effect on IT backups. Operational implications will be around the impact on Civic Services, there is going to be an increase in the number of hours Civic Services staff are required to close, secure and service the buildings and the following costs are attached to that. Based on an increase in weekly working hours from 30 to 33 for the three part-time Civic Services Assistants, the additional cost to the Council would be £4,450 for 2006/07 for the full year. This would equate to £3,710 if the proposal commenced on 1st June.
10. **Medical Appointments** – Currently there exists a requirement to take medical appointments out of core time. Provision is only made for special appointments in which instances time can be claimed back. This is an area where there has been significant inconsistency in the application of the existing policy. It is proposed that the new policy will require all appointments are taken in an employee's own time, this being possible due to the removal of core time.
11. **Days Allowance** – The current policy states that the maximum number of days flexi leave allowed to be taken in a 4 weekly period is 1 (a flexi period is 4 weeks). We are proposing this maximum is increased to 2 days in a period and the intention is to keep the limit at 13 days maximum per annum. This provides staff with greater opportunity to use time accrued, without going against the main principle of the scheme, which is to not to increase leave, but to improve day-to-day flexibility for staff and the organisation.
12. **Real Time** – The proposal is that the new Flexi Policy will allow for time credits to be claimed in real time for travel to off site events - this is currently vastly inconsistent. If an employee is attending a meeting in London and they leave Chorley at 6am then time should be credited from 6am minus time usually taken to travel from home to work. If an overnight stay is involved only travelling time will be credited.

Benefits

13. The improvements to the policy, which will bring the authority in line with other organisations operating similar successful flexi policies, will help in the drive to recruit and retain key members of staff. This is particularly important in certain key areas of service delivery such as planning and building control where there are severe skills shortages and associated difficulties with recruiting and retaining suitably qualified and experienced staff.

The implementation of such policies will ensure that Chorley Borough Council is recognised as a progressive and rewarding employer.

14. By giving staff more choice in how they work, the policy will facilitate the development of a more productive working environment for the Council as staff will be more focussed on their duties rather than being distracted by home commitments. The associated improvement in levels of morale among staff will also benefit the authority and should lead to improvements in levels of customer service and application of role.
15. The Council is exploring the possibility of moving staff to home working to aid with reduction in building costs. When introducing home working employees will be given a significant amount of flexibility and the successful operation of such a policy would involve a trust requirement being placed upon staff. Making the changes to the flexi scheme will be a step towards achieving this change in emphasis and developing more flexible working practices, which will benefit staff and the authority.
16. It is expected that the new policy will help to reduce sickness absence levels as under the provisions of the policy staff will be able to work part days and leave early if they are feeling unwell. This will remove the requirement to register a full day off as sick leave.
17. The Trade Unions have been consulted on this policy and are in support of the changes.
18. The policy will be rolled out with training for all Managers. One of the key provisions of the policy will be the requirement to ensure that, in the application of the provisions of the policy, service, customer and business needs are paramount. It will be made clear that no employee is allowed time off under the new policy if it means service needs will be compromised. A 6-month trial period for all staff currently using the present flexi scheme will fully identify if there are any detrimental service implications to the changes.
19. The new policy will bring clarity to staff and managers regarding what is and is not considered acceptable in the application of the flexi policy and will reduce the number of inconsistencies in the way in which the flexi working operate throughout the authority.

COMMENTS OF THE DIRECTOR OF FINANCE

20. The direct costs associated with the introduction of the new policy are the increased costs for Civic staff of a maximum of £4.5k annually. Should members approve the policy, then this sum would have to be contained within the Councils current cash limit. This is in line with the Councils financial strategy, which requires that no additional recurrent costs should be built into the Council's budget in year. To contain the costs within the cash envelope, virements would need to be identified and as there are expected reductions in overtime payments as a result of the new policy, this avenue would be pursued.

RECOMMENDATION(S)

21. That Elected Members approve the implementation of the Flexi Time Policy on a 6-month trial basis for the Authority.
22. That the new policy is monitored, measuring:
 - TOIL Reduction
 - Overtime Reduction
 - Reduction in Sickness Absence

Information on potential savings will be made available to members following a six-month trial period.

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

- 23. To comply with best practice.
 To ensure that all units are operating in a fair and consistent manner.
 To have agreed polices and procedures in place

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

- 24. None

ANGELA WOLSTENCROFT
 DIRECTOR OF HUMAN RESOURCES

Document	Date	File	Place of Inspection
***	***	***	***

Report Author	Ext	Date	Doc ID
Jane Brewer	5175	9 th May 06	ADMINREP/REPORT

POLICY STATEMENT**1. POLICY OBJECTIVE**

Flexible working hours replace fixed times of arrival and departure and allow a certain amount of choice in your times of starting and finishing work. It is not the intention of the scheme that credit time should be built up and taken off as leave on a regular basis.

2. CHORLEY BOROUGH COUNCIL'S RESPONSIBILITY

It is the Council's responsibility to ensure that:

- The policy is applied fairly and consistently.
- Constant review takes place for Directorates and sections that are unable to use the Flexi system.
- Managers will be responsible for addressing any misuse or abuse of the Flexi policy.
- The Authority will aim to promote a positive rather than punitive approach.

3. EMPLOYEE'S RESPONSIBILITIES

Employees will be expected to:

- Ensure that Service needs are met.
- Co-operate fully with the rules of the policy.
- Consult and co-operate with colleagues to ensure everyone has maximum flexibility at all times.
- Raise concerns with their manager or Human Resources if they believe the system is being misused.

4. OUTCOMES

To ensure employees have a work life balance whilst maintaining service needs.

POLICY PROCEDURE

1. SCOPE

The scheme will apply to all employees of the Council except Directors and other members of staff whose contract of employment details alternative working arrangements.

Employees excluded from the scheme for operational reasons can have their case reviewed should there be a change in the work situation.

Some officers may have to operate a limited scheme of flexible working hours because of the needs of the service.

2. DEFINITION AND PRINCIPLES**Flexitime Cycle**

Flexitime will operate over a four-week cycle of 145 hours.

Standard Working Day

The standard working day is 8.45am to 5.00pm with one hour for lunch. This gives a daily attendance time of 7¼ hours and a half-day attendance time of 3 hours 38 minutes.

Minimum Daily Hours Attendance

Subject to the needs of the service, there is no minimum daily hours attendance.

Weekly Contracted Hours

The working week consists of five standard working days and totals 36¼ hours.

Core Time

There is no core time.

Breaks

A break can be taken at any time during the day. If more than 6 hours are worked, a minimum of half an hour should be taken. If a break is not taken after 6 hours, 1 hour will be automatically deducted. When taking a break an employee must ensure that the service needs of the Directorate are covered and their manager is aware of the length of time they are likely to be away from the workplace. An employee must always ensure they clock out when taking a break (including breaks for smoking and personal errands).

Flexible Time

Flexible time is from 8.00am to 7.00pm. During these flexible periods you will be able to choose when to arrive and depart taking into account:

- o The maintenance of the service in your Section. It will not always be possible for you to please yourself about the hours to be worked because a satisfactory service must be given to the public and other Directorates during the standard working day of 8.45am to 5.00pm.

- ⌋ The control and supervision of the working arrangements is the responsibility of each Manager who must ensure that the normal output of work is maintained and everyone contributes fairly to the workload of the Section.

Band Width

The band width is the earliest time of starting (8.00am) and the latest time of finishing (7.00pm). Time worked outside the bandwidth will not be credited and will only be considered as overtime or TOIL where prior authorisation has been obtained.

- ⌋ **Overtime Working**

Overtime working after 5.00pm does not count in Flexitime. Such overtime must be authorised in advance by the Director or Section Head. Where possible you should clock out to record the end of your Flexitime working and the start of your overtime working. Attendance at work for any reason after 7.00pm does not count for a credit within the Scheme.

Settlement Period

The settlement period is four weeks and you are responsible for ensuring that you work the contracted hours (145.00 for a full time employee) in a settlement period subject to the debit/credit carryover allowance.

Carryover Allowance

The time in credit or debit at the end of each week will be carried forward to the next week. A maximum of 3 days (21 hours, 45 minutes) credit or 1½ days (10 hours, 53 minutes) debit may be carried over into the next settlement period. This is pro-rata for part time employees.

- ⌋ **Credit Hours**

At the end of the settlement period, credit in excess of 3 normal working days i.e. 21 hours, 45 minutes will be automatically deducted from the system. If an employee wishes to regain the deducted hours they must do this by contacting their manager and completing the Hours Reinstatement Form. Manager's need to discuss fully how hours in the future can be managed to remain within the parameters of the system and how the excess hours will be used.

With the agreement of your Manager time can be taken off as a day's leave subject to the requirements of the service and providing you have enough hours in credit to cover this leave. Two days Flexi leave may be taken in a settlement period, up to a maximum of 13 days in a leave year. Part days will not count towards the maximum.

Under special circumstances an employee may be able to have time off regardless of their Flexi balance. This time should be made up within an agreed period of no more than 2 months.

- ⌋ **Debit Hours**

In any settlement period up to 1½ days debit is allowed but you must make every effort to ensure that debit hours do not accumulate. If debit hours exceed 1½ days then this must be made up in the next settlement period.

3. USING WIN TIME

Access to Building

Access to the buildings from 8.00am will not be an issue, as the Cleaners will be working.

Exit from the buildings will be by the present system but access after 5.00pm may be more difficult and staff requiring access should make special arrangements or preferably not come back to clock out, but complete an adjustment form the next day.

How to Log In and Out

Log into the Intranet and click on the FLEXITIME SYSTEM link on the Home page and enter your badge number and password, which for the first time will be password then click on the green arrow

- ◆ Your name should appear on the top right hand corner of the screen.
- ◆ Current status on the left-hand side of the screen should be absent.

To the right of this there is a blue button with a white arrow in. Click on this to clock you into the flexitime system. A green button will appear and current status will now be present. After you have clocked into the system for the first time you should change your password by clicking on change password, which can be found under menu on the left-hand side of the screen.

The system will automatically time you out after 20 minutes therefore it is recommended that once you have clocked in you should log out of the system. The system will continue to record your time provided that you have clocked in using the blue button

When you wish to clock out of the system i.e. lunchtime, cigarette break you will need to log back into the system and click on the green button. Current status will now read absent and the button will now be blue. Log back out of the system until you are ready to clock back in again.

Adjustments

To request Annual Leave or any other type of adjustment, click on Histories under menu and then scroll down to the box at the bottom of the page.

- Select the type of adjustment you require by clicking the down arrow key.
- Select the date and time value you wish the adjustment to be made for.
- Make a note to explain why you are requesting for an adjustment to be made.
- Click on submit. Your request has now been forwarded to your manager.
- The system will display the request in the comments column, under Histories, until your manager has approved the request. Once approved your time will be updated.

General Information

Clicking the Refresh button under your name will bring your record up to date.

Under current status the system will record your booked time and worked time.

- ◆ Booked time – amount of hours worked including time outside the normal bandwidth e.g. before 8am and after 7pm
- ◆ Worked time – amount of hours you will be credited with

The system will display your annual leave balance and the number of the days that have been pre booked at the top of the page.

Yearly Overview on the left-hand side will display a chart for the full calendar year detailing all your actions.

4. MANAGEMENT OF SYSTEM

Each Director is responsible for the administration of the scheme within their own Directorate.

Each Section Head/Supervisor is responsible for ensuring that there is adequate cover by staff during the standard working day particularly for public counters. Staff may be required to undertake various responsibilities on a rota basis and Management have the right to require staff to attend at specified times within the day if necessary to maintain the needs of the service. During the flexible period of up to 7pm, a Manager can require staff to leave work at 5.00pm if no work is available. If no work is available between 8.00am and 8.45am, Management can prevent staff from reporting for work before 8.45am.

Staff have a responsibility to maintain adequate cover during the standard working day. This cover will normally be that which is currently required when other staff are on holiday. Problems and friction will be reduced if staff agree between themselves when any Flexitime is to be taken off. Directors and Managers do not want to have to refuse time off and it is up to staff to ensure that credit time is kept under control, bearing in mind that colleagues will also want time off for Flexitime and leave. Co-operation and consultation will reduce problems.

Medical Appointments

All appointments can be made at any time of the day with agreement from the employee's Manager, using the employee's flexi time.

Credit may be given in *special circumstances* such as regular health check-ups for ongoing medical conditions/treatments and uncontrolled hospital appointments. This can be done for up to a maximum of 4 *special circumstance* appointments per rolling year and evidence of the appointment must be provided. Time may only be credited within a standard working day i.e. between 8.45am – 5pm.

For extreme cases requiring more than the 4 occasions further guidance should be sought from Human Resources.

Allowance for Sickness

All allowances for sickness will be made in real time, within the parameters of a normal working day. For example - An employee who feels unwell in a morning must report this to their Manager in line with the Absence Policy. If they feel fit to attend work by lunchtime, they should come in, clock on to WinTime as normal, and request an adjustment for their sickness period (beginning at the start of their normal working day, e.g. 8.45 am)

Time Allowance for Training and Off Site Meetings

All time allowances for training courses and off site meetings, including travelling, should be credited with real time. In all cases where journeys begin from home, normal home to office mileage will be deducted from the time claimed. Time spent on overnight stays prior to or following any meeting or training course will not be eligible for any time claims.

Exemptions

Certain activities listed below can take place whilst "clocked on".

Giving Blood
Collection of ballot box
Collecting Canvas documentation

Antenatal appointments
Cancer Screening
Occupational Health Appointments including physio and counselling

Leaving the Council

When an employee is leaving the Council it will be the responsibility of the Manager and the employee to ensure that there are no credits or debits on the date of termination. Any debits will result in a deduction from the final pay. Payments of credit hours will only be made in exceptional circumstances with approval of the Director.

5. PROBLEMS ARISING

If any problems arise from the operation of the scheme they should be referred initially to the employee's Manager. If the problems cannot be resolved at that level the normal grievance procedure will operate.

Disciplinary action will be taken against anyone who abuses the scheme.

It is Gross Misconduct to knowingly clock in or out for another employee or to ask someone else to clock in or out for you. Under the Disciplinary Procedure, Gross Misconduct leads to immediate dismissal.

Where there is persistent abuse of the scheme the Council reserves the right to exclude individual employees, sections or departments.

Unauthorised absence from work even if the employee has clocked out, can lead to disciplinary action.

Temporary Cancellation of the Scheme

The Council reserves the right to temporarily cancel the scheme in cases of emergency and disputes, whether internal or external, subject to consultation. At such times staff will work the standard working day of 8.45am to 5.00pm with one hour for lunch or such other times as may be appropriate to the circumstances.

Report of	Meeting	Date
Director of Development and Regeneration (Introduced by the Executive Member for Economic Development and Regeneration).	Executive Cabinet	25 May 2006

REGIONAL AND SUB-REGIONAL STRATEGY UPDATE

PURPOSE OF REPORT

- To advise the Cabinet on current and emerging regional and sub-regional economic and spatial strategies and to recommend endorsement of a sub-regional strategy and vision for Core Central Lancashire.

CORPORATE PRIORITIES

- The production and implementation of these regional and sub-regional strategies forms the context in which the Council's own policy decisions are formulated and impinges upon the delivery of local objectives and projects. This report relates most directly to the Council's corporate priorities to put Chorley at the heart of regional economic development in the Central Lancashire Sub-Region, to reduce pockets of inequality and to develop the character and feel of Chorley as a good place to live.

RISK ISSUES

- 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	3	Other	

- The Council needs to be pro-active in leading and working with a range of partners to develop and deliver economic prosperity and environmental management through spatial and other strategies developed at a local level. This will have strategic, resource, reputation, information, operational, regulatory and community-related implications for the Council. A failure to take account of the strategies described in this report could result in inappropriate or unworkable corporate plan, policies or projects.

BACKGROUND

5. Regional and sub-regional strategy for the northwest has been evolving rapidly over the past year. The Regional Economic Strategy (RES) has been reviewed and published; the Regional Spatial Strategy (RSS) has been submitted to Government for approval; the Lancashire Partnership has prepared a Community Strategy 'Ambition Lancashire', along with the Central Lancashire City Region Development Programme and Sub-Regional Action plan; and is also preparing a Lancashire-wide Economic Strategy. In addition, the former Lancashire West Partnership Housing group completed a sub-regional Housing Strategy Framework in 2005.
6. In the midst of this activity, the Councils of Chorley, Preston and South Ribble agreed a joint working approach to address the role and potential of the sub-region. The three authorities commissioned consultants G V A Grimley to undertake a study in order to understand the dynamics of this Core Central Lancashire City area and to develop strategic solutions, to address key issues and realise potential for growth. The result is the Core Central Lancashire Sub Regional Strategy, which is complemented by the Central Lancashire City Vision. A presentation of the draft strategy was made to members at a Joint Cabinet in March 2006.
7. Each of these strategies will affect the Borough in different but inter-related ways. The documents are outlined below.

