
Chief Executive's Office

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Date: 26 September 2006

Chief Executive: Donna Hall

Chorley
Council

Town Hall
Market Street
Chorley
Lancashire
PR7 1DP

Dear Councillor

EXECUTIVE CABINET - THURSDAY, 5TH OCTOBER 2006

You are invited to attend a meeting of the Executive Cabinet to be held in the Council Chamber, Town Hall, Chorley on Thursday, 5th October 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 24 August 2006 (enclosed).

MATTERS REFERRED BY THE OVERVIEW AND SCRUTINY COMMITTEE (INTRODUCED BY THE CHAIR OF THE OVERVIEW AND SCRUTINY COMMITTEE, COUNCILLOR D EDGERLEY)

4. **Concessionary Travel - Use of Smart Cards**

The Overview and Scrutiny Committee, at its meeting on 5 September 2006, recommended the Executive Cabinet to support the abandonment of the use of smart cards in relation to concessionary travel passes.

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

5. **Revenue Budget, 2006/07 - Monitoring Report No. 3 (Pages 11 - 16)**

Report of Director of Finance (enclosed).

Continued....

CORPORATE POLICY AND PERFORMANCE ITEM (INTRODUCED BY THE EXECUTIVE MEMBER, COUNCILLOR MRS P CASE)

6. **Quarterly Best Value Performance Indicators, 2006/07 - Monitoring Report as at 30 June 2006 (Pages 17 - 40)**

Report of Director of Policy and Performance (enclosed).


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

7. **Chorley Town Centre Strategy (Pages 41 - 98)**

Report of Director of Development and Regeneration (enclosed).

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

Yours sincerely



Chief Executive

ENCS

Distribution

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

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

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

01257 515823

کیجئے:

Executive Cabinet

Minutes of meeting held on Thursday, 24 August 2006

Present: Councillor Peter Goldsworthy (Executive Leader in the Chair), Councillor Mrs P Case (Deputy Leader of the Council) and Councillors E Bell, P Malpas, G Morgan, M Perks and J Walker

Also in attendance:

Lead Members: Councillors Peter Baker (Lead Member for Information Communication Technology), Alan Cain (Lead Member for Human Resources), Francis Culshaw (Lead Member for Housing), Mrs Marie Gray (Lead Member for Town Centre), Geoffrey Russell (Lead Member for Finance), Rosemary Russell (Lead Member for Health and Older People) and Mrs Iris Smith (Lead Member for Licensing)

Other Members: Councillors A Gee, A Lowe, M Lowe and R Snape

06.EC.108 DIRECTOR OF HUMAN RESOURCES

The Executive Leader reminded the Members that this would be the last meeting to be attended by Angela Wolstencroft in her capacity as Director of Human Resources, following her recent resignation and impending emigration to Australia.

The Executive Leader and Councillor Gee expressed the Council's gratitude to Ms Wolstencroft for her services to the Council and particularly, for her contribution to the strengthening of the performance and efficiency of the Human Resources Directorate.

06.EC.109 DECLARATIONS OF ANY INTERESTS

Councillor P Malpas declared a prejudicial interest in agenda item 11 (Housing Stock Transfer).

06.EC.110 MINUTES

The minutes of the meeting of the Executive Cabinet held on 29 June 2006 were confirmed as a correct record for signature by the Executive Leader.

06.EC.111 CAPITAL PROGRAMME 2006/07 - MONITORING REPORT

The Executive Cabinet considered a joint report of the Executive Director – Corporate and Customer and the Director of Finance on the progress of the 2006/07 Capital Programme through the monitoring and performance control mechanisms in place.

The report recommended an increase of the 2006/07 programme by £1,921,100 to £14,081,420 and contained a number of recommendations of the Capital Programme Board to revise the capital budget allocation for a number of projects and to include a new Category 'C' scheme on the programme's reserve list.

Decisions made:

That the Council be recommended:

- (1) to approve the revised, increased Capital Programme for 2006/07, totalling £14,081,420, as presented in Appendix 1 to the submitted report; and
- (2) to approve the following recommendations of the Capital Programme Board:

Exception Reports

- (a) an increase of £14,254 in the 2005/06 Access to Home Working budget to be financed from LGOL grant funding;
- (b) a reduction of the current Chorley Cemetery Extension budget by £5,380 to cover the overspend in 2005/05;
- (c) a reduction of the current Litter/Dog Waste/On-street recycling bins budget by £2,766 to take account of the overspend in 2005/06;

New Capital Schemes and Projects

- (d) the inclusion of the PIMSS Asset Management scheme on the Capital Programme reserve list (Category C) for future consideration when resources become available;
- (e) the utilisation of £150,000 of the regional housing capital grant to replace the Housing Revenue Account revenue contribution to capital.

Reasons for decisions:

The revisions to the 2006/07 Capital Programme are required in order to take into account schemes which are either overspending or require additional resources.

The extension of the programme's reserve list will enable consideration of the scheme's inclusion in the capital programme whenever resources become available.

Alternative option(s) considered and rejected:

None.

06.EC.112 REVENUE BUDGET 2006/07 - MONITORING REPORT NO. 2

The Executive Cabinet received a report of the Director of Finance monitoring the current financial position of the Council in comparison with the budgetary and efficiency savings targets for 2006/07 in respect of the General Fund and the Housing Revenue Account.

The report revealed that the situation with the General Fund continued to improve, with the forecast overspend having been reduced from £82,000 to £66,000 since the previous monitoring report. Further savings would be pursued and a number of areas (eg agency staff costs; income streams from the Development and Regeneration Directorate; increased refuse collection, concessionary travel and benefits costs) would need to be monitored closely over the remainder of the year.

Increases in both the cost of the Job Evaluation process and forecast income had resulted in an expectation for the Housing Revenue Account balances to be in the region of £683,000 at the end of the financial year.

Decision made:

That the report be noted.

06.EC.113 LEARNING AND DEVELOPMENT STRATEGY

The Head of Human Resources presented a report recommending the Executive Cabinet's approval to the revision of the contents and actions within the Learning and

Development Strategy developed in 2004 for implementation during the period 2005-2008.

The Strategy had been reviewed by the Member Development Steering Group as a result of the pre-assessment meeting with the North West Employers' assessor. This evaluation by the Steering Group had revealed that the actions identified in the Strategy relating to Member development had, in fact, been completed. The Steering Group considered, therefore, that the Strategy needed to establish other challenging targets and actions to enhance Member development arrangements further.

Decision made:

That approval be given to the amendment of the Learning and Development Strategy for 2005-2008 by the inclusion of the additional targets and actions relating to Member development arrangements outlined in the submitted report.

Reason for decision:

The proposed amendments reflect the significant improvements to Member development over the last 18 months and contain additional actions required to maintain the achievements made to date and continually develop them further. This will contribute to the on-going development of the capacity of Members in relation to the Council's strategic objectives.

Alternative option(s) considered and rejected:

None.

06.EC.114 PUBLIC QUESTIONS/SPEAKING AT COUNCIL/COMMITTEE MEETINGS

The Chief Executive presented a report putting forward proposals to allow the public to speak and/or ask questions at meetings of the Council, Executive Cabinet, Development Control Committee and the Overview and Scrutiny bodies within defined criteria.

The proposals had evolved from the research work undertaken by the former Community Overview and Scrutiny Panel as part of its scrutiny inquiry into public participation in the Council's decision making process. The plans to allow public speaking at Development Control Committees had, in fact, been supported by the Committee, subject to the preparation and implementation of appropriate procedure rules.

The Executive Leader assured Members that, if adopted, the implementation of the proposals would be monitored, particularly in terms of the suitability of meeting venues and the possible need for public address/loop systems.

Decisions made:

(1) That the Council be recommended to approve the principle of allowing a regulated scheme for public speaking at meetings of the Council, Executive Cabinet, Development Control Committee and the Overview and Scrutiny bodies in accordance with the criteria set out below, and, accordingly, to authorise the addition of the following text to the Council Procedure Rules, as set out in Part A of Appendix 3 of the Council's Constitution:

"PUBLIC QUESTIONS/SPEAKING

(1) Council and Executive Cabinet Meetings

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

(2) Development Control Committee

- One person to be allowed to address the Committee in favour of the officers recommendations on respective planning applications and one person to be allowed to speak against the officer's recommendations.
- Persons must give notice of their wish to address the Committee, to the Democratic Services Section by no later than midday, two working days before the day of the meeting.
- In the event of several people wishing to speak either in favour or against the recommendation, the respective group/s be requested to select one spokesperson to address the Committee.
- If a person wishes to speak either in favour or against an application without anyone wishing to present an opposing argument that person be allowed to address the Committee.
- Each person/group addressing the Committee be allowed a maximum of three minutes to speak.
- The Committee debate and consideration of the planning applications awaiting decision will only commence after all of the public addresses.

(3) Overview and Scrutiny Committee/Panels

- A maximum period of 3 minutes will be allowed for a question from a member of the public on an item on the agenda. A maximum period of 30 minutes to be allowed for public questions if necessary at each meeting of the Overview and Scrutiny Committee and its appropriate panels. This will provide an opportunity for members of the public to raise and ask questions on any issue falling within the remit of the Committee or Panel.
- Questions must be submitted to the Democratic Services Section by no later than midday, two working days before the day of the meeting to allow time to prepare appropriate responses and investigate issues if necessary."

- (2) That in accordance with Paragraph 27.2 of the Council's Procedure Rules the above recommendation be adjourned at the next Council meeting on 19 September 2006 without further discussion to the next Ordinary Council meeting on 31 October 2006.

Reason for decision:

The introduction of public speaking/questions at various Council meetings will improve the level of public participation in the Council's decision making process.

Alternative option(s) considered and rejected:

None.

06.EC.115 CLEAN NEIGHBOURHOODS AND ENVIRONMENT ACT, 2005 - ADOPTION OF POWERS

The Executive Cabinet considered a report of the Director of Streetscene, Neighbourhoods and Environment on the implications of the Clean Neighbourhoods and Environment Act 2005.

The Act, which had received Royal Assent on 7 April 2005, had emerged from the Government's review of the legislative framework for providing and maintaining a clean and safe environment.

A number of sections of the Act providing new or extended powers to local authorities had already become effective, including a discretionary power to agree the amount of certain fixed penalties.

Decisions made:

- (1) That the following executive functions conferred by the Clean Neighbourhoods and Environment Act 2005 be allocated to the Director of Streetscene, Neighbourhoods and Environment under the Executive Arrangements made pursuant to Section 15 of the Local Government Act 2000 to be discharged by the Director under that Section:

“The functions of:

- a) authorising the service of notices and the taking of consequential action, including carrying out work in default and the recovery of costs;
- b) issuing formal cautions;
- c) recommending to the Director of Legal Services the institution of legal proceedings; and
- d) authorising officers to exercise statutory powers of entry (including obtaining warrants).”

- (2) That, pursuant to Sections 77 to 79 of the Clean Neighbourhoods and Environment Act 2005 (Silencing of intruder alarms), Section 7 of the Act (Power to require name and address – nuisance vehicle fixed penalty) and Section 10 of the Act (Power to require name and address – abandoned vehicle fixed penalty), the following fixed penalty notice, default and early payment charges be adopted:

Section and legislation	Description of Offence	Recommended Amount
S6(1) Clean Neighbourhoods and Environment Act 2005	Selling vehicles on a road	Fixed £100, early payment £60
S6(1) Clean Neighbourhoods and Environment Act 2005	Repairing vehicles on a road	Fixed £100, early payment £60`
S2A Refuse Disposal (Amenity) Act 1978	Abandoning a vehicle	Fixed £200, early payment £120

Section and legislation	Description of Offence	Recommended Amount
S88(1) Environmental Protection Act 1990	Litter	Default £75, early payment £50
S94A(2) Environmental Protection Act 1990	Street litter control notices and litter clearing notices	Default £100, early payment £60
S43 Anti-Social Behaviour Act 2003	Graffiti and flyposting	Default £75, early payment £50
S34A(2) Environmental Protection Act 1990	Failure to furnish documentation (waste carriers licence)	Fixed £300, early payment £180
S47ZA(2) Environmental Protection Act 1990	Offences in relation to waste receptacles	Default £100, early payment £60
S5B(2) Control of Pollution (Amendment) Act 1989	Failure to produce authority (waste transfer notes)	Fixed £300, early payment £180
S34A2 Environmental Protection Act 1990	Failure to furnish documentation (waste transfer notes)	Fixed £300, early payment £180

- (3) That the administrative changes to the legislative provisions for which the Director of Streetscene, Neighbourhoods and Environment is already responsible be noted.

Reason for decisions:

To ensure the implementation by the Director of Streetscene, Neighbourhoods and Environment of the additional discretionary powers conferred by the Clean Neighbourhoods and Environment Act 2005 and to agree the levels for fixed penalty notices under local discretionary powers.

Alternative option(s) considered and rejected:

None.

06.EC.116 EXCLUSION OF THE PUBLIC AND PRESS

Decision made:

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

(Councillor P Malpas declared a prejudicial interest in the following item of business and left the meeting during the consideration of and voting on the item).

06.EC.117 HOUSING STOCK TRANSFER UPDATE

The Executive Cabinet considered an update report of the Chief Executive on the results of the ballot of secure and introductory tenants on the transfer of the Council's housing stock to Chorley Community Housing Limited (CCH) and seeking approval to a number of measures to progress and effect the transfer.

The report confirmed that 63.1% of the tenants having voted in the month long ballot were in favour of the stock transfer. Consequently, the report sought approval to the

implementation of a number of executive and managerial arrangements and post-ballot processes, including the appointment of an Executive Cabinet Committee to oversee the transfer, and the staffing secondments and adjustments required to project manage the transfer process and ensure the smooth disengagement of the Housing Directorate.

A revised projected timetable of regular meetings of the new Member and Officer bodies up to early March 2007 was circulated at the meeting.

The Executive Director – Community and Environment, on behalf of the Members and Officers, thanked the staff of the Housing Services Directorate and, particularly, the Housing Stock Transfer Team for their commitment and efforts during the stock appraisal and transfer process so far. The Members also congratulated Mr S Lomas (Director of Housing Services) on this recent appointment as the Managing Director of Chorley Community Housing.

Decisions made:

(1) That the Council be recommended:

- (a) to accept the tenants' ballot result and to resolve to proceed with the transfer of its housing stock to Chorley Community Housing Limited, subject to the Council agreeing a satisfactory Transfer Contract and obtaining the Secretary of State's consent under the Housing Act 1985;**
- (b) to approve the nomination of Councillors A Cain and Mrs M Gray to replace Councillors F Culshaw and P Malpas as the Council's representatives on the Board of Chorley Community Housing Limited; and**
- (c) to approve the revised post-ballot budget, as set out in Appendix 7 to the submitted report.**

(2) That an Executive Cabinet Committee, comprising Councillors F Culshaw, P Goldsworthy, P Malpas and G Morgan, be appointed on the basis of the accountabilities and terms of reference as set out in Appendix 1 of the submitted report, with delegated authority to agree all elements of the draft tender contract, ancillary documentation and other related matters and empowered to recommend approval of the final Transfer Contract to the Council.

(3) That approval be given to the Council side negotiating body arrangements as set out in Appendix 3 to the submitted report.

(4) That the temporary officer secondment and backfilling arrangements as set out in paragraphs 13-16 and Appendix 4 of the submitted report be approved.

(5) That the appointment of Enterprise BWNL and Trowers & Hamlins as the Council-side's new lead and legal consultant advisors respectively for the post-ballot stage of the transfer process be noted.

Reason for decisions:

The proposals will enable the housing transfer process to be completed in accordance with the wishes of the majority of tenants participating in the ballot and within the timescale previously indicated and agreed.

Alternative option(s) considered and rejected:

No alternative options were considered appropriate in view of the ballot result.

06.EC.118 STREETSCENE, NEIGHBOURHOODS AND ENVIRONMENT DIRECTORATE - PHASE 1 RESTRUCTURE

The Director of Streetscene, Neighbourhoods and Environment submitted a report on the outcome of the consultation exercise on proposals to revise the senior management structure of his Directorate, following the recent amalgamation of the former Public Services Unit, Environmental Services Unit and part of the Corporate and Policy Unit.

The report considered the representations received and explained the rationale behind the recommended alterations to the original restructure proposals and the additional revisions to the staffing structure that had been agreed through delegated powers.

Decisions made:

(1) That the recommendations for the adoption of the revised senior management structure of the Streetscene, Neighbourhoods and Environment Directorate, as outlined in the submitted report, be approved.

(2) That the applications for Early Retirement Voluntary Severance from the Service Group Manager and the Community Safety Co-ordinator be approved.

Reason for decisions:

The new staffing structure is aimed at providing an efficient 'fit for purpose' Directorate, capable of delivering the Council's priority objectives.

Alternative option(s) considered and rejected:

A range of other structures has been assessed, but has been rejected on the ground that the structures either did not fulfil the policy objectives or would incur additional cost implications.

(With the exception of the Chief Executive and the Director of Human Resources, the Council Officers present left the meeting at this stage)

06.EC.119 STEPS TO BECOMING AN EXCELLENT COUNCIL - RESTRUCTURE OF POLICY AND PERFORMANCE DIRECTORATE

The Executive Cabinet considered a report of the Chief Executive on the outcome of the consultation exercise on proposals to restructure the Policy and Performance Directorate.

The report summarised and commented on the representations received and reminded the Members of the critical role the Directorate would be expected to perform in the delivery of the Corporate and Community Strategies and the Authority's achievements of a higher Comprehensive Performance Assessment rating.

Decision made:

That the recommendations for the adoption of the revised staffing structure for the new Policy and Performance Directorate, as outlined on the submitted report, be approved.

Reason for decision:

The proposals are aimed at producing a 'fit for purpose' structure for the Policy and Performance Directorate, capable of meeting new internal and external challenges and demands.

Alternative option(s) considered and rejected:

None.

