



Executive Cabinet

Agenda and Reports

For consideration on

**Thursday, 9th November
2006**

In the Council Chamber, Town Hall, Chorley



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PROCEDURE FOR PUBLIC QUESTIONS/SPEAKING AT EXECUTIVE CABINET MEETINGS

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

Chief Executive's Office

Please ask for: Tony Uren
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Date: 1 November 2006

Chief Executive: Donna Hall

Chorley
Council

Town Hall
Market Street
Chorley
Lancashire
PR7 1DP

Dear Councillor

EXECUTIVE CABINET - THURSDAY, 9TH NOVEMBER 2006

You are invited to attend a meeting of the Executive Cabinet to be held in the Council Chamber, Town Hall, Chorley on Thursday, 9th November 2006 at 6.00 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 - 4)**

To confirm as a correct record the minutes of the meeting of the Executive Cabinet held on 5 October 2006 (enclosed).

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

HEALTH, LEISURE AND CULTURAL SERVICES ITEMS (INTRODUCED BY THE EXECUTIVE MEMBER, COUNCILLOR M PERKS)

4. **Approval of Play Strategy for the Borough (Pages 5 - 44)**
Report of Director of Leisure and Cultural Services (enclosed).
5. **Lancashire Partnership - Strategy for an Ageing Population (Pages 45 - 64)**
Report of Director of Leisure and Cultural Services (enclosed).

Continued....

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

6. **Forward Plan (Pages 65 - 74)**

To consider the Council's Forward Plan for the four month period from 1 November 2006 to 28 February 2007 (copy enclosed).

7. **Updated Corporate Strategy (Pages 75 - 80)**

Report of Director of Policy and Performance (enclosed).

A copy of the updated Corporate Strategy is attached as a separate document.

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

8. **Comprehensive Performance Assessment - Direction of Travel Self
Assessment, 2006 (Pages 81 - 100)**

Report of Director of Policy and Performance (enclosed).

**RESOURCES ITEM (INTRODUCED BY THE EXECUTIVE MEMBER, COUNCILLOR A
CULLENS)**

9. **Collaborative Working Update (Pages 101 - 104)**

Report of Director of Finance (enclosed).

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

10. **Managing Housing Land Supply (Pages 105 - 112)**

Report of Director of Development and Regeneration (enclosed).

**ECONOMIC DEVELOPMENT & REGENERATION/STREETSCENE,
NEIGHBOURHOODS AND ENVIRONMENT ITEM (INTRODUCED BY THE EXECUTIVE
MEMBERS, COUNCILLORS P MALPAS AND E BELL)**

11. **Groundwork Wigan and Chorley - Proposed Merger (Pages 113 - 116)**

Report of Director of Development and Regeneration (enclosed).

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

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

To consider the exclusion of the press and public for the following items of business on the ground that they involve the likely disclosure of exempt information as defined in Paragraphs 1, 3 and 4 of Part 1 of Schedule 12A to the Local Government Act 1972.

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

14. **Housing Transfer Committee - Minutes** (Pages 117 - 124)

To receive, for information, the minutes of the meetings of the Housing Transfer Committee held on 12 September and 10 October 2006 (enclosed).

**RESOURCES ITEM (INTRODUCED BY THE EXECUTIVE MEMBER, COUNCILLOR A
CULLEN)**

15. **Appointment of Service Provider for the Property Services Function** (Pages 125 - 128)

Report of Executive Director – Corporate and Customer (enclosed).

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

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Executive Cabinet

Minutes of meeting held on Thursday, 5 October 2006

Present: Councillor P 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 A Cullens (Lead Member for Wardens), D Dickinson (Lead Member for Parish Councils), Mrs M Gray (Lead Member for the Town Centre), G Russell (Leader Member for Finance), Mrs R Russell (Lead Member for Health and Older People) and Mrs I Smith (Lead Member for Licensing)

Other Members:

Councillors D Edgerley, A Gee, D Gee, R Lees, A Lowe, M Lowe and J Wilson

06.EC.121 DECLARATIONS OF ANY INTERESTS

There were no declarations of interest by the Executive Cabinet Members in any of the agenda items.

06.EC.122 MINUTES

The minutes of the meeting of the Executive Cabinet held on 24 August 2006 were confirmed as a correct record for signature by the Executive Leader.

06.EC.123 CHORLEY TOWN CENTRE STRATEGY

The Director of Development and Regeneration submitted a report and gave a short presentation on the draft Chorley Town Centre Strategy being presented for approval by the Executive Cabinet.

The Director explained the background to the development of the Strategy, which had evolved from the Economic Development Strategy and the study undertaken by White Young Green in May 2005 into the town centre and the wider retail and leisure needs of the Borough. The resultant draft strategy had undergone a wide consultation exercise, the responses to which were summarised in an appendix to the report.

The principal objectives of the 10 year strategy were to realise the potential of the town centre and improve its vitality and viability. The strategy aimed to provide a co-ordinated framework for policy and actions that would build on the town's strengths and attract investment through a greater range of quality outlets.

The strategy identified the following four key elements, under each of which initial targets and actions plans to implement the strategy had been compiled:

- Town Centre Diversification

The strategy planned to broaden the town centre's economic base by encouraging new small and middle-range outlets and stimulating the expansion of the evening economy.

A plan showing potential development sites (eg Market Walk extension; land at the junction of Gillibrand Street and Market Street; and land at the rear of the Pall Mall triangle) was exhibited.

- Town Centre Environment

The strategy required the significant enhancement and maintenance of the town's physical fabric through, for example, improvements to the town's gateway areas and design guides for shop fronts.

- Accessibility and Movement

The strategy aimed to build upon the current high levels of accessibility by reviewing existing car parking provision and pedestrian linkages within the town centre.

Special reference was made to the proposals to create a prestigious Town Hall Square feature.

- Business Promotion and Support

More effective marketing and promotion of Chorley as a 'Contemporary Market Town' and partnership working were crucial to the delivery of the strategy.

In this context, reference was made to the current negotiations with a private company with a view to the company being contracted to undertake the future operation and management of the town's Markets.

In response to a Councillor's query, the Chief Executive indicated that town centre management issues would be examined as part of the review of the planned measures through which the Strategy would be implemented, as requested by the Overview and Scrutiny Committee at its meeting on 4 October.

The Overview and Scrutiny Committee had also raised issues around community safety aspects of the Strategy, which would be addressed within the Action Plan for the improvement of the Town Centre Environment.

Decision made:

That the Chorley Town Centre Strategy, as now submitted, be approved and adopted.

Reason for decision:

Planning Policy Statement 6: Planning for Town Centres recommends that local authorities adopt a pro-active approach to town centres by the production of Town Centre Strategies which plan for future development in the town.

Alternative option(s) considered and rejected:

None.

06.EC.124 CONCESSIONARY TRAVEL - USE OF SMART CARDS

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

The Chair of the Committee, Councillor D Edgerley, informed the Members, however, that the Committee had, at its subsequent meeting on 4 October, requested the preparation of a report on the operation and financial implications of the

concessionary travel scheme, particularly in the light of the planned revisions to the scheme on 1 April 2007.

In the circumstances, the Executive Cabinet concurred with the Overview and Scrutiny Committee's suggestion that it would be prudent to await the receipt of the requested report before determining whether or not the Council should support the abandonment of smart cards up to 2008.

Decision made:

That further consideration of the future use of smart cards be deferred pending the submission of a report by the Director of Finance on the operation and financing of the concessionary travel scheme to the Overview and Scrutiny Committee and the Executive Cabinet.

Reason for decision:

The report on the anticipated funding of the concessionary travel scheme will enable a more informed decision to be taken on the future use of smart cards.

Alternative option(s) considered and rejected:

None.

06.EC.125 REVENUE BUDGET, 2006/07 - MONITORING REPORT NO. 3

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 contained details of the significant budget variations that had occurred since the last monitoring report, which had effectively increased the projected overspend of the General Fund from £66,000 to £170,000. Members' attention was drawn to the areas that would need to be closely monitored over the remainder of the year. Each Service Director had been instructed to review their respective budget heads and identify any cost reductions and potential savings required to meet the cash savings targets set for 2006/07.

The Housing Revenue Account balances were expected to increase to £837,000 as a result of the Executive Cabinet's authorisation at its previous meeting of the use of £150,000 of the regional Housing Capital Grant to replace the HRA contribution to capital.

The Executive Member for Resources, Councillor G Morgan, indicated that the frequency of future revenue budget monitoring reports to both the Executive Cabinet and the Overview and Scrutiny Committee had been discussed at the last meeting of the Overview and Scrutiny Committee on 4 October and that, consequently, the Executive Member had agreed to examine the issue with the Chair of the Overview and Scrutiny Committee.

Decision made:

That the report be noted.

06.EC.126 QUARTERLY BEST VALUE PERFORMANCE INDICATORS, 2006/07 - MONITORING REPORT AS AT 30 JUNE 2006

The Executive Cabinet received and considered a statistical report prepared by the Director of Policy and Performance monitoring the Council's performance during the first quarter period of 2006/07 against the Best Value Key Performance Indicators (ie national indicators collected in accordance with definitions issued by the Department for Communities and Local Government).

The report indicated that, overall, the Authority's performance during the quarter period was positive and improving. Action Plans had been devised to enhance the performance of those areas where the identified targets had been missed by 5% or more.

The Members were also advised of plans to strengthen the Authority's performance management arrangements through the introduction of quarterly 'Round Table' meetings between the Executive Member for Corporate Policy and Performance and the Director of Policy and Performance with each other Executive Member and their respective Director. The meetings would enable poor or deteriorating areas of performance to be identified and discussion on means of addressing and resolving the issues.

Decision made:

That the report be noted.

Executive Leader



Report of	Meeting	Date
Director of Leisure and Cultural Services (Introduced by the Executive Member for Health, Leisure and Wellbeing)	Executive Cabinet	09/11/06

A PLAY STRATEGY FOR CHORLEY

PURPOSE OF REPORT`

1. This report seeks Members’ approval of the adoption of a Play Strategy for Chorley.

CORPORATE PRIORITIES

2. The Play Strategy will have a positive impact on several Corporate Priorities, for example:
 - Improving the chances for children and young people.
 - Improving the quality of life of the borough’s older people.
 - Healthier communities and reducing health inequalities.
 - Involving people in decision making and improving the well being of their communities.
 - Improving the local environment.
 - Contributing towards safer communities.

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. An assessment of the key risks has been carried out. The production of the strategy mitigates the risks. There are financial risks related to the distribution of lottery funding. The application process and the grant conditions address the risks.

BACKGROUND

5. The Executive Cabinet, at their meeting on 30 March 2006, approved a recommendation for the Council, working with the Chorley Play Partnership, to apply for Big Lottery Play Initiative funding. The cabinet also approved a recommendation that the Council be the accountable body for the Lottery grant.



6. The guidance for the Big Lottery Play Initiative funding described two key tasks that need to be completed in order to strengthen a bid for funding. The first is the development of a local play partnership that is fully engaged in the bid. The second is the production of a strategy that highlights local play needs and informs the allocation of lottery funding.
7. Chorley Council has been invited by the Big Lottery Fund to submit a bid up to the value of £208,007. This figure has been calculated using Chorley's child population weighted by the local level of poverty. Our project may last up to three years and requires no match funding, although the Big Lottery Fund will expect to see appropriate existing budgets working in harmony with Big Lottery Fund resources.

CHORLEY PLAY PARTNERSHIP

8. Chorley Play Forum was set up in April 1997 to find ways of making more effective use of limited resources for children's play in the borough. Over the next six years, the Forum, made up of representatives of voluntary, community and statutory organisations – including the Council – was involved in an advisory capacity mainly in relation to Council play initiatives. In 2004 the Forum felt that there was a need to become more pro-active in its own right, and consequently re-formed as Chorley Play Partnership. The Chorley Play Partnership mission statement is :

“Working in partnership to promote and increase quality play opportunities for children and young people across the borough of Chorley”.

DEVELOPING THE PLAY STRATEGY

9. Between January and May 2006, Chorley Play Partnership held a series of sub-meetings to draft a Play Strategy that was discussed at a Re-Visioning Day in early June, then taken out for 10 weeks' consultation. Distribution included: all Parish Councils; primary and secondary schools across the Borough via the Neighbourhood Wardens; Homestart and Barnardo's families; Neighbourhood Watch Co-ordinators; community organisations and events; Playday 2006; Community Safety Target Area groups; Celebrating Young Children event at Woodlands; Yarrow Valley Park and Get Up and Go activities.
10. Adults were encouraged to consider their own childhood experiences of play before commenting on their experiences of children playing today. Children, young people and adults were asked what they meant by "play", about the things that stopped people from playing, and about where and how play spaces could be improved.
11. Responses to the consultation were collated by a working group in August 2006, then incorporated into the Play Strategy and a preliminary action plan drawn up. A copy of the Play Strategy and the preliminary action plan is attached to this report. The strategy is designed to cover a 10 year period, to allow a realistic timescale for change. The preliminary action plan covers the first 5 years 2006 – 2011, when there will be a review of the strategy. The preliminary action plan will be reviewed on an annual basis. This is important given the investigate/explore etc nature of many of the tasks. It is important to note that this is a partnership strategy, rather than a Chorley Council document.
12. The plan covers a wide range of initiatives and activities designed to improve access to quality play opportunities over a long term period. Some of these are dependent upon bidding successfully for external funding, including the £208,000 of lottery money, but most involve reviewing and possibly refocusing local energies by finding more effective ways of working in partnership. Therefore it is recommended that the Council's play expenditure is aligned to the Strategy and the delivery of its aims.

13. The single most important issue relating to play, borough-wide, was bullying and intimidation. Both children and adults rate this as their greatest concern. For children it is at least twice as important as their next highest concern which is vandalism and mess. Adults are also concerned about traffic.
14. The main priorities highlighted within the strategy can be grouped under three headings:
 - Safer Play
 - Inclusion and Involvement
 - Development of Skills and Information

THE NEXT STEPS

15. If the Play Strategy is approved, outline project bids will be invited in November/December. The criteria for the bids will reflect the priorities within the Play Strategy and those set out by the Big Lottery.
16. The bids will be considered by a small panel of assessors. The panel will have four members – two from Chorley Council (Councillors Perks and Bell) and a representative from the Chorley Play Partnership and the Local Strategic Partnership.
17. The approved bids will then form part of our application to the Big Lottery.
18. An officer group has been established to manage the bid process.
19. If approved, the Strategy will be reformatted so that it is easier for the general public, including children and young people, to read than the present format.

COMMENTS OF THE DIRECTOR OF HUMAN RESOURCES

20. There are no human resources implications arising from this report.

COMMENTS OF THE DIRECTOR OF FINANCE

21. Members should note that the Council will act as the accountable body for the lottery funding. The Council must therefore ensure that funds are used appropriately and due process is followed. The Partnership and strategy set out a clear vision for the area. Attracting funding to achieve the aims will be key and the Council has a part to play in facilitating this and aligning its own resources to the strategy to meet its own aspirations in the Corporate Strategy.

RECOMMENDATION

22. That the Executive Cabinet approve the Play Strategy and that play expenditure be aligned to ensure it contributes towards the aims of the Strategy.

REASONS FOR RECOMMENDATION

22. Approval will enable progress on actions within the Play Strategy and enhance partnership working that will ultimately help to reduce inequalities, get people more involved, improve access to quality play opportunities and develop Chorley as a good play to live and to play.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

23. An option would have been not to produce a strategy and not to apply for the £208,007 earmarked for Chorley. This was rejected.

JAMIE CARSON
DIRECTOR OF LEISURE AND CULTURAL SERVICES

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Liz Morey	5812	16 October 2006	CSREP/1710DJ1



A Play Strategy for Chorley



A PLAY STRATEGY FOR CHORLEY

How this Strategy was developed

Between January and May 2006, Chorley Play Partnership held a series of meetings in order to draft a Play Strategy, that was discussed in detail at a Revision Day in early June, before being taken out for 10 weeks' consultation.

The adults taking part in the consultation were encouraged to consider their own childhood experiences of play before commenting on their experiences of children playing today. Children, young people and adults were asked what they meant by "play", about the things that stop people from playing, and about where and how play spaces could be improved.

Responses to the consultation were collated by a Working Group in August 2006, then incorporated into the draft Play Strategy and preliminary action plan.

The Strategy and action plan cover a wide range of initiatives and activities designed to improve access to quality play opportunities over a long term period. Some of these are dependent upon bidding successfully for external funding, but most involve reviewing and possibly refocusing local energies by finding more effective ways of working, in partnership.

The main priorities within the Play Strategy and action plan:

- Safer Play
- Inclusion and Involvement
- Developing skills and information

A PLAY STRATEGY FOR CHORLEY

1. Why Chorley needs a Play Strategy

'A consistent theme is the importance of having communities where there is somewhere safe to go and something to do...(providing) recreational activity for children and young people ...building the fabric of communities and increasing young people's skills, confidence and self-esteem'.

Every Child Matters, Government Green Paper, September 2003.

- 1.1 We know that play is essential to children's happiness, health and development. If children do not have the degree of freedom or access to the environments that they need to play, there are serious consequences for their quality of life and long term health and development.
- 1.2 A decline in play opportunities affects children generally, but affects disabled children and children with other social or economic disadvantages disproportionately.
- 1.3 The enjoyment of play and recreation is one of the key outcomes for children that local authorities are required to consider in drawing up co-ordinated children and young people's plans under the Children Act 2004.
- 1.4 'Getting Serious About Play: A review of children's play (2004)', written to advise the government on lottery funding for play, recommended that 'authorities should take the opportunity...to improve the planning and operation of play facilities across their area...in partnership with other local agencies, children and young people and local communities...'

In spring 2005, the Big Lottery Fund announced a £155 million strategic funding programme for play provision in England, to be based broadly on the recommendations of this review.

- 1.5 From September 2005, all local authority services for children and young people became subject to a joint area review. The review provides a comprehensive report on the outcomes for children and young people in the local area, and evaluates how local services work together to contribute to their achievements, progress and well-being. Joint area reviews are normally carried out at the same time as the Audit Commission's corporate assessment of the Council.

1.6 An effective Play Strategy for the Borough will:

- Promote longer term, more cross-cutting partnership working
- Develop strong leadership and support for play
- Promote and develop commitment to play at a strategic level
- Promote and develop inclusivity
- Enhance decision making and service provision

1.7 Play and best value

The Audit Commission identifies the development, adoption and implementation of an appropriate play policy and strategy by the local authority as a Best Value Performance Indicator in the Strategic Objective/Quality of Life category. Indicator PI 115.

While Chorley Council does not currently use this Performance Indicator within Best Value Reviews, good quality play provision, both supervised and unsupervised, developed strategically and managed properly, should represent best value over time as a valuable community asset.

1.8 Whilst the Play Strategy is informed by the findings of local organisations and agencies and relevant local statistics, we have used the views of 174 children and young people and 78 adults, collected through a consultation exercise carried out across the Borough in July and August 2006, to ensure that we are on the right track.

1.9 This Strategy is mainly targeted at play provision for children and young people aged up to sixteen years, but some projects may also benefit young people who are slightly older.

1.10 To allow sufficient time to address play-related issues across the Borough, we propose that this first Strategy should cover a 10 year period from 2006 – 2016, and that it should be reviewed in 2011.



2. What we mean by 'play'

Play can be difficult to define! The National Occupational Standards of the playwork, childcare and early years professions define play as 'freely chosen, personally directed, intrinsically motivated behaviour that actively engages the child ... by playing, children learn and develop as individuals and as members of the community'.

Children in Chorley believe that play is (in order of importance):

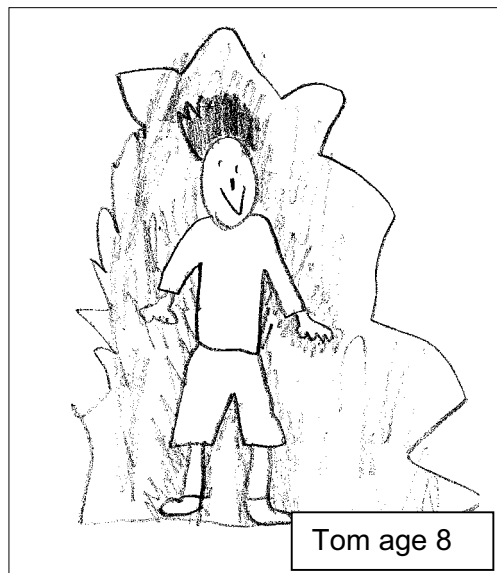
- Something you do with your friends
- Having fun
- Sporting activities
- Playing games like kerbie and tig
- Hanging out / being free
- Being active or occupied
- Outside or on the Rec or play area
- Riding bikes
- Inside, occasionally playing on computers

We asked adults in Chorley to think back to their own childhood, and tell us how THEY used to play:

- In the country, or fields
- On the Rec or play area
- Traditional games like marbles, hopscotch, jacks, conkers, skipping
- In the street or at home
- Sporting activities
- Riding bikes or roller skating
- In the woods or near water, climbing trees, making dens
- Make believe play and picnics
- Uniformed activities like Brownies, army cadets, or attending clubs and groups

I play mostly in the living room or in my room, in my house. I would like to row a boat or go fishing.

Jack, aged 9 years.



Tom age 8

3. The benefits of play

- 3.1 Play is essential for children's healthy physical, emotional, social and cognitive development, and growing research shows that opportunities for free play are the best way of ensuring this.
We know that play contributes to children's physical and emotional wellbeing, and is part of a healthy lifestyle.
- 3.2 Community-based play activities can help make the best use of natural environments, and contribute to children's environmental awareness.
- 3.3 The development, usage and sustainability of opportunities to play is a priority issue for most neighbourhoods, and is often the catalyst for community action.
- 3.4 Positive play experiences and opportunities could help to reduce the number of incidents of anti-social behaviour, which children and young people often attribute to boredom and frustration.
- 3.5 "Play" can be seen as an adult concept – children tend to "do" play, rather than talk about it. Engagement in play is a universal activity, and with the right support, can be inclusive for all.
- 3.6 Play can contribute significantly towards achieving the five inter-dependent outcomes of Every Child Matters, a shared national programme of change with clear focus on children and young people. These outcomes are:
- Being healthy
 - Staying safe
 - Enjoying and achieving
 - Making a positive contribution
 - Achieving economic wellbeing



4. Removing barriers to play

'The overwhelming cry from both parents and young people is around the lack of activities and facilities...the thing they say would most improve family life is the provision of places to go and things to do...where they can spend their leisure time with their friends.'

Margaret Hodge, Minister for Children and Families, January 2005

'Both children and adults would like there to be less vandalism and no bullying, and to feel safer'

Chorley Play Partnership Play Survey results Oct/Nov 2005

- 4.1 Children and young people commonly identify many things that can get in the way of their play, recreation and enjoyment of public space.

Children in Chorley said that the following things stopped them from playing when and where they want to:

- Bullying and intimidation – these were rated as the main obstacle to play by more than 90% of children and young people responding to the consultation
- Vandalism/mess
- Parents or being grounded
- Lack of time, too many responsibilities
- Nowhere to play, or damaged facilities
- Neighbours or other adults' attitudes
- Traffic and parked cars
- The weather

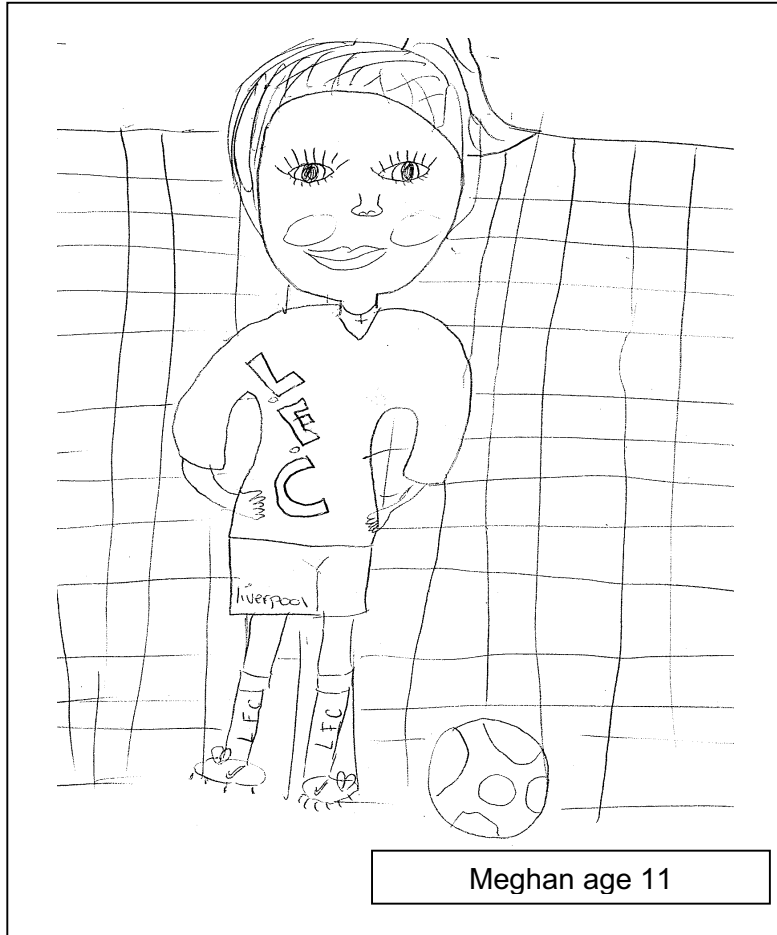
The adults that responded listed similar obstacles to children playing in their area:

- Fear and intimidation – again, this was listed by a high percentage of people
- Traffic
- Nowhere to go, nothing to do
- Neighbours or other adults' attitudes
- Parents not around to support or encourage play
- A few people felt that television and computers had a negative effect

I don't play out. I would really like to play football.