Regional Economic Strategy (RES)

8. The RES seeks to transform the economy of the Northwest into a competitive, high added value, knowledge based, inclusive economy, using three key drivers:
 - Improving productivity and growing the market
 - Growing the size and productivity of the workforce and
 - Creating and maintaining the conditions for sustainable growth & development.This 20 year rolling programme is supported by a range of transformational activities, all geared towards reducing the substantial gap (some £29 billion) in economic performance between the north west and London and the south east.
9. **Status:** The revised RES was formally launched by the Northwest Regional Development Agency (NWDA) on 31 March 2006. The Lancashire Economic Partnership, in its role as the NWDA's Sub Regional Partnership (SRP), will play an important part in delivering the RES throughout Lancashire.
10. **Implications for Chorley:** The RES is important to Chorley because, along with the emerging Regional Spatial Strategy, it provides the main strategic basis for planning for sustainable economic growth. The council has been involved in shaping the RES, through representations made throughout a consultation process on the draft strategy. The ROF site retains its status as one of 25 Strategic Regional Sites.
11. Importantly, the RES:
 - Recognises that the Central Lancashire City Region (including Chorley) is a key driver of regional economic growth
 - Confirms that there are significant differences in the growth rates between parts of East Lancashire and "the more dynamic area around Preston" (the "more dynamic area" includes South Ribble and Chorley).
 - Recognises the emerging importance of Preston, as a key driver of city regional growth (Chorley has a part to play in supporting Preston's emerging importance as a growth centre).

- Identifies Preston as a key location for knowledge-based employment, with fast growth in creative, ICT and new media occupations (Chorley has a range of employment sites and premises, including the ROF SRS, as well as high quality residential areas that can help to meet the needs of the knowledge-based economy).
12. One of the main challenges identified in the RES for the Central Lancashire City Region is improving intra and inter city region connectivity. If Chorley is to play an active part in the sustainable regional economic growth agenda, transport infrastructure and accessibility services within the borough, to adjoining areas (especially Preston and South Ribble), and beyond, to Manchester, Liverpool and East Lancashire need to be effectively addressed.
13. **Resources:** The NWDA is looking to channel investment into projects through Sub-Regional Partnerships (SRP's). The SRP for Chorley is the Lancashire Economic Partnership (LEP), and the Council is actively engaged in shaping the LEP's emerging Lancashire Economic Strategy and Sub-Regional Action Plan. Chorley's approved Economic Regeneration Strategy is closely aligned with the RES and therefore places the Borough in a strong position in relation to accessing NWDA resources for the delivery of relevant projects at a local level.

Regional Spatial Strategy (RSS)

14. The draft RSS is covered in more detail in a separate report within the Cabinet agenda. Under the new planning system, the RSS will provide a framework for the physical development of the region over the next fifteen to twenty years. The RSS has to reflect the RES and itself be reflected in sub-regional and local strategies.
15. **Status:** The draft RSS was issued for formal consultation on 20 March 2006. The consultation period ends on 12 June 2006. The RSS was prepared by the North West Regional Assembly (NWRA) and Government Office for the North West (GONW) is now co-ordinating the formal consultation and Examination in Public (EiP) processes. The key stages in the process are:
- 12 June 2006 Public consultation closes
 - November 2006 Examination in Public
 - Spring 2007 Publication of Panel Report
 - Autumn 2007 Publication of Proposed Changes by Secretary of State
 - Late 2007 Publish Final Revised RSS
16. Importantly, the RSS:
- Will form part of the statutory development plan (Chorley's Local Development Framework (LDF) is required to be in general conformity with the provisions of RSS and the RSS will be a material consideration in the consideration of planning applications);
 - Will replace the Joint Lancashire Structure Plan, once approved
 - Will set targets for the provision of new housing development in the Borough
17. It is important, therefore, that the RSS satisfactorily recognises Chorley's position on a wide range of issues relating to planning for sustainable communities and economic growth. The suggested Council response to the RSS consultation is included as a separate agenda item.

Lancashire Economic Strategy and Sub-Regional Action Plan 2006 / 07(LEP)

- 18. The Lancashire Economic Partnership (LEP) is in the early stages of preparing a Lancashire-wide economic strategy. This will sit below the regional strategies and provide a context for more targeted sub-regional strategies. The Sub-Regional Action Plan 2006/07 sets out a series of projects across the county put forward by LEP’s partners as priorities for regional funding.
- 19. **Status:** The Lancashire Economic Strategy is in its early stages of preparation and should be completed by the summer. LEP is undertaking widespread consultation in preparing the strategy, and the Council, as a member of the LEP, has been involved in initial workshop sessions to scope out the strategy’s content. Officers are ensuring that the Council’s priorities are reflected in responses to information requests from LEP and at the various workshops and meetings held to discuss partners’ views on strategy development. It is important to engage effectively in these processes and shape strategy direction to ensure that Chorley can benefit from future resource distribution via the LEP.

Central Lancashire City Region Development Programme (LEP)

- 20. The purpose of Lancashire Economic Partnership’s (LEP) Central Lancashire CRDP is to establish a framework for economic growth to meet the goal of the Northern Way agenda, which is to close an output gap of £30 billion across the northern regions. The Central Lancashire City Region includes the following local authority areas:

- Blackburn
- Blackpool
- Burnley
- Chorley
- Fylde
- Hyndburn
- Pendle
- Preston
- Ribble Valley
- Rossendale
- South Ribble
- Wyre

The CRDP has set eight priorities for action, within three categories:

<i>Category</i>	<i>Priority</i>
1. Northern Way significance	<ul style="list-style-type: none"> ▪ Blackpool tourism: reviving the resort and casino plans. ▪ Advanced manufacturing: becoming the UK hub and international centre of excellence for high value manufacturing.
2. Central building blocks	<ul style="list-style-type: none"> ▪ Sustainable urban growth: promoting diversity & fostering connectivity between centres; delivery of the ELEVATE Housing Market Renewal programme; provision of regionally significant, high quality locations for business. ▪ Connecting the City Region: improving physical accessibility internally, externally, nationally and internationally; developing first class ICT infrastructure; developing business networks and knowledge sharing. ▪ Developing the Green City: strengthening the notion of the “polycentric City Region” where towns and cities are linked by green spaces to create the “City with room to breathe”.

3. Underpinning thematic priorities
- Spreading Enterprise: creating a range of high value businesses across the City Region; promoting Blackburn as the Enterprise Capital of the North West; lobbying for the creation of a Northern Leadership Academy in Lancaster.
 - Enhancing Skills and Employability: ensuring that residents are fully equipped to make the most of job market opportunities
 - Expanding the Role of Higher Education in Central Lancashire: growing the Higher Education Institutes and Further Education base across the City Region and developing its interface with business.

22. **Status:** The CRDP is the lead or 'headline' strategy for delivering economic growth in Central Lancashire, especially in relation to the sub region's role in the Northern Way agenda. The CRDP will be reviewed when the Lancashire Economic Strategy is completed.
23. Importantly, the CRDP recognises Chorley's role, in conjunction with the neighbouring centres of Preston and South Ribble, in delivering economic growth. The challenge is to ensure that the case for Chorley is recognised in the emerging Lancashire Economic Strategy, as this will directly influence the review of the CRDP.

Lancashire West Sub-Regional Housing Strategy Framework (LWHSF)

24. The Sub Regional Housing Strategy Framework was completed in July 2005. It provides an overview of the housing market in the following local authority areas:
- | | |
|-------------|-------------------|
| ▪ Blackpool | ▪ Preston |
| ▪ Chorley | ▪ South Ribble |
| ▪ Fylde | ▪ West Lancashire |
| ▪ Lancaster | ▪ Wyre |

The strategy identifies a range of key housing issues and challenges facing the area including:

- Inter-relationships between economic growth and diversification, specifically looking as higher value housing to attract and retain professionals and managers, and affordable housing to accommodate lower paid employees and key workers.
- Scale and distribution of new housing.
- Social housing.
- Stock condition, specifically in the public and private rented sectors and mobile homes.
- Demand issues, specifically looking at the impacts of an ageing population, household growth, reduction in household size, BME communities, and student housing.
- Affordability
- Homelessness.

25. **Status:** This useful background document complements a similar strategy framework for East Lancashire. The two will eventually be brought together to provide part of the evidence base for more detailed strategy. In the meantime, a number of matters are being taken forward by authorities involved in the strategy, including investigation of the spatial needs of gypsies and travellers.
26. Importantly, the LWHSF supports the need for Chorley to continue to provide sufficient new housing to help sustain economic growth in the Core Central Lancashire area. It also describes the need to address the affordable housing needs of the community.

Ambition Lancashire 2005-2025 and the Local Area Agreement (LAA)

27. Ambition Lancashire is the first Lancashire-wide Community Strategy, produced by The Lancashire Partnership, to establish Lancashire as an area of outstanding opportunity, combining a world-class economy with breath-taking environment and exceptional communities; maintaining the separate identity of towns and cities but strengthening economic, social and environmental connections.
28. Ambition Lancashire presents a vision under 13 headings:

Prosperous Lancashire; Accessible Lancashire; Dynamic Rural Lancashire; Image of Lancashire; Learning Lancashire; Every child matters in Lancashire; Caring & Healthy Lancashire; Welcoming & Harmonious Lancashire; Safer Lancashire; Older People's Lancashire; Living in Lancashire; Cultural Lancashire; and Greener Lancashire.
29. These themes have formed the basis for the four areas of activity chosen to underpin the LAA. The LAA represent a new approach, introduced by the Government, to guide the way local authorities and their partners can use government funding to support the implementation of national and local priorities in local areas (working through the local strategic partnerships) to improve public services and to deliver key targets more effectively.
30. **Status:** Ambition Lancashire was adopted by the Lancashire Partnership in 2005. The LAA has been signed off by Government Office and its implementation is now underway. The Council has been involved in cross-cutting contributions to the development of the LAA through a series of workshops and other activities. As the LAA will be a key to funding streams, resource allocation and potential performance rewards, it is important for the Council to continue to play an effective role in this partnership project.

Central Lancashire Sub Regional Strategy and City Vision (see Appendices A and B)

31. The Central Lancashire City Sub Regional Strategy (CLSRS), commissioned by the South Ribble, Preston and Chorley, provides a spatial framework to ensure that opportunities defined in the Central Lancashire City Vision proposals are delivered alongside the principles of sustainable development. The purpose of the Strategy is also to inform the development of regional spatial planning, economic development, and housing policy.
32. The strategy has been developed to meet the following objectives:
- To demonstrate the economic growth potential of the Core area and its ability to drive the economic fortunes of the City Region as a whole and to complement regeneration and development programmes in the wider City Region area.
 - To demonstrate the economic and social interrelationships that exist between Preston, South Ribble, and Chorley and to develop a common evidence base, particularly in terms of economic drivers, travel to work, housing market analysis, regeneration and retail.

- To establish an evidence based, spatial strategy for Central Lancashire that can be used to raise the profile of the three authorities at city-regional and regional levels - particularly within the processes surrounding the Regional Spatial Strategy and Regional Economic Strategy.

33. The CLSRS has been subject to a Sustainability Appraisal, which has conformed that the objectives and details of the strategy would create positive social, environmental and economic outcomes
34. The role of the Central Lancashire City Vision, which will be regularly monitored, reviewed and rolled forward, is to define actions and projects that will deliver the framework provided by the Sub Regional Strategy.
35. **Status:** In order to form the basis for submitting comments in response to the latest RSS consultation, the CLSRS and City Vision need to be formally endorsed by South Ribble, Preston and Chorley. If the RSS comments were accompanied by the endorsed SRS and City Vision, these documents could then be considered as supporting evidence at the RSS EIP in November 2006.
36. Importantly, the CLSRS and City Vision include a range of project themes and proposals that will build the role and capacity of the three boroughs as Core City Region. These include:
 - Thriving Economy Developing further and higher educational facilities to serve the City, including Runshaw College; ensuring the positive development of employment sites such as the ROF; focussing on strategically significant economic sectors established in the RES, including creative and high tech industries; investigating ‘future proofing’ sites, including adjacent to the M61 & M6; and expanding wireless capability across the city area.
 - The City Centre Focused on the expansion, improvement and positioning of Preston city centre to compete with retail facilities in Manchester and Liverpool.
 - Town Centres Promoting Chorley & Leyland as vibrant market towns and centres for specialist retailing, commercial and leisure facilities and town centre living, and supporting a framework document for Chorley town centre.
 - Transport Infrastructure / Accessibility Highlighting a range of transport infrastructure and service improvements, including the new rail station and Park and Ride at Buckshaw, better accessibility to and from the motorway network & reducing congestion.
 - Housing Promoting a broad mix of housing types and affordable housing to support sustainable economic growth, with Chorley as a growth location
 - High Quality Built environment and Waterside assets High quality development & public realm; energy efficient buildings and quality greenspace; making the most of opportunities to enhance the environment of the City through Riverworks in Preston/South Ribble.
 - Culture and tourism Promoting and enhancing key heritage, cultural & leisure assets, including Astley Park, Lever Park & Botany Bay in Chorley.
 - Skills Mechanisms to link skills, education and training to the new economy.

37. **Next steps:** The strategic framework described in this report provides the context for Chorley's response to the RSS consultation. Following on from the submission of its response, and in the period leading up to the RSS EIP, there is an opportunity to work with Preston and South Ribble to develop the alignment of our respective Local Development Framework (LDF) Core Strategies and Economic Strategies and Action Plans. Such alignment will enable the three authorities to speak with a unified voice at the EIP when explaining the rationale behind the development of the Central Lancashire City Vision and Sub Regional Strategy.

TIMETABLE

38. Ongoing engagement with the processes described above.

BUDGETARY IMPLICATIONS

39. 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 a delivery partner, that will have financial implications, along with individual actions and proposals that will require financial commitment.
40. 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.
41. The overall financial requirements are not specific at present, since they are dependent on the development of programmes of implementation and on the level of contribution from other partners. Proposals will be fed into the budget preparation process in due course.

COMMENTS OF THE DIRECTOR OF HUMAN RESOURCES

42. There are no human resources implications.

COMMENTS OF THE DIRECTOR OF FINANCE

43. See Budgetary Implications (paras 39 - 41 above).

RECOMMENDATION

44. That the Executive Cabinet endorses the Core Central Lancashire Sub Regional Strategy and the related Central Lancashire City Vision as the context for delivering the sustainable economic growth envisaged in the Council's adopted Economic Regeneration Strategy and supports the submission of these documents to GONW in support of the joint RSS response (see Agenda Item 10).

REASONS FOR RECOMMENDATION

45. The Sub Regional Strategy and City Vision are key documents that will assist the Council to deliver sustainable growth in partnership with the other core authorities, Preston and South Ribble, and maintain the role of the Core area within the City Region.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

46. None, as the need for a planned, strategic approach to sustainable growth has been established.

JANE E MEEK
DIRECTOR OF DEVELOPMENT AND REGENERATION

Background Papers			
Document	Date	File	Place of Inspection
The North West Plan Submitted Draft Regional Spatial Strategy for the North West of England (RSS) (Jan 2006)			Gillibrand Street Offices
The Northwest Regional Economic Strategy (RES) (March 2006)			
Central Lancashire City Region Development Programme (2005)			
Ambition Lancashire 2005-2025 (2005)			
Lancashire Economic Partnership: Sub-Regional Action Plan 2006-07			
Lancashire West Sub-Regional Housing Strategy Framework (LWHSF) (2005)			

Report Author	Ext	Date	Doc ID
Mary Clemence	5286	10 May 2006	REGENREP/1205JI02

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Central Lancashire City Sub Regional Strategy

Draft Report

March 2006

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1 Introduction

1.1 The Central Lancashire City Sub Regional Strategy (hereafter, the Sub-Regional Strategy, or Strategy) has been commissioned by a Partner Group comprising Preston City Council, South Ribble Borough Council and Chorley Borough Council.

1.2 The Strategy covers the geographical area of Preston, east Fylde, South Ribble and Chorley (see figure 1), but it also takes account of impacts across a wider area of influence (including Blackpool and East Lancashire). The intention is that the benefits of this strategy can be shared across the whole of the Central Lancashire City Region.