06.EC.120 RESTRUCTURE OF OFFICE SUPPORT

The Executive Cabinet considered a report of the Chief Executive on proposals to restructure Office Support Services, following the transfer of responsibility for the functions to the Chief Executive's Assistant upon the recent revision of the senior management structure.

The report recommended the restructure of the service under the following three broad functional groupings:

Executive Secretariat; Directorate Support Team; Corporate Support Team.

The proposals aimed to provide a more flexible corporate support facility, whilst ensuring enhanced support arrangements for Service Directors. In addition, a number of posts would be transferred to identified Directorates, and it was envisaged that the restructure would generate further annual financial savings in the region of £25,000.

Decisions made:

(1) That the draft proposals to revise the staffing structure of Office Support Services, as outlined in the submitted report, be approved for consultation with staff and trade unions.

(2) That the Executive Leader and the Chief Executive be authorised to agree the final structure, following consideration of the consultation responses.

Reason for decision:

The proposals are aimed at delivering a 'fit for purpose' office support service to meet the demands of the Council's new organisational structure and corporate priorities.

Alternative option(s) considered and rejected:

None.

Executive Leader

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Report of	Meeting	Date
Director of Finance (Introduced by the Executive Member for Resources, Councillor G Morgan)	Executive Cabinet	5 th October 2006

REVENUE BUDGET MONITORING 2006/07 - REPORT 3 (END OF AUGUST 2006)

PURPOSE OF REPORT

1. This paper sets out the current financial position of the Council as compared against the budgets and efficiency savings targets it set itself for 2006/07 for the General Fund and the Housing Revenue Account.

CORPORATE PRIORITIES

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

RISK ISSUES

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

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

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

BACKGROUND

5. The Council's budget for 2006/07 included real cash savings targets of £278,000 from the management of the establishment and a further £60,000 of savings to come from efficiency and procurement related activities.

CURRENT FORECAST POSITION

6. The appendix 1 shows the summary forecast position for the Council based upon actual spending to the end of August, adjusted for future spending based upon assumptions regarding vacancies and service delivery. No individual service unit figures are attached. These are available for inspection in the Members Room.
7. In my last report I advised on the projected outturn which forecast an overspend of £66,000, This position has since changed and the current projection is now for an overspend of £170,000.

8. The latest forecast shows how the position has changed. The significant movements since my last report are shown in the table below, further details are contained in the service unit analysis available in the members room:

Table 1 – Significant Variations since the last monitoring report

	£'000
Additional salary savings in forecast	(27)
Impact of revised start date for transfer of Duxbury Jubilee Golf Course	27
Building Control Fee income	27
Planning Application Fee income	(17)
Recruitment Costs	44
Training Costs	(12)
Benefits payments	25
Net Financing Costs	13
Other minor forecasts	24
Net change since June report	104

9. As part of our continuing drive to identify savings that contribute towards our annual targets, a further £12,000 has been identified relating to the management of our establishment. These savings have arisen in a number of directorates, and further savings should be identified over the coming months. This now brings the total savings identified to £235k against a target for the year of £278k.
10. One of the changes being reported this month is the impact of the revised start date for the transfer of Duxbury Jubilee Golf Course to Glendale Managed Services Ltd. The original budget for 2006/07 was based on an assumption that the transfer would take effect from 1 July 2006 and therefore included a provision for golf fees income for the first quarter of the year. As the actual date of transfer was in March of this year, the anticipated income for quarter one will not be realised leaving a shortfall against the 2006/07 budget.
11. In the previous report to Cabinet the reduction in income within the Development & Regeneration directorate was identified as a cause for concern. In response to this, the Director for Development & Regeneration is undertaking a study to determine how this can be balanced with cost savings.
12. The forecast position for Building Control fees within Development & Regeneration has not improved since the last report, but with an increase in Planning Application Fees income together with a contribution from reduced staffing costs, indications are that the service can recover the position.
13. The current forecast overspend on recruitment costs is a result of the new Director level posts created in the new management structure together with agency introduction and consultancy fees to fill posts within Human Resources.
14. In previous reports to the Executive Cabinet I have advised of the volatility of a number of budgets. One such budget that has the potential to impact significantly on our year-end position is the budget for housing benefit payments. At this stage in the year it is impossible to accurately predict the level of overspend on the budget, as the very nature of the expenditure is that it is demand driven. That said based on previous years experience I feel it is prudent at this stage to advise members of a potential overspend of approximately £50k.

15. There are some steps that can be taken to reduce this level of overspend including reviewing the level of the provision for bad debts on overpayments. This review is normally conducted at the end of each financial year and takes into account the success of our recovery procedures in ensuring overpayments are repaid to the council. Taking into account such factors I have currently included an estimate of £50k as an overspend, but should information come to light that requires this figure to be amended, I will report back to the cabinet at that time.
16. Another area previously reported to members as requiring close monitoring has been the concessionary travel budget. Following changes in the statutory requirements placed on the council, the cash budget this year has increased to £514k from £217k in 2005/06. At the moment there has been insufficient information received to determine if the increased budget will adequately cover the increased costs arising from the enhanced scheme. The County Council has provided an initial estimate, but there are a number of areas that require clarification. The budget will be kept under constant review, and members informed as soon as any significant variations from budget are known.

HOUSING REVENUE ACCOUNT

17. The forecast for the HRA at the end of 2005/06 was for balances to be at £534k, however the actual outturn position resulted in a higher than expected contribution to balances taking them to £592k.
18. In the last report balances were forecast to be in the region of £683k at the end of the year. At the Executive Cabinet on the 24th August approval was given to utilise £150k of the regional Housing Capital Grant to replace the HRA contribution to capital, this increases the expected balances to £833k.

SUMMARY

19. Progress continues to be made towards the Corporate Savings Target of £278,000 for the year. Further savings will be made as the year progresses and more vacancies occur. However there appear to be a number of cost pressures building that indicate that limited action is now required.
20. I suggest a review of all budget heads is undertaken and potential savings be identified so that should the position not improve the Council is in a position to take immediate steps to bring the budget back into balance. Accordingly Directors will now be asked to identify cost reductions to meet the cash target set out in the original budget.
21. There are a number of areas that will be monitored closely as the year progresses, these are:
 - Contribution to Corporate Savings and Efficiency Targets
 - Agency Staff costs
 - Income streams from Development & Regeneration and associated recovery plan
 - Increased refuse collection costs
 - Concessionary travel and benefit costs

RECOMMENDATIONS

22. Executive Cabinet are asked to:
 - a) Note the contents of the report and the actions in progress.

REASONS FOR RECOMMENDATIONS
(If the recommendations are accepted)

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

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

24. None

GARY HALL
 DIRECTOR OF FINANCE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Dave Bond	5488	Sept 2006	ADMINREP/REPORT

General Fund Revenue Budget Monitoring 2006/07

APPENDIX 1

Forecast Outturn as at August 2006

	(1) Original Budget £	(2) Agreed Changes £	(3) Original Cash Budget £	(4) Contribution to Corp. Savings (Staffing) £	(4) Contribution to Corp. Savings (Other) £	(5) Current Cash Budget £	(6) Forecast Outturn £	(7) Variance £	(8) Variance %
Chief Executive's Office	966,090	32,130	998,220	(85,120)	(1,370)	911,730	897,730	(14,000)	-1.54%
Customer, Democratic & Legal Services	2,105,500	(8,430)	2,097,070	(740)	(5,000)	2,091,330	2,145,330	54,000	2.58%
Development & Regeneration	890,980	5,000	895,980	(30,000)		865,980	876,170	10,190	1.18%
Finance	1,481,380	(23,440)	1,457,940	(37,030)	(72,110)	1,348,800	1,348,800	-	0.00%
Human Resources	697,140		697,140	(250)		696,890	730,890	34,000	4.88%
Information & Communication Technology Services	939,560	19,000	958,560	(9,000)		949,560	951,560	2,000	0.21%
Leisure & Cultural Services	1,197,010	32,250	1,229,260	(370)		1,228,890	1,255,890	27,000	2.20%
Policy & Performance	534,680	17,090	551,770	(21,590)		530,180	530,180	-	0.00%
Property Services	35,010	(24,750)	10,260	-		10,260	19,260	9,000	87.72%
Streetscene, Neighbourhoods & Environment	4,696,680	54,550	4,751,230	(51,480)	(220)	4,699,530	4,761,530	62,000	1.32%
Budgets Excluded from Finance Unit Monitoring:									
Benefit Payments	(381,050)		(381,050)			(381,050)	(331,050)	50,000	-13.12%
Concessionary Fares	513,250		513,250			513,250	513,250	-	0.00%
Pensions Account	212,730		212,730			212,730	212,730	-	0.00%
Less									
Corporate Savings Targets									
Efficiency/Other Savings	(60,000)	(278,050)	(60,000)	234,960	79,320	19,320	-	(19,320)	-100.00%
Management of Establishment	(278,050)		(278,050)			(43,090)	-	43,090	-100.00%
Total Service Expenditure	13,888,960	(234,650)	13,654,310	-	-	13,654,310	13,912,270	257,960	1.9%
Non Service Expenditure									
Contingency Fund	100,000		100,000			100,000	-	(100,000)	0.0%
Contingency - Salary Related Savings	(278,050)	278,050	-			-	-	-	0.0%
Contingency - Procurement Savings	(35,000)		-			-	-	-	0.0%
Contingency - Gershon Savings	(25,000)		-			-	-	-	0.0%
Notional Capital Charges	1,168,670		1,168,670			1,168,670	1,168,670	-	0.0%
Revenue Contribution to Capital	-	166,670	166,670			166,670	166,670	-	0.0%
Net Financing Transactions	219,210		219,210			219,210	271,970	52,760	24.1%
Parish Precepts	535,399		535,399			535,399	535,399	-	0.0%
Total Non Service Expenditure	1,685,229	504,720	2,189,949	-	-	2,189,949	2,142,709	(47,240)	-2.2%
Financed By									
Council Tax	(6,495,201)		(6,495,201)			(6,495,201)	(6,495,201)	-	0.0%
Aggregate External Finance	(7,743,127)		(7,743,127)			(7,743,127)	(7,743,127)	-	0.0%
Collection Fund Surplus	(48,561)		(48,561)			(48,561)	(48,561)	-	0.0%
Use of Earmarked Reserves - deferred charges	(1,167,670)		(1,167,670)			(1,167,670)	(1,167,670)	-	0.0%
Use of Earmarked Reserves - capital financing	-	(166,670)	(166,670)			(166,670)	(166,670)	-	0.0%
Use of Earmarked Reserves - revenue expenditure	(120,000)	(103,400)	(223,400)			(223,400)	(263,400)	(40,000)	0.0%
Use of General Balances	370		370			370	-	(370)	0.0%
Total Financing	(15,574,189)	(270,070)	(15,844,259)	-	-	(15,844,259)	(15,884,629)	(40,370)	-0.3%
Net Expenditure	-	-	-	-	-	-	170,350	170,350	1.25%

General Balances Summary Position	Budget £	Forecast £
General Fund Balance at 1.4.05	750,000	1,000,000
Variations agreed utilising General Fund Balance	-	(370)
Forecast (Over)/Under Spend	-	(170,350)
Forecast General Fund Balance at 31.3.06	750,000	829,280

SERVICE LEVEL BUDGET MONITORING 2006/2007**HOUSING REVENUE ACCOUNT**

AUGUST 2006

£'000

ORIGINAL SURPLUS (-) / DEFICIT (+) FOR YEAR**(75)****BALANCE AS AT 1.4.06****(592)****Add Adjustments for In year cash movements**

Slippage from 2005/2006

Virements for other Services

Transfer from contingency

Cabinet approved decisions

Delegated Authority decisions

ADJUSTED HRA BALANCES EXPECTED at 31.3.07**(667)****FORECAST****EXPENDITURE**

Revenue Contribution to Capital

(150)

Job Evaluation Costs

53

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

(97)**INCOME**

Rents

(40)

Garages

(4)

Other Charges

(25)

Income under (+)/ over (-) achieved

(69)**FORECAST BALANCES AS AT 31.3.07****(833)****Key Assumptions****Key Issues/Variables**

Repairs and Maint expenditure

Management and Maint Expenditure

Key Actions

Control of above



Report of	Meeting	Date
Director of Policy and Performance (Introduced by the Executive Member for Corporate Policy and Performance)	Executive Cabinet	5 October 2006

**Quarterly Best Value Performance Indicators 2006/07.
Monitoring Report as at 30 June 2006**

PURPOSE OF REPORT`

1. This monitoring report sets out performance against the Council's Best Value Performance Indicators for the first quarter of 2006/07.

CORPORATE PRIORITIES

2. This report impacts on the Corporate Priorities as the areas of performance covered by the report relate to all four of the Council's priorities. More specifically the report contributes to the strategic objective of ensuring that Chorley Borough Council is a performing organisation.

RISK ISSUES

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

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

4. This report addresses areas of risk in the Council's Performance. If performance is not actively monitored and managed the Council runs the risk of failing to achieve its strategic goals or good operational performance. Performance management is of importance to the standing and reputation of the authority. The report highlights areas where performance is not on track and outlines the actions we are taking to address performance.

BACKGROUND

5. Best Value Performance Indicators are National indicators collected in accordance with definitions issued by the Department for Communities and Local Government. A full list relevant to this Council, is attached at appendix 1.

Quarterly Business Plan monitoring statements have also been produced by directorates separately, and have been sent to the Overview and Scrutiny Committee and panels. Quarterly Business Plan Monitoring Statements outline the performance of Key Directorate Performance Indicators and the key messages emerging from Directorates in the First Quarter of 2006/07.

6. REPORT OVERVIEW

The report provides analysis and updates covering the following:

- The overall trend of change for the first quarter of 2006/07 when compared to the last available data which for the majority of BVPI's is the end of year figure for 2005/06.
- The Councils progress in achieving targets and in particular those BVPI's which are more than 5% below the target.
- The Councils position in comparison with 2004/05 national quartile data where comparative data is available. Note 2005/06 Quartile data will be made available in December 2006, when comparisons will be made using 2005/06 quartile data. It is therefore, anticipated that the third quarter BVPI monitoring report will make use of 2005/06 quartile data, at which point we will be able to assess the impact of the trend of continuous improvement on our quartile positioning.
- Action Plans which outline reasons for poor performance, action to be taken to address poor performance and expected level of performance at year-end are included for those indicators which are 5% or more below target

The monitoring report produced for the period July to September (second quarter 2006/07) will additionally include:

- An update of progress against those indicators which have not achieved target and for which steps were identified to achieve improvement.
- An update regarding those indicators where performance has continued to decline in the second quarter.
- Report on progress against the Key Actions and measures and targets outlined the Corporate Strategy 2006-09. The Corporate Strategy is the Council's main strategic document covering the period 1 April 2006 to 31 March 2009. The Strategy sets out a series of Key Actions and Measures and Targets, all of which feed into the Council's Priorities and Strategic Objectives.
- An analysis of those indicators, which form part of the Lancashire Local Area Agreement and the impact that the Performance of such indicators will have on Chorley.

7. INTERPRETATION- PERFORMANCE SYMBOLS

Symbols are used in the monitoring tables to provide a quick guide to how the Council is performing against a particular indicator:



=

Performance is at least 5% better than the target set for 2006/07.



=

Performance is within the 5% tolerance set for this indicator.

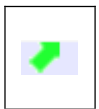


=

Performance is significantly worse than the 5% tolerance.

The performance symbols denote first quarter performance against the target.

Symbols are also used to show whether performance is improving between reporting periods or not. The symbol is generated by comparing how far performance is from target and assessing whether that gap is increasing or decreasing.



=

Performance against target is improving between reporting periods.



=

Performance against target has stayed consistent between reporting periods.



=

Performance against target is getting worse between reporting periods.

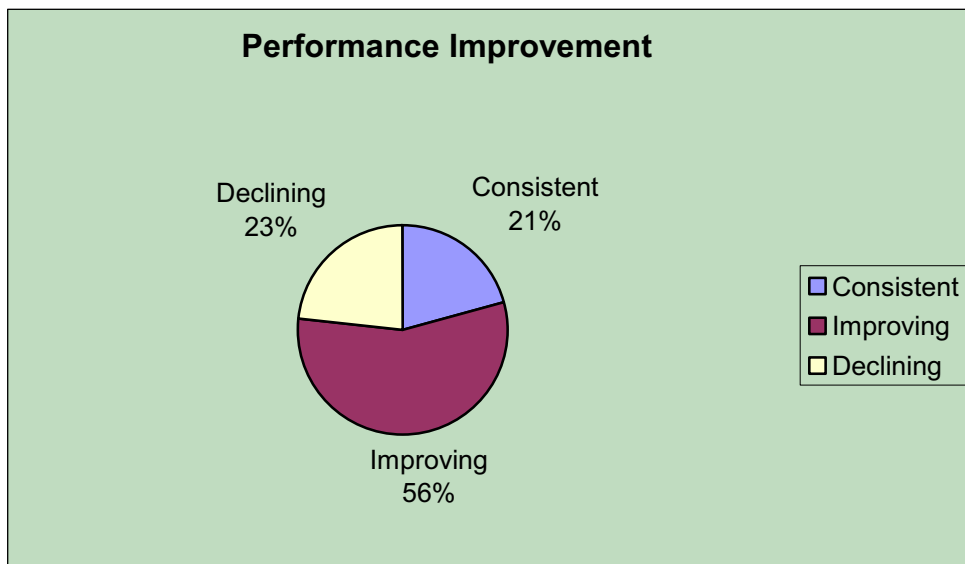
8. PERFORMANCE OVERVIEW BVPI'S

This section looks at the BVPI information collected in the first quarter of 2006/07. It does not examine the full BVPI set as some indicators e.g. cost comparisons and satisfaction figures are only available at the end of the year. The tables of BVPI's, organised by directorate, are included at appendix 2.