Rebecca, aged 10 years

I like to play at the park with my friends there are some things that are ok...not so good is that it has lots of things for toddlers when not so many go, so it gets really boring. **Amy, aged 10 years**



5. Developing inclusive play

'Inclusive play provision is open and accessible to all and takes positive action in removing disabling barriers so that disabled children and non-disabled children can participate'.

Alison John, for *Kidsactive* and the Better Play Awards

- 5.1 Negative attitudes and inaccessible physical environments exacerbate the general problems experienced by most children, and create enormous barriers to the enjoyment of disabled children's right to play independently.

A sensory garden - lots of things to touch and feel - play equipment for wheelchair users

A Chorley Parent – July 2006

- 5.2 Certain children can be disproportionately excluded from play provision. For example, Asian children – and girls in particular – are sometimes discouraged from attending mainstream play services because of a range of cultural and ethnic pressures. We need to ensure that children and families are actively encouraged to take part in the planning, design and enjoyment of play facilities.
- 5.3 Anti-social behaviour is cited as a barrier to play, both nationally and locally. Groups of children or young people 'hanging out' in public areas are often seen as posing a threat or a nuisance, even when they are simply enjoying being together. Many children and young people complain that they don't have access to space that is theirs because of perceived, or actual, anti-social behaviour.

I like playing on the park there is lots to do and lots of my friends go there too. But the bad point is that lots of older kids wander around there too, so it doesn't feel so safe at times.

Abbie, 10 years old.

- 5.4 Young people are often seen as the perpetrators of anti-social behaviour, but in terms of parks, recreation grounds and play spaces, they also suffer from the anti-social behaviour of both other children and young people, and of adults – ranging from the possibility of attack in unlit areas, to adults allowing dogs to roam loose in children's areas. Involving children and young people in the design process could alleviate some of these issues.

- 5.5 Children and young people, and their parents and carers, are also concerned about the maintenance of parks and green spaces.
- 5.6 The Kids Inclusion Framework for Local Authorities sets out guidelines for putting policy into practice to include disabled children and young people in play and childcare services.

'This Framework reflects Kids' belief that disabled children and young people should have a right to be part of any local play environment they choose. Local authorities can use this ... to help meet their responsibilities under the Disability Discrimination Act and the Ten Year Strategy for Childcare, promoting equal access to play for disabled children...'

KIDS, 2005.

The Framework suggests key areas to address in promoting and supporting inclusive play that can be considered within a play Action Plan for Chorley

Involvement in the development of good quality, local play facilities would provide enormous opportunities to increase young people's positive participation in their community.

I play on the park sometimes if my mates are there so sometimes it is good and sometimes it is bad because people don't treat the things with respect

Rachael, aged 11 years

5.7 **Levels of deprivation in the Borough**

Chorley Borough is divided into 65 Super Output Areas, which are each given a ranking in the index of multiple deprivation.

The areas of the Borough falling into the 20% most overall deprived of English wards in 2004 included:

- The area between Stump Lane and Lyons Lane.
- Cowling and Eaves Lane South/and the Healey Nab area.
- Botany Bay / Coltsfoot Drive area.
- Chorley Town Centre East.
- East of Pall Mall / West of Pilling Lane area.
- Moor Road North / Eaves Green Area.
- Clayton Brook North West.

Areas within the Borough which, in 2004, fell into the 20% most deprived in terms of health and disability included all the above areas, plus:

- Adlington Town South
- Buckshaw Village and Astley Village North
- Gillibrand South / Moor Road South area.
- Gillibrand Central / Tootell Street Area
- Whittle le Woods North and West
- Clayton Brook South West and North East
- Coppull Central

Although Chorley is not considered to be a deprived area on the whole, the statistics mask the Borough's poor health and levels of disability. Good quality play provision is an accepted way of improving children and young people's health, and needs to be developed in response to these statistics.

Wards in the Borough amongst the 20% most deprived in terms of access to housing and services were shown to be:

- Brindle and Hoghton
- Great Knowley and Little Knowley
- Ulnes Walton
- Pennine and Whittle le Woods South East

If access to services such as GP's, post offices and schools is limited, it could be assumed that access to play services might also be limited. Rural areas, though not traditionally deprived, may be in urgent need of play services.

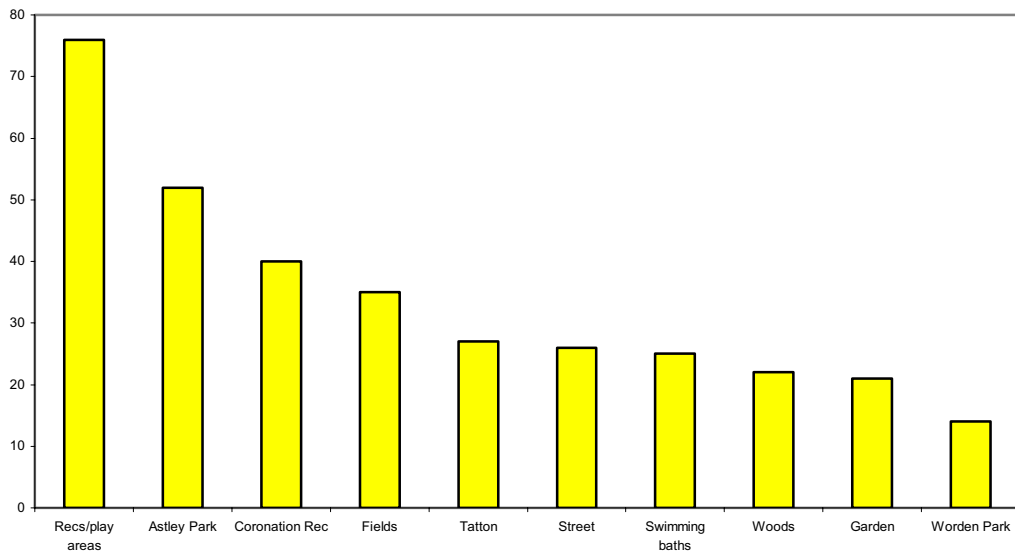
We need to consider all of the above areas of the Borough within our play Action Plan.

5.8 Population figures – children and young people under 16

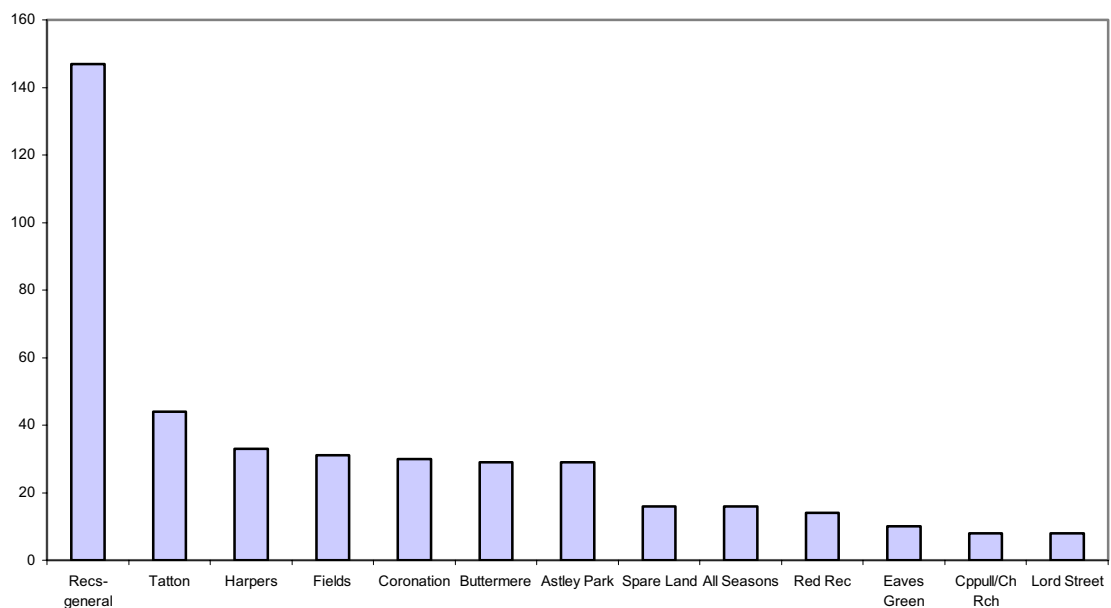
The 2001 Census of Population shows percentages of total population of children and young people under 16 in Wards within the Borough, which can be used to assess needs within a play Action Plan. These are shown as an appendix to this Strategy.

5.9 Where are the good places to play – and which places need to be improved?

In their responses to the Summer 2006 consultation, children said that the following were good places to play across Chorley:



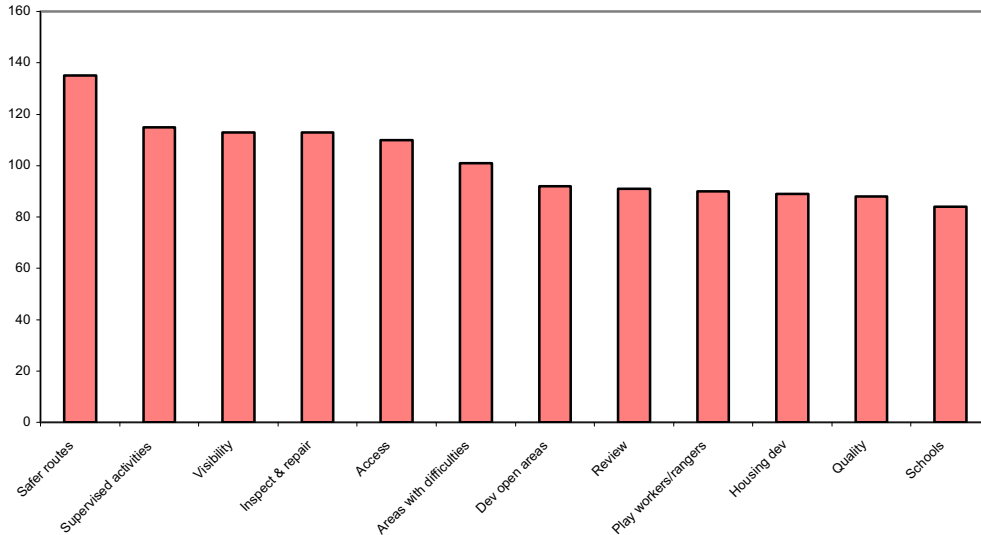
They also felt that certain areas needed to be improved:



Children and young people's reasons for highlighting certain play places, and their suggestions for improvements are shown as an appendix to this Strategy.

5.10 What do children and young people think should be included in the Play Strategy?

As part of the Summer 2006 consultation, children were offered a range of 12 different topics that might be included within the Strategy, if they felt that they were important enough. They a great deal of thought and consideration into this exercise, which led to these results:



These topics will be considered within the play Action Plan.

6. Developing Opportunities for Play

- 6.1 Children need to be allowed to be children, wherever they are. A certain number of prescribed, fenced-off areas with a quota of manufactured equipment are just one response to their needs. The Play Strategy and Action Plan are intended to help develop and create the widest possible range of play opportunities.
- 6.2 We want to create a child-friendly Borough and greater recognition of the importance of play across a range of policy areas that affects children's lives. By engaging with children and young people, we can promote a sense of shared ownership and responsibility for sustainable public space. In this way, we can encourage the Borough's young people to identify with, and feel a sense of belonging to their physical, social and natural environment.
- 6.3 We need to promote access for all children through inclusive principles and good practice, as well as by highlighting distinct areas for action to ensure compliance with the Disability Discrimination Act.
- 6.4 Half of all days in the year are weekends or school holidays, when, given the opportunity, children will play for many hours. If given the opportunity, they will also play before, after and on the way to and from school.

I play everywhere **Jay, 11 years old**

- 6.5 Children's preferred out-of-school play spaces are often where they can see and be seen by a trusted adult. Putting children and their play spaces 'out of sight and out of mind' leads to facilities that are little used and often vandalised.

Children like their play space to be visible and readily accessible, to be at the heart of the community and environment that they are familiar with, where they feel socially secure.

Successful play spaces take into account children's need to see and be seen, without compromising the need for a rich and varied environment, and the ability to hang out, chill, and feel free – one of Chorley children's top 5 criteria for "play" .

- 6.6 Children instinctively like to be within the heart of their neighbourhoods, and tend to play where they are likely to meet friends and other members of the community. This is why they like to congregate in front of shops, on street corners and other well-used public spaces. Being with friends was the number one play priority for children responding to recent consultation.

I play on my street because there's lots of friends and it is busy.
Jasmine, aged 10 years

All children depend upon the suitability of communal environments to be able to play safely.

If they don't actually play on the roads and pavements themselves (and many often do) they depend on these being safe routes to spaces where they can play.

Children responding to the Play Strategy consultation have raised the issue of busy roads and also parked cars, as obstacles to safe play. Parents and other adults feel extremely strongly that traffic danger is a significant obstacle.

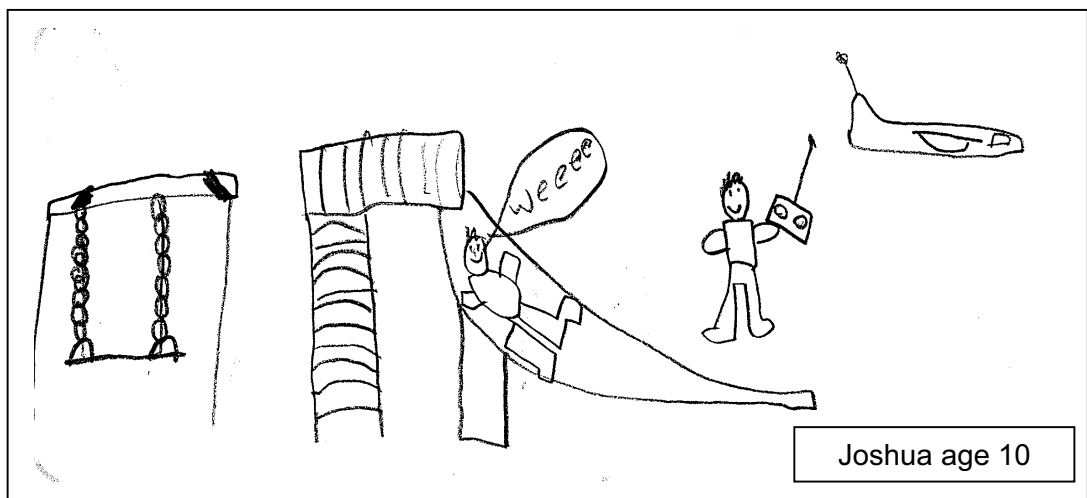
Our Play Strategy needs to find ways to minimise the threat of traffic and other perceived dangers to children playing outdoors by linking with Street Scene initiatives.

I play on my bike a lot. It is not very good because cars always come.
Ben, 8 years old

- 6.9 Chorley's Play Areas Strategy highlights the need for larger, showcase facilities, offering central neighbourhood facilities that bring communities together, with as varied a range of attractions as possible. Tatton Recreation Ground in East Chorley has been a good example of this. The 2006 play consultation results will allow us to review this as part of an Action Plan.
- 6.10 Fixed equipment playgrounds have their place, but children also need access to space to run, climb, skip, hide, play with ropes, jump, practise cartwheels, throw and kick balls, make friends, fall out, grow things, tell stories, climb trees, take risks, get wet, explore nature, build dens, get dirty, dress up, keep animals, dig holes, swing on tyres, shout, fight, invent games, make things, paint pictures, talk with their friends or just sit.
- 6.11 We need to address safety not just by ensuring the safety of play equipment, but by striving to provide spaces and activities where children feel socially safe, but are also able to engage in exciting and challenging activity.

I play on a field it is fun and you can make dens and make a bridge to cross the river. But I don't like it when people set the trees on fire and trash all your hard work.
Georgina, aged 8 years.

- 6.12 The need to feel free from fear of bullying and intimidation and a desire to see a reduction in vandalism at play places has been highlighted as a major concern for both children and adults in the Borough. The play Action Plan must consider ways to increase effective supervision and security, whilst still encouraging a sense of freedom and creative play.
- 6.13 Although a large number of people in Chorley currently provide play work as part of, for example, Early Years provision, or activities within uniformed groups and out of school provision, we do not currently have a specifically recognised play workforce.
- 6.14 We have also experienced difficulty in the past in attracting workers to undergo training that is specifically geared to Playwork. We need to address this as part of the play Action Plan, particularly with a view to developing inclusive play.



7. **Where play fits in locally**

Chorley Council's Corporate Strategy for 2006/07 – 2008/09

Producing a Play Strategy is a strategic priority Chorley Council, with the objective of reducing pockets of inequality within the Borough.

Creative Connections – Chorley Borough's Cultural Strategy 2003-2008

Play is seen as an important element within Chorley's Cultural Strategy. This Strategy uses a definition of culture that includes children's play, playgrounds and play activities within the material dimension of culture, and states that:

'Culture is an integral element in improving the quality of life of the Borough's communities and tackling social, regeneration, health and other issues'.

Chorley Borough's Community Strategy 2005 – 2025

The Community Strategy outlines a vision for the future of the Borough, which includes:

- People in the Borough will be safe and feel safe
- People will be involved in decision-making and in improving the wellbeing of their communities
- All people will have good access to good public services, including public transport.

Children's play is not currently listed specifically within the Borough's Community Strategy or Action Plan for 2005 – 2008 but we aim to redress this within the next Community Strategy Action Plan.

Lancashire County Council's Children and Young People's Plan

The County Council's draft Plan identifies 28 priority areas of work aimed at delivering the five "Every Child Matters" outcomes.

The Lancashire Children and Young People's Strategic Partnership would be responsible for ensuring co-operation between local partners on the delivery of the priority outcomes.

Chorley Borough Council have proposed that more local priorities be included within the County's draft Children and Young People's Plan.

The Chorley Community Safety Strategy 2005 – 2008

Includes within its Safe and Secure Streets priority area youth issues, road safety and anti social behaviour. Actions include an assessment of youth provision, targeting 'hotspot' areas by Neighbourhood Wardens, working with Leisure and Cultural Services at Chorley Borough Council to appropriately target play equipment, and improving communications about available facilities to young people. Funding has been targeted to provide activities that will divert young people from committing anti social behaviour. Community Safety Target Area Groups work in partnership to develop and maintain play space, and also raise funds to deliver play and recreational activities within their areas. This model has also been used in other areas, for example, Astley Village, Euxton and Wheelton where there are nuisance issues. There are very clear links between the work of the Council's Streetscene, Neighbourhoods and Environment Directorate, and the issues and concerns raised by the July-August 2006 consultation responses.

Chorley Borough Council's Overview and Scrutiny Panel Report into Provision of Youth Activities in Chorley – May 2005.

This report, following consultation, makes a list of recommendations which include better promotion of services, lobbying for more use of school facilities out of school hours, linking the Borough and County Councils' websites, re-establishing the Borough's Youth Council, encouraging volunteer training and development and looking at ways to promote the involvement of parents.

Chorley Borough Council Street Scene, Neighbourhood and Environment Services - Play Areas Strategy

A five-year Play Area Development Programme formulated by Chorley Borough Council's then Leisure Services Department, in 2003 – 2004, is nearing the end of its term. The fifth year of the plan was specified as a review year, so that a new rolling programme for refurbishment could be developed.

This plan is being reviewed in line with the recent play consultation findings.

Chorley Borough Council – Green Spaces Strategy September 2004

The Borough's Green Spaces Strategy states that new guidance places greater emphasis on the quality of open space, rather than the quantity, and the development of provision standards specific to the needs of the local area. Revisions to the guidance recognised the importance of sport and recreation in people's quality of life, and in promoting social inclusion, community cohesion, health and well being. A number of general principles are included within Planning Policy Guidance 17:

- Promoting accessibility by non-motorised forms of transport and public transport
- Locating intensive forms of use where they can promote town centre vitality and visibility
- Avoiding loss of amenity or biodiversity
- Improving quality through good design
- Adding to and enhancing the existing range of facilities

- Considering security and personal safety
- Meeting regeneration needs of areas, and social inclusion.

Quality Audit

A Quality Audit carried out as part of the Borough's Green Spaces Strategy in 2004 assessed 26 sites against 27 criteria derived from the national Green Flag Award standard. The criteria used are grouped under eight headings, with a maximum score of 100 for each site:

- A Welcoming Place
- Healthy, safe and Secure
- Clean and Well maintained
- Sustainability
- Conservation and heritage
- Community Involvement
- Marketing
- Management

<i>Site name</i>	<i>Score</i>
<i>Yarrow Valley Country Park</i>	<i>75</i>
<i>Hic-Bibi Nature Reserve</i>	<i>73</i>
<i>Mawdesley Millenium Green</i>	<i>60</i>
<i>Wymott Park, Doorstep Green</i>	<i>60</i>
<i>Balshaw Lane Play Area</i>	<i>58</i>
<i>Astley Park</i>	<i>56</i>
<i>Coronation Recreation Ground</i>	<i>55</i>
<i>Tatton Recreation Ground</i>	<i>53</i>
<i>Jubilee Recreation Ground</i>	<i>53</i>
<i>Eccleston Millenium Green</i>	<i>51</i>
<i>King George's Field</i>	<i>50</i>
<i>Withnell Linear Park</i>	<i>47</i>
<i>Chorley Borough Average</i>	<i>47</i>
<i>Eccleston Village Playground & Playing Fields</i>	<i>46</i>
<i>Rangletts Recreation Ground</i>	<i>46</i>
<i>Brinscall Recreation Ground</i>	<i>46</i>
<i>Chorley Cemetery</i>	<i>43</i>
<i>Rear of Brindle Village Hall</i>	<i>41</i>
<i>Bretherton Parish Institute Recreation Ground</i>	<i>41</i>
<i>Abbey Village Playground</i>	<i>38</i>
<i>Lodge Bank</i>	<i>38</i>
<i>Blainscough Wood Nature Reserve</i>	<i>37</i>
<i>Carr Brook Linear Park</i>	<i>36</i>
<i>Hurst Brook/Alder Grove</i>	<i>36</i>
<i>Gough Lane Play Area</i>	<i>32</i>
<i>Withnell Fold Recreation Ground</i>	<i>29</i>
<i>Duxbury Park (gardens only)</i>	<i>23</i>

These areas need to be included within the play Action Plan for further auditing and review.

Chorley Borough Local Development Framework

Local Plan

The existing Local Plan includes a number of policies impacting on the management and development of formal and informal play space:

- Public Open Space Requirements in Housing Developments
- Ornamental Open Space Requirements
- Playing Space Requirements
- Sports and Play Provision
- Protection of Existing Play and Other Open Space
- Public, Private, Educational and Institutional Playing Fields, Parks and Other Recreational Open Space
- Amenity Open Space
- Dual Use of Educational facilities

The Local Plan will be replaced by a Local Development Framework (LDF). The LDF will be made up of a number of Local development Documents (LDDs). The LDDs covering sport and play provision will contain policies relating to the above and will replace the Local Plan policies when adopted.

Statement of Community Involvement

The Local Development Framework Statement of Community Involvement submission to the Secretary of State, September 2005 sets out the Borough Council's intentions to consult as widely as possible about planning-related matters.

Chorley Play Partnership was consulted as part of the process of developing the Statement.

It is important to ensure that groups and organisations working to develop play opportunities in the Borough are included and take an active part in future consultation.

Parish Plans

Several of the Borough's Parishes have produced Parish Plans that refer to the need for adequate and appropriate play and recreational facilities for children and young people, and concerns about juvenile nuisance, in Villages and rural areas around the Borough.

Some Parish Councils are responsible for the maintenance of Play Areas in their catchment area.

External Funding

The Council's Procurement Policy will provide a detailed framework for supporting funding applications and implementing the action plan.

Chorley Play Partnership

Chorley Play Partnership, formerly Chorley Play Forum, devoted a considerable amount of time and effort in 2005 to development work within the Partnership itself. Two main priorities were agreed:

- To look for funding to employ a Co-ordinator to develop involvement by organisations who do not yet see the potential benefits, or their links with play.
- To consult children, parents and carers during October and November 2005.

Other work during the year has been to address the Partnership's public image, consider ways to develop work with children and families, and to promote key partnerships, and to learn more about developing inclusive play. Chorley Play Partnership is also the body through which this Play Strategy has been drafted.



PLAY PARTNERSHIP ORGANISATIONS INCLUDE:

Chorley Council – Directorates and Services

Leisure and Cultural Services

Community Development, Sports Development, Young People's Activities, Yarrow Valley Park.