1.3 The Strategy represents a medium to long term spatial strategy for the Core area, which will inform strategic policy development at the regional and local level. This includes, the Regional

Spatial Strategy, Regional Economic Strategy, the Northern Way Growth

Housing Strategy, Local Development Frameworks and Local Economic Strategies.



Figure 1: The Central Lancashire City Sub Regional Strategy

1.4 The Strategy is also being prepared in response to the First Detailed Proposals for a Central Lancashire Sub-regional Strategy prepared by the Joint-Lancashire Structure Plan authorities of Lancashire County Council, Blackburn-with-Darwen Borough Council and Blackpool Borough Council. It is the view of the Core area authorities that the First Detailed Proposals do not adequately address the key issues facing the sub-region or the potential for economic growth that clearly exists that would have a positive impact across the whole of Lancashire.

Purpose of the Strategy

1.5 The Strategy was commissioned to further understand the dynamics of the Core area. Accordingly, the objectives

of the Strategy have been established as:

- **UNDERSTANDING THE ECONOMIC DRIVERS THAT WILL INFLUENCE THE FUTURE DEVELOPMENT OF THE CORE AREA**
- **UNDERSTANDING THE DYNAMICS OF THE HOUSING MARKET WITHIN THE CORE AREA**
- **RAISING THE PROFILE OF THE CORE AREA WITHIN THE CITY REGION WHICH SHOULD BE ADDRESSED IN SUB-REGIONAL POLICY**
- **EXPLORING STAKEHOLDERS' (BOTH INTERNAL AND EXTERNAL) ASPIRATIONS FOR THE CORE AREA**
- **UNDERSTANDING THAT THE OPPORTUNITIES PRESENTED**

1.7 IN THE CORE AREA SHOULD BE REALISED FOR THE WIDER BENEFIT OF THE WIDER CENTRAL LANCASHIRE CITY REGION

The purpose of the Strategy is to inform the development of more detailed local policy across South Ribble, Preston and Chorley (figure 2).

- **GENERATING AND APPRAISING THE OPTIONS FOR THE SUSTAINABLE SPATIAL DEVELOPMENT OF THE SUB REGION IN THE FUTURE**

1.8 Preston Vision was established by the Northwest Development Agency and this provides a joint economic vision for the future of investment and development in the Core area. A number of priority projects have been defined of sub-regional significance that will raise the economic output of the Core area as a whole.

1.6 The approach adopted reflects the sub-regional nature of this Strategy. It is important to recognise that this is not a study of the local authorities in isolation, but more a focus of the inter-relationships and dynamics that define the whole of the sub-region. The level of detail arising from the Strategy will be addressed at the local level through the Local Development Frameworks and Local Economic Strategies of the three authorities.

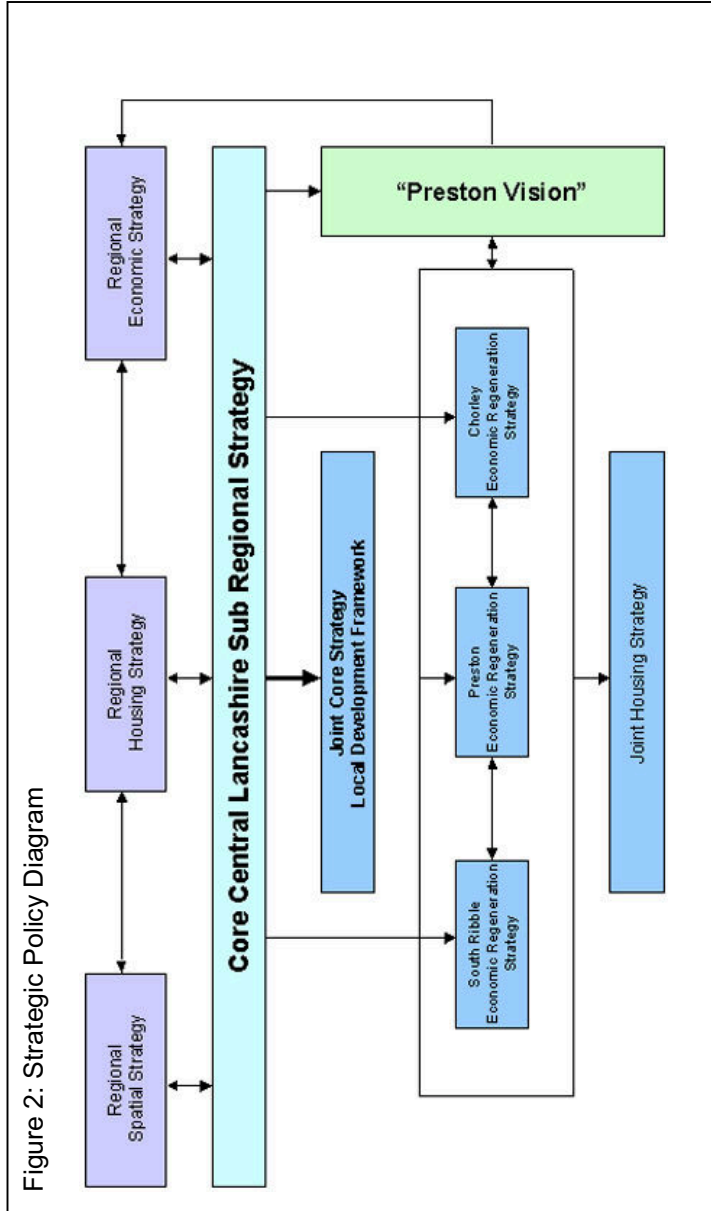
1.9

The Core Strategy provides the spatial framework that will ensure that opportunities defined in the Preston Vision strategy are delivered alongside the principles of sustainable development.

1.10

The purpose of the Strategy is to also inform the development of regional spatial, planning and housing policy.

Figure 2: Strategic Policy Diagram



- an in-depth analysis of the nature of the sub-regional housing market, in terms of population and migration flows and the changing nature of housing demand and supply;
- an understanding of how the sub-region functions in terms of travel to work patterns and an assessment of the potential for increasing transport accessibility throughout the sub-region;
- the generation of a series of scenarios for economic growth and their analysis in terms of the current housing land supply; and
- employment land supply, and the spatial implications arising from these scenarios.
- undertaking of a sustainability appraisal of the Sub-Regional strategy.

of the study, in order to understand stakeholders views of and aspirations for the sub-region;

Strategy Approach

- 1.11 The Study has progressed over a eleven-month period between May 2005 and April 2006. Within this, a number of broad stages have been undertaken:
- an extensive consultation programme (figure 3) at the outset
 - an analysis of the key economic drivers of the sub-region through an examination of key trends and an insight into future economic considerations



Figure 3: Stakeholder Consultation

<p>North West Regional Assembly</p> <p>Government Office for the North West</p> <p>Environment Agency</p> <p>English Heritage</p> <p>Lancashire Economic Partnership</p> <p>Elevate</p> <p>Lancashire County Council</p> <p>United Utilities</p>	<p>Northwest Development Agency</p> <p>English Nature</p> <p>Countryside Agency</p> <p>Highways Agency</p> <p>University of Central Lancashire</p> <p>CPRE</p> <p>Blackpool Borough Council</p> <p>BAe</p>	<p>Lancashire City Sub-Regional strategy and the preferred option identified in the strategy, the 'extrapolated past trend' have undergone a sustainability appraisal.</p> <p>In accordance with European Directive 2001/42/EC, a Strategic Environment Assessment (SEA) is required to assess the effect of plans which 'determine the use of small areas at a local level'. In interpreting the Directive, GVA Grimley, see the Central Lancashire City Region Sub Regional Strategy has a large area with no specific proposals. In support of the interpretation that GVA Grimley have taken, Section 39 (2) of the Planning & Compulsory Purchase Act 2004 specifies that sustainability appraisals are mandatory for RSS or Development Plan Documents, however it does state that Sub-Regional strategies are not subject to the SEA Directive.</p>	<p>1.14 ODPM takes the view that the Regional Spatial Strategy has one sustainability appraisal and that Sub-Regional studies should feed into this. The advice that comes from Office for the Deputy Prime Minister recommends that some SA work be undertaken to support the work. Based on this guidance and on the basis that the Sub-Regional Strategy will inform the Regional Spatial Strategy, which is subject to the SEA Directive a sustainability appraisal was undertaken of the Sub-Regional strategy.</p> <p>1.15 This document must be read alongside the evidence base contained within the Audit and Analysis Report and the Sustainability Appraisal report.</p>
<p>1.12 The scenarios for growth have been defined in the Strategy. The objectives and sustainability development principles set out in the draft Central</p>			



2 Characteristics of the Core Area

2.1 The core area at the heart of the county has a rich historical legacy which it shares with the rest of Lancashire. More recently, however, it has benefited from the development associated with the Central Lancashire New Town which left a legacy which has been able to help shape what is a truly economically dynamic area. Investment in the New Town over a sustained period of time has provided the conditions that has facilitated a period of economic growth that the Core area is displaying today.

2.2 Furthermore, the Core area has performed an important social function in providing housing for those most in need (many from blighted inner-city areas), providing lasting employment within a high quality environment.

Settlement Geography

2.3 The Core area lies at the heart of Lancashire geographically and contains the major conurbation of Preston and urban areas of Chorley, Leyland and Bamber Bridge. Blackburn-with-Darwen borders the core study area to the east and the Fylde coast to the west. On a larger spatial scale, the two conurbations of Merseyside and Greater Manchester lie to the south and south-east respectively. The Forest of Bowland, an area of outstanding natural beauty lies just north east of Preston, whilst the Lake District national park is to the north.

2.4 The Core area is served by highly accessible transport infrastructure, with Preston acting as the hub for the county of Lancashire, where the M6/M61/M55 and M65 motorways converge. Preston is served by the West Coast Mainline connecting the Core area with London and Glasgow.

The strong communications linkage is reinforced by the proximity to Liverpool, Manchester and Manchester International airport. It is this level of connectivity by road and rail systems, which offers significant potential for further investment and development in the area.

2.5 The population of the Core area is some 339,600, which is an increase of almost 8% since 1981. Preston has the greatest population of the three local authorities at 130,200 (2005). The county of Lancashire has a population of 1,293,000 (2005), which represents a net population increase of almost 4% since 1981 (compared to a net loss for the North West region as a whole of -3%).

2.6 Preston is the dominant centre within the Core area, situated on the river Ribble. The Ribble acts as the administrative boundary between Preston and South Ribble Councils, yet this is an 'artificial' boundary, as

the built urban area from Preston City Centre through Penwortham and Bamber Bridge (both in South Ribble) is largely contiguous.

2.7 Today, Preston is emerging as a new economic force. It has overcome and survived the decline in manufacturing employment that has affected other parts of Lancashire and the North West. Preston displays a critical mass of employment in those higher-value sectors that are or have been growing nationally, specifically computing, business services, retailing and finance. This has not been the case in other areas of Lancashire, or the North West, which have not been able to offset the decline in manufacturing to anywhere near the same extent.

2.8 The presence of the University of Central Lancashire in Preston offers a significant driver for economic growth in the Core area. In terms of student numbers, theist 35,000 students make it the fifth largest Higher Education

institution in the country. In terms of courses and research programmes, the University is increasingly aligning its knowledge base towards some of those sectors that have made the Core area prosper in recent years. It employs over 3,000 people and, in some ways, demonstrates the way that the knowledge economy operates in that its highly skilled employees commute to the University from East Lancashire, the Fylde, Greater Manchester and Merseyside, spreading their spending across the county and region.

2.9 The town of Chorley is located to the south east of Preston towards the southern extent of the core area boundary. Chorley is dominated by the service sector alongside manufacturing and retail industries. Some of the sub-region's most high-skilled and high value companies can be found in key sectors such as high-

tech engineering, software, digital design, testing and automation.

2.10 Given its proximity to the major employment centres of Manchester, Liverpool and Preston and the relative accessibility, the large rural areas of Chorley have provided an attractive residential location for high-income earners. This brings valuable income spend on retail and services to the borough even though almost 50% of the resident population travel outside of the borough to access job opportunities. This is an unsustainable position. Affordability also remains a key issue, particularly in rural areas.

2.11 The major settlements of South Ribble include Bamber Bridge and Leyland which are around four miles to the south of Preston City Centre, and which form one contiguous settlement. Over 14,750 commuters travel to work from South Ribble to Preston daily.

2.12 South Ribble's economic strength has traditionally been based on the light engineering and motor vehicle industries, including the world renowned 'Leyland Motors' and Leyland Trucks. Manufacturing, and particularly advanced manufacturing, remains an important sector within South Ribble, with major employers including British Aerospace at Salmesbury.

2.14 This functionality is also strongly supported in terms of migration flows. There is a stronger relationship between Preston and (particularly) South Ribble and Chorley than with either the West Lancashire or East Lancashire sub-areas.

2.15 This is important in terms of policy development as Lancashire in housing market terms should not be considered as a coherent whole, but as a typology of three specific sub-markets of which the interaction between them is negligible.

economies, the gap between the Core Area and East Lancashire is set to increase where the Core Area posts an economic growth rate in line with the national profile, East Lancashire falls some way behind.

2.17 This is not to say that the 'two' economies of the Core area and East Lancashire operate in isolation from each other. Indeed, there is actually a strong correlation at the sector level between both economies, particularly with regard to advanced manufacturing. This could be interpreted as an indication of intra-sub-regional supply chain linkages.

A Highly Contained and Functional Core Area

2.13 Preston is at the heart of the Core area and wider Central Lancashire City-Region, where 560,000 journey to work trips that began and ended within Lancashire, approximately 75,000 trips (13%) were destined for Preston. This is a clear indicator of Preston's economic primacy. By comparison, Blackburn attracted 10% of all trips (56,028) and Blackpool 10.5% (59,900) and Burnley 6.5%(37,432).

2.16 The existence of a Core Area focussed on Preston, is further supported when considering the economic profile of the sub-areas within Lancashire. Both the core area and East Lancashire are broadly similar in size in terms of productivity (GVA currently around £6.5bn). However, due to structural differences between the respective

2.18 However, it is apparent that there is a significantly marked difference in the performance of both economies and a difference in their prospects going forward, particularly in employment terms. The evidence clearly highlights that: the Core area demonstrates a significant 'competitive advantage' across the high growth sub-sectors;

whilst East Lancashire displays an economy which in the majority cases falls behind the regional benchmark.

2.19 Put simply, the Core area is expected to be exploiting its industrial mix and competitive advantage whereas East Lancashire is lagging behind.

2.20 Given this, the Strategy recommends an appropriate policy response for the Core area that enables it to capitalise upon its true economic growth potential in a sustainable way, which given the projected employment trends, will be to the benefit of the rest of Lancashire. This is not to suggest that investment in East Lancashire will not be needed, but it is clear that if Lancashire and indeed the rest of the North West is going to achieve its full potential then it must exploit the economic opportunities evident in the Core area and facilitate the spread of the consequent benefits to the whole of Lancashire. To fail to exploit these

opportunities will be to the detriment of the whole of Lancashire.

2.21 The considerable economic growth potential of the Core area is perhaps viewed in terms of its relationship with the Manchester and Merseyside City Regions. Although it is much smaller in population terms, the growth profile of the Core area in terms of employment and productivity is demonstrably more growth oriented. It has been outperforming its peer areas and the national average by approximately twice the rate of growth between 1990 and 2004. In terms of forecast employment growth to 2015, both the Core area and the Manchester City Region will post above regional average growth but this is not the same for the Merseyside City Region.

A Structured Retail Approach

2.22 Inevitably, given the growth characteristics and high value added nature of the economy, Preston has

huge potential as a retail centre. It is clearly the major retail centre for Lancashire and the Tithebarn development, which has received support from NWDA and Lancashire County Council, will re-emphasise this by bringing further major investment to the centre of Preston. Already, it has the greatest total catchment spend, at over £406million. Blackpool generates £358million, Blackburn generates £316million and Burnley generates £306million. Chorley, as a second tier retail destination, generates over £122million.

2.23 The degree of interaction between the retail centres, or the extent to which the centres within Lancashire compete for retail spend, is actually very limited, reflecting the lack of interaction evident in travel to work and migration patterns.

2.24 That Lancashire possesses a dominant centre such as Preston is a positive attribute for the wider sub-



region. Given the planned level of development in Preston, it will begin to provide a viable alternative to shopping destinations such as Manchester or the Trafford Centre. Commercial reality is such that Blackpool, Blackburn and Burnley will not compete at this level of higher order centres, but continued investment in their town centre retail offer will be very important to their future economic and social viability.