8.1 Trend

The performance indicators have been examined to assess whether performance compared to the last available data is improving, declining or has stayed the same.

Performance is improving for 56% (24) indicators, declining for 23% (10) and has remained the same for 21% (9). Overall, given that this is the first quarter results, the current position does not give any real cause for concern. However, those indicators where performance continues to decline in the second quarter, will be reported on next quarter with the actions that are being taken to address the situation.



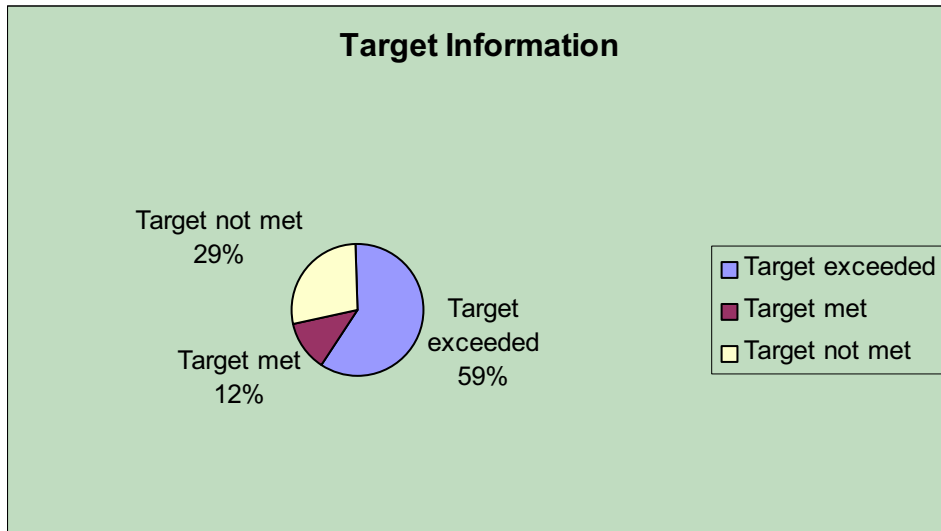
8.2 Targets

Targets are set at the start of the year, based on 2005/06 performance and available quartile information. Where appropriate, targets are profiled across the year to reflect indicators which build towards a year-end total and to reflect seasonal variations. Where targets have not been profiled, they have been excluded from the analysis. These will be examined, with a view to producing target profiles, before the next report is produced.

Of the 41 BVPI's where progress with target is measurable:

59% (24) indicators have exceeded target, 12% (5) indicators have met target and 29% (12) have not met target.

The chart below shows this split.



59% of targets exceeded is very good progress, but 29% not meeting target is a topic for further investigation. Where performance is more than 5% below the target, it will trigger a red triangle in performance plus and directors have been asked to complete an action plan. Action plans detail why performance has not reached target and what action is being taken to redress this. Action Plans for those five indicators which are more than 5% below target for the first quarter are attached at appendix 3. The main points of these action plans are included below.

8.3 BVPI's more than 5% below the target

BV11a % women in the top 5% earners

Performance in the first quarter is 29.175 compared with the target of 32%.

Director of HR's comments.

During the first quarter, there were a number of vacancies at the senior management level within the authority. In the second quarter, the post holders will take up their posts and the position will improve. It is anticipated that the end of year target will be met.

BV11b % Black and ethnic minority employees in the top 5% of earners.

Performance in the first quarter is zero compared with a target of 0.75.

Director of HR's comments

The Council currently advertises posts in Ethnic Britain to promote Chorley Borough Council; and sends jobs advertisements to local minority groups. We are in the process of reviewing our approach to equality and diversity in the context of CPA and the Equality Standard across the authority and employment will form a part of such a review. Future performance of this indicator will depend, in part, on the level of ambition determined for the authority in terms of the equality standard, as employment policies and practices are a significant element of delivering the equality standard.

BV156 % Local Authority buildings accessible to the disabled

Performance in the first quarter is 83% compared with the target of 88%.

Director of Property's Comments

The target is an end of year target. Work is underway on Clayton Green Sports Centre and the refurbishment of All Seasons is due to start shortly. The end of year target is achievable.

BV218a Abandoned Vehicle Removal

Performance in the first quarter is 62.5% compared with a target of 85%. This indicator also fell short of its target in the previous year.

Director of Streetscene, Neighbourhoods and Environment's comments

Inexperienced system users are not adhering to pre-set administration procedures resulting in target dates for removal not being defined at the start of the investigation/removal procedure.

To address this,

Pre-set system templates have been refined (June 06)

Written instructions clarified and re-issued (June 06)

Only Supervisors are to deal with abandoned vehicle cases to ensure accuracy and consistency (agreed with Senior Warden June 06)

Regular verification of removal activity by the contractors occurs

An increase in performance to 71.42% has already occurred following on from the meeting towards the end of June. This indicates an improvement in performance. Progress against target will be monitored daily.

% Tenants owing more than 7 Weeks Gross Arrears

Performance is 2.03 against a target of 1.90 at the first quarter.

Director of Housing's Comments

There has been a slight increase in the numbers of cases owing over seven weeks rent predicted for the first quarter. This PI fluctuates throughout the year due to tenants who pay monthly and the accounting periods. The profile of this PI results in performance increasing when key milestones have been attained which are the rent free weeks in December and March.

To address this the following actions will be implemented:

- Undertake targeting exercise to identify cases owing over 7weeks rent and review actions to be taken.
- Make personal contact to identified tenants to reiterate importance of payment of rent and the consequences of non payment
- Increase enforcement actions where necessary to prompt payment

- Utilise use of Tenant Support and other advice/support services e.g. C.A.B to assist tenants increase their ability to pay ensuring they have claimed benefits they are entitled to and to undertake income and expenditure analysis where tenants are in multiple debts and agree affordable payment plans to avoid court repossession proceedings

With the action plan in place and once key milestones are achieved within the free weeks and accounting periods a true assessment of the performance can be obtained, however at this current stage the target can still be achieved.

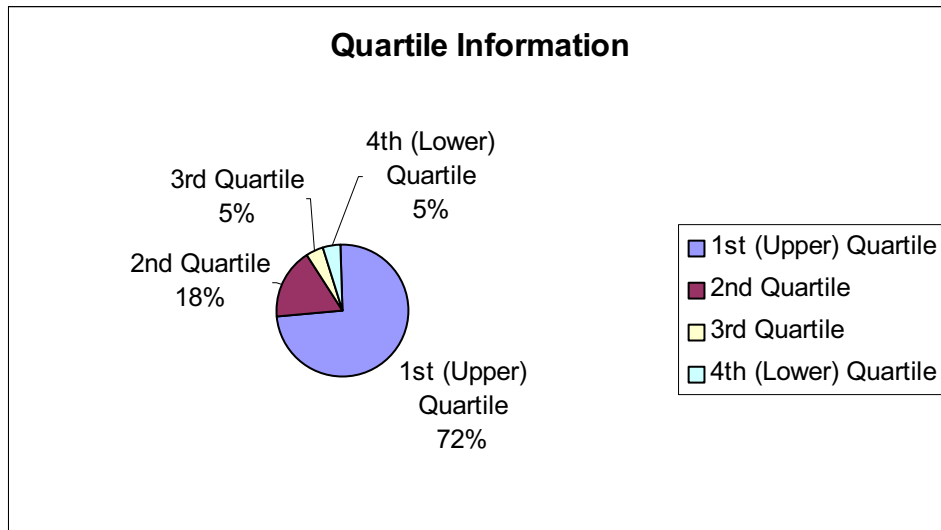
Each of these indicators will be revisited next quarter to continue to monitor progress.

8.4 Quartile Positions

Where available, the quartile data is shown for BVPI's. Not all BVPI's have quartile data as they are either new indicators or are indicators for which the definitions have changed. All England upper and lower quartiles for March 2005 are the latest available. Where available, the quartile data is shown for BVPI's. Not all BVPI's have quartile data. All England Upper and Lower quartiles for March 2005 are the latest available.

Of the 22 indicators that are comparable, 72% (16) are in the upper quartile, 18% (4) in the second quartile, 5% (1) in the third quartile and 5% (1) in the lower quartile.

This is very positive. The one indicator in the lower quartile, BV 11b % black and ethnic minority employees in the top 5% of earners, has an action plan aimed at improving performance. This is included at appendix 2.



9. CONCLUSION

Overall, performance against BVPIs for the first quarter 2006/07 is positive and moving in the right direction. Where targets have been missed by more than 5% at this early stage in the financial year, action plans have been introduced to bring

about improvement and Directors are currently confident in securing achievement of the target by the year end.

The Director of Policy and Performance took up her post at the beginning of September and as part of the role, will focus on continuing to develop the quarterly performance monitoring reports to members to ensure those BVPIs either declining in performance, failing to meet targets or within the lower quartiles are highlighted and actions to reverse the situation are outlined. Progress on the delivery of the actions and targets within the Corporate Strategy will also feature within the report.

In addition, there are plans to further strengthen our performance management arrangements through the introduction later in the year of quarterly Round Table Meetings, whereby the Cabinet Member for Policy and Performance and the Director of Policy and Performance will meet with each Cabinet Member and their Director to discuss and challenge poor or deteriorating areas of performance in respect of both BVPIs, local PIs and Corporate Strategy delivery. The Round Tables will also provide the opportunity to share best practice across the organisation in tackling performance issues.

COMMENTS OF THE DIRECTOR OF HUMAN RESOURCES

10. There are no human resource implications

COMMENTS OF THE DIRECTOR OF FINANCE

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

RECOMMENDATION(S)

12. That the report be noted.

LESLEY-ANN FENTON
DIRECTOR OF POLICY AND PERFORMANCE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Lesley-Ann Fenton	5323	22/0/06	

Appendix 1.

List of Best Value Performance Indicators

BVPI Code	BVPI Title
BV 2a	Equality Standard for Local Government
BV 2b	Duty to Promote Race Equality
BV 8	Percentage of invoices paid on time
BV 9	Percentage of Council Tax collected
BV 10	Percentage of non-domestic rates collected
BV 11a	Top 5% earners: women
BV 11b	Top 5% earner: minority ethnic communities
BV 11c	Top 5% earners: with a disability
BV 12	Working days lost due to sickness absence
BV 14	Percentage of early retirements
BV 15	Percentage of ill health retirements
BV 16a	Percentage of employees with a disability
BV 16b	Percentage of economically active disabled community population
BV 17a	Percentage of black and ethnic minority employees
BV 17b	Percentage of economically active minority ethnic community population
BV 156	Buildings accessible to people with a disability
BV 157	E-government: e-enabled interactions
BV 63	Energy Efficiency - Average SAP Rating
BV 64	Number of private sector dwellings returned into occupation
BV 66a	Rent collection and arrears recovery: rent collected
BV 66b	Rent collection and arrears recovery: 7 weeks arrears
BV 66c	Rent collection and arrears recovery: NSPs
BV 66d	Rent collection and arrears recovery: evictions
BV 74a	Tenant Satisfaction with Landlord - all
BV 74b	Tenant Satisfaction with Landlord - ethnic minority tenants
BV 74c	Tenant Satisfaction with Landlord – non-ethnic minority tenants
BV 75a	Satisfaction with participation opportunities - all
BV 75b	Satisfaction with participation opportunities - ethnic minority tenants
BV 75c	Satisfaction with participation opportunities – non-ethnic minority tenants

BVPI Code	BVPI Title
BV 164	Commission for Racial Equality's code of practice in rented housing
BV 183a	Length of stay in temporary accommodation - B&B
BV 183b	Length of stay in temporary accommodation – Hostel
BV 184a	Non-decent Local Authority Dwellings
BV 184b	Non-decent Local Authority Dwellings - change
BV 202	Number of Rough Sleepers
BV 203	Number of Families in Temporary Accommodation
BV 212	Average time to re-let Local Authority housing
BV 213	Housing Advice Service: Preventing Homelessness
BV 214	Repeat Homelessness
BV 76a	Housing Benefit Security - Number of claimants visited per 1000 caseload
BV 76b	Housing Benefit Security - Number of investigators per 1000 caseload
BV 76c	Housing Benefit Security - Number of investigations per 1000 caseload
BV 76d	Housing Benefit Security - Number of prosecutions and sanctions per 1000 caseload
BV 78a	Speed of processing new claim to HB/CTB
BV 78b	Speed of processing changes of circumstances to HB/CTB
BV 79a	Accuracy of HB/CTB claims
BV 79b i	Accuracy of recovering overpayments
BV 79b ii	Accuracy of recovering overpayments
BV 79b iii	Accuracy of recovering overpayments
BV 82a i	Percentage household waste recycled
BV 82a ii	Tonnage of household waste recycled
BV 82b i	Percentage household waste composted
BV 82b ii	Tonnage of household waste composted
BV 84a	Household Waste Collection: kilograms
BV 84b	Household Waste Collection: % change
BV 86	Cost of household waste collection per household
BV 91a	Kerbside Collection of Recyclables: one recyclable
BV 91b	Kerbside Collection of Recyclables: two recyclables
BV 199a	Local street and environmental cleanliness – Litter

BVPI Code	BVPI Title
BV 199b	Local street and environmental cleanliness – Graffiti
BV 199c	Local street and environmental cleanliness - Fly-post
BV 199d	Local street and environmental cleanliness - Fly-tipping
BV 166a	Environmental health checklist of best practice
BV 166b	Trading standards checklist of best practice
BV 216a	Remediation of Contaminated Land
BV 216b	Information on Contaminated Land
BV 217	Pollution Control Improvements
BV 218a	Abandoned Vehicles - Investigation
BV 218b	Abandoned Vehicles – Removal
BV 106	New homes on previously developed land
BV 109a	Planning applications: Major applications
BV 109b	Planning applications: Minor applications
BV 109c	Planning applications: 'Other' applications
BV 179	Standard Searches within 10 Days
BV 200a	Plan Making - Development Plan
BV 200b	Plan Making - Milestones
BV 200c	Plan Making – Monitoring Report
BV 204	Planning Appeals
BV 205	'Quality of Planning Services' Checklist
BV 219a	Conservation Areas - Number
BV 219b	Conservation Areas - Character Appraisals
BV 219c	Conservation Areas - Management Plans
BV 170a	Visits to/usage of museums per 1000 population
BV 170b	Visits to museums in person per 1000 population
BV 170c	Visits to museums & galleries by pupils in organised groups
BV 220	Public Library Service Standards Checklist
BV 126	Domestic burglaries per 1000 household
BV 127a	Violent Crime per 1000 population
BV 127b	Robberies per 1000 population
BV 128	Vehicle crimes per 1000 population

BVPI Code	BVPI Title
BV 174	Racial incidents per 100,000 population
BV 175	Racial incidents with further action
BV 225	Actions against Domestic Violence
BV 226a	Advice and Guidance Services: Total Expenditure
BV 226b	Advice and Guidance Services: CLS Quality Mark
BV 226c	Advice and Guidance Services: Direct Provision

Appendix 2

PERFORMANCE DATA TABLES

Customer, Democratic and Legal

BV Customer, Democratic and Legal Services.										
	Prev Qtr Actual	In Quarter Actual	Perf In Quarter	Target Actual YTD	YTD Target	Perf vs Target	YTD	Target	YTD	Direction of Travel
BV179 % standard searches in 10 days	100.00	100.00	100.00	100.00	100.00		100.00	100.00	100.00	

Development and Regeneration

BV: Development & Regeneration (Monthly)									
	2 months ago	1 month ago	Current Actual	YTD Actual	YTD Perf	YTD Target	YTD Perf vs Target	Change in Perf	Year End Target
BV109a.02 % Planning apps - major	100.00	67.00	50.00	50.00	50.00	60.00			60.00
BV109b.02 % Planning apps - minor	100.00	86.00	90.00	90.00	90.00	65.00			65.00
BV109c.02 % Planning apps - other	94.00	92.00	91.00	91.00	91.00	80.00			80.00

Finance

BV: Finance (Quarterly)											
	Previous Qtr Actual	Qtr This Actual	Qtr Perf Target	vs Change Perf	in Year End Target		YTD Perf	YTD Target	YTD Perf Vs Target	YTD Perf Change in Perf	Year End Target
+ BV076a Number of claimants visited	198.20	218.68	★	▲	200.00				●	▲	
+ BV076c Number of fraud investigations	63.94	66.20	★	▲	40.00						
+ BV076d Number prosecutions & sanctions	13.50	10.00	●	▼	9.00						
+ BV079a % Benefit calculations correct	98.80	99.20	●	▲	99.00						
BV: Finance (Monthly)											
	2 months ago	1 month ago	month Current Actual	YTD Perf	YTD Target	YTD Perf Vs Target	YTD Perf Change in Perf	Year End Target			
+ BV008 % Invoices paid within 30 days	100.00	96.07	95.32	95.32	96.50	●	▼	96.50			
+ BV009 % Council Tax collected	10.95	20.69	30.13	30.13	28.95	●	▼	98.60			
+ BV010 % NNDR collected	13.43	22.38	31.34	31.34	24.75	★	▲	99.00			
+ BV078a Ave time new claims (Cal days)	23.00	23.60	18.60	18.60	25.00	★	▲	25.00			
+ BV078b Ave time for changes (Cal days)	8.00	10.00	7.00	7.00	8.00		▲	8.00			

Housing

BV: Housing Services (Quarterly)										
	Previous Actual	Qtr This Actual	Qtr YTD Perf Target	YTD Perf vs Change in Perf	Year Target	End				
+ BV066b.05 % Tenants > 7wks Gross Arrears	1.99	2.03			1.90					
+ BV066c.05 % Possession Notices Served	57.34	7.85			56.50					
+ BV066d.05 % Tenants Evicted for Arrears	0.45	0.03			0.40					
+ BV183a Length of stay in B&B accom'n	0.00	0.00			0.00					
+ BV183b Length of stay in hostel accom'n	13.51	7.00			12.00					
BV: Housing Services (Monthly)										
	2 months ago	1 month ago	Current Actual	YTD Perf	YTD Target	Year End Target				
+ BV066a.05 % Rent Collected / Rent Owed	97.50	98.59	94.94	94.94	98.90	98.90				
+ BV212.05 Average Time to Re-let	75.58	52.89	22.67	22.67	45.00	45.00				