Streetscene, Neighbourhoods and Environment

Green Spaces, Neighbourhood Wardens

Planning and Regeneration

Planning Policy.

Homestart

Home-Start is a voluntary organisation operating in Chorley that is committed to promoting the welfare of families with at least one child under five years of age, supporting them primarily in their own homes. Families are also encouraged to take part in family support groups offering a safe environment where confidence and skills such as recognising the importance of play are actively encouraged and developed.

In 2004 Home Start adopted the Early Years "Birth to Three Matters" framework, celebrating the skill and competence of babies and young children, and highlighting the interrelationship between growth, learning through play, development and the environment in which they learn.

Neighbourhood Groups

Since 2004, Positive Action in Chorley East (PAiCE) and the South West Chorley Community Safety Group (SWITCH), and smaller groups within their catchment areas, have actively supported play for children and young people in their neighbourhoods by bidding for funds to develop a wide range of out of school activities. Funding bodies have included Awards for All and the Local Network Fund. Astley Village Action have provided play opportunities for 4 years and are active with the Partnership. Clayton Brook Together are also represented within Chorley Play Partnership.

Barnardo's

Barnardo's work with 180 disabled children and young people living in Chorley and South Ribble. Currently, with the help of the Children's Fund, approximately 90 of the children are supported in Chorley to access activities of their choice. The main aim of the project is to support children in a variety of activities both term time and after school, developing inclusive opportunities in local play and leisure facilities.

Training is available for organisations that children are accessing, and staff and volunteer support is available when children access services.

Barnardo's are currently providing support for children to access brownies, cubs, scouts, leisure centre activities, football, horse riding, after school clubs and youth service activities, and are constantly looking to develop further links.

Chorley and District Neighbourhood Watch Association

Whilst CADNWA may not seem to be an obvious play partner, there are over 250 Co-ordinators working at grass-roots level in local communities, who can provide vital links between all ages, backgrounds and abilities, and help to develop positive responses to difficulties experienced in their neighbourhoods

Lancashire County Council Early Years and Childcare Development Service.



Community and voluntary organisations

Community and voluntary organisations in Chorley deliver a variety of play activities for children from birth to teenage years, through play and toddler groups, youth groups, and by volunteering to help run play events such as Playday. They are a vital part of play provision and development across the Borough, and are encouraged to join the Partnership.



Children taking part in the Play Strategy consultation at Playday 2006

8. The Purpose and Scope of the Strategy

Purpose:

- 8.1 To enable the Borough Council and its partners to establish clear policies on play, and convey a vision of what we want to achieve, by considering the needs of children, young people and their families across a range of policy and strategy areas.
- 8.2 To develop an action plan with clear and identifiable milestones, promoting a more holistic view of play provision, distribution and quality, and providing a basis for a more consistent approach, identifying gaps in provision and the need for improvements
- 8.3 Increasing the number of areas of the Borough where all children and young people feel safe and welcomed, and improving quality of life for the whole community, by engaging its young people in challenging negative perceptions and encouraging shared ownership of, and responsibility for, open space and the built environment.
- 8.4 The Strategy seeks to meet the needs of children and young people of local communities, including groups that have traditionally suffered exclusion, such as disabled children and young people, those from minority ethnic and refugee communities, girls and young women, looked-after children and young people, and those at risk from social exclusion.
- 8.5 It will help partners to comply with relevant legislations, and help in meeting requirements for assessments and audits
- 8.6 It will help in identifying priorities, planning for improvements and highlighting issues of quantity, quality and inclusivity.
- 8.7 It will help to target unallocated budgets through Section 106 agreements for play space, and the effectiveness of other budgets by targeting expenditure based on need. It will also encourage flexible and imaginative thinking around the provision of different types of play space.
- 8.8 It will help with development plans, controls, decision-making and reviews, and with the negotiation of developer agreements
- 8.9 It will contribute to best value reviews, and promote partnership working, social inclusion and community involvement.

Scope:

- 8.10 Assessing and analysing not just the quantity, quality and current usage of existing play spaces and facilities, but also the current inclusivity of the public facilities against the needs and wishes of local children and young people, taking into account issues of gender, ethnicity and disability.
- 8.11 Assessing and analysing where and how children are playing and identifying where they are not. Assessing what modifications need to be made to existing open spaces and playgrounds against current and future need.

I play in my street and I don't like it because it says No ball games
Jessica, aged 10 years

- 8.12 Making play a corporate priority, reflected across a range of developments such as neighbourhood renewal and regeneration. The range of partners involved in the play strategy's development will reflect this cross-cutting approach.
- 8.13 Involving a range of stakeholders including children and young people of all ages and backgrounds and their parents and carers.
- 8.14 Assessing the quantity, quality and accessibility of supervised play opportunities, such as the Council's Get Up and Go programme.



9. What the Strategy could achieve:

- 9.1 Protecting and improving play provision in terms of quality, quantity, accessibility and safety
- 9.2 Ensuring that play provision is inclusive and meets the needs of all local children and young people
- 9.3 Promoting greater social inclusion for all ages and abilities.
- 9.4 Developing a balance between supervised and unsupervised provision according to local need
- 9.5 Ensuring that play space enhances the quality of the local environment, community and neighbourhood.
- 9.6 Providing a clear framework for investment priorities, action and workforce development
- 9.7 Supporting the aims of the Every Child Matters programme of change, by promoting the importance of the 5 outcomes, and working towards achieving them.
- 9.8 Making clear links to other relevant strategies and plans in the Borough

By basing the Strategy on:

- 9.9 Involving children and young people right from the start
- 9.10 A clear vision and policy framework
- 9.11 Shared understanding of the principles of play
- 9.12 Shared understanding of inclusion and the social model of disability, that looks at the ways in which disabled people are often prevented from taking part on an equal basis by physical barriers or by people's attitudes.

I would love to ride a bike but I can't as I have no balance and need stabilizers but I'm too big for a small bike

Ryan, aged 13 years

- 9.13 Understanding the needs and aspirations of local children and young people
- 9.14 Forming collaborative and enabling partnerships

- 9.15 Understanding risk and safety issues in relation to children's play
- 9.16 Quality long-term inclusive and accessible design principles.
- 9.17 Sustainable management and maintenance arrangements

The current facilities are good in and of themselves. However they need to be cleaned properly and better policed/secured.

A Chorley parent.

- 9.18 Understanding and promoting the recognised objectives of good play provision



10. How we can make the Play Strategy Happen

By developing policies for play

Policies to protect play space, address deficiencies, enhance existing provision and create new provision need to form part of an Action Plan.

By involving children and young people

- Involving all children in the design, location and regeneration of play space, in a meaningful way.
- Enabling children and young people to present projects to others
- Promoting social inclusion by challenging stereotypes
- Developing a safe and secure atmosphere around play space
- Bringing everyone together who can help
- Develop policy-makers' will to involve young people in decision-making.

Through the Local Plan / Local Development Framework

The Local Plan identifies how the need to protect and develop play space is met. The Local Development Framework, which will replace the Local Plan, will also identify this. The Statement of Community Involvement specifies the role of the community play sector.

Development plans identify all open space in the borough that is to be protected, including play space. Consideration is given to the identification of standards for play space in new development.

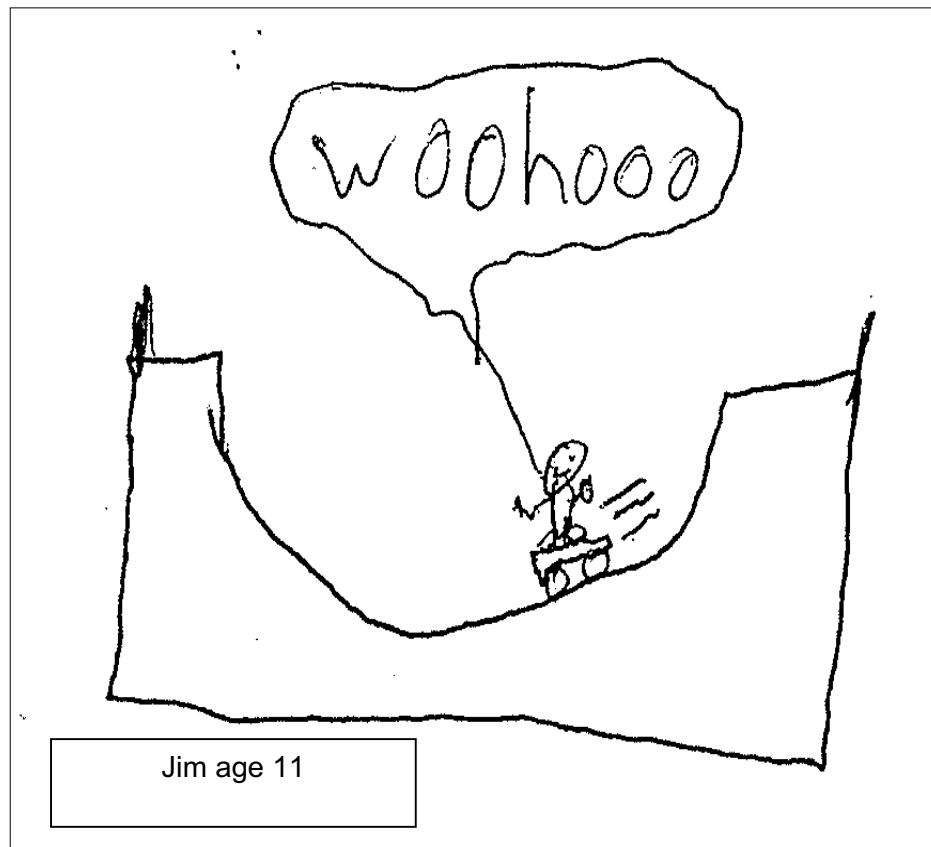
By taking play seriously within Developers' Agreements

Planning conditions, local area agreements and Section 106 'planning gain' agreements can be used to address identified quantitative and qualitative deficiencies in provision or where new development would increase the need for provision. Agreements can secure both capital and revenue funding to provide for the future maintenance of open space. Boroughs should develop a broad strategy for the use and negotiation of Section 106 agreements.

As part of the Local development Framework a Planning Contributions Development Plan Document will be produced which will set out the principles by which planning contributions will be required – including contributions for play space.

Developing even stronger community and partnership working

Creating partnerships and increased community involvement in the use and management of facilities can help in project implementation. Supporting community organisations may lead to an increase in schemes and greater feeling of ownership of children's play facilities locally.

Developing an effective, cross cutting Preliminary Action Plan for play in Chorley

PLAY ACTION PLAN 2006 – 2011

TASK	ACTIONS		LEAD AGENCY/PARTNERS	TIMESCALE (Municipal year)
Consider ways to address issue of play space bullying and intimidation	Many of these could be achieved through staff and volunteer time, and by refocusing some priorities. Actions with financial implications are identified.		Chorley Council SN&ED	2007-2008
	Analyse arrangements for supervision of play space and report back to Chorley Council with proposals		Chorley Play Partnership	2007-2008
	Consult Parish Councils within this process		Chorley Play Partnership	2006-2010
	Include reduction of bullying and intimidation around play spaces as a priority within BLF Play Initiatives portfolio		Chorley Council/Chorley Play Partnership	2006 – 2010
	Consider the possibility of piloting a Play Rangers project and identify potential funding bids		Chorley Council SN&ED	2007 – 2008
	Determine the most appropriate locations and designs for future play facilities			

	<p>Continue promoting activity sessions in Community Safety Target Areas for young people at risk of or involved in offending/anti social behaviour – specifically designed by and for young people</p> <p>Identify funding opportunities to further develop after school sessions based in primary schools providing sessions of drama, art, fit kids and dance</p> <p>Continue to support and develop after school Live music sessions on weekdays, and also on Saturday mornings, at the Music Café</p> <p>Identify funding opportunities to continue to develop and promote inclusive play opportunities for children and young people in the Community Safety Target Areas and other areas with play needs</p> <p>Continue to develop sports opportunities through the School Sports Partnership</p> <p>Consider all proposals in line with Secure By Design principles</p> <p>Ensure that the Play Strategy features within the Borough's 2008 –2011 Community Safety Strategy</p>	<p>Prevent and Deter; South Lancashire Arts Partnership, Chorley BC, Connexions, Educational Welfare, Social Services, Lancashire Fire and Rescue Service</p> <p>South Lancashire Arts Partnership; Lancs CC Extended Schools</p> <p>South Lancashire Arts Partnership</p> <p>PAICE, SWITCH, Astley Village Action, Clayton Brook Together, parish councils and other groups</p> <p>Chorley BC Leisure and Culture</p> <p>MAPS Team</p> <p>Chorley Play Partnership</p>	<p>2006 - ongoing</p> <p>2006 - ongoing</p> <p>2006 - ongoing</p> <p>2006 - ongoing</p> <p>2006 - ongoing</p> <p>2006 – 2011</p> <p>2007-2008</p>
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<p>Consider ways to address issue of play space vandalism</p>	<p>Analyse play space inspection and maintenance arrangements and report back to Chorley Council with proposals Consult Parish Councils within this process Consider all proposals in line with Secure By Design principles</p>	<p>Chorley Council SN&ED MAPS Team</p>	<p>2007-2008 2006 - 2011</p>
<p>Consider ways to address traffic concerns</p>	<p>Raise as an issue through the Borough's Community Safety Partnership Link Play Strategy to traffic/transport-related policies for the Borough Consider all proposals in line with Secure by Design principles</p>	<p>Chorley Play Partnership Lancashire Partnership for Road Safety Chorley Council Planning & Regeneration MAPS Team</p>	<p>2006 – 2008 2007 – 2011 2007 - 2011</p>
<p>Consider ways to address negative perceptions of play and raise the positive image of play across the Borough</p>	<p>Identify funding and other resources to produce and distribute positive publicity material Carry out mapping exercise to identify designated informal open play spaces Develop clear approach to managing play space-related conflict within neighbourhoods</p>	<p>Chorley Play Partnership Chorley Council SN & ED Chorley Play Partnership Chorley Council SN & ED</p>	<p>2007-2011 2007-2008 2007-2009</p>

<p>Review provision of organised activities</p>	<p>Consider accessibility and inclusivity of the Get Up and Go programme as part of Equality Impact Assessment</p> <p>Carry out an audit of play activities organised by voluntary, community and faith sector organisations</p>	<p>Chorley Council Leisure & Culture, CS Target Area Groups</p> <p>Chorley Play Partnership</p>	<p>2006-2008</p> <p>2006 - 2008</p>
<p>Review Play Areas Strategy</p>		<p>Chorley Council SN&ED</p>	<p>2007-2008</p>
<p>Review Green Spaces Quality audit</p>	<p>Consider Audit results in line with Play Strategy consultation results</p>	<p>Chorley Council SN&ED, L & C, Chorley Play Partnership</p>	<p>2007-2008</p>
<p>Develop strategy for involving children and young people</p>	<p>Consider good practice guidelines Draw up possible options Consult children and young people via schools and other organisations, Youth Council, Lancashire Youth Charter.</p>	<p>Chorley Play Partnership Chorley Council Policy & Performance, Lancashire County Council</p>	<p>2006 - 2008</p>
<p>Develop inclusive play</p>	<p>Draw up actions using the KIDS Framework</p> <p>Consider the possibility of piloting a Play Rangers project and identify potential funding bids</p>	<p>Chorley Play Partnership</p> <p>Chorley Council/Chorley Play Partnership</p>	<p>2006 – 2007</p> <p>2006 - 2010</p>

<p>Ensure that the Play Strategy links with Planning Policy</p>	<p>Ensure that the Play Strategy is taken into account within the Local Development Framework</p> <p>Consider ways to clarify play space arrangements and information within Developers' Agreements</p> <p>Consider all proposals in line with Secure By Design principles</p>	<p>Chorley Council Planning and Regeneration</p> <p>Chorley Council Planning and Regeneration</p> <p>MAPS Team</p>	<p>2007-20011</p> <p>2007-20011</p> <p>2007 - 2011</p>
<p>Identify playwork development opportunities</p>	<p>Consult local groups and organisations, audit existing play workforce and identify training and development needs</p>	<p>Chorley Play Partnership</p>	<p>2007-2008</p>
<p>Develop playwork training opportunities</p>	<p>Identify relevant qualifications and best practice from other areas.</p> <p>Audit training opportunities available in the area</p> <p>Identify possible funding to develop a training programme</p>	<p>Chorley Play Partnership</p> <p>Lancashire College, Runshaw College, LCC Early Years and Childcare Service, Chorley & South Ribble CVS, community, voluntary and faith sector organisations</p>	<p>2007-2008</p>
<p>Consider ways to improve information and signage about play space</p>	<p>Audit and review existing information sources</p> <p>Audit and review existing play space signage</p> <p>Develop improvement strategy</p> <p>Identify funding opportunities</p>	<p>Chorley Play Partnership, voluntary and community sector organisations</p>	<p>2008 - 2009</p>

<p>Consider ways to further develop Chorley Play Partnership</p>	<p>Identify potential funding to employ a development worker as proposed 2005-2006</p>	<p>Chorley Play Partnership/Chorley Council</p>	<p>2006 - 2007</p>
<p>Ensure that play is included as an issue within the next Community Strategy</p>	<p>Introduce play as an issue of concern within thematic groups</p>	<p>Chorley Play Partnership/Chorley Partnership</p>	<p>2007-2008</p>
<p>Ensure that the Chorley Play Strategy features within the LCC Children and Young People's Plan</p>		<p>Chorley Council Chorley Play Partnership</p>	<p>2006 - 2008</p>
<p>Address Child Protection issues</p>	<p>Draft and consider adoption of a Child Protection Policy for the organisation</p>	<p>Chorley Play Partnership Chorley Borough Council Other Chorley Play Partnership member organisations, where applicable</p>	<p>2006 - 2007</p>
<p>Review Play Strategy</p>	<p>Review progress on action plan annually and report back via Chorley Play Partnership Annual General Meeting (January)</p>	<p>Chorley Play Partnership and partner organisations within</p>	<p>Ongoing with full review of Strategy in 2010-2011</p>

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Report of	Meeting	Date
Director of Leisure and Cultural Services (Introduced by the Executive Member for Health, Leisure and Well-Being, Cllr Mark Perks)	Executive Cabinet	09/11/06

LANCASHIRE PARTNERSHIP – STRATEGY FOR AN AGEING POPULATION

PURPOSE OF REPORT

- To agree a Chorley Council response to the Lancashire Partnership – Strategy For An Ageing Population consultation exercise.

CORPORATE PRIORITIES

- The strategy cuts across a number of the Council's strategic objectives. The most direct impact is on the strategic objective to improve equality of opportunities and life chances for all. One of the long-term outcomes for this strategic objective is to improve the quality of life for the Borough's older people.

RISK ISSUES

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

Strategy	✓	Information	
Reputation		Regulatory/Legal	
Financial		Operational	
People		Other	

- At this consultation stage, the key risk is around alignment between the Lancashire Partnership's strategic thinking and Chorley Council's strategic thinking responding to the Consultation is an attempt to mitigate any risk.

BACKGROUND

- The development of this strategy was commissioned by the Lancashire Partnership. It was an action identified in the County's Community Plan – Ambition Lancashire.
- The need for the strategy is explained in the document as being:
 - The population of Lancashire is aging.
 - Older people themselves are changing.
 - Government policy is changing.

7. The development of the strategy has involved over 300 older people and staff from organisations across the county. In addition working groups of older people and officers have been directly involved in developing the thinking and proposals for action that underpin the strategy.
8. The Strategy and actions that flow from it will be important to the Council. It will influence the work of the LSP and the Local Area Agreement. The outcomes arising from this area of work will be key in CPA assessment.

STRATEGY FOR AN AGING POPULATION

9. Attached to this report is an executive summary of the strategy.
10. The full report is 208 pages long. Any members who are interested in seeing the full report can access it on the web:

http://www.lancashire.gov.uk/corporate/consultation/aging_population/index.asp

11. In brief there are 5 outcomes within the strategy and each of the 5 outcomes has a number of related aims. They are:

Outcome 1 – financially and materially secure

- Aims:
- Older people to have an adequate income
 - Older people have the opportunity to work

Outcome 2 – accessing mainstream services

- Aims:
- Older people have access to information, advice, brokerage
 - Older people have access to services

Outcome 3 – making a contribution

- Aims:
- Older people are engaged in decision making
 - Older people are contributing to community life
 - Older people are building links with younger people
 - Older people are free from discrimination

Outcome 4 – health and well

- Aims:
- Older people will be physically, mentally and emotionally healthy
 - Older people will have good social networks
 - Older people will have access to community based activities

Outcome 5 – safe and supported

- Aims:
- Older people and their carers will receive appropriate support
 - Older people will feel safe in their homes and communities
 - Older people will have decent, appropriate accommodation

SUGGESTED RESPONSE

12. The following points are a suggested response at this stage. Members may wish to comment on the suggestions and refine, delete or add to them, as they see appropriate.
13. Chorley Council welcomes the production of the strategy and recognises the need to enhance the delivery of services for older people in order to ensure that older people have an improved quality of life.
14. The Council feel that the document is very aspirational but that it has to be more pragmatic in its approach. However, the Council recognises that this pragmatic approach may be introduced as the strategic outcomes and aims are translated into local delivery. If this is the case, it would be welcomed.
15. Within Chorley Council's Corporate Strategy we have an outcome to improve the quality of life for the borough's older people. One of the key projects in our Corporate Strategy is the production of a Chorley Older People's action plan. The strategy document highlights the importance of policies for older people being an intrinsic part of a range of organisations strategic thinking. It is crucial that effective partnership working is in place to ensure that our respective strategic priorities are aligned and also resulting in improved partnership working at an operational level.
16. The Council would wish to see a step change in joint working arrangements. From a situation, at best, where agencies are aware of each others priorities and work together on an ad hoc basis: to a situation where we jointly prioritise at an operational level and deliver more seamless services that are jointly designed and commissioned.
17. The strategy, quite rightly, highlights the importance of older people having a range of opportunities to remain active. There is a financial argument that by ensuring people remain active citizens they will require less funding for treatment of ill health. The strategy does not go into any great detail about how resources can be re-allocated from treatment through to prevention and development work. As a District Council that's main focus is around the prevention and development work, we would wish to see a review of how resources are allocated, ultimately would want to see resources being redirected towards the prevention and development work we help support.
18. Chorley Local Strategic Partnership have considered the strategy and are in broad agreement with the comments made by Chorley Council. However, they did raise one specific issue, that the Council would support, around further highlighting of the important role that the voluntary, community and faith sector plays in older people's lives.

OVERVIEW AND SCRUTINY COMMITTEE

19. A copy of this report will be considered by the Overview and Scrutiny Committee at their meeting on 7 November 2006. An update on their discussions will be given at the meeting.

COMMENTS OF THE DIRECTOR OF HUMAN RESOURCES

20. There are no specific Human Resource implications arising from the consultation. However, in preparing Chorley Council's Older People's action plan the Council will need to be mindful of recent changes in legislation and the objectives of this strategy.

COMMENTS OF THE DIRECTOR OF FINANCE

21. At this stage there are no direct financial implications for the Council.

RECOMMENDATION(S)

22. The Executive Cabinet are asked to approve the suggested response in this report and to make any amendments or further comments that they feel are appropriate.

REASONS FOR RECOMMENDATION(S)

23. So that the views of Chorley Council are considered as part of the final Lancashire Partnership their Strategy For An Ageing Population document.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

24. Not to respond. This was not considered an appropriate option.

JAMIE CARSON
DIRECTOR OF LEISURE AND CULTURAL SERVICES

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Jamie Carson	5815	20 October 2006	LCSREP/93554LM

The Lancashire Partnership strategy for an ageing population

Executive Summary

This Executive Summary follows the structure of the report and summarises the key findings and proposals.

The Choice for Lancashire – facing up to the challenges and opportunities of an ageing population

The make-up of the population in Lancashire is changing dramatically. The ability of all partners to get to grip with the challenges and opportunities of an ageing population will shape the future wealth and opportunity for the county as a whole.

Lancashire is therefore at a crossroads. The choices it makes, and the priority it gives to adopting this strategy and planning for an ageing population will impact profoundly on the prosperity and well-being of the county and its inhabitants in 20 years time.

Chapter 1: Introduction

The development of this strategy was commissioned by the Lancashire Partnership. It was an action identified in the county's community plan *Ambition Lancashire*, which also set out a vision for the future and ambitions in relation to older people.

Ambition Lancashire – vision for 2025

Lancashire is a County where older people are empowered to live their lives in the way they choose and where their skills and expertise are valued

Ambition Lancashire – ambitions

- Maximise the life opportunities for older people and engage them in all levels of decision making
- Promote older people's health, safety and independence and ensure that all older people and their carers are treated with respect, dignity and fairness

The Lancashire Partnership strategy for an ageing population

Lancashire needs a strategy because:

- The population is ageing
- Older people themselves are changing
- Government policy is changing

The development of this strategy has involved over 300 older people and staff from organisations across the county. In addition working groups of older people and officers have been directly involved in developing the thinking and proposals for action that underpin the strategy.

The strategy is built upon priorities identified by today's and tomorrow's older people and rooted in what they say is important to quality of life and well-being in older age.