2.25 Chorley performs well and fulfils its role within the hierarchy as an important market town within Lancashire. The Lancashire Shopping Study found that on a quantitative basis, Chorley was the second best performing centre of the 'Tier 2' towns, exhibiting high turnover levels and high average sales density. The town's catchment is very localised, with the vast majority drawn from within Chorley Borough and South Ribble Borough.

The Case for Regeneration

2.26 Despite the successes of the Core area in terms of the overall level of economic growth, there are clearly areas of deprivation evident within the sub region. This is particularly the case in East Preston, but pockets of deprivation can also be found within Chorley and Leyland.

2.27 The causes of deprivation are multifarious but the root causes of which need to be tackled if the Core area is to achieve higher levels of economic growth. The Strategy therefore is also concerned with creating sustainable communities and ensuring that the opportunities created are to the benefit of those in need.

2.28 Through appropriate investment in education and skills, enterprise and accessibility, exploiting the growth potential of the Core area should be to the benefit of those deprived communities throughout Lancashire.

Strengths, Weaknesses, Opportunities and Threats

Strengths	Weaknesses
<ul style="list-style-type: none"> • at the heart of Lancashire – Preston acts as the ‘hub’ for all communication flows throughout Lancashire (75,000 journey to work trips into Preston); • access to major centres of London, Manchester and Glasgow via rail and serves Manchester / Manchester Airport by good road links; • a highly functional and self-contained area, in which 84% of all journey to work movements and over 70% of migration flows are contained; • increasing population since 1981 (over 8%) set against a population decline in Northwest of 3% since 1981; • projected economic growth to 2015 will track the projected long term UK average growth, in excess of the projected regional and Lancashire rate; • economic structure aligned with higher value sectors that are growing nationally (computing, business services and finance) and advanced engineering, software and digital design; • major investment at Strategic Regional Sites at Cuerden (South Ribble) and ROF (Chorley) being delivered; • University of Central Lancashire (5th largest University in the country) providing a highly skilled population; • retail catchment spend in Preston of £406million, emphasising its position as the principle retail centre with Lancashire, with further planned investment (£500million) via Grosvenor at Tithebarn; • continued investment in Chorley town centre (Deutsche Bank) • close proximity to environmental assets of national significance. 	<ul style="list-style-type: none"> • existing planning policy context across Lancashire does not recognise the economic potential of Core area; • current leakage of graduates from UCLAN out of the area, (though evidence of later returning to live); • current congestion at pinch points in and out of Preston, and particularly within the South Ribble area – River Ribble forms a major barrier to traffic movements; • current high car usage and impacts of new development then many road links will be approaching capacity during peak periods; • public transport usage from within the Core area and into Preston is low; • significant areas of deprivation and housing market failure within Preston east and pockets of deprivation within both Chorley and Leyland; • green belt designation between the urban areas of Preston and South Ribble, south of the River Ribble.

Opportunities	Threats
<ul style="list-style-type: none"> • at the heart of the Central Lancashire City Region and future investment planned under the Northern Way; • Preston recognised alongside Manchester and Liverpool in the draft Regional Economic Strategy; • increasing political / administrative alignment and spatial / transport planning across Chorley, Preston and South Ribble; • recognising Preston and South Ribble as a unified urban area, bound together by the River Ribble; • forging closer links with other Lancashire sub-regions – Blackpool centred West Lancashire and East Lancashire; • expansion of Blackpool airport as a driver of economic growth across West Lancashire; • BAe are successful in winning the new investment contract to be supplier to US air-forces; • University of Central Lancashire aligning curriculum with local sectors and as economy matures, increased graduates being retained in Preston / Core area; • bringing forward employment site at Preston East to complement Cuerden and ROF Strategic Regional Sites; • Preston becomes a viable shopping / leisure alternative to Manchester, Trafford Centre and Liverpool; • retail investment in other Lancashire centres (Blackpool, Blackburn and Burnley) complement the planned investment in Preston and together, help to contain retail spend within Lancashire; • housing investment focussed on providing for higher skilled/ income earners and also introducing City Centre living; • increasing public transport throughout the Core area and into adjoining sub-regions (particularly East Lancashire) 	<ul style="list-style-type: none"> • continuation of current planning policies across Lancashire and those applied to Core area will inhibit the economic growth potential of the area; • that BAe are unsuccessful in their bid to be preferred supplier to US-forces and associated major job losses; • economic growth does not benefit the residents of the Core area, and spiral of deprivation worsens; • labour supply constraints (skills, deprivation) constrain further economic growth; • national down-turn in manufacturing employment impacts upon the Core area (but to much worse effect in East Lancashire); • worsening of congestion at pinch-points in and out of Preston, as economy grows and attracts more in-commuters; • that road links reach full capacity in the next few years during peak periods, thereby constraining future growth potential; • environmental constraints, particularly from flooding, constraining development opportunities; • housing market failure in Preston and East Lancashire acts as a constraint upon economic growth prospects.

3 The Spatial Strategy

Objectives of the Strategy

- 3.1 The objectives of the Strategy are:
- for the Core area to maintain its rate of recent economic growth and develops the skills within its latent workforce that will enable the continues growth and expansion;
 - for the needs and requirements of the Core area's key sectors to be met by a supportive and enabling economic, education and planning framework, particularly (but not exclusively) for the needs of the aerospace industry in the Core area;
 - for all new development to be located within, or in close proximity to, the principal urban centres of Preston, Leyland and Chorley, and that such development contributes

to and supports the urban renaissance of these centres;

- for the economic growth prospects of the Core area to be fully maximised to the benefit of communities across the Central Lancashire City Region;
- for a commensurate increase in planned housing provision in the Core area, to provide for sustained economic growth, providing for the needs of higher income earners and for City Centre living;
- for the retail offer of the Core area to provide a viable shopping and leisure alternative to Liverpool and Manchester and to complement the planned retail investment in other centres across Lancashire; and
- to meet existing infrastructure and transport needs, thereby reducing congestion within the Core area,

by investing in new and improved infrastructure to overcome barriers, particularly public transport and specifically addressing the barrier created by the River Ribble.

An Opportunity for the Central Lancashire City Region

3.2 The evidence presented in the previous section, and indeed presented as part of the Audit and Analysis report, paints a profile of the City Region as an area in which currently there are three separate sub-regional areas functioning, with very little interaction between.

3.3 The strategy for the Core area represents the latest in a series of detailed studies and strategies prepared for the wider City Region including the Transformational Agenda for East Lancashire¹ and the Blackpool

¹ Elevate East Lancashire A Transformational Agenda for East Lancashire

masterplan. The strategies for the respective areas point towards a complementary functionality between the three areas, based upon:

- Blackpool - an ambitious urban renaissance that will transform the resort physically and in spirit, and create a year round entertainment destination of national and international significance².

- East Lancashire – a transformational regeneration agenda focussing on the integration of education, health, housing, communities and the environment, of diversifying the local economic base and forging links to stronger economies and employment opportunities within the City Region and in other City Regions.

- Core Central Lancashire – a dynamic, economic engine of higher value growth opportunities and employment generating potential.

3.4 The opportunities presented across Lancashire are complementary, not competitive. Economically, the whole of the Central Lancashire City Region would perform at a much higher level if these complementary functions were recognised and planned for appropriately.

3.5 However, the Strategy for the Core area is not planning to retain the status quo whereby the three sub-areas remain divorced from each other. By focussing upon the tangible economic opportunities for job creation within the Core area, the Strategy proposes that those who live in East Lancashire and the Fylde Coast will begin to access the job opportunities created in the Core. This will particularly be in such

sectors as office based employment (professional, computing and business services), retailing and advanced manufacturing, in which the Core area has a competitive advantage. These are the projected dynamic growth sectors for Lancashire and their future sustainable growth will depend on more integrated labour market and travel patterns emerging across Lancashire.

3.6 In order for residents throughout Lancashire to access the job opportunities created in the Core area requires an integrated response on behalf of education and skills providers, to ensure that the supply of skilled labour meets the demand that exists.

Locations for Growth

3.7 In achieving the above stated objectives, future development will be focussed according to the following:

² Blackpool URC Blackpool Resort Masterplan

Chorley

- to grow through strengthening and extending its role as a market town, including a step-change in improvements to the retail and leisure function of the town centre, by taking advantage of the catchment population and providing a diverse retail and leisure (including niche) offer, to complement that of Preston;
- improved linkages between the town centre and the new Buckshaw urban village / Royal Ordnance Regional Investment Site;
- to take advantage of its connectivity within the North West, and the key economic growth drivers of Liverpool, Manchester and Preston;
- to secure future employment growth within the borough, though

the provision of new employment sites in accessible locations, particularly along the M6 and M61, in order to stem the outflow of employment from the borough;

- to provide a high quality of life for its residents, including the continued provision of higher value housing, alongside a more balanced housing offer.

Preston City Centre (including Bamber Bridge)

- in spatial planning terms, this becomes one contiguous urban area, where the River Ribble forms a unifying feature, rather than a barrier, with the focus on the urban regeneration of the City Centre;
- the broad area between Blackpool Road in Preston to the north and the A582 in South Ribble will become the principal focus for investment resources throughout

the Core area, including the review of green belt boundaries south of the River Ribble, through the Local Development Framework process;

- all future investment will be channelled to support the transformation of the City Centre so that it becomes a 21st Century city of European significance – as a commercial centre, as the principal centre for retail, leisure and cultural destination, and as an area offering vibrant City Centre living; and
- investment in the transport infrastructure within this area will be a regional priority, as improved links are forged within the Core area, to adjacent centres within the wider City Region and to other major regional and national centres.



Preston East

- this is defined as the broad area centred upon the A59 into Preston and the focus for socio-economic regeneration resources to tackle the multifarious problems of deprivation that exist; and
- housing market renewal and the strengthening of local centres will be the main priority for this area, with a mix of redevelopment, refurbishment and environmental improvements, implemented with the aim of creating a more sustainable community

Preston North

- the strategy for the area to the north of Blackpool Road will be focus on the consolidation of the existing urban fabric and where future residential development will be delivered in a phased sequence, which does not

undermine the priority renaissance of the City Centre.

Leyland

- the focus of development will be on consolidation around the town centre, with a particular focus on the retention of its identity;
- resources will be targeted at raising the investment profile of the town centre, through all sectors of employment, retail and leisure; and
- high quality housing, including a mix of high value and affordable housing.

Local Centres

- consolidation through sensitive development that meets the needs of communities, will be focussed in the following centres:

- Grimsargh, Cottam, Penwortham, Euxton, Coppull, Adlington

3.8 The strategy for development within the 'locations for growth' outlined above will be in providing for a range of high quality, well designed housing in sustainable locations. The importance of linking residential development with place of work permeates throughout the spatial strategy.

3.9 Reinforcing existing urban centres is the central theme of the spatial strategy. This is where the greatest opportunities for economic growth occurs, but also where the greatest need arises.

3.10 New development will take place on previously developed land where possible, but given supply constraints in the Core area, particularly in Preston, then consideration needs to be given to strategic greenfield release

elsewhere in the Core area. Given the focus on reinforcing existing urban centres, particularly Preston, then a review of the green belt south of the River Ribble should be considered through respective Local Development Frameworks.

3.11 Underpinning all of this is an integrated approach to promoting alternative options to the use of the private car, including improved public transport provision and locating housing and jobs within walking and cycling distances. The Strategy for Movement is addressed below.

Exceptions to the above Typology:

- former *Whittingham Hospital* forms an exception to the above spatial typology, as it has been identified by English Partnerships under their disposal strategy for former NHS hospital sites. Development is currently on site which will deliver 580 dwellings on the

previously developed part of the site;

- *Buckshaw Village* at Euxton comprises a 2,300 dwelling development, approximately 2 miles from Chorley Town Centre. It forms part of the mixed-use development of the Royal Ordnance Regional Investment Site and will deliver a range of housing types.

Dwelling Growth

Scenarios for Economic Growth

3.12 In planning for the future provision of housing in the Core area, a set of economic and population projections was commissioned from Cambridge Econometrics (2005).

3.13 A number of scenarios have been generated to test the implications of different assumptions on possible

future trajectories of economic growth. Five scenarios were considered:

- extrapolated past trend – the BASELINE scenario based upon recent observed trends;
- above trend growth – 0.5% PER ANNUM OVER AND ABOVE THE BASELINE, assuming a change in economic policy, and specifically labour market policy, such that greater levels of the latent population are participating in the workforce;
- step-change growth – 1% PER ANNUM OVER AND ABOVE THE BASELINE, again assuming a major change in economic policy, but to a greater effect;
- economic exposure (direct) – MODELLING THE EFFECTS OF A THEORETICAL COLLAPSE IN THE AEROSPACE AND MECHANICAL

MANUFACTURING INDUSTRY AND THE LOSS OF DIRECT EMPLOYEES AT BAE through the loss of investment contracts;

- economic exposure (indirect) – modelling the effects of a theoretical collapse in THE ABOVE SECTORS, BUT WITH ASSOCIATED EMPLOYMENT LOSSES IN SUPPLY CHAIN JOBS.

3.14 The scenarios produced a range of employment and total population growth, to which total household growth and the total dwelling requirements for each district was calculated. Total dwelling requirement for each scenario is presented in figure 4.

Figure 4: Dwelling Requirement

	Chorley	Preston	South Ribble	Core Area
Dwellings (2005)	43,556	58,095	45,822	147,473
Scenarios (2021)				
Extrapolated Past Trend	4,241	9,343	5,030	18,721
Above Trend (0.5%) Growth	7,033	15,543	8,136	30,786
Above Trend (1%) Growth	10,982	24,313	12,529	47,882
Economic Exposure (Dir.)	1,883	4,105	2,406	8,490
Economic Exposure (Indir.)	744	1,576	1,138	3,559
Total Pipeline (2005)	1,905	1,006	1,312	4,223
Net Dwelling Requirement				
Extrapolated Past Trend	2,336	8,337	3,718	14,498
Above Trend (0.5%) Growth	5,128	14,537	6,824	26,563
Above Trend (1%) Growth	9,077	23,307	11,217	43,659
Economic Exposure (Dir)	-22	3,099	1,094	4,267
Economic Exposure (Indir)	-1,161	570	-174	-765
Identified Land Supply (ha)	64.5	65.0	70.7	200.2

3.15 It is important to note that of the five scenarios presented, it is actually the **extrapolated baseline scenario** that currently provides the most realistic projection of future growth for the Core area. This is because:

- given the degree of exposure that the Core area (and indeed North West region) faces in terms of the future of aerospace, then there is an element of exposure to consider.

Strategy under regular monitoring and review and for the Core authorities to consider the implications of this higher level economic growth of increased movement, housing land supply and the environmental quality of the area.

- the Core area is already projected to grow above the regional average and the capacity to sustain such a rate of increase will require substantial supply side mobilisation, relating to education and skills, employment site provision and accessibility;

3.16 Therefore, the Core area would be expected to accommodate a growth of almost **18,720 dwellings to 2021**, which equates to an annual requirement of **1,170 units per annum**. This represents an increase on the current Joint Lancashire Structure Plan requirement of 748 units per annum.

3.18 It is also important to note that the distribution of household growth (to derive dwelling requirement) has been undertaken on the basis of the spatial distribution of workplace based jobs across the Core area. This allows for the dwelling growth to be apportioned between the respective districts. This is because an underlying feature of the Strategy is that the location of jobs and housing will be closely aligned.

- the UK economy is slowing down – it's not clear how long this is going to continue. Importantly, the economic slowdown is widespread, not just the manufacturing sector, which does suggest a potentially long lag before growth resumes at its long term rate;

3.17 However, it is important to note, through the Strategy, the Core area authorities should be seeking to address some of the barriers to future growth and investment. Over time, it is entirely feasible that an 'aspirational target' of 0.5% above the current trajectory could be relevant. This reinforces the need to keep the

Distribution of Growth

3.19 Although dwelling requirements by district are provided as a guide to the apportionment of the future housing requirement in the Core area, this needs to be read in terms of the spatial strategy adopted and adherence to the

Strategy objectives and growth locations outlined above.