Human Resources

BV: Human Resources (Monthly)										
	2 months ago	1 month ago	Current Actual	YTD Perf	YTD Target	YTD Perf vs Target	Change in Perf	Year End Target		
+ BV011a.02 Women in top 5% earners	28.00	28.00	29.17	29.17	32.00			32.00		
+ BV011b.02 Black/ethnic in top 5%	0.00	0.00	0.00	0.00	0.75			0.75		
+ BV011c.05 Top 5%: with a disability	8.00	8.00	8.33	8.33	6.00			6.00		
+ BV012 Days / shifts lost to sickness	0.51	1.51	2.28	2.28	2.25			2.25		9.00
+ BV014 % Early retirements	0.00	0.00	0.00	0.00	0.17			0.17		
+ BV015 % Ill health retirements	0.00	0.00	0.00	0.00	0.17			0.17		
+ BV016a % Disabled employees	3.33	3.37	3.52	3.52	3.65			3.65		
+ BV017a % Ethnic minorities employees	1.57	1.58	1.66	1.66	1.60			1.60		1.60

ICT

BV: ICT (Monthly)										
	2 months ago	1 month ago	Current Actual	YTD Perf	YTD Target	YTD Perf vs Target	Change in Perf	Year End Target		
+ BV: ICT : % e-government	82.00	100.00	100.00	100.00	100.00			100.00		100.00

Leisure and Cultural Services

BV: Leisure & Cultural Services (Monthly)										
	2 months ago	1 month ago	Current Actual	YTD Perf	YTD Target	YTD Perf vs Target	Change in Perf	Year End Target		
+ BV170a Visits to / usage of museums	30.60	57.44	88.24	88.24	62.40	★	▲	250.00		
+ BV170b Visits to museums in person	21.90	40.12	61.94	41.32	33.40	★	▲	108.52		
+ BV170c Pupils visiting museums and galleries	26.00	26.00	190.00	190.00	195.00	●	▲	1500.00		

Policy and Performance

BV: Policy & Performance (Quarterly)										
	2 months ago	1 month ago	Current Actual	YTD Perf	YTD Target	YTD Perf vs Target	Change in Perf	Year End Target		
+ BV174 Racial incidents per 1000 pop	0.97	0.97	2.00	2.00	4.50	★	▲	18.00		
+ BV175 Racial incidents - further action	100.00	100.00	100.00	100.00	100.00	●	▲	100.00		

Property Services

BV: Property Services (Monthly)										
	2 months ago	1 month ago	Current Actual	YTD Perf	YTD Target	YTD Perf vs Target	Change in Perf	Year End Target		
+ BV156 % LA public buildings disabled	83.00	83.00	83.00	83.00	88.00	▲	▲	88.00		

Streetscene, Neighbourhoods and Environment

BV: SS Neighbourhoods & Environment (Quarterly)						
	Previous Qtr Actual	This Qtr Actual	YTD Perf vs Target	YTD Perf vs Change in Perf	Year End Target	
+ EN BV82bi.05 % waste composted	28.07	30.87			21.00	
+ EN BV82ai.05 % waste recycled	17.61	17.42			15.00	
+ BV218a.05 Abandoned vehicles-investigate	56.05	98.33			100.00	
+ BV218b.05 Abandoned vehicles-removal	51.25	62.50			85.00	
+ BV225.05 Actions against Domestic Violence	45.00	45.00			?	
BV: SS Neighbourhoods & Environment (Monthly)						
	2 months ago	1 month ago	Current YTD Actual Perf	YTD Perf vs Target	Year End Target	
+ BV126a Domestic Burglaries/1000 h'holds	0.47	0.67	0.70		0.71	
Figures not available for April to June 2006 due to issues with Safer Lancashire Data Collection. Figures to be made available in second quarter report.						
+ BV127a.05 Violent Crime / 1,000 pop.	0.04	0.1	0.16			
+ BV127b.05 Robberies / 1,000 pop.			0.16		1.57	

BV128a Vehicle Crimes per 1000 pop		BV: SS Neighbourhoods and Environment (4 monthly)			
Figures not available for April to June 2006 due to issues with Safer Lancashire Data Collection. Figures to be made available in second quarter report.					
	Last Period Actual	This Period Actual	YTD Perf Actual	YTD Perf vs Change in Perf	Year End Target
EN BV199a.05 Street dirtiness - litter & detritus	7.05	5.00			12.00
EN BV199b.05 Street dirtiness - graffiti	1.63	1.00			?
EN BV199c.05 Street dirtiness - flyposting	0.00	0.00			?

Action Plans for Indicators Missing Target by 5% or More**Indicator Number: BV11a**

Indicator Short Name: % Of Women in Top 5% of earners

Q1		End of Year Target
Performance	Target	
29.17	32	32

Please explain the reasons why progress has not reached expectations:

During the first quarter, there were a number of vacancies at the senior management level within the authority. Appointments had been made but posts not taken up and it was known that the figure would improve in the second quarter.

Please detail corrective action to be undertaken:

In the second quarter, the post holders of the vacant senior posts will take up their posts and the position will improve.

Please give an objective assessment as to whether the year end target will be met:

It is anticipated that the end of year target will be met.

Action Plan Owner: Director of HR



Indicator Number: BV11b

Indicator Short Name: % Ethnic Minority Employees in top 5% earners

Q1		End of Year Target
Performance	Target	
0	0.75	0.75

Please explain the reasons why progress has not reached expectations:

Low number of ethnic minority employees within the Council impacts on the top 5% of earners. We are building relationships with local community groups to encourage applications from different ethnic communities. We advertise all vacancies with a strapline actively encouraging applications from all sections of the community. Copies of all vacancies are sent to key members of the ethnic minorities consultative committee.

Please detail corrective action to be undertaken:

We are building relationships with local community groups to encourage applications from different ethnic communities. We advertise all vacancies with a strapline actively encouraging applications from all sections of the community. Copies of all vacancies are sent to key members of the ethnic minorities consultative committee

Action planned through financial year:

We are in the process of reviewing our approach to equality and diversity in the context of CPA and the Equality Standard across the authority and employment will form a part of such a review. Future performance of this indicator will depend, in part, on the level of ambition determined for the authority in terms of the equality standard, as employment policies and practices are a significant element of delivering the equality standard.

Please give an objective assessment as to whether the year end target will be met:

This can be better assessed after the next quarter's data is available.

Action Plan Owner: DIRECTOR OF HR

Indicator Number: BV156

Indicator Short Name: % Local Authority buildings accessible to the disabled.

Q1		End of Year Target
Performance	Target	
83	88	88

Please detail corrective action to be undertaken:

Work to Clayton Green Sports Centre to be carried out by CLS under the new contract will bring the figure up to the 88% target.

Action planned through financial year:

Work will start on completion of the All Seasons refurbishment now under way.

Please give an objective assessment as to whether the year end target will be met:

The year-end target is achievable.

Action Plan Owner: Roger Handscombe
 Director of Property Services

Indicator Number: BV 218b

Indicator Short Name: Abandoned Vehicles- Removed

Q1		End of Year Target
Performance	Target	
62.5	85	85

Please explain the reasons why progress has not reached expectations:

Inexperienced system users are not adhering to pre-set administration procedures resulting in target dates for removal not being defined at the start of the investigation/removal procedure.

Please detail corrective action to be undertaken:

Pre-set system templates have been refined (June 06)
 Written instructions clarified and re-issued (June 06)
 Only Supervisors are to deal with AV cases to ensure accuracy and consistency (agreed with Senior Warden June 06)
 Regular verification of removal activity by the contractors occurs through improved contact with admin support at the contractors

Action planned through financial year:

Daily monitoring and reporting logs to pre-empt/prompt timely action are issued from Support Services

Please give an objective assessment as to whether the year end target will be met:

An increase in performance to 71.42% had occurred following on from the meeting towards the end of June so if aggregated for the month should indicate an improvement on target. Daily monitoring will ensure improvement and means a Support Service Officer is able to initiate contractor action should there be no Warden supervisor available (through sickness absence) although reminders are issued at least 2 days in advance.

Action Plan Owner: John Lechmere
 Director of Streetscene, Neighbourhoods and Environment

Indicator Number: BVPI 66b

Indicator Short Name: % Tenants owing > than 7 Weeks Gross Arrears

Q1		End of Year Target
Performance	Target	
2.03%	1.90%	1.90%

Please explain the reasons why progress has not reached expectations:
 There has been a slight increase in the numbers of cases owing over seven weeks rent predicted for the first quarter. This PI fluctuates throughout the year due to tenants who pay monthly and the accounting periods. The profile of this PI results in performance increasing when key milestones have been attained which are the rent free weeks in December and March.

Please detail corrective action to be undertaken:

Undertake targeting exercise to identify cases owing over 7 weeks rent and review actions to be taken.
 Make personal contact to identified tenants to reiterate importance of payment of rent and the consequences of non payment
 Increase enforcement actions where necessary to prompt payment

Action planned in next financial year:

Utilise use of Tenant Support and other advice/support services eg C.A.B to assist tenants increase their ability to pay ensuring they have claimed benefits the are entitled to and to undertake income and expenditure analysis where tenants are in multiple debts and agree affordable payment plans to avoid court repossession proceedings

Please give an objective assessment as to whether the end target will be met:

With the action plan in place and once we reach the key milestones within the free weeks and accounting periods a true assessment of the performance can be obtained, however at this current stage the target can still be achieved.

Action Plan Owner: Sue Davidson
Directorate: Housing Services
Contact Number: 01257 515586

Report of	Meeting	Date
Director of Development and Regeneration (Introduced by Councillor Peter Malpas Economic Development and Regeneration).	Executive Cabinet	5 October 2006

CHORLEY TOWN CENTRE STRATEGY

PURPOSE OF REPORT

- 1 To advise Members of the generally positive and encouraging representations received about the Town Centre Strategy and to approve the finalised document.

CORPORATE PRIORITIES

- 2 The production and implementation of the Town Centre Strategy is a key project within the Council's Corporate Strategy and is essential to the attainment of the Council's Strategic Objectives: to put Chorley at the heart of regional economic developments in the Central Lancashire Sub-region and to develop the character and feel of Chorley as a good place to live and visit. The Strategy also draws upon the findings of the approved Economic Regeneration Strategy and will assist the implementation of that Strategy, which identifies Chorley as a Contemporary market town with a distinctive town centre.

RISK ISSUES

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

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

- 4 Becoming more pro-active and strategic in planning, promoting and managing the town centre will necessarily have resource, reputation, information and regulatory implications for the Council.

BACKGROUND

- 5 The Council appointed consultants White Young Green in May 2005 to undertake a study of Chorley Town Centre and the wider retail and leisure needs of the Borough. The report provides a detailed health check of the town centre and identifies how the town centre can successfully adapt through to 2015 to provide for the retail and leisure requirements of the Borough's community.

- 6 This process has been taken forward in production of the draft Town Centre Strategy, which will be a 10-year policy and action plan until 2016 and will be reviewed every 3 years.
- 7 The Strategy has been prepared to provide a co-ordinated framework for policy, action and investment requiring the Council to work positively with existing partners and also forge new partnerships. The basic principle underlying this Strategy is to realise the potential of Chorley Town Centre and so improve its vitality and viability. This can be assisted through town centre management, environmental improvements and regeneration, promotion and marketing to provide for the needs of the local community, local businesses and those who visit the centre. The Strategy seeks to build on the town's strengths to better serve the needs of local people and businesses and so develop a Unique Selling Point that can be used to attract a greater range of quality outlets and more visitors.
- 8 **Four Priority Elements** are identified in the Town Centre Strategy because there are a number of inter-related opportunities running through each strategic objective. The Priority Elements help to focus on the necessary key measures and actions required to secure and enhance the Town Centre's vitality and viability.
Town Centre Diversification - Broaden Chorley Town Centre's economic base particularly in relation to stimulating the expansion of the evening economy, increasing the clothing and footwear offer and encouraging new small independent specialist retailers;
Town Centre Environment – Ensure that the physical fabric of the town maximises its contribution to future competitiveness of the centre through significant enhancement and general maintenance;
Accessibility and Movement - Build upon the current high levels of accessibility and address specific issues such as the current car parking system and pedestrian linkages within the town centre.
Business Promotion and Support - Strengthen the town centre's role through stronger links with the business community and a greater level of support.
- 9 **The Town Centre Strategy** aims to pursue a wide range of coordinated actions under the above-mentioned Priority Elements. Priority Actions have been identified in the accompanying action plan and initial targets for 2006/07 have been set against each of these. The identified Priority Actions are:
- Bring forward major retail and leisure developments including a second phase of Market Walk
 - Secure a better range and quality of shops and leisure attractions
 - Encourage quality office development
 - Identify and reinforce the local distinctiveness of the town centre
 - Improve public spaces and shop fronts
 - Review car parking and improve choice
 - Implement transport improvements in the town centre
 - Develop and pursue a marketing strategy
 - Improve partnership working and communication with town centre stakeholders
 - Development the commercial potential of the town centre and the markets
- 10 The draft version of the Strategy was published for consultation and community involvement for a six-week period from the 15 March 2006.
- 11 At the same time the Council also consulted on preferred options for the Chorley Town Centre Action Area and Retail and Leisure Policies Development Plan Document, as part of the Local Development Framework. It sets out policies to guide decisions on planning applications in the Town Centre as well as in local centres across the Borough.

COMMENTS RECEIVED AND PROPOSED CHANGES

- 12 The Council held a presentation and workshop on the draft Town Centre Strategy on 26 April 2006 for invited organisations to consider and comment on the Strategy and its associated Action Plan. This was a very useful and informative meeting with many constructive and positive suggestions for taking the Strategy forward. The comments received at the workshop and the Council's response is attached at Appendix A.
- 13 Over the consultation period the Council also received 22 separate representations to the draft Strategy. A summary of the comments and the Council's response is attached at Appendix B.
- 14 Wm Morrison Supermarket Ltd suggested that there is no quantitative need for a new foodstore of 5,000 sq m gross in Chorley and have objected to its inclusion in the Town Centre Strategy A1 because:
- The catchment area is too extensive and Leyland should not be included within Chorley's catchment area.
 - Chorley and Leyland are identified as equal in the settlement hierarchy. Leyland is the weaker of the two towns and therefore any new retail development should be encouraged first in Leyland;
 - The estimated market share of Chorley's existing provision and how accurate the household survey has been is questionable as is the volume of expenditure that would be genuinely available to support new convenience retail floorspace.

They conclude that even using the extensive catchment area, there is insufficient surplus expenditure to support a large new foodstore in Chorley and this could lead to the closure of more vulnerable and weaker stores within the town.

- 15 White Young Green have been retained to respond to this representation (the full response is in Appendix B (pages 9-13) and conclude:
- "It is evident that Wm Morrison currently operate a foodstore within Chorley and are concerned about further convenience goods provision which may compete with their existing store. However, in considering the objection submitted, it must be noted that one of the key objectives of Planning Policy Statement 6 is to support efficient, competitive and innovative retail, leisure and tourism sectors.

Another key objective of PPS6 is to promote and enhance existing centres by focusing development there whilst providing a wide range of services. As there is currently a significant shortfall of convenience goods retailing within Chorley, it is White Young Green's view that the aspirations of the Town Centre Strategy to address this shortfall are fully justified. The town centre strategy seeks to provide a pro-active approach to attract further convenience goods expenditure to the established town centre to help strengthen its role and offer. If such an approach impacts on existing stores in out-of-centre locations then the strategy would have fulfilled its objective and created a more competitive town centre convenience goods sector.

Wm Morrison's criticisms of the White Young Green study are unsubstantiated. The evidence for the study has been gathered by independent market researchers using well-established techniques which are adopted throughout the UK. Therefore, although Wm Morrison suggest that trading conditions at their local store are different to that recorded in the WYG study, without clear evidence of this it is impossible to evaluate their objection.

In summary, the aim/objective of the town centre strategy to introduce more convenience goods shopping within the town centre is totally in accordance with national and regional planning guidance. The White Young Green study confirms that such a development would not result in the closure of stores elsewhere and would in no way undermine the

future growth and development of Leyland. On this basis, the objection submitted by Wm Morrison is both erroneous and unsubstantiated”.

- 16 In view of this advice your officers propose that no change should be made to A1 of the Draft Key Action Plan. However it is proposed to remove the reference to a large supermarket in A1 of the Draft Priority Actions (page 8) as the facilitation of negotiations and site assembly for this proposal would be more realistically actioned from 2007-2008. It is also proposed to make clear that the Priority Actions and Targets will be monitored and reviewed each year. This process will allow actions and targets to be rolled forward or drawn into the programme as appropriate.
- 17 Few other changes are proposed to the Strategy itself. This is because many of the comments made refer to detailed suggestions that are more relevant to the implementation of the actions identified in the Strategy, the proposed final version of which is attached at Appendix C with additions shown in bold and underlined, and deletions shown as strike-throughs. The limited changes are outlined below:
- Insert reference that Priority Actions and Targets will be monitored and reviewed each year. This process will allow actions and targets to be rolled forward or drawn into the programme as appropriate (Page 5/6);
 - Amend Draft Priority Action A1 to remove reference to “A large supermarket or an equivalent extension (2,000-5,000 sq m (gross))” (Page 9);
 - Insert “ The Police” at Action/Project A6 Prospective Partners column (Page 12);
 - Action Project B1 add “including the railway” after Main Approach Routes to the Town Centre. (Page 12);
 - Delete site B1.5 (1) the former Bentwoods, Water Street from Action/Project B1.5 (page 14) and from the Key Action Plan Map. This site is now under construction;
 - Editorial changes where the text has become redundant

BUDGETARY IMPLICATIONS

- 18 The type of intervention required of the Council will vary depending on circumstances. It may include:
- land purchases and sales and possibly joint venture agreements;
 - commissioning of technical work, use of statutory powers and where necessary compulsory purchase.
- 19 There are Actions and Projects, which will require financial commitments on the part of the Council.
- 20 The principal needs for such financial resources are likely to be in relation to:
- environmental improvement schemes
 - acquisition and demolition costs
 - grants for shop front improvements and the like
 - provision of signs and other forms of information
 - staff resources committed to town centre management
 - investment in the markets
 - promotion/business support
 - maintenance of public spaces
- 21 The requirements are not specific at present since they are dependent on the level of contribution from other participants and the specific proposals that emerge. Following the adoption of the Strategy in October 2006 resource needs will then be fed into the budget preparation process for 2007/8 onwards.