Chapter 2: Growing older in Lancashire

This strategy is driven by:

- Changes to the population of Lancashire and to the place of older people in society, and by
- The need to deliver what older people say they want in order to ensure a good quality of life

This chapter of the strategy examines:

- The changes expected in the population over the next 20 years
- Trends in society
- What matters to older people

Population change: The population is ageing, with the number of children and young people reducing and the number of people aged 50+ increasing. This trend will continue over the next 20 years. The highest percentage growth will be of older people aged 85+. Growth levels vary across different parts of the county.

The Lancashire Partnership strategy for an ageing population

Trends in society: Although it is difficult to predict what society will look like in 20 years time we can look at some of the most significant trends that are likely to influence what society might be like then. Our analysis suggests that the main trends are likely to be:

- A more diverse society with more older people, people living longer, more and varied black or minority ethnic communities, wider differences in household and individual wealth
- More households and more varied types of households.
- An older workforce with people working longer and older people making up a greater proportion of the workforce. More flexible working practices to enable older people to continue in work
- Continued technological and global change
- Increased pressure on public services as a result of growing expectations and the potential for an increase in the numbers of people with significant health care needs – especially as a result of the very significant projected increase in people aged 75 and over
- The impact of climate change and growing pressure to be more environmentally sustainable
- Expectations of greater responsiveness from and quality of services – both public and private. Older people being seen increasingly as an important market (the power of the 'grey pound')
- Increasing demands for people to be able to be involved in making decisions about their own lives

These trends will not be experienced evenly by all older people. Greater choice and diversity could go alongside deepening inequalities and greater fragmentation. Trends in rural areas will be different from urban. Within both rural and urban areas there will be differences as well.

The Lancashire Partnership strategy for an ageing population

These trends will impact across all aspects of life, including:

<i>Family and community</i>	<i>Housing</i>
<i>Health, care and support</i>	<i>Work</i>
<i>Finance and pensions</i>	<i>Leisure</i>
<i>Citizenship</i>	<i>Transport</i>

What matters to older people: National and local research have provided information on what is important to older people.

Although it is difficult to predict what the older population and the society they live in will look like in future generations, it seems likely that older people will:

- Have higher expectations
- Be healthier and more active
- Be working longer but looking for more flexible work and retirement options
- Place a higher demand on state services, benefits and support
- Increasingly emphasise issues of choice and control in how services are designed and delivered
- Need good information, and access to key services such as transport to enjoy independence and a good quality of life

What does this all mean for developing a strategy:

- It emphasises the need for a comprehensive, strategic approach to address the challenges that an ageing society will bring
- The strategy will need to address new issues – especially around the role that older people will play in the workforce – as well as the traditional concerns such as health, transport, and social care
- The role of public services will need to change from a focus on providing support to people to promoting the role of older people as active citizens in their communities
- Service provision will remain very important but services will need to change their approach from one of doing things for

The Lancashire Partnership strategy for an ageing population

people to doing things with people – viewing older people as partners rather than just ‘users’ or consumers. Services will need to become more individualised and flexible

- An increased responsibility on all agencies to promote active and healthy lifestyle opportunities
- There will be a need to ensure that older people are engaged in decision making at all levels
- As the proportion of older people in the population grows there will be an expectation that the resources devoted to addressing their needs will grow as well
- There is an important role for councils in particular in providing ‘community leadership’ and in managing diversity and variation

Chapter 3: National and local policy context

National context: Over the past few years there has been a growing recognition nationally of the need to completely change the way in which we think about older people and the challenge of an ageing society. This is reflected in both national and local policies.

The policy debate is beginning to broaden from the traditional focus on ill health and frail older people to encompass an agenda which is about:

- Promoting quality of life and well-being
- Addressing ageism
- Recognising older people as equal citizens in society, and
- Valuing the contribution older people make in their communities in all sorts of ways

Government policy in relation to older people has generally been fragmented and without an overall focus – in marked contrast, for example, to its approach towards children and families. However, this is now changing as the Government begins to understand and to get to grips with the implications of an ageing society. Over the last 18 months the Government has issued a suite of policy and strategy documents which begin to move towards an overall vision and

The Lancashire Partnership strategy for an ageing population

approach to public policy in relation to older people. Key themes across these documents include:

- Putting more power and decision making directly in the hands of older people
- Moving from a focus on vulnerable older people to the older population as a whole
- Creating a culture of opportunity for older people
- Addressing issues of social exclusion for older people
- Promoting a culture of enabling vulnerable older people to live their lives in the community- supporting what they 'can' do

The government is also developing a more comprehensive performance framework on which local authorities and their partners will be judged. For example, the Comprehensive Performance Assessment demands comprehensive strategies, full engagement of older people as partners in decision making and access to a wide range of services for older people. The Local Area Agreement also identifies older people as a key population group to address.

Local policy context: the local context at county level is set by the high priority that the Lancashire Partnership has given older people in *Ambition Lancashire*, and through the Local Area Agreement. This is putting older people and planning for an ageing population on the map. District Councils, the NHS, and some other organizations across all sectors are also beginning to understand the implications of an ageing society for what they do.

However, the strategy analysis carried out showed a wide range of strategies that do not explicitly identify or address the challenges of an ageing society.

Chapter 4: What we want to achieve

Chapter 4 sets out the outcomes, aims and objectives for the strategy and a set of proposed actions. Some actions are clear and specific. Others are ideas that will need more debate from stakeholders to firm them up.

The Lancashire Partnership strategy for an ageing population

The chapter is organized around an 'outcomes framework' which brings together all the elements of the strategy into one place. The aim of the framework is to be able to see, at a glance, the areas that the strategy covers. The framework starts with the 2 'ambitions' set out in '*older people's Lancashire*¹'. It then identifies 5 overall outcomes for the strategy - that older people should be:

- Financially and materially secure
- Accessing mainstream services
- Making a positive contribution
- Healthy and well, and
- Safe and supported

Each of these then has 'aims' which address specific issues such as transport, employment, feeling safe and so on. We have chosen these to reflect the issues that older people say are important. There is, inevitably, a lot of crossover between issues and we have indicated where this is especially the case. The outcomes framework is shown on pages xii and xiii.

This approach also allows for the fact that what is required will differ across the county and the implementation of this strategy will need to reflect this local variation.

The objectives are, for the most part, things that we think should be achieved by 2025. The actions concentrate on what needs to be done by 2015. It is not sensible or realistic to imagine that we can plan in detail for more than 10 years ahead – the strategy will need to be revised and updated to ensure that the appropriate actions continue to be included. This is a similar approach to the one taken in '*Ambition Lancashire*'.

How it will all fit together

Older people in Lancashire have said that they are looking for information and services to better connected, and to be engaged fully as partners in taking the strategy forward. In chapter 4 we provide a number of diagrams to illustrate how systems, services and

¹ '*Ambition Lancashire*: pp 82-83

The Lancashire Partnership strategy for an ageing population

partnership structures need to be developed and fit together better in the future. Here in the Executive Summary we have picked out 3 areas for joining up, which we set out below.

Information = Knowledge = Power

The diagram on page ix (see Fig. 7 in main report) shows the importance of older people having access to good quality accessible information about the range of issues that impact on their lives. With good information older people are able to choose to buy the goods and services they need to retain control of their lives and sustain independence.

Linking information to advice, assessment and brokerage to improve access to services

Good information enables older people to self assess and then:

- Either to purchase the services they want directly for themselves
- Or to seek advice, and/or a more formal assessment, together with practical help (sometimes called brokerage) to support them in securing the services they need to sustain choice and as much independence as possible in older age, even if they become frail

The diagram on page x (see Fig. 8 from main report) illustrates how this can work.

Building an engagement and partnership structure with older people

Older people need to be engaged as partners in decision making. Acting on this aim - see *Aim 3a* in chapter 4 – very early on in the life of this strategy will be fundamental in changing our perceptions of older people in society, in harnessing the talents of older people, and in underpinning the long-term change required in planning successfully for an ageing population. The diagram on page xi – Fig. 9 in the main report – sets out the district and county structure we propose.

Fig. 7 (from Chapter 4)

THE MARKET - PUTTING OLDER PEOPLE IN CONTROL – THE MENU

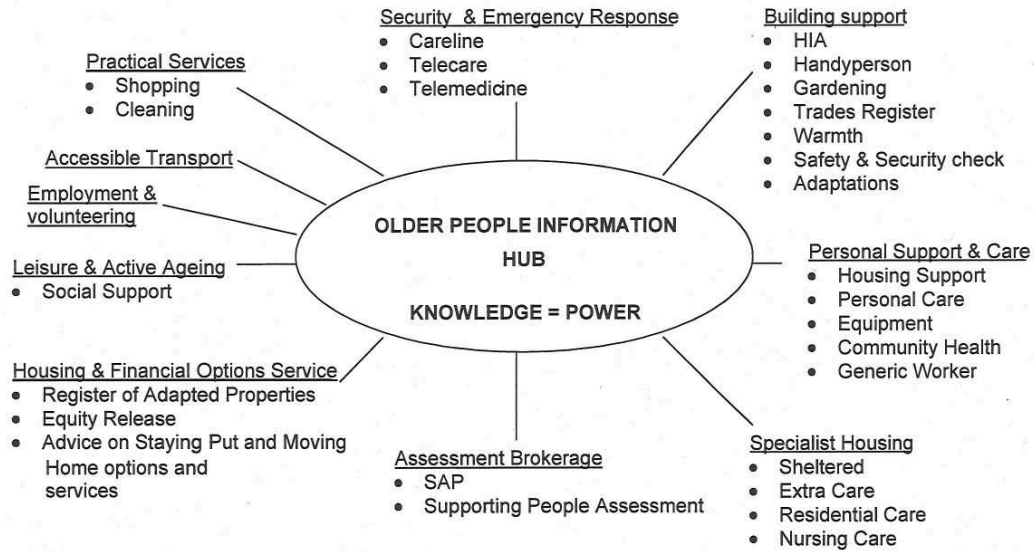


Fig. 8 (from Chapter 4) Information and commissioning to give older people power and control

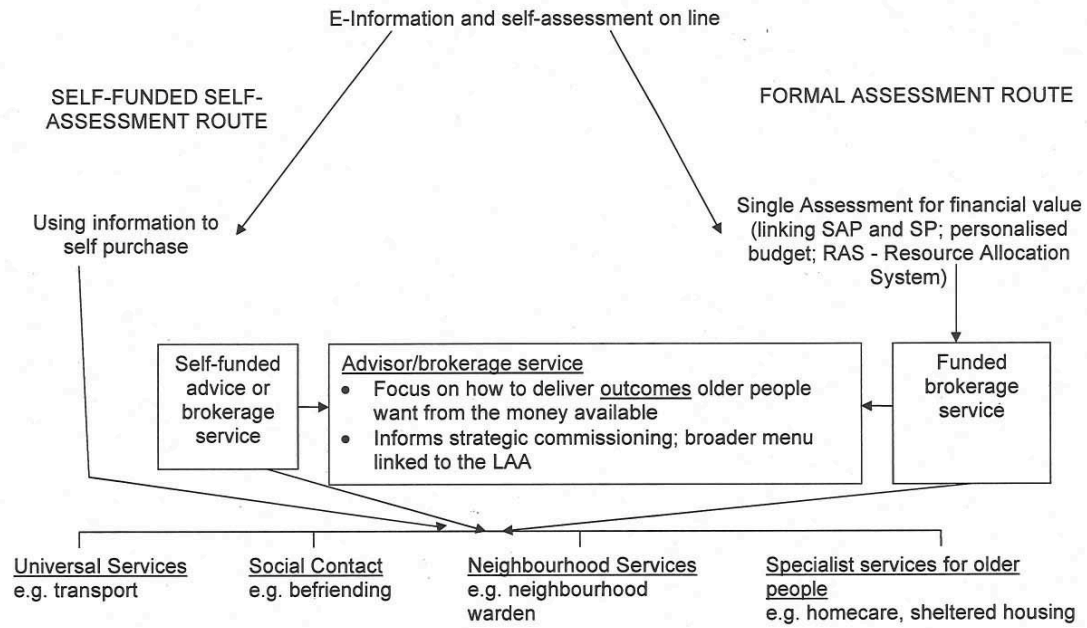
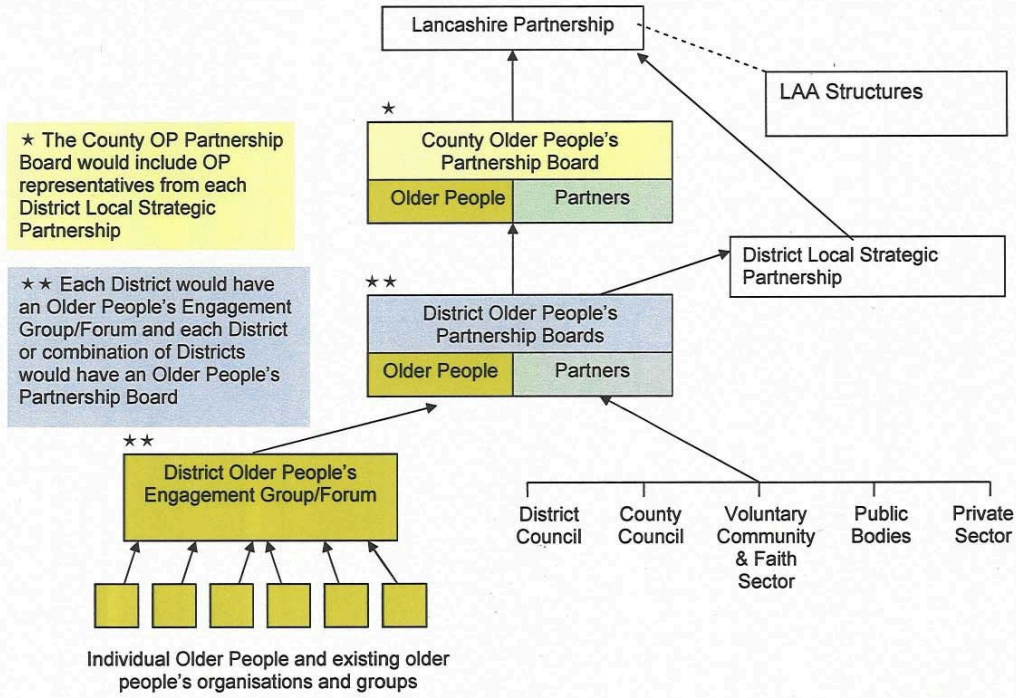


Fig. 9 (from Chapter 4)

BUILDING A COUNTY AND DISTRICT ENGAGEMENT & PARTNERSHIP STRUCTURE WITH OLDER PEOPLE



Lancashire strategy for older people: outcomes framework																
Ambition on Lancs	Maximise life opportunities for older people						Promote older people's health, safety and independence									
Outcomes	Outcome		1. Financially and materially secure		2. Accessing mainstream services		3. Making a positive contribution				4. Healthy and well		5. Safe and supported			
	Aims		1a Older people have an adequate income	1b Older people have the opportunity to work	2a Older people have access to information, advice, brokerage	2b Older people have access to services	3a Older people are engaged in decision making	3b Older people are contributing to community life	3c Older people are building links with younger people	3d Older people are free from discrimination	4a Older People will be physically mentally and emotionally healthy	4b Older people will have good social networks	4c Older people will have access to community based activities	5a Older people and their carers will receive appropriate support	5b Older people will feel safe in their homes and communities	5c Older people will have decent, appropriate accommodation
	Delivery		Mainstream services meet the needs and aspirations of older people Effective leadership to deliver the strategy Communicating and promoting the strategy Reviewing and updating the strategy													
Targets and Indicators	Sample of National and Local Indicators ²															
	No older people awarded new benefits (measured by county welfare rights service)	No of older people in employment	No of older people using information and advice services	No of older people journeys via Now card	% older people involved in decision-making who feel they have influence	No new older volunteers	% older people who say they are active in their community	Number of inter-generational projects	% of older people and from under represented BME communities employed by commissioners and service providers	No older people who say they have good health	No. Older People who say they enjoy good quality of life	No leisure and learning sessions taken by older people	No of older people being looked after at home	% older people who feel safe at home or out at night	% private sector homes in decent condition	

² These are taken from existing documents, such as the Local Area Agreement. There may be better indicators available e.g. the DWP may be able to provide information on the total number of people over 50 in Lancashire awarded new benefits

How older people will know if things are getting better					
actions	<ul style="list-style-type: none"> • Making available better financial advice and information to older people • Action to lobby central government to raise basic state pensions • Information and advice to ensure older people claim benefits • Link Age plus services providing a comprehensive approach to giving information and accessing services • More opportunities for older people to remain in employment • Retraining schemes aimed at older workers • Incentives for people to remain in work • Campaigns to tackle ageism in the workplace 	<ul style="list-style-type: none"> • Public sector organisations providing information through a single service • Investment in new technology to ensure it is available to all • Training to enable older people to use new technology • A directory of all services for older people • An extended concessionary fares scheme • Integrated procurement of all transport including specialist transport • A single source of information about all specialist transport • Funding for transport included in individualised budgets • Taxi vouchers • Good transport links to all major services • Community cars are widely available • Information about transport is readily accessible • Campaigns to encourage older people to sue public transport more • Plans to tackle older people's concerns about public transport • Walking and cycling are promoted to older people • Car sharing schemes to enable people to use private cars for longer • An Older People's Transport Forum 	<ul style="list-style-type: none"> • A network of independent engagement groups (forums) in each district and county wide, promoting the views and aspirations of older people • A network of older peoples partnerships (boards) at district level and county wide made up of older people and other partner organisations to engage older people in decision making and linked to the local strategic partnerships • The skills and experience of older people building community capacity by flexible part time working and volunteering • A skills database in community resource centres to match people to volunteering opportunities • Intergenerational work jointly promoted by older peoples forums and young peoples councils • A media watch group set up by the network of older peoples forums to improve the image of older people in the media • Commissioners and providers of services achieving targets for employment of more older people and people from BME communities • Older Peoples from BME communities engaged with decision making and using more services provided for older people • BME community organisations involved in providing services for older people 	<ul style="list-style-type: none"> • Create benchmarks to audit service provision and identify areas for change • Redeploy NHS staff to deliver services in the community • Promote and offer annual health checks • Encourage learning and leisure activities as alternative to drugs • Audit leisure and learning providers • Plan to achieve better access to learning, leisure and cultural activities • A county wide passport to services • Work with private sector providers to open up leisure and learning opportunities • Create a one-stop shop 	<ul style="list-style-type: none"> • Link age + type scheme to provide a single route to increase income and benefit take-up • On line financial advice and information service • Integrated concessionary fares scheme across all districts • Extended range of transport and integrated booking system for people with special needs • Age positive employment scheme in place to achieve more older people in the workforce, with employers signed up to flexible retirement age • Concessions service in place for older people aged 50+ • 'Rosebud' scheme and entrepreneur support for business start ups for people aged 50+

The Lancashire Partnership strategy for an ageing population

Chapter 5: Delivering the strategy

This chapter looks at what is needed to ensure that the strategy is taken forward and implemented in full. It sets out seven areas for action to drive the strategy forward.

Three of these have already been addressed in the previous chapter:

- Challenging and rooting out ageism and discrimination
- Fully engaging older people as true partners to contribute their ideas and talents and promote change
- Providing effective information, advice, brokerage and access to ensure older people have choice and control.

The other four are:

- Ensuring that mainstream universal services meet the needs and aspirations of older people through developing an age proofing approach
- Leadership - Developing a more joined up approach to funding, commissioning and delivering services.
- Having a proactive approach to communicating and promoting the strategy.
- Reviewing and updating the strategy

Chapter 5 sets out specific objectives and actions in these four areas. Chapter 5 then goes on to set out some ways by which we will be able to judge if the strategy has been a success in 2025

How to measure the success of the strategy

- Older people are at the centre of planning and action for change. There are clear structures that engage older people as partners, and resources to support engagement
- Older people are recognized as a driver for the economy of Lancashire, both in the workforce and more widely

The Lancashire Partnership strategy for an ageing population

- Older people have greater choice and control of both service and resource options
- The strategy is addressing the wider population of older people who live in ordinary housing and are not major users of health and care services (the 85%), as well as the minority who do make a lot of use of such services (the 15%) and who currently consume significant amounts of health and social care resources?
- There is a greater focus on quality of life, active ageing and prevention
- Older people are in control through providing greater choice by rethinking the way information, advice, assessment, resources and services are provided and paid for
- Application of the 'Age Proofing Toolkit' has ensured that mainstream services address the needs and aspirations of older people
- The divide between the welfare and private sectors has been broken down
- The diversity of the older population is recognized and the needs of socially isolated and hard to reach groups addressed
- There is a more integrated approach to planning, commissioning and implementation, with local arrangements that join up services and resources, and respond to all older people and to their individual circumstances
- The gap between well off and poorer older people is being reduced and overall levels of morbidity amongst people aged 50+? are falling across all groups

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CHORLEY BOROUGH COUNCIL FORWARD PLAN FOR THE FOUR MONTH PERIOD 1 NOVEMBER 2006 TO 28 FEBRUARY 2007

This Forward Plan sets out the details of the key decisions, which the Executive Cabinet, individual Executive Members or Officers expect to take during the next four-month period. The Plan is rolled forward every month and is available to the public 14 days before the beginning of each month.

A Key Decision is defined as:

1. Any executive decision (as opposed to a regulatory decision) which is likely to result in the Council incurring significant expenditure or the making of savings where there is:
 - A change in service provision that impacts upon the service revenue budget by £100,000 or more, or
 - A contract worth £100,000 or more, or
 - A new or unprogrammed capital scheme of £100,000 or more.
2. Any executive decision which will have a significant impact in environmental, physical, social or economic terms on communities living or working in two or more electoral wards - This includes any plans or strategies which are not within the meaning of the Council's Policy Framework set out in Article 4 of the Council's Constitution.

The current members of the Executive Cabinet are:

Councillor Peter Goldsworthy	Leader of the Council
Councillor Patricia Case	Deputy Leader and Executive Member for Corporate, Policy and Performance
Councillor Greg Morgan	Executive Member for Resources
Councillor John Walker	Executive Member for Customer, Democratic and Legal Services
Councillor Mark Perks	Executive Member for Heath, Leisure and Well-Being
Councillor Eric Bell	Executive Member for Streetscene, Neighbourhoods and Environment
Councillor Peter Malpas	Executive Member for Economic Development and Regeneration

Anyone wishing to make representations about any of the matters listed below may do so by contacting the relevant officer listed against each key decision, within the time period indicated.

Under the Access to Information Procedure Rules set out in the Council's Constitution, a Key Decision may not be taken, unless:

- It is published in the Forward Plan;
- 5 clear days have lapsed since the publication of the Forward Plan; and
- If the decision is to be taken at a meeting of the Executive Cabinet, 5 clear days notice of the meeting has been given.

The law and the Council's Constitution provide for urgent key decisions to be made, even though they have not been included in the Forward Plan in accordance with Rule 18 (General Exception) and Rule 19 (Special Urgency) of the Access to Information Procedure Rules.

Copies of the following documents may be inspected at the Town Hall, Chorley, PR7 1DP or accessed from the Council's website: www.chorley.gov.uk

- Council Constitution
- Forward Plan
- Reports on the key decisions to be taken
- The minutes or decision notice for each key decision, which will normally be published within 5 working days after having been made

Members of the public are welcome to attend meetings of the Executive Cabinet, which are held at the Town Hall, Chorley. The dates and times of the meetings are published on www.chorley.gov.uk or you may contact the Democratic Services Section on telephone number 01257 -515118 for further details.