3.22 Rural development will comprise just 5% of all new housing growth in the Core area to 2021.

3.20 The majority of development will be targeted at the locations for growth as stated above. Approximately 90% will be targeted at the growth locations, with 10% of all future development being taken up at the exception sites. 85% of all new development will therefore be targeted at the following locations for growth:

- Chorley
- Preston (including Bamber Bridge)
- Preston North
- Leyland

3.21 Any new development at Preston East will not be a net addition to any redevelopment activity that will take place.

Figure 5: Spatial Distribution (allowing for pipeline schemes)

	No.	pa
Chorley	20%	181
Preston	50%	453
Preston North	5%	45
Leyland	10%	91
Core Area	85%	770

3.26 The sustainability appraisal of the housing provision set out in the Sub-

3.23 Housing growth in the growth locations will be monitored against achieving an overall net level of employment growth of **12,700 jobs by 2021**.

3.24 This is not a target but is to be used for the purposes of monitoring and review. By its nature, this figure will be kept under regular review.

3.25 The sustainability appraisal of the preferred option, shows that this

scenario delivers a balanced approach to the economic and social development of the Sub-Region whilst minimising the adverse effects on the environment associated with development. This allows for a strategy with the potential for promoting the beneficial development of principal urban centres, encouraging economic development and promoting social inclusion.

The sustainability appraisal of the housing provision set out in the Sub-Regional strategy indicates that there is the potential to deliver considerable benefits for the sustainability of the Core Area. The rate of new housing provision advocated in the strategy will assist in providing suitable and affordable homes for all.

3.27 The appraisal of the preferred scenario shows that the proposed distribution of new housing will support and consolidate the settlement hierarchy of the Sub-Regional Centre, principal

centres, market towns and smaller settlements.

Strategy for Movement

3.28 The Core area has the potential to capture a considerable amount of new development to 2021, which will generate additional demand for travel, of which a significant proportion will be car-based.

3.29 Given this, it is important that the future planned growth of the Core area is not considered in isolation from the impact upon the traffic and highway infrastructure and therefore a more coordinated approach is advocated.

3.30 Therefore a forecasting tool will be developed that will measure the cumulative traffic impact of the proposals contained within the Strategy.

3.31 This will be particularly important when considering the ‘cross-boundary’

relationship between Preston and South Ribble and the objective of the Strategy to overcome the physical barrier presented by the River Ribble.

3.32 It is recognised that current planned provision of new major highway infrastructure within existing schemes would appear limited. However, given the economic growth opportunity that exists in the Core area and the potential that this offers in meeting regeneration objectives across Lancashire, then further investment in the infrastructure of the Core area will be required.

3.33 This is notwithstanding the priorities established through the Regional Transport Strategy, which the strategy for the Core area adheres to in providing effective multi-modal solutions to transport problems.

National Connectivity

3.34 The most successful places are those that are truly outward-looking. As the Core area develops, it will be increasingly necessary to consider how well connected it is with national major growth hubs – London, Glasgow and Manchester.

3.35 Improvements to the West Coast Main Line service between Glasgow and London will see a faster access between these centres and Preston. Access to London will be particularly important when considering potential for Lyons Review public sector relocations.

3.36 The expansion of Blackpool airport also offers potential for fast access between the Core area and London.

3.37 Longer term the opportunity exists to develop more formalised links with growing world economies, particularly China, building upon the links already

established by the University of Central Lancashire.

3.38 It is recommended that future proposals for transport infrastructure investment should be prioritised in favour of their ability to deliver economic growth objectives.

Regional Movement

3.39 Connecting the Core area with the other principal growth centres of the Northwest is a key component of the Strategy for the Core area. Key Local Transport Proposals to be brought forward includes the electrification of Manchester via Preston to Blackpool rail line, thereby facilitating direct, high quality services into the Regional capital.

3.40 Connecting the Core area with the rest of Lancashire is also a priority of the Strategy. Preston acts as the 'hub' or gateway into the sub-region and is the primary destination for journey-to-work

flows. In order for the benefits of growth in the Core area to be felt in the wider Lancashire sub-region, the following investment is recommended:

- develop Preston station as an enhanced cross-platform Interchange to provide better services between Preston, Blackpool, Blackburn and Burnley (existing LTP scheme); and

- the creation of a rapid transit system connecting East Lancashire with Preston and the Core area.

Sub Regional Movement

3.41 The scale of proposed development in the Core area and especially in and around Preston requires significant infrastructure investment if employment and housing aspirations are to be achieved.

3.42 The most significant constraint that will be overcome will be the barrier of the River Ribble. The major location for growth within the Strategy will be in the wider Preston area, which 'straddles' the River Ribble. Thus the Ribble becomes the central binding feature that contributes to the creation of a new sustainable community supporting the growth of the City Centre.

3.43 Considerable levels of traffic movement already exist between South Ribble and Preston, in which the current road links are operating at or close to full capacity during peak periods. Many of the non-strategic road links are not fit for purpose, and congestion is a particular issue. Therefore any proposal that comes forward for the future growth of the Preston central area, must address the traffic impacts of cross Ribble flows.

3.44 Preston City Council is currently assessing the feasibility of a barrage across the River Ribble, which could

incorporate a new road crossing in conjunction with the Penwortham by-pass. Initial pre-feasibility suggests that this is likely to have a major positive effect on transport movement in the area, in taking unnecessary traffic that is not destined for the City Centre, out of the City Centre and would improve east-west links south of the Ribble.

- 3.45 In addition to this, complementary measures to enhance movement and accessibility will include:
- the introduction of new express and orbital services linking Preston City Centre with Leyland and Chorley;
 - marketing strategy to enhance awareness of the public transport network, in order to increase patronage; and
 - provision of a central bus interchange facility at Leyland.

3.46 Strategic Park and Ride will become a key feature of managing movement throughout the sub-region. Sites will be identified at the local level and procurement will be delivered in tandem with development agreements.

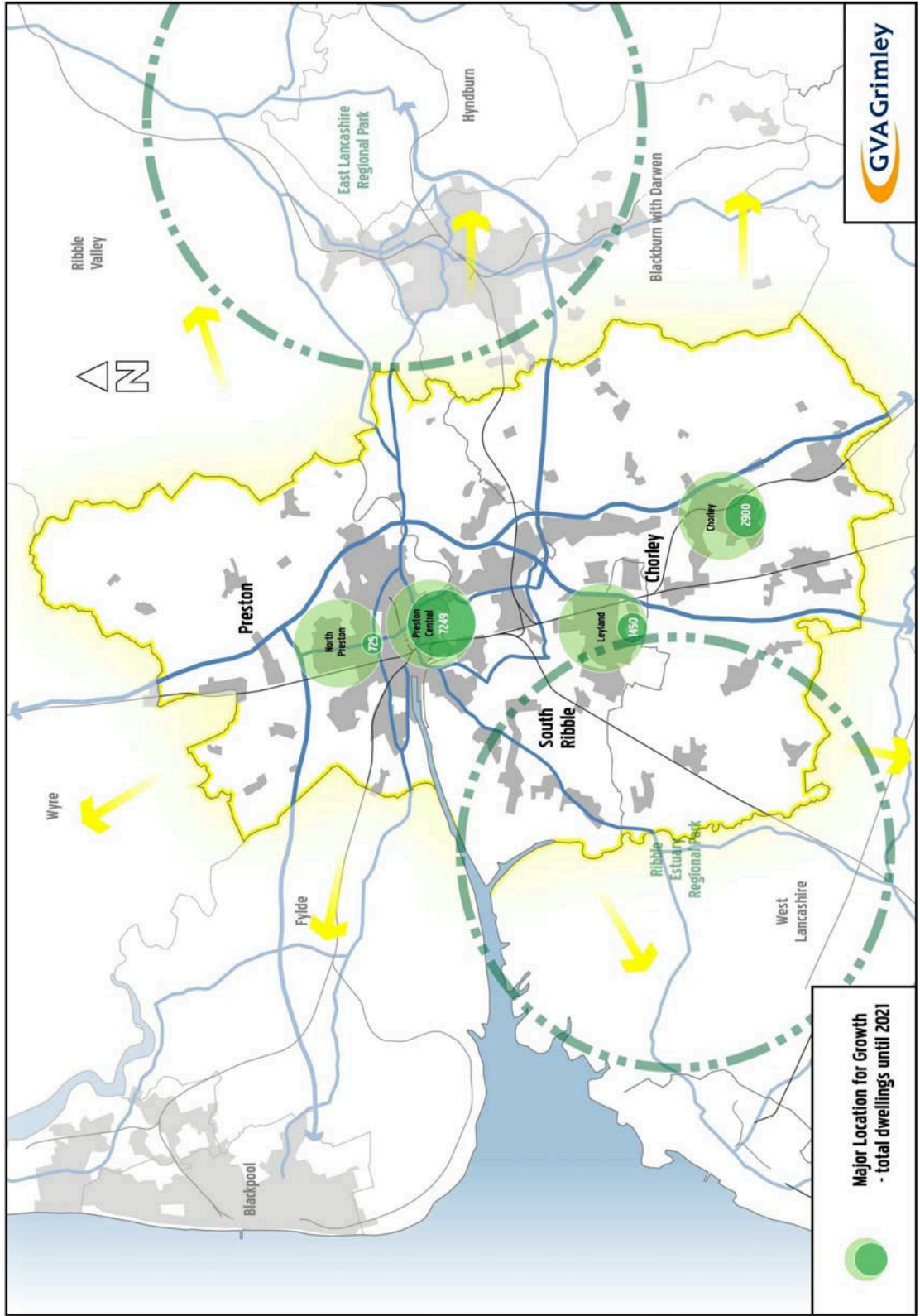
3.47 An important next stage of work will be to develop a forecasting tool that will measure the cumulative traffic impact of the proposals contained within the Strategy.

3.48 The sustainability appraisal of the preferred option, highlights that the strategy will not significantly reduce car traffic within the Core Area. However the preferred option does however target new employment and housing development in the major urban centres, ultimately reducing the need for people to travel long distances. This will encourage the promotion of more sustainable methods of transport.

The Spatial Strategy

3.49 Figure 6 depicts the Spatial Strategy for the Central Lancashire City sub-region.

Figure 6: Central Lancashire City Sub Regional Strategy Spatial Diagram



4 Sustainable Communities

Creating Sustainable Communities throughout the Core Area

4.1 The Strategy for the Core area envisages a significant amount of future development, between 18,700 and 30,790 to 2021. The emphasis however is on delivering sustainable development and in this regard minimising the distance to be travelled by private car between where people live and work is a strong theme that runs throughout.

4.2 The Strategy for the Core area is firmly embedded in the Government's Sustainable Communities agenda, thus defined as:

“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” (ODPM, April 2005).

4.3 In building sustainable communities, the following provides a checklist to achieving the aim:

- (1) Active, Inclusive And Safe - Fair, tolerant and cohesive with a strong local culture and other shared community activities;
- (2) Well Run - with effective and inclusive participation, representation and leadership;
- (3) Environmentally Sensitive – providing places for people to live that are considerate of the environment;

- (4) Well Designed And Built - featuring quality built and natural environment;
 - (5) Well Connected - with good transport services and communication linking people to jobs, schools, health and other services;
 - (6) Well Served - with public, private, community and voluntary services that are appropriate to people's needs and accessible to all; and
 - (7) Thriving - with a flourishing and diverse local economy.
- 4.4 Many of these requirements are dealt with through national policy guidance reflected at the local level through the respective Community Strategies. However, it is important that this Strategy is focussed on delivering them.

Active, Inclusive and Safe	Effective Leadership	Environmentally Sensitive
<p>4.5 The respective Local Strategic Partnerships of the three authorities have a responsibility through the Community Strategy to ensure that community identity, tolerance of different cultures and backgrounds, social cohesion and community safety, are developed throughout the Core area.</p>	<p>4.8 The Core area is approaching a period in its evolution when strong civic leadership is required, which will bring together the wide and varied interests concerned with the future governance of the sub region. In order to deliver the programme of change envisaged, closer working will be required, particularly at a political level.</p>	<p>4.11 A distinctive feature of the Core area is the accessibility to environmental resources of the highest quality, whether this is the Regional Parks or access to the Lake District National Park and Forest of Bowland AONB.</p>
<p>4.6 The need to support community cohesion will be a particular priority for Preston, which displays the greatest ethnic diversity in the Core area.</p>	<p>4.9 Further joint working should be promoted through joint Local Development Frameworks, joint economic and housing strategies and joint working will be particularly important in considering the future of transport planning in the sub-area.</p>	<p>4.12 The conservation of natural biodiversity resources will be important, as will the need to protect the environmental capacity of the Core area through minimising pollution, waste arising and the further deterioration in air quality caused by congestion.</p>
<p>4.7 Opportunities for cultural, leisure, community, sport and other activities for all age groups will be promoted throughout the Core area with the creation of new and improved urban greenspace. Better links between the populations of the urban areas and the two Regional Parks that flank the Core area will be made.</p>	<p>4.10 More effective communication with other key stakeholders within the sub region will be pursued, building upon the vision for economic growth outlined in the Strategy.</p>	<p>4.13 The environmental quality of the Core area is a unique asset that gives it an advantage over other urban areas of Merseyside and Manchester. Ensuring that neighbourhoods within the main urban centres of Preston, Leyland and Chorley are cleaner, safer and greener will be important.</p>



4.14 In terms of the effects of the preferred option upon the landscapes of the Core Area, the preferred option is unlikely to have significant effects upon those environmental assets of the Core Area which have highest quality.

- mixed use, and flexible buildings that contributes to the character of surrounding uses; and
- focus on the 'spaces' between buildings through investment in high quality public realm,

in the public realm for cycling and pedestrian uses will be a priority.

4.19 The Strategy is also concerned with connectivity outside of the Core area and one important objective will be to improve the linkages between the Core area and the regeneration need through wider Lancashire.

High Quality Built Environment

4.15 The Strategy envisages significant physical change for the urban centres of the Core area.

4.17 An integral part of the spatial strategy is concerned with the movement within and outside of the Core area (see Strategy for Movement).

4.16 High quality in all new development underpins the strategy, from the commercial outputs, to the planned provision of housing, and through to the design of new greenspaces and parks. The opportunity exists for the Core area to promote high quality exemplar schemes such as:

- energy efficiency and 'green' principles are embedded in all new build and substantially refurbished buildings;

Well Connected

Well Served

4.20 The provision of quality public services will be central to the delivery of sustainable communities within the Core area.

Education and Skills

4.21 The provision of an enhanced education service from primary through to lifelong learning is crucial to engaging the latent workforce within the Core area. Preston in particular contains significant pockets of deprivation, in which educational attainment is extremely limited.

4.22 Further and Higher Education have a significant role to play in increasing the supply of well educated and trained workforce. The University of Central Lancashire has a specific role here to champion 'learning', particularly in the context of moving towards a more knowledge based higher value service sector.

claimants will take this route as opposed to more traditional unemployment benefit routes. Developing preventative care as a priority, which links to the importance of an active population, will be a priority for the Core area.

A Thriving Economy

4.23 UCLAN will also be investing in Burnley and East Lancashire over the next 10 years, in enhancing the education and skills of the population of East Lancashire. This is crucial if the opportunities for employment created in the Core area will be addressed by those in most need.

4.25 The Core area needs to be considered as a truly dynamic economic growth engine and a real economic asset for the region. There is the potential to create a further 12,700 jobs by 2021, under the existing baseline scenario.

4.26 It is characterised by a very diverse range of economic sectors, many of which are clearly growth oriented, which is why if exploited fully, the Core area will become a major driver for the region.

Health and Social Care

4.24 Associated with areas of deprivation, the Core area contains significant numbers of population with registered limiting long-term illnesses. In many of these cases, these represent the 'hidden' labour force, as many

4.28 A particular feature of the local economy is that the Core area is turning towards the service sector for its high growth output. This will naturally have a spatial pattern of distribution in terms of current and future locations. The Strategy is seeking to capture this potential by creating a modern 21st Century commercial quarter focussed within Preston City Centre, where many of

- Manufacturing Fuels;
- Retailing;
- Air Transport;
- Communications;
- Professional Services;
- Computing Services;
- Other Business Services; and
- Health and Social

the professional and business services can flourish.

4.29 Unlocking the potential of Preston City Centre to deliver these outputs is very much dependent upon strategic planning policy recognising the primacy of Preston, particularly in terms of housing allocations which could be key to cross-subsidising a commercial quarter within the City, that would provide for some of these high value sectors. The commercial quarter would give the whole of Lancashire a central office offer and focus for future business, financial and professional service investment.

4.30 Manufacturing also remains an important sector within the local economy, less so in terms of employment, but particularly in terms of output. Advanced and High Tech Manufacturing in the Core area are particularly important to the future growth of the Core area and the needs

and requirements of these sectors must be fully understood.