COMMENTS OF THE HEAD OF HUMAN RESOURCES

22 There are no apparent HR implications to this report

COMMENTS OF THE DIRECTOR OF FINANCE

23 There are no financial implications associated with this report other than those associated with the comments made on budgeting implications above, which will feed into the next budget cycle for 2007/08.

RECOMMENDATION

24 That the Executive Cabinet approves the adoption of the Chorley Town Centre Strategy.

REASONS FOR RECOMMENDATION

25 Planning Policy Statement 6 (PPS6): Planning for Town Centres states that Council's should be pro-active in their approach to town centres, produce Town Centre Strategies and plan for future development in the town.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

26 None as the need for a planned strategic approach for Chorley town centre has been established.

JANE E MEEK
DIRECTOR OF DEVELOPMENT AND REGENERATION

Background Papers			
Document	Date	File	Place of Inspection
Chorley Town Centre Retail and Leisure Study Final Report	October 2005		Members Room
Chorley Town Centre Retail and Leisure Report	November 2005		
Chorley Town Centre Action Area and Retail and Leisure Policies Preferred Options Development Plan Document	January 2006	***	
Chorley Town Centre Strategy	9 March 2006		
Response from White Young Green on Wm Morrison Supermarket Ltd representations	July 2006		
Report Author	Ext	Date	Doc ID
Alison Marland	5281	21 September 2006	

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TOWN CENTRE STRATEGY WORKSHOP

APPENDIX A

TOWN CENTRE DIVERSIFICATION

Q1. How effectively do the proposed priority actions address the issues faced by Chorley Town Centre?

COMMENTS	COUNCIL RESPONSE AND REFERENCE TO TOWN CENTRE STRATEGY ACTION/PROJECT
<p>Retail development/leisure: Promote sites</p> <p>Sites at Action A1 are too small/medium.</p> <p>2nd phase development at Market Walk – replace the parking that would be lost</p> <p>Consider design of Market Walk 2nd phase scheme</p> <p>May lose key selling point of oldest market town in area therefore need to decide which markets should be located where.</p> <p>The focus of the town centre has drifted to Market Walk</p> <p>Success depends on what uses go to which sites</p> <p>Cinema viability is dependent on film releases that attract young people</p> <p>The QS Fashion site should be redeveloped</p> <p>Linkage between QS Fashion and Booths /Wetherspoons</p> <p>Improve evening economy</p>	<p>Covered by A1</p> <p>There is a range of sites and sizes. The sites are not too small – they are compatible with the existing fabric and capacity of the town, and comply with policy considerations and the sequential test.</p> <p>Any development of Site A1 (4) will include a significant element of car parking.</p> <p>Achieving a high quality design is a key issue and will be covered by Policy R1 of the Chorley Town Centre Action Area and Retail and Leisure Policies Development Plan Document (Local Development Framework).</p> <p>Covered by Action D1 to promote Chorley as a Contemporary Market Town and D3 to promote the markets and support specialist street markets.</p> <p>B2.1 and B2.4 allow for a public realm audit including areas away from Market Walk - on the full length of Market Street from Pall Mall/ Bolton St junction to the Union St junction, and the area in front of the Library, Union Street.</p> <p>A1 only allows specific appropriate uses on the 4 sites identified</p> <p>The White Young Green Chorley Town Centre - Retail and Leisure Study findings show there is a quantitative and qualitative need to provide a small sized cinema within Chorley Town Centre. The facility could provide 6 screens. This is specifically proposed as part of A1.</p> <p>A1.4 allows for this to occur.</p> <p>B2.1 and B2.4 allow for a public realm audit on the full length of Market Street from Pall Mall/ Bolton St junction to the Union St junction</p> <p>Covered by A6.</p>

TOWN CENTRE DIVERSIFICATION

Q2. How can the actions best be facilitated?

COMMENTS	COUNCIL RESPONSE AND REFERENCE TO TOWN CENTRE STRATEGY ACTION/PROJECT
More parking on Market Street	B2.1 and B2.4 allow for a public realm audit on the full length of Market Street from Pall Mall/ Bolton St junction to the Union St junction, and the area in front of the Library, Union Street. It is unlikely more parking will be allowed on Market Street.
Provide diverse offer of uses in the Town Centre	Covered by A1, A2, A3, A4, A5 and A6.
Require different type of shopping: specialist shops	Covered by A2
Access and linkages between QS Fashion, Market Street and Booths/Market Walk is very important.	B1 identifies and reinforces local distinctiveness by means of a town centre audit, and B2.1 and B2.4 allow for a public realm audit on the full length of Market Street from Pall Mall/ Bolton St junction to the Union St junction, and the area in front of the Library, Union Street.
The Bypass has not co-ordinated retail development in the town centre	The aim of the bypass was to take traffic out of the town centre and this has been achieved. The Town Centre Bypass is a main approach route which is covered by B1.3, B1.4, B1.5
Promotion/marketing very important	Covered by D1, D2, D3, and D4.
Different markets required	Covered by D3
How town centre is branded is a key consideration	Covered by A2, A3, A4, A5, A6, D1, D2 and D3.
Attract middle ground range shops – to achieve diversification	Covered by A2 and D1
Improve Town Centre Economy in various ways: Cultural Music Different people in the Town Centre Comedy Nights	Covered by A6 and D1, D3, D4, D5, D6

TOWN CENTRE DIVERSIFICATION

Q3. What contribution can you, as a stakeholder, make to the process (time, funding, other)?

COMMENTS	COUNCIL RESPONSE AND REFERENCE TO TOWN CENTRE STRATEGY ACTION/PROJECT
Market and promote range of stores in Chorley	Covered by A2 and D1
Vital to have Town Centre Manager to <ul style="list-style-type: none"> • Share with South Ribble • Facilitate funding of business • Breed confidence/success 	The Council has not ruled out the appointment of such a manager within this 10-year strategy plan. The Town Centre Strategy heavily promotes partnership working and promotion. A Town Centre Manager would be one of a number of ways to deliver this agenda. A marketing and promotion person would find it difficult to promote 2 separate areas at the same time.
“Old Money” owns Chorley Town Centre – get such people together to discuss key sites, and uses, what they can contribute	It is vital that all stakeholders get involved in the town centre strategy to assist in partnership working. This must include landowners and developers who have an interest in Chorley Town Centre.
Build on identity of the Town Centre	Covered by D1 to promote Chorley as a Contemporary Market Town.
Stay Longer Attractions/Environment/Marketing	Covered by A2, A5, A6 and D1
Rent reviews can force out traders	Not a Council issue. Set by property owners.
Creative uses need to be encouraged	Covered by A6

TOWN CENTRE ENVIRONMENT

Q1. How effectively do the proposed priority actions address the issues faced by Chorley Town Centre?

COMMENTS	COUNCIL RESPONSE AND REFERENCE TO TOWN CENTRE STRATEGY ACTION/PROJECT
<p>Covered Market to become Market Hall</p> <p>Empty shops need to be reduced</p> <p>Shop fronts should be improved</p> <p>More floorspace is required</p> <p>Greater range of units is needed</p> <p>Further pedestrianisation should be pursued</p> <p>Reroute buses</p> <p>Greater traffic control is necessary</p> <p>Install automatic barriers on Market Street</p> <p>Improve paving</p> <p>Improve street cleaning</p> <p>A 2nd phase of Market Walk needs to be well designed</p> <p>Gateways are important</p>	<p>Will look at issues, feasibility and cost implications.</p> <p>Covered by A2, and B2 to promote shop front and building façade improvements, and work with property owners to secure attractive window displays and improve the appearance of vacant units.</p> <p>Covered by A1</p> <p>Covered by A3</p> <p>Covered by B1 and B2</p> <p>Covered by C4</p> <p>These issues will be addressed when the Council undertakes a Strategic Transportation Study and Transport Accessibility Plan identified as key projects in the Corporate Strategy 2006/07- 2008/09. Car parking is also addressed in Action/Project C1.</p> <p>Covered by B1</p> <p>Significant efforts are already made to keep the Town Centre streets clean, any problems that do arise amount to day-to-day operational issues.</p> <p>A high quality design is a key issue and will be covered by Policy R1 of the Chorley Town Centre Action Area and Retail and Leisure Policies Preferred Options Development Plan Document (Local Development Framework).</p> <p>Covered by B1 and sites B1.1 - B1.8</p>

TOWN CENTRE ENVIRONMENT

Q2. How can the actions best be facilitated?

COMMENTS	COUNCIL RESPONSE AND REFERENCE TO TOWN CENTRE STRATEGY ACTION/PROJECT
Marketing and Promotion	Covered by D1
Town Centre Partnership	Covered by D2.
Shopping Guide	Covered by D1
Unified Sunday opening	Dependent on partnership working
Publicise free Sunday parking	Covered by D1 and C1
Sunday Market?	Dependent on partnership working and covered by D3
Sunday Car Boot Sale	Dependent on partnership working
Street market	Covered by D3
Improve canopies of stalls	Will be considered as part of D3
More attractive stalls	Will be considered as part of D3
Free trial for stalls on Market Street	Will be considered as part of D3
Room for traders to park their vehicles on West Street car park	Will be considered as part of D3
Pay on exit car parks	Covered by C1
Reduce car park charges	Covered by C1

TOWN CENTRE ENVIRONMENT

Q3. What contribution can you, as a stakeholder, make to the process (time, funding, other)?

COMMENTS	COUNCIL RESPONSE AND REFERENCE TO TOWN CENTRE STRATEGY ACTION/PROJECT
Join the Town Centre Partnership	Partnership working is the key to business promotion and support and is covered by D3
Remove A Boards	A town centre audit covered by B1 will look at this issue.

ACCESSIBILITY AND MOVEMENT

COMMENTS	COUNCIL RESPONSE AND REFERENCE TO TOWN CENTRE STRATEGY ACTION/PROJECT
Rate payers should get a sticker with free half hour parking	Will be covered as part of C1
Produce a leaflet listing key attractions to give to shoppers	Covered by D1
Introduce additional car parking return time grace period over and above that already granted	Will be covered as part of C1
Hours of parking enforcement vary from District to District (Perceived)	} These issues will be addressed when the Council undertakes a Strategic Transportation Study and Transport Accessibility Plan identified as key projects in the Corporate Strategy 2006/07- 2008/09. Car parking is also addressed in Action/Project C1.
Change Traffic Restriction Orders to aid shopping patterns and reduce residents conflicts	}
Discussion about how we introduce a Traffic Restriction Order. (Consult/Review/Advertise)	}
Residents to have a parking disc to give residential identity. (Different tariff)	}
Should make Chorley a better/simpler place to park	}
Car parking charges are seen as a deterrent to visiting town centre	}
Pay on exit parking is the main requirement	To be covered by C1
Undertake a review of parking.	
Increase signage to Car Parks	Covered by C1 and C5. There has been improved signage to car parks and additional links to car parking spaces database on the Chorley Borough Council website, and for transport information, which is highly accessible and promotes alternative transport choices.
Traders are disappointed with lack of opportunity for feedback.	Six weeks of consultation with drop in sessions were arranged to herald the publication of the Town Centre Strategy and Development Plan Documents.
Accessibility would be improved by the introduction of controlled crossings and better use of public space.	Covered by C2
Accessibility of Town Centre from Buckshaw Village needs to be improved.	Hartwood roundabout Improvements and cycle links at Chancery/Chorley Kickstart and rerouting of buses will assist accessibility.

TOWN CENTRE STRATEGY CONSULTATION RESPONSE

Appendix B

Ref No	Sub Ref No	Support Paragraph No	Support Action/Project Area	Objection Paragraph Number	Objection Action/Project Area	Objection Key Action Plan Number	Changes Required	Council Response:
TCS001 Miss J.H.Street	01				B2 (2), B2 (4)		B2(2), B2(4) - Objection to the closing of the roads thereby making access and movement around the town centre more difficult.	No Change. No definite proposals have been agreed. The draft proposals for the Town Square in front of the town hall would not restrict traffic from entering the area and may indeed be an interim solution. The scheme under discussion with Lancashire County Council involves removing the traffic signals and introducing mini roundabouts together with zebra crossings on both St Thomas's Street and Union Street. This would free up two lanes of traffic thereby allowing the creation of a wide footway/public space area in front of the ramp outside the Town Hall. The capacity and therefore accessibility will be improved at these locations for motorists and indeed greatly improved for pedestrians. The draft proposals for Union Street in front of the library are less well advanced but would not restrict traffic from entering the area.
TCS001 Miss J.H.Street	02					A1(4), A1	A1(4) - Objection to the use of Union Street car park for retail/leisure development. This area is essential to provide handy parking for the present shops. A1 - Objection to the development of a large supermarket on site A1(4). This area is already well served with such development.	Any development of Site A1(4) will include a significant element of car parking. It is not envisaged that the retail development on that particular site will be a supermarket. It is envisaged that this site will be developed for non food retail.

TOWN CENTRE STRATEGY CONSULTATION RESPONSE

Appendix B

Ref No	Sub Ref No	Support Paragraph No	Support Action/Project Area	Objection Paragraph Number	Objection Action/Project Area	Objection Key Action Plan Number	Changes Required	Council Response:
TCS002 Anderton Parish Council	01	18	B1				The Town Centre Strategy puts much emphasis on gateway improvement for the major road routes in to the town. However, it is considered that the strategy should also identify the primary access points into the primary shopping area which should also include the rail, bus and taxi access points in addition to car parks.	The Town Centre Strategy at B1 does identify a town centre audit for streets and other public areas, which would include the primary shopping area and rail, bus and taxi access points. However add railway line as a further main approach route. Insert at Action/Project B1, final paragraph after, Main Approach Routes to the Town Centre. <u>"including the railway"</u>
TCS003 Runshaw College	01		A1, B1.7, C3, D1					Support Noted
TCS004 Ramblers Association	01		C5, D5				In order for the Chorley interchange to become fully operational there should be an enclosed bridge between the "bus station" and the railway station, so that pedestrians may easily cross the town centre by-pass	No Change. An enclosed bridge across the bypass to service the rail way station and bus station would be prohibitably expensive. It is considered the existing timed pedestrian crossing adequately services these two facilities. Small scale measures will be considered as part of the audit and improvement of gateways.
TCS005 Chorley District Chamber of Trade	01						Chorley is not, as the consultants suggest, "a vibrant and vital town centre". It is slowly dying.	No Change. The improvement of the vitality and viability of the Town Centre lies at the heart of the Town Centre Strategy. All the proposals are designed to realise its potential and improve its competitiveness and attractiveness.

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Ref No	Sub Ref No	Support Paragraph No	Support Action/Project Area	Objection Paragraph Number	Objection Action/Project Area	Objection Key Action Plan Number	Changes Required	Council Response:
TCS005 Chorley District Chamber Trade	02						Chorley is not competing with other towns - losing out to - Trafford Centre/Middlebrook(Free Parking) - Bolton/Wigan etc. (Not, as consultants put it, "a strong loyal catchment of shoppers").	No Change. The improvement of the vitality and viability of the Town Centre lies at the heart of the Town Centre Strategy. All the proposals are designed to realise its potential and improve its competitiveness and attractiveness.
TCS005 Chorley District Chamber Trade	03						Parking - major issues - lack of appropriate spaces - penal regime of wardens (town will not achieve 'café society/leisure format until "pay on exit strategy" is employed).	No Change. The issue is already addressed by Action/Project C1.
TCS005 Chorley District Chamber Trade	04						Booths supermarket and market are the only main attractions. Propose moving the open market to Market Street on 6 month trial basis and have 5/6 day markets (including specialist farmers/french/antiques market days with entertainment etc).	Suggestions noted. The issues are already addressed by Action/ Project D3.
TCS005 Chorley District Chamber Trade	05						Evening town centre use will only reoccur when "ghetto/no-go" atmosphere is removed. At present only under 25's and some unsavoury characters inhabit the town centre after 8pm. Curbs required on town centre pubs - policing issue, plus creation of other non-drinking activities e.g. cinema, bowling, restaurants etc to be provided.	Comments Noted. The Action/ Project A6 aims to promote a diverse range of leisure and cultural facilities. The Police will be partners in this process. A six-screen cinema is specifically proposed as part of Action/Project A1. Amend Action/Project A6 Prospective Partners column to insert "The Police" .

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TCS005 Chorley District Chamber Trade & of	06						The Town Centre Forum is only a "talking shop". (Decisions have already been taken by the Council before forum meetings) - only therefore provides a superficial/serious/meaningful liaison facilities are required urgently, on a regular basis.	Comments Noted. Effective communication and consultation including improving the role of the Town Centre Forum is in Action/Project D2. The Council recognises the delivery of the Town Centre Strategy is essentially dependent on partnership working.
TCS005 Chorley District Chamber Trade & of	07						A town centre manager should be employed - linking business with members on a serious salary, not a £16k person as proposed previously. Liaison then with major retailers/developers/investors needed to attract new business into town centre, e.g. Debenhams (looking at smaller towns) + Tesco Metro, Deutsche Bank etc etc.	The Council has not ruled out the appointment of such a manager within this 10 year strategy plan. The Town Centre Strategy heavily promotes partnership working and promotion. A Town Centre Manager would be one of a number of ways to deliver this agenda.
TCS005 Chorley District Chamber Trade & of	08						A comprehensive marketing strategy is required.	The Council's Corporate Strategy identifies the development of a communications and marketing strategy as a key project for 2006/07. Action/Project D1 covers the promotion and marketing of the Town Centre.
TCS005 Chorley District Chamber Trade & of	09						Chorley has stood still (hence gone backwards) over past 30 years due to apathy/malaise of previous Chief Executive Officers/Council members.	No Change. The improvement of the vitality and viability of the Town Centre lies at the heart of the Town Centre Strategy. All the proposals are designed to realise its potential and improve its competitiveness and attractiveness.