Donna Hall
Chief Executive

Publication Date: 18 October 2006

Details of the Decision to be taken	Decision to be taken by	Relevant Portfolio Holder	Earliest Date Decision can be taken	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated
Approval of terms for acquisition of property required to construct the Gillibrand Link Road	Executive Cabinet	Executive Member for Resources	9 Nov 2006	None	None	Report of the Arbitrator appointed to determine compensation due	Director of Property Services Tel: 01257 515311 roger.handscombe@chorley.gov.uk by Thursday 19 October 2006
Selection of Service Provider for the Property Services and Market Function	Executive Cabinet	Executive Member for Resources	9 Nov 2006	Internal Service Stakeholders, Market Traders, Staff and Unison	Issue of Service Specification	Tender Documentation submitted by prospective partners and evaluation reports	Director of Property Services Tel: 01257 515311 roger.handscombe@chorley.gov.uk by Thursday 19 October 2006
Review of Advice and Support Funding to External Groups	Executive Cabinet	Executive Member for Health, Leisure and Well Being	9 Nov 2006	Chorley and South Ribble CAB and Lancashire County Council Welfare Rights Service	Direct Contact	Various - including Annual Reports on Activity	Director of Leisure and Cultural Services Tel: 01257 515815 jamie.carson@chorley.gov.uk by Thursday 19 October 2006

Approval of Play Strategy for the Borough	Executive Cabinet	Executive Member for Health, Leisure and Well Being	9 Nov 2006	Chorley Play Forum, Stakeholders and the Overview and Scrutiny Committee	Draft Strategy circulated at meetings	Draft Strategy	Director of Leisure and Cultural Services Tel: 01257 515815 jamie.carson@chorley.gov.uk by Thursday 19 October 2006
Approval of Telephony Strategy	Executive Cabinet	Executive Member for Resources	9 Nov 2006	Officers and Members	Publication of documents on Council's Intranet	ICT Business Plan Telephony Strategy Customer Focus Strategy	Director of Information and Communication Technology Tel: 01257 515455 tim.murphy@chorley.gov.uk by Thursday 19 October 2006
Approval of ICT Strategy	Executive Cabinet	Executive Member for Resources	9 Nov 2006	Officers and Members	Publication of documents on the Council's Intranet	IEG6 Statement Customer Focus Strategy	Director of Information and Communication Technology Tel: 01257 515455 tim.murphy@chorley.gov.uk by Thursday 19 October 2006

Approval of re-organisation of Streetscene, Neighbourhoods and Environment	Executive Cabinet	Executive Member for Streetscene, Neighbourhoods and Environment	9 Nov 2006	Human Resources, Staff and Trade Unions	Formal Staffing Process	Report of the Director of Streetscene, Neighbourhoods and Environment	Director of Streetscene, Neighbourhoods and Environment Tel: 01257 515720 john.lechmere@chorley.gov.uk by Thursday 19 October 2006
Approval of plans for Brinscall Baths	Executive Cabinet	Executive Member for Health, Leisure and Well Being	9 Nov 2006	Stakeholders	Community Meetings	Report of the Director of Leisure and Cultural Services	Director of Leisure and Cultural Services Tel: 01257 515815 jamie.carson@chorley.gov.uk by Thursday 19 October 2006
Approval of "Every Child Matters action Plan" outlining the Council's contribution to the wider agenda	Executive Cabinet	Executive Member for Life and Leisure	9 Nov 2006	Stakeholders	Draft Plan circulated and available for comments on website	Draft Action Plan	Director of Leisure and Cultural Services Tel: 01257 515815 jamie.carson@chorley.gov.uk by Thursday 19 October 2006

Approval of Information Security Policy	Executive Cabinet	Executive Member for Resources	9 Nov 2006	Officers, Members and Trade Unions	Publication of documents on the Council's Intranet	Information Security Policy	Director of Information and Communication Technology Tel: 01257 515455 tim.murphy@chorley.gov.uk by Thursday 19 October 2006
Approval of Telephony proposals and procurement	Executive Cabinet	Executive Member for Resources	9 Nov 2006	Officers and Members	Publication of documents on the Council's Intranet	Telephony Strategy ICT Strategy	Director of Information and Communication Technology Tel: 01257 515455 tim.murphy@chorley.gov.uk by Thursday 19 October 2006
Approval of Abandoned Vehicle Removal Contract	Executive Member Decisions - Streetscene, Neighbourhoods and Environment	Executive Member for Streetscene, Neighbourhoods and Environment	9 Nov 2006	Internal and External Stakeholders	Draft documentation	Tender Documentation Report of the Director of Streetscene, Neighbourhoods and Environment	Director of Streetscene, Neighbourhoods and Environment Tel: 01257 515720 john.lechmere@chorley.gov.uk by Thursday 19 October 2006

Approval of Pay and Workforce Strategy	Executive Cabinet	Executive Member for Resources	7 Dec 2006	Trade Union's, Staff Members, Staff Forum and Strategy Group	Draft Plan to be circulated and available for comments on the website	Draft Plan	Interim Director of Human Resources julie.lowe@chorley.gov.uk by Thursday 9 November 2006
Approval of PCSO Pilot Scheme	Executive Member Decisions - Streetscene, Neighbourhoods and Environment	Executive Member for Streetscene, Neighbourhoods and Environment	29 Dec 2006	Internal Stakeholders and Lancashire Constabulary	Meetings and Circulation of Documentation	Report of the Director of Streetscene, Neighbourhoods and Environment	Director of Streetscene, Neighbourhoods and Environment Tel: 01257 515720 john.lechmere@chorley.gov.uk by Friday 8 December 2006
Approval of Housing Rents and other charges	Executive Cabinet	Executive Member for Development and Regeneration and Executive Member for Resources	11 Jan 2007	Tenants and Shadow Housing Management Board	Tenant Meetings	Report of the Executive Director - Environment and Community	Executive Director - Environment and Community Tel: 01257 515500 colin.campbell@chorley.gov.uk by Thursday 21 December 2006

Approval of the "Older People's Action Plan" outlining the Council's contribution to the wider agenda	Executive Cabinet	Executive Member for Health, Leisure and Well Being	11 Jan 2007	Stakeholders	Draft Plan circulated and available for comment on the website	Draft Plan	Director of Leisure and Cultural Services Tel: 01257 515815 jamie.carson@chorley.gov.uk by Thursday 21 December 2006
Selection of Public Toilet Cleaning Contract - Renewal	Executive Member Decisions - Streetscene, Neighbourhoods and Environment	Executive Member for Streetscene, Neighbourhoods and Environment	11 Jan 2007	Legal and Procurement Teams	Procurement procedures	Report of the Director of Streetscene, Neighbourhoods and Environment	Director of Streetscene, Neighbourhoods and Environment Tel: 01257 515720 john.lechmere@chorley.gov.uk by Thursday 21 December 2006
Approval of Local Development Framework Householder Supplementary Planning Document	Executive Cabinet	Executive Member for Development and Regeneration	11 Jan 2007	All Spatial Development Stakeholders	Letters, Statutory Notice and publication on the Council's website	Householder Supplementary Planning Document	Conservation Officer Tel: 01257 515286 mary.clemence@chorley.gov.uk by Thursday 14 December 2006

Approval of Neighbourhood Management and Engagement Strategy	Executive Member Decisions - Streetscene, Neighbourhoods and Environment	Executive Member for Streetscene, Neighbourhoods and Environment	31 Jan 2007	Internal and External Stakeholders	Draft Strategy	Report of the Director of Streetscene, Neighbourhoods and Environment	Director of Streetscene, Neighbourhoods and Environment Tel: 01257 515720 john.lechmere@chorley.gov.uk by Thursday 21 December 2006
Approval of Leisure and Cultural Services Fees and Charges 2007/08	Executive Member Decisions - Health, Leisure and Well-Being	Executive Member for Life, Leisure and Well Being	2 Feb 2007	Service Users	Publicity in the various centres and publication on the Council's website	Schedule of proposed charges	Director of Leisure and Cultural Services Tel: 01257 515815 jamie.carson@chorley.gov.uk by Friday 5 January 2007
Approval of Final Transfer Contract recommendation to Full Council	Housing Transfer Committee	Executive Leader	21 Feb 2007	Internal and External Stakeholders	Established channels of communication for staff transfer process	Plain English version of Transfer Contract	Executive Director - Environment and Community Tel: 01257 515500 colin.campbell@chorley.gov.uk by Thursday 24 January 2006

Approval of Core Funding Awards 2007/2008 - more than £5000	Executive Cabinet	Executive Member for Health, Leisure and Well Being	22 Feb 2007	Previous applicants and other groups who express an interest	Media Coverage, website publication and Application Packs to be distributed	Completed Application Forms	Director of Leisure and Cultural Services Tel: 01257 515815 jamie.carson@chorley.gov.uk by Thursday 25 January 2007
Approval of Core Funding Awards for 2007/2008 - £5000 or less	Executive Member Decisions - Health, Leisure and Well-Being	Executive Member for Health, Leisure and Well Being	23 Feb 2007	Previous Applicants and other groups who express an interest	Media Coverage, website and distribution of application packs	Completed Application Forms	Director of Leisure and Cultural Services Tel: 01257 515815 jamie.carson@chorley.gov.uk by Friday 26 January 2007

Report of	Meeting	Date
Director of Policy and Performance	Executive Cabinet	9 th November 2006

THE UPDATED CORPORATE STRATEGY

PURPOSE OF REPORT`

1. To highlight the amendments to the Corporate Strategy 2006-2009 and to seek approval to the changes.

CORPORATE PRIORITIES

2. The Corporate Strategy sets out the Council's Vision and Corporate Priorities, and outlines the work programme for the Council for the next year. This report, in addressing the content of, and thinking behind, the Corporate Strategy directly impacts on all of our priorities as a Council.

RISK ISSUES

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

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

4. The Corporate Strategy is the key Strategic document for the Council, it is closely tied in with the Community Strategy which acts as the key driver for the activity of the LSP. The Corporate Strategy is the highest-level document for the authority and all other strategies will be aligned with the aims and objectives set out in the Corporate Strategy. As such a critical document for the authority it is key that we ensure that the Corporate Strategy is fit for purpose and deliverable.

BACKGROUND

5. The Corporate Strategy 2006- 2009 is the Key Document for the Council in taking forward its agenda for improvement. In August and September 2006 the Executive Cabinet, along with members of Strategy Group, undertook a process of reviewing the commitments made in the Corporate Strategy to ensure that these could be delivered and that they reflected the key objectives of the new administration. The report below details the changes made to the Strategy as a platform for taking forward our ambitions as a Council.

CHANGES TO THE CORPORATE STRATEGY 2006/07

6.1 VISION

The vision has been amended and expanded upon to set out a full picture of what the Council is aiming to achieve, and of our overarching vision of the future for the Borough. The vision sits at the heart of all that we are aiming to do.

The old vision read: **‘To make Chorley the place of choice to live work and invest in the North West’.**

The new vision reads:

‘The Council’s ambition is for Chorley to become one of the most attractive, caring and vibrant places in the North West to live, to work, to invest and to visit.

People can expect safe, clean, sustainable neighbourhoods with equal access to first class, co-ordinated public services which meet their diverse needs. They can expect high quality local job and training opportunities, a decent home and to be valued and respected by all. They will be able to have their say and influence local services in their areas and to insist on good value for public money.

The character of our friendly, contemporary market town and its surrounding villages will be enhanced whilst ensuring Chorley plays a pivotal role in regional economic development’.

The revised vision sets out what tangible deliverables we are aiming to realise through the delivery of the Corporate Strategy. It will act as a focus for our drive to improve Chorley and as a succinct summary of what we are about as a Council.

6.2 PRIORITIES

All priorities have stayed consistent with previous iterations of the Corporate Strategy. The priorities act as the pegs on which the strategic objectives are hung and as a reflection of the vision.

6.3 STRATEGIC OBJECTIVES

Strategic Objective Two: which formally read: Reduce pockets of inequality has been changed to become: Improving equality of opportunity and life chances.

This change was made to reflect our perceived role as an authority of enabling people within the Borough to improve their own quality of life by facilitating equality of opportunity and improving life chances, ensuring that all are given equal opportunities to prosper, rather than focusing exclusively on certain pockets of the Borough.

6.4 MEASURES AND TARGETS

There have been a limited number of changes to the measures and targets which are outlined below:

- With regards to outcome 2.5 – *‘Improved quality of life in rural communities’*, we have introduced an additional target to increase satisfaction with the Borough as a place to live for rural communities by 5% by March 2009. Current baseline is 69.7% (2005).
- With regards to 3.1 – *‘People will be involved in decision making and in improving the well being of their communities’*, we have removed the target to increase voter turnout and registration at Borough Council elections because it is not a direct measure of the outcome of the Strategic Objective which centres on direct involvement in decision making. Once the new neighbourhood forums have been established we can look at developing further measures.

- With regards to outcome 4.1 – *'Accessible well used and high quality public services through a range of efficient channels'*, we have deleted the target to increase the hours of telephone accessibility through Contact Chorley to 50 hours per week by March 2007 as the target has been achieved. We have also revised the target date from March 2007 to March 2008 for achieving 96% of council buildings being accessible to disabled people, as achievement of this target is dependent on the refurbishment being completed at All Seasons and Clayton Green Leisure Centres which will go beyond March 2007.
- With regards to outcome 5.1 – *'More people will be satisfied with Chorley as a place to live'*, we have reduced the % increase in satisfaction from 10% to 5% by 2009 as the baseline satisfaction levels are already high and in the upper quartile when compared to other local authorities.
- With regards to outcome 6.2 – *'An excellent community leader'*, we have revised the LSP accreditation target from "Green" to "Amber Green" by 2009, to reflect the status of the partnership and the time that will be required to deliver to the very high and rigorous standards at the highest "Green" level.
- With regards to outcome 6.4 – *'An excellent council that is continually striving to improve'*, we have simplified the CPA target to include securing excellent status in late 2007 or 2008 depending on when our application for re-categorisation is programmed. We have also removed the target to increase overall satisfaction with council services by 10% as it is very similar to a target being used for measuring outcome 6.3 which is increasing by 10% by March 2009 satisfaction with the way the Council runs things.

6.5 KEY PROJECTS

Key projects are the key mechanism for delivering the Corporate Strategy and the vision for the Borough. It is important, therefore, that we have the capacity to deliver all that we are committing to and that all that we are aiming to achieve is focussed on realising our priorities. To this end a number of projects have been added to or removed from the Basket of Key projects for 2006/07.

Attached is an annotated copy of the Corporate Strategy (appendix one) which highlights in blue those key projects which have been removed from the Corporate Strategy and highlights in Green those key projects which have been added.

COMMENTS OF THE DIRECTOR OF HUMAN RESOURCES

- 7 There are no direct HR implications attached to this report, however, consideration should be given to the communication of the new vision and priorities to staff and elected members.

COMMENTS OF THE DIRECTOR OF FINANCE

- 8 None

RECOMMENDATION

- 9 That the changes to the Corporate Strategy and the Vision for the Borough be approved in line with the rationale outlined above and that the updated Corporate Strategy be agreed as the key strategic document for the authority.

REASON FOR RECOMMENDATIONS

The Corporate Strategy is the key driver for the authority, the changes detailed above have been made to ensure that all which we are committing to deliver over the next three years is achievable and will deliver real improvements for the Community we serve.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

None

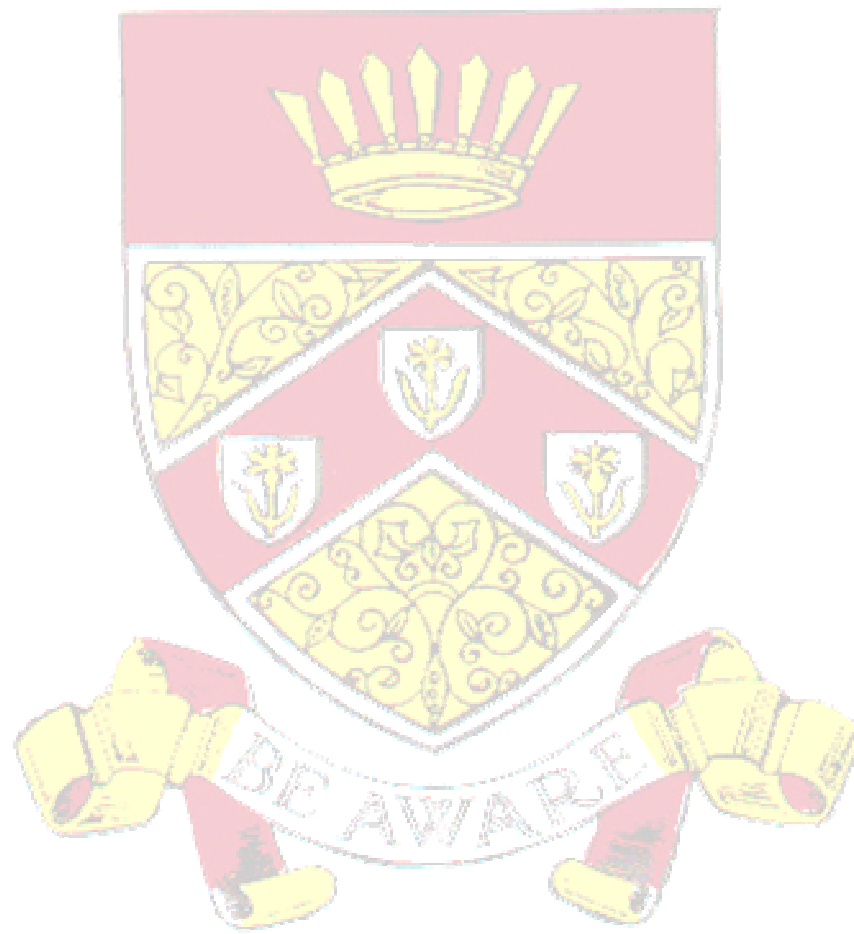
LESLEY-ANN FENTON
DIRECTOR OF POLICY AND PERFORMANCE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Sarah Dobson	5325	14 September 2006	ADMINREP/REPORT

CORPORATE STRATEGY OVERVIEW 2006/07 – 2008/09

<p>VISION</p> <p>The Council's ambition is for Chorley to become one of the most attractive, caring and vibrant places in the North West to live, to work, to invest and to visit.</p> <p>People can expect safe, clean, sustainable neighbourhoods with equal access to first class, co-ordinated public services which meet their diverse needs. They can expect high quality local job and training opportunities, a decent home and to be valued and respected by all. They will be able to have their say and influence local services in their areas and to insist on good value for public money.</p> <p>The character of four friendly, contemporary market town and its surrounding villages will be enhanced whilst ensuring Chorley plays a pivotal role in regional economic development.</p>						
PRIORITY	PROSPERITY	PEOPLE		PLACE	PERFORMANCE	
STRATEGIC OBJECTIVE	<p>1. PUT CHORLEY AT THE HEART OF REGIONAL ECONOMIC DEVELOPMENT IN THE CENTRAL LANCASHIRE SUB-REGION.</p> <p>Leads: Cllr P Malpas; Colin Campbell</p>	<p>2. IMPROVING EQUALITY OF OPPORTUNITY AND LIFE CHANCES</p> <p>2. REDUCE POCKETS OF INEQUALITY</p> <p>Leads: Cllr P Case; Donna Hall</p>	<p>3. INVOLVING PEOPLE IN THEIR COMMUNITIES.</p> <p>Leads: Cllr J Walker; Donna Hall</p>	<p>4. IMPROVED ACCESS TO PUBLIC SERVICES.</p> <p>Leads: Cllr J Walker; Paul Morris</p>	<p>5. DEVELOP THE CHARACTER AND FEEL OF CHORLEY AS A GOOD PLACE TO LIVE.</p> <p>Leads: Cllr P Goldsworthy; Colin Campbell</p>	<p>6. ENSURE CHORLEY BOROUGH COUNCIL IS A PERFORMING ORGANISATION.</p> <p>Leads: Cllr P Goldsworthy; Donna Hall</p>
LONG TERM OUTCOME	<p>1.1 A vibrant local economy.</p> <p>1.2 Thriving Chorley Town Centre.</p> <p>1.3 Robust transport infrastructure.</p> <p>1.4 Average earnings in line with County average.</p>	<p>2.1 Number of SOA's in worst 20% will reduce.</p> <p>2.2 Improved life chances for young people and children.</p> <p>2.3 Improved quality of life for the borough's older people.</p> <p>2.4 Healthier communities and reduced health inequalities.</p> <p>2.5 Improved quality of life in rural communities.</p>	<p>3.1 People will be involved in decision making and in improving the well being of their communities.</p>	<p>4.1 Accessible, well used and high quality public services through a range of efficient channels.</p> <p>4.2 Improved public transport with more people using it.</p>	<p>5.1 More people will be satisfied with Chorley as a place to live.</p> <p>5.2 There will be a balanced housing market.</p> <p>5.3 An improved local environment.</p> <p>5.4 Safer communities.</p>	<p>6.1 Community aspirations are delivered through the efficient use of resources and effective performance management.</p> <p>6.2 An excellent community leader.</p> <p>6.3 A provider and procurer of high quality priority services.</p> <p>6.4 An excellent Council that is continually striving to improve.</p>
MEASURES AND TARGETS	<p>Outcome 1.1 and 1.3</p> <ul style="list-style-type: none"> Basket of measures and targets to be developed by 1.04.07 from GVAG baselines and projections in the draft Economic Regeneration Strategy. <p>Outcome 1.2</p> <ul style="list-style-type: none"> Town Centre Visits (Target- Increase by 10% by March 2009. Baseline- 32,073 October 2005) Town Centre visitor satisfaction in range and choice of shops. (Target-Increase satisfaction by 10% by March 2009. Baseline- 49.3%, Oct 2005) Vacant Town Centre Floor Space (Target 7% by 2 March 2009. Baseline- 9.7, Oct 2005) <p>Outcome 1.4</p> <ul style="list-style-type: none"> Median workplace earnings in the Borough (Target reduce earnings gap to 2.7% by March 2009. Baseline-3.2% April 2005, Chorley Median £320.70 per week, Lancashire Median £331.8) 	<p>Outcome 2.1</p> <ul style="list-style-type: none"> Number of neighbourhoods in worst 20% - target in 2006/7 is to develop targets for each area based on area profiles. <p>Outcome 2.2</p> <ul style="list-style-type: none"> Improved life chances for children and young people – the target in 2006/7 is to develop a basket of measures around the 'Every Child Matters' and 'Youth Matters' outcomes of be healthy, stay safe, enjoy & achieve, positive contribution and economic well being. <p>Outcome 2.3</p> <ul style="list-style-type: none"> Improved quality of life for older people – the target in 2006/7 is to develop a basket of measures around the older peoples outcomes of participation and engagement, healthy lifestyles, integrated services and sustainable communities. <p>Outcome 2.4</p> <ul style="list-style-type: none"> The target for 2006/07 is to develop a basket of measures and targets which reflect local priorities around: <ul style="list-style-type: none"> Life expectancy and premature death from CHD and cancers Tobacco control, obesity and alcohol. <p>Outcome 2.5</p> <ul style="list-style-type: none"> % increase in people satisfied with the Borough as a place to live from rural wards. (Target 5% increase by March 2009. Baseline 69.7% 2005) 	<p>Outcome 3.1</p> <ul style="list-style-type: none"> % of people satisfied with opportunities to participate in decision making will increase (Target- 34% by March 2009. Baseline- 32.4% 2004/05) % of people who feel that their communities are places where people get on well together will increase. (Target 90% by March 2009. Baseline 87% 2004/05) % of people who have worked in a voluntary capacity during the last 12 months. (Target To establish a baseline position 2006/07) 	<p>Outcome 4.1</p> <ul style="list-style-type: none"> % of residents surveyed finding it easy to access key local services (Target in 06.07 is to establish a baseline) To maintain customer satisfaction with the service received in the Chorley Contact Centre (Target 95 %. Baseline 95%- recognising impact of new channels coming on line) Increase the number of appropriate Council Services accessible through 'Contact Chorley' (Target 100% 2006/07) Increase the number of self service interactions through the Council's website (Target 10% Increase in baseline each year of the strategy) Increase the number of appropriate Council Service available via 'self service' (Target 100% by March 2009. - Interim target, 50% March 2007, 75% March 2008) % of Council buildings accessible to disabled people. (Target 96% by March 2008) <p>Outcome 4.2</p> <ul style="list-style-type: none"> % of residents who think that, over the past three years, public transport has got better or stayed the same (Target 78% by March 2009. 2005 baseline – 74%) 	<p>Outcome 5.1</p> <ul style="list-style-type: none"> % increase in people satisfied with the Borough as a place to live. (Target 5% increase by March 2009. Baseline 74% 2005) <p>Outcome 5.2</p> <ul style="list-style-type: none"> Basket of balanced housing market measures and targets to be developed by 01/04/07 in collaboration with other authorities. Affordable dwellings completed (Target 250 Units by March 2009) <p>Outcome 5.3</p> <ul style="list-style-type: none"> Basket of measures and targets for carbon emission reductions in the Borough to be developed. % increase in people reporting that the urban and rural environment has improved (Target Increase by 10% by March 2009. Baseline 14% 2005) % of land assessed as having combined deposits of litter and detritus. (Target 12% by March 2008, LAA Stretch Target. Baseline 14% 2004/05) <p>Outcome 5.4</p> <ul style="list-style-type: none"> Improve feelings of safety during the day (Target increase by 10% by March 2009 Baseline 75.4% 2004) Improve Feelings of Safety during the night (Target increase by 15% by March 2008. Baseline 31% 2004) Reduce Crime in the Borough (Target 15% by March 2008 in line with PSA1 targets) 	<p>Outcome 6.1</p> <ul style="list-style-type: none"> % of Corporate Strategy projects achieved (Target 90%) Achieve, as a minimum, the Gershon efficiency target of 2.5% per annum. (Target 3% per annum) <p>Outcome 6.2</p> <ul style="list-style-type: none"> Status in LSP accreditation (Target To achieve 'Amber Green' status in an LSP self-accreditation by March 2009) <p>Outcome 6.3</p> <ul style="list-style-type: none"> % of priority BVPI's in Upper Quartile (Target 35% March 2009. Baseline 30% 2004/05) % of priority BVPI's improving (Target 60% March 2009 Baseline – 57% 2004/05). Satisfaction with the way the Council runs things (Target 55% March 2009. Baseline 53% 2005) <p>Outcome 6.4</p> <ul style="list-style-type: none"> CPA score and positive direction of travel (Target achieve a positive Direction of Travel judgement By 31 March 2007 and a CPA score of "Excellent" in 2007/08).
KEY PROJECTS 2006 - 2007	<ul style="list-style-type: none"> Develop and implement Economic Regeneration Strategy and priority actions (1.1 & 1.4). Enable the development of the Strategic Regional site (1.1). Complete and implement Town Centre Strategy and priority actions (1.2). Address the key issue of town centre car parking. (1.2) Explore Markets outsourcing following Scrutiny recommendations (1.2) Pursue opportunities for joint working with neighbouring authorities. (All) Undertake Chorley Strategic Transportation Study 	<ul style="list-style-type: none"> Prepare area profiles for our most deprived SOA's, and prepare actions plans. (2.1 & 2.4). Develop Service Level Agreements with Lancashire County Council to deliver the LAA and Community Strategy priorities. (All). Prepare Chorley 'Every Child Matters' and 'Youth Matters' action plans. (2.2) Develop the 'Get Up and Go' programme. (2.2) Prepare a Chorley 'Older Peoples' action plan. (2.3) Prepare a Chorley 'Choosing Health' action plan (2.4) 	<ul style="list-style-type: none"> Pilot area Forums and decide future approach. (3.1) Produce a LSP community cohesion strategy. (3.1) Prepare a neighbourhood management and engagement strategy(3.1). Open up Council meetings to the public. (3.1) Strengthen links with parish councils, faith and community and voluntary agencies. (3.1) Establish a voluntary sector compact. (3.1) Develop and deliver a strategy and action plan to increase voter turnout at Borough Council elections 	<ul style="list-style-type: none"> Develop, and deliver, an action plan for the Customer Focussed Access and Service Design Strategy (4.1). Deliver Contact Chorley and the shared services partnership (4.1) Produce a Transport Accessibility Plan (4.2). Improve appearance of public transport facilities through reduced vandalism (4.2). Develop a more detailed understanding of the needs of our customers to ensure the provision of high quality/relevant services 	<ul style="list-style-type: none"> Reconfigure current service delivery arrangements to improve provision of street scene services (5.1 and 5.3). Complete the process of Housing Stock Transfer (5.2). Develop a basket of balanced Housing market Measures by 01/04/2007 (5.2) Establish a choice based lettings scheme within the Borough in conjunction with Registered Social Landlords, covering 50% of Housing stock by March 2009 (5.2) Develop an initial basket of measures and targets for carbon emission reductions for consultation through the LDF process (5.3) (Submission stage – Autumn 2007) Develop a Sustainable Resources Development Plan for the Borough to include actions to reduce carbon emissions in line with agreed targets (5.3)(By Dec 2008 through LDF process) Pilot innovative ways of reassuring our communities (5.4). Deliver Key Actions in Community Safety Strategy. (5.4) Deliver the Sustainable Resources Development Plan (5.3) 	<ul style="list-style-type: none"> Develop a Communications and Marketing Strategy (5.1, 6.4). Develop and implement Use of Resources and VFM action plan (6.3 & 6.4). Develop a strategy to deliver 0% Council Tax increase in 2007/08 (6.1) To secure the N.W. Charter for Elected Member Development (6.2) Implement HR strategy and achieve IIP and explore other external accreditation (6.3, 6.4). To embed effective performance and risk management across the organisation (6.1 & 6.4). Align existing strategies with Community Strategy priorities (6.1 & 6.2). Complete management restructuring (6.1 & 6.4). Rationalise Council accommodation (6.1). Property outsourcing (6.1 & 6.4) Develop and strengthen the LSP (6.2). Realign the Business Planning process (6.1) Seek CPA re-assessment (6.4) Prepare a Business Case to support new Local Government Structures