4.31 In this regard, the future of BAe is of national and regional importance. The Strategy has intentionally developed two scenarios that examine the theoretical collapse of the aerospace sector upon the future of the Core area and in some respects, this is an industry that does remain exposed to the international climate. As a priority, the authorities of the Core area together with the Northwest Development Agency need to develop a more aggressive partnership with BAe to fully understand and plan for their future investment requirements.

Employment Land Provision

4.32 In quantitative terms, there is a sufficient supply of land across the Core area to meet the expansion needs of existing firms and future inward investments over the next 10 years (figure 7)

4.33 Over the longer term however, there is no identified employment land available, which represents an obvious constraint to further development.

4.34 The Core area lacks the type of product that could meet the requirements of the key manufacturing

Figure 7: Employment Land Supply (ha)

	Immediate	Short-Term (next 5 years)	Medium-Term (5 - 10 years)	Long-Term (> 10 years)
Chorley	3.16	67.74	58.2	0
Preston	26.28	41.76	53.11	0
South Ribble	49.3	9.3	43.5	0
Core Area	78.74	118.8	154.81	0

and communications sectors and also those business sectors that would not ordinarily locate within the City Centre.

The ROF site and Cuerden are strategic employment sites, which are capable of being delivered over the

next 10 years, but the Core area authorities will need to consider other employment sites as part of a portfolio of opportunities available to the market. In this regard the following sites become strategically important to the future employment growth of the

Core area:

- Preston East;
- Salmsbury (disposal of 50 acre site of current BAe holdings); and
- M6 Charnock Richard

4.35 Yet the supply of employment land needs to be considered in light of the supply of employment land provision throughout the wider City region area.

4.36 Major employment sites at Whitebirk in Blackburn could come forward over a longer-term timeframe that could actually help to meet the longer term supply constraint in the Core area. It will be therefore important that the

Core authorities work with partners in East Lancashire to understand and develop an appropriate strategy towards:

- the phasing of employment land provision;
- the target markets that sites will be identified for
- an understanding that the office based commercial development of Preston City Centre, must not be compromised by office developments in business park locations that could be accommodated in the City Centre.

5 Effective Delivery

Delivering a Joint Approach

- 5.1 The Strategy for the Core area is based upon a level of economic growth that has been readily achievable in the Core area; a rate which has been in excess of regional and national averages. If the Core area is to continue along this trajectory, given the anticipated slow down in the national economy, then it will be performing well.
- 5.2 However, this does not preclude a higher rate of growth may be achievable and this is possible if the Core area can overcome some of the supply side constraints that exist. These include the availability of skills to match growth opportunities, the availability of quality employment land, and the current housing supply constraints that exist.
- 5.3 Above all else, the Core area will only achieve its growth potential is an appropriate policy framework is developed from the strategic regional level to the local level. Strategic policy must recognise the growth potential of the Core area, and particularly of Preston.
- 5.4 Growth in the Core area should not be viewed as a dampening down of growth in other locations throughout Lancashire. It is more the case that here is an opportunity in which the economic conditions, could facilitate a step change in the employment prospects and output of the wider Central Lancashire City Region.
- 5.5 It is also the case that the structural differences between the relative sub-economies of Lancashire, although aligned, are performing at vastly different levels. As a result, they are not competing for the same investment and rather the authorities of Lancashire should be developing a
- 5.6 With respect to retail, all of the centres of Lancashire perform at different levels and therefore would look to attract different forms of commercial investment. They are not in competition.
- 5.7 The delivery mechanism for the Core Strategy will be led by the Core authorities, but representatives from East Lancashire and the Fylde coast will also be involved. Here, the Lancashire Economic Partnership and the North West Development Agency will perform a useful facilitating role.
- 5.8 English Partnerships will also have an important role given their national role in respect of former New Towns and the land ownership implications.

Resources for Implementation

5.9 The combined population of the three areas is sufficient to create the critical mass necessary to deliver the scale of change envisaged. It will be important therefore that the Core authorities continue to work alongside each other in developing joint policies and proposals and to consider the combined strengths, weaknesses, opportunities and threats that will define the future of the Core area.

5.10 In many respects, the Core area is a new and exciting embryonic entity. It has not yet achieved the momentum, of say the East Lancashire authorities, who have been working in partnership for a number of years. Yet this is an exciting opportunity to build upon the momentum and this will require close political integration.

5.11 In the first instance, following adoption of the Strategy, a Memorandum of Understanding will be published, which

will establish the basis for further joint working.

Mechanisms for Implementation

Spatial Planning

5.12 The Strategy establishes the overarching strategic spatial framework for which change will be delivered in the Core area. The next stage will be for Local Development Frameworks to be prepared, having regard to the priorities established across the Core area.

5.13 Local Development Documents also need to be prepared as a priority to provide the statutory basis in order that change can be delivered.

5.14 A Joint Local Development Document between South Ribble and Preston must be prepared for the area of Preston City Centre, between Blackpool Road and the A582 in

Bamber Bridge. This will consider the future of the green belt in this location.

5.15 A Local Development Document is also required for Chorley town centre, that will provide an overall framework for the consideration of detailed development briefs for development sites and gateways. This will need to demonstrate how the redevelopment of the town centre will meet the aims of the Core Strategy.

5.16 A Local Development Document for Preston East will be required, which will detail a series of options for housing market renewal and the socio-economic regeneration of local communities.

5.17 Development Briefs will be required for future strategic employment sites in the Core area, including Salmsbury and M6 Charnock Richard.



Economic and Social

- 5.18 Existing economic strategies need to be aligned and Joint Economic Strategies will be developed in the future, that will address common issues such as economic sectors, future employment sites in the future planning of education and skills. This will need to involve a wider stakeholder base, including the local education authority, Learning and Skills Council, local Colleges and UCLAN.
- 5.19 Given the paucity of information available regarding transport an movement within the Core area, a holistic transportation study will be undertaken as part, which will examine the transportation implications of the Strategy.
- 5.20 A joint housing needs study has already been prepared for the three authorities. This needs to be re-examined in accordance with the aims of the Core area Strategy. An agreed and consistent approach to the provision of affordable housing must follow.



Central Lancashire City Vision

Central Lancashire City Vision Statement

The Central Lancashire City, comprising Preston, South Ribble and Chorley, lies at the heart of Lancashire and performs as the sub-region's main engine for growth. National strategies, supported by independent evidence, have confirmed the economic and social interdependence and combined power of this area. Realising this potential will benefit the whole of the North West

The joint Vision has been drawn up to help the Central Lancashire City develop and compliment and counter-balance to the major cities of Manchester and Liverpool. This will be supported by a high quality city centre and excellent employment, transport, leisure facilities, strong town centres and a wide range of housing.

Thriving Economy

Already a hub for dynamic and skilled industries, the area has the capacity and infrastructure to expand its economy to, support the regeneration of the wider City Region.

Important developments are already happening such as the commercial employment area at Buckshaw Village, the Aerospace and Innovation Centre at Samlesbury and proposals for a new business district in Preston. These will have the ability to attract significant new employment and investment to the area.

The Central Lancashire City is home to the 5th largest university in the UK - the University of Central Lancashire which along with other leading further education

facilities, such as Edge Hill, Runshaw and Preston colleges make the city a centre for academic excellence. More graduates and high technology firms will be able to capitalise on what the area has to offer through the development of a Knowledge Nuclei Site.

Both the creative professions and high tech businesses of the future will have the chance to build and grow their businesses in the area - instead of locating in Manchester, Liverpool or London.

As well as supporting small businesses, national and international companies will be attracted to important sites such as Cuerden in South Ribble, the Matrix Park at the former Royal Ordnance factory site in Chorley and Preston East.



Skills

The area is home to many highly skilled workers in manufacturing, technological, professional and service based industries.

But more can be done - especially in the urban areas where pockets of deprivation mean that in some areas, 35% of people of working age have no qualifications.

Initiatives across the area aim to improve skills and education. This will help people to get and keep jobs and contribute much more to the local economy.





Shopping

Preston city centre is already a regionally important shopping centre. The Joint Vision will enable it to grow and develop through the Tithebarn project, making it a premier shopping destination for the City Region. New shops, a new bus station, cinema, cafes, bars and leisure facilities will enable Preston to compete with other major centres in the North West particularly Manchester, Liverpool and the Trafford Centre.

However, this growth won't be at the expense of other town centres; Leyland and Chorley are important centres in themselves and the Vision includes development of these contemporary market towns to compliment the functions of Preston city centre.

Transport

Good transport is important to the future success of the area and the goals of better road, rail and public transport links are right at the heart of the Joint Vision.

Proposed new bus stations for Leyland and Preston, to complement the recent

development at Chorley, will improve connections in the area. In addition, the £5m European funded Civitas scheme will see a fleet of new environmentally friendly buses, improved information for passengers and more park and ride sites.

Rail links to Manchester and Blackpool - with its expanding airport - are important to the area and a new park and ride railway station at Buckshaw Village is also proposed.

The Central Lancashire City boasts some of the best road connections in the UK, with easy access to the M6, M55, M61 and M65 motorways.

These links will be further improved by proposals for a new motorway junction at Charnock Richard and improvements at Junction 31a of the M6 at Preston East.

Better road connections in the area, achieved by completing the Penwortham bypass and the potential of a new crossing over the River Ribble are also being considered.

RiverWorks

The River Ribble is an important part of the vision for the area joining together Preston and South Ribble. The river is a hidden treasure and it could offer so much more.

The ambitious Riverworks proposals have the potential to make better use of the river, the Docks and the Lancaster canal, producing a series of high quality schemes attracting major new investment over the next 20 to 30 years.





Culture & Tourism

The Central Lancashire City has many cultural assets, including the Harris Museum, National Football Museum, Preston Guildhall & Charter Theatre and Astley Hall.

Parks and green spaces are just as important, and the Joint Vision will make improvements to Avenham and Miller Parks in Preston, Worden Park, Hurst Grange Park and Withy Grove Park in South Ribble and Lever Park and Astley Park in Chorley as well as new proposals for a Ribble Estuary Regional Park.

Housing

As an expanding area with a thriving economy, great location and quality of life, the Central Lancashire City is an ideal place to live and housing of all types is in high demand. The vision allows for this growth to continue, but in a planned and sensitive way. This includes building on "brownfield" sites, close to employment locations, and ensuring sufficient homes are affordable, with a mixture of good quality homes available for rent.

Turning Vision into Reality

So how can this Joint Vision become reality?

The Vision is central to the work of all three councils – Preston, South Ribble and Chorley. It will be used in developing detailed planning and economic strategies for the area and will have a key role in influencing the plans and proposal for the North West as a whole.

By doing this, the Vision will also help to raise the profile of the area nationally - enabling it to build on current success and release the potential of the Central Lancashire City area.

Agenda Item 9



Further information can be found in the Central Lancashire Regional Strategy document which is available from the Council's websites:

www.chorley.gov.uk
www.preston.gov.uk
www.southribble.gov.uk

Prepared by Preston,
South Ribble and Chorley
Councils - May 2006.

Report of	Meeting	Date
Director of Development and Regeneration (Introduced by the Executive Member for Economic Development and Regeneration)	Executive Cabinet	25/05/06

REGIONAL SPATIAL STRATEGY – SUBMITTED DRAFT

PURPOSE OF REPORT

- To set out the key aspects of the draft strategy and to recommend what representations should be made.

CORPORATE PRIORITIES

- This report particularly relates to the Strategic Objectives to put “Chorley at the Heart of Regional Economic Development in the Central Lancashire Sub-Region” and to “Develop the character and feel of Chorley as a good place to live.”

RISK ISSUES

- The issue 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	

- This is a key strategy that has implications for spatial plans and strategies at the local level and how the Council operates to implement them. Effectively influencing the regional approach may well have on-going resource implications and ultimately could affect the reputation of the Council and the information it uses and communicates.

BACKGROUND

- Under the new planning system the Regional Spatial Strategy (RSS) will not only replace Regional Planning Guidance (RPG) but also, in shire areas, County Structure Plans. It will become, along with Local Development Frameworks, part of the statutory development plan. The RSS is therefore a very important document that will influence many aspects of planning at the Borough level. Local Development Framework documents will need to conform with it.
- The procedure for producing RSS is that the initial work is done by the Regional Planning Body – which in this case is the North West Regional Assembly. A report on the interim draft of RSS was presented to the 3 November 2005 meeting of the Executive Cabinet. The revised draft RSS has now been submitted to Government for approval. However



the approval process is quite involved and following the current consultation stage the draft RSS is due to be subject to an Examination in Public in November this year. Final approval is not expected until late in 2007.

7. The switch of preparation responsibility for the RSS and the extensive process of consultation and review could mean there will be many changes to the Strategy before it is finalised. This presents both an opportunity, to influence the document at various stages, but it also means there is a long period of uncertainty that will have implications for progressing Local Development Framework documents.
8. A key related initiative is the Government's Northern Way Growth Strategy which is trying to redress the economic output gap between the south and the north of England. The emergence of the Northern Way is the reason why the Regional Spatial Strategies in all three northern regions of England are being reviewed at this time.
9. A key feature of the Northern Way approach is the concept of city regions. There are three in the north west – Manchester, Liverpool and 'Central Lancashire'. The latter is very extensive – stretching from Blackpool, through Preston and Blackburn to Burnley. Your Officers have been working jointly with colleagues in South Ribble and Preston and with the help of consultants, to emphasise the key role the three authorities can play in enabling the growth envisaged by the Northern Way approach.
10. The RSS needs to reflect the Regional Economic Strategy which has recently been launched. It also has significant resonance with Chorley's newly produced Community Strategy and its first priority which is to 'put Chorley at the heart of regional economic developments in the Central Lancashire sub-region' – a priority that has become a Strategic Objective of the Council.

CONTENT OF SUBMITTED DRAFT

11. The 'Submitted Draft' stage of the RSS is the step at which the Government, in the form of the North West Office, becomes involved. The current consultation period continues until 12 June 2006. The Regional Assembly will then become one of many parties taking part in the Examination in Public in the autumn.
12. The Interim Draft contains some 60 policies divided into the following topic areas:
 - Development Principles
 - Spatial Framework
 - Working
 - Living
 - Transport
 - Enjoying and Managing
 - Sub-Regional Policy Framework

DEVELOPMENT PRINCIPLES

13. These are to:
 - Make more sustainable, transparent decisions
 - Make better use of land, buildings and infrastructure
 - Ensure quality in development
 - Tackle climate change
14. Sustainable development is of course a prime objective of draft RSS with the re-use of existing buildings and other previously developed land being the first and second choices respectively for development before greenfield sites, but all sites will only be acceptable if they are well located in respect of services etc.

SPATIAL FRAMEWORK

15. The draft RSS states in Policy (RDF1) “to maximise the growth opportunities presented by the three city regions...”. Preston along with Blackburn, Blackpool and Burnley are identified as Regional Towns and Cities in “Central Lancashire”. Chorley and Adlington are among the list of Key Service Centres replicating the Lancashire Structure Plan approach but there is no mention of places such as Coppull and Euxton, instead only a reference to Local Development Frameworks defining the role of such settlements (Policy RDF2). A consistent set of criteria for the identification of Key Service Centres is left to a future review of RSS!
16. Key Service Centres are envisaged (in Policy RDF3) as locations to concentrate development in “rural areas”. However in many parts of the north west, Chorley Borough included, there are areas which are more sub-urban in character. However other than towns and cities RSS seems to recognise only rural and “sparse rural areas”. The latter does not apply to Chorley, those parts of the Borough that are genuinely rural are peppered with villages – such as Eccleston and Croston. These act as local service centres – a role which is recognised by RSS but one which is unhelpfully left to Local Development Frameworks to define.
17. There is acknowledgement that after 2011 Green Belt boundaries in the region may need a strategic review although before then minor changes can be pursued in Local Development Frameworks.