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TCS005 Chorley District Chamber Trade	10						Local environment continues to need work - fancy pavours are fine put poor shop fronts, neglected upper floor facades, vacant units etc all detract from appearance.	Comments Noted. Action/Project B2 supports these points.
TCS005 Chorley District Chamber Trade	11						Proposed park and ride scheme could link Botany Bay with the town centre. Free shuttle bus then to incorporate Chorley Hospital, Buckshaw Village etc.	No Change. This issue will be addressed when the Council undertakes a Strategic Transportation Study and Transport Accessibility Plan identified as key projects in the Corporate Strategy 2006/07 - 2008/09.
TCS005 Chorley District Chamber Trade	12						Chorley town centre (not even in transition as consultants suggest but in reverse gear) is in need of positive, consistent promotion.	No Change. The Town Centre Strategy heavily promotes partnership working and promotion.
TCS006 PAICE	01						The length of the consultation period allowed for these comments is inadequate.	No Change The Council particularly seeks the views of local community groups. The consultation period for the Town Centre Strategy was kept at six weeks, the same time as for the Local Development Framework documents as it is a closely related document. It is a statutory requirement for Local Development Framework documents that the formal consultation periods shall be six weeks long.

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TCS007 RREEF Ltd	01		A1				Encourage the development of 1) additional non food retail floorspace 9,400 sqm gross 2) A large supermarket or an equivalent extension 3) A 6-screen cinema. Use the sites identified on the key action.	Support Noted and covered by Action A1
TCS007 RREEF Ltd	02		A1.1				Bring forwards proposals for a second phase of retail development at market walk. This will link to the existing centre and will offer maximum attraction to retailers and shoppers.	Support Noted
TCS007 RREEF Ltd	03	1					Support the strategy and its aim to put Chorley at the heart of regional economic developments in the Central Lancashire sub-region. This is especially relevant to the North West England Regional Spatial Strategy as we believe that Chorley has a significant role to play as an important accessible town centre. The development of a successful town centre will ensure that Chorley remains competitive in the region.	Support Noted
TCS007 RREEF Ltd	04	17					Support the Council's strategic objectives to improve the vitality and viability of the town centre by increasing its retail and leisure attractions to customer, business and investors.	Support Noted.

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TCS007 RREEF Ltd	05	18 (a)					Support the Council's plans for diversification. To achieve this Chorley town centre will broaden its economic base particularly in relation to stimulating the expansion of the evening economy, increasing the clothing and footwear offer.	Support Noted.
TCS007 RREEF Ltd	06						Designation A1(4) (adjacent to Market Walk) on the key action plan map should be included in the primary shopping area. This area is directly connected to the existing market walk centre, retail expansion in this area will be attractive to main retailers which are needed for Chorley town centre to at least maintain its position in the retail hierarchy.	No Change. Project/ Action A1(4) is included in the Primary Shopping Area as identified in the Chorley Town Centre Action Area and Retail and Leisure Policies Preferred Options Development Plan Document.
TCS007 RREEF Ltd	07					A1(4)	The designation A1(4) on the key action map should be for predominantly main comparison shopping for national retailers only, given the proximity of the site to the markets and the primary shopping area.	No Change. Project/Action A1(4) specifically encourages development of additional non-food retail floorspace and discussions are being held for this on the A1(4) site to achieve national retailers.

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TCS008 Manchester Magistrates' Court	01						Propose that the site formed by the Magistrates court and police station be identified as part of St Thomas's Road gateway [B1.8] for physical improvement [linked to action B2(3) and potential comprehensive redevelopment should the current occupiers consider vacating the site. A strategy for any potential redevelopment would be in partnership with the DCA, Police Constabulary, Council and other private and public bodies.	Maintain a watching brief over the area pending further developments/decisions concerning the future of the court.
TCS009 Sport England (North West)	01						Seek changes to the draft town centre and retail policies to ensure important recreation activities are given parity of treatment with other use classes. The draft strategy needs to support this view to realise the full potential of Chorley town centre, and to support the evidence base of the Local Development Framework.	No Change. Covered by Action/Project A1, A2, A3, A5, A6
TCS010 Ulmes Walton Parish Council	01						Review public transport arrangements from outlying parishes and seek to enhance them where possible with particular reference to the needs of the elderly and disabled. Endorses the Chorley Town Centre Strategy subject to the amendments proposed related to category C actions.	No Change It is not the role of the Town Centre Strategy to review public transport arrangements from outlying parishes. The Council through the Strategy will investigate alternative routes for public transport in the Town Centre with Lancashire County Council and bus operators. The Council are committed to enhancing accessibility for all (Action C5).

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<p>TCS011</p> <p>Wm Morrison Supermarkets Plc</p>	01			7	A1		<p>Object to para.7 and draft priority A1 of the Town Centre Strategy for the following reasons;</p> <p>Consider the catchment area is too extensive and Leyland should not be included within Chorley's catchment area.</p> <p>Chorley and Leyland are identified as equal in the settlement hierarchy. Leyland is the weaker of the two towns and therefore any new retail development should be encouraged first in Leyland.</p> <p>Also query the estimated market share of Chorley's existing provision as Morrisons is trading at an average to below average company trade. Therefore query how accurate the household survey has been and therefore how much expenditure within the catchment area would be genuinely available to support the development of new convenience retail floorspace in Chorley.</p> <p>Therefore conclude that even using the extensive catchment area, there is insufficient surplus expenditure to support a large new foodstore in Chorley and this could lead to the closure of more vulnerable and weaker stores within the town.</p> <p>Consider that there is no quantitative need for a new foodstore of 5,000 sq m gross in Chorley and object to its inclusion in the Town Centre Strategy.</p> <p>The Town Centre Strategy should therefore:</p> <p>i) remove all reference to there being surplus convenience goods expenditure to support additional convenience floorspace (food grocery) in Chorley of approx 5,000</p>	<p>The Role of Leyland</p> <p>It is important to note that the catchment defined for the study was purposely 'stretched' beyond Chorley's likely sphere of influence to understand the true extent of the centre's primary and secondary catchments.</p> <p>In order to define the true catchment of Chorley, a household survey was undertaken. This also helped to establish current market shares and overall shopping patterns within the defined catchment.</p> <p>As the study was supported by empirical evidence in the form of the household survey, the actual definition of the catchment is not critical to the overall outputs of the study.</p> <p>The fact that Leyland is included on the edge of Zone 3 and Zone 4 does not mean that the study has mis-represented Leyland's role and function within these zones. If people responded that they went shopping in Leyland then this would be coded accordingly and would be excluded from the Chorley market share.</p> <p>The whole purpose of the survey research is to address the guidance set out in paragraph 2.32 of PPS6, which Wm Morrison quote in their objection. In Leyland's catchment extends into the boundary of the study (which it does) then the survey evidence would have (and has) recorded the extent of this influence. On this basis, there is no question that the study has ignored the role of Leyland in favour of Chorley.</p> <p>In addition, WYG are also somewhat surprised at the statement made by Wm Morrison that development should occur within Leyland ahead of any development in Chorley, despite both centres being identified as 'Tier 2' centres in the Adopted Structure Plan. White Young Green can find no policy</p>

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							<p>sq m gross; and</p> <p>ii) remove a floorspace target, possibly replacing it with an aim of further improving the quality of the town centre's convenience retail offer.</p>	<p>reference at both the County and Regional level which states that Chorley's development should be 'held back' whilst further development is encouraged within Leyland.</p> <p>In addition, there is no evidence to suggest that the future growth and development of Chorley would have a deleterious impact upon the vitality and viability of Leyland Town Centre. The study undertaken by WYG is conscious of Chorley's future role and does not attempt to elevate its position within the sub-regional hierarchy to a level that would in anyway undermine Leyland's role.</p> <p>Chorley's Market Share</p> <p>White Young Green acknowledge that if facilities are improved in Leyland in the future then this may have an impact upon overall market share achieved by facilities within Chorley. However, the argument can also be applied to Chorley Town Centre. If Chorley were to improve its overall offer in the future then this may impact on the overall market shares achieved by the centre. In fact, the Booths supermarket may have already had a positive impact as this was opened after the survey research was completed.</p> <p>WYG recognise that market shares will change overtime and this is why retail and leisure studies need to be continually updated. However, the market share recorded at the time of the study was based on empirical evidence, which is the most robust method of approach.</p> <p>Wm Morrison suggest that the market share is also inaccurate because it identifies that the Wm Morrison store is overtrading by 64% which they state is not the case. However, Wm Morrison fail to recognise is that the overtrading estimate of the store is not just based on the market share but is a</p>

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								<p>culmination of factors included in the overall modelling exercise. The model includes population figures, expenditure estimates, benchmark turnovers and the net floorspace estimate used for convenience goods within the Wm Morrison store. Therefore, the overtrading estimate derived for the Wm Morrison store is not just directly related to the market share.</p> <p>The approach adopted by WYG in estimating the levels of overtrading is set out clearly within the retail model included in the study. We recognise at paragraph 6.02 that there are limitations with any survey research. However, this is the most accurate way to establish trading patterns and potential turnovers and is an established methodology throughout the UK.</p> <p>WYG note that Wm Morrison suggest that the store is trading at benchmark or slightly below. However, without any evidence from Wm Morrison to demonstrate this it is difficult to comment on the relevance of this statement.</p> <p>Therefore, although Wm Morrison have re-worked the capacity assessment by removing the turnover from their store, White Young Green believe that such an approach is totally invalid.</p> <p>For example, if the survey (according to Wm Morrison) over-estimates the spend going to the Chorley store this does not then mean that any adjustment should then remove this expenditure from Chorley's catchment altogether. If the survey over-estimates the trade at Wm Morrison then it is possible that it under-estimates the spend at another stores in Chorley.</p> <p>Therefore, it is totally erroneous to make adjustments to the capacity model by removing spend from the Wm Morrison store in Chorley and</p>

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								<p>reallocating this to stores outside the Borough. Not only is this approach unsubstantiated (particularly with regard to the current trading performance of Wm Morrison) but it also disregards the empirical evidence gathered by the study which has been carried out by an independent market research company.</p> <p>Retail Impact on Chorley</p> <p>In addition to the capacity arguments presented, White Young Green are also having difficulty understanding the logic that introducing new convenience development into the town centre will undermine other foodstores elsewhere and result in potential closures.</p> <p>Firstly, Wm Morrison provide no evidence of these so called 'vulnerable stores' and whether they are in-centre, edge of centre or out-of-centre.</p> <p>Secondly, the survey evidence in Section 5 of the WYG Study clearly demonstrates that convenience goods shopping in Chorley is dominated by existing out-of-centre stores (including the Morrisons). Therefore, any impact created by a new or extended foodstore within the Town Centre would result in the diversion of trade from existing out-of-centre stores (which are afforded no protection in planning policy) to the town centre. Such an approach would further support the aims and objectives of PPS6 which Wm Morrison appear to overlook or misinterpret.</p> <p>Summary</p> <p>It is evident that Wm Morrison currently operate a foodstore within Chorley and are concerned about further convenience goods provision which may compete with their existing store. However, in considering the objection submitted, it must be noted that one of the key objectives of PPS6 is to support efficient, competitive and innovative</p>

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								<p>retail, leisure and tourism sectors.</p> <p>Another key objective of PPS6 is to promote and enhance existing centres by focusing development there whilst providing a wide range of services. As there is currently a significant shortfall of convenience goods retailing within Chorley, it is White Young Green's view that the aspirations of the Town Centre Strategy to address this shortfall are fully justified. The town centre strategy seeks to provide a pro-active approach to attract further convenience goods expenditure to the established town centre to help strengthen its role and offer. If such an approach impacts on existing stores in out-of-centre locations then the strategy would have fulfilled its objective and created a more competitive town centre convenience goods sector.</p> <p>Wm Morrison's criticisms of the WYG study are unsubstantiated. The evidence for the study has been gathered by independent market researchers using well established techniques which are adopted throughout the UK. Therefore, although Wm Morrison suggest that trading conditions at their local store are different to that recorded in the WYG study, without clear evidence of this it is impossible to evaluate their objection.</p> <p>In summary, the aim/objective of the town centre strategy to introduce more convenience goods shopping within the town centre is totally in accordance with national and regional planning guidance. The WYG study confirms that such a development would not result in the closure of stores elsewhere and would in no way undermine the future growth and development of Leyland. On this basis, the objection submitted by Wm Morrison is both erroneous and unsubstantiated.</p>

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								<p>No change to A1 of the Draft Key Action Plan.</p> <p>However, the facilitation of negotiations and site assembly for a large supermarket in A1 of the Draft Priority Actions would be more realistically actioned from 2007-2008.</p> <p>Amend Draft Priority Action A1 to delete reference to <u>"A large supermarket or an equivalent extension (2,000-5,000sq m (gross))"</u>.</p> <p>Amend paragraph 19 beginning of last sentence to insert <u>"In order to implement the Strategy....."</u></p> <p>Insert at end of paragraph 19 <u>"These Priority Actions and Targets will be monitored and reviewed each year. This process will allow actions and targets to be rolled forward or drawn into the programme as appropriate."</u></p>
TCS012 Lancashire County Council Adult & Community Services	01						<p>Disappointed that the needs of people who have a physical/sensory impairment are not given a high profile. All actions relating to housing/car parking and office developments should include disabled access. Disability should be at the heart of everything you do for the people of Chorley.</p>	<p>No Change. The Council are committed to enhancing accessibility for all the Action/Project C5.</p>
TCS013 Mono Consultants Ltd	01						<p>The mobile operators association would like to see a policy purely relating to telecommunication systems</p>	<p>No change. The Town Centre Strategy is not the appropriate document for telecommunications policy.</p>
TCS014 Environment Agency	01						<p>The Environment Agency have no comments to make.</p>	<p>Noted</p>

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TCS015 Lancashire County Council	01						Proposed improvements to pedestrian routes, in particular improvements to pedestrian crossings and the public realm, e.g. Action Plan items, B1.3 and C2 are welcomed. The proposed public realm audit should ideally incorporate a pedestrian audit.	Support Noted. The proposed public realm audit will consider the type and location of street furniture, pedestrian priority, accessibility and movement. Action/Project B2 cover these points.
TCS015 Lancashire County Council	02						Actions C3 and C4 are considered to be in line with Policy 1 of the Joint Lancashire Structure Plan which aims to achieve high accessibility for all by walking, cycling and public transport. The use of Lancashire County Council Accession software may be a complementary measure for implementation of Policy C4	Comments Noted. It is recognised that partnership working is essential to the delivery of these Actions.
TCS015 Lancashire County Council	03						Action C1 seeks to encourage more and longer stay shopper parking. Further clarity is required to identify whether the proposals are in line with Policy 7 of the Joint Lancashire Structure Plan and Supplementary Planning Guidance "Access and Parking". The definitions section of the Supplementary Planning Guidance identifies long-stay parking as being over 4 hours in duration. Any proposals to provide parking for a duration of more than 4 hours should be charged in such a manner as to discourage commuter parking. The overall strategy should be in line with paragraph 3:21 of the Supplementary Planning Guidance which resists provision of further public parking- the policy appears to be contrary to this	Comments Noted. The Council is fully aware of the contents of Policy 7 of the Joint Lancashire Structure Plan and Supplementary Planning Guidance "Access and Parking". Action/Project C1 covers these issues which will be fully investigated when the investigate measures are instigated.