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Report of	Meeting	Date
Director of Policy and Performance (Introduced by the Executive Member for Corporate Policy and Performance)	Executive Cabinet	9 November 2006

COMPREHENSIVE PERFORMANCE ASSESSMENT DIRECTION OF TRAVEL SELF ASSESSMENT 2006

PURPOSE OF REPORT`

1. To present members of the Executive Cabinet with the Direction of Travel Self Assessment for 2006. This document will inform the work of the Audit Commission in producing a Direction of Travel Assessment of the Council in March 2007.

CORPORATE PRIORITIES

2. Ensure 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. The Direction of Travel assessment is the key external assessment of the Council and as such will have a serious impact upon the reputation of the authority. The assessment will act as a key piece of evidence when the Council applies for reassessment under the revised CPA Framework for District Council's. As such a critical document it is important that the Direction of Travel Self Assessment, which will inform and drive the Audit Commission's on site activity, clearly reflects the Council's achievements and ensures that we are recognised for all that we have delivered over the last twelve months and where our key areas of focus will be going forward.

BACKGROUND

5. The Audit Commission produces an assessment annually of the Council's progress in delivering key outcomes and the improvements we have made as an organisation. The assessment made by the Audit Commission is informed by a self-assessment showcasing our achievements in the period September 2005 to September 2006 and on site interviews to be undertaken in November 2006.

KEY MESSAGES

6. Clearly there are a great number of positive messages in the self-assessment; the Council continues to take great strides forward in delivering improving outcomes for its customers and communities.
7. The Council is increasingly being recognised as a model of excellence and innovation, and we continue to develop our Community Leadership role. We have received recognition from a number of external agencies and bodies and continue to deliver significant service improvements. All of these positive messages, and many more are detailed in the attached report and will help to ensure that the Audit Commission recognises the good progress we have made.
8. The attached report is also available in a CD ROM format which enables you to link directly to sources of evidence and information to support our self-assessment, to obtain a copy of the CD please contact Sarah Dobson in Policy and Performance on 01257 515325.

COMMENTS OF THE DIRECTOR OF HUMAN RESOURCES

8. None

COMMENTS OF THE DIRECTOR OF FINANCE

9. None

RECOMMENDATION(S)

10. That the report is noted.

LESLEY-ANN FENTON
DIRECTOR OF POLICY AND PERFORMANCE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Sarah Dobson	5325	25 October 2006	ADMINREP/REPORT

**DIRECTION OF TRAVEL
SELF-ASSESSMENT
OCTOBER 2006**



SELF ASSESSMENT - DIRECTION OF TRAVEL 2006

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Document Reference List

SETTING THE SCENE

During the last 12 months Chorley has continued to deliver significant improvements and transform the way in which it delivers services to and engages with its communities.

Key Successes this year include

- Achieving the **Charter Mark** for Customer Services
- Winning the North West in Bloom **Environmental Award** with a score of 19.5 out of 20
- Delivering the **highest recycling rates** in Lancashire
- Chorley being recognised as having the **Cleanest Streets** in Lancashire
- Over, **8,000 children** participating in the Get up and Go programme
- Securing the **"yes"** vote from tenants in favour of transferring housing stock to Chorley Community Homes
- Reduction in **Crime levels by 13%**

Other areas of focus for us over the last 12 months, and going forward over the next three years, include developing the Strategic Regional Employment Site, seeking ways to improve service delivery and value for money by exploring outsourcing and partnering opportunities, the integration of all aspects of streetscene and environmental activity, developing even more effective mechanisms for engagement with local people and other stakeholders in the Borough, and embedding our approach to 'joined up service delivery' starting with the piloting this year of area forums in three areas of the Borough.

A key contextual change during the last year has been the change in leadership at both a political and senior management level. Following the appointment of a new Chief Executive in January 2006, political control changed in May this year with the Conservative Group forming the new Executive Cabinet. In addition, a new senior management structure has been implemented which, as well as generating £110,000 of savings per year (14.5% of the current senior management salary budget), the revised team will be key in building upon Chorley's strengths and taking forward the improvement agenda.

The Council recognises that there are a number of significant challenges and opportunities facing us over the next three years. As a consequence, we have developed a new Corporate Strategy that sets the key strategic focus for the authority and acts as the driver for all that we have committed to achieving over the next three years. Furthermore, we are currently re-structuring the Chorley Strategic Partnership; in order to strengthen our approach and take forward excellent partnership working that delivers tangible outcomes for our communities.

We envisage that 2006/07 will be another successful year for Chorley in achieving notable improvements in service delivery and the quality of life for local people.



Donna Hall
Chief Executive



Councillor P Goldsworthy
Leader of the Council



Councillor P Case
Deputy Leader and
Executive Member for Policy and
Performance

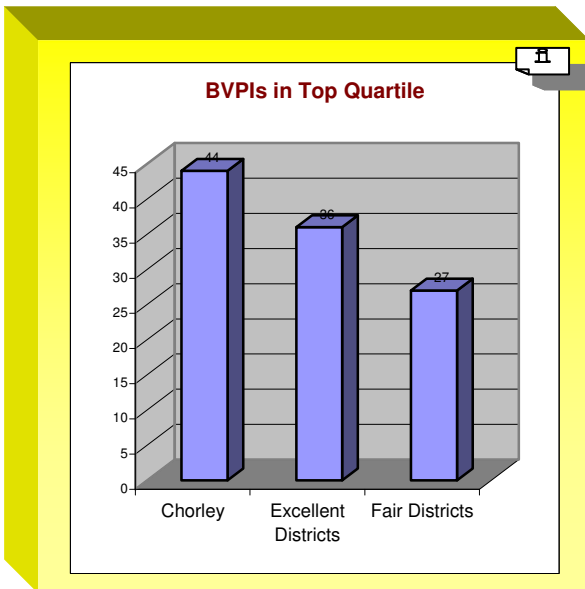
**1. The Council's Track Record in improving outcomes
Key Service Improvements**

BVPI Performance

The Council continues to deliver excellent services for its customers across the scope of its activity and is continually achieving improved outcomes. The Audit Commission PI tool showed that in 2004/05, 60% of the Council's basket of CPA performance indicators showed improving performance from the 2002/03 baseline.

With 44% of performance indicators in the top quartile, Chorley's performance massively exceeds that of the majority of fair Districts (with an average of 27% in the top quartile), and that of most excellent Districts (averaging 36%). In terms of service performance Chorley is clearly performing well above the level of fair, the current CPA categorisation held by the authority.

nationally by partners and stakeholders as excellent and innovative.



This drive for continuous improvement is also reflected in the results for 2005/06 with 64% of comparable CPA Performance indicators showing improving or consistent performance between 2004/05 and 2005/06 and 71% of all BVPIs achieving or exceeding target in 2005/06.

IMPROVING OUTCOMES

Our innovative approach to Customer Service and Partnership working has resulted in:

- Over £300,000 of savings over seven years (Average of £43,000 per annum)
- An average of 13,700 calls handled per month
- 97% of Customers being satisfied or very satisfied with how we dealt with their enquiry in the One Stop Shop
- Chorley being ranked second out of eighteen authorities for Customer Satisfaction

Category	Chorley (%)	Average (%)
emails	80	65
website	80	80
visits	85	80
letters	80	55
overall	85	75

In August 2005 the Council achieved the highest possible level of recognition of its excellence in Customer Service with the Audit Commission recognising us as having a three star approach to Customer Access and Focus with excellent prospects for improvement, realised through ***“Strong and visionary leadership in customer services, ensuring that the needs of customers and service users are at the heart of planning service and delivery”.***

Key Message

71% of Performance Indicators met or exceeded target in 2005/06

Customer Focus

This sustained drive for excellence in service performance has been delivered through a number of initiatives recognised regionally and

This recognition of exceptionally high levels of performance is echoed by customers ***“The service at the One Stop Shop is always exemplary. My wife is disabled and we regularly come in to speak to members of the customer service team. They even remember my name and everything about our case so we don't have to keep repeating ourselves.”***

The delivery of the Shared Services Contact Centre has enabled the Council to offer co-located

Services, for example Lancashire County Council community services and the Now Card (concessionary travel) can be accessed through the One Stop Shop as part of our continued commitment to facilitate constructive working arrangements across local authority boundaries. Furthermore, the Council works in partnership with agencies such as Citizen's Advice Bureau, Patient Liaison Advice Service (PALS) and the Department of Work and Pensions to provide surgeries in the One Stop Shop 260 surgeries have taken place over the last 12 months.

AWARDS AND INNOVATION

Chorley has been awarded the prestigious Charter Mark for Customer Services, when visiting the authority assessors recognised that

- Staff are very customer focussed
- The Council's long term strategy for Customer Service will enhance the service further

The authority has hosted over 20 learning visits from other authorities wishing to learn from our groundbreaking advances in customer service. Cllr Richard Gates from Waverly outlined the value of such learning to other authorities ***"It was a great visit and we learned a lot from it. Chorley Borough Council clearly has some excellent ideas. We collectively gained a great deal"***.

Use of Resources

As a result of our innovative and highly successful approach to efficiencies and procurement, outlined in the forward and backward looking efficiency statements 2006, we are on track to achieve our three-year efficiencies 2005/06-2007/8 target of £1.4 million this has allowed us to reinvest in areas of Corporate Priority such as:

- Streetscene
- The Local Strategic Partnership
- Economic Regeneration

In a continued drive for efficiencies the current cabinet have committed to an aspiration of freezing the Borough Council's element of the Council Tax for 2007/08, whilst at the same time further enhancing our already excellent services.

IMPROVING OUTCOMES

Chorley scored three out of four for Use of Resources in 2005/06, the highest score in Lancashire

The Audit Commission found that

'Costs for major services are at or below average compared with other District Councils... the major service areas are typified by above average levels of performance and comparatively high levels of Customer Satisfaction. In overall terms there is a positive relationship between costs, spending and levels of resident satisfaction'

Partnership Working

Part of this success has been realised by our commitment to actively scrutinise the way in which we deliver our services and to pursue alternative ways of delivering our services where this will deliver benefits. The Council has delivered a number of innovative partnering agreements over the course of the last twelve months including the new management arrangements for the Borough's Leisure Facilities and Duxbury golf course, which will realise £152,000 of savings. Additionally, these agreements are on course to deliver £2,500,000 pounds worth of investment in greatly improved facilities and services.

KEY MESSAGE

Our partnerships with Chorley Leisure Services and Glendale Golf will realise £2.5 Million Pounds of investment in Leisure Facilities in the Borough

Work to outsource the management of the Council's properties and the markets is also well advanced and is currently at the advanced bidder stage. The change to the way in which we deliver our property management function will result in £100,000 of savings and will realise a significant transfer of risk for the Council. The decision to outsource the management of the markets was informed by an Overview and Scrutiny Inquiry into the operation of the markets and feeds into the Council's plans, as outlined in the Corporate Strategy, to transform the town centre.

KEY MESSAGE

Outsourcing of the Council's property services will realise £100,000 of savings and significantly reduce the risk to the authority

Additionally we have pursued initiatives such as the transfer of Fairview Youth and Community Centre into community management. This innovative project will realise savings of £29,000 and will help the Council as it strives to increase levels of engagement and cohesion in our communities. Chorley Borough Council joined forces with construction company Westbury Homes to fund the new £500,000 Fairview Youth and Community Centre in Highfield Road North, Adlington. Westbury was required to contribute £150,000 as part of planning permission for the nearby Fairview Farm housing estate. Plans to take forward Community Management will see the eventual transfer of up to seven community centres and facilities and realise savings of up to £57,000 in 2007/08.

Environment

Our current recycling performance of over 40% exceeds our statutory target of 23% and the 36% target set by the Lancashire Waste Management Strategy. This has significantly reduced the amount of landfill waste generated by households. Just over 24,000 tonnes of household waste went to landfill in 2005/6 compared to over 42,000 tonnes in 2003/4. All of this has been achieved by an increase of just £1 per household per year in the cost of waste and recycling collections in 2005/06.

We recognise that this level of achievement could not have been realised without the co-operation of our residents and have ensured that the information provided to residents has been second to none, the success of this is evidenced by feedback from residents ***“The recycling scheme in Chorley is excellent. It is easy to use and easy to understand. It is encouraging people to recycle who may not have done previously”***

Doorstep surveys were conducted by an independent organisation in October 2005. The results showed that 97% knew about the kerbside recycling scheme and 75% rated the scheme above average.


The Council’s groundbreaking work in the field of environment has been recognised by the green organisation, an independent environmental group dedicated to recognising environmental best practice around the world. **The Council has been awarded the prestigious Green Apple award for our ‘Tip it in the Skip’ campaign**, which saw the delivery of community skips to urban and rural wards across the borough with the aim of reducing the number of incidents of fly tipping. 85% of the waste collected through this initiative was recycled, further boosting our already impressive recycling rates.

The Council has also become one of the Countries first ‘Green Heroes’ an award

presented to Council’s who have not only won a Green Apple for environmental best practice, but additionally demonstrated their commitment by helping others to follow their lead. Chorley has been recognized for the way in which it consulted with residents and promoted the new recycling arrangements. The Council’s achievements have been published in the Green Book, which will enable other companies, Council’s and communities to benefit from our experience and successes.

AWARDS AND INNOVATION 

The Council’s achievements in recycling have been published in the Green Book, which will enable other companies, Council’s and communities to benefit from our experience and successes.

IMPROVING OUTCOMES 

- **Chorley is the top performing authority in Lancashire for recycling with rates in 2005/06 of over 40%**
- **Chorley has the cleanest streets in Lancashire**
- **Chorley has the second best Council Tax and NNDR collection rates in Lancashire**
- **The authority is one of just a handful in Lancashire to see its collection rates climb with the majority seeing a reduction in the amount of council tax they have managed to collect**
- **Processing of Benefits – Chorley is in the top 10% Nationally**

Online Improvements

Over the course of the last twelve months the Council has also delivered huge successes with the development and launch of the Council’s intranet site ‘the loop’, which was a finalist for the Association of Public Service Excellence (APSE) Best Efficiency Award 2006. The aim of this development was to create an internal platform for council-wide efficiency and business process transformation. The success of this project has led to the delivery of savings of first year cashable and non-cashable Gershon efficiencies in the region of £70,000 and has meant that we have become a reference site for others including the North West Centre of Excellence and the Society of Information Technology Managers (SOCITM), who are compiling a best practice guide based on ‘theloo’. Martin Greenwood, SOCITM Insight Programme Manager, said: ***“It is a model of how***

an intranet development should be tackled and what it should aim to do”.

IMPROVING OUTCOMES

The Council achieved the critical BVPI 157 target of having 100% of interactions enabled for electronic delivery by the target date of the 31st December 2005.

We also met the challenge of the Priority Outcomes Programme achieving 27 of the 28 ‘required’ outcomes for which we were responsible. Of the ‘good’ outcomes we achieved 23 of the 28.

IMPROVING OUTCOMES

Through the use of Business Process Re-engineering and new technology we have

- **Improved invoice processing times from 83.27% (Aug 2005) to 94.38% (Aug 2006)**
- **By March 07 will realise procurement savings of £48,990**
- **Improved performance in Land Searches from 95.67 (Aug 2005) to 99.45 (Aug 2006)**

Our positive approach to technology has been recognised by the Audit Commission who stated that **“sophisticated technology and e-government initiatives provide high quality access and speedy responses and deliver efficiency savings which are passed onto the customer in the form of improvements”.**

Some of the information and services customers can now access online include:

- Councillor details, including a postcode search to find local representatives.
- Access to Committee agendas and reports online.
- An interactive version of the Local Plan.
- Budget consultation information.
- Eplanning information enabling customers to view and download digital copies of drawings and documents accompanying a planning application.
- Council Tax and Benefits information including up to date information about Council Tax bill and Business Rates, payments, adjustments and the ability to swap traditional

bills for online ‘e billing’ and Online access to correspondence issued about Council Tax, Housing and Council Tax Benefits and Business Rates.

- Interactive Housing Maintenance and repairs reporting functionality.
- Licensing applications, including functionality which allows partner organisations to view application details.

AWARDS AND INNOVATION

A report, carried out by independent research and testing outfit Site Confidence, shows that our website has beaten FTSE 100 company sites such as Marks and Spencer, BT and Barclays on average download speeds and availability.

2. Progress in delivering wider Community Outcomes

Community Engagement

The Council has continued to develop its approach to Community Leadership and Neighbourhood Management through the piloting of Area Forums, a programme of Community Meetings which bring together various stakeholders and the wider community in a bid to understand and address the issues of local people.

has been the recent changes to the operation of the recycling scheme. Following customer feedback and press coverage, a committee of key councillors undertook a review of the receptacles provided for recycling as a result of which new weighted sacks, with fastening lids were distributed to 48,000 homes throughout Chorley. The feedback from Customers about this change has been extremely positive.

INFORMATION PANEL

Area Forum Pilots

The area forum pilot has:

- Responded to 116 Questions from members of the Public
- Maintained an average attendance of 29 people at each forum meeting
- Seen representation at the meetings from other key partners including; Chorley Borough Council, Lancashire County Council, Lancashire Police, Chorley and South Ribble Primary Care Trust, Parish Council and the MP for Chorley
- Delivered **8,280 Area Forum News Letters**



Economic Regeneration

The Council continues to drive forward strongly economic regeneration in the Borough, the production of the Economic Regeneration Strategy has provided a strategic and operational focus for this activity and in October 2006, the Council's Executive Cabinet approved the town centre strategy, an ambitious plan to completely transform the town centre, including increasing the number of shops and leisure attractions, raising its profile and encouraging local people and businesses to get more involved. The Council also continues to drive forward the Economic Regeneration agenda regionally through work around the Core Central Lancashire Vision.

The pilot was, in part, a response to the Audit Commission's recommendation that the Council develop clearer plans for Local Area Meetings that enable residents to participate in plans for their communities, especially in Rural Areas. The success of the Area Forum approach and delivery is highlighted by Derek Ormerod, Chair of Ulles Walton Parish Council who states:

Our plans to revitalise the Town Centre are on track, with car parking ticket sales showing that between September 2005 and August 2006, a total of 1,085,288 tickets were bought in the town. That's 20,958 more than the same period the previous year.

"During the last twelve months I have noticed a positive change in the extent and quality of relations between Ulles Walton Parish Council and Chorley Council. This is evidenced by the increased accessibility of senior officers in direct liaison meetings and in the operation of the Area Forum pilot scheme for the Lostock ward. It is my impression that, at a senior level, Chorley Council is making a real effort to increase its engagement with the local community and I expect, and look forward to, the development of this positive attitude to effective partnership working in all our dealings with Chorley Council colleagues".

This has been a platform for the launch of the Council's 'You Said, We Did' approach. Which has resulted in a number of changes to the way in which we deliver our services and engage with our communities. One example of the positive impact of Chorley's 'You Said, We Did' approach

INFORMATION PANEL

Strategic Regional Site

The strategic Regional Site, short-listed by APSE for the Best Housing and Regeneration initiative in 2006 is well on the way to delivering:

- Approximately 2000 houses (including affordable units)
- The creation of up to 5,900 jobs
- Two employment areas
- A primary school, railway station, health & community centre, playing fields and green corridors

North West Development Agency said: "We have been impressed with the lead taken by the Council to promote and facilitate such a complex and large scale scheme. Through the use of innovation and partnership, a high standard of regeneration, encompassing residential use and commercial development, is being achieved, producing benefits not only for the Community but also for the wider area"

Affordable Housing

The Council's commitment to delivering affordable housing has led to the creation of 68 affordable Housing Units in 2005/06, this is a great improvement on the 20 units delivered in 2004/05. This included the creation of five units in the rural area of Ulnes Walton where previously no provision existed. This affordable Housing is subject to a letting scheme which gives preference to local residents and is just one of the ways in which we are taking a community leadership approach to addressing issues in our rural communities.

The Council has also worked with neighbouring authorities in Preston, South Ribble and West Lancashire to secure funding from the North West Housing Board and set up the First Steps Scheme. This programme aims to help first time buyers by offering a grant of up to 20 per cent of the purchase price of their home. Our long term commitment to addressing the issue of affordable housing is evidenced by our brokering of a deal with Adactus which will see the delivery of at least 200 affordable housing units over the next five years at no additional cost to the Council.

Greener Environment

The Council has also driven forward the regional and national agenda in the field of sustainable resources and has led a pilot renewable energy study in partnership with Renewables North West and Government Office North West. The authority has also worked in partnership with Barrett Homebuilders, Manchester University and Renewables North West to deliver a ground breaking eco village comprising of eight homes in Buckshaw Village equipped with various types of renewable energy with the aim of assessing effectiveness and reliability of various types of energy.

AWARDS AND INNOVATION

The Council's Yarrow Valley Park has been awarded the prestigious Green Flag award.

The Council now uses green energy for all of its buildings. During a 27-month period, the Council will reduce its carbon dioxide emissions by 732 tonnes. Additionally, by careful monitoring of market conditions, the Council has been able to secure its electricity prior to major market price increases, saving an estimated £16,000. In October 2006 the Council switched to using bio diesel fuel from sustainable sources for its fleet of maintenance vehicles. This will realise significant savings as the new fuel provides more miles to the gallon and helps to keep engines cleaner,

reducing maintenance and servicing costs and has lower emissions compared to petroleum diesel.

Community Safety

The authority continues to build upon the success of its Community Safety activity, reducing crime levels by 13% and receiving recognition of the significance of this success from Paul Evans, Head of the Police Crime and Standards Unit at the Home Office who stated that "**Chorley has been flagged for the last two successive quarters for its excellent results, compared with its peers**". Key crimes which have been reduced include vehicle crime, burglary, common assault, theft of pedal cycles, robbery and wounding. The partnership is well on the way to meeting its target of reducing these key crimes by 15 per cent and is one of the most successful MAPS (Multi-agency Problem Solving Teams) in the whole of Lancashire.