WORKING

18. This chapter provides the policy framework for economic growth, covering the spatial dimension of measures to strengthen the economy of the North West and the role to be played by the three city regions in building on their strengths (in Central Lancashire: advanced manufacturing and engineering, environmental technologies, biomedical, tourism and conferencing). Underlining the importance of promoting opportunities for economic development, the RSS supports the development of various regionally important site locations, including the former Royal Ordnance site in Chorley.
19. At a sub-regional and local level, reference is made to a need to maintain a 15 year forward supply (Policy W3) and the need for joint working in the calculation of supply is highlighted. However, although there is a shortfall of sites in Lancashire, deciding the quantity of employment land required at the District level would be very difficult to deduce from the draft RSS as presently written and could well lead to much debate in Local Development Framework preparation.
20. Usefully, policy (W4) seeks to protect employment allocated sites being used for other purposes, emphasising the importance of safeguarding land both from piecemeal development and development that could equally well be accommodated elsewhere, particularly in the City Regions, where such sites have an important role to play in driving the regional economy forward.
21. The retail policy (W5) indicates that plans and policies should promote retail investment where it will assist in regeneration and economic growth. Manchester and Liverpool are cited as the prime shopping locations in the north west and lists a series of other centres for comparison goods shopping. Preston, Carlisle and Chester are not separated out from a long list of other sub-regional centres, where most new floorspace will be accommodated (W5). Importantly, however, the RSS also seeks to maintain the contribution of lower order centres, such as Chorley, to maintain and enhance their vitality and viability, to underpin wider regeneration initiatives, to ensure that such centres meet the needs of the local community and to promote sustainable shopping patterns. These aims tie in, directly, with those of Chorley’s own Economic Regeneration Strategy and with

the policies and proposals in the emerging Town Centre Strategy. No need has been identified for new out-of-centre regional or sub-regional facilities.

22. In terms of tourism (W6) the emphasis is on the coastal resorts, the large cities, historic towns and regional parks (East Lancashire, Mersey Basin and North West Coast). For National Parks and Areas of Outstanding Beauty the emphasis is on environmental protection and management. There is no explicit mention of the role that substantial areas like the West Pennine Moors can have to reduce the visitor pressure on these top attractions, although part of the West Pennines is included in the East Lancashire Regional Park and the RSS does allow for tourism development in rural areas to support regeneration and diversification subject to infrastructure and environmental impact.

LIVING

23. The RSS recognises that Chorley, Preston and South Ribble Districts experience similar housing demand and need characteristics. For short hand convenience only, the three authorities are called “Greater Preston” where RSS expects there to be:
- provision of sufficient new residential development to support the potential for economic growth and local regeneration strategies;
 - a wider range of general and high quality market housing, but also;
 - the ability to meet local needs and requirements for affordable housing.
24. Chorley, Preston and South Ribble do constitute a single sub-regional housing market area. The approach to housing provision advocated by draft RSS is to develop a better understanding of local and sub-regional markets through joint assessments of need and demand. This is in line with latest draft national housing planning guidance.
25. Policy L4 is the key one as it sets out the approach to housing provision across the region. It cross-refers to Table 9.1 which sets out the proposed number of housing units to be provided in various ways; total provision over the 18 year 2003 – 2021 RSS period, the equivalent annual rate and an indicative target for the proportion of properties to be provided on previously developed land.
26. Over the whole region the new draft RSS is proposing significantly more (75% higher) housing provision than the existing Strategy (Regional Planning Guidance - RPG) it is going to replace. Members will appreciate that the severe restrictions on new housing development currently in place in Chorley and many other parts of the north west have been imposed because of low regional housing provision figures. When the current RPG Strategy was approved the Government cut the provision figures to the present low level largely to help re-direct housing demand to the Housing Market Renewal Pathfinder areas of inner Manchester, Liverpool and East Lancashire. Now the emphasis is changing to meet the Northern Way economic growth agenda and the recognition that this needs to be backed by sufficient housing development to enable the economic development to be achieved.
27. At this point Members need to appreciate that the Government have to date had no direct involvement in the preparation of the draft RSS. What has been published is the work of the North West Regional Assembly. There is still some recognition of the Housing Market Renewal Pathfinder areas and there are some indications that these areas have benefited from re-directed housing demand but it is still early days to say these locations have “turned the corner”. So further “protection” of their interests may be required.
28. An additional factor is that the draft RSS has not yet been able to take account of the recent publication of new national household projections. Across the country and

regionally these predict a higher rate of household formation that was previously estimated. So the draft RSS figures may need to be further increased – there will be an opportunity to produce revised provision figures prior to consideration of housing issues at the Examination in Public in November.

29. The present housing provision proposals set out in the draft RSS groups individual local authority figures into sub-regions. The “Greater Preston” figures are shown below and compared to house building rates achieved so far (since 2003); current Structure Plan provision figures are given for comparison purposes.

	Annual Rates of House Building (dwellings)		
	Draft RSS Provision	Average Recent Completions	Structure Plan Provision
Chorley	361	549*	314
Preston	507	508	280
South Ribble	478	571	206

*estimated

30. The draft RSS provision figures are intended to be maximums with any excess house building in early years to be offset by controls to limit future build rates. As the table above shows, in Chorley and South Ribble provision to date is already “ahead” of what draft RSS envisages. Whether this is significant for future levels of provision is not yet clear. It may be decided to “re-start” the provision requirements from say 2006. It may be that future national housing planning guidance will be less strict about over provision being corrected in the future.
31. What is significant is that the Chorley figure is quite modest and significantly lower than current build rates which have been achieved despite the present tight restrictions on new sites. What has been occurring is rapid development on large committed sites – especially at Buckshaw Village and Gillibrand. This shows there is strong demand in Chorley and rising house prices confirm this.
32. Clearly it would be preferable not to have to continue to severely control the release of new housing sites for a number of reasons as this:
- could run counter to the Council’s commitment to securing economic growth;
 - may leave well located sustainable potential development sites unused;
 - means opportunities to enable affordable housing cross-subsidised by market housing are missed;
 - frustrates better land-use planning, for example , the relocation of non-conforming uses from residential areas where the Council would otherwise be encouraging residential development to enable relocation to happen;
 - means that local builders would continue to be deprived of constructing on small plots in the Borough which has a disproportionate impact on smaller firms in the area.
33. Quite why Chorley’s housing provision figure as proposed in draft RSS is so much lower than those for Preston and South Ribble is not explained in the published documents. All planning authorities are expected to carry out urban potential studies to identify likely sources of future housing land and calculate the dwelling capacities of such sites. Such studies cannot accurately predict all future opportunities for residential development and can only estimate construction densities. Unforeseen sites can arise to be approved for housing. The Chorley study did not include any greenfield land, its main component was the Royal Ordnance Site including areas outside the present limit of Buckshaw Village.
34. Based on similar work in Preston and South Ribble, Chorley has less urban potential and current commitments capacity for residential development but a high proportion of these

sites are on previously developed land (89%). Percentages are less than 80% in Preston and South Ribble. The combined previously developed land target for “Greater Preston” in draft RSS is “at least 80%”. This ought to be reduced to 75% to reflect the range of sites across the three authorities – see table below.

**2006 ONWARDS IDENTIFIED HOUSING LAND SUPPLY
CENTRAL LANCASHIRE CITY AUTHORITIES**

	Urban Potential (dwellings)	Current Commitments (dwellings)	Total (dwellings)	Future Supply[^] (years)	% on Previously Developed Land
Chorley	1851	1969	3820	10.6	89
South Ribble	4502	946	5448	11.4	74*
Preston	4695	3048	7743	15.2	77

[^]Based on annual provision figures in submitted RSS.

*Assumes all small sites are previously developed land.

35. Although Chorley has currently less identified housing land much of it is on Buckshaw Village where the trend to rising densities is already being seen. If this same trend was applied to the rest of the Royal Ordnance Site as a whole a significant increase in dwellings could be achieved. Also Chorley’s urban potential work was done only to 2016. The extra five years to 2021 covered by the RSS has not been fully accounted for. The majority of new housing is expected to occur in Preston and this accords with the District where the highest job growth of the three authorities is expected. Aside from Preston, Chorley and South Ribble could probably cope with equal shares of the remaining housing provision to be met.
36. There is a particular policy promoting more, affordable housing (Policy L5) which gives support for a number of initiatives in areas of greatest demand (which include the “southern part of Greater Preston”) including seeking contributions to affordable housing from residential developments of whatever size in settlements less than 3,000 population and allowing the conversion of under-used commercial premises.

TRANSPORT

37. The draft RSS recognises the important role of transport in supporting economic growth potential and the significance of improving links to ports and airports. The main emphasis however is on managing demand rather than increasing transport capacity – this particularly refers to motorways and other principal roads. There is a list of schemes and proposals appended to the draft RSS which refers to numerous road and public transport improvements. Although there are some proposals which would have a local benefit – such as improving rail services to Manchester Airport, there are no listed schemes specific to Chorley or the wider sub-region such as improving motorway access. This could hinder future economic growth.

ENJOYING AND MANAGING

38. The draft RSS emphasises that the conservation and enhancement of the north west’s environmental and cultural assets is of utmost importance but promotes the need to link environmental objectives with those of successful communities. More specifically, the RSS seeks the development of green infrastructure, sustainable design and construction methods and better use of derelict land. A step change increase is sought in biodiversity resources, the maintenance of landscape and heritage assets (both natural and manmade), the role of woodland and the use of sustainable remediation technologies in

order to maintain the distinctiveness of places within the north west. Policies also promote green space networks, regional parks (East Lancashire, Mersey Basin and North West Coast) and the integrated and environmentally friendly management of water, including flood defences. It is notable that, as currently drawn, the boundaries of the East Lancashire Regional Park fail to build on initiatives across the West Pennines by excluding areas within Chorley.

39. The mineral policies are very much in line with national and existing regional guidance. The sub-regional apportionment for Lancashire for sand and gravel is 8.2 million tonnes out of a total 2001-2016 need for the region of 55 million tonnes. There are measures aimed at increasing the use of secondary and recycled aggregates.
40. Similarly, in terms of waste, reference is made to the national and existing regional strategies that seek to manage this and promote recycling. This is carried forward into seeking to maximise the opportunities for using recycled materials in new development as well as minimising construction waste (Policy EM10).
41. Policy EM17 on renewable energy does propose progressively higher targets for electricity supply although these are not matched by contributions from new developments.

SUB-REGIONAL

42. There are policies for each of the city regions of which Manchester is by far the largest in output (Gross Value Added) terms (nearly 50% of the region) with Central Lancashire second at 20% and Liverpool with 17%. Chorley is of course on the edge of the Manchester City Region and there is some, but not much, recognition of such links with adjoining areas. The Central Lancashire approach does refer to the Preston City Vision Initiative, now re-titled Central Lancashire City Vision, as well as Elevate in East Lancashire and the Blackpool Masterplan. Preston's City Region gateway role is also recognised but the main theme is to 'balance improved economic growth with the need to regenerate the poorer performing parts of the City Region' (para 14.6). Policy CLCR2 goes on to say 'Development in the Central Lancashire City Region will be located primarily in the regional city of Preston and the three regional towns of Blackburn, Blackpool and Burnley...'.
43. The key deficiency of the draft RSS report in respect of its sub-regional policies is that it fails to recognise that the key driver of economic growth in the Central Lancashire City Region is the combined economies of Chorley, Preston and South Ribble.
44. The text under Policy CLCR2 – para 14.8 states “Preston is strongly linked to suburbs to the south or the River Ribble consisting of Penwortham, Lostock Hall, Walton-le-Dale, Bamber Bridge, Clayton Brook and Whittle-le-Woods”. These are all communities in their own right and the degree to which they are economically as well as spatially linked with Preston City diminishes the further south you come. What is not clear from the draft RSS is what scale of development is envisaged in these settlements.

COMMENTS OF THE DIRECTOR OF HUMAN RESOURCES

45. There are no Human Resources implications to this report.

COMMENTS OF THE DIRECTOR OF FINANCE

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

CONCLUSION

47. Throughout the RSS preparation process to date Officers from Chorley, Preston and South Ribble have been collaborating on producing joint comments. These have had

some effect in improving policies particularly in terms of the economic growth potential of the three authorities. However as this report shows there are a number of ongoing deficiencies with the submitted draft RSS. Many of these concerns are applicable across the three authorities so again the respective officers have drafted a combined response for consideration by each Council Cabinet. A united approach in this way adds weight to our voice and greatly increase the chances of securing a seat at the Examination in Public which is by invitation only. Appendix A presents the joint comments. Each Cabinet may wish to make additions or deletions to these comments. If these are minor and only have relevance to one District it is not proposed to report these back to the other Councils. If the changes are more major then Executive Members/Leaders will be asked to approve the final content of the joint response.

RECOMMENDATION(S)

48. That the comments set out in Appendix A to this report are approved as the Council's representations on the draft RSS subject to any major changes proposed by either Preston or South Ribble Councils being approved by an Executive Member Decision.

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

49. To influence the final content of the RSS it is necessary to make formal representations at this time.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

50. Comments separate from Preston and South Ribble Councils could be made but they would carry less weight.

JANE E MEEK
DIRECTOR OF DEVELOPMENT AND REGENERATION

Background Papers			
Document	Date	File	Place of Inspection
The North West Plan Draft Regional Spatial Strategy for the North West of England	January 2006		Gillibrand Street Offices

Report Author	Ext	Date	Doc ID
Julian Jackson	5280	04/05/06	PLAREP/92454AC

APPENDIX A**DRAFT REGIONAL SPATIAL STRATEGY FOR THE NORTH WEST OF ENGLAND****DRAFT CENTRAL LANCASHIRE CITY RESPONSE****1.0 Summary**

- 1.1 The Central Lancashire City authorities of Chorley, Preston and South Ribble have collectively agreed a response to the draft Regional Spatial Strategy (RSS). In summary, the City authorities request that the policies and text of the RSS should be amended as appropriate to recognise the status of the Central Lancashire City area as a key location for sustainable economic growth that supports the wider Central Lancashire City Region.
- 1.2 This would align the RSS with the approved Regional Economic Strategy (RES), which recognises that in the Central Lancashire City region there are differences in growth rates between parts of East Lancashire and the more dynamic area around Preston, which includes Chorley and South Ribble. The RES also recognises the emerging importance of Preston and its environs as a focus for city scale investment complementing the major cities of Manchester and Liverpool.
- 1.3 The Central Lancashire City authorities have jointly commissioned research to provide an evidence base supporting the development of a Central Lancashire City Sub Regional Strategy (CLCSRS) and Vision. The CLCSRS has been subject to widespread consultation, including other Lancashire local authorities and a range of organisations and agencies. The CLCSRS and Vision form part of this response and are attached as supporting documents.

2.0 Our Region (page 3)

- 2.1 Paragraphs 2.3 and 2.4 of this section outline the roles of the Manchester and Liverpool City Regions and footnotes 2 and 3 list the regional centres and key regional towns within each of these City Regions. Paragraph 2.5 describes the role of Chester within the wider Liverpool City Region.
- 2.1 Although paragraph 2.6 outlines the role of the Central Lancashire City Region, it does not fully articulate, either in the text or by way of a footnote, the role that the regional city of Preston plays with the City Region. Given that the RES and the RSS should be consistent, the references to Preston within the finalised version of the RES should be mirrored within the RSS. The RES vision specifically mentions Preston as a 'key driver of city-regional growth' and refers, in Transformational Action 54, to 'capitalising on the strengths and assets of ... Preston as a driver of city-regional growth'.
- 2.1 The profile of Preston within the Central Lancashire City area, which for the purposes of the RSS includes the administrative areas of Chorley, Preston and South Ribble, should be strengthened throughout the RSS. Policy W6 – Tourism and the Visitor Economy – refers to 'the regional city of Preston'. It is argued that this phrase should be adopted elsewhere in the RSS, to strengthen the City's profile within the document.

3.0 The Regional Development Framework (page 8)

- 3.1 **Objectives and Outcomes:** Preston's role as a key rail and motorway hub should be mentioned in this section. It is suggested that paragraph 4.2, section 3) should be reworded to read:

'Underpin the gateway functions of the region's main airports ... the port of Liverpool as the UK's key Atlantic seaport and *the regional city of Preston as a key rail and motorway hub and transport gateway.*'

4.0 Regional Spatial Framework (page 15)

4.1 Policy RDF2 – Key Service Centres

- 4.1.1 This policy is very confusing and poorly developed. It refers to 'key service centres' previously designated, probably using different qualifying criteria, in separate Structure Plans. It goes on to propose that these centres should be reviewed by future plans and strategies and yet it is also mentioned in paragraph 7.2 that the NWRA intends to carry out its own research into the role played by these centres to inform a future review of RSS. This uncertainty is unacceptable as local planning authorities need a clear and consistent steer on how in policy terms the various settlements are envisaged to interact. This would then enable an appropriate distribution of new development between settlements to be taken forward by Local Development Frameworks.
- 4.1.2 Policy RDF2 is an important policy especially as it is cross referred to by other policies such as CLCR3 – Development in other parts of the Central Lancashire City Region. Without a fully developed list of key service centres that recognises the substantially sized settlements in quasi rural and suburban districts such as Chorley and South Ribble it may well be difficult to ensure the aim to promote more sustainable development and balanced communities is achieved. This point is further developed below.
- 4.1.3 In addition, paragraph 14.8 of RSS refers to Preston being 'strongly linked to the suburbs to the south of the River Ribble...'. The identification and policy status of these settlements needs to be established as it links with the key service centres issue. The reference to 'suburbs' should be replaced by 'communities'.