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TCS015 Lancashire County Council	04						The strategy includes proposals for increased housing provision in the town centre. It is important that any additional housing is considered in relation to the housing provision figures of Policy 12 of the Joint Lancashire Structure Plan.	Comments Noted. In relation to Action/Project A4, the Council is fully aware of the contents of Policy 12 of the Joint Lancashire Structure Plan and the restrictions that apply
TCS015 Lancashire County Council	05						It has been noted that sites are identified as 'Development Opportunities' outside the town centre on the 'key action plan map'. The strategy does not appear to indicate what uses will be appropriate on these sites	The sequential test and other policy considerations will be material to discussions concerning the future of these gateway sites
TCS016 English Heritage	01						There are two conservation areas in Chorley Town Centre. The preparation of a town centre audit and development of a design strategy as a means of identifying and reinforcing local distinctiveness is supported but you should also consider the preparation of conservation area appraisals and management plans You may wish to consider extending the methodology to the wide town centre area	Comments Noted. Conservation area appraisals and management plans along with the review of Conservation Area boundaries is an ongoing part of the Heritage function of the Council
TCS017 Northwest Regional Development Agency	01						We note that the Town Centre Strategy identifies the Northwest Development Agency as a prospective partner in relation to Action D2 'Strive to achieve effective communication and consultation on town centre issues with all interested parties'. We are unclear what role, if any, the Agency would have in relation to this action which, we presume, essentially concerns town centre issues of a local nature	Comments Noted. Delete reference to " Northwest Development Agency " as prospective partner in relation to Action D2

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TCS018 Lancashire County Developments Ltd	01						<p>The position for making all these things happen would be to appoint a Town Centre Manager.</p> <p>It was suggested that Chorley's Unique Selling Point is its markets but it appears that it needs to be supported by other reasons to visit the town</p> <p>There is a need to look at the local distinctiveness of Chorley, what sets it apart from the others, the idea of a contemporary market town feels marketable</p>	<p>The Council has not ruled out the appointment of such a manager within this 10 year strategy plan. The Town Centre Strategy heavily promotes partnership working and promotion. A Town Centre Manager would be one of the a number of vehicles to deliver this agenda</p> <p>The Town Centre Strategy effectively recognises and responds to the need for diversity and over reliance on markets</p> <p>The Unique Selling Point is covered by Action/ Project D1</p>
TCS019 Lancashire County Developments Ltd	02						<p>Town Centre Management needs some real work doing, we'd be happy to work with you on this, there is some thought around Chorley and South Ribble sharing. We could look to Preston to seek learning</p>	<p>The Council has not ruled out the appointment of such a manager within this 10 year strategy plan. The Town Centre Strategy heavily promotes partnership working and promotion. A Town Centre Manager would be one of the a number of vehicles to deliver this agenda</p> <p>A marketing promotion person would find it difficult to promote 3 separate events at the same time</p> <p>The Council recognise that partnership working is essential to the delivery of an evening economy.</p>
TCS019 Lancashire County Developments Ltd	03						<p>How does the public sector enable the growth of an evening economy to happen?</p>	

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TCS019 Lancashire County Developments Ltd	04						Is a six-screen cinema achievable? Is there a critical mass of people who would use it?	The White Young Green Chorley Town Centre - Retail and Leisure Study findings show there is a quantitative and qualitative need to provide a small sized cinema within Chorley Town Centre. The facility could provide 6 screens and is covered by Action/Project A1
TCS019 Lancashire County Developments Ltd	05						White Young Green indicates Chorley town centre is a major retail destination within the borough. It also says "however many local residents shop outside the borough". Are we saying we are a local shopping destination or not?	The Council are promoting Chorley as a major retail destination. However the White Young Green Report identified Key Messages arising from the study. These included that: Chorley is a vibrant and vital town centre, however if it is to maintain its role, it cannot afford to stand still; There is a strong, loyal catchment of shoppers; Chorley Town Centre is in transition and in need of positive and consistent promotion and town centre management; and There is a need to broaden the range and choice of shops.
TCS019 Lancashire County Developments Ltd	06						We would be keen to understand the ideas around shop front improvements, we have a few projects within LCDL that are supporting these in other boroughs	The study showed that there is leakage from the Borough into other towns particularly during the day when people working outside the borough shop outside the borough. Support noted and welcomed.

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TCS019 Lancashire County Developments Ltd	07						Objected to the word "assist" in the vision. Considers it would be better strengthened by its omission. The vitality of the town centre is really important. It is how we animate the offer. The role of culture, arts and events is really important. Liked the opportunity of looking at 'inclusion' and how we play and include this as a strong marketing opportunity.	No change. The word "assist" implies partnership.
TCS020 Highways Agency	01						Chorley Town Centre is the major retail destination within the Borough, acting as a market town centre for comparison and convenience shopping serving the local population Supporting the provision of a large supermarket or equivalent extension and a 6-screen cinema may actually help reduce the traffic impact on the Trunk Road Network, helping to reduce 'junction hopping' and the number of short trips on the M6, M61 or M65 to the nearby cinemas, retail parks and centres in Bolton, Preston and Blackburn	Support noted.

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TCS020 Highway Agency	02						The Agency considers that the provision of more and longer term parking is likely to encourage the use of the private car. The Agency would therefore be concerned that this is not particularly a sustainable approach and would have a detrimental impact upon the TRN. The Agency would prefer to see references to encouraging more sustainable modes of transport and particularly improvements to public transport, especially as the main train and bus stations are located within the town centre	No Change. These issues will be addressed when the Council undertakes a Strategic Transportation Study and Transport Accessibility Plan identified as key projects in the Corporate Strategy 2006/07-2008/09. Car parking is also addressed in Action/Project C1.
TCS021 United Utilities Plc, Asset Protection	01						The Agency would support any policy which would encourage people to travel by more sustainable modes of transport, such as cycling and public transport	Support for sustainable modes of transport are noted
TCS022 Chorley CPRE	01						United Utilities have no comments to make	Noted
							CPRE have no comments to make	Noted

Chorley Town Centre Strategy

~~Consultation Draft~~

~~March 2006~~

Adopted October 2006

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

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

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

01257 515823

کیجئے:

How to Make Representations

This draft Strategy has been prepared for consultation and community involvement. Representations can be made in any of the following ways:

By post — Planning Policy Section
Development and Regeneration Unit
Chorley Borough Council
Council Offices
Gillibrand Street
Chorley
Lancashire
PR7 2EL

By fax — 01257 515211

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

For representations to be considered they must be received by the Planning Policy Section no later than 5pm, Wednesday 26 April 2006.

CHORLEY TOWN CENTRE STRATEGY

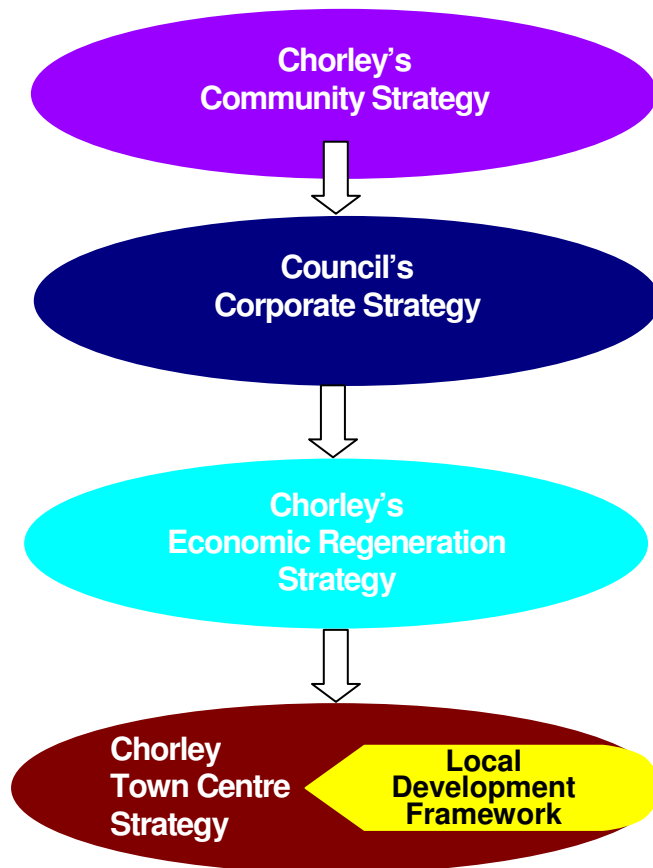
INTRODUCTION

1 This Strategy has been prepared to provide a co-ordinated framework for policy, action and investment requiring the Council to work positively with existing partners and also forge new partnerships. The basic principle underlying this Strategy is to realise the full potential of Chorley Town Centre and so improve its vitality and viability. This principle reflects two of the priorities identified in the Community Strategy and being carried forward in the Council’s Corporate Strategy to:

- Put Chorley at the heart of regional economic developments in the Central Lancashire sub-region; and
- Develop the character and feel of Chorley as a good place to live and visit.

This Strategy also draws upon the findings of the Economic Regeneration Strategy for the Borough, which identifies Chorley as a Contemporary Market Town with a distinctive town centre.

2 Those proposals (shown in yellow in the Action Plan) in the Strategy that concern the development of land and the use of buildings will be taken forward in Chorley’s new development plan – the Local Development Framework.



- 3 To achieve the aim of realising its full potential and so benefit the local community, local businesses and those who visit the town centre, the Strategy proposes to build on the unique character and strengths of the centre by a combination of activities including town centre management, environmental improvements and regeneration, promotion and marketing.
- 4 The key elements of this Strategy are:
- A Town Centre Diversification**
 - B Town Centre Environment**
 - C Accessibility and Movement**
 - D Business Promotion and Support**

STRUCTURE OF THE STRATEGY

- 5 This Strategy comprises:
- Background
 - Chorley's Town Centre Role
 - A Vision for Chorley Town Centre
 - A series of Strategic Objectives designed to help meet this vision.
 - A set of Priority Elements to focus the key measures and actions required to achieve the strategic objectives
 - A list of Actions and Projects, which seek to achieve the objectives and include a set of Priority Actions and Targets for immediate attention. The Actions and Projects include existing, ongoing and planned projects, as well as new proposals.

BACKGROUND

- 6 The Council appointed consultants White Young Green in May 2005 to undertake a study of Chorley Town Centre and of the wider retail and leisure needs of the Borough.
- 7 Their report (Chorley Town Centre – Retail and Leisure Study) provides a detailed evaluation of how the town centre can evolve through to 2015 and meet retail and leisure requirements of the Borough. **Key Messages arising from the study are that:**
- Chorley is a vibrant and vital town centre, however if it is to maintain its role, it cannot afford to stand still;
 - There is a strong, loyal catchment of shoppers;
 - There is a need for the town centre to establish a clear identity and Unique Selling Point such as specialist shops and markets;
 - Chorley Town Centre is in transition and in need of positive and consistent promotion and town centre management;

- There will be significant additional convenience (food) expenditure available within the Borough's population totalling £39.2m by 2015 that could be spent in the town centre. Although the new Booths store will absorb a significant proportion of this increase what is left will be sufficient to support additional supermarket floorspace of up to approximately 5,000 sq m gross;
- There is sufficient projected growth in comparison (non-food) expenditure in the Borough over the next 10 years to support approximately 9,400 sq m gross of additional non-food floorspace within Chorley Town Centre;
- There is a need to broaden the range and choice of shops;
- There is a need to tackle areas of poor quality townscape and public realm and the need for environmental improvements to take advantage of the unique character of the town centre and benefit its image;
- There is a need for new leisure/evening facilities. Growth in the evening economy would be stimulated by improvements to the cultural facilities, quality restaurants, cafes, pubs and the attraction of more tourists;
- There is a quantitative need for a 6 screen cinema;
- There is scope to improve accessibility (pedestrian links) and the operation of car parking;

CHORLEY TOWN CENTRE'S ROLE

- 8 Chorley Town Centre operates in a very competitive retailing environment, because of the number of larger towns located in close proximity to the Borough. Preston City Centre is the major shopping destination in Lancashire and is easily reached from Chorley. Bolton, Blackburn, Southport and Wigan Town Centres are also only a short drive, bus or train ride from Chorley. Chorley Town Centre faces considerable competition from these larger centres, which offer a wider choice of comparison retailing and have some of the larger national stores. Further afield, Chorley Town Centre also faces competition from Manchester City Centre and the Trafford Centre, which can both be reached within an hour from the Borough. The out of centre Middlebrook Retail Park at Horwich also sells a wide range of comparison as well as convenience goods and attracts shoppers from the Borough.
- 9 The White Young Green Study Report recognises that Chorley Town Centre is the major retail destination within the Borough, acting as a Market Town Centre for comparison and convenience shopping serving the local population. It is home to a fairly wide range of shops and services and a significant number of the national chains are represented, complemented by a large number of independent stores. However many local residents shop outside the Borough.
- 10 The Study Report highlights that Chorley Town Centre has improved its position between 2001 and 2004 in the national ranking of Town Centres (Management Horizon Europe's UK Shopping Index, 2003/2004). The Lancashire Shopping Study 2003 also indicates that Chorley appears to be trading well, particularly in comparison to other small towns within Lancashire, which have a far lesser role in serving the non-food shopping needs of the County's residents. The study indicates that Chorley Town

Centre has the seventh highest non-food turnover in Lancashire at £79.7 million. The town's average sales density is calculated at £4,295/sqm, which is greater than some of the larger centres and which ranks it third overall in the County.

- 11 The town centre is also well known throughout the North West for its markets, which include the open Tuesday Market, the Covered Market and various specialist markets that are held from time to time, such as the French Market and the Staffordshire Pot Fair. A wide range of goods are on offer in the markets ranging from locally produced fresh fruit and vegetables, meat, fish, bread and cakes to plants, clothing, household wares and gift items.
- 12 The town centre environment varies from traditional streets with a mix of shops and other uses to the more modern Market Walk shopping development, with several national chain stores. The majority of the town centre is pedestrianised which has enhanced much of the centre by excluding vehicular traffic. The opening of a major new Booths supermarket has also improved the town centre.
- 13 The national average for street level vacancies in town centres is 9.2%. For Chorley Town Centre the vacancy level represents 8.2% of the total floorspace. However, in some parts of the town centre vacant and/or poorly maintained premises detract from the street scene.

THE VISION

- 14 "To assist in improving the vitality and viability* of Chorley Town Centre so that by 2016 it provides a place to successfully do business and visit through a unique offer of attractions". (Source: Chorley Borough Council).

***A key objective of the planning system is to sustain and enhance the vitality and viability of town centres. Vitality refers to the liveliness and vibrancy of a centre and viability to its commercial well being.**

- 15 This will involve:
 - Improving Chorley's retail trading position relative to nearby cities and towns;
 - Increasing resident spend on shopping and leisure activities in Chorley Town Centre; and
 - Achieving enhanced value and enhanced quality goods and services on offer.
- 16 Chorley town centre is well placed to achieve this vision. It offers a conveniently located, compact centre, with a strong market tradition, fine built heritage and contemporary development and, with a diverse range of well-known national names, specialist independent shops, leisure and cultural opportunities, this environment provides a safe and attractive setting for shoppers, workers and visitors.

STRATEGIC OBJECTIVES

- 17 The following strategic objectives are derived from this vision:
- improve the vitality and viability of the town centre by increasing its retail and leisure attractions to customers, businesses and investors;
 - continue to improve and promote the safety, security and accessibility of the town centre to all its users;
 - encourage and facilitate improvements to the physical environment of the town centre and ensure high standards of maintenance;
 - raise the profile of the town centre and promote it as an attractive, lively place that people will want to visit, shop and return to;
 - further encourage all businesses and agencies involved in the town centre to work closely together to achieve improvements.

PRIORITY ELEMENTS

- 18 **Four Priority Elements are identified because there are a number of inter-related opportunities running through each strategic objective. The Priority Elements help to focus on the necessary key measures and actions required for the town centre.**

A Town Centre Diversification - Broaden Chorley Town Centre's economic base particularly in relation to stimulating the expansion of the evening economy, increasing the clothing and footwear offer and encouraging new small independent specialist retailers mainly implemented through the Local Development Framework.

B Town Centre Environment - The physical fabric of the town maximises its contribution to the future competitiveness of the centre through significant enhancement and general maintenance.

C Accessibility and Movement - Build upon the current high levels of accessibility and address specific issues such as the current car parking system and pedestrian linkages within the town centre.

D Business Promotion and Support - Strengthen the town centre's role through stronger links with the business community and a greater level of support.

ACTIONS AND PROJECTS

- 19 The Actions and Projects are identified in the Key Action Plan at the rear of this document including key delivery partners, ~~costings~~ **funding sources** and timescale. Areas of environmental improvement and development opportunities are shown on the Key Action Plan Map (see rear of document). **In order to implement the Strategy,** Priority Actions and Targets for immediate attention are identified from the Key Action Plan and listed separately. **These Priority Actions and Targets will be monitored**

and reviewed each year. This process will allow actions and targets to be rolled forward or drawn in to the programme as appropriate.

TIMETABLE, IMPLEMENTATION AND REVIEW

- 20 The Strategy will be a 10-year plan until 2016. The Strategy will be reviewed every 3 years.
- 21 Detailed consideration of the feasibility of individual Actions/Projects and partnership arrangements will be taken forward as part of the implementation of the Strategy

MEASURING AND MONITORING PERFORMANCE

- 22 The Actions and Projects within the Strategy will be monitored annually, and measures and targets will be developed to assess performance.

BUDGETARY IMPLICATIONS

- 23 The types of intervention the Council will take will vary depending on circumstances but it may include:
- land purchases and sales and possibly joint venture agreements
 - commissioning of technical work, use of statutory powers and where necessary compulsory purchase
- 24 There are Actions and Projects, which will require financial commitment. The principal needs for financial resources are likely to be in relation to:
- acquisition/demolition costs
 - environmental improvement schemes
 - grants for shop front improvements and the like
 - provision of signs and other forms of information
 - staff resources committed to town centre management
 - investment in the markets
 - promotion/business support
 - maintenance of public spaces

CONCLUSION

- 25 This Strategy has been prepared to provide a co-ordinated framework for policy, action, investment and partnership working. To realise the full potential of Chorley Town Centre and so improve its vitality and viability, the strategy proposes over a 10 year period to build on its unique character and strengths by a combination of activities including town centre management, environmental improvements and regeneration, promotion and marketing.

COUNCIL CONTACTS

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DRAFT PRIORITY ACTIONS FROM KEY ACTION PLAN

A. TOWN CENTRE DIVERSIFICATION

<p>A1</p>	<p>Encourage the development of:</p> <ul style="list-style-type: none"> • Additional non-food retail floorspace (9,400 sq m (gross)). • A large supermarket or an equivalent extension (2,000 – 5,000 sq m (gross)). • A 6-screen cinema <p>Using key sites identified on key action plan.</p>	<p>Targets - 2006/7</p> <p>A1.1 Bring forward proposals for a second phase of retail development at market walk</p> <p>A1.2 Facilitate negotiations and site assembly</p>
<p>A2</p>	<p>Encourage retail and leisure investment to secure better range and quality of shops.</p>	<p>A2.1 Publicise and promote sites to target retailers</p>
<p>A3</p>	<p>Encourage quality office development.</p>	<p>A3.1 Publicise and promote sites to potential investors/occupiers</p>

B. TOWN CENTRE ENVIRONMENT

<p>B1</p>	<p>Identify and reinforce local distinctiveness by means of a town centre audit and development of a design strategy.</p>	<p>Targets - 2006/7</p> <p>B1.1 Prepare audit, including town centre gateways</p> <p>B1.2 Prepare draft design strategy</p>
<p>B2</p>	<p>Facilitate improvement of shop fronts and buildings and develop a programme of works for public realm in accordance with design guide, including measures to enhance underused/unattractive sites and buildings.</p>	<p>B2.1 Develop programme of improvements for town centre and gateways</p>

C ACCESSIBILITY AND MOVEMENT

C1	Review car parking and ensure choice of competitively priced car parking for shoppers and visitors.	Target - 2006/7 C1.1 Undertake review and bring forward proposals
C2	Implement transport improvements for the town centre	C2.1 Introduce controlled pedestrian crossing at St Thomas Road/Market Street junction.