Through the work of the partnership external funding for Community Safety activity has been maximised and £250,000 has been channelled into CCTV, automatic number plate recognition and the highly successful and well-received 'Alley Gates' scheme.

Young People

The success of this agenda is strongly linked with our work with Community Safety target areas including the provision of diversionary activities for young people. In 2005/06 8293 young people participated in activities in 2005/06, through the 'Get up and Go Programme' of which 54% were from Community Safety Target areas. The highly successful 'On the ladder' sports coaching programme led to the award of 160 coaching qualifications for Young People.

One parent whose children, take part in 'Get up and Go' every school holiday, said: "**As a parent, Get Up and Go! has been an absolute Godsend. It has given my children opportunities to learn things and participate in activities that perhaps, financially, may not have been previously open to them. I think Chorley Borough Council should be applauded for offering these opportunities to local kids from throughout the borough.**"

Housing Service

The Council is on course to successfully transfer its Housing Stock to Chorley Community Housing, the locally based, not for profit organisation, which will take over the management of Chorley's Housing Stock in March 2007 following the highly successful Housing Stock Transfer Ballot. The independent watchdog (PS Consultants) charged

with overseeing the Stock Ballot process stated that **“Chorley BC has taken a commendably structured approach to their Options Appraisal Process, with a high degree of tenant involvement throughout. Throughout the process Chorley BC have tried to be inclusive, they have strived to ensure that all tenants, have been given the opportunities to find out about the process and be informed and involved”.**

The options appraisal process was guided by a Tenant Empowerment Strategy and overseen by a tenant and councillor project steering group. The Project Steering Group is comprised of 15 tenants (drawn from the Tenants Investment Group), and 10 Councillors (with representation from the three principle political parties and an independent) this group made the final recommendation to the Council's Executive Cabinet. We believe that the success of this exercise, was the result of empowering Chorley's tenants to make informed decisions about their future and to lead the process. The quality of our communications is evidenced by the 'Your Home, Your Say' Newsletters issued to tenant keeping them informed throughout the process.

INFORMATION PANEL



Housing Outcomes

- **Chorley was ranked first in the Northwest for rental arrears performance at 1.46% against an upper quartile performance of 2.56%,**
- **Chorley is ranked second in the Northwest for re-let times at 23 days, with the upper quartile figure for the Northwest being 35.15 days.**

Third Party Funding

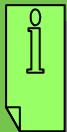
Chorley Borough Council has been working with both public and private sector organisations to improve facilities for local people by securing third party funding, the funding strategy is the overarching driver for this activity and is closely linked with the Corporate Strategy. For every pound donated by the Council for regeneration projects, third parties have contributed more than £6. Projects including the revitalisation of Westway Ponds in Astley Village, which saw a cluster of overgrown ponds and woodland transformed into a nature reserve for the whole community and a scheme at Brinscall and Withnell on a former railway site transformed into a play area for older children, complete with ball court. More than twenty community improvement projects were completed including works to listed

buildings, buildings in Conservation Areas and projects receiving Green Partnership Awards.

We have built capacity within the community through an innovative scheme, which saw £35,000 of Council funding secure more than £217,000 of investment was secured from third parties.

The Council also launched, the self-help funding database 'chorley4funding', providing free 24hr access to information about different types of funding including Government, lottery, trusts, awards and soft loans.

AWARDS AND INNOVATION



- **House Mark have recognised Chorley as leading the field in Housing Performance**
- **Chorley Moor Nook Community House was a finalist in the Chorley and South Ribble Primary Care Trust Achievement Award 2006**
- **Chorley's Rent Collection Arrears Pursuance policy has been recognised as best practice by the Chartered Institute of Housing**
- **Chorley won the Northwest in Bloom Environmental Award 2006 after entering for the first time with a hugely impressive score of 19 ½ out of 20**
- **Chorley won the Best Newcomer and was second runner up in the Large Town Category**
- **The rationalisation of street sweeping schedules have resulted in an enormous improvement in the street scene, particularly in rural areas, doubling the number of times minor roads are swept and realising a reduction in street dirtiness from 14% to 5% (BVPI 199a) and placing us well above the top quartile nationally of 11 for 2004/05 and giving Chorley the cleanest streets in Lancashire.**

3. Improvements in Corporate Governance

The implementation of recommendations around governance have significantly strengthened our Corporate Governance arrangements and will ensure that we are well positioned to deliver as an organisation.

The restructuring of the Audit Committee has resulted in the establishment of a cross party group of members with responsibility for Corporate Governance. The changed terms of reference and revised structure of this committee complies with CIPFA guidance.

The Annual Governance report published by the Audit Commission recognises the progress made in addressing previous weaknesses around data quality, stating that ***“The body has put in place arrangements to monitor the quality of its published performance information, and to report the results to members”*** we have achieved this through the introduction of proactive and standardised quality control arrangements.

We have introduced strengthened programme and project management arrangements led by the Deputy Chief Executive which bring together key players in a systematic way and ensures the delivery of key projects with a particular focus on the Corporate Strategy as the main strategic driver for the authority.

AWARDS AND INNOVATION

The North West Centre of Excellence have adopted the toolkit used by the authority to manage projects as their preferred model.

The authority continues to deliver against those areas of focus identified in the Use of Resources Action Plan. Key successes in the strengthening of internal control processes being the implementation of a Whistle Blowing Policy (and the production of an Annual Report (currently in draft) a summary of which will be published in Borough News in December 2006. The Audit Commission’s Annual Governance report states that the authority has ***“put in place arrangements to maintain a sound system of internal control”***.

Members have been actively engaged in the process of, scrutinising the budget with a particular focus on scrutinising those, relatively few, areas of comparatively high cost. Recommendations made as a result of this scrutiny process were subsequently accepted and implemented by the Executive Cabinet.

We have developed our member working and are continuing to build upon and utilise the strong skills base we have in our elected members. To this end, we have commissioned a SOLACE review of our political relationships with the aim of developing mechanisms to improve political relationships and maximise the collective value of all members towards to achievement of the Council’s objectives.

INFORMATION PANEL

The SOLACE review made eight recommendations for the development of political effectiveness and relationships. The council has accepted and delivered, or is in this process of, delivering against all eight of these recommendations and key areas of progress to date include:

- Reconfiguration of portfolios
- Reconfiguration of Scrutiny
- All party leader liaison meetings now take place on a monthly basis.
- Regular briefings for the Leader of the opposition by the Chief Executive on strategic issues and developments.
- Regular meetings between directors, portfolio holders and ‘shadow’ members.
- Active involvement in the Lancashire Leadership programme which will build leadership capacity and develop skills in strategic thinking, organisational change partnership and collaborative working
- Learning visits with other Councils
- Plans which feed into the member development programme
- A fully scoped out training programme for members on the full range of roles and responsibilities of the Overview and Scrutiny programme and the value it can bring
- Attendance by the Chief Executive and Executive Directors at relevant Overview and Scrutiny Committees and Panels.

The SOLACE review contained positive feedback regarding developments in overview and scrutiny, with reference to useful work being done, good cross party relationships and indications that non-Cabinet members are beginning to find scrutiny a satisfying role. The review furthermore highlights a healthy respect for abilities of members in opposing parties- something which the SOLACE peers point out is not common in all Councils

The SOLACE review highlighted the importance of embedding a comprehensive development programme for members. We have taken this forward through a member learning strategy which provides a sustainable, structured and focused approach to member development and training driven by the member development steering group.

This work has been driven further forward through the launch of Members Learning Hour. The learning hour provides an opportunity to actively engage members on a number of areas ranging from key corporate governance issues (managing performance, corporate business planning and ethics, standards and human rights), to progress on key projects and approaches to service delivery. This learning initiative is actively evaluated to determine whether members objectives have been met and to assess effectiveness of delivery.

INFORMATION PANEL

60% of members now have personal development plans in place, which link into the objectives of the Corporate Strategy and are based upon detailed and focused training needs assessments.

Our impressive progress in developing our members has been recognised by the North West Charter on Elected Member Development, at the heart of which lies the declaration of commitment ***“We believe that at the heart of any local authority dedicated to meeting the needs of its community will be a commitment to the development of its elected members.”***

Through this programme, Members have been supported and assisted in playing their vital role in modernising Local Government. The authority has received very positive feedback with regards to our progress towards the Charter and anticipate official confirmation of award of this important and prestigious accreditation in late October 2006.

Overview and Scrutiny

Over the last twelve months a key area of development for us as an authority has been the Overview and Scrutiny function

Among the recommendations around the decriminalisation of parking enforcement made as the result of an Overview and Scrutiny Inquiry around were:

- Recommendations to Park Wise regarding the information supplied to motorists which have been adopted county wide
- A survey of the perceptions of park wise undertaken to inform the Overview and Scrutiny enquiry has now been adopted by the County Council and will be undertaken county wide

A number of responses to this agenda have been delivered, supported by the overarching Overview and Scrutiny Improvement Plan which acts as the key control document for Executive Cabinet and Overview and Scrutiny Committee. This document has been informed by the centre for Public Scrutiny self-evaluation framework and has allowed us to focus attention on removing barriers to excellence.

1. The Overview and Scrutiny work programme for 2006/07 has been designed with specific reference to the Corporate Strategy as the key driver for the authority for the next 3 years and focuses on priority areas for the authority.
2. All draft policy and strategy documents are now submitted to the Overview and Scrutiny committee, enabling routine challenge of the Council’s Corporate Strategy and Budget. Progress against the expected outcomes of the overview and scrutiny inquiries will be checked in six monthly monitoring reports.
3. The Chief Executive and Leader meet with Overview and Scrutiny chairs during every committee cycle - this has resulted in more effective two-way communication between the bodies.
4. Overview and Scrutiny are beginning to routinely challenge external partners with inquiries into Park Wise and the Youth and Community Service. Going forward, once the restructuring of the LSP is embedded, other Local Partnership bodies will be included in the Overview and Scrutiny work programme.
5. The Scrutiny process has been further strengthened by the commitment to actively encourage the public to submit Overview and Scrutiny topics and to participate in Scrutiny Inquiries.
6. Going forward, allowing public questions and speaking at meetings will ensure that we improve the level of public participation in the Council’s decision-making process.


Capacity Building

We continue to build the capacity of the organisation with initiatives such as the development of Staff Matters. Staff Matters is a consultative body with representation from all Directorates which is delivering strongly improved policies such as the flexible working policy, and ensuring that staff are fully engaged in our journey towards excellence. The success of such initiatives is attested by the results of the Staff Survey, June 2005, which show that

- 75 per cent of staff enjoy working at the Council
- 85 per cent pull together as a team
- 71 per cent are satisfied with their job

Work is well underway to integrate the Council's HR Strategy into the Local Government Pay and Workforce Strategy 2005. This is being done in conjunction with five neighbouring Lancashire authorities.

AWARDS AND INNOVATION

Chorley has been recognised as a model of excellence and innovation by 

- **The IDeA who have praised the authority for the role it has played in developing the ESD toolkit and the Council's approach to procurement**
- **The National Land and Property Gazetteer who have presented Chorley with the award for innovation for the most creative use of technology. Feedback from the judges stated that *"this entry was an excellent use of technology and web applications to facilitate the council's introduction of an electronic service for a change of address and business name. The application provides the public with a quick and accessible way to apply to change the name of their property or business, either online from their own home computer, or in the One-Stop shop when they come to the Council to request a change. The entry also highlighted the successful integration of services across a number of software platforms/vendors"***

4. Improvements in access to and the quality of services for Hard to Reach Groups

Policy and Strategy

The authority continues to strive to secure genuine equality of opportunity in all of our activities as an employer, service provider and community leader.

We have commissioned the development of Gender and Disability Equality schemes for approval in December 2006, which will inform our response to forthcoming legislative developments and will ensure that we are able to improve levels of access to, and quality of, the services we offer to all of our customers.

AWARDS AND INNOVATION

Our performance against BVPI 2b (the duty to promote Race Equality) increased to 89% in 2005/06 against a baseline of 79% in 2004/05.

Following on from the recent restructuring of the Council the Corporate Diversity Group has been restructured and the activity of the group reviewed to ensure that going forward the group provides a real focus and drive for the work that we will be doing to deliver improvements for hard to reach groups.

The Corporate Strategy contains a commitment to develop and deliver a Local Strategic Partnership Community Cohesion Strategy and will be the main driver for our activity in this area over the next twelve months, ensuring that equality of access, opportunity and outcome is central to all that we do. This will also ensure that we are positioned as Community Leaders driving forward the Cohesion agenda within our communities.

Engagement

The authority has enabled Hard to Reach Groups to engage with and influence policy development and development control through the process of joint visioning and consultation on the Local Development Framework and Community Strategy, which specifically targeted Older People, Young Gay and Lesbian, and Women's Groups.

This visioning work has fed into the key strategic documents for the Local Strategic Partnership and for the authority, the Community and Corporate Strategies and will ensure that equality and diversity are fully embedded in all that we are aiming to achieve.

In response to feedback from the community and research by the Primary Care Trust the Council is currently leading on the development of an Asian men's forum within the Borough which will provide vital support and networking mechanisms for this group.

In March 2006 we worked with a variety of partners to launch the Older People's Forum, aiming to take a strategic and co-ordinated approach improving the quality of life for older people across the Borough. The first step on this journey has been the development of an older people's action plan outlining Council's contribution to the wider agenda.

The Council, unusually for a district Council, is currently developing an Every Child Matters action plan and a Youth Matters Action Plan, which will outline the Council's contribution to the wider agenda and ensure that we take a leading role in improving outcomes for children and young people in the Borough.

Work has been undertaken with children with mental illnesses through the Leisure Centre in partnership with CAMS (the mental health unit of the PCT), with the aim of integrating children into mainstream activities at the leisure centers after "sensitivity training" has been provided by the PCT. Plans are in place underway to extend this type of activity to children who are obese.

The Council has also worked with young people to address the issues they face; one example of our ground breaking work with young people is the delivery of an innovative project known as the iPod Group. The group consists of teenagers with a special interest in music coming together to help improve music facilities and local cultural services as part of the Council's strategy to create a young people's cultural quarter. The group will also get advice and information about setting up creative businesses and funding opportunities.

Service Delivery

Our visionary approach to customer service continues to deliver marked benefits for hard to reach groups within our Communities with actions such as the initiation of evening sessions for the Black and Ethnic minority community in the Council's highly successful One Stop Shop. These sessions have enabled us to engage more effectively with the community and gather ideas on how to improve access to and quality of services for the community.

Furthermore One Stop Shop customer services advisors are helping to forge links with the local

community groups and are involved in activities outside working hours with the Asim Women's forum, Disability Forum and Citizens Advice Bureau.

The introduction of the Lancashire Youth and Community surgery was in response to under-use of the One Stop Shop facilities by minority groups.

A specific team has been set up within benefits to increase benefit take up and customer involvement from hard to reach and previously excluded groups.

Actions include:


- Providing benefits information sessions in rural areas and at the mosque feedback from these groups will be used to inform and develop our approach.
- The development of a number of innovative training and awareness raising sessions with child care providers and residential social landlords.
- A community representative from the Mosque involved in providing feedback about the Council's claim and case review forms.
- In partnership with Welfare Rights and the Department for Work and Pensions sending quarterly mail shots to elderly persons not in receipt of pensions credit.
- Joint working with South Ribble to provide leaflets in the four major ethnic languages locally distributed in neighbouring boroughs such as the Hindu temple in Preston. This contributes to our strategic approach to tackling inequalities as the Hindu community does not have a centre for worship in the borough so we are working in partnership with neighbouring authorities to ensure that all of our residents have access to information and services.

people with disabilities, ethnic minorities, women and girls, over 60s and those on low incomes.

Employment

In employment terms we have recognised the need for the authority to recruit more young people in a bid to reflect a more diverse demographic. To this end, we introduced the Young Person's Development Scheme in partnership with Runshaw College in October 2005 and the scheme is progressing well. The aim of the scheme is to develop young people's potential in the Borough. All of those recruited into the Scheme have achieved level one NVQ qualifications and are now progressing to level two NVQ. The Council also operates a highly successful apprenticeship scheme with three apprentices currently in the Council's employment training developing tradesmen's skills.

AWARDS AND INNOVATION



All Seasons Leisure Centre has been awarded Inclusive Fitness Status, a quality mark for disability access to leisure facilities, which means that the gym can be used by people with disabilities. It is only one of a handful of gyms with this accreditation in the north of England.

Improving Access


The Council continues to work in close partnership with partners and stakeholders to deliver improvements for hard to reach groups.

The South Lancashire Arts Partnership (SLAP), a charity supported by the Council established to deliver arts projects with hard to reach groups around the borough has brought in over £250,000 in 2005/06. They employ and train professional artists to run projects such as a young peoples music cafe, after school club provision and community arts celebrations. The council recently supported their attempts to move into a new base with a £20,000 grant. The Arts Council have backed the decision to support a young person led cultural quarter which has been developed by the council and slap in partnership with a £13,000 partnership funded post.

The recent refurbishment of the Town Hall was undertaken with input from the Disability Forum at all stages of the process and has been commended by the Forum for its inclusively and success in ensuring that the facility met the aspirations of all users and exceeded the requirements of the DDA.

Harold Rimmer, chairman of the Disability Forum said: ***"We have worked closely with Chorley Council on many projects including the***

INFORMATION PANEL



Improving Outcomes

The Muslim Burial ground opened in April 2006. This is a key development led by the Council in response to community feedback, ensuring that the Muslim Community are now able to undertake burials in the borough.

We continue to work with our partners to deliver equality objectives. The indoor leisure contact was awarded on 1 November 2006, key requirements of the contract centre around hard to reach and disadvantaged groups with targets to increase take up levels for young people,

changes to the new Lancastrian Suite at the town hall and the One Stop Shop. We have a close working relationship with the Council and will soon be looking at improvements to Astley Hall and Park.”

We continue apace with our work to meet the requirements of the DDA in Council Buildings. We also deliver as a community leader, by facilitating and encouraging disabled access across the borough for example working with Network Rail to provide a disabled toilet in the train station and working with the County Council to improve access to the Town centre Library.

AWARDS AND INNOVATION



In a recent mystery shopper exercise Chorley was the only Local Authority to score 100% across all elements of the disabled access and Customer Service criteria.

Charter Mark assessors found that the Council has a good relationship with the Disability Forum stating that it and takes on board its ideas and acts on them.

5. Progress made in developing robust plans for improvement and delivery against them

There is significant evidence outlined earlier in the self-assessment, which demonstrates that the Council continues to deliver excellence in a range of service areas.

We have put the building blocks in place, which will enable us to develop even further as an organisation and will ensure that the Council's journey of improvement continues apace.

INFORMATION PANEL

Delivery of the Corporate Improvement Plan 2004-2007

Of the 34 actions identified in the Corporate Improvement Plan the Council has delivered 32 (97%), the remaining two have been carried over into the Corporate Strategy and will be delivered in 2006/07. Six of those actions delivered will be reviewed and developed on an ongoing basis to ensure continuous improvement, e.g. Performance Management.

Community Leadership

The authority has in place strong and visionary leadership and a clear strategic direction for the Council and the community in the form of the draft Community Strategy 2005-2025 and the Corporate Strategy 2006-2009. With a new senior management structure in place which is fit for purpose, forward looking, and innovative, the authority is well positioned to deliver for the Community we serve. We have recognised that the challenge for us over the coming twelve months will be embedding the processes we have put in place to deliver increasing value for money, excellent corporate governance and a strong, fully integrated, performance management framework and culture.

The Community Strategy 2005-2025 was successfully launched in October 2005 after a broad ranging series of consultation and community engagement events, which ensured that the aims of Community Strategy accurately reflect the aspirations of the Community and that the actions we will deliver in partnership, are driven by customer needs. The Community Strategy identifies a long-term vision (to 2025) for the Borough, along with 12 outcomes that will turn this vision into reality and identifies five priority areas (key drivers of change) that will focus attention on achieving these outcomes. We are now confident that we know what matters to the community and are well positioned to deliver against this.

We have recognised that an effective and inclusive LSP structure is crucial to the delivery of the Community Strategy. The Council is currently leading a review of the structure and membership of the Chorley Partnership to ensure it is positioned to deliver the outcomes outlined in the strategy. The review of the partnership will realise a fit for purpose structure, with the right people in the right positions to deliver for our Communities.

The five priority outcomes of the Community Strategy are mirrored in the Corporate Strategy, the Council's highest level policy document, which also contains a sixth strategic objective of ensuring that Chorley Borough Council is a performing organisation. The Corporate Strategy is the driver for all that we as a Council have set out to deliver over the coming three years and will ensure that we focus our resources on the Community's priorities.

This golden thread flows through the strategic and operational planning framework via a series of Long Term Outcomes, which will be achieved through the delivery of 38 key actions in 2006-07. These key actions are, in turn, fed into Business Plans and individual performance objectives. To ensure high-level ownership and accountability for delivery, each of the high level strategic objectives is owned either by the Chief Executive or an executive director along with an executive member. Directors take ownership of the delivery of key actions and targets.

Performance Improvement

Plans are in place to check delivery against both the Community and Corporate strategies on a quarterly basis through strengthened programme, project and performance management mechanisms. Performance Plus, the Council's performance management software, will facilitate the effective monitoring and management of delivery of the Community and Corporate Strategy. Performance monitoring reports will be considered by Strategy Group and Executive Cabinet, on a quarterly basis. These reports will be drawn from Performance Plus and contain commentary on progress, slippage and reasons for under performance.

Members will be further engaged in the process of managing delivery of the Community and Corporate Strategies through quarterly PerformanceRoundTables with the relevant Cabinet Member and Executive Director. The delivery of key corporate strategy actions and targets and the performance of BVPIs, LAA targets and other key performance data and where necessary, declining and static performance will be challenged by the Deputy

Leader of the Council and the Director of Policy and Performance. Where appropriate, action plans to improve performance are developed and progress against delivery monitored at future meetings.

The Overview and Scrutiny Committee and panels monitor progress on performance and the delivery of strategies and action plans within their respective areas. Any areas of concern to members will be raised by Overview and Scrutiny for closer monitoring and if necessary officers are invited to attend the committee to explain reasons for declining performance and future plans for delivery.

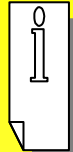
Clearly, our track record in customer services, and in delivering the e.government agenda, is exemplary. As a testament to our commitment to taking forward this agenda we are now taking forward the delivery of the Customer Focused Access and Service Design Strategy. This document sets the agenda for improving customer engagement and promoting a better understanding of services. Using this information we will manage customer migration to the most appropriate and efficient access channels.

We continue to deliver improvements in areas such as development and regeneration, the amalgamation of planning and economic regeneration has ensured that we are able to take a strategic approach to planning and regeneration in the Borough. Improvements in planning application process times and the realisation of benefits around business process re-engineering have formed the precursor to improvements to the level of Customer Service. Recent developments include the publication of a Customer Service Charter for the Development Control unit, along with a Section 106 improvement plan.

These improvements are being delivered in conjunction with a programme of Customer Care Training, which we are confident, will see dramatic improvement in levels of Customer Satisfaction. Training has also been undertaken to develop member understanding of key planning issues such as telecoms which we are also confident with realise significant improvements.

INFORMATION PANEL

Working with our Rural Communities



The Corporate Strategy outlines a long-term objective to improve the quality of life in rural communities with a target to improve satisfaction with the Borough as a place to live in Rural Wards being developed which we anticipate will be in the region of 5% improvement by March 2009.

Key actions to deliver this have included:

- **The development of the Area Forum Pilot Scheme, to enable residents to participate in plans for their communities, especially in Rural Areas**
- **Work with Rural Parish Councils, including assistance in the development of Parish Plans (Whittle-le-Woods, Coppull, Heapey and Wheelton Plans)**
- **Development of Cultural Champions to access funding and broker more cultural projects**
- **Provision of, and support given, to Rural Arts projects in Mawdsley, Withnell, Croston and Heapey.**
- **Improvements to the accessibility of services for those living in Rural Areas such as the Pay Point scheme where customers have been provided with the ability to make payments to the Council at over 200 Pay Points across the Borough. Many of these outlets have longer opening hours than the civic offices as well as opening over the weekend and have been particularly well received by those living in Rural Areas**

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Report of	Meeting	Date
Director of Finance (Introduced by the Executive Member for Resources)	Executive Cabinet	9 November 2006

COLLABORATIVE WORKING UPDATE

PURPOSE OF REPORT`

- To inform members of a number of opportunities for collaborative working currently being pursued and delivered.

CORPORATE PRIORITIES

- The opportunities being pursued will in the main have a positive impact on the Council's corporate priority to become a performing organisation.

RISK ISSUES

- The issues raised in this report involve risk considerations in the following categories:

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

- The main risks for the Council remain around ensuring the Council's corporate priorities are met. In this instance Chorley being seen as a performing organisation and that it meets its regulatory obligation and maintains its reputation as an organisation that delivers high performing services.