4.2 Policy RDF3 - Rural Areas

- 4.2.1 A key omission of this policy is that there is a policy gap between the role of key service centres and the settlements in the 'sparse' rural areas. There are parts of Cheshire and Lancashire that have rural areas that cannot be described as 'sparse', yet they have no identified key service centres.
- 4.2.2 Although paragraph 7.4 refers to Local Development Frameworks having a role in identifying smaller local service centres, there needs to be more guidance in RSS as to the role these settlements should play. In Chorley, for example, there are several settlements that fall within the 2,000 – 4,000 population range, that function as local service centres.

4.3 Table 7.1 Settlement Hierarchy

- 4.3.1 Preston, as part of the Central Lancashire City, should be identified in Table 7.1 as a regional city, along with the regional cities of Chester and Carlisle. It is argued that there is a requirement for a separate column in this table to identify these three centres as an intermediary level in the regional settlement hierarchy, at the next level below the regional centres of Manchester and Liverpool. (See related comments in connection with Policy W5 – Retail Development.)
- 4.3.2 The rationale for inclusion of the list of settlements in Table 7.1 should be more clearly set out. There are settlements in the region that are suburban in character. In Chorley these include Euxton, Coppull, Clayton-le-Woods and Whittle-le-Woods, with populations ranging from 4,000 to 16,000. Similarly in South Ribble, such settlements include Penwortham, Bamber Bridge, Lostock Hall and Walton-le-Dale. In terms of the wider City Region, these are places that fall within the Central Lancashire City urban area that may be appropriate to

accept some growth. However in settlement hierarchy terms, they will perform different but complimentary roles, consistent with their size and function.

4.4 Policy RDF5 - Green Belts

- 4.4.1 Proposals for maintaining the general extent of green belts in the Central Lancashire City Region until 2011 are considered to be a premature argument to embed in RSS policy. Before this date there could be a requirement for a limited review of the green belt area in South Ribble and Chorley, for regeneration and economic purposes. Although a limited review could be facilitated through the LDF process, there is a requirement for the principle to be included within RSS.

5.0 The Regional Policy Framework (page 20)

Working in the North West – Achieving a Sustainable Economy

5.1 Policy W1 – Strengthening the Regional Economy

- 5.1.1 Bullet point 4 - Central Lancashire - should include reference to the Central Lancashire City's role, and particularly Preston's strength, as an administrative centre and centre for creative industries.

5.2 Policy W2 – Broad Locations for Regionally Significant Economic Development

- 5.2.1 The Central Lancashire City authorities welcome the inclusion of central Preston as a 'broad location' for a Knowledge Nuclei Site but stress that, in line with indications in the Key Diagram (page 9) and CLCR Diagram (page 78), priority for the Knowledge Nuclei Site location should be central Preston. Furthermore the 'focus for growth' area as shown on the latter diagram should be extended southwards to include the Regional Investment Site at Royal Ordnance near Chorley. In this way the diagram would be more consistent with paragraph 14.7 of RSS.
- 5.2.2 It is considered that Knowledge Nuclei Sites should be more clearly defined in RSS. There is the need to define whether these sites will be counted as outside the employment allocation, in the same way as Regional Investment Sites.

5.3 Policy W3 – Supply of Sub-regional and Local Employment Land

- 5.3.1 As Table 8.2 and 8.3 have a total of 16 footnotes, understanding how land allocations have been derived is very difficult. NWDA have accepted the need to increase Lancashire's allocations from 15 to 18 years' supply that 30% should always be available to the market, that there should be 3 yearly reviews and that industrial land allocations (B2) should be reduced in favour of (B1) office/light industry. This is broadly acceptable to the Central Lancashire City authorities.
- 5.3.2 However, Table 8.2 does not explicitly exclude Regional Investment Sites from employment land allocations. They are excluded from 'A' in Table 8.2 but does the 441 hectares (2005 - 2021) of additional land allocations needed in Lancashire ('H' in Table 8.2) still exclude any new Regional Investment Site, Knowledge Nuclei or Reserve Site allocations?

5.4 Policy W4 – Release of Allocated Employment Land

- 5.4.1 Acknowledgement at paragraph 8.18 that 'Central parts of the Central Lancashire City Region' have pressures for the release of employment land for other uses is welcomed.

5.5 Policy W5 – Retail Development

5.5.1 Both PPS11 and PPS6 refer to topics to be covered in RSS. In particular, PPS6 states that:

‘...Regional planning bodies should:

- Actively promote growth and manage change in town centres;
- Define a network and hierarchy of centres, each performing their appropriate role to meet the needs of their catchments.’

5.5.2 It is important to ensure that the network and hierarchy of centres, as required by PPS6, is clearly set out in RSS, to avoid ambiguity and misinterpretation at the local level. Given the phasing out of policy at structure plan level, the RSS will need to direct policy at the local level. There should be recognition in RSS of the strategic regional significance of Preston, given its city status / market conditions/existing role and function and proposals for the Tithebarn Regeneration Area.

5.5.3 PPS6 (Annex A) defines city and town centres in terms of their type and main characteristics. In assessing the hierarchy/network of centres, reference should be made to the differing roles that city/town centres provide and that city centres are the highest level of centre identified in development plans.

5.5.4 As policy W5 lists all 26 centres in the regional retail network and (apart from the major regional centres of Manchester and Liverpool) provides no further clarification of their individual roles, the Central Lancashire City authorities consider that the policy should recognise the functions of the regional cities of Chester, Carlisle and Preston in the promotion of more sustainable shopping patterns. PPS6 (2.13) requires RSS to ‘make strategic choices about centres of regional and, where appropriate, sub-regional significance’. Therefore to provide an effective steer at the sub-regional level, the authorities consider that the retail hierarchy should be reconsidered and the retail policy reviewed. Suggested rewording of policy W5, to take account of a review of the hierarchy, is provided below. Appropriate amendments will also need to be made to the accompanying supporting text.

Plans and strategies should promote retail investment where it assists in the regeneration and economic growth of the North West’s towns and city centres. In considering proposals and schemes any investment made should be consistent with the scale and function of the centre, should not undermine the vitality and viability of any other centre or result in the creation of unsustainable shopping patterns.

Manchester and Liverpool City Centres will continue to function as the North West’s major regional centres.

In order to promote sustainable shopping patterns throughout the region, the regional city centres of Carlisle, Chester and Preston will provide the primary focus for higher order retail provision outside the major regional centres.

Comparison retailing facilities should be enhanced and encouraged in the following centres to ensure a sustainable distribution of high quality retail facilities outside the regional centres:

**~ Altrincham ~ Ashton-under-Lyne ~ Barrow-in-Furness
 ~ Birkenhead ~ Blackburn ~ Blackpool
 ~ Bolton ~ Burnley ~ Bury
 ~ Crewe ~ Kendal ~ Lancaster**

~ **Macclesfield ~ Northwich ~ Oldham**
 ~ **Rochdale~ Southport~ St Helens**
 ~ **Stockport ~ Warrington ~ Wigan**

Investment in centres not identified above will be encouraged in order to maintain and enhance their vitality and viability, including investment to underpin wider regeneration initiatives, to ensure that centres meet the needs of the local community, as identified by Local Authorities.

Retail development that supports entrepreneurship, particularly increasing the number of independent retailers, should be supported.

There will be a presumption against new out-of-centre regional or sub-regional comparison retailing facilities requiring Local Authorities to be pro-active in identifying and creating opportunities for development within town centres. There should also be a presumption against large-scale extensions to such facilities unless they are fully justified in line with the sequential approach. There is no justification for such facilities to be designated as town centres within plans and strategies.

5.6 Policy W6 – Tourism and the Visitor Economy

- 5.6.1 In addition to Manchester, Liverpool and Blackpool, business tourism is significant in the Central Lancashire City area, where there are large hotels unrelated to a ‘holiday’ function. They are important to the business tourism economy as conference venues, as well as overnight stays, and they provide employment in the service sector. This important role should be recognised within the policy. Reference should also be made within the policy and supporting text to the West Pennine Moors, which provide attractive sustainable areas for outdoor informal recreation located close to urban areas.

Living in the North West - Ensuring a Strong, Healthy and Just Society

- 5.7 The Central Lancashire City authorities support bullet point 4 of paragraph 9.1 that promotes strong and viable centres, but considers that the reference to *using retail development as a key driver for regeneration*, as included in the Interim Draft RSS, should be re-inserted.

5.8 Policy L4 – Regional Housing Provision

- 5.8.1 The level of housing provision in the Central Lancashire City should be sufficient to support the projected levels of sustainable economic growth in the area. This should allow for a range of housing types to cater for a broad market, including affordable housing. The targets for the “Greater Preston” housing market area need to be reviewed in light of emerging national policy and research, and evidence presented in the attached CLCSRS document. It is suggested that the NWRA’s rationale for deriving the current targets, as described in the Technical Summary is not sufficiently clear and robust and should be reviewed prior to the Examination in Public (EiP). It should take particular account of recently published ODPM research on population and household formation projections, and of the emerging Planning Policy Statement 3 “Housing” which is due to be finalised and published before the date of the EiP.
- 5.8.2 The inclusion of a reference to supporting ‘the potential for economic growth’ in paragraph 9.19 (d) is supported and consistent with the reference in paragraph 9.18 to focussing ‘development in those locations, which are the key future economic drivers of the regions economy’ as ‘Greater Preston’ / Central Lancashire City is one such driver. However the difference between the scale of housing provision proposed in Chorley compared to

Preston and South Ribble is marked and not explained anywhere in the RSS or the Technical Appendix.

- 5.8.3 The Central Lancashire City authorities accept the overall target level of housing provision across the three authorities (i.e. a maximum of 24,220 dwellings to be provided up to 2021) **provided** a cross-district, managed and monitored, phased approach to meeting the three figures combined can be adopted. The emerging PPS3 indicates that housing provision should be phased across housing market areas. This makes sense for the Central Lancashire City area, where aligned LDF Core Strategies and Economic Development Strategies will allow for more effective management, monitoring and delivery of housing land releases over the broader “Greater Preston” housing market area to support sustainable economic growth.
- 5.8.4 This overall scale of housing should enable the removal of the severe restrictions currently placed on controlling new developments in the three authorities and allow a range of residential proposals appropriate to support economic growth. It should also enable the realisation of cross subsidy opportunities to address the affordable housing issues which are now prevalent across the whole area.
- 5.8.5 In order to make the most efficient use of land, national government has set an indicative target of 60% as the proportion of housing provision on previously developed land. However, Table 9.1 indicates a target of at least 80% for the Greater Preston housing market area. The achievement of a brownfield target is seldom the sole consideration in determining applications for development. In seeking to deliver sustainable communities, other factors will include site location, impact on overall housing land supply and whether the development would result in the loss of a viable employment use. In view of this, and taking into account the findings of recently completed Urban Potential Studies and the growth potential of the area outlined in the CLCSRS, the Central Lancashire City authorities consider that a more realistic brownfield target should be a maximum of 75% for the Greater Preston housing market area.
- 5.8.6 The Central Lancashire City authorities wish to ensure that sustainable economic growth is supported by the right type, quality and quantity of new housing in the most appropriate locations. It is important that housing provision within the area is not unduly restrained as this will have an impact on realising the area’s growth potential. The housing provision figures set out in the draft RSS are expressed as maximum amounts and it is expected that over-supply in the early years will be ‘corrected’ by the managed release of future sites. Chorley and South Ribble completions in the first three years of the RSS period have significantly exceeded the annual provision levels in the submitted draft (Preston’s are on target) despite restrictions being in place on the release of new sites. The continuation of such restraint aimed at quickly achieving the draft RSS annualised average could undermine economic growth.
- 5.8.7 With the caveat that the RSS housing targets need to be reviewed in light of emerging and new national policy and sub-regional research, and that housing land release should be managed and phased across “Greater Preston” housing market area, the Central Lancashire City authorities agree that the overall target figure should be 24,220 by 2021.

Transport in the North West – Connecting People and Places

5.9 Transport Investment Priorities

- 5.9.1 The transport investment priorities that should be identified in Table 10.2 are those that will support growth in the City Regions. With regard to the Central Lancashire City area, these need to include improved access to Preston city centre integrated with strategic movements throughout Preston, South Ribble and Chorley, improvements in accessing the M6 motorway and enhancements to rail and public transport linkages between the three City

Regions of Manchester, Liverpool and Central Lancashire, including improvements to the West Coast Main Line and Preston to Manchester railway routes and improvements to Preston railway station.

- 5.9.2 However, the only references to these priorities within Table 10.2 are under 10.2e – National Interventions – relating to broad improvements to rail links and improved management of the Local Transport Network in Preston. These references need to be subject to ongoing review and more targeted proposals that support the sustainable economic growth of the area need to be included (as per the lists of more localised projects suggested in Greater Manchester and Merseyside). These are likely to include measures to deal with congestion throughout the City area, strategic motorways connections, public transport infrastructure improvements and crossing points over the River Ribble.

5.10 Policy EM17 – Renewable Energy

- 5.10.1 This policy appears to have some internal inconsistencies. It refers to progressive targets (which are welcomed) of 10%, 15% and 20% of all electricity supplied in the north west to be from renewable energy sources yet the minimum required of developments stays at 10%. Also there is no stated justification for the minimum thresholds sizes of developments required to source energy in this way. The threshold therefore appears arbitrary – developments of all sizes can be required to source renewable energy.

6.0 Sub-Regional Policy Frameworks (page 69)

6.1 Central Lancashire City Region

The first line of paragraph 14.1 should be reworded to read:

‘The main foci of the Central Lancashire City Region are the regional city of Preston and the regional towns of Blackburn, Blackpool and Burnley.’

- 6.2 The reference at paragraph 14.2 to the contribution by the Central Lancashire City Region to regional GVA is welcomed. However, it should be clearly stated that this is driven by the Central Lancashire City area of the City Region, based on the local authority areas of Chorley, Preston and South Ribble. Economic trends in this area reflect national levels, whereas Lancashire as a whole reflects lower, regional levels. (Historically an average GVA growth rate of 2.78% pa, compared to 2.16% for the region.)

6.3 Policy CLCR1 – Central Lancashire City Region Priorities

- 6.3.1 Reference in the first bullet point of Policy CLCR1 to the development and implementation of the ‘Preston City Vision’ is welcomed. These proposals have the potential to deliver regeneration benefits and sustainable economic growth. The Central Lancashire City authorities have taken the decision to re-name the joint area and therefore wish to see the term *Preston City Vision* changed to the *Central Lancashire City Vision*.
- 6.3.2 The joint authorities also welcome the inclusion of the first sentence in paragraph 14.7 but wish to see it amended slightly to read:

*‘The **Central Lancashire City** area of the City Region, based on the administrative areas of Chorley, Preston and South Ribble, provides a significant economic focus for the sub-region that will be implemented through the **Central Lancashire City Vision** and as a result of the **Central Lancashire Sub Regional Strategy**, which will be translated into Local Development Framework documents and local economic strategies produced by the three authorities.’*

- 6.3.3 As the second bullet point specifically links the location of Knowledge Nuclei Sites and Regional Investment Sites back to Policy W2, the Central Lancashire City authorities' response to Policy W2 should be referred to here.
- 6.3.4 The sixth bullet point refers to the role of Preston as the City Region's transport 'gateway' and key public interchange, in line with Policy RT1, but this role is not reflected in the transport section of RSS, or policy RT1 in particular.

6.4 Policy CLCR2 – Focus for Growth in Central Lancashire City Region

- 6.4.1 The Central Lancashire City authorities consider that the policy does not provide sufficient guidance and does not adequately reflect the individual key roles of each of the growth centres. The individual strengths of the growth centres must be built upon to ensure that they develop in a complimentary and sustainable way, for the benefit of the City Region as a whole. The authorities consider that these strengths should be set out in the policy and request that reference to the '**Central Lancashire City Vision**' as a key strength for the Preston growth centre (including its related core area of Chorley and South Ribble) refers to:

'Centre for higher order retailing, commerce, culture, leisure, education and quality city living in Preston City Centre and high quality employment, infrastructure, tourism of an appropriate scale, local retail and leisure facilities and residential environments in Chorley and South Ribble.'

These comments are submitted on behalf of the Central Lancashire City authorities of Chorley, Preston and South Ribble.

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

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