



Executive Cabinet

Agenda and Reports

For consideration on

**Thursday, 7th December
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 Executive Cabinet meeting to allow time to prepare appropriate responses and investigate the issue if necessary.
- A maximum period of 3 minutes will be allowed for a question from a member of the public on an item on the agenda. A maximum period of 30 minutes to be allocated for public questions if necessary at each meeting.
- The question to be answered by the Executive Member with responsibility for the service area or whoever is most appropriate.
- On receiving a reply the member of the public will be allowed to ask one supplementary question.
- Members of the public will be able to stay for the rest of the meeting should they so wish but will not be able to speak on any other agenda item upon using their allocated 3 minutes.

Chief Executive's Office

Please ask for: Tony Uren
Direct Dial: (01257) 515122
E-mail address: tony.uren@chorley.gov.uk
Date: 29 November 2006

Chief Executive: Donna Hall

Chorley
Council

Town Hall
Market Street
Chorley
Lancashire
PR7 1DP

Dear Councillor

EXECUTIVE CABINET - THURSDAY, 7TH DECEMBER 2006

You are invited to attend a meeting of the Executive Cabinet to be held in the Council Chamber, Town Hall, Chorley on Thursday, 7th December 2006 at 5.00 pm.

AGENDA

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

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

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

To confirm as a correct record the minutes of the meeting of the Executive Cabinet held on 9 November 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)

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

4. **Maximising the opportunities in the new Local Government White Paper
(Pages 11 - 14)**

Report of Chief Executive (enclosed).

5. **Forward Plan (Pages 15 - 28)**

To receive and consider the Council's Forward Plan for the four months period from 1 December 2006 to 31 March 2007 (copy enclosed).

Continued....

CORPORATE POLICY AND PERFORMANCE ITEMS (INTRODUCED BY THE EXECUTIVE MEMBER, COUNCILOR MRS P CASE)

6. **Draft Equality Scheme (Pages 29 - 86)**
Report of Director of Policy and Performance (enclosed).
7. **Quarterly Performance Report, 2006/07 - Monitoring Report for period ending 30 September 2006 (Pages 87 - 118)**
Report of Director of Policy and Performance (enclosed).

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

8. **Building on Business Process Architecture (Pages 119 - 122)**
Report of Director of Finance (enclosed).
9. **Value for Money Self-Assessment (Pages 123 - 168)**
Report of Director of Finance (enclosed).
10. **Capital Programme**
 - a) **Capital Programme, 2006/07 - Monitoring (Pages 169 - 188)**
Report of Executive Director – Corporate and Customer and Director of Finance (enclosed).
 - b) **Capital Programme, 2007/08 to 2009/10 (Pages 189 - 236)**
Report of Director of Finance (enclosed).
11. **Revenue Budget, 2006/07 - Monitoring (Pages 237 - 248)**
Report of Director of Finance (enclosed).
12. **Draft General Fund Revenue Budget for 2007/08 (Pages 249 - 270)**
Report of Director of Finance (enclosed).

CUSTOMER, DEMOCRATIC AND LEGAL SERVICES ITEM (INTRODUCED BY THE EXECUTIVE MEMBER COUNCILLOR J WALKER)

13. **Area Forum Pilot Scheme (Pages 271 - 284)**
Report of Chief Executive (enclosed).

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

14. **Astley Park - Progress Report (Pages 285 - 290)**
Report of Director of Development and Regeneration (enclosed).

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

16. **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 and 3 of Part 1 of Schedule 12A to the Local Government Act 1972.

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

17. **Market Walk - Phase 2 (Pages 291 - 302)**

Report of Chief Executive (enclosed).

18. **Development and Regeneration Directorate - Restructure (Pages 303 - 308)**

Report of Director of Development and Regeneration (enclosed).

HEALTH, LEISURE AND WELL BEING ITEM (INTRODUCED BY THE EXECUTIVE MEMBER, COUNCILLOR M PERKS)

19. **Brinscall Baths (Pages 309 - 312)**

Report of Director of Leisure and Cultural Services (enclosed).

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

20. **Information and Communication Technology Directorate - Restructure (Pages 313 - 316)**

Report of Head of Information and Communication Technology (enclosed).

21. **Finance Directorate - Restructure (Pages 317 - 328)**

Report of Director of Finance (enclosed).

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

22. **Streetscene, Neighbourhoods and Environment Directorate - Restructure, Reconfiguration of Services and Budget savings proposals. (Pages 329 - 368)**

Report of Director of Streetscene, Neighbourhoods and Environment (enclosed).

Yours sincerely



Chief Executive

ENCS

Distribution

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

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

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

01257 515823 کیجئے:

Executive Cabinet

Minutes of meeting held on Thursday, 9 November 2006

Present: Councillor Peter Goldsworthy (Executive Leader in the Chair), Councillor Mrs Pat Case (Deputy Leader of the Council) and Councillors Eric Bell, Alan Cullens, Peter Malpas, Mark Perks and John Walker

Also in attendance:

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

Other Members: Councillors Kenneth Ball, Dennis Edgerley (Overview and Scrutiny Committee Chair), Anthony Gee, Daniel Gee, Hasina Khan, Roy Lees, Adrian Lowe and Ralph Snape

06.EC.127 DECLARATIONS OF ANY INTERESTS

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

06.EC.128 MINUTES

The minutes of the meeting of the Executive Cabinet held on 5 October 2006 were confirmed as a correct record for signature by the Executive Leader.

06.EC.129 MATTERS REFERRED BY THE OVERVIEW AND SCRUTINY COMMITTEE

The Chair of the Overview and Scrutiny Committee (Councillor D Edgerley) advised the Executive Cabinet that the Committee had, at its meeting the previous day, 8 November, commented and made certain recommendations on a number of items for consideration on the Executive Cabinet's agenda. A summary sheet of the Overview and Scrutiny Committee's views was circulated at the meeting.

The Executive Cabinet agreed to take account of the views during their deliberations on the respective items.

06.EC.130 A PLAY STRATEGY FOR THE BOROUGH

The Director of Leisure and Cultural Services presented a report seeking approval to the adoption of a Play Strategy for Chorley.

The Council's prospective bid for Big Lottery funding of a play initiative in the sum of £208,000 would be strengthened by the involvement of the former Chorley Play Forum into the Chorley Play Partnership and the production of a strategy to highlight the play needs of the Borough.

The Play Strategy had been compiled by the Play Partnership to take account of the responses to a wide consultation exercise and was designed to cover a 10 year period up to 2016. The Strategy was supported by a preliminary action plan to be reviewed annually.

The action plan identified a wide range of projected initiatives and activities designed to improve access to quality play opportunities. The delivery of the proposals would

be dependent upon the attraction of external funding (including the Big Lottery funding), effective partnership working and the alignment of available Council resources to the Strategy objectives.

The Chair of the Overview and Scrutiny Committee (Councillor Edgerley) informed the Members of the differing opinions expressed at the last meeting of the Committee regarding the possible appointment of a non-Executive member of the Environment and Community Overview and Scrutiny Panel on the panel of assessors to consider projects to form part of the Big Lottery bid. The Executive Member for Health, Leisure and Well-Being (Councillor Perks), however, queried whether such an appointment would prejudice the Members' participation in any future scrutiny of the Play Strategy by the Panel.

Councillor Khan also requested the Executive Cabinet to ensure that the implementation of the Strategy encompassed all black and ethnic minority groups (including female and young people's groups) and suggested that the Executive Cabinet should receive the minutes of meetings of the Ethnic Minorities Consultative Committee.

Decisions made:

- (1) That the Play Strategy for Chorley, as now presented, be approved, subject to the Officers' examination of the ethics and appropriateness of a non-Executive Member of the Environment and Community Overview and Scrutiny Panel being appointed to the small panel to be set up to assess projects to form part of the bid for Big Lottery funding.**
- (2) That the Executive Leader be delegated authority to agree the finalised Play Strategy for adoption.**
- (3) That the minutes of future meetings of the Ethic Minorities Consultative Committee be presented to the Executive Cabinet.**

Reason for decisions:

Approval of the Strategy will enable progress on the action plan and will enhance partnership working, which, in turn, will ultimately help to reduce inequalities; stimulate greater involvement; improve access to quality play opportunities; and develop Chorley as a good place to live and play.

Alternative option(s) considered and rejected:

The alternative option not to apply for Big Lottery funding, thus precluding the need for the Play Strategy, has previously been rejected.

06.EC.131 LANCASHIRE PARTNERSHIP - STRATEGY FOR AN AGEING POPULATION

The Director of Leisure and Cultural Services presented a report requesting the Executive Cabinet's agreement to a response to the Lancashire Partnership's Strategy for an Ageing Population, the Executive Summary of which was attached to the report.

The strategy which had been developed following an extensive consultation exercise, broadly aimed to improve equality of opportunities and services to meet the changing needs of an ageing population, with the overall objective of improving the quality of life for older people within the County. The strategy included a framework for the delivery of its objectives through five identified outcomes to maximise the opportunities for older people and to promote their health, safety and independence.

The Director's report contained a suggested response to the Strategy, which, if accepted, would welcome the need for, and production of, the strategy and highlight a few elements that could be strengthened or reviewed.

The Chair of the Overview and Scrutiny Committee (Councillor Edgerley) reported that the Committee, at its last meeting, had supported the suggested response to the draft Strategy, but had recommended the addition of a further comment to highlight the impact and contribution older people can make to the community with their skills and experience and to encourage greater use of the resource.

Decision made:

That the Lancashire Partnership's Strategy for an Ageing Population be noted and that the comments contained within Paragraphs 13 to 18 of the Director of Leisure and Cultural Services' submitted report, augmented to include the suggested comments of the Overview and Scrutiny Committee, be approved to form the basis of this Council's response to the consultation.

Reason for Decision:

In order to ensure that the views of Chorley Council are considered by the Lancashire Partnership before its final determination of the Strategy for an Ageing Population.

Alternative option(s) considered and rejected:

The Council's views would not be able to be taken into account if no response to the Consultation was submitted.

06.EC.132 FORWARD PLAN

The Council's Forward Plan for the four month period 1 November 2006 to 28 February 2007 was submitted for the information and comment of the Executive Cabinet. The Plan set out the details of the key decisions which the Executive Cabinet, individual Executive Members or Officers were expected to take during the four months period.

The Chief Executive stated that, following a thorough review, the Forward Plan had been made more inclusive and transparent. A further review would hope to ensure that more accurate and definitive expected decision dates were shown in the Plan.

The Forward Plan had been presented to the Overview and Scrutiny Committee at its meeting the previous evening, 8 November 2006, which had identified a number of items it wished to examine before their submission to the Executive Cabinet.

Decision made:

That the Council's Forward Plan for the four months period 1 November 2006 to 28 February 2007, as now presented, be noted.

06.EC.133 UPDATED CORPORATE STRATEGY

The Executive Cabinet considered a report of the Director of Policy and Performance seeking approval to a number of amendments to the Council's Corporate Strategy for 2006-2009.

The Corporate Strategy set out the Council's vision and corporate priorities for the 3 year period up to 2009, together with work programme for the coming year, and stood as the key document in taking forward the Council's agenda for improvement.

The Executive Cabinet and Strategy Group had recently undertaken a thorough review of the Corporate Strategy's commitments to assess their feasibility and reflection of the key objectives of the new administration. The review had identified a number of recommended changes to the Corporate Strategy which are detailed in the Director's report. These included the amendment and expansion of the Vision Statement in order to clarify more precisely the Council's aims and overarching vision for the future of the Borough. A number of changes to the Council's strategic objectives, measures and targets, and key projects were also proposed.

The suggested alterations were highlighted in an annotated copy of the Corporate Strategy appended to the report.

The Chair of the Overview and Scrutiny Committee (Councillor Edgerley) drew attention to the following views and recommendations of the Committee in relation to the revised Strategy, which were debated by the Executive Cabinet:

- The Overview and Scrutiny Committee had welcomed the proposed expansion of the Corporate Strategy's Vision Statement.
- The Committee had expressed concern at the proposal to alter one of the strategic objectives from 'Reduce Pockets of Inequality' to 'Improving equality of opportunity and life chances', fearing that resources for improvement would be lost.

The Executive Member for Corporate Policy and Performance (Councillor Mrs P Case) responded to clarify the Executive Cabinet's intention to highlight the positive intention of the objective, and to confirm that the proposed measures to achieve equality of opportunities would not be diluted.

- The Overview and Scrutiny Committee had expressed disappointment at the deletion of the key project to 'develop and deliver a strategy and action plan to increase voter turnout at Borough Council elections'.

The Executive Member for Corporate Policy and Performance clarified that the Executive Cabinet's overall objective was to increase public involvement in the decision making process of the Authority as a whole.

- A number of members of the Overview and Scrutiny Committee considered that the proposed new key project to 'develop a strategy to deliver a 0% Council Tax increase in 2007/08' should be revised to 'develop a strategy to maximise resources and reduce costs through the pursuance of efficiencies to enable service improvements and the development of new services'.

In response, the Executive Member for Corporate Policy and Performance stated that the new key project had been added to clarify one of the Conservative Group's election promises, which would be achieved by use of the measures suggested by the Overview and Scrutiny Committee.

- The Overview and Scrutiny Committee's recommendation that the new key project to 'prepare a Business Case to support new Local Government Structures' should be revised to 'maximise the opportunities given by the White Paper' was accepted by the Executive Cabinet.
- The Overview and Scrutiny Committee had welcomed the proposed new key project to 'strengthen links with Parish Councils, Faith and Community Groups, and Voluntary Agencies'.

Decision made:

That the Council be recommended:

- (1) To approve the suggested changes to the Council's Corporate Strategy and Vision for the Borough, as now presented and highlighted in the submitted Corporate Strategy document, subject to the substitution of the new key project to 'prepare a Business Case to support new Local Government structures' by a proposal to 'maximise the opportunities given by the White Paper', in line with the outlined rationale.**
- (2) To agree the updated Corporate Strategy as the key strategic document for the Authority.**

Reason for recommendation:

The Corporate Strategy is the key driver for the Authority. The changes agreed have been made to ensure that all projects to which the Council are committed to deliver over the next three years are achievable and will deliver real improvements for the community.

Alternative option(s) considered and rejected:

None.

06.EC.134 COMPREHENSIVE PERFORMANCE ASSESSMENT - DIRECTION OF TRAVEL SELF ASSESSMENT, 2006

The Executive Cabinet received a report of the Director of Policy and Performance presenting the Direction of Travel Self-Assessment for 2006.

The Self-Assessment was required to inform the work of the Audit Commission in its annual assessment of the Council's progress in delivering key outcomes and improvements. It was important, therefore, for the assessment to reflect the Council's achievements during the period September 2005 to September 2006 and clarify the key areas of focus for future work, highlighting the significant service improvements the Council had delivered for its customers and the instances where the Authority had been recognised externally as a model of excellence and innovation.

In addition, the Self-Assessment would be critical to the Council's application for re-assessment under the revised Comprehensive Performance Assessment Framework.

The Chair of the Overview and Scrutiny Committee(Councillor Edgerley) reported that the principal issues still requiring to be addressed had been highlighted at the last Committee meeting.

Decision made:

That the report and Direction of Travel Self-Assessment for 2006, as now presented, be noted.

06.EC.135 COLLABORATIVE WORKING UPDATE

The Executive Cabinet received a report of the Director of Finance which outlined a number of areas where opportunities for collaborative working arrangements were either being delivered or pursued.

The report highlighted the benefits to be derived from partnership collaborations in sustaining and enhancing service performance and achieving economies of scale.

In particular, the report identified elements of the Human Resources and Financial Services functions where collaborative working opportunities were currently being explored.

An arrangement had been agreed with Stockport Council for the provision of part-time senior management support to the Human Resources Directorate pending the arrival of the newly appointed Director. As a result of the recent loss of Health and Safety staff, a temporary arrangement had been agreed whereby Bolton Council would provide health and safety support to Chorley Council for an initial trial period of 12 months.

Limited staffing resources within the Finance Units of both Chorley and South Ribble Councils had also prompted an exploration, with the North West Centre of Excellence, into shared working opportunities. Consequently, both Councils were currently producing a detailed business case into the feasibility of future partnership working in the areas of Accountancy and Audit services; Exchequer services; Property services; and Procurement. It was expected that the business case, including the likely financial and governance implications, would be available for consideration before the end of the financial year.

Decision made:

That the report be noted.

06.EC.136 MANAGING HOUSING LAND SUPPLY

The Executive Cabinet considered a report of the Director of Development and Regeneration outlining the reasons for changes to the existing approach to the management of housing land in the Borough and setting out the various options for change.

Currently, the release of land for housing development was controlled by (i) the adopted Interim Supplementary Planning Guidance (SPG) on Windfall Housing Developments that sought to manage the release of unallocated sites; and (ii) the Joint Lancashire Structure Plan which regulated housing developments on both allocated (ie identified in local plans) and unallocated site.

The report pointed out the likely changes to national and regional policies that were likely to allow the annual construction of a greater number of houses in the Borough.

In the circumstances, the report advocated the discontinuance of the use of the Windfall Housing SPG, accepting that the provisions of the Structure Plan would continue to apply on proposed developments of 10 dwellings or more which were referred to the County Council for comment. However, this would allow scope to negotiate greater proportions of affordable/special needs housing in the larger development schemes and support mixed use regeneration schemes. There was, in fact, justification for raising the proportion of affordable housing required on sites of 1 hectare or more and yielding at least 25 dwellings from 20% to 30%.

Decision made:

That the Council be recommended:

- (1) to cease use forthwith of the Windfall Housing Developments Supplementary Planning Guidance in favour of sole reliance upon the application of Structure Plan restrictions in respect of schemes of 10 or more dwellings, subject to the limitations and safeguards identified in the submitted report; and**

- (2) to seek at least a 30% proportion of affordable or special needs housing on market housing schemes of 25 or more dwellings on sites of 1 hectare or more in size.

Reason for recommendations:

The proposals respond to emerging national and regional policy changes and mitigate any undesirable impact of the current SPG, whilst ensuring that the Borough's housing land supply continues to be appropriately controlled.

Alternative option(s) considered and rejected:

The formal amendment of the existing Windfall Housing SPG and/or its replacement by a Local Development Framework style Supplementary Planning Document.

06.EC.137 GROUNDWORK WIGAN AND CHORLEY - PROPOSED MERGER

The Director of Development and Regeneration presented a report on proposals to merge the existing Groundwork Wigan and Chorley with Groundwork Lancashire West.

The proposed new Groundwork Trust would cover a much wider area (ie Wigan, Chorley, Preston, South Ribble, West Lancashire, Blackpool and Lancashire) and be able to focus on areas of high levels of deprivation, thus enabling new Trust work to be targeted against identified areas of Chorley.

Chorley Council would continue to appoint a representative to serve on the Board of the proposed new Groundwork Wigan and Lancashire West.

Decision made:

That approval be given to the proposed merger of Groundwork Wigan and Chorley and Groundwork Lancashire West, subject to a Service Level Agreement being drawn up and agreed prior to the establishment of the new Trust.

Reason for decision:

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

Alternative option(s) considered and rejected:

None.

06.EC.138 EXCLUSION OF THE PUBLIC AND PRESS

Decision made:

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

06.EC.139 HOUSING TRANSFER COMMITTEE - MINUTES

The Executive Cabinet received, for information, the minutes of the first two meetings of the Housing Transfer Committee held on 12 September and 10 October 2006.

The Committee had been set-up to oversee the housing stock transfer process, take action under delegated powers and recommend to the Council the final Transfer Contract setting out the proposed terms of the housing stock disposal.

The Executive Leader confirmed that all current indications pointed to the housing stock transfer remaining on track for completion on the target date of 26 March 2007.

The Director of Property Services also reminded Members that details of the specific HRA property assets proposed to be transferred or retained were available for their inspection within his Section.

Decision made:

That the minutes of the two meetings of the Housing Transfer Committee be noted.

06.EC.140 APPOINTMENT OF SERVICE PROVIDER FOR THE PROPERTY SERVICES FUNCTION

The Executive Cabinet considered a report of the Executive Director – Corporate and Customer recommending the appointment of a service provider to deliver a full range of property related services to the Council.

As a consequence of the budget enabling process for 2005/06, the Executive Cabinet had authorised pursuance of a procurement exercise to secure a partner service provider for the property services function. With the aid of an external consultant, a Project Team had evaluated the seven submissions lodged in response to the invitation for expressions of interest, from which three prospective partners had been invited to submit detailed tenders. The report summarised the outcome of the Project Team's evaluation and assessment of the three bids.

Subsequently, the Project Team had recommended acceptance of the bid of Liberata UK Ltd, as the bid had complied with the identified specification, cost model and contractual requirements. The company had been able to demonstrate a capacity and capability to deliver the full range of property services required by the Council. In addition, the conclusion of the due diligence exercise had confirmed Liberata's experience, professionalism and financial standing to deliver the requirements of the service specification.

The Executive Cabinet were recommended to agree the award of a contract for a fixed annual capital and revenue sum, with the contractor standing the risk of overspend, particularly on revenue repairs. A report on the projected contract management arrangements would be presented to a future meeting.

It was anticipated that the contract would generate annual revenue savings in the region of £80,000.

The Chair of the Overview and Scrutiny Committee (Councillor Edgerley) advised the Executive Cabinet that the Committee, at its last meeting, had accepted the principle of the outsourcing proposals.

Decision made:

That approval be given to the award of a contract to Liberata UK Ltd for the delivery of a comprehensive property services function on the following basis:

- **Maintenance of all corporate buildings;**
- **Management of non-operational property;**
- **Consultancy and advisory services on all property matters;**
- **Additional specialist services as required;**
- **An initial contract period of 7 years, with an option to renew for a further 3 years (subject to satisfactory performance);**
- **An initial charge of £600,000 to include all core services and maintenance costs, with additional services based on an agreed rate.**

Reason for Decision:

Liberata UK Ltd offers the best value solution to the procurement of professional and contracting property services required by the Council.

Alternative option(s) considered and rejected:

A number of alternative options (including retention in-house and variations on the outsourcing/partnering theme) were considered, but were rejected in favour of the procurement route selected, following application of the approved methodology.

Executive Leader

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Report of	Meeting	Date
The Chief Executive (Introduced by the Leader of the Council)	Executive Cabinet Council	7 th December 2006 19 th December 2006

MAXIMISING THE OPPORTUNITIES IN THE NEW LOCAL GOVERNMENT WHITE PAPER

PURPOSE OF REPORT`

1. To set out an overview of the Local Government White Paper and recommend an opportunity to improve two tier working.

CORPORATE PRIORITIES

2. The new Corporate Strategy contains a project to “maximise the opportunities of the Local Government White paper.”

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. Risks will be considered in full as any potential bid emerges and regular reports will be provided to Executive Cabinet.