D BUSINESS PROMOTION AND SUPPORT

D1	Develop and implement a marketing strategy.	Target - 2006/7 D1.1 Develop a marketing strategy based on Chorley's unique selling point (usp)
D2	Develop effective partnership working and improve process of communication	D2.1 Develop effective communication with town centre stakeholders
D3	Work with private sector partners to develop the commercial potential of the town centre and the markets	D3.1 Review role, potential and location of the markets and develop proposals D3.2 see targets A1-A3 above

DRAFT KEY ACTION PLAN

A. TOWN CENTRE DIVERSIFICATION

	ACTION/PROJECT	LEAD AGENCY	PROSPECTIVE PARTNERS	FUNDING SOURCES	TIMING
A1	<p>Encourage the development within Chorley Town Centre of:</p> <ul style="list-style-type: none"> • Additional non-food retail floorspace of approximately 9,400 sq m (gross). • A large supermarket or an equivalent extension of between 2,000 and 5,000 sq m (gross). • A 6-screen cinema. <p>Promote retail and leisure development on 4 key sites within the Primary Frontage Area</p> <ol style="list-style-type: none"> 1. Off Gillibrand Street and 98-102 Market Street. 2. Fleet Street North Car Park. 3. Corner of Pall Mall/Bolton Street. 4. Part of Union Street Car Park. 	Private Developers	Principal Retail and Leisure Land Owners Private Developers	Chorley Borough Council Private Developers	2006-2009 +
A2	<p>Encourage retail and leisure investment into the centre to improve the range of quality and independent specialist shops, attract more “High Street “ names and reduce the number of vacant shops.</p>	Chorley Borough Council	Principal Retail and Leisure Land Owners Private Developers	Chorley Borough Council Private Developers	2006-2009 +
A3	<p>Encourage quality office development and redevelopment through the implementation of planning policies.</p>	Chorley Borough Council	Land Owners Private Developers	Private Developers	2006-2009+

	ACTION/PROJECT	LEAD AGENCY	PROSPECTIVE PARTNERS	FUNDING SOURCES	TIMING
A4	Encourage housing development in the town centre, including use of vacant or under used floorspace above ground floor premises, and the maintenance of existing residential stock.	Chorley Borough Council	Property Owners Occupiers Private Developers	Private Developers Housing Association Housing Corporation	2006-2009+
A5	Attract hotel, arts, cultural and other leisure and tourism facilities.	Chorley Borough Council	Land Owners Private Developers	Arts Council North West Private Developers	2006-2010 +
A6	Promote vitality and viability, retain key uses and enhance diversity by encouraging the development of leisure and cultural facilities (e.g. restaurants, bars, cafes and evening entertainment) through policies in the Local Development Framework	Chorley Borough Council	Property Owners Private Developers Town Centre Businesses Creative Partnership Lancashire County Council/ Lancashire County Development Ltd	Chorley Borough Council Private Developers Arts Council North West Heritage Lottery Lancashire and Blackpool Tourist Board <u>The Police</u>	2006-2016

B TOWN CENTRE ENVIRONMENT

	ACTION/PROJECT	LEAD AGENCY	PROSPECTIVE PARTNERS	FUNDING SOURCES	TIMING
B1	<p>Identify and reinforce local distinctiveness by means of a town centre audit and design strategy for:</p> <ul style="list-style-type: none"> • buildings • streets and other public areas (including surfacing, street furniture, forecourt café culture development security cameras, advertising, signage, landscaping and cycle parking) • and Market <p>To strengthen the character and identity of the town centre and capitalise on the town's heritage.</p>	Chorley Borough Council	Chorley Civic Society Lancashire County Council The Police Market Traders Property Owners Occupiers	Chorley Borough Council Lancashire County Council	2006-2009
	<p>Audit and pursue Gateway Improvements to tackle the Main Approach Routes to the town centre <u>including the railway</u> and associated car parks.</p> <p><u>Park Road Gateway:</u></p>	Chorley Borough Council	Lancashire County Council	Chorley Borough Council	2007-2008
B1.1	<p>Investigate and facilitate improvements to Park Road between the entrance to Astley Park and the town centre.</p>	Chorley Borough Council	Lancashire County Council	Chorley Borough Council	2007-2009
B1.2	<p>Enter into discussions with landowner/occupier of the Gala Bingo Site to achieve visual improvements, traffic management improvements and/or appropriate re-use.</p>	Chorley Borough Council	Property Owner/Occupier of Gala Bingo Lancashire County Council	Chorley Borough Council Private Developers	2006-2008

	ACTION/PROJECT	LEAD AGENCY	PROSPECTIVE PARTNERS	FUNDING SOURCES	TIMING
	<u>Town Centre Bypass:</u>				
B1.3	In partnership with Lancashire County Council assess the opportunities to allow improved crossing places for pedestrians and links to prime pedestrian access points.	Chorley Borough Council	Lancashire County Council	Lancashire County Council	2007-2008
B1.4	In partnership with Lancashire County Council pursue the provision and maintenance of additional landscaping and tree planting along specific areas adjacent to the bypass.	Chorley Borough Council	Lancashire County Council	Lancashire County Council	2007-2009
B1.5	Enter into discussions with key landowners and occupiers along the bypass, with the aim to achieve visual improvements and/or appropriate re-use including the following sites: 1. The Former Bentwoods, Water Street 1. The Gas Works site, Bengal Street. 2. The Council Depot, Bengal Street 3. Former Rover Garage, Bengal Street.	Chorley Borough Council	Property Owners/ Occupiers. Lancashire County Council	Chorley Borough Council Private Developers	2007-2010
B1.6	<u>Bolton Street Gateway</u> Pursue discussions with landowners and occupiers along Bolton Street to Pilling Lane to enable physical improvements to streetscape and properties and more efficient use of land including the	Chorley Borough Council	Property Owners/ Occupiers. Lancashire County Council	Chorley Borough Council Private Developers	2007-2010

	ACTION/PROJECT	LEAD AGENCY	PROSPECTIVE PARTNERS	FUNDING SOURCES	TIMING
	following sites:				
	<ol style="list-style-type: none"> 1. Area bounded by Lyons Lane South, Goring Street and King Street including Percy Street; 2. The former Astley Centre, Bolton Street and Works adjoining Back Ashby Street. Retention of the landmark Astley Centre is considered desirable on townscape grounds; 3. Area including QS Fashions, Bolton Street and Pall Mall to area to the rear of residential properties on Duke Street. 				
	<u>Pall Mall Gateway</u>				
B1.7	<p>Negotiate with owners, landowners and occupiers along Pall Mall to its junction with Carrington Road to achieve physical improvements to streetscape and properties and appropriate uses, including at the following sites:</p> <ol style="list-style-type: none"> 1. See QS Fashions site above and Dickinsons Warehouse, Pall Mall 2. Site of Eagle and Child Hotel 				
	<u>St Thomas's Road Gateway</u>				
B1.8	<p>Open talks with landowners and occupiers along St Thomas's Road to its junction with Crown Street to facilitate physical improvements to streetscape and properties and to identify additional areas of land for redevelopment including</p>	Chorley Borough Council	Property Owners/ Occupiers. Lancashire County Council	Chorley Borough Council Private Developers	2007-2010

	ACTION/PROJECT	LEAD AGENCY	PROSPECTIVE PARTNERS	FUNDING SOURCES	TIMING
	the following site:				
	1. Land utilised as a private car park adjacent to St Thomas's Road, Dole Lane and Foundry Street.				
B2	<p>Promote shop front and building façade improvements and/or replacements. Work with property owners to secure attractive window displays, reduce areas of dead frontage, improve the appearance of vacant units and encourage community art projects.</p> <p>Develop programme of works to improve the public realm, provide/reinstate and maintain high quality surfaces and street furniture; identify and remove superfluous or redundant items</p> <p>Investigate and implement specific measures to target unattractive and underused sites and buildings to achieve environmental enhancement and appropriate re-use.</p> <p>Following a full survey of the public (realm) spaces in the town centre facilitate and/or implement comprehensive measures to improve the physical fabric, pedestrian priority and appearance of key areas including:</p> <p>1. The full length of the Market Street from the</p>	Chorley Borough Council	Property Owners Occupiers Chorley Civic Society South Lancashire Arts Partnership Lancashire County Council The Police CABE Magistrates Court Parkwise	Chorley Borough Council Property Owners Occupiers Arts Council North West Big Lottery Fund Lancashire County Council	2006-2016

	ACTION/PROJECT	LEAD AGENCY	PROSPECTIVE PARTNERS	FUNDING SOURCES	TIMING
	<p>Pall Mall/ Bolton Street junction to the Union Street junction. This is the area, which is shortly to be assessed through an initiative sponsored by the Commission for Architecture and Built Environment (CABE).</p> <p>2. Work with Lancashire County Council to create a town square in front of the Town Hall at Market Street (this is included in the area identified at 1).</p> <p>3. Area in front of the Police Station and Magistrates Court (known as St Thomas's Square).</p> <p>4. Area in front of the Library, Union Street</p>				
B3	Pursue public art opportunities in the town centre in accordance with urban design strategy	Chorley Borough Council	Arts Council North West Lancashire County Council Arts Unit Local Creative Industries and Practitioners	Arts Council Lottery Trust Funds Private Business Sponsorship Chorley Borough Council	2007-2008
B4	Pursue schemes to help improve security and safety in the town centre without detriment to design.	Chorley Borough Council	The Police	Chorley Borough Council	2006-2009+

C ACCESSIBILITY AND MOVEMENT

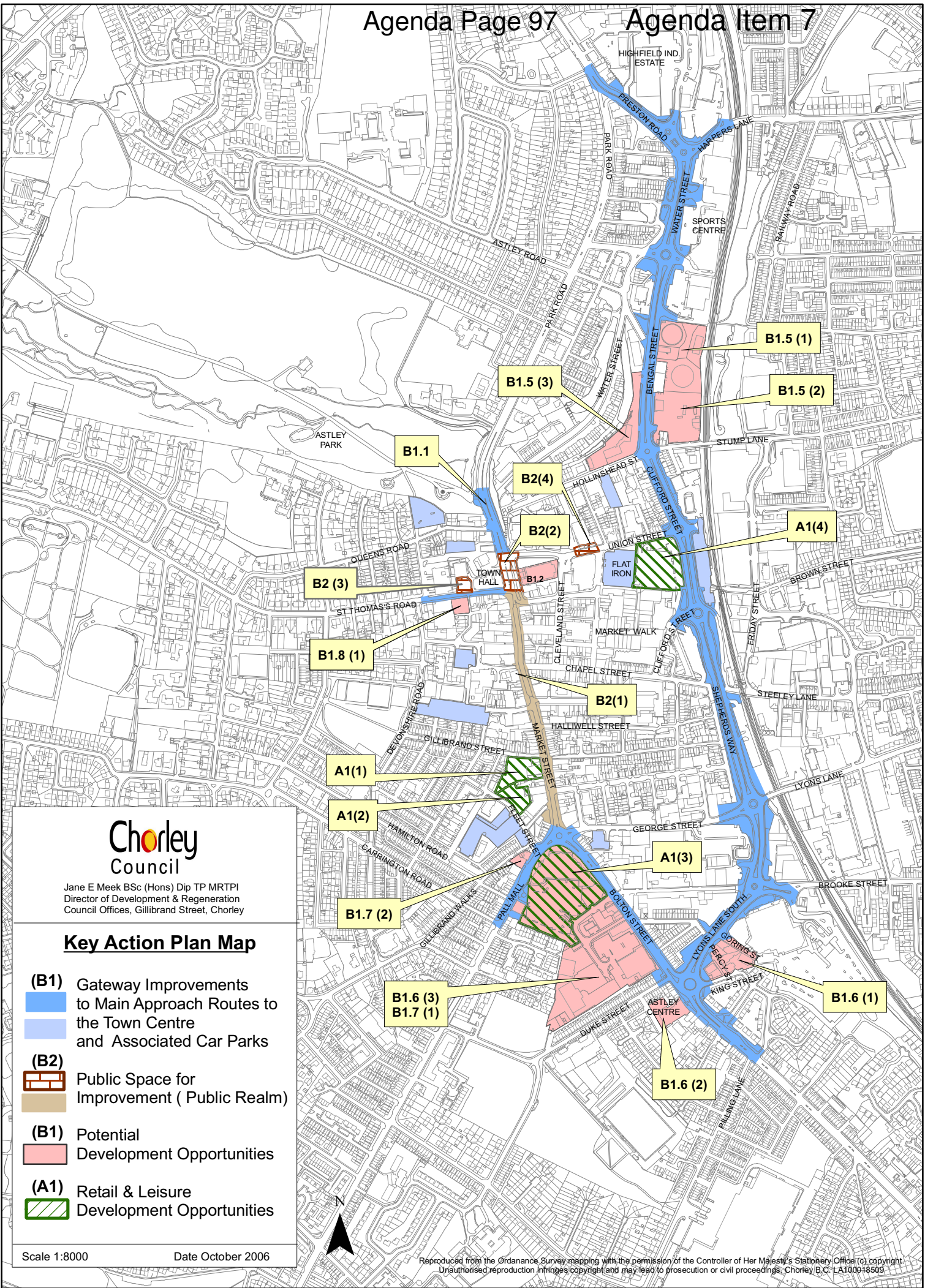
	ACTION/PROJECT	LEAD AGENCY	PROSPECTIVE PARTNERS	FUNDING SOURCES	TIMING
C1	Provide accessible car parking and a choice of competitively priced car parking for shoppers. Investigate measures to encourage more and longer shopper parking on Council car parks specifically on Union Street car park.	Chorley Borough Council	Private Developers	Chorley Borough Council Private Developers	2006-2016
C2	In partnership with Lancashire County Council implement transport improvements for the town centre including controlled pedestrian crossings on: <ol style="list-style-type: none"> 1. Clifford Street. 2. St Thomas Road/Market Street junction. 3. Union Street at its junction with Market Street 	Chorley Borough Council	Lancashire County Council	Lancashire County Council	2006-2010
C3	Improve cycle parking facilities.	Chorley Borough Council		Chorley Borough Council	2007-2008
C4	Investigate alternative routes for public transport in the Town Centre.	Chorley Borough Council	Lancashire County Council Bus Operators	Chorley Borough Council	2007-2008
C5	Enhance accessibility for all and continue to support the shop mobility scheme to provide improved access for the mobility impaired.	Chorley Borough Council	Diss UK	Chorley Borough Council	2006-2016

D BUSINESS PROMOTION AND SUPPORT

	ACTION/PROJECT	LEAD AGENCY	PROSPECTIVE PARTNERS	FUNDING SOURCES	TIMING
D1	<p>Promote Chorley as a Contemporary Market Town and the town centre as the preferred shopping destination and investment for residents and tourists</p> <p>Assist the development of a dedicated town centre website</p> <p>Produce a town centre guide showing shops and visitor attractions.</p> <p>Develop a network of visitor attractions and associated creative businesses in the town centre</p> <p>Promote linked tourism, leisure and shopping trips</p>	Chorley Borough Council	<p>Lancashire and Blackpool Tourist Board Visitor Attractions</p> <p>Town Centre Forum</p> <p>Diss UK Occupiers Disability Forum</p> <p>Occupiers Creative Partnerships</p> <p>Town Centre Businesses Lancashire and Blackpool Tourist Board</p>	<p>Chorley Borough Council</p> <p>Chorley Borough Council</p> <p>Private Advertisers</p> <p>Arts Council North West Lancashire and Blackpool Tourist Board Heritage Lottery Fund Chorley Borough Council</p>	2006-2016
D2	<p>Strive to achieve effective communication and consultation on town centre issues with all interested parties.</p> <p>Support the work and enable the development of the Town Centre Forum.</p>	Chorley Borough Council	<p>North West Development Agency Town Centre Forum Retail Interests</p>	Chorley Borough Council	2006-2016
D3	<p>Work with private sector partners to develop the commercial potential of the markets</p> <p>Continue to promote and support specialist street markets e.g. Farmers Market</p>	Chorley Borough Council	<p>Market Traders</p> <p>Private Sector Partners</p>	Chorley Borough Council Private Sector Partners	2007-2016
D4	Support town centre events e.g. festivals.	Chorley Borough Council	South Lancashire Arts Partnership Professional Artists Market Walk Shopping Centre	Youth Music Big Lottery Sponsorship	2006-2016

	ACTION/PROJECT	LEAD AGENCY	PROSPECTIVE PARTNERS	FUNDING SOURCES	TIMING
D5	Implement town centre walks e.g. heritage.	Chorley Borough Council	Private Sector Traders Lancashire and Blackpool Tourist Board	Arts Council Lottery Heritage Lottery	2007-2009
D6	Support Licensed performing spaces, which include the Flat Iron car park and pedestrian areas.	Chorley Borough Council	South Lancashire Arts Partnership Performing Rights Society Local Musicians	National Music Forum	2006-2016

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Chorley Council

Jane E Meek BSc (Hons) Dip TP MRTPI
 Director of Development & Regeneration
 Council Offices, Gillibrand Street, Chorley

Key Action Plan Map

- (B1)** Gateway Improvements to Main Approach Routes to the Town Centre and Associated Car Parks
- (B2)** Public Space for Improvement (Public Realm)
- (B1)** Potential Development Opportunities
- (A1)** Retail & Leisure Development Opportunities

Scale 1:8000

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