BACKGROUND

- The Council has traditionally been prepared to deliver services via a mixed economy approach whereby the best delivery vehicle has been adopted whether that be in-house, outsourced or via collaborative working.
- A greater emphasis is now being placed on collaborative working, particularly public/public partnerships. The reasons for this are that the model offers opportunities to sustain and enhance service performance and achieve some economies of scale. This is particularly relevant and important for District Councils whereby issues such as staff retention and recruitment, and the scale of the service often means the depth and breadth of the services required cannot always be secured internally.
- For these reasons the Council is constantly exploring and utilising ways to procure and provide services and recognises public/public partnership as a possible solution.

OPPORTUNITIES BEING EXPLORED

8. The Council is currently considering Public/Public working in both the Human Resources and Financial Services areas. More details are provided below.

HUMAN RESOURCES

9. The Unit is working on two fronts, namely Health and Safety and Senior Management Support. In regard to Management Support, the current Director of Human Resources vacancy has meant that a significant risk to the Council exists in a period of significant change, with both Stock Transfer and Job Evaluation currently ongoing. Consequently an arrangement has been agreed with Stockport Council to provide Senior Management Support for 3 days a week until the new Director of Human Resources is in post. There are significant advantages being secured through this arrangement particularly in relation to job evaluation where the experience of officers who have been involved in job evaluation is invaluable.
10. In relation to Health and Safety, the Council has seen all of its Health and Safety staff secure other employment with other Councils in the last six months. This areas has traditionally been difficult to recruit to and for this reason an alternative delivery vehicle is currently being agreed. Collaborative working is being developed with Bolton Metropolitan Borough Council who will provide the Council with Health and Safety support for a trial period of twelve months. Further consideration of the situation will be undertaken within the next twelve months so that a more permanent solution can be made. The arrangement compliments the work currently undertaken in relation to Occupational Health Services that are also secured via Bolton Metropolitan Borough Council.

FINANCIAL SERVICES

11. As with the Human Resources Unit, the Financial Services Unit has also experienced some difficulties in terms of staff retention and recruitment and has a number of small units where sustaining and improving performance can be difficult given the scale of resources available.
12. For these and other reasons I have been working with the North West Centre of Excellence and South Ribble Borough Council to explore whether shared working is something that firstly both Councils can sign up to and secondly how the opportunities might be explored further.
13. An outline business case has been produced that suggests some of the benefits that might occur through shared working, these include:
 - Increase job satisfaction, staff retention and development
 - Providing additional capacity
 - Provide access to additional skills, knowledge and experience
 - Sharing of best practice and building upon each others strengths
14. Both Councils currently have a number of vacancies at a senior level which could provide a catalyst for change. For all the above reasons and others, I feel that it is important that the opportunities are explored further. Both Councils are therefore committed to producing a full business case that will identify a potential model to implement should one exist.
15. Clearly there are a number of barriers and risks associated with the proposal but the potential benefits massively outweigh that risk.

16. To mitigate some of the risks, the review will be restricted to:

- Accountancy and Audit Services
- Exchequer Services
- Property Services
- Procurement

17. Therefore, over the coming months a full business case will be produced for Members to consider further sometime towards the end of this financial year. The Governance arrangements for the project will include Member and Staff input and I shall be presenting some proposals as the project progresses in terms of engaging key members and other staff members.

FINANCIAL IMPLICATIONS

18. It is anticipated that the arrangement with Bolton Metropolitan Borough Council for the Health and Safety work will generate some ongoing savings for the Council and once the arrangements are finalised I will identify and report that to Members. In respect of the financial services work there will be a cost of undertaking the work as additional resource is required to undertake the work. However whilst details are not yet finalised the North West Centre of Excellence have committed a project manager and some additional cash to the project. Any costs over and above these sums will come from the two Councils, but will be met from existing resources and budgets.

COMMENTS OF THE DIRECTOR OF HUMAN RESOURCES

19. At this stage there are no Human Resource implications but the Director of Finance is working with his staff to ensure the proper process and protocol is followed in relation to this project.

RECOMMENDATION(S)

20. That the report be noted.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

21. None

GARY HALL
DIRECTOR OF FINANCE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Gary Hall	5480	23 October 2006	ADMINREP/REPORT

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Report of	Meeting	Date
Director of Development & Regeneration (Introduced by the Executive Member for Economic Development & Regeneration)	Executive Cabinet	9 November 2006

MANAGING HOUSING LAND SUPPLY

PURPOSE OF REPORT

- To set out how the approach to managing housing land in the Borough could be changed.

CORPORATE PRIORITIES

- Housing can be a key driver and supporter of economic growth and a properly functioning housing market is necessary to 'Put Chorley at the heart of regional economic development in the Central Lancashire sub-region'. The approach taken to housing land supply will also impact significantly upon the Strategic Objective to 'Develop the character and feel of Chorley as a good place to live'.

RISK ISSUES

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

Strategy	4	Information	4
Reputation	4	Regulatory/Legal	4
Financial		Operational	4
People		Other	

- The risks identified may arise if a new approach is taken to managing housing land supply. The risks are associated with basing any approach on the level of housing provision for the Borough that is set out in the Submitted Draft Regional Spatial Strategy (RSS) for the North West, which is only a draft document. The reputation of the Council is also at risk in terms of how any change is introduced. Operationally there could be a capacity issue in dealing with a surge of planning applications.

BACKGROUND

- In February 2004 after an extensive period of consultation and associated legal challenges the Council adopted interim Supplementary Planning Guidance on Windfall Housing Developments that sought to manage the release of unallocated (ie not identified in the local plan) housing development land to ensure close accordance with regional and strategic planning policy. The Guidance does have some exceptions to allow residential development and there was a pledge to continue to monitor its effect and review its application – hence its interim status.

6. Since the adoption of the Joint Lancashire Structure Plan in March 2005 the County Council has also been requiring the control of housing development sites including those allocated (identified in local plans) for housing development. This has resulted in some major schemes being refused planning permission following strategic planning comments made by the County planners. All schemes for 10 or more dwellings are referred to the County Council whether they be on allocated or windfall sites.
7. The Structure Plan approach also has some exceptions. The justification text for the relevant policy refers to relaxing its application in circumstances where:
- an 'essential contribution' to the supply of affordable/special housing would be provided as part of the development;
 - housing would be a 'key element' within a mixed use regeneration project .
8. The Borough and County approaches to managing housing land are restrictive because the currently in force Regional Spatial Strategy has sought to limit new housing in high demand areas such as Chorley and redirect growth pressures to housing market renewal programme areas in such places as parts of Liverpool, Manchester and East Lancashire. The Lancashire Structure Plan sought to phase-in the restrictions recognising that in many areas, Chorley included, a lot of land already had housing planning permission. In the Borough the target annual housing completions for each year from 2001 to 2006 was 485 dwellings. This is to fall to 230 per annum between 2006 and 2016.

HOUSING LAND AVAILABILITY POSITION

9. For the first five years of the Structure Plan period the actual numbers of (net) dwellings built in Chorley Borough were:

2001/02	527
2002/03	528
2003/04	648
2004/05	481
2005/06	383

The average annual rate has been 513 however there has been a clear decline in house building in the two years the restrictions have been in force. The overall total over the five years has been 2567 dwellings meaning an excess of 142 over the accumulated Structure Plan annual provision figures.

10. Although the amount of house building in Chorley over the past 5 years has been the second highest in Lancashire, the excess over the Structure Plan requirement level to date is quite low, representing an over provision of just 6%. This is less than many other Districts in Lancashire although two to date have under-provided against their housing targets. However the most significant consideration is how the current remaining stock of permissions translate into future years supply when divided by the post-2006 expected annual provision. In Chorley's case there is land for at least 2416 dwellings with planning permission and therefore 10.5 years supply when calculated using the future Structure Plan annual provision level. In practice this is an under estimate. Most of the land available with planning permission for housing is at Buckshaw Village. The estimated capacity here is likely to be exceeded as actual building densities being achieved to date here are higher than was assumed when permission was first granted.

CHANGING CIRCUMSTANCES

11. Managing housing land supply is a key feature of the current national planning guidance for housing. It allows Councils to restrict supply in the way introduced across much of north west England, especially where this is in accordance with regional planning. However there are signs that the government wishes to promote more housing as nationally house building rates are relatively low, house price inflation has been high (indicative of housing being in short supply) and household growth has been rising. New national guidance on housing is imminent. A draft of this produced in December 2005 set out an overall objective 'to deliver a better balance between housing demand and supply in every housing market and to improve affordability where necessary'. In most areas of the country this would mean more house building. Recent government announcements seem to support this move but how this will be presented in finalised guidance is not yet known.
12. In the north west of England the revised approach in the new draft Regional Spatial Strategy is far less restrictive overall in terms of housing than the previous strategy although to date this has not been fully reflected in the proposed annual provision figures for Chorley. However the suggested 361 dwellings per year for the Borough is significantly above the post-2006 annual figure of 230 set out in the Structure Plan. At this higher level the stock of existing planning permissions represents 6.7 years supply. Members will recall that the Executive Cabinet considered what representations to make to the draft Strategy at your 25 May 2006 meeting. The report to that meeting noted that the proposed Chorley housing provision figure was oddly lower than those suggested for Preston and South Ribble. This is an apparent discrepancy that the Government Regional Office is also now querying. However the solution approved by Members in May was a request to pool the draft Regional Spatial Strategy housing provision proposed for Chorley, Preston and South Ribble; this would in effect allow for more residential development in the Borough.
13. The final outcome of the Regional Spatial Strategy will not be known until the end of 2007. However it will be progressively firmed up during the next year and will come to replace the Lancashire Structure Plan. In terms of affordable housing it is pertinent to note that both the existing and newly emerging Regional Spatial Strategies recognise that Chorley is in an area of high need for affordable housing.

THE CASE FOR RELAXING RESTRICTIONS

14. The restrictions in place in Chorley on granting planning permissions for residential development are quite severe and equate to a degree of control over housing land that is almost unprecedented in the Borough.
15. There would be a number of disadvantages in continuing to severely control the release of new housing sites as this:
 - could run counter to the Council's commitment to securing economic growth;
 - may leave well located sustainable potential development sites unused;
 - means opportunities to enable affordable housing cross-subsidised by market housing are missed;
 - frustrates better land-use planning; for example, the relocation of non-conforming uses from residential areas where the Council would otherwise be encouraging residential redevelopment to enable relocation to happen;

- means that local builders would continue to be deprived of constructing on small plots in the Borough, which has a disproportionate impact on smaller firms in the area.

OPTIONS AND OPPORTUNITIES AVAILABLE

16. Due to the change in legislation that introduced Local Development Frameworks (LDFs), it is not possible to formally amend the existing Windfall Housing Developments Supplementary Planning Guidance (SPG). Any changes to the SPG would therefore only have limited informal status although these would carry greater weight if they were subject to consultation. Such consultation would delay implementation of any changes by several months and then these may be in place for a only few more months before full reliance could be placed on the new RSS which is likely to mean fewer still managing housing land controls. The Council could instead resolve to stop using the SPG. Such an event was foreseen. The SPG states “if there is found to be less than a six year supply of housing land available (measured in relation to regional and sub-regional/Structure Plan policies pertaining at the time) then the SPG will cease to have effect. However there may still be a need to control what may otherwise be a surge of housing proposals coming forward. Further supplementary guidance may be needed at this time to assist assessment of what would be the most appropriate residential developments to allow”. What was not foreseen was the procedural difficulties in producing new or revised supplementary guidance.
17. The SPG could be replaced by a new LDF style Supplementary Planning Document (SPD) but this would be dependent on there being an up to date “parent” policy. The Local Plan Policy HS6 (the main parent of the SPG) is based on the existing Regional Spatial Strategy (RSS) and the Structure Plan so it would not be particularly suitable and will in any event be replaced by a new RSS policy by the time a SPD could be produced and adopted. A new LDF policy based on the final form of the new RSS would take several years to bring in.
18. If the Council stop using the SPG County Council planners have stated they will continue to apply the Structure Plan approach until the Secretary of State’s proposed (final) changes to the RSS are published (expected August 2007) as by this time the RSS would have significant weight. An approach of relying on the Structure Plan policy until then would in practice affect all developments of 10 dwellings or more as it is only housing applications of this size that are referred to the County Council for strategic planning comments – smaller schemes being adjudged to be less significant. However for these larger schemes it would give scope to require greater proportions of affordable/special needs housing (than required by the Chorley Local Plan) and support mixed use regeneration schemes as mentioned in paragraph 7.
19. Members will appreciate that there is not at present less than 6 years supply of housing land in the Borough and it will not be possible to calculate what the length is until at least the new RSS has been finalised. Notwithstanding this, ceasing to use the SPG is relatively straight forward; justifiable in view of the likely changes to national and regional policy; and could be done without consultation. However there may be some criticism of this especially if there was no explanation of the reasoning behind it and what in practice it would mean.
20. What would change is the ability to negotiate on larger sites both in terms of affordable/special needs housing and mixed use regeneration projects.
21. Buckshaw Village is a particular case in relation to mixed use regeneration but it could also apply on a smaller scale such as in Chorley Town Centre. In terms of seeking a proportion of affordable housing on market housing developments of 25 dwellings (1 or more hectares) the Local Plan has a target of 20% of the units in schemes. This is based on a Housing Needs and Demand study completed in 2004 but based on the 2003 situation in terms of house prices and incomes.

22. The Study estimated the need for an additional 350 affordable units in the Borough over five years from 2004 equivalent to an annual rate of 70 per annum. In the two years so far, only 88 affordable dwellings have been provided. Adactus, the parent company of Chorley Community Housing, is committed to using its own resources to providing 40 affordable units per year over the next 5 years but this will only address part of a worsening problem. The 350 figure was derived at a time when the average selling price of residential properties was £120,000 in the Borough, the current comparable figure is £156,000 a 30% increase. The average household income in the Borough has only increased by about 3% in the last two years.
23. All the indications are therefore that the affordability of housing has become a more serious problem in the Borough since the 2004 study was done and that insufficient provision is being made to address the problem. This is some justification for seeking a higher proportion of affordable housing than the 20% figure in the Local Plan. It is suggested that the target is raised to at least 30% for sites of 25 dwellings or more/1 hectare or larger. Affordable provision above 30% could be achieved through private developers working in partnership with housing associations such as Adactus who able to use their own resources.
24. In relation to sites of less than 10 dwellings there would need to be controls over deliberately low densities proposed by applicants to get under the 10 dwelling threshold. A density of less than 30 per hectare (the minimum normally expected by national guidance) would only be acceptable if this was appropriate to the particular site and in keeping with the character of the surrounding area. Sub-divisions of larger sites into less than 10 dwelling parcels applied for separately would also need to be prevented. On large sites involving mixed uses safeguards would need to be imposed where there was a possibility of only the housing element being built.

RISKS OF RELAXING RESTRICTIONS NOW

25. The Lancashire Structure Plan and the Chorley Borough Local Plan are still in force and together make up the development plan. So planning applications should still be decided in accordance with these unless material considerations indicate otherwise. However the policies in the development plan are subject to interpretation and dependent on the circumstances relevant at the time. The Windfall Housing Developments SPG provides such interpretation in respect to non-identified sites. The explanatory text under Policy 12 of the Structure Plan provides interpretation that applies to both windfall and allocated sites and also allows for local guidance be taken into account.
26. Changing the way in which policies are to be applied does give rise to a potential risk of challenge although the risk of successful challenge is considered to be small even without prior consultation.
27. Although all the indications are that forthcoming national and regional policies will support fewer restrictions on housing development and ascribe a higher provision level for Chorley Borough these policies have not been issued in their final form and in terms of the RSS will not finalised for over a year. The Council could be criticised for acting prematurely.
28. Relaxing the approach to new housing could result in a flood of planning applications as many landowners are thought to have put off proposing schemes until just such an opportunity arose. This could give rise to capacity problems in dealing with applications and performance targets being missed.

CONCLUSION

29. The indications from emerging national and regional policies are that housing growth will in the near future be appropriate in places such as Chorley Borough. However the scale of this expansion is not yet defined. Ceasing to impose the Council's own restrictions would have the effect of allowing some increase in housing provision as it would allow small sites to be approved but large sites would still be caught by Structure Plan provisions. This limited and in practice phased approach to relaxing the controls over new housing development could have a number of local benefits including the scope to increase the provision of affordable/special needs housing and enable mixed use regeneration projects.
30. Ideally a revised approach to policy interpretation should be subject to consultation although the SPG includes a provision to cease its operation if circumstances have changed. If the opportunity is not given to make comments then at the very least extensive publicity, notification and explanation should be given to ensure the decision and the reasoning behind it become widely known. A full consultation process would delay implementation of a new approach to such an extent that a further revised approach is likely to be required as the new RSS comes to be used. Reliance on solely the Structure Plan can however be justified on the basis that this is a statutory document that is part of the development plan and was prepared in full accordance with consultation requirements.

COMMENTS OF THE DIRECTOR OF HUMAN RESOURCES

31. There are no HR implications arising from this report.

COMMENTS OF THE DIRECTOR OF FINANCE

32. The report has no direct financial implications.

RECOMMENDATION(S)

33. That the Executive Cabinet recommend the Council that use of the Borough Council's Windfall Housing Developments Supplementary Planning Guidance ceases forthwith in favour of relying solely upon the application of Structure Plan restrictions in respect of schemes of 10 and more dwellings and subject to closing the potential loopholes in this approach as set out in paragraph 24 of the report and to seeking at least a 30% proportion of affordable or special needs housing on market housing schemes of 25 or more dwellings or on sites of 1 hectare or more in size.

REASON FOR RECOMMENDATION

34. To respond to emerging national and regional policy changes and to mitigate undesirable impacts of the current SPG whilst ensuring that the Borough's housing land supply continues to be appropriately controlled.

ALTERNATIVES CONSIDERED

35. As set out in paragraphs 16 to 18 of the report.

JANE E MEEK
DIRECTOR OF DEVELOPMENT AND REGENERATION

Background Papers			
Document	Date	File	Place of Inspection
Chorley Housing Needs and Demand Study	2004	-	Gillibrand Street Offices
Interim Supplementary Planning Guidance – Windfall Housing Developments	Feb 2004	-	Gillibrand Street Offices
Joint Lancashire Structure Plan	March 2005	-	Gillibrand Street Offices
Draft Regional Spatial Strategy	March 2006	-	Gillibrand Street Offices

Report Author	Ext	Date	Doc ID
Julian Jackson	5280	12 October 2006	PLAREP/1210AC01

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Report of	Meeting	Date
Director of Development and Regeneration (Introduced by the Executive Member for Economic Development and Regeneration and the Executive Member for Streetscene, Neighbourhoods and Environment)	Executive Cabinet	09/11/2006

GROUNDWORK WIGAN AND CHORLEY – PROPOSED MERGER

PURPOSE OF REPORT`

1. To brief Members and seek approval to the proposed merger of Groundwork Wigan and Chorley and Groundwork Lancashire West.

CORPORATE PRIORITIES

2. The main priorities for Groundwork Trusts are to improve the local environment, the lives of local people and the success of local businesses which contribute to a number of strategic objectives, in particular reducing pockets of inequality and developing the character and feel of Chorley as a good place to live.

RISK ISSUES

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

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

4. The risks identified concern the level of activity within the Borough following the merger of the two Trusts to cover a larger area and the change in priorities.

BACKGROUND

5. Groundwork is a federation of 50 trusts in England, Wales and Northern Ireland each working with partners to help improve the quality of the local environment, the lives of local people and the success of local businesses. Each Groundwork Trust is a partnership of public private and voluntary sectors with its own Board of Trustees.



6. Groundwork Wigan and Chorley was established in 1997. Chorley provide a core grant to Groundwork of £25,000 and Lancashire County Council £2,000 which over the last five years has levered in over £1 million of funding for projects in the Borough. This has included Chorley Hospital, Age Concern Garden, Westway Ponds and Yarrow Valley Park footpaths, as well as a number of Prince's Trust teams.
7. Groundwork Lancashire West (GLW) was established in November 2003. This trust includes Preston, South Ribble, West Lancashire, Blackpool and Lancaster. At the time Chorley decided to remain part of Groundwork Wigan and Chorley for the following reasons:
 - Groundwork Wigan and Chorley was a long established trust which was successful.
 - Established working relationships between the authority and the trust.
 - Groundwork Lancashire West's main focus would be those areas of greater deprivation and consequently the level of activity in Chorley would diminish.
 - Groundwork Lancashire West would take time to become established and projects could be detrimentally affected.
 - Groundwork Federation is going through a re-structure and it was considered that Chorley should remain with Groundwork Wigan and Chorley until this had been finalised.
8. Over the last three years GLW has made considerable progress in developing business with a strong youth programme in Preston and small capital schemes across the area. However, the trust has struggled to establish a strong operational programme and in 2005/06 suffered significant financial losses and consequently there are insufficient reserves to sustain current levels of operation to fund growth. GLW put together an action plan to improve the short term viability of the trust and carried out a study of the long term options. After full consideration the GLW Board agreed to explore a merger with Wigan and Chorley and over the last 4 months discussions have been taking place.

GROUNDWORK WIGAN AND CHORLEY (GWC)

9. Groundwork Wigan and Chorley has been very successful over the years. However, there are a number of external factors which will affect the trust.
 - Firstly a shift in culture from grant funding to contracting and commissioning which the trust needs to re-position itself to deal with. There are a number of ongoing programmes which re due to end in this year and which will have an enormous impact on funding streams.
 - Shared services : The cost of central services (executive and financial) is already shared between the two trusts with GLW contributing to these services supplied by GWC. The loss of this would have significant impact on GWC. The merger of the two trusts would enable more services to be shared on the operational and development side.
 - The Department of Communities and Local Government provide core funding to the trusts known as PDF. PDF is used to fund development opportunities, which in turn bring in projects, programmes and financial contributions. The allocation of PDF is in the process of change to target areas of deprivation. Initial assessments indicate that GWC core funding would significantly reduce which would have a serious impact on the financial stability of the trust.

MERGER PROPOSALS – SUMMARY OF ADVANTAGES

The merger of the two trusts would have the following advantages:

- Financial: In a changing funding climate it would spread the financial risks.
- Protects future investment in Wigan and Chorley and Lancashire West.
- Strategic – Meets DCLG strategy to create fewer business units.
- Provides a smooth transition of Chorley into the Lancashire West operational area.
- Human Resources: Improve staff retention and reduce recruitment costs.
- Gives staff greater development opportunities.
- Operational: Enables new business opportunities, eg youth activities through the extension of youth services into the GLW area.

MERGER PROPOSALS – GOVERNANCE ARRANGEMENTS

10. If the Boards agree to the merger, it is proposed to close GLW and GWC will form the basis of the new trust. A shadow Board comprising Board members from each trust will be formed to oversee and drive forward the merger process. A new Board will be established which it is proposed will be established which it is proposed will be made up of the following.

	No	Company Members
Wigan	1	√
Chorley	1	√
County	1	√
Preston	1	√
Blackpool	1	√
West Lancashire	1	√
Lancaster	1	√
Groundwork UK	2	√
Co-opted	6	x
Total	15	8

11. It is important that the numbers of non local authority members exceed the local authority members to ensure that the company is not classed as a local authority controlled company. Chorley currently has one member on the Groundwork Wigan and Chorley Board and this will continue on the new Board. The proposed name for the new company is Groundwork Wigan and Lancashire West (GWLW). It is proposed that the new trust should be established by the beginning of the next financial year.

IMPLICATIONS FOR CHORLEY

- 12. Chorley has always been a ‘junior’ partner in Groundwork Wigan and Chorley but over the years it has still benefited from a number of projects and funding. These have had greater impact due to the fact that the area has had very little or no access to specialist regeneration funds. In particular the Prince’s Trust has been very successful involving young people who otherwise would have slipped through the net.
- 13. The new trust will cover a much wider area and will focus on areas of high levels of deprivation. In Chorley there are four super output areas which are in the top 100 of some deprivation indicators and the new trust will work with the Council to target these areas.
- 14. Chorley already has a seat on the Board and will continue to do so. In addition a Project Officer will be assigned to the area to manage projects.

COMMENTS OF THE DIRECTOR OF HUMAN RESOURCES

15. There are no Human Resource implications.

COMMENTS OF THE DIRECTOR OF FINANCE

16. There are no Finance implications.

CONCLUSION

17. Groundwork Wigan and Chorley has been relatively successful in the area enabling a number of projects and leveraging in over £1 million of funding.
18. The new Groundwork will be much more focussed due to the changes in funding and priorities which are being set at a national level. The issue for Chorley is that the trust continues to add value and delivery projects which meet the Council's strategic objectives. It is therefore proposed that a new Service Level Agreement should be drawn up in light of these changes which set out in detail what the Council wishes to see delivered.

RECOMMENDATION

19. That the proposed merger of the two trusts should be approved. A Service Level Agreement should be drawn up and agreed prior to the new trust being established.

REASONS FOR RECOMMENDATION(S)

11. Groundwork Trust have access to some funding which the Council does not and over the years has supported a number of community projects, leveraging in over £1 million. The key issue is whether the new Trust will continue to deliver. A new Service Level Agreement will be used to manage and monitor the Trust.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

12. None.

JANE MEEK
DIRECTOR OF DEVELOPMENT AND REGENERATION

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Jane Meek	5285	18 October 2006	D&RREP/1810DJ1

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