BACKGROUND

5. The new Local Government White Paper was published at the end of October. It sets out a number of key issues for Chorley. It is important that the Council carefully considers the opportunities for Chorley in full, ensuring we are positioned to improve services and ensure value for money services. The Chief Executive will be attending all the political groups to outline the opportunities in more detail which will be debated at Council on 19th December.



THE KEY ISSUES

6. The headlines of the Local Government White paper are as follows:

- The White Paper heralds a new relationship between central and local government and citizens.
- There will be a reduction in national targets overall
- There will be more freedoms and powers given to local government.
- There will be opportunities for a limited number of unitary bids by 25th January 2007.
- There will be an opportunity for a limited number of two tier pathfinder bids
- All councils in a two-tier context need to explore ways of improving two-tier local government regardless of whether they are selected as a pathfinder.
- Services need to become more locally accountable.
- There are stronger roles for local neighbourhoods.
- Potentially there will be new political leadership models.

7. The indications are that the following councils will be preparing unitary bids:

- Preston – potentially with South Ribble subject to public consultation (decision on 7th December).
- Lancaster
- Burnley and Pendle
- Hyndburn

It is unclear whether any of these bids will be approved as the criteria for unitary bids includes the premise that the new unitaries have to be self-financing within five years and that there has to be no disruption to the surrounding areas. In Lancashire this will be very difficult to achieve.

An Improved Two-Tier bid could:

- Improve the quality of services to local people
- Reduce public confusion
- Ensure there is less duplication of effort
- Mean fewer organisational disputes
- Bring about more efficiency and value for public money
- Give greater local control, accountability and governance to Chorley on services, eg highways, youth and community services, public regulation, etc...

COMMENTS OF THE DIRECTOR OF HUMAN RESOURCES

8. No direct implications at this stage.

COMMENTS OF THE DIRECTOR OF FINANCE

9. No direct implications at this stage

RECOMMENDATION(S)

10. It is recommended that Executive Cabinet support the following recommendations to Council on 19th December 2006:
- The Council enters into a discussion with Lancashire County Council and others with a view to preparing an Improving Two -Tier Pathfinder bid for submission by 25th January 2007.
 - The Council's Director of Policy and Performance chairs a meeting of officers across Lancashire to prepare the bid.
 - The Council submits a bid to the North West Improvement Network's Communities of Interest programme for resources to support the development of the bid.
 - That the Leader of the Council regularly updates the Executive Cabinet and member of the Council on the progress of the bid and the potential implications for Chorley Borough Council.

DONNA HALL
CHIEF EXECUTIVE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Donna Hall	5104	21 st Nov 06	ADMINREP/REPORT

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.CHORLEY BOROUGH COUNCIL FORWARD PLAN FOR THE FOUR MONTH PERIOD 1 DECEMBER 2006 TO 31 MARCH 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 Alan Cullens	Executive Member for Resources
Councillor John Walker	Executive Member for Customer, Democratic and Legal
Councillor Mark Perks	Executive Member for Health, 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.

D Hall
Chief Executive

Publication Date: 18 November 2006

Details of the Decision to be taken	Decision to be taken by	Relevant Portfolio Holder	Expected Date of Decision	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated
Approval of Streetscene, Neighbourhoods and Environment Re-Structure	Executive Cabinet	Executive Member for Streetscene, Neighbourhoods and Environment	7 Dec 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 Monday 20 November 2006
Approval of plans for Brinscall Baths	Executive Cabinet	Executive Member for Health, Leisure and Well Being	7 Dec 2006	Stakeholders	Community Meetings	Report of the Director of Leisure and Cultural Services	Director of Leisure and Cultural Services Tel: 01257 515815 Monday 20 November 2006
Approval of draft Budget proposals for 2007/08 for consultation purposes	Executive Cabinet	Executive Member for Resources	7 Dec 2006	Internal and External Stakeholders	Draft Budget proposals circulated and available for comment on the Website	Draft Budget Documents	Director of Finance Tel: 01257 515480 by Monday 20 November 2006

Details of the Decision to be taken	Decision to be taken by	Relevant Portfolio Holder	Expected Date of Decision	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated
Approval of Abandoned Vehicle Removal Contract	Executive Member Decisions - Streetscene, Neighbourhoods and Environment	Executive Member for Streetscene, Neighbourhoods and Environment	7 Dec 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 Monday 20 November 2006
Approval of preferred Developer for Market Walk Phase 2 development for recommendation to Full Council	Executive Cabinet	Executive Member for Development and Regeneration	7 Dec 2006	Members of the Council	Presentation to all Members of the Council	Report of the Chief Executive	Director of Development and Regeneration Tel: 01257 515285 Monday 20 November 2006
Approval of Police Community Support Officer Pilot Scheme	Executive Member Decisions - Streetscene, Neighbourhoods and Environment	Executive Member for Streetscene, Neighbourhoods and Environment	2 Jan 2007	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 Monday 18 December 2006

Details of the Decision to be taken	Decision to be taken by	Relevant Portfolio Holder	Expected Date of Decision	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated
Approval of terms for acquisition of property required to construct the Gillibrand Link Road	Executive Cabinet	Executive Member for Resources	11 Jan 2007	None	None	Report of the Arbitrator appointed to determine compensation due	Director of Property Services Tel: 01257 515311 Monday 18 December 2006
Approval of Telephony proposals and procurement	Executive Cabinet	Executive Member for Resources	11 Jan 2007	Officers and Members	Publication of documents on the Council's Intranet	Telephony Strategy ICT Strategy	Director of Information and Communication Technology Tel: 01257 515455 Monday 18 December 2006
Approval of Pay and Workforce Strategy	Executive Cabinet	Executive Member for Resources	11 Jan 2007	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 Tel: 01257 515159 Monday 18 December 2006

Details of the Decision to be taken	Decision to be taken by	Relevant Portfolio Holder	Expected Date of Decision	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated
Review of Advice and Support Funding to External Groups	Executive Cabinet	Executive Member for Health, Leisure and Well Being	11 Jan 2007	Chorley and South Ribble CAB Lancashire County Council Welfare Rights Service	Direct Contact	Various - including Annual Reports on Activity	Director of Leisure and Cultural Services Tel: 01257 515815 Monday 18 December 2006
Approve "Choosing Health 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 for available comments on the Website	Draft Action Plan	Director of Leisure and Cultural Services Tel: 01257 515815 Monday 18 December 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	11 Jan 2007	Stakeholders	Draft Plan circulated for available comments on website	Draft Action Plan	Director of Leisure and Cultural Services Tel: 01257 515815 Monday 18 December 2006

Details of the Decision to be taken	Decision to be taken by	Relevant Portfolio Holder	Expected Date of Decision	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated
Selection of Service Provider for the Markets	Executive Cabinet	Executive Member for Resources	11 Jan 2007	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 Monday 18 December 2007
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 Monday 18 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 Monday 18 December 2006

Details of the Decision to be taken	Decision to be taken by	Relevant Portfolio Holder	Expected Date of Decision	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated
Approval of 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	Director of Development and Regeneration Tel: 01257 515285 Monday 18 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 Monday 8 January 2007
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 Friday 5 January 2007

Details of the Decision to be taken	Decision to be taken by	Relevant Portfolio Holder	Expected Date of Decision	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated
Approval of Final Transfer Contract for recommendation to Full Council	Housing Transfer Committee	Executive Leader	21 Feb 2007	Internal and External Stakeholders	Established channels of communication for stock transfer process	Plain english version of Transfer Contract	Executive Director - Environment and Community Tel: 01257 515500 Thursday 24 January 2006
Approval of Information Security Policy	Executive Cabinet	Executive Member for Resources	22 Feb 2007	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 Thursday 25 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 Thursday 25 January 2007

Details of the Decision to be taken	Decision to be taken by	Relevant Portfolio Holder	Expected Date of Decision	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated
Approval of ICT Strategy	Executive Cabinet	Executive Member for Resources	22 Feb 2007	Officers and Members	Publication of Strategy on the Council's Website	IEG Statement Customer Focus Strategy	Director of Information and Communication Technology Tel: 01257 515455 Monday 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 Friday 26 January 2007
Approval of Housing Transfer Legal Agreement	Council	Executive Member for Resources	6 Mar 2007	Tenants, Members and Partners	Tenant Consultation, Partner Liaison and Member Briefings	Report of the Chief Executive, Transfer Agreement and Summary Document	Chief Executive Tel: 01257 515104 Monday 12 March 2007

Details of the Decision to be taken	Decision to be taken by	Relevant Portfolio Holder	Expected Date of Decision	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated
Approval of Housing Stock Transfer Public Space Programme	Executive Member Decisions - Streetscene, Neighbourhoods and Environment	Executive Member for Streetscene, Neighbourhoods and Environment	26 Mar 2007	Housing Services Shadow Board	Draft proposals to be circulated	Report of the Director of Streetscene, Neighbourhoods and Environment	Director of Streetscene, Neighbourhoods and Environment Tel: 01257 515720 Thursday 26 February 2007
Approval of the Economic Regeneration Strategy Action Plan	Executive Cabinet	Executive Member for Development and Regeneration	29 Mar 2007	Private/Public Business Voluntary/Community Sector Regeneration	Partnership based workshops	Report of the Director of Development and Regeneration	Director of Development and Regeneration Tel: 01257 515285 Thursday 1 March 2007
Approve Accessibility Plan	Executive Cabinet	Executive Member for Development and Regeneration	29 Mar 2007	All public agencies and transport operators	Stakeholder Workshops, Public Exhibitions and information available on Council's Website	None.	Director of Development and Regeneration Tel: 01257 515285 Thursday 1 March 2007

Details of the Decision to be taken	Decision to be taken by	Relevant Portfolio Holder	Expected Date of Decision	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated
Approval of new Pay and Grade Structure as part of the Job Evaluation process	Executive Cabinet	Executive Member for Resources	29 Mar 2007	Trade Unions, Staff Members, Staff Forum and Strategy Group	Draft Plan to be circulated and available for comments on the Website	Various Options on Reward Structures	Interim Director of Human Resources Tel: 01257 515159 Thursday 1 March 2007
Approval of IEG7 Return	Executive Cabinet	Executive Member for Resources	29 Mar 2007	Officers and Members	Strategy available on Council's Website	IEG6 Statement, Customer Focus Strategy and ICT Strategy	Director of Information and Communication Technology Tel: 01257 515455 Thursday 1 March 2007
Approval of Streetscene Strategy Document	Executive Cabinet	Executive Member for Streetscenes, Neighbourhoods and Environment	29 Mar 2007	Internal Stakeholders	Draft document to be circulated	Strategy Document	Director of Streetscene, Neighbourhoods and Environment Tel: 01257 515720 Thursday 1 March 2007

Details of the Decision to be taken	Decision to be taken by	Relevant Portfolio Holder	Expected Date of Decision	Proposed Consultees	Method(s) of Consultation	Documents to be considered by Decision taker	Representations may be made to the following officer by the date stated
Approval of 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	29 Mar 2007	Stakeholders	Draft Plan circulated and available for comment on the website	Draft Plan	Director of Leisure and Cultural Services Tel: 01257 515815 Thursday 1 March 2007

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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	7 th December 2006

CHORLEY COUNCIL DRAFT EQUALITY SCHEME

PURPOSE OF REPORT

- To outline the purpose of, and background to, the draft equality scheme and to present the scheme to members.

CORPORATE PRIORITIES

- This scheme is most closely linked to Strategic Objective Two: Improving equality of opportunity and life chances and Strategic Objective Four: Improved access to public services. This scheme, and associated actions, will also impact upon Strategic Objective Six: our ability to become a performing organisation.

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	

- The Council must produce a scheme to meet the statutory Race Equality Duty, which is already in force. The Council must also meet the statutory duties of the Disability Discrimination Act, which comes into force on The 4th of December 2006, and the Equality Act, which comes into force in April 2007. Failure to meet these duties could potentially have a negative impact upon the reputation and standing of the authority, particularly with hard to reach groups. Individual Directorates within the authority must deliver the actions set out in the scheme to ensure that we effectively progress our equalities agenda.

BACKGROUND

- In April 2006 a decision was taken to commission a consultant (in partnership with South Ribble) to develop a scheme to meet the requirements of the Race Relations Act 1976 (currently in force), The Disability Discrimination Act 2005 (coming into force December 2006) and The Equality Act 2006 (coming into force in April 2007). The scheme will be a critical in helping to ensure that we deliver strategic objective two: improving equality of

opportunity and life chances, and in embedding equality and diversity outcomes across the authority.

THE EQUALITY SCHEME

6. We have ensured that the document, as well as outlining how we intend to meet the statutory duties outlined above, clearly sets out our approach to equality and diversity and makes a positive commitment to embedding equality and diversity at the heart of our organisation.
7. Extensive consultation with officers of the Council and various groups including the Disability Forum, Ethnic Minorities Consultative Committee and Gender Focus Groups has informed this document.
8. The document also outlines a commitment to achieving Level three of the equality standard by March 2009. The equality standard highlights the importance of fair and equal treatment in local government services and employment and has been developed as a tool to enable authorities to mainstream gender, race and disability into Council policy and practice at all levels. The standard provides a framework for improving equality practice and producing equitable outcomes in service delivery, employment and pay. The standard is a Best Value Performance Indicator (BVPI), and as such serves to integrate equalities policies and objectives with the Best Value Framework. The standard addresses six equality strands: age, disability, gender, race, religion/belief and sexual orientation. Achieving this level of the equality standard will take high level commitment and support, but failing to do so could preclude achieving recognition as an excellent authority in the longer term.
9. The intention going forward is to produce a summary leaflet of this document which sets out the critical elements of the document and will engage an even wider audience in all that we are trying to deliver by producing this document.
10. We will use the business planning process, equality impact assessments (EqIAs) and continued engagement with the people and organisations who informed this document to take the commitments outlined in this document forward.
11. The document makes reference to the fact that the scheme is a living document, additional elements which we may wish to include going forward include key information about the revitalised Community Cohesion Incidents Panel, our work with the Faith, Voluntary and Community Sector, and our commitment to address other strands of Diversity (age, sexual orientation and religion) which we do not currently have a statutory duty to include in this scheme.

COMMENTS OF THE DIRECTOR OF HUMAN RESOURCES

- 11.

COMMENTS OF THE DIRECTOR OF FINANCE

- 12.

RECOMMENDATION(S)

13. That the scheme be approved as the Council's Equality Scheme for publication.

REASONS FOR RECOMMENDATION

(If the recommendations are accepted)

14. To ensure that we met our statutory duties in relation too Equality and Diversity and are able top use the document as the main driver for taking forward our work around equality, diversity and community cohesion.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

15. None

LESLEY-ANN FENTON
DIRECTOR OF POLICY AND PERFORMANCE.

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Lesley-Ann Fenton	5325	21 November 2006	ADMINREP/REPORT

Version Control	
V.1	
V.2	
V.3	
V.4	

Draft Equality Scheme
(Incorporating the Race, Gender and Disability
Equality Schemes)
December 2006



This information can be made available to you in larger print or on audiotape, or translated into your own language.

Please telephone 01257 515325 to access this service.

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

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

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Chorley Borough Council Equality Scheme

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Equality Action Plans

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Our vision is for a Borough in which inequality ceases to exist and where people from all communities live and work together with mutual understanding and respect. As a community leader, service provider and employer we will work to ensure that everybody is afforded equality of opportunity and good life chances and that our Communities are places where people get on well together and prosper.

As an organisation, which celebrates diversity, we recognise and embrace people’s individuality and understand that our customers and employees come from different backgrounds and different circumstances.

This document sets out our approach to mainstreaming equality across the Council. This is a live document which will be developed and updated on an ongoing basis.

If you have any comments on this document or on our approach to equality, diversity and community cohesion generally please contact us by telephoning 01257 515325 or emailing sarah.dobson@chorley.gov.uk



Peter Goldsworthy
Leader of the Council



Donna Hall
Chief Executive

The Vision

1. Our Vision for Equality

This Equality scheme has been developed in response to the duties placed upon us as a Public Body and in order to provide information about the Council's equality-related work. Our approach to equalities is not just about responding to legislative and statutory requirements but also providing the leadership to ensure the needs and concerns of all of our communities are addressed and that everybody living in our communities and using our services is afforded equality of opportunity and outcome.

Delivering Equality is central to all that we have set out to achieve as an authority. The Chorley Community Strategy sets a priority for the Borough of reducing pockets of inequality. This priority has been reflected in the Council's Corporate Strategy, which drives all that we have set out to deliver with a commitment to improve equality of opportunity and life chances.

In delivering this objective a series of measures and key actions will be identified, which will be cascaded into Directorate Business Plans and individual performance and development reviews to ensure that we are achieving those things the people of Chorley have told us are important to them.

We will work in partnership with other bodies across the borough in a community leadership roll to ensure that Equality and Diversity outcomes are delivered and to ensure that everybody is offered equality of opportunity. We are also committed to ensuring that equality is a key consideration in delivering the Corporate Strategy and recognise that by enabling everybody to achieve their full potential we will be more successful in delivering for our communities.

The Council's Strategic Priorities

1. **Put Chorley at the Heart of Regional Economic Development**
2. **Improving Equality of Opportunity and Life Chances**
3. **Get People Involved in their Communities**
4. **Improved Access to Public Services**
5. **Develop the Character and Feel of Chorley as a good place to live**
6. **Ensure Chorley Borough Council is a performing organisation.**

This Equality Scheme builds upon the Race Equality Scheme, as introduced in November 2003 (and updated in 2005). Specific Race actions are already incorporated into individual Directorate Business Plans.

Given the new duties that are introduced for Disability and Gender, our recognition that policy decisions can impact on different sections of the community, and the need to tackle a range of inequalities in key public services we have determined that the duties should be addressed within a single document, whilst at the same time recognising that there will be distinct elements on the grounds of race, disability and gender.

This equality scheme has been developed as the framework for our work to ensure equality and to provide information about how we will deliver this commitment.

This scheme has been developed with the help and involvement of members of the public and Council staff. We see this scheme as an evolving plan which must continue to be responsive to local needs and concerns. We welcome your interest

and comments on the contents of this scheme.

We will also ensure that Equality Impact Assessments appear in the appropriate Directorate Business Plans as a means of addressing equality and diversity considerations in all that we do.

Chorley- a place of Equality (contextual information about the Borough)

2. Chorley a place of Equality

Chorley Borough is located in the part of northwest England where southern Lancashire adjoins Greater Manchester. The Borough extends to about 205km² (approximately 80 square miles).

The 2001 census indicated that the total population of the Borough is 100,449. The proportion of people in the Borough belonging to an ethnic group other than white is 2.1%. The largest minority ethnic group in the Borough is Indian (0.39%), closely followed by Pakistani (0.33%) and Chinese (0.31%). The full census results for minority ethnic groups in the Borough are shown in the table below:

Ethnic Group	% of Population of Chorley
Mixed: White & Black Caribbean	0.25
Mixed: White & Black African	0.06
Mixed: White & Asian	0.16
Mixed: Other	0.12
Indian	0.39
Pakistani	0.33
Bangladeshi	0.05
Other Asian	0.06
Caribbean	0.21
African	0.05
Other Black	0.02
Chinese	0.31
Other Ethnic Group	0.09

- 49.7% of the population of the Borough is male, and 50.3% female.
- 18.5% of the population recorded that they had a limiting long-term illness in 2001. 49.2% of these residents were of working age.

Equalities issues are enshrined in the Best Value process, and form part of Best Value Reviews. It is intended that further mainstreaming will occur as equality issues are an integral part of the business planning and performance management processes.

Chorley Borough Council is committed to ensuring that the commendations contained in the Statutory Codes of Practice relating to the Acts are adhered to.

The Council has been commended for its approach to Equality, Diversity and improving access to services.

“Providing access to information and services and a good Customer experience is a major priority of the Council. Its success is reflected in an inspection assessment of a three star approach to Customer Access and User Focus that has excellent prospects for improvement”

“Strong visionary leadership is placing Customers at the heart of planning and service delivery; a good range of access channels fit well with local needs including well developed electronic access, and a modern one stop shop with excellent facilities. This has substantially improved the service to customers”

“The minority ethnic population is growing and the Council is building a good level of engagement with Community representatives developing it’s understanding of the cultural issues that can create barriers to access and take up of services”

Audit Commission
Direction of Travel 2005



How we will meet our specific duties

3. How we will meet our specific duties.

The are two principle reasons that Chorley Council has produced this scheme:

- i) to inform the public about what we are doing and what we plan to do to reduce inequalities and promote good relations in the Borough
- ii) to meet the specific duties of the Race Relations Act 1976, The Disability Discrimination Act 2005 and The Equality Act 2006. (the Acts)

Legislative requirements around Race, Disability and Gender provide standards for all public bodies to work to and a valuable common framework for action against which progress can be measured and benchmarked.

In response to the legislative duties under the Race Relations Act 1976, The Disability Discrimination Act 2005 and The Equality Act 2006. (the Acts) placed upon the Council we will specifically address the following points:

Race

- a) Eliminate unlawful racial discrimination
- b) Promote equality of opportunity
- c) Promote good relations between persons of different groups

Disability

- a) eliminate unlawful discrimination;
- b) promote equal opportunities;
- c) eliminate disability related harassment;
- d) promote positive attitudes towards disabled persons;
- e) encourage participation by disabled persons in public life.

- f) take steps to take account of disabled persons' disabilities, even where that involves treating disabled persons more favourably than other persons.

Gender

- a) to eliminate unlawful discrimination and harassment
- b) to promote equality of opportunity between men and women

This Equality Scheme will:

- State the functions and policies that have been assessed as being relevant to the general duty to promote equality in relation to Race, Gender and Disability,
- Set out the arrangements for meeting the duty by:
 - Monitoring policies for any adverse impact on the Race, Disability or Gender
 - Assessing and consulting on the likely impact of proposed policies on Race, Disability and Gender considerations,
 - Publishing the results of assessments, consultation and monitoring
 - Making sure that the public have access to information and services
 - Involve the those directly impacted up by the scheme in its production
 - Delivering Staff training

This document describes how the Council will meet the requirements of the Race, Gender and Disability duties in all respects.

The relationship of the general duty to the specific duties set out in the Acts

The specific duties are a means to an end, that is, the means by which the Council will ensure it meets its obligations under the duties.

This Equality Scheme that sets out how the council intends to meet the general duty and other specific duties to promote Race, Disability and Gender Equality.

The Council will also, in line with the requirement the Acts prepare for the extension of the Scheme, and undertake to examine its policies and service delivery in as much as they affect Race, Disability and Gender. This is also a requirement of the Equality Standard for Local Government. The Council currently meets Level 1 of this standard and has stated its ambition to reach Level Three by 2009.

The Government's proposed Commission for Equality and Human Rights may extend the duties placed upon us as a Public Body into other areas and we are aware of the need to be proactive in tackling emerging agendas.

How we will monitor our progress in delivering our vision for equality

4. How we will monitor our progress in delivering our vision for equality

To really progress our work on equality, we need to ensure that we measure our performance with the same rigour as we do other aspects of service provision.

The Equality Standard for Local Government

Our key tool to measure our progress in mainstreaming equality is the Equality Standard for Local Government which consists of five levels

- Level 1: Commitment to a Comprehensive Equality Policy
- Level 2: Assessment and Consultation
- Level 3: Setting equality objectives and targets
- Level 4: Information systems and monitoring against targets
- Level 5: Achieving and reviewing outcomes

Progress against this is agreed by Cabinet and reported in the Performance Agreement. We currently meet Level One of the Equality Standard and have committed to achieving Level Three by March 2009.

How the Council Monitors Progress

The Executive Cabinet develops and implements policy on behalf of the Council. All major policies and projects that are taken to Cabinet detail the equality implications of what is being proposed.

The Equality and Diversity Group, chaired by the Director of Policy and Performance, maintains an officer oversight of objectives and target setting

in all Directorate equality action plans, and will review corporate targets. This group will be accountable for ensuring implementation of the Councils Equality Scheme and will monitor and drive our attainment around the equality standard. This group provides a link to the Strategic Management Team of the Council.

Each Directorate has an Action Plan, as outlined in this document which sets out the key actions to be taken to address Equality Objectives.

The Council also leads a Community Cohesion Diversity Incidents Monitoring Panel, which seeks to deliver integrated Multi Agency solutions to Harassment and hate crime and to develop a proactive approach to addressing issues of Community Cohesion across the Borough .



Equality Impact Assessments

5. Equality Impact Assessments

As a major employer in the Borough with responsibility for key public services, the Council must ensure that it is effectively delivering equality and promoting Diversity within the policies and functions for which it has lead responsibility. In order to do this we will take the following steps:

Step One: The Council will assess each function/policy for its relevance to the general duty (high/medium/low), at least every three years in relation to Race, Disability and Gender

Step Two: The Council will establish the priority (high/medium/low) for the Council and its customers of each function/policy, in relation to Race, Disability and Gender

Step Three: Each function/policy will then be assessed, using the Council's Equality Impact Assessment Framework and Guidance, according to the following timetable:

- Any function/policy classed as being of High relevance and/or High priority in relation to Race, Disability and Gender will be reviewed by 31 May 2008.
- Any function/policy classed as being of Medium relevance and/or Medium priority in relation to race and/or gender and/or disability will be reviewed by 31 May 2009.

In addition to the review of existing policies/functions described above, EqlAs are also carried out for any new policy/function or the amendment of an existing one, where the relevance has been classed as High or Medium with respect to Race, Disability or Gender

There are 2 levels of Equality Impact Assessment: initial/screening assessment and full Equality Impact Assessment. An initial/screening EqlA is a tool for deciding

whether more detailed analysis needs to be undertaken. If there is a negative or differential (likely negative or positive impact will be greater for one target group than another) impact in terms of race and/or gender and/or disability, or not enough knowledge available to make an informed judgement, a full Equality Impact Assessment would need to be undertaken.

A full Equality Impact Assessment is a substantial exercise, involving more detailed analysis of the initial assessment, and involving consultation with the target groups that may be affected and other relevant consultation e.g. with existing/potential service users, Citizens' Panel, other Directorates, Corporate Diversity Group. Following a full Equality Impact Assessment, an action plan should be drawn up, to minimise negative and maximise positive impacts.

Step Four: If a policy/function would have a negative effect on any of the target groups, the Council will consider alternatives that may more effectively promote equal opportunity, or put measures in place to reduce/eliminate the likely negative impact.

Step Five: The results of all Equality Impact Assessments will be considered and quality checked by the Corporate Diversity Group. The results of this Quality Assurance procedure will feed into any review of the Equality Impact Assessment and will inform the decision to be made as to whether to pursue to a full Equality Impact Assessment

Step Six: Initial Equality Impact Assessment results will be published as part of the report for proposing change, and the results of a full EqlA should be published in its own separate report.

Staff training in EqlAs has been delivered to all Senior and Middle Managers within the authority and we will continue to deliver training to meet needs on an ongoing basis.



The Council as an employer

6. The Council as an Employer

The Human Resources Directorates is responsible for the development, maintenance and management of the implementation of the corporate Human Resource Strategy including issues relating to equality and diversity.

All Human Resource based policies are reviewed and developed with due consideration to the implications to legislation and best practice related to race, gender and disability along with other equality and social inclusion issues.

The Council is committed to the development of a Corporate Equality Plan (CEP), which will underpin a community cohesion aimed at meeting a number of objectives including The Equality Standard for Local Government. Meeting some aspects of the standard has direct implications specific to the Acts

Monitoring Equality in Employment

The Council recognises its specific and general duties under the Acts, in relation to our arrangements for monitoring of employees and potential employees. It will build into its systems the facility to record and monitor the following (although some aspects of this are already being monitored):

- Monitor the ethnicity, gender and disability of employees broken down by grade;
- Monitor the ethnicity, gender and disability of employees applying for and achieving promotion;
- Monitor the ethnicity, gender and disability of employees applying for and receiving training;
- Monitor the ethnicity, gender and disability of job applicants.

Although it does not currently, the Council will also move towards equality monitoring and analysing data and information arising from:

- Performance Reviews (where there is benefit or detriment);
- Bullying and harassment cases;
- Disciplinary;
- Exit interviews;
- Grievances

The Council will collate and publish statistical information resulting from equality monitoring on an annual basis.

Current Equality in Employment

Current monitoring includes collation and analysis of our workforce statistics and employment applications by ethnicity, disability and gender based on the census categories.

In connection to the data prepared for Best Value Performance Indicators, the Council is required to report a breakdown of the workforce by ethnicity, gender and disability. Analysis of this information provides an indication of any potential positive action measures that may be required.

To establish whether the Council's workforce is representative of the local community, the statistics below are monitored. The workforce at March 2005 is compared with Chorley's local population as per the 2001 Census as follows:

*economically active people from ethnic minority communities in the local authority area.

**economically active people in the local authority area who have a disability - this statistic is calculated using 'limiting long term illness' as a proxy for people with disabilities

<u>Group</u>	% of local population	% of total workforce
Black Ethnic Minorities	1.95%*	1.37%
Meeting the Disability Discrimination Act 1995	15.09%**	3.52%
Female	50.25%	<u>47.36%</u>

The Human Resources Directorates can provide statistical information related to the number of applications they receive, which are broken down by the equality target groups.

Future Monitoring in Employment

An integral aspect of this Equality Scheme is to develop our systems to meet the specific duties under the Act and to encourage best practice in order to produce effective management information.

Future monitoring will include developing our systems procedures to widen race, gender and disability monitoring to those areas where it does not currently exist. In particular, the Council will include monitoring in relation to religion and sexual orientation.

The Council as a service provider

7. The Council as service provider

Monitoring in Service Provision

Monitoring procedures must be in place, covering relevant existing and new policies and functions to:

- Measure effects on race, gender and disability
- Check whether there are differences between race, gender and disability judged according to agreed criteria
- Assess whether these differences have an adverse impact on a particular group

Systems to collect and analyse data will be established in every Service Directorates in order to ascertain the extent of the above. If any adverse impact is found then the reasons for it will be investigated, and policies and procedures may be revised accordingly. The four main methods of monitoring may be:

- Ongoing contact, measuring people's experiences over a period of time of the processes that are used to deliver services
- Episodic contact, where contact is fairly limited, short term or occasional, for example applying for a planning application
- Usage – where profiles of service use and users are drawn up
- Satisfaction and complaints, using or enhancing the use of the complaints, comments or compliments' procedure already in place

Reporting will be via Business Plans, with planned periodic updates to Member Committees in accordance with the existing business planning process.

Dealing with complaints

The Council has in place a formal complaints procedure for dealing with complaints from members of the public. Embedded in the procedure, and stated clearly in our publicity leaflets, is a

recognition that a valid complaint can occur if a member of the public feels that they have been treated differently by the Council or by one of its employees because of their race or other social grouping. The procedure has recently been enhanced to collect data about the ethnic origin; gender and disability of the complainant and monitoring arrangements are currently being set up.

Telling the public about our Equality Progress

Details of the Council's progress in respect of equality will be published annually in the Performance Agreement, which is published on the Council's web site.

Targets and Performance Indicators

The Council currently meets Level One of the Equality Standard for Local Government (a national Best Value Performance Indicator (BVPI) – more details at www.lg-employers.gov.uk). Progress against the standard will be reported annually in the Performance Agreement (BVPI2a). Progress against the Best Value Performance Indicator 2b, the duty to promote race equality, is also reported in the Performance Agreement, the current figure (2004/05) being 79%. Other BVPIs, together with targets, relating to equal opportunities in employment, are also included in the plan.

Roles and Responsibilities

Members and Chief Officers are ultimately responsible for ensuring that equality and diversity principles are included in all functions of the Council. Operational responsibility for the Corporate Equalities Plan and Equality Scheme is co-ordinated by the Policy and Performance Directorate with the Human

Resources Directorate responsible for Equalities in Employment.

The Corporate Diversity Group includes senior officers from each Directorate and is responsible for monitoring the implementation of the Plan and Scheme. The implementation of equalities policies is part of the Business Planning process.

Staff training

Ultimately all employees and Members of the Council have an individual responsibility for Equality and Diversity and promoting good race relations. Any identified training needs will continue to be identified via the Performance Management process. Corporate requirements for all employees and Members will continue to be identified at this level, through the Corporate Diversity Group and the Member Development Steering Group.



Access to Information and Services

8. Access to information and services

The Council ensure that its information and services available to everyone and will proactively seek to address barriers to services and participation.

Service Managers will need to:

- Consider access to information and services when they assess their functions
- Consider whether poor use of a service is because people do not have enough information
- Consider whether the information is sufficiently available and take steps to improve it
- Monitor the use of information and ensure staff have sufficient skills to deal with all clients

The Council has already put in place some measures to make its information and services available to minority groups:

- The establishment of a telephone service for Urdu and Gujarati speakers, through which it is possible to access any service provided by the Council.
- The establishment of a link on the Council's website to ensure that those who do not speak English as a first language are able to access the Council's services through this channel.
- Translated straplines are included on all Council mailings, which make provision for the translation of any information produced by the Council.
- A strapline included on all Council mailings offers to provide any information in large print or on audiotape on request.

- A Community Cohesion working group has been established; this group is currently developing a community profile that will help the Council and its partner agencies identify need, and target action where it will be most effective.
- All directorates have outlined, in their business plans, a commitment to working to ensure equal access to services and to consistently challenge the way that they do things, in order to ensure continuous improvement in this area. This commitment is to be monitored through individual business plans and through the Council's diversity risk register (to be maintained by the Corporate Diversity Group).
- An evening session for the local Black and Minority Ethnic community has been held to promote the Council's 'One Stop Shop' and collect ideas on improving access to services.
- The Council's website meets the WAI-AA WCAG 1.0 standard as set by W3C.
- Work is underway to ensure that data collected about the ethnic origin, gender and disability of complainants to the Council is monitored and used to inform the way the Council operates, and to ensure that our services are accessible and responsive to the needs of all our customers.
- All housing leaflets are translated into a number of different languages including Urdu, Gujarati and Bengali. Housing Services monitors the satisfaction rates of ethnic minority groups specifically, and benchmarks this against other satisfaction rates, using the data to inform their work.

- The Council is currently conducting an overarching review of the way in which its housing services are delivered, and housing issues for minority groups will form a part of this review.
- We have delivered a project which ensures that burial services meet the needs of the Black and Minority Ethnic community, including an extension to Chorley cemetery.
- A specific team in Benefits has been established to take forward work in relation to take up and customer involvement, and is committed to developing the services further to ensure equality of access. The Council's translated strapline has been added to the Benefits claim form and there is now a system to 'flag up' customers needing translation services, where we are made aware of this need. In addition, there are links on the website to benefits information in other languages. There is also a monthly telephone survey of 1% of customers, in which they are asked how accessible they found the offices and service. The results are then fed back to the customer involvement team.
- There is a requirement in the new Indoor Leisure contract for the contractor to agree targets for participation, including take up by people from minority groups, and to achieve an agreed level of the Equality Standard.

The Equal Opportunities policy addresses the issues relating to access to services, although actions to be considered, initially via the Corporate Diversity Group, include further consultation, providing outreach services and taking positive action in accordance with the Race Relations Act 1976

Consultation, Involvement and Communication

9. Consultation, Involvement and Communication

A crucial aspect of service improvement is consultation and the development of different groups of service users. We have committed to ensuring that our consultation is increasingly useful in enabling us to respond to the needs, concerns and aspirations of our communities.

Consultation on the draft Equality Scheme took place through departmental equalities groups for the first revision in 2002. Consultation for the second revision took place through the Corporate Diversity Group, Directors, the Local Strategic Partnership, the Disability Forum, the Ethnic Minorities Consultative Committee, the Muslim Welfare Society and the Asian Women's Forum. Further consultation and communication is outlined below. Consultation and involvement in relation to the present draft took place during 2006 and the process and outcomes are documented at appendix 1.

The Equality Scheme will be published on the Council's website –. Copies will also be available from the Council's One Stop Shop and all reception areas. Alternative formats will be available on request. Annual reviews of the Equality Scheme will be published in the Best Value Performance Plan.

Feedback on the plan is welcomed through the Corporate Diversity Group. Specific questions may be included via the Citizen's Panel or Best Value Review and other forms of consultation.

We will look at ways of working in conjunction with other public bodies to deliver the sections of our Equality Scheme that overlap.

The Team Briefing process will be used to inform staff about equalities issues and feedback will be welcomed. Where appropriate, the internal newsletter and

theloop (intranet) will be used to publish occasional articles.

Different methods of communication, appropriate to the circumstances and the needs of the customer may be used to provide information to Customer or obtain feedback about our services. We are aware that an inclusive approach to our services extends beyond communication and into service delivery.

Equality Action Plans

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Action Plans

Delivering Equality: Whose Responsibility?

Ultimate responsibility for the achievement of the equality goals and objectives rests with the Council's Executive, which provides strategic direction on Equality issues. The Deputy Chief Executive and Director of Policy and Performance are the senior officers charged with delivering Equality Objectives.

We will embed equality objectives in all that we deliver and the importance afforded to this activity is reflected in the inclusion of Improving Equality of Opportunity and Life chances in the Corporate Strategy the key strategic driver for the authority.

Responsibility for the delivering of services which meet the needs of all of our Customers and Communities and are inclusive lies with the Council's Directors, Service Managers and Staff and a framework for Corporate and service specific equality action is detailed below.

We will ensure that the actions listed below are delivered through inclusion in Directorate Business Plans and careful monitoring.

Corporate Objectives for all Departments to introduce

Action	Intended Outcome	Lead Person	Timescales
1. To introduce appropriate monitoring arrangements in relation to race, gender and disability for the take up of services	Better baseline data on customer profile which will lead to better planning.	Lesley-Ann Fenton	
2. To contribute to the corporate consultation strategy	Better able to respond to the needs to diverse groups	Lesley-Ann Fenton	
3. To ensure that all directorates review literature and communications to ensure that appropriate formats are being used and to ensure that different languages and formats are available	Better able to communicate with all members of the public	Lesley-Ann Fenton	
4. To communicate to staff and the public the arrangements that are in place in order to obtain literature in different languages and formats	Raise staff and public awareness of available facilities	Lesley-Ann Fenton	
5. To conduct equality impact assessments on all policies	Better and more inclusive policy making	All Directors	
6. To ensure that all relevant staff are trained and brought up to speed on equality and diversity issues and the provisions of the equality scheme	Increased staff awareness and confidence to include equality and diversity in all that they do	Lesley-Ann Fenton	
7. For all actions identified in this scheme to be included within the business plans of each Directorate	Equality becomes mainstreamed across the Council	All Directors	

Individual Directorate Equality Actions

Service: Policy and Performance			
Action	Intended Outcome	Lead Person	Timescales
1. To develop a corporate standard for Council Letters and literature which is accessible to all and introduce across the Council	More accessible communications across the Council	Lesley-Ann Fenton	March 2007
2. To monitor the complaints by the race, gender and disability to ensure that no groups of people are not disproportionately affected by service failure.	Baseline information on profile of complainants	Lesley-Ann Fenton	March 2007
3. To continually review access issues for disabled people to Council buildings and services in consultation with disabled groups	Improved accessibility for disabled groups	Lesley-Ann Fenton	Ongoing

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<p>4. To ensure that there is an effective communications strategy to ensure that those who may use the service are aware that the Council is able to produce literature in different formats and languages</p>	<p>Increased awareness of availability of different formats and languages across all customers</p>	<p>Lesley-Ann Fenton</p>	<p>March 2007</p>
<p>5. To ensure that the consultation strategy includes equality target groups</p>	<p>Equality Target Groups are included in all consultation initiatives</p>	<p>Lesley-Ann Fenton</p>	<p>March 2007</p>
<p>6. To make sure that all venues used for consultation purposes cater for the needs of people with disabilities.</p>	<p>To encourage all Council employees to use accessible venues, improve accessibility of consultation events</p>	<p>Lesley-Ann Fenton</p>	<p>Ongoing</p>
<p>7. To develop networks/ mechanisms for sharing learning on equality issues with neighbouring authorities.</p>	<p>Best Practice is being shared across all the region</p>	<p>Lesley-Ann Fenton</p>	<p>Sept 2007</p>
<p>8. To submit quarterly monitoring reports to management and Overview and Scrutiny Committee.</p>	<p>Progress against actions are being monitored</p>	<p>Lesley-Ann Fenton</p>	<p>Ongoing</p>

Service: Information, Communications and Technology			
Action	Intended Outcome	Lead Person	Timescales
1. Review the ICT procurement strategy to ensure that it takes account of Race, Gender and Disability Issues.	Procurement Policy which delivers accessible services	Tim Murphy	Sept 2007
2. Ensure that regular liaison with customer services takes place so that awareness of barriers, in relation to Race, Gender and Disability, to services can be better identified and solved through the use of ICT.	Increased awareness of where barriers exist and where ICT can be used to overcome the barriers	Tim Murphy	Ongoing
3. To work with the website manager to ensure that an annual consultation takes place in order to ensure that the website is accessible in relation to the Equality Target Groups	Improved accessibility of website	Tim Murphy	Annually

Service: Development and Regeneration			
Action	Intended Outcome	Lead Person	Timescales
1. Review the take up of the adaptations for disabled persons grant to ensure that it is being proportionately administered	Ensure proportionality in take up of grant	Jane Meek	Sept 2007
2. Review the implementation process for adaptations taking place to ensure that the system is as efficient as possible	Improved efficiency in implementing adaptations	Jane Meek	Sept 2007
3. Ensure that the Housing Strategy is fully cognisant of the new Statutory Code of Practice on Racial Equality in Housing	Compliance with good practice	Jane Meek	March 2007

Service: Development and Regeneration				
Action	Intended Outcome	Lead Person	Timescales	
1. To ensure that all planning applications comply with the requirements of the Disability Discrimination Act and building regulations	Compliance with best practice and legislation	Jane Meek	March 2007	
2. To review the planning application process to ensure that it is accessible in relation to race, gender and disability at all stages of the processes	Planning process is accessible to all equality target groups.	Jane Meek	March 2007	
3. To ensure that Equality Target Groups are involved in the consultation process	Views from Equality Target Groups are included in consultation exercises	Jane Meek	March 2007	

Service: Customer, Democratic and Legal Services

Customer Services

Action	Intended Outcome	Lead Person	Timescales
<p>1. To forward the monitoring data collected by the service to Service Directorates to help them plan their services to meet the needs of people based on their gender and/or disability.</p>	<p>Better data on race, gender and disability for service directorates to enable them to better plan to meet the needs of equality target groups</p>	<p>Andy Docherty</p>	<p>Sept 2007</p>
<p>2. To seek regular meetings with Service Delivery Directorates for exchange of information. For example, changes in legislation affecting people with disabilities, housing provision for people with different needs.</p>	<p>Better information for Service Directorates</p>	<p>Andy Docherty</p>	<p>March 2008</p>
<p>3. To have representatives of the race, gender and disability interests represented on Chorley Borough Council's Customer Focus Group to share their views and concerns about the Council's services.</p>	<p>The views of equality target groups are incorporated into service planning for the Customer Services</p>	<p>Andy Docherty</p>	<p>March 2007</p>

<p>4. To conduct an annual review of technology available (in conjunction with disabled groups) to ensure that we are communicating effectively with all and in particular disabled customers for example those who wish to use Textphone facilities.</p>	<p>Improve accessibility of communications with the equality target groups</p>	<p>Andy Docherty</p>	<p>Annually</p>
<p>5. To continue to design services to meet the needs of the equality target groups</p>	<p>Improved accessibility for equality target groups</p>	<p>Andy Docherty</p>	<p>Ongoing</p>

Action	Intended Outcome	Lead Person	Timescales
1. To ensure that an induction loop is installed in the Council Chamber and the Lancastrian Suite	Improved communications for people who are hard of hearing	Andy Docherty	March 2007
2. Review committee rooms in consultation with disability groups to identify if any actions need to take place to improve accessibility	Improved accessibility of committee rooms	Andy Docherty	March 2007
3. Review polling stations for accessibility in conjunctions with disability specialists	Improved accessibility of polling stations	Andy Docherty	March 2007
4. Explore whether it is possible to breakdown the profile of voters	Improved data on profile of voters and therefore if any action needs to take place to address any identified gaps	Andy Docherty	March 2007
5. Ensure that voter registration form is available in different formats	Improve accessibility of voter registration forms	Andy Docherty	March 2007
6. Promote and monitor the Freedom of Information Act issues to all sections of the community, including equality target groups	Ensure that all equality target groups are aware of and able to use the rights conferred by the Freedom of Information Act	Andy Docherty	March 2008

Service: Streetscene, Neighbourhoods and Environment

Action	Intended Outcome	Lead Person	Timescales
<p>1. To include equality monitoring questions on customer feedback form and then review the customer feedback questionnaire in order to identify the specific needs of people by race, gender and disability.</p>	<p>Equal satisfaction of services across all equality target groups</p>	<p>John Lechmere</p>	<p>March 2007</p>
<p>2. To review the assisted bin collection scheme to ensure that it is being appropriately and efficiently utilised</p>	<p>Better targeted resources</p>	<p>John Lechmere</p>	<p>March 2007</p>
<p>3. To develop an action plan to in consultation with equality target groups to meet their identified needs</p>	<p>Better able to meet the needs of equality target groups</p>	<p>John Lechmere</p>	<p>March 2008</p>
<p>4. To provide a briefing session for the Contact Centre staff so that they are fully aware of the services delivered by Streetscene.</p>	<p>Customer Contact centre staff better aware of services provided by Streetscene</p>	<p>John Lechmere</p>	<p>March 2007</p>

Service: Housing Services

Action	Intended Outcome	Lead Person	Timescales
<p>1. To review and develop an equalities policy in rented housing in accordance with relevant Codes of Practice in relation to race, gender and disability</p>	<p>Better targeted policies to meet the needs of race, gender and disability</p>	<p>Steve Lomas</p>	<p>March 2007</p>
<p>2. To identify and monitor the specific data and needs of tenants from different racial, gender and disability backgrounds in order to provide appropriate tenant support service.</p>	<p>Better baseline data and information in relation to race, gender and disability</p>	<p>Steve Lomas</p>	<p>March 2007</p>
<p>3. To review Antisocial Behaviour Policy to ensure it includes the procedure for dealing with action that relates specifically to people from different gender and disability groups. (The Racial Harassment Policy already covers Race).</p>	<p>More inclusive policy</p>	<p>Steve Lomas</p>	<p>March 2007</p>
<p>4. To review and monitor performance against Housing Strategy action plan targets.</p>		<p>Steve Lomas</p>	<p>March 2007</p>
<p>5. To continue to manage performance through corporate Best Value Performance Plan.</p>		<p>Steve Lomas</p>	<p>March 2007</p>

Service: Leisure and Cultural Services			
Action	Intended Outcome	Lead Person	Timescales
1. To conduct a thematic Equality Impact Assessment based on two themes - access and promotion in all areas and develop specific action plans in relation to race, disability and gender.	Identify gaps in service provision and take action to remedy gaps.	Jamie Carson	March 2007

Service: Human Resources

Action	Intended Outcome	Lead Person	Timescales
1. Develop specific action plans to meet specified targets in relation to race, gender and disability in terms of employment	More representative workforce	Lorraine Charlesworth	March 2008
2. Add equality monitoring questions to customer satisfaction surveys	Better data in relation to customers	Lorraine Charlesworth	March 2008
3. Introduce monitoring arrangements for the Harassment and Bullying Policy and Grievance and disciplinary policies	Better data in relation to race, gender and disability and Harassment and Bullying etc	Lorraine Charlesworth	March 2008
4. Develop an appropriate staff forum ensuring that there is appropriate representation in terms of race, gender and disability	Effective staff consultation including views and opinions on race, gender and disability	Lorraine Charlesworth	March 2008
5. Explore the possibility of ensuring that members receive appropriate equality and diversity training.	Better informed decision making, increase awareness amongst members of equality and diversity issues	Lorraine Charlesworth	March 2008

Timetable for Review

Each function/policy will be assessed, using the Council's Equality Impact Assessment Framework and Guidance, according to the following timetable:

Any function/policy classed as being of High relevance and/or High priority in relation to race and/or disability and/or gender will be reviewed by 31 May 2008.

Any function/policy classed as being of Medium relevance and/or Medium priority in relation to race and/or disability and/or gender will be reviewed by 31 May 2009.

Chorley Borough Council Equality Scheme Relevance Review 1 June 2005 to 31 May 2008

Function / Policy	Race		Disability		Gender	
	Relevance	Priority	Relevance	Priority	Relevance	Priority
<u>Customer, Democratic and Legal Services</u>						
Customer services	H	H	M	H	M	H
Civic Buildings	L	H	H	H	L	H
Member/ committee Services	H	M	H	M	H	M
Elections	H	H	H	H	M	H
Electoral Registration	H	H	H	H	M	H
Mayoral	M	L	M	L	M	L
Overview and Scrutiny	H	M	H	M	H	M
Lancastrian Suite	H	H	H	H	L	M
FOI and DPA	L	M	L	M	L	L
Information Management	L	L	L	L	L	L
Complaints Procedure	M	M	M	M	L	L
Licensing Act 2003	H	H	H	H	L	L
Other Licensing including Hackney and Private Hire	H	H	H	H	L	L
Whistleblowing	M	M	M	M	M	M
Corporate Procurement Strategy	M	M	M	M	L	L
<u>Development and Regeneration</u>						

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Function / Policy	Race		Disability		Gender	
	Relevance	Priority	Relevance	Priority	Relevance	Priority
Economic Development						
Business Assistance	M	M	M	M	L	L
Inward Investment Promotion	L	M	L	L	L	L
Town Centre Support	M	M	L	L	L	L
Regeneration						
Countryside Management	L	L	M	L	L	L
Derelict Land Reclamation	L	L	M	M	L	L
Nature Reserves	M	L	M	L	L	L
Environmental Enhancement - Urban	L	L	M	M	L	L
Environmental Enhancement - Rural	L	L	M	L	L	L
Heritage Conservation	M	M	M	M	L	L
Town Centre Strategy	M	M	H	H	M	L
Transport	M	M	H	H	M	M
<u>Planning Services</u>						
Building Control	M	L	M	M	L	L
Planning Policy	M	M	M	M	M	M
Housing Strategy						
Housing Renewal Grants	M	M	M	M	M	M
Adaptations for Disabled Persons	H	H	H	H	L	L
Low Cost Housing	H	H	H	H	H	M
Housing Strategy	M	L	M	L	M	L
Homelessness	H	H	H	H	H	H

Chorley Council- Improving equality of opportunity and life chances

Function / Policy	Race		Disability		Gender	
	Relevance	Priority	Relevance	Priority	Relevance	Priority
Finance						
Benefits Service and associated policies	H	H	H	H	L	H
Access to Information	H	H	H	H	L	L
Collection of Debts	L	H	L	H	L	H
Concessionary Travel	L	L	H	H	L	L
Financial Systems Strategy	L	H	H	H	L	H
Financial Strategy	L	H	L	H	L	H
Anti-Fraud and Corruption	L	H	L	H	L	L
Exchequer Services	H	H	H	H	L	L
Payroll	L	M	H	M	L	M
Housing Services						
Council House Rents	L	L	L	L	L	L
Council House Allocations	H	L	H	L	H	L
Cotswold Homeless Hostel	H	M	H	M	H	M
Sheltered Housing Schemes	M	L	M	L	M	L
Repairs and Maintenance	M	M	M	M	M	M
Tenant Support Services	M	M	M	M	M	M
Lifeline Units	L	L	H	H	L	L
Tenant Participation	H	H	H	H	L	L
Tenant Relation Service	H	H	H	H	M	L

Function / Policy	Race		Disability		Gender	
	Relevance	Priority	Relevance	Priority	Relevance	Priority
Housing Business Plan	M	L	M	L	M	L
Domestic Violence	H	H	H	H	H	H
Proposed Housing Stock Transfer	H	L	L	L	L	L
HR						
Absence	L	H	M	H	L	H
Alcohol and substances Policy	L	H	L	H	L	H
Bullying & Harassment	H	H	H	H	H	H
Capability Policy	M	M	M	M	M	M
Change Management	L	L	L	L	L	L
Disciplinary	L	H	L	H	L	H
First Aid Payments	L	L	L	L	L	L
Flexible Working	L	M	H	H	L	H
Flexitime	L	M	L	M	L	M
Grievance	H	H	H	H	H	H
Grievance for Leavers	M	M	M	M	M	M
Information & Consultation	M	L	M	L	M	L
Maternity	L	L	M	L	H	M
Maternity Support & Paternity Leave	L	L	M	L	H	M
Parental Leave & Adoption	L	L	M	L	H	M
Redundancy	L	H	L	H	L	H
Special Leave	L	L	M	L	M	L

Function / Policy	Race		Disability		Gender	
	Relevance	Priority	Relevance	Priority	Relevance	Priority
Stress Guidelines	L	H	L	H	L	H
Whistleblowing	L	M	L	M	L	M
V time (Flexible working with option to return to existing hours	L	L	L	L	L	L
Agency Staff	L	L	L	L	L	L
Annual Leave	L	L	L	L	L	L
Casuals	L	L	L	L	L	L
Code of Conduct for employees	H	H	H	H	H	H
Diversity & Equality	H	H	H	H	H	H
Induction Pack	L	L	L	L	L	L
Internet and e-mail acceptable use policy	L	L	L	L	L	L
Recruitment and Selection Code of Practice	H	H	H	H	H	H
Relocation Scheme	M	L	M	L	M	L
Reward and Recognition	H	L	H	L	H	L
Travel and Subsistence	L	L	L	L	L	L
Work Life Balance Policy	M	H	M	H	M	H
ICT Services						
Desktop ICT support	L	L	L	L	L	L
Business Process Transformation Support	M	L	M	L	L	L
Project Support	L	L	L	L	L	L
Telephony Provision & Support	M	M	M	M	L	L
ICT Information Security Policy	L	L	L	L	L	L

Function / Policy	Race		Disability		Gender	
	Relevance	Priority	Relevance	Priority	Relevance	Priority
Customer Focussed Access & Service Design Strategy	H	H	H	H	L	L
ICT infrastructure support	L	L	L	L	L	L
ICT Procurement	L	L	L	L	L	L
ICT Security	L	L	L	L	L	L
ICT Strategic development	L	L	L	L	L	L
Web development	M	L	M	L	L	L
Systems integration	L	L	L	L	L	L
Software development	L	L	L	L	L	L
<u>Leisure and Cultural Services</u>						
Arts Development	H	H	H	H	H	H
Sports Development	H	H	H	H	H	H
Community Development	H	H	H	H	H	H
Astley Hall Museum & Art Gallery	H	H	H	H	H	H
Community Centres	H	H	H	H	H	H
Young People's Activities	H	H	H	H	H	H
Yarrow Valley Country Park	H	H	H	M	H	H
Duxbury Park Golf Course	H	H	H	H	H	H
Leisure Management	H	H	H	H	H	H
Cultural Strategy	H	H	H	H	H	H
Tourism	H	H	H	H	H	H

Function / Policy	Race		Disability		Gender	
	Relevance	Priority	Relevance	Priority	Relevance	Priority
<u>Policy and Performance</u>						
Production of Community Strategy/LA21	H	H	H	H	H	H
Strategic and Business Planning	H	H	H	H	H	H
Performance Management	L	L	L	L	L	L
Community Consultation	H	H	H	H	H	H
Equal Opportunities	H	H	H	H	H	H
<u>Property Services</u>						
Maintaining property records	L	L	L	L	L	L
Maintaining property records	L	L	L	L	L	L
Purchase of property	L	L	L	L	L	L
Management of property	H	M	H	M	H	M
Letting & sale of property	H	M	H	M	H	M
Maintenance of Council buildings	L	L	L	L	L	L
Access to Council buildings	L	L	H	H	L	L
<u>Streetscene, Neighbourhoods and Environment</u>						
Recycling/Refuse	L	L	M	H	L	L
Bereavement Services	H	M	L	L	L	L
Grounds and Play areas maintenance contractor	L	L	M	L	L	L
Sports Pitches maintenance	L	L	M	L	L	L
Outdoor Recreation Policy	M	M	H	M	M	L

Function / Policy	Race		Disability		Gender	
	Relevance	Priority	Relevance	Priority	Relevance	Priority
Street Cleansing	L	L	L	H	L	L
Transport Management	L	L	L	L	L	L
Landscaping	L	L	M	L	L	L
Open Spaces, Sports Pitches	L	L	H	M	L	L
Special Events	L	L	M	L	L	L
Parking	L	L	M	M	M	M
Land Drainage	L	L	L	L	L	L
Allotments	L	L	M	M	M	L
Crime and disorder co-ordination	H	M	H	M	H	M
Tree Works	L	L	M	L	L	L
Community Safety	M	M	M	M	L	L

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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	7 th December 06

2nd Quarter Performance Report 2006/07

PURPOSE OF REPORT`

1. This monitoring report sets out performance against the Corporate Strategy and the Council’s Best Value Performance Indicators for the second quarter of 2006/07.

CORPORATE PRIORITIES

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

RISK ISSUES

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

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

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

BACKGROUND

5. The Corporate Strategy is the key strategic document for the authority and is focused on delivering the Councils six strategic objectives that underpin the Councils priorities; people, place, prosperity and performance. The Corporate Strategy mirrors, and outlines the Council’s contribution to, the Community Strategy, delivery of which is being taken forward by the Chorley Partnership.
6. The Corporate Strategy identifies a programme of 44 key projects, which contribute to the achievement of our objectives. These key projects will be delivered using the Councils corporate project management toolkit, which has been used successfully to improve performance for other key areas of work such as the Capital Programme.



7. The intention is to monitor the performance of the key projects throughout the year, together with those performance indicators, which can be monitored quarterly, to provide quarterly updates on how we are performing in the delivery of the Corporate Strategy.
8. Best Value Performance Indicators are National indicators collected in accordance with definitions issued by the Department for Communities and Local Government. A full list relevant to this Council, is attached at appendix 1.
9. Quarterly Business Plan monitoring statements have also been produced by directorates separately, and have been sent to the Overview and Scrutiny Committee and panels. Quarterly Business Plan Monitoring Statements outline the performance of Key Directorate Performance Indicators and the key messages emerging from Directorates in the Second quarter of 2006/07.

REPORT OVERVIEW

10. The report provides analysis and updates covering the following:
 - Performance regarding delivery of the Corporate Strategy. Incorporating an analysis of the performance of key projects and analysis of those performance indicators which can be reported against on a quarterly basis.
 - Exception reports for projects currently not on track, outlining the reasons why and the plans to bring performance back on track
 - The overall trend of change for Best Value Performance Indicators in the second quarter of 2006/07 when compared to the last available data.
 - The Councils progress in achieving targets and in particular those BVPI's which are more than 5% below the target.
 - The Councils position in comparison with 2004/05 national quartile data where comparative data is available. Note 2005/06 Quartile data will be made available in December 2006, when comparisons will be made using 2005/06 quartile data. It is therefore, anticipated that the third quarter BVPI monitoring report will make use of 2005/06 quartile data, at which point we will be able to assess the impact of the trend of continuous improvement on our quartile positioning.
 - Identification of those BVPIs, which have continued to decline for the second quarter of 2006/07.
 - Performance against the stretch targets contained within the Lancashire LAA which Chorley are currently required to collect
 - Action Plans which outline reasons for declining performance, the action to be taken to improve performance and expected level of performance at year-end are included for those indicators which are 5% or more below target and declining for the second quarter.

11 KEY PROJECT PERFORMANCE OVERVIEW

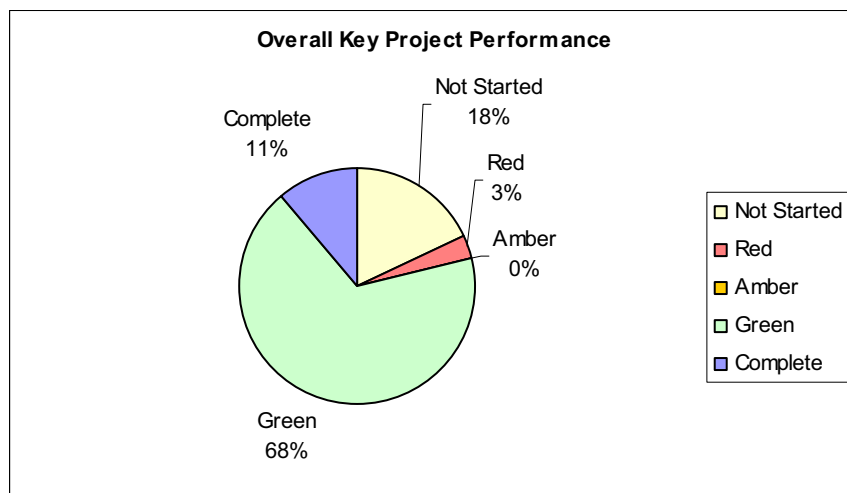
- 11.1 This section looks at the key project information collected at the end of the second quarter of 2006/07. It covers the first two quarters, from April 2006 to September 2006.
- 11.2. In order to report on progress lead officers have been asked to complete a high level project plan, and a highlight report.

- 11.3. The highlight reports provide a brief update on the work carried out during the first two quarters, what achievements are expected in the next quarter, any current risks and issues affecting the project, and an overall rating of either 'Green', 'Amber' or 'Red'.
- 11.4 If the project is not going as planned, then an exception report is produced instead. This is similar to the action plans used for performance indicators that are below target. They provide a brief analysis of the problem(s), and options for bringing the project back on track.
- 11.5 At year-end the corporate strategy will be reported against both the long term outcomes, measured by the annual measures, and the performance of the key projects.
- 11.6 This report is the first report to include analysis of the performance of our key projects. Using project management to effectively manage, control, and report on key projects is new to many of the lead officers. It is a new process, which will take time to embed. Further training and communications will be rolled out to staff to support this new robust approach.
- 11.7 As this is the first time performance of key projects has been measured, there is no information from which to draw any conclusion over trends.

12 OVERALL PERFORMANCE

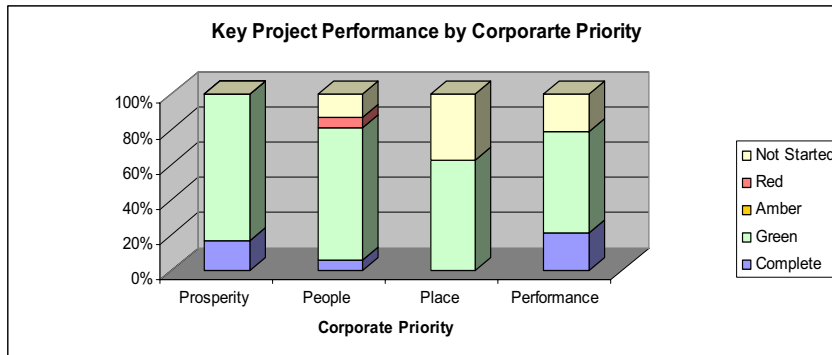
- 12.1 Overall the performance of the key projects in the first two quarters is excellent with 79% of the projects either completed, progressing ahead of plan or on plan.
- 12.2 Out of the 44 key projects only one is rated as being 'red' which is behind plan, due to an issue, which is out of our control.

	No. Projects
Completed Projects	5
Projects rated as 'Green'	30
Projects rated as 'Amber'	0
Projects rated as 'Red'	1
Project not started	8



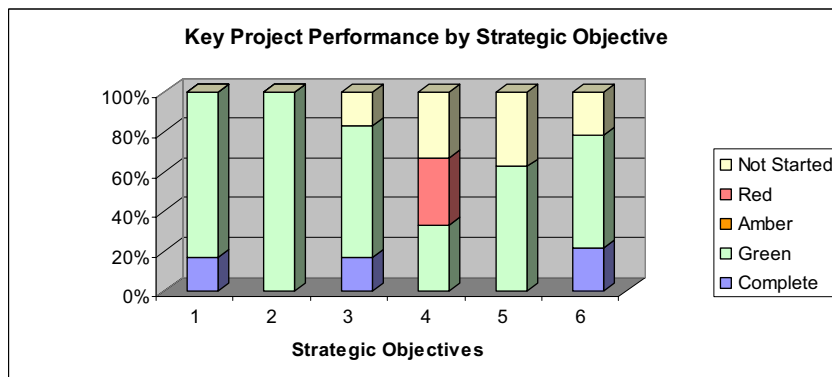
13 KEY PROJECT PERFORMANCE BY PRIORITY

13.1 Performance of key projects split by corporate priority, highlights the good performance across each of the priorities. Prosperity is progressing the best with all the projects either rated 'green' or completed.



KEY PROJECT PERFORMANCE BY STRATEGIC OBJECTIVE

13.2 Strategic objectives 1, 'Put Chorley at the heart of regional economic development in the central Lancashire sub-region', and 2, 'Improving equality of opportunity and life chance', are performing the best, with all of the projects rated either 'green' or 'complete'. Strategic objective 4, 'improved access to public services' appears to have the worst performance with two thirds of the projects either rated 'red' or not started, however due to the varying number of projects relating to each objective, the graph does slightly distort the situation, as there are only three projects in total for this objective.



COMPLETED KEY PROJECTS

13.3 At the end of the second quarter five projects (11%) had been completed.

Key Project	Key Outcomes
Enable the development of the strategic regional site	<ul style="list-style-type: none"> An 8.2 ha parcel of land now remediated, using £1.3m levered in funding Preferred developer appointed Outline planning permission for 54 ha for a mix of B2 (general industrial) and B8 (storage and distribution) uses Full planning permission granted for the proposed 1.5km Buckshaw Link Road, the main service road for the whole of the Regional Strategic Site Relocation of Imperial Multipart (formerly Lex

	<p>Autologistics) from a predominantly residential area of Chorley to the Regional Strategic Site in November 2006, safeguarding 400 jobs</p> <ul style="list-style-type: none"> • Full planning permission granted in September 2006 to Wolseley Uk Ltd for a regional distribution centre including warehouse, storage and ancillary offices, creating 300 new jobs
Establish a voluntary sector compact	<ul style="list-style-type: none"> • Training DVD produced and launched June 2006 • Draft Funding Code of Practice developed and currently out to final round of consultation November 2006 • Guidance notes on protocol produced by Mayor's Office as a direct response to VCF sector request via Local Compact
Align existing strategies with the community strategy priorities	<ul style="list-style-type: none"> • A matrix of existing strategies against the community strategy priorities has been developed by a working group. • Existing strategies such as the external funding strategy have been updated to reflect the community strategy priorities.
Complete management restructuring	<ul style="list-style-type: none"> • £110,000 saving per year (14% of the current senior management salary budget) • A new senior management structure which is fit for purpose, forward looking and innovative
To secure the N.W charter for elected member development	<ul style="list-style-type: none"> • Established a member development steering group • Developed a new induction process for newly elected members • Reviewed and updated the Member learning strategy • Established the member learning hour • 60% of members now have personal development plans in place

14 KEY PROJECT IDENTIFIED AS 'RED'

The following key project has been identified as 'red', meaning that it is behind schedule. The reasons are provided below.

14.1 Deliver Contact Chorley and the Shared Services Partnership

The Council has clear aims to improve access to information and services through Contact Chorley and the Shared Services Partnership (SSP) working with five district partners and the County Council.

The SSP project started two years ago. Modern telephony software is now being used to automate call handling and processing from within the Call Centre. The Council is now working with the County Council and Northgate to establish a Customer Relationship Management software (CRM) solution.

Contact Chorley has made excellent progress with the transfer of services to the frontline and most key services are now being delivered at the first point of contact. It has also been awarded Charter Mark for customer service excellence. The service has experienced high call volumes and to address this new staff have been recruited, changes have been made to the operation of the switchboard and overflow systems have been put in place in key areas.

Lead Officers Comments

It is hoped that a CRM solution will be in place by mid 2007. We are doing everything we can to ensure this happens, however negotiations are being led on this by the County Council who have the contractual relationship with the supplier.

It is still planned that further services will transfer in the New Year to complete the basket of services to be delivered from Contact Chorley.

15 LIST OF KEY PROJECTS RATED ‘GREEN’

A ‘green’ rating is where performance is as planned, with progress on target and costs within budget.

Pursue opportunities for joint working with neighbouring authorities
Develop a basket of balanced housing measures by 01/04/2007
Implement HR Strategy and achieve IIP and explore other external accreditation
Address the key issues of Town Centre parking
Delivery key actions in the Community safety strategy
Complete and implement town centre strategy and priority actions
Explore markets outsourcing following scrutiny recommendations
Pilot area Forums and decide future approach
Open up Council Meetings to the Public
Produce a transport accessibility plan
Develop and implement Use of resources and VFM action plan
Develop a strategy to deliver a 0% council tax increase in 2007/08
Complete the process of Housing Stock Transfer
Prepare Chorley ‘Every Child Matters’ and ‘Youth Matters’ action plans
Prepare Chorley play strategy
Prepare a Chorley ‘Older peoples’ action plan
Prepare a ‘Choosing Health’ action plan
Develop a ‘get up and go’ programme
Develop service level agreements with Lancashire County Council to deliver the LAA and Community Strategy priorities
Strengthen links with Parish council, faith and community and voluntary agencies
Develop and strengthen the LSP
Seek CPA reassessment
Develop a communications and marketing strategy
Rationalise council accommodation
Property Outsourcing
Prepare a neighbourhood management and engagement strategy
Reconfigure current service delivery arrangements to improve provision of street scene services
Pilot innovative ways or reassuring our communities
Develop and implement Economic regeneration strategy and priority actions
Prepare area profiles for our most deprived SOA’s, and prepare action plans

16 LIST OF KEY PROJECTS NOT YET STARTED

A number of projects had not started at the end of the second quarter. They are not considered to be behind schedule as they were not due to have started yet, with some relying on outputs of other projects before they can progress.

Produce a LSP community cohesion strategy
Develop and deliver an action plan for the Customer Focussed access and service design strategy
Establish a choice based lettings scheme within the borough in conjunction with Registered Social Landlords (RSL’s) covering 50% of the housing stock by March 2009.
Develop an initial basket of measures and targets for carbon emission reductions for consultation through the LDF process
Deliver the sustainable resources development plan for the Borough to include actions to reduce carbon emissions in line with agreed targets.
To embed effective performance and risk management across the organisation
Realign the Business Planning Process
Maximise the opportunities given by the white paper.

17 PERFORMANCE OVERVIEW CORPORATE STRATEGY PERFORMANCE INDICATORS

17.1 The majority of Performance Indicators in the Corporate Strategy can only be reported against on an annual or three yearly basis. The focus of this report, and of the monitoring of the Corporate Strategy, is upon the progress of key projects which will ensure that we are delivering the outputs necessary, and putting the infrastructure in place required to deliver against the long term outcomes. At year-end, a report outlining progress against the full range of indicators in the Corporate Strategy will be submitted. Below is a summary of the performance of those performance indicators which have been reported against in this quarter.

Corporate Strategy Quarterly Performance Indicators					
	Previous Performance	This Quarter Performance	Target	Performance Trend	Performance Alert 5% Tolerance
Town Centre % Floor Space Vacant (Smaller is better)	4.00	4.00	7.00		
Satisfaction - Contact Centre (Bigger is better)	95.50	97.75	95.00		
All Crime Per 1000 Population (Smaller is better)	30.70	36.35	34.78		
Percentage of Local Authority public buildings accessible to those with a disability (Bigger is better)	83.00	83.00	88.00		
Street dirtiness - litter & detritus (Smaller is better)	5.00	4.03	12.00		

17.2 An action plan for the Percentage of Local Authority public buildings accessible to those with a disability is included at section 19.4 as this is currently 5% below target. All other indicators appear to be performing well, meeting or exceeding target, non of the indicators reported against the Corporate Strategy are showing declining performance. For the only indicator which is also a BVPI (and for which quartile data is available); Street Dirtiness, we are currently exceeding our target and are the best performing authority in Lancashire.

18 PERFORMANCE OVERVIEW LOCAL AREA AGREEMENT (LAA)

Of the twelve stretch targets identified within the LAA, currently the Council is only required to report against one: BVPI 225, Actions against Domestic Violence. Current performance is good at 63.60%. This represents a significant improvement on performance levels in the first quarter at 45%, and exceeds the year-end target of 50%; further improvement is expected during the course of the year.

19 PERFORMANCE OVERVIEW BEST VALUE PERFORMANCE INDICATORS

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

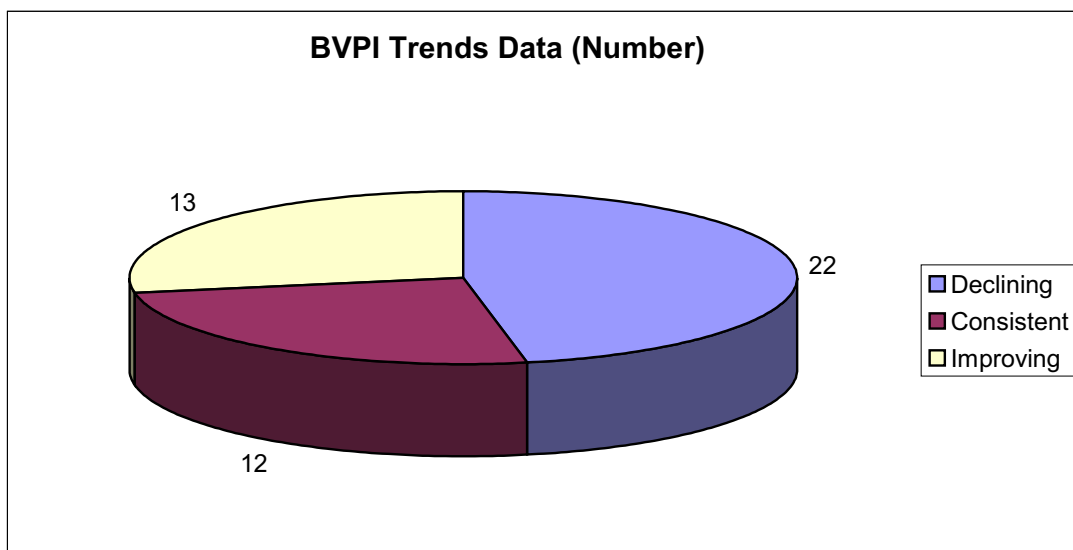
19.1 Trend

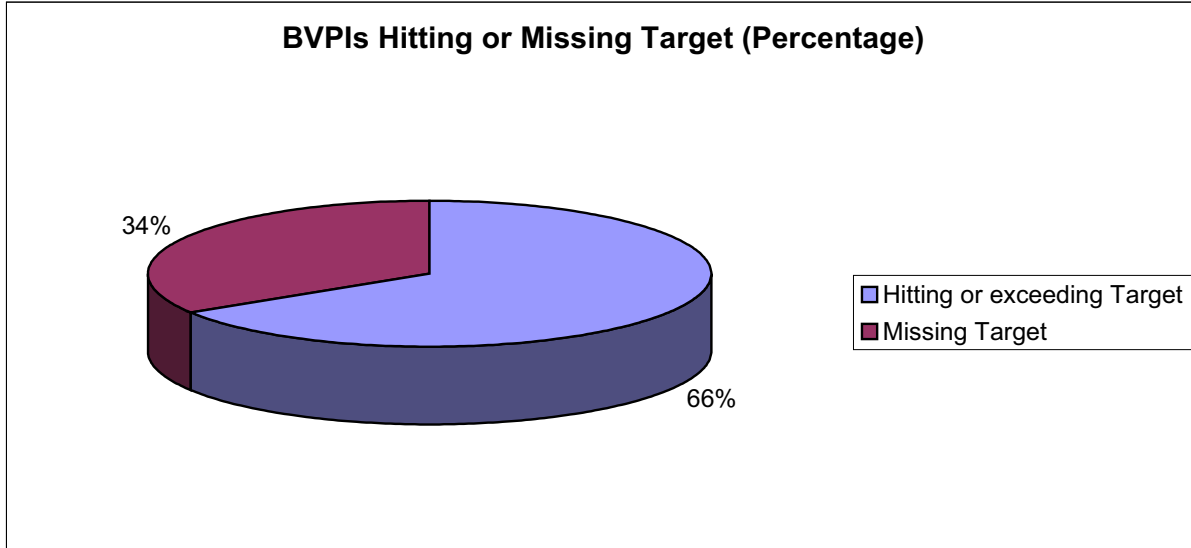
The performance indicators have been examined to assess whether performance compared to the last available data (first quarter 2006/07) is improving, declining or has stayed the same.

The number of indicators declining is relatively high compared to the first quarter monitoring report (22), however, this does not at the current moment present any real cause for concern, particularly as 73% (16) of these indicators are within 5% of the lower target tolerance, and 50% the 22 declining (11) are actually still exceeding target by 5% or more. Clearly, for those indicators, which are declining, performance levels still remain relatively high. Furthermore, for those indicators showing a dip in performance for which quartile data is available (16), 56% (9) of are in the first and second quartile nationally.

This trend of declining performance verses target may indicate a need to profile the targets for some indicators more effectively, to account for seasonal trends in performance. Policy and Performance will investigate this over the next quarter by examining seasonal performance trends over previous years.

Our focus at this stage in the year is upon the performance of those indicators where performance has declined for more than two reporting periods consecutively. These indicators are explored in greater detail later in the body of this report, as significant targeted actions will be delivered to counter trends of declining performance.





The percentage of indicators achieving target is a useful measure of how well we are performing as targets are our first and most basic test of performance. Targets are set to deliver continuous improvement on previous performance and to move us forward as an authority. With 66% of those BVPIs measurable at this point in the year achieving target we are doing well, we will need to sustain this performance throughout the year to ensure that our journey towards becoming an excellent Council continues.

19.2 Declining performance

Where performance is more than 5% below the target, a red triangle alert will be triggered in performance plus. Directors have been asked to complete an action plan for those indicators, which fall into this categorisation. Action plans detail why performance has not reached target and what action is being taken to redress this, this will ensure that we can effectively manage the performance of the small number of indicators which are not performing as well as we would expect.

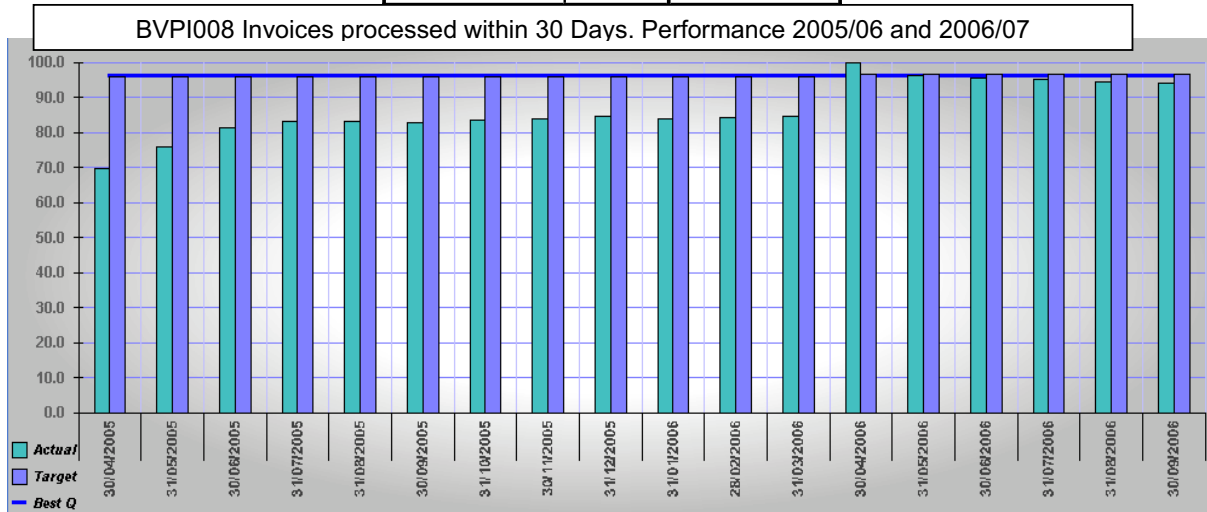
A limited number of indicators have declined for two reporting periods (or more) consecutively and are missing target by 5 % or more, these indicators are of the most concern in terms of performance and will require focused attention to drive up performance. Overall, in the context of the total basket of BVPIs (including those reported annually) of 95, only four indicators fit into this categorisation (as detailed below), along with contextual information and details about the actions to be taken to drive up performance.

- BVPI 109a Planning Applications major processed within timescales
- BVPI 008 % of invoices paid within 30 days
- BVPI 066a Percentage of tenants with more than 7 weeks gross arrears
- BVPI 012 Days/ shifts lost to sickness

19.3 Action Plans- Declining Performance, outside of 5% tolerance

Action Plan BVPI 008 Invoices Processed within 30 Days (Bigger is better)

	Q2		End of Year Target
	Performance	Target	
	93.92	96.50	



Performance against this indicator has declined consistently over the last six months from 100% in April to current performance at 93.92%. However, performance remains significantly improved when compared to the same period in 2005/06 as the result of intensive and focused activity aimed a driving up the performance of this indicator. Performance has fallen into the second quartile nationally; the bottom quartile threshold is 88.65. Average performance nationally is 90.89.

The performance of this indicator is monitored in individual directorates and there is intensive activity ongoing within exchequer services to raise awareness around the process for efficient raising and approval of orders and invoices.

Performance levels are extremely dependant upon the timely authorisation of invoices within Directorates, current activity targeted at addressing this and improving performance across the Council includes.

Action to improve performance will include:

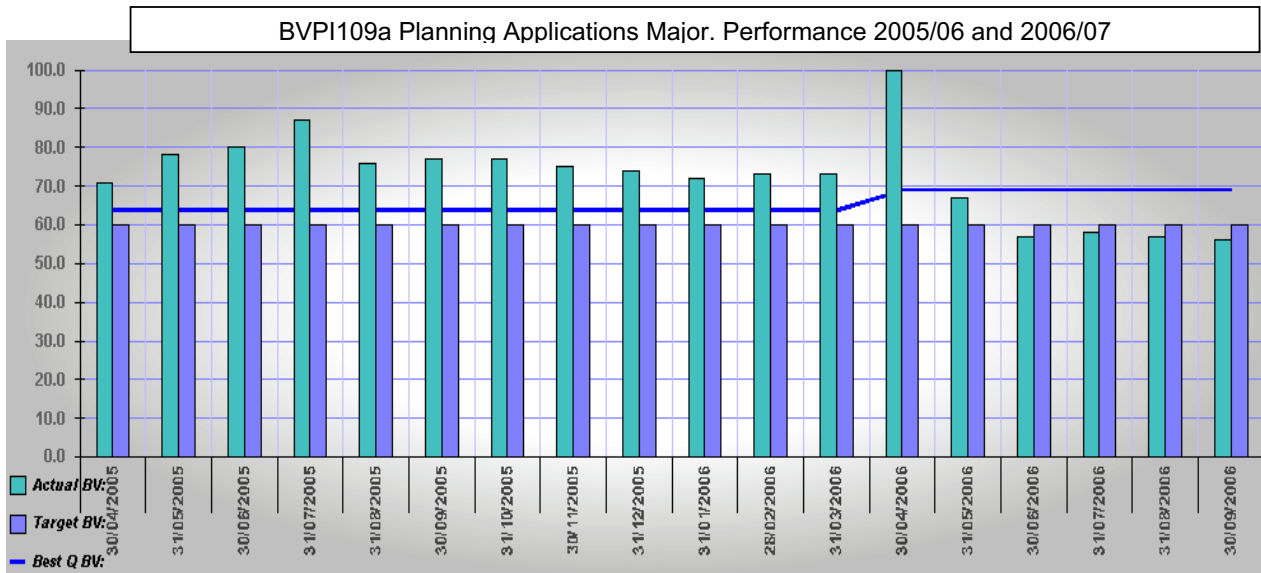
- **Weekly reports issued to Directorates listing those invoices which are in danger of moving out of the prescribed timescale.**
- **Weekly reports issued to directors regarding those invoices issued without order numbers.**
- **Weekly reports regarding the performance trend of individual directorates**
- **Issuing of standard letters with all invoices raised without order numbers explaining the critical importance of properly using order numbers.**

There is an outstanding issue with the system used to process invoices which means that it is not possible to amend the system to reflect changes to the structure of the organisation. This has led, in a number of limited instances, to invoices being misdirected, and consequently an impact on processing time. Plans exist to amend the system in 2007 which should mitigate this problem, in the interim, work is ongoing to raise awareness of the importance of notifying exchequer services when invoices are misdirected so that performance of other directorates is not adversely affected.

This indicator will be closely monitored over coming months for further deterioration in performance, and if continued deterioration is experienced, additional ways of addressing performance will be explored.

Action Plan BVPI 109a. Percentage of major applications determined within timescales (Bigger is better)

Q2		End of Year Target
Performance	Target	
56%	60%	60%



There have been several complex applications which have impacted upon the capacity of the Directorate to process applications and has resulted in target dates not being achieved. Performance of this indicator has fallen below the national average of 57.64, but is still significantly above the fourth quartile threshold of 46.88.

The small number of applications which fall into this categorisation results in the performance of this indicator being somewhat volatile. One application falling out of the prescribed timescale can result in the target being missed. This indicator is still in the second quartile nationally.

At present there is scope to ensure that the targets for major applications will be come back on track. As this is a rolling process and it is not possible to predict the submission of further applications, this situation will be monitored on a monthly basis.

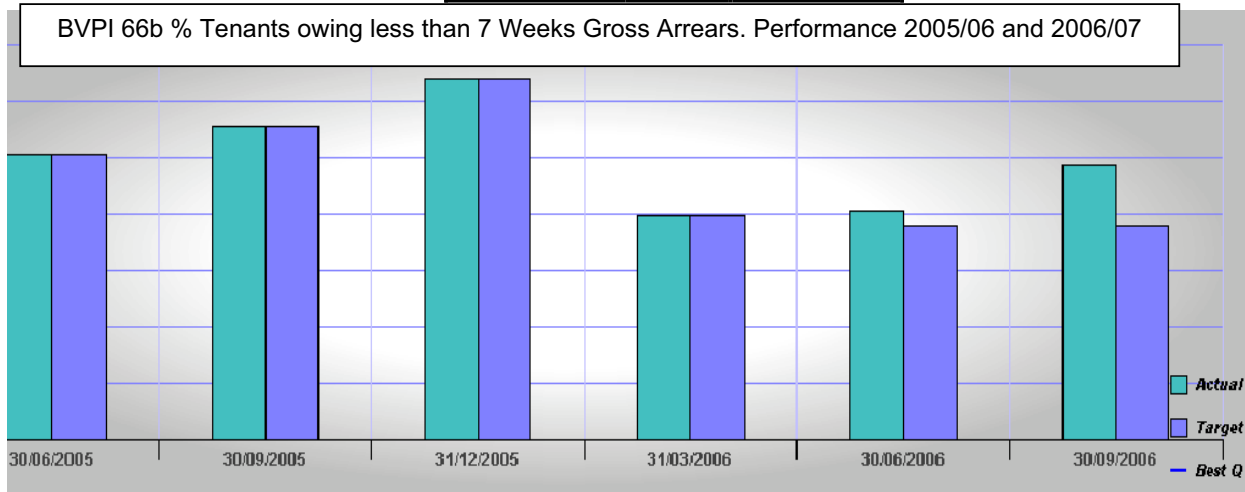
It is anticipated that the year-end target will be met taking into account the current numbers of applications that may be determined within target. We are confident by assessing current numbers of applications that we will have met the target and bucked the trend of declining performance by October 2006.

Action to improve performance will include:

- From this point performance will be closely monitored on an ongoing basis for signs of further deterioration with a view to achieving the target at year-end.
- The number of outstanding major applications has been assessed including those applications that have missed their target dates and those applications which are likely to be determined within their target period.

Action Plan BVPI 66b % Tenants owing less than 7 Weeks Gross Arrears (Bigger is better)

Q2		End of Year Target
Performance	Target	
2.43%	1.90%	1.90%



As this indicator was only introduced in 2005/06 it is not possible to make any quartile comparisons, however performance is improved upon the same period last year at 2.77.

It has been identified that there has been backlog delay's during the period, June to October in the County Court process, which has been rectified by County Court.

As stated in last quarter action plan, this PI fluctuates throughout the year due to tenants who pay monthly and the accounting periods.

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

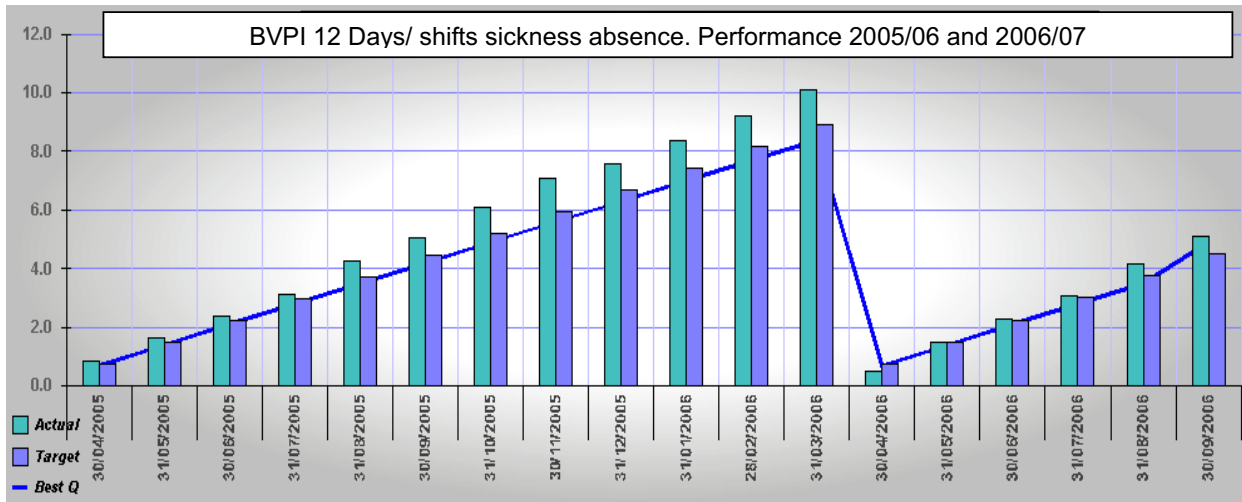
The profile of this PI results in performance increasing when key milestones have been attained which are the rent free weeks in December and March.

Action to improve performance will include:

- Undertake targeting exercise to identify cases owing over 7weeks rent and review actions to be taken.
- Make personal contact to identified tenants to reiterate importance of payment of rent and the consequences of non payment, seek affordable payments to take the accounts under the seven week threshold.
- Increase enforcement actions where necessary to prompt payment
- The Christmas Prize Draw and rent-free weeks will also contribute to an improvement in performance in the third quarter.
- Use will be made of Tenant Support and other advice/support services eg C.A.B to assist tenants increase their ability to pay ensuring they have claimed benefits the are entitled to and to undertake income and expenditure analysis where tenants are in multiple debts and agree affordable payment plans to avoid court repossession proceedings

Action Plan BVPI 12 Days/ shifts sickness absence (Smaller is better)

Q2		End of Year Target
Performance	Target	
5.08	4.5	9.0



Performance has deteriorated slightly in comparison to the same period last year (at 5.06) and (not accounting for any seasonal trend) if performance trend continues as currently we would fall into the third quartile nationally for 2004/05.

There has been an increase in sickness absence during the 2nd quarter, particularly around long-term absence. Moving into the third and fourth quarters short-term sickness absence levels are likely increase as we move through the winter period. A more accurate assessment measuring the impact of the activity below will be appropriate at the end of quarter 3.

Action to improve performance will include:

- A comparison of short and long-term sickness absence will be undertaken and compared with figures for 05/06.
- A case-by-case review of all long-term sickness absence cases will be undertaken to ensure they are being managed in line with the Council policy.
- Units that are currently exceeding the 6 monthly target of 4.5 days will also be reviewed.
- Where appropriate remedial action will be implemented. The case review, review of underperforming units and any proposed remedial action will take place in the third quarter.
- An incentive award has been developed to reward attendance.
- An item on sickness absence will form part of Core Brief for December 06 to remind staff of the importance of good attendance and the procedure associated with reporting sickness absence.
- Careful monitoring and appropriate intervention will be necessary.

19.4 Action Plans for those indicators with declining performance for two periods consecutively but which still fall within the five % tolerance range of target.

Action Plan BVPI 16b Percentage of Disabled Employees (Bigger is better)

Q2		End of Year Target
Performance	Target	
3.48	3.65	3.65

This indicator has shown a very slight trend of deterioration 3.51 in July to 3.48 in September 2006. This follows a three-month period of improving performance and performance of this indicator remains better than at the beginning of the year (3.33). This indicator is disproportionately impacted upon by relatively small numbers of staff.

Actions to improve performance include:

- Meeting with representative of Disabled Go, a publication targeted at those with disabilities to explore options for targeted advertising.
- Continued liaison with the Disability Liaison Group to explore issues and barriers to employment (and services).
- Publication of an Equality Scheme which meets the requirements of the Disability Discrimination Act and sets out the Councils approach to ensuring equality of opportunity and outcome.

Action Plan BVPI 179 Standard Searches in 10 Days (Bigger is better)

Q2		End of Year Target
Performance	Target	
99.39	100	100

This indicator has been removed from the data set for 2006/07 but is still being monitored for the purposes of this report. There has been an issue with reliance on other parties to provide responses to search enquiries within the agreed timescales, particularly with the County Council Highways department. The transfer of Highways back to the County Council has resulted in our having less control over response times. It is important to note that only one search failed to meet the ten day timescale for response in September, 67% of searches are processed within 3 working days, and there is an average response time of four working days for searches.

Actions to improve performance include:

- Exploring the possibility of Service Level Agreements with the County Council.
- Continued close monitoring for further signs of declining performance.

19.5 Action Plans for those indicators missing target by 5% or more.

A number of indicators have failed to meet the target by 5% or more but have not had declining performance for two reporting periods consecutively, these indicators are:

- BVPI 11b Percentage of Ethnic Minority Employees in top 5% earners
- BVPI 156 percentage of local authority buildings accessible to those with a disability
- BVPI128a Abandoned vehicles investigated
- BVPI128b Abandoned vehicles removed

Action Plan BV11b % Ethnic Minority Employees in top 5% earners (Bigger is better)

Q2		End of Year Target
Performance	Target	
0	0.75	0.75

Low numbers of ethnic minority employees within the Council disproportionately impacts on the top 5% of earners. Future performance of this indicator will depend, in part, on the level of ambition determined for the authority in terms of the equality standard, as employment policies and practices are a significant element of delivering the equality standard.

Actions to improve performance include:

- **Building relationships with local community groups to encourage applications from different ethnic communities.**
- **Advertising all vacancies with a Strapline actively encouraging applications from all sections of the community.**
- **Copies of all vacancies are sent to key members of the ethnic minorities consultative committee.**
- **We are in the process of reviewing our approach to equality and diversity in the context of CPA and the Equality Standard across the authority and employment will form a part of such a review.**

Action Plan BVPI156 % Local Authority buildings accessible to the disabled. (Bigger is better)

Q2		End of Year Target
Performance	Target	
83	88	88

Work to Clayton Green Sports Centre to be carried out by Community Leisure Services under the new contract will bring the figure up to the 88% target. The target will not be achieved by year-end as work to Clayton Green Leisure centre will not be completed by March 2007.

Actions to improve performance will include:

- **Work to Clayton Green Leisure Centre will start upon completion of the All Seasons refurbishment which is now under way.**
- **We will need to manage expectations and work closely with the disability forum and other groups, to try to meet needs as far as possible in the interim period. This indicator is a Corporate Strategy indicator contributing to the measurement of Strategic Objective 4 Improved access to public services.**

Action Plan BVPI 170c. Pupils visits to museums and galleries (Bigger is better)

Q2		End of Year Target
Performance	Target	
471	500	1500

The targets have been re-profiled to take into account the long summer break. The target still rises when we do not have school visits due to holidays. We are confident that the Year-end target should be met.

Action to improve performance will include:

- **A new partnership is being established with a new school in Astley Village for children with autism. The details will be available by mid October.**
- **The Curator is sending out revised education information to all schools and making appointments to do outreach sessions.**
- **The Curator dedicating 2 days per week to education development.**

Action Plan BVPI 218a Abandoned vehicles investigated within 24 hours (Bigger is better)

Q2		End of Year Target
Performance	Target	
89.00	100	100

As this indicator was only introduced in 2005/06 it is not possible to make any quartile comparisons. Performance has deteriorated as supervisor wardens were inadvertently instructed to operate against the agreed procedure by not issuing preliminary notices. Despite repeated requests, non-supervisor wardens continue to progress Abandoned Vehicle cases without full knowledge of the procedure. However there is an improvement to 92% (1st month of qtr) following implementation of the preliminary notice.

Action to improve performance will include:

- **Procedure has now been re-established and targets have been reiterated to Supervisors.**
- **Ongoing monitoring and feedback on status of cases.**

Action Plan BVPI 218b Abandoned vehicles removed within period from notice expiry (Bigger is better)

Q2		End of Year Target
Performance	Target	
36.36	85	85

As this indicator was only introduced in 2005/06 it is not possible to make any quartile comparisons. The progress of 2 cases showed that there was intervention during the notice period which delayed the removal of the vehicles. As there were a low number of removals (11) during the period this has had a significant impact on the figure. However, performance of 100 % has been achieved in the first month of the 2nd quarter which would suggest that performance is back on track and will require further close monitoring.

Action to improve performance will include:

- Procedure has now been re-established and targets are to be reiterated to Supervisors.
- Reminders are issued automatically from the authority database 2 days prior to notice expiry and will continue.
- Should intervention occur in future cases, supervisors are to ensure that deadlines are adhered to and carry out timely follow-up action/decision-making within the notice period.
- Ongoing monitoring and feedback on status of cases.

Action Plan 127b Violent Crime per 1000 of the Population (Smaller is better)

Q2		End of Year Target
Performance	Target	
8.62	7.34	14.67

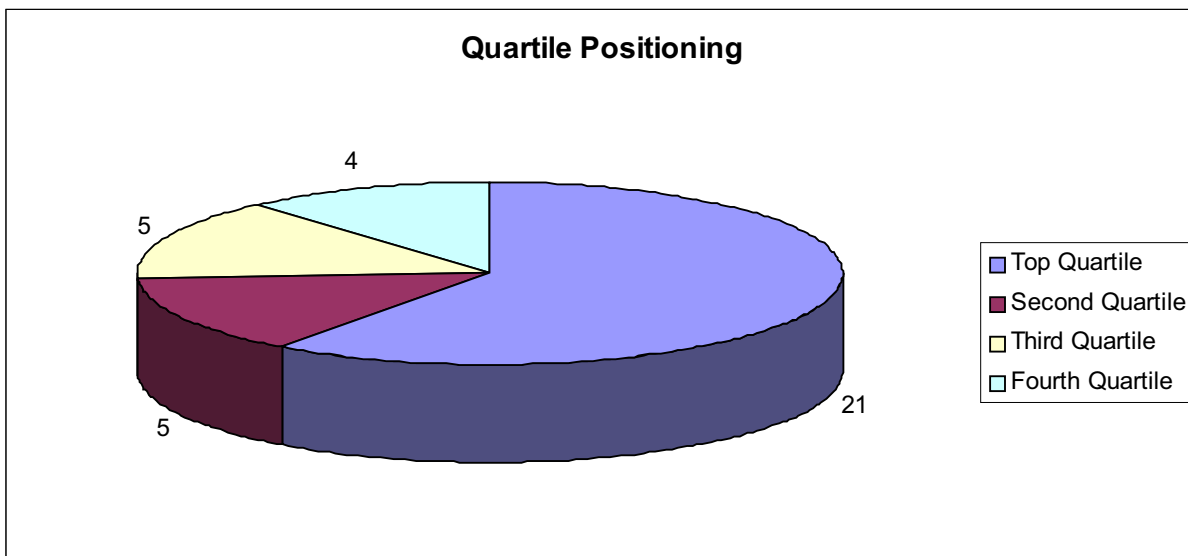
As the definition of this indicator was amended in 2005/06 it is not possible to make any quartile comparisons. This indicator has missed the target for the second month, however performance has improved slightly from the previous month.

Actions to improve performance include:

- **Multi-Agency initiatives involving the Police, the Multi Agency Problem Solving Team, Trading Standards, Neighbourhood Wardens, Environmental Health and the Fire Service targeted at problematic areas and premises.**
- **Multi Agency operations in the Town Centre and outlying Districts of the Borough focusing on problematic areas in terms of anti social behaviour and violence**
- **CCTV Monitoring to be extended temporarily to cover the hours of 1am to 3am, with particularly high levels of violent crime.**
- **Publicity drives on Local Radio Stations outlining acceptable behaviour, and behaviour which will not be tolerated in Chorley.**
- **Stop and Search drives targeting Youths with alcohol and confiscating alcohol.**

20 Quartile Positions

- 20.1 The Council’s quartile positioning remains extremely good, and we continue to out perform other District Council’s. The audit commission published an analysis of our relative positioning in comparison to all other District Councils in August 2006. The message emerging from this report was that the Council compares extremely well with others, with 44% of Performance Indicators in the top quartile at year-end 2004/5, this compares with an average of 27 for fair district Council’s (Chorley’s current categorisation) and 36% for excellent District Councils.
- 20.2 Where available, the quartile data is shown for BVPI’s. Not all BVPI’s have quartile data as they are either new indicators or are indicators for which the definitions have changed. All England upper and lower quartiles for March 2005 are the latest available.



- 20.3 The Council is maintaining a good quartile positioning for those indicators which are measured quarterly, and for which quartile data is available. The number of indicators in the bottom quartile remains low. It is worth noting that fluctuations in the number of indicators in quartile categorisations can vary quite dramatically as a result of the small number of indicators reported quarterly, for which quartile data is available, this will be reviewed over the coming months by Policy and Performance to assess whether additional indicators can be monitored on a quarterly basis rather than annually. The quartile positioning of indicators has changed slightly in comparison with the first quarter of 2005/06, 5 additional indicators are now in the top quartile, conversely three additional indicators are now in the fourth quartile. Of the three indicators which have dropped into the fourth quartile, two (visits to museums in person and visits by pupils) were previously in the third quartile and one was not being monitored at the first quarter (violent crime). Work is now being undertaken with the lead officers responsible for the performance of these indicators to identify reasons for poor performance and ways of driving up performance.
- 20.4 For the third quarter of 2006/07 we will be in a position to report against the quartile data for 2005/06 (rather than 2004/05 as currently), which will enable us to gain a more up to date picture of how our performance compares to national trends and will help us to set meaningful targets for future years performance which ensure that we remain one of the top performing authorities nationally.

21. CONCLUSION

- 21.1 Overall the performance of key projects at the end of the second quarter appears to be good, with the majority of projects performing as planned. Whilst there are a limited number of projects that have not yet started, this is in line with the project plan and is not a cause for concern. However, the Policy and Performance Directorates will work with the responsible lead officers over the next quarter to ensure the projects commence as planned. The results of this work will be fed into the third quarter report for 2006/07. Of those performance measures being reported against at this stage the only indicator failing to achieve target is BVPI 156 percentage of buildings accessible to those with a disability.
- 21.2 The audit commission's performance indicator toolkit shows that 60% of BVPIs improved in 2004/05 when compared with 2002/03 (the data used for the last CPA categorisation), with an average of 52% for all District Council's, clearly Chorley is performing extremely well comparatively. It is important that we continue this trend of good and improving performance by focusing on driving up the performance of those indicators bucking this trend.
- 21.3 Generally, performance against BVPIs for the second quarter 2006/07 is positive. Where targets have been missed by more than 5% at this stage in the financial year, action plans have been introduced to bring about improvement and Directors are currently confident in securing achievement of the target by the year end with the exception of BVPI 156 percentage of building accessible to those with a disability. The issues impacting on performance of this indicator are well understood and plans are in place to deliver against this indicator, although some work may be required to manage expectations around the timescales for this activity.
- 21.4 The number of indicators where there is a declining trend of performance (over two periods) is limited and in the main there are clear reasons for poor performance which can, and are, being addressed. A small number of indicators which fail to achieve target by 5% or more are disproportionately impacted upon by small margins in terms of volume, particularly those indicators which measure the profile of the organisation's workforce. This does not however, mean that Directors are failing to tackle the issues raised by this performance but that small changes in the workforce can impact on performance quite dramatically. Performance of those indicators which are failing to achieve target or show a declining trend will be closely monitored and action taken to improve performance.
- 21.5 Generally, the organisation continues to perform well, service performance levels remain high and we maintain our good quartile positioning.

COMMENTS OF THE DIRECTOR OF HUMAN RESOURCES

22. There are no Human Resources Implications associated with this report.

COMMENTS OF THE DIRECTOR OF FINANCE

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

RECOMMENDATION(S)

24. That the report be noted.

LESLEY-ANN FENTON

DIRECTOR OF POLICY AND PERFORMANCE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Lesley-Ann Fenton	5325	20 th November 2006	ADMINREP/REPORT

Appendix 1. List of Best Value Performance Indicators

BVPI Code	BVPI Title
BV 2a	Equality Standard for Local Government
BV 2b	Duty to Promote Race Equality
BV 8	Percentage of invoices paid on time
BV 9	Percentage of Council Tax collected
BV 10	Percentage of non-domestic rates collected
BV 11a	Top 5% earners: women
BV 11b	Top 5% earner: minority ethnic communities
BV 11c	Top 5% earners: with a disability
BV 12	Working days lost due to sickness absence
BV 14	Percentage of early retirements
BV 15	Percentage of ill health retirements
BV 16a	Percentage of employees with a disability
BV 16b	Percentage of economically active disabled community population
BV 17a	Percentage of black and ethnic minority employees
BV 17b	Percentage of economically active minority ethnic community population
BV 156	Buildings accessible to people with a disability
BV 157	E-government: e-enabled interactions
BV 63	Energy Efficiency - Average SAP Rating
BV 64	Number of private sector dwellings returned into occupation
BV 66a	Rent collection and arrears recovery: rent collected
BV 66b	Rent collection and arrears recovery: 7 weeks arrears
BV 66c	Rent collection and arrears recovery: NSPs
BV 66d	Rent collection and arrears recovery: evictions
BV 74a	Tenant Satisfaction with Landlord - all
BV 74b	Tenant Satisfaction with Landlord - ethnic minority tenants
BV 74c	Tenant Satisfaction with Landlord – non-ethnic minority tenants
BV 75a	Satisfaction with participation opportunities - all
BV 75b	Satisfaction with participation opportunities - ethnic minority tenants
BV 75c	Satisfaction with participation opportunities – non-ethnic minority tenants
BV 164	Commission for Racial Equality's code of practice in rented housing
BV 183a	Length of stay in temporary accommodation - B&B
BV 183b	Length of stay in temporary accommodation – Hostel




BVPI Code	BVPI Title
BV 184a	Non-decent Local Authority Dwellings
BV 184b	Non-decent Local Authority Dwellings - change
BV 202	Number of Rough Sleepers
BV 203	Number of Families in Temporary Accommodation
BV 212	Average time to re-let Local Authority housing
BV 213	Housing Advice Service: Preventing Homelessness
BV 214	Repeat Homelessness
BV 76a	Housing Benefit Security - Number of claimants visited per 1000 caseload
BV 76b	Housing Benefit Security - Number of investigators per 1000 caseload
BV 76c	Housing Benefit Security - Number of investigations per 1000 caseload
BV 76d	Housing Benefit Security - Number of prosecutions and sanctions per 1000 caseload
BV 78a	Speed of processing new claim to HB/CTB
BV 78b	Speed of processing changes of circumstances to HB/CTB
BV 79a	Accuracy of HB/CTB claims
BV 79b i	Accuracy of recovering overpayments
BV 79b ii	Accuracy of recovering overpayments
BV 79b iii	Accuracy of recovering overpayments
BV 82a i	Percentage household waste recycled
BV 82a ii	Tonnage of household waste recycled
BV 82b i	Percentage household waste composted
BV 82b ii	Tonnage of household waste composted
BV 84a	Household Waste Collection: kilograms
BV 84b	Household Waste Collection: % change
BV 86	Cost of household waste collection per household
BV 91a	Kerbside Collection of Recyclables: one recyclable
BV 91b	Kerbside Collection of Recyclables: two recyclables
BV 199a	Local street and environmental cleanliness – Litter
BV 199b	Local street and environmental cleanliness – Graffiti
BV 199c	Local street and environmental cleanliness - Fly-post
BV 199d	Local street and environmental cleanliness - Fly-tipping
BV 166a	Environmental health checklist of best practice

BVPI Code	BVPI Title
BV 166b	Trading standards checklist of best practice
BV 216a	Remediation of Contaminated Land
BV 216b	Information on Contaminated Land
BV 217	Pollution Control Improvements
BV 218a	Abandoned Vehicles - Investigation
BV 218b	Abandoned Vehicles – Removal
BV 106	New homes on previously developed land
BV 109a	Planning applications: Major applications
BV 109b	Planning applications: Minor applications
BV 109c	Planning applications: 'Other' applications
BV 179	Standard Searches within 10 Days
BV 200a	Plan Making - Development Plan
BV 200b	Plan Making - Milestones
BV 200c	Plan Making – Monitoring Report
BV 204	Planning Appeals
BV 205	'Quality of Planning Services' Checklist
BV 219a	Conservation Areas - Number
BV 219b	Conservation Areas - Character Appraisals
BV 219c	Conservation Areas - Management Plans
BV 170a	Visits to/usage of museums per 1000 population
BV 170b	Visits to museums in person per 1000 population
BV 170c	Visits to museums & galleries by pupils in organised groups
BV 220	Public Library Service Standards Checklist
BV 126	Domestic burglaries per 1000 household
BV 127a	Violent Crime per 1000 population
BV 127b	Robberies per 1000 population
BV 128	Vehicle crimes per 1000 population
BV 174	Racial incidents per 100,000 population
BV 175	Racial incidents with further action
BV 225	Actions against Domestic Violence
BV 226a	Advice and Guidance Services: Total Expenditure
BV 226b	Advice and Guidance Services: CLS Quality Mark
BV 226c	Advice and Guidance Services: Direct Provision

**APPENDIX 2
PERFORMANCE DATA TABLES**




7. INTERPRETATION- PERFORMANCE SYMBOLS

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

-  = Performance is at least 5% better than the target set for 2006/07.
-  = Performance is within the 5% tolerance set for this indicator.
-  = Performance is significantly worse than the 5% tolerance.

The performance symbols denote second quarter performance against the target.

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

-  = Performance against target is improving between reporting periods.
-  = Performance against target has stayed consistent between reporting periods.
-  = Performance against target is getting worse between reporting periods.



Customer, Democratic and Legal

BV: Customer, Democratic and Legal Services											
	2 months ago	1 month ago	Current Actual	YTD Perf	YTD Target	YTD Perf	YTD Target	vsChange Value	inChange Perf	inYear Target	End
BV179 % standard searches in 10 days	98.92	99.45	99.39	99.39	100.00						100.00

Development and Regeneration

BV: Development & Regeneration (Monthly)											
	2 months ago	1 month ago	Current Actual	YTD Perf	YTD Target	YTD Perf	YTD Target	vsChange Perf	inChange Value	inYear Target	End
BV109a.02 % Planning apps major	58.00	57.00	56.00	56.00	60.00						60.00
BV109b.02 % Planning apps minor	88.00	88.00	86.00	86.00	65.00						65.00
BV109c.02 % Planning apps other	91.00	91.00	91.00	91.00	80.00						80.00

Finance

BV: Finance (Quarterly)											
	Previous Actual	Qtr This Actual	Qtr Perf Target	vsChange Perf	inChange Value	inYear Target	End				
BV076a Number of claimants visited	218.68	265.00					200.00				
BV076c Number of fraud investigations	66.20	60.64					40.00				

BV: Finance (Monthly)										
	2 months ago	1 month ago	Current Actual	YTD Perf	YTD Target	YTD Perf Target	Vs Change Perf	inYear Target	End Change Perf	in
BV076d Number prosecutions & sanctions	10.00	11.00	11.00	93.92	96.50	96.50	9.00			
BV079a % Benefit calculations correct	99.20	99.20	99.20							99.00
BV008 % Invoices paid within 30 days	95.16	94.38	93.92	93.92	96.50	96.50				96.50
BV009 % Council Tax collected	39.59	49.16	58.69	58.69	57.90	57.90				98.60
BV010 % NNDR collected	40.18	53.88	63.16	63.16	49.50	49.50				99.00
BV078a Ave time new claims (Call days)	19.00	17.00	18.30	18.30	25.00	25.00				25.00
BV078b Ave time for changes (Call days)	5.30	5.00	4.60	4.60	8.00	8.00				8.00

Housing

BV: Housing Services (Quarterly)										
	Previous Actual	Qtr This Actual	Qtr YTD Target	YTD Perf	vs Change Perf	inYear Target	End Change Value	in		
BV066b.05 % Tenants > 7wks Gross Arrears	2.03	2.59	2.59	1.90		1.90				
BV066c.05 % Possession Notices Served	7.85	15.57	15.57	56.50		56.50				
BV066d.05 % Tenants Evicted for Arrears	0.03	0.10	0.10	0.40		0.40				
	0.00	0.00	0.00	0.00		0.00				

employees										
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ICT

BV: ICT (Monthly)										
	2 months ago	1 month ago	Current	Actual	YTD Perf	YTD Target	YTD Perf vs Target	Change in Perf	Year End Target	
BV: ICT : BV157 % e-government	100.00	100.00	100.00	100.00	100.00	100.00			100.00	

Leisure and Cultural Services

BV: Leisure & Cultural Services (Monthly)											
	2 months ago	1 months ago	month	Current	Actual	YTD Perf	YTD Target	YTD Perf vs Target	Change in Perf	inYear Target	End
BV170a Visits to / usage of museums	113.00	141.60	166.20	166.20	166.20	124.80					250.00
BV170b Visits to museums in person	79.50	98.10	111.51	111.51	100.20						108.52
BV170c Pupils visiting museums and galleries	434.00	471.00	471.00	471.00	500.00						1500.00

Policy and Performance

BV: Policy & Performance (Quarterly)											
	2 months ago	1 months ago	month	Current	Actual	YTD Perf	YTD Target	YTD Perf vs Target	Change in Perf	inYear Target	End
BV174 Racial incidents per 1000 pop	0.97	2.00	2.00	2.00	9.00						18.00
BV175 Racial incidents - further action	100.00	100.00	100.00	100.00	100.00						100.00

Property Services

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

Streetscene, Neighbourhoods and Environment

BV: SS Neighbourhoods & Environment (Quarterly)											
	Previous Qtr Actual	This Qtr Actual	YTD Actual	YTD Target	YTD Perf vs Target	YTD Target	YTD Perf	YTD Perf vs Target	Change in Perf Value	Change in Value	Year End Target
EN BV82bi.05 % waste composted	21.51	27.31	21.00	21.00		21.00	21.00				21.00
EN BV82ai.05 % waste recycled	22.63	20.16	15.00	15.00		15.00	15.00				15.00
BV218a.05 Abandoned vehicles-investigate	98.33	89.00	100.00	100.00		100.00	100.00				100.00
BV218b.05 Abandoned vehicles-removal	62.50	36.36	85.00	85.00		85.00	85.00				85.00
BV225.05 Actions against Domestic Violence	45.00	63.60	45.00	45.00		45.00	45.00				50.00
Community Safety											
	1 month ago	Current Actual	YTD Perf	YTD Target	YTD Perf vs Target	YTD Target	YTD Perf	YTD Perf vs Target	Change in Perf	Change in Value	Year End Target
BV126a Domestic Burglaries/1000 h'holds	3.68	4.31	4.31	4.22		4.22	4.31				8.45
	7.20	8.62	8.62	7.34		7.34	8.62				14.67

BV127a.05 Violent Crime / 1,000 pop.	0.16	0.16	0.79	★	★	★	1.57	✓
BV127b.05 Robberies / 1,000 pop.	2.56	3.20	3.90	★	★	★	7.14	✗
BV128a Vehicle Crimes per 1000 pop								
BV: SS Neighbourhoods and Environment (4 monthly)								
	Last Period Actual	This Period Actual	YTD Target	YTD Perf vs Actual	Change in Perf	Change in Value	Year End Target	
EN BV199a.05 Street dirtiness - litter & detritus	7.05	4.03	12.00	★	★	★	12.00	
EN BV199b.05 Street dirtiness - graffiti	1.63	0.30	2.00	★	★	★	2.00	
EN BV199c.05 Street dirtiness - flyposting	0.00	0.30	2.00	★	★	✗	2.00	

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Report of	Meeting	Date
Director of Finance (Introduced by the Executive Member for Resources, Councillor Alan Cullens)	Executive Cabinet	7 December 2006

BUILDING ON THE BUSINESS PROCESS ARCHITECTURE

PURPOSE OF REPORT

- To inform members about a project currently being undertaken by the Council.

CORPORATE PRIORITIES

- This project links to our corporate objective of ensuring the Council is a performing organisation.

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	

- The main risks for the Council are that the expectations of the project will result in disappointment with the deliverables due to the constraints or that the new organisation structure would be too much of an upheaval. Mitigation for these risks will centre around ensuring that stakeholders are fully aware of what will be delivered and acceptance that the project is simply working in theory and will at least give managers something to consider.

BACKGROUND

- The Chief Executive was a board member of the BPA project sponsored by ODPM, now DCLG, and is now a board member of the National Process Improvement Programme (NPIP) again sponsored by DCLG. NPIP are looking for local authority led projects, which will deliver standards, and capacity that other authorities can take advantage of in improving council processes.
- This project aims to build on the Business Process Architecture (BPA) work previously developed by Blackburn with Darwen Council, Nwegg and Cap Gemini and identify some principles and methodologies that will enable other authorities to improve their customer processes and determine a best delivery model suitable for any District Council. We will produce our own Process Architecture to give the senior management team a decision making tool to change the Council's organisation structure into a more customer focussed, shared service ready and professional authority.

7. Our expectation is that this project will produce a new organisation structure with a defined change management programme such that over the next few years the Council will change to be better placed to respond to the need and expectations of its customers, whilst making optimum use of its resources within the Local Strategic Partnership, County, Regional and National contexts.
8. Other work that will be undertaken during the course of the project will be a set of requests for change to government controlled lists and guidance on rough cut activity based costing, mapping notation and measuring costs in business improvement projects.
9. The DCLG will make a significant contribution of £50k to this project as part of the National Process Improvement Programme, some of which will be received by Chorley Council. Staff along with industry experts will contribute time and effort to ensuring its success. Chorley Council will not be required to make a financial contribution to this project.

WHAT DOES THIS MEAN FOR CHORLEY

10. A series of workshops will take place during November involving staff from all directorates. These will be followed by consolidation workshops in January and finally by a two day “away day” event involving strategy group and senior members.
11. An independent consultant experienced in the design and diagnosis of organisational and business processes will facilitate these workshops and will:
 - produce a map of our processes and how they fit together. This will be our Process Architecture.
 - help us to understand what processes we have and how these processes are related.
 - work with us to analyse our processes and find ways of making them more effective and efficient
 - help us to design new processes for new business goals.
12. Work will also take place to compare the high level of work achieved by Blackburn with Darwen to produce a new standard list of District Council Activity – the Local Government Transaction List.
13. We will then develop a blueprint for a transformed District Council organisation structure, which will include a change programme detailing the work required to implement the blueprint. This will then provide a platform for other district Council’s to consider reorganisation.
14. Rough-cut activity based costing principles will be developed by working with the Greater Manchester e-Government Partnership and the North West e-Government Group. We will use the newly developed transaction list with activity based costing techniques to identify some business process improvement principles and measurements.
15. This project will be a vital tool in our drive to achieve, manage and improve value for money under the proposed framework, which is included in a separate report on this Executive Cabinet agenda.
16. Finally a case study will be developed detailing exactly how we went about this project and any lessons learned which would help any other authorities choosing to follow this path.

COMMENTS OF THE DIRECTOR OF HUMAN RESOURCES

17. There are no HR implications.

RECOMMENDATION(S)

18. That the report be noted

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

19. None

GARY HALL
DIRECTOR OF FINANCE

There are no background papers to this report

Report Author	Ext	Date	Doc ID
Barbara Charnock	5457	15 November 2006	ADMINREP/REPORT

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Report of	Meeting	Date
Director of Finance (Introduced by the Executive Member for Resources, Councillor A Cullens)	Executive Cabinet	05/12/06

VALUE FOR MONEY – SELF-ASSESSMENT AND FRAMEWORK

PURPOSE OF REPORT`

- 1. a) To update Cabinet on our Audit Commission Use of Resources VFM Self-Assessment for 2006.
- b) To present our suggested framework for achieving good value for money and how we will manage and improve value for money in the future.

CORPORATE PRIORITIES

- 2. Achieving Value for Money is a core requirement of the strategic objective of ensuring Chorley Borough Council is a performing organisation, and successful achievement of VFM will be a major contributor to CPA and Use of Resources Assessments.

RISK ISSUES

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

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

- 4. Failure to achieve and manage Value for Money and to evidence outcomes that demonstrate this will potentially adversely affect our Use of Resources scores, our Efficiency Targets and as a consequence, the Council's reputation.

BACKGROUND

- 5. As part of the Use of Resources first round assessment in 2005, the Council scored 3 out of 4 for the Value for Money theme.
- 6. This recognised that we were providing good value for money in the provision of services in comparison with other similar District Councils.
- 7. Our VFM Self-Assessment for 2006 (Appendix 1) has now been submitted to our external auditor for consideration and review.
- 8. Final scores for all Councils 2006 Value for Money Cost Profiles, are expected to be published by the Audit Commission sometime in the spring of 2007.



9. Achieving a good score on this assessment will be a vital part of our drive to becoming an excellent Council.

VFM FRAMEWORK

10. As mentioned earlier, our progress on VFM has been recognised by the Audit Commission. In particular our work on developing shared services, our dramatic reduction in overhead costs without any detriment to service delivery and the way we have embedded good procurement practice into the organisation, have all been positively received.
11. The VFM framework (Appendix 2) has been developed in the light of the Audit Commission's feedback on the 2005 Use of Resources Assessment.
12. The document sets out our strategic objectives and approach, key principles, how we will create and maintain a VFM culture within the organisation and roles and responsibilities.
13. We believe it creates a platform to ensure a corporate approach is taken and demonstrates our commitment to ensuring that the achievement, improvement and management of VFM is effectively tackled at all levels of the organisation.
14. I have also built the staff resource I believe is required to deliver VFM into my proposed Directorate Restructure, which is also included on this committee agenda.

COMMENTS OF THE DIRECTOR OF HUMAN RESOURCES

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

CONCLUSIONS

16. We are making good progress in ensuring VFM is effectively achieved in the delivery of services.
17. We need however to ensure a more strategic approach is taken in the future and this we believe can be achieved through implementation of the VFM framework included with this report.

RECOMMENDATION(S)

18. That Executive Cabinet note the Use of Resources VFM Self-Assessment Document for 2006.
19. That Executive Cabinet approve the VFM Framework for implementation within the Council.

GARY HALL
DIRECTOR OF FINANCE

Background Papers			
Document	Date	File	Place of Inspection
Use of Resources Audit Commission Guidance for Councils – 2006 Assessment			DoF's office

Report Author	Ext	Date	Doc ID
J Douglas	5203	21 November 2006	ADMINREP/2111DJ01

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**Use of Resources:
Value for Money Self Assessment
October 2006**

**Chief Executive
Donna Hall**

**Key Contact:
Gary Hall
Director of Finance**



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V1	First Draft	27/10/06
V2	Second Draft	01/11/06

USE OF RESOURCES: VALUE FOR MONEY SELF ASSESSMENT

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CONTEXTUAL INFORMATION

2006 has been another important and productive year for the Council that has seen further substantial organisational change and development.

A key contextual change during the last year has been the change in both political leadership and at senior management level. Following the appointment of a new Chief Executive in January 2006 political control of the Council 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 will generate £110,000 savings during 2006/07 and deliver better coordinated services to the public.

Significant other changes to the organisational structure have also occurred during 2006 or will occur during the course of this year. The Highway Agency was transferred back to Lancashire County Council in June this year along with the relevant staff resource, a Yes vote on the Housing Stock Transfer issue will see this happen in March 2007 and tenders are currently being considered on the Property Services and Markets outsourcing contracts. These changes present major management and organisational issues that are currently being addressed.

The need to deliver VFM has been further strengthened by the new Administration's Strategic Objective to deliver a zero percent Council Tax increase in 2007/8 without adversely affecting our high quality service provision. Over the past few months a process has started to identify £1million in savings across the organisation to achieve the strategic aim.

The Council's major accommodation change programme also continues geared alongside our commitments to Mobile and Homeworking, to maximising efficiency savings in the provision of staff accommodation. Two Council administrative centres closed during 2005/6 at King St and Duxbury and further reductions are planned during 2006/7 to meet our changing needs.



Donna Hall
Chief Executive



Cllr Peter Goldsworthy
Leader of the Council



Cllr Pat Case
Executive Member
for Policy & Performance

KLOE 5.1 How well does the council currently achieve good value for money?

Reference to evidence source

In this section details are provided of some of the Council's achievements during 2005/06, focusing on areas of improvements made in particular in the last twelve months.

INTRODUCTION

The last twelve months were particularly satisfying. The Council has continued its drive to improve Value for Money. More details are provided about key elements of the work we have undertaken within the section. However as an overview we have:

- Managed to create opportunities for budget growth against a background of a limited increase in Council Tax.
- Continued to build on improving the Council's approach to the key building blocks required to deliver Value for Money such as:
 - Establishing a much improved Corporate Strategy and vision for the Borough
 - Trialling Area Forum working
 - Improving performance management arrangements
 - Looking to improve further the Council's Use of Resources standing.

This is in addition to consolidating the work we have already done in relation to areas such as Procurement, Capacity Management, Partnership Working and Customer Services.

In this Self-Assessment we have tried not to replicate the messages in the Direction of Travel report⁽³⁶⁾, but clearly there will be the overlap and that document is a useful reference point and is attached for completeness.

36. Direction of Travel Self-Assessment

KEY MESSAGE



Chorley Borough Council has a very strong Value for Money (VFM) ethos, driven from the top by Chief Officer and through Senior Executive Member Champions in areas like Customer, Procurement, Risk Management and e-Government. Officers are encouraged and empowered to deliver improved economy, efficiency and effectiveness through their participation in a variety of review mechanisms.

OVERVIEW AND SCRUTINY

The Overview and Scrutiny role continued to be strengthened during 2005/06 and this has made a direct contribution to the delivery of value for money. Notable achievements include inquiries into the Provision of Youth Activities in Chorley, the effectiveness of the One Stop Shop, involvement in the budget setting and monitoring process and monitoring of performance and unit business plans⁽⁴⁾.

4. Overview and Scrutiny Report

Additionally, following completion of a centre for Public Scrutiny Self Evaluation Framework for the Overview and Scrutiny functions, an Overview and Scrutiny Improvement Plan⁽⁵⁾ was prepared.

5. Overview and Scrutiny Improvement Plan

KLOE 5.1 How well does the council currently achieve good value for money?

Reference to evidence source

Underpinned by 4 key scrutiny principles:

- Provide ‘Critical Friend’ challenge.
- Recruit the voices and concerns of the public and its communities.
- Take the lead and own the scrutiny process.
- Make an impact on Service Delivery.

The improvement plan sets out a detailed services of action geared to ensuring that this committee’s critical role is further developed, building on the substantial progress already made to date.

PERFORMANCE MANAGEMENT

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.

The 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 BVPI’s achieving or exceeding target in 2005/06. Importantly the Overview and Scrutiny end of year report on BV Performance Indicators identified an Improvement Action Plan for only five key indicators which needed consideration and these will be closely monitored during 2006/07. ^(6 and 7)

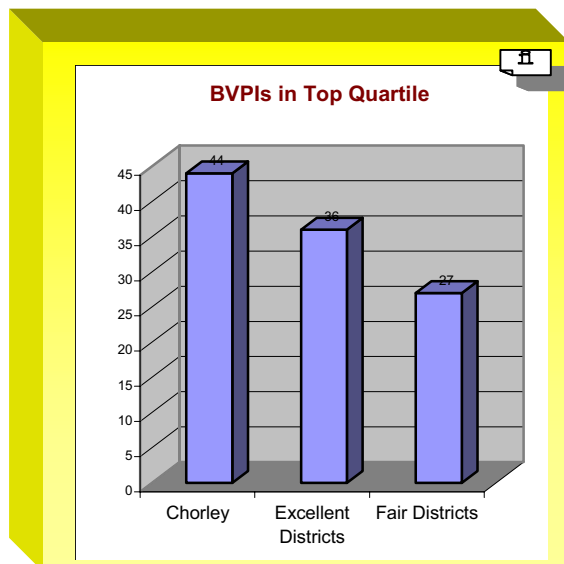
- 6. Quarterly Performance Indicators 2005/06. Overview and Scrutiny Monitoring Report 2005/06
- 7. Quarterly report on best value performance indicators

KEY MESSAGE



71% of Performance Indicators met or exceeded targets in 2005/6 and those showing concern targeted for improvement. This continued our year on year performance improvement. Our performance compared to other Councils is good.

Comparison of BVPI Performance with Other Councils



<p>KLOE 5.1 How well does the council currently achieve good value for money?</p>	<p>Reference to evidence source</p>
<p>BUSINESS PLANNING</p> <p>During 2005/06 the Council developed its new Corporate Strategy in conjunction with its key partners and stakeholders. We have built on the lessons learnt from the Plan previously produced and addressed some of the issues previously raised by the Audit Commission in terms of ambition, clarity and measurement. To support the new strategy we also revisited and developed the Council's Performance and Project management approach. We believe the changes will be key to the Council ensuring delivery of the Strategy.</p> <p>The Business Planning process was reviewed in 2005 and the changes made should see much clearer links being established with the Value for Money Strategic Framework. Business Plans updates during 2006 will identify Value for Money study areas as part of a corporate programme.</p> <p>Additionally work is well underway to integrate the Council's HR Strategy into the Local Government Regional Workforce Strategy, in conjunction with five neighbouring Lancashire Authorities and the Corporate approach to delivering strategic procurement and achieving the Efficiency Agenda targets have seen these become more closely aligned to the Business Planning process.</p> <p>BUSINESS PROCESS TRANSFORMATION</p> <p>The Council's e-Workforce Programme began in 2004 and has seen substantial reduction in staff within corporate service areas through redesign of back-office processes. Major areas of success have been the introduction of an electronic access of leave and flexitime recording system, a fully electronic procure 2 pay systems, an automated Committee Administration system, a systematic transfer of services to the Contact Centre which continues in 2006 and a major business process re-engineering exercise being conducted in planning and building control prior to transfer to the Contact Centre.⁽²⁷⁾</p> <p>The management restructure at the end of 2005/06 established a Procurement and Efficiency Team within the Finance Department to corporately manage these two key areas. Part of their brief is to co-ordinate and implement business process, re-engineering exercises as part of service reviews.</p>	<p>35. Corporate Strategy Overview 2006/07 – 2008/09</p> <p>32. People, Pay and Performance Action Plan</p> <p>27. Contact Chorley reports</p>

<p>KLOE 5.1 How well does the council currently achieve good value for money?</p>	<p>Reference to evidence source</p>
<p>PROCUREMENT</p> <p>Major procurement exercises were conducted during 2005/06 on the Golf Course and Leisure Services contracts and the potential outsourcing contracts on Property Services and Markets and their successful outcomes will ensure improved VFM for the Council in future years through either delivery of efficiency savings of achieving more for less ⁽⁸⁾. Other notable successes have been in the procurement of Insurance Services which will result in savings of £100,000 in 2006/07 and in the major contribution overall that procurement savings have made to the Annual Efficiency Targets during 2004/05 and 2005/06 ^(9 and 10).</p> <p>In January 2006 the Council report on procurement “Delivering the Strategy” ⁽¹¹⁾ was presented to Executive Cabinet highlighting the significant progress made on implementing our own strategy and in achieving the milestone targets contained in the National Strategy.</p> <p>An IDEA fitness check was conducted in March 2006 to challenge the Council’s progress against the National Procurement Strategy Milestones for Local Government. The subsequent report ⁽¹²⁾ identified that Chorley had completed 17 of the 20 milestones applicable to District Councils and the Challenge Team commended the Council on their excellent progress. Work is now underway to ensure the three outstanding milestones are tackled prior to the end of March 2007 which is the deadline for achieving all the milestones.</p> <p>Going forward we have established our strategic approach to stimulating markets and achieving community benefits through procurement and noticeable examples to date are Buckshaw Village, Recycling Waste, and the markets outsourcing exercise. Community Benefits are now being considered as part of all major procurement projects ⁽¹³⁾.</p> <p>EXTERNAL FUNDING STRATEGY</p> <p>Chorley appointed it’s first funding officer in 2002 and since then grant offers have totalled £746,820. The sources of funding ranged from small trusts to major lottery distributors, from UK government sources to European Structural funds. Following this initial success a more strategic approach has been put in place with the development of an External Funding Strategy ⁽¹⁴⁾ clearly linked to Council priority areas and following a detailed risk analysis of funding streams focused on working in partnership with other organisations to attract funding to Chorley.</p>	<p>8. Corporate Procurement Strategy 2004 – 2009.</p> <p>9. AES 2004/5 BL.</p> <p>10. AES 2004/5 BL.</p> <p>11. Report to Executive Cabinet – Delivering the Procurement Strategy, Jan 2006.</p> <p>12. IdEA Procurement Fitness Check Programme Report</p> <p>13. CBC approach to structuring markets and achieving community benefits, App D Corporate Procurement Strategy</p> <p>14. External Funding Strategy</p>

KLOE 5.1.1 How well do the council's overall and service costs compare with others?

Reference to evidence source

An analysis of service costs against our nearest neighbours has been carried out which can be summarised as follows, details are provided in the supporting evidence.

TOTAL EXPENDITURE AND PERFORMANCE

Expenditure

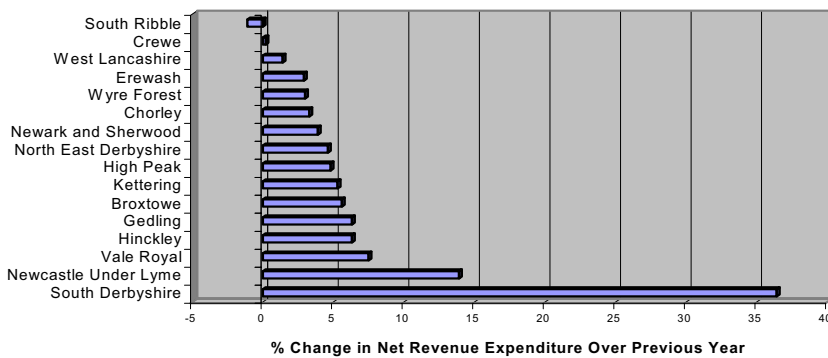
KEY MESSAGE



In 2005/06 the change in net revenue expenditure over 2004/05 was 3.3% which was substantially less than the nearest neighbour average of 6.5%. Chorley ranked 6th lowest of 16 against this indicator. Chorley's expenditure per head is either reducing or not increasing at the same rate as its nearest neighbours, in 10 of the 14 expenditure areas. ^(15 and 16)

- 15. VFM Profile NN Data extract
- 16. VFM Nearest Neighbour Profile Report

2005/2006



Variations

The VFM Nearest Neighbour profile Report identifies a number of significant movements between this year and last. As can be seen from Table 2 below these movements can be directly linked to policy decisions to either invest or disinvest in the respective service areas.

Area of expenditure	Expenditure per Head (£)		Explanation
	2004/05	2005/06	
Economic & Community Development	8.60	1.80	Reflects the Council's Policy decision to disinvest in Economic Development area during 2005/6. Reinstated as a key corporate Priority in revised Corporate Strategy with associated targeted investment in 2006/7
Community Safety	4.96	7.79	Reflects the Council's Corporate Priority to improve results in this area. Major investment in Community Safety Partnership with organisations has seen substantial improvements. Now looking at more innovative ways of delivering the service whilst achieving Efficiency savings for the Council
Planning	10.30	18.46	Major investment to improve performance in this service area. This has seen major improvements in service performance funded by additional Planning Grant
Sport & Recreation	1.78	7.48	Reflects investment in this key corporate priority with resulting excellent performance in service delivery

KLOE 5.1.1 How well do the council's overall and service costs compare with others?

Reference to evidence source

Performance

KEY MESSAGE



The key service areas identified in the VFM cost profiles showed that cost per head had improved in the 13 of the 28 indicators, had remained consistent in 11 and fell in only 4

16. VFM Nearest Neighbour Profile Report (Table 3)

Unapportioned Central Overheads

These continue to be low at 1.4% in comparison with our nearest neighbour average of 2.11% and show a slight drop from last years 1.5%.

Chorley's allocations over time show no significant shifts and we comply with CIPFA's Best Value Accounting Code of Practice (BVACOP), but in terms of cost analysis this has potentially a significant impact with other Councils not showing the true cost of service.

CAPITAL PROGRAMME

The introduction of the Capital Programme Board and the project management toolkit has seen a significant improvement and a more controlled and successful delivery of the programme during 2005/06. Indeed effective project management has been a key driver for efficient and effective management and implementation across the whole range of our services and the Chorley Toolkit is now being used and advocated for use by other North West Authorities by the NW Centre of excellence.

High level monitoring of the Capital Programme is carried out through four performance indicators, which have been described in previous Executive Cabinet reports. The table below lists these and shows targets and year-end results against the performance last reported to Executive Cabinet on 9 March 2006.

Performance Indicator	Target 2005/06	Performance	
		At March 06	Year End 05/06
	%	%	%
1. The % of the Capital Programme budget actually spent.	80	92	105
2. The % of capital schemes intended to be completed during the year actually completed.	80	67	82
3. The % of project using the toolkit.	50	29	34
4. The % of successful projects.	80	100	10

At the end of 2005/06 three of the four performance indicators have exceeded target. Improvement plans are in place to ensure that in particular the % of Schemes using the project management tool kit increases and we have already seen a significant improvement in this financial year 2006/07. Action taken includes more familiarisation and training for staff involved in projects of this nature and updating the Council's toolkit.

KLOE 5.1.2 How do external factors affect costs and how do adjusted costs compare?

Reference to evidence source

The following external factors impact on our costs.

Growing Population

Chorley is one of the few significant population growth areas in the North West. Historically the Council's RSG settlements have failed to reflect the true level of population growth and thus demand on Council Services. This population growth is caused by net immigration, resulting in a more immediate increased demand for services rather than through an increase in birth rate.

KEY MESSAGE



The major external factor affecting costs continues to be Chorley's growing population which at 0.98% in 2005/06 far outstripped the NN average of 0.56% and placed us at 4th highest of 16. As a result of this increase we have to achieve greater value for money because of increased demand just to maintain existing levels of service in terms of quality and quantity.

Table 1 in the VFM Profile document ⁽¹⁶⁾ illustrates the movements in Chorley's expenditure per head figures for the more material areas of the budget. Overall we have been able to generally maintain our rankings against 2005, despite the increasing population substantially above the NN average and will be seen in 5.1.3 we have seen significant increases in performance and outcomes against this costs profile.

High Level of Population Working Outside the Borough

The large travel to work catchment area and good communications make for a very competitive labour market. This, combined with skills shortages in key areas, add to employment costs for example Planners, Building Control Officer, IT professionals, Environment Health Officer, Lawyers, Accountants and some building trades. The Council is therefore currently paying market supplements in a number of these areas.

Rural (60%) and Urban (40%) Mix

The Borough's largely rural nature leads to higher costs being incurred in areas such as grass cutting and street cleaning (due to the greater dispersment of services) and highways where heavy verge planting results in significant costs which are not covered by the County Council's Contact Centre Strategy, the introduction of the "Allpay" system, which allows payments to be taken at over 200 outlets across the Borough has further increased costs.

<p>KLOE 5.1.2 How do external factors affect costs and how do adjusted costs compare?</p>	<p>Reference to evidence source</p>
<p>Relative Affluence of the Borough</p> <p>This has resulted in the Council not being able to access external funding that is available to others (for example NRF). Hence the need for the Council to use its own resources in areas like neighbourhood wardens, whereas more deprived authorities would be able to lever in far more significant amounts of outside funding. This has also resulted in the Council having to pump-prime schemes in terms of initial preparatory work, which may not subsequently receive external funding due to reliance upon partners. The Greater environmental awareness of a more affluent population increases the take-up of services such as green waste and recycling.</p>	

KLOE 5.1.3 To what extent are costs commensurate with service delivery, performance and the outcomes to be achieved?

Reference to evidence source

The following section outlines the level of standards and performance achieved by the Council, the service inspections undertaken and where we have targeted investment in specific service areas.

KEY MESSAGE



Based upon the 2004/5 and 2005/06 VFM Profiles, Chorley's most recent Best Value Satisfaction Survey undertaken in 2003/04 for services (preparation currently underway for survey to be undertaken during 2006/07) and the BV Performance data for 2006/7 ⁽¹⁷⁾ Chorley's services continue to be typified by very high satisfaction levels with high performing, quality service provision at lower quartile or median quartile cost. The following conclusions have been drawn.

17. The Performance Agreement 2006/7

CUSTOMER FOCUS

This sustained drive for excellence in service performance has been delivered through a number of initiatives recognised regionally and nationally by partners and stakeholders as excellent and innovative.

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



KLOE 5.1.3 To what extent are costs commensurate with service delivery, performance and the outcomes to be achieved?

Reference to evidence source

KEY MESSAGE



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”***.

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. Our Customer Access Strategy is our strategic approach to improving access and outcomes for the customer and the Council has committed additional resources into this area.

ENVIRONMENT AND PLANNING

Our investment in recent years in these two priority areas continues to pay dividends in terms of our performance.

- We topped our nearest neighbour tables on BV90d, 82a and 82b covering waste recycling and achieved a 92% score against BV90a, the indicator for people satisfied with household waste collection put us 3rd of 16 in the NN table.
- In 2003/04 Planning Delivery Grant was the lowest at £84,000 in comparison with our NN average of £231,000. Due to improved performance this increased to £512,000 in 2004/05 which was substantially higher than the NN average of £385,000 and placed us 5th of 16 in the NN table.
- The percentage of planning applications granted has seen a substantial increase from 73% to 85% instead of a NN average for 2004/05 of 75% and this moved us from 10th in the 2003/04 rankings to 4th in the 2004/05 rankings.

37. Customer Access Strategy

15. VFM Profile Data Extract

KLOE 5.1.3 To what extent are costs commensurate with service delivery, performance and the outcomes to be achieved?

Reference to evidence source

- Substantial improvement in the 7% of appeals allowed where we moved from being lowest ranked of our NN to 9th highest in 2004/05. In percentage terms this saw us drop from 60% in 2003/04 to 30% in 2004/05 which put us slightly under the NN average of 30.56%.
- Between 2003/04 and 2004/05, the number of planning applications determined in the target time has improved from 48% to 74% (major applications) 51% to 71% (minor applications) and 80% to 88% (other applications). Further investment in an e-Planning project being implemented during the financial year should also help to improve performance further.
- 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 kerb-side recycling scheme and 75% rated the scheme above average.

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.

HOUSING

In June this year, following a Tenant ballot voting “Yes” to a Housing Stock Transfer work started on the arrangements for a transfer of the whole housing stock to a regulated Social Landlord. The Council was committed strategically to this transfer as it saw this as the best way forward to ensure the long term viability of the Housing Stock.

- In 2004/05 the Council achieved one of the lowest costs of maintenance as the 2nd lowest of 9 of our nearest neighbours.

<p>KLOE 5.1.3 To what extent are costs commensurate with service delivery, performance and the outcomes to be achieved?</p>	<p>Reference to evidence source</p>
<ul style="list-style-type: none"> • Tenant satisfaction with the overall service provided was 81% which equated to the NN average for 2004/05. • Rent arrears of current tenants as a % of new roll were at 1.04% significantly lower than the NN average and positioned Chorley as 2nd lowest in the NN league table. • Completion of urgent repairs within government time limits of 94.36% compared favourably with the NN average of 90.2%. • The percentage of homebuilt on previously developed land in 2005/06 increased to 46.07 from a baseline of 37.2 in 2004/05 <p>CULTURE AND LEISURE</p> <p>2004/05 has seen a rise in satisfaction for all areas of BV119 which the NN average has fallen against two of the indicators. Chorley is now in upper quartile for all areas of BV119, expenditure in this key policy focus area delivery results.</p> <p>CENTRAL SERVICES AND OTHERS</p> <p>2004/05 now sees Chorley in the upper quartile for BV78a Speed of Processing New HB/CTB claims and BV78b Speed of Processing Changes of Circumstances.</p> <p>We are also now ranked 2nd of 16 NN against BV9 Percentage of Council Tax collected at 98.44%.</p> <p>The Revenues and Benefits Service was however one of the service areas identified by the Audit Commission which needed to be reviewed as a very basic cost benchmarking exercise had indicated that this was an expensive service during the previous VFM review.</p> <p>An investigation which included local benchmarking was conducted to establish the reasons for this and concluded that recharges appeared to make the service costly but that performance on both benefits administration and Council Tax collection costs compared with other authorities very favourably⁽²²⁾.</p> <p>TARGETED INVESTMENT</p> <p>Customer</p> <p>The Council continues to invest in its Customer Services. External customer assessment and internally driven customer satisfaction surveys have produced excellent results for us and frames our vision for investing and developing the services to our customers which dates back to 2001.</p> <p>The telephone Contact Centre is now up and running with the majority of front line services now being delivered from there. Planning Services are the last major service to be fully integrated however this has been delayed due to a major business transformation service currently being implemented through our e-Planning project which seeks to fully automate the Planning Application and Building Control Application process⁽²⁸⁾. Funded through increased Planning Delivery grant this £200,000 project is a further confirmation of our investment in delivering an excellent Planning Service.</p>	<p>22. Customer Panel Budget Scrutiny Report.</p> <p>28. PID – e-Planning Project</p>

KLOE 5.1.3 To what extent are costs commensurate with service delivery, performance and the outcomes to be achieved?

Reference to evidence source

KEY MESSAGE



99.5% of Customers in the One Stop Shop in 2005/06 were either satisfied or very satisfied with the service they had received.

Capacity

The Council has also recognised the need to adequately support on a corporate level the work we need to implement as part of the Efficiency Agenda. Bringing together the Corporate Procurement and the ICT Business Analysers into a Procurement and Efficiency Team will ensure that our excellent work on achieving the National Procurement Milestones and delivering on the Efficiency Agenda Targets. We have already exceeded our annual targets for efficiency gains through to 2005/06 and are well on target to achieve the £1.29 million savings by the end of 2007/08.

A further major investment in the shape of our new Financials system went live in April 2005. Part of the implementation involved establishing a fully electronic procure 2 pay system which replaced the outdated and time consuming manual process. This resulted in substantial central support service reductions which have been reflected in the 2005/06 Annual Efficiency Statement, and we anticipate further savings through further targets set within our e-Procurement Strategy and shared services.

The percentage of staff undergoing a performance review in 2005/06 increased to 92% from a baseline of 52% in 2004/05 and we have developed a Member Development programme and are currently being considered for the Investors in People Award.

Cleaner, Greener, Safer

The following indications clearly show how our targeted investment in key corporate priority areas is delivering results.

- Percentage of total tonnage of Household waste which is composted or recycled increased from 28.2 in 2004/05 to 40.32 on 2005/06
- The Percentage of land assessed as having significant or heavy deposits or litter and detritus dropped from 14% in 2004/05 to 5.3% in 2005/06.
- The Percentage of people who feel safe living in the Borough increased from 75% to 82%
- Crime levels in the Borough decreased by 13%, our achievements in this area were recognised by the Home Office (letter from Home Office) ⁽²⁹⁾
- Percentage of citizens satisfied with parks and open spaces-increased from 76% to 81.7 in 2005/06
- Number of Children participating in events organised by the Council- 8,293, of which 54% were from priority areas for intervention.

29. Letter from Home Office

KLOE 5.1.4 To what extent do costs reflect policy decisions?

Reference to evidence source

The following section shows how costs are assessed and in line with priority areas.

It also demonstrates our commitment to partnership working and in developing improvements through shared service provision.

KEY MESSAGE



The Council has adopted a revised planning approach to spending, focusing resources on priority spend areas and taking a whole life approach for major areas of expenditure.

EXPENDITURE COSTS AND DECISION MAKING

KEY MESSAGE



The current MTFS covers the period 2005/6 – 2007/8. It covers a number of key assumptions one of which is that ‘savings will be made in explicitly identified non-priority areas which do not impact on the key corporate priorities’⁽¹⁸⁾.

This strategy continues to be borne out through further significant reductions in management costs implemented during 2005/06. Furthermore to achieve the new administrations zero council tax aspirations for 2007/8 savings of £1million have been identified this year as part the budget process, through further establishment reduction, and more innovative methods of service delivery, none of which will be to the detriment of service delivery.

Major investment will be achieved in leisure activities, particularly through the 25yr golf common/partnership which will see £2.5 spent on improvement to the current facilities.

The table below illustrates the way in which the Council has directed resources towards its priorities in the last few budgets.

	Total Savings	Growth Diverted to Priorities			Total
		Customers	Capacity	Greener, Cleaner, Safer	
2004/05	708	158	30	61	249
2005/06	283	0	27	166	193

		Prosperity	People	Place	Performance	Total
2006/07	558	55	59	107	24	245
	1,549	213	223		251	687

KEY MESSAGE



44% of savings made over the period have been directed from non-priorities into investment in the Council’s current priorities.

18. Medium term financial strategy 2006/7 - 2008/9 Statutory Report

<p>KLOE 5.2 How well does the council manage and improve value for money?</p>	<p>Reference to evidence source</p>
<p>INTRODUCTION</p> <p>2006 has seen a continuation of the Focus on achieving VFM across the Council. To this end the Council is very much aware of the need to structure the organisation in a way that enables us to transform the organisation to respond to the needs and demands of our customers and to take advantage of shared services. To support this change programme Chorley is currently the lead District Council working with the DCLG to develop a Business Process Architecture with the aim of defining a change management programme to assist ourselves and other LA's in this development ⁽²⁾. We have also developed a value for money framework 2006-9 ⁽¹⁾. This sets out how the Council will strategically approach the delivery of VFM and we have aligned our strategic objectives within the framework to the Audit Commission criteria for VFM and the Council's Corporate Strategy. We prepared a Benchmarking Strategy⁽³⁾ for the Council which sets out the action we need to take to implement a robust benchmarking framework to effectively compare our performance and costs against other organisations and enable us to achieve performance improvement. Additionally the VFM framework identified the need to develop a programme of VFM studies on specific areas of activity, although the 2006 focus has been on specific project areas within the delivery of the Strategic Framework.</p> <p>The following section sets out how the Council manages its costs whilst maintaining the quality of services and responding to local needs.</p> <p>BUDGETARY CONTROL</p> <p>The Council has a robust regular budget monitoring process in place with results being reported to Executive Cabinet.</p> <p>The Council closely controls its finance and 2005/06 the Aggregate Final Outturn of all cost centres was an underspend of £161,000, representing 1.13% of the net revenue cash budget set for 2005/06 of £14.214 million. In 2004/05 the Aggregate Final Outturn of all services areas was an underspend of £199,000, representing 1.4% of the net revenue budget set for 2003/04 of £14.084 million.</p>	<ol style="list-style-type: none"> 1. VFM Framework 2. Building on the BPA Project initiation Document 3. Benchmarking Strategy

KLOE 5.2 How well does the council manage and improve value for money?

Reference to evidence source

ANNUAL GOVERNANCE REPORT

The Audit Commission's Annual Governance Report on 2005/06 ⁽²⁶⁾ assessed VFM and concluded that in all significant respects, Chorley Borough Council made proper arrangements to secure efficiency and effectiveness in its use of resources for the year ending 31 March, 2006.

26. Annual Governance Report

The table below sets out the reports VFM criteria and conclusions.

ANNUAL GOVERNANCE REPORT VFM CRITERIA & CONCLUSIONS AUDIT 2005/06	
Criteria	Assessment Yes/No
Strategic and operational objectives	
The body has put in place arrangements for setting, reviewing and implementing its strategic and operational objectives	Yes
Communication	
The body has put in place channels of communication with service users and other stakeholders including partners, and there are monitoring arrangements to ensure that key messages about services are taken into account.	Yes
Performance management	
The body has put in place arrangements for monitoring and scrutiny of performance, to identify potential variances against strategic objectives, standards and targets, for taking action where necessary, and reporting to members.	Yes
Data quality	
The body has put in place arrangements to monitor the quality of its published performance information, and to report the results to members.	Yes
Internal Control	
The body has put in place arrangements to maintain a sound system of internal control.	Yes
Risk management	
The body has put in place arrangements to manage its significant business risks.	Yes
Improving value for money	
The body has put in place arrangements to manage and improve value for money.	Yes
Financial strategy	
The body has put in place medium-term financial strategy, budgets and a capital programme that are soundly based and designed to deliver its strategic priorities.	Yes
Financial standing	
The body has put in place arrangements to ensure that its spending matches its available resources.	Yes
Financial management	
The body has put in place arrangements for managing performance against budgets.	Yes
Asset management	
The body has put in place arrangements for the management of its asset base.	Yes
Probity	
The body has put in place arrangements that are designed to promote and ensure probity and propriety in the conduct of its business.	Yes

One aspect of our work in 2005/06 worthy of note is the Council's approach to communicating with its customers. Whilst Area Forum working has been developed the Council has undertaken its own reputation campaign to raise customer awareness of the type and range of services the Council has to offer to them.

KLOE 5.2 How well does the council manage and improve value for money?

Reference to evidence source

LONG TERM CONSIDERATIONS

The Council continues to focus on Service Delivery policy across the whole range of Council services. Following an Overview and Scrutiny investigation and a full Options Appraisal Process the decision was made to outsource the Property Services and Markets Service at Chorley. Tenders are in for both contracts and we are confident that these Public/Private partnerships will deliver better value services.

We are also jointly involved with our neighbour South Ribble Borough Council in a project which will look at the feasibility of Chorley and South Ribble Council's collaborating in the delivery of Financial, Asset Management, Internal Audit and related services. The Council strongly believes that this is the way forward, particularly for Council's of our size, and to support this we are leading an a DCLG funded project which will help Councils better position themselves to deliver shared services.

Other noticeable examples are shared services in our arrangement with Bolton Council for the provision of our Health & Safety services and an interim arrangement with Stockport to provide HR management.

RESPONDING TO LOCAL NEEDS

CPA 2004 identified the allocation of resources to priority areas as being a strength. The Council's Medium Term Financial Strategy (MTFS) demonstrates how 46% of the savings made over the last four years have been directed from non-priority areas in terms of recurrent growth in order to ensure VFM from spending decisions.

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.

30. OBC for Shared Services Feasibility

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**

<p>KLOE 5.2 How well does the council manage and improve value for money?</p>	<p>Reference to evidence source</p>
<p>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.</p> <p>An important outcome from the Area Forums has been ‘You Said/We Did’ feature. This picks up on issues raised by people attending the Area Forums or as questions raised after the event, and reports in Area Forum Newsletters and in the Chorley Borough Newspaper, what action was taken.</p> <div data-bbox="363 696 756 920" style="text-align: center; border: 1px solid #c00000; border-radius: 15px; padding: 10px; margin: 20px auto; width: fit-content;"> <p>INSIDE:</p> <div style="background-color: #c00000; color: white; padding: 5px; display: inline-block; margin-bottom: 5px;">YOU SAID</div> <div style="background-color: #008000; color: white; padding: 5px; display: inline-block;">WE DID</div> </div>	<p>33. Clayton North Area Forum Newsletter – June 2006.</p>

KLOE 5.2.1 How does the council monitor and review value for money?

Reference to evidence source

The Council continually looks for ways to improve on economy, efficiency and effectiveness in the delivery of its services. Not least this process is driven by:

- constraints on available funding to meet budget pressures;
- savings targets declared as part of the budget process;
- the Gershon regime and additional efficiency targets set by Members.

The strengthened Overview and Scrutiny role within the Council now plays a major part in ensuring value for money services are provided. In early 2006 the Committee examined apparent high cost service areas. Planning Services, Revenues and Benefits and Environmental Services were identified in the Audit Commission's Use of Resources review as areas which needed to be reviewed. Individual reports with recommendations were then put to the Executive Cabinet ^(19, 20, 21, 22).

- 19. Executive's Response to Budget Scrutiny
- 20. Community Panel – Budget Scrutiny Report.
- 21. Customer Panel – Budget Scrutiny Report.
- 22. Environment Panel – Budget Scrutiny Report.

KEY MESSAGE



The analysis was able to explain some of the variations and we were able to demonstrate that where we have high cost we have also high performance and satisfaction and Executive Cabinet accepted the Overview and Scrutiny Committee recommendations.

Through the VFM Framework business, financial planning and policy setting processes will be strengthened to ensure that driving out inefficiency and achieving VFM is at the heart of everything we do. A corporate support function to manage VFM has been established within the Finance Directorate and an active programme of VFM studies will be implemented in accordance with corporate guidance and standards.

KLOE 5.2.2 How well has the council improved value for money and achieved efficiency gains over the last three years?

Reference to evidence source

The following section summarises the steps taken by the Council to improve VFM and how we have exceeded our Annual Efficiency Targets.

EFFICIENCY GAINS AND TARGETS

Since 2003 the Council's agenda has been firmly focussed on delivering value for money through a structured Efficiency Programme.

Led by the Efficiency and Transformation Board the Programme has seen major corporate changes through 2005/06, which have helped deliver efficiency savings to the Council of £1.17 million as at the end of 2005/06 of which £715,078 are cashable. Notably of that total £454,000 has related directly to reducing the staff establishment through management changes and organisational efficiencies at no detriment in performance as evidenced through performance indicator data.

A Corporate Procurement Working Group has also had a major part to play in implementing the Council's Procurement Strategy alongside achieving the National Strategy milestones. The Council's approach now is much more strategic with the Corporate Team actively involved in major procurement areas.

CHANGES TO INTERNAL PROCESSES

2005/06 has seen further massive change to the way in which Back Office systems operate. A new fully electronic Committee Administration system has revolutionised the way we organise our Committee Administration system. Significant operational and process savings are envisaged during this financial year.

The introduction of the Wintime Flexitime System has seen the transformation from a clock-in system supported normally by corporate administration staff to a PC based system driven by the individual member of staff and managers.

A new FIS has also eradicated the outdated, time consuming process associated with raising orders and paying invoices. Introduced in tandem with a business process re-engineering exercise, the ordering process is now firmly the responsibility of the service departments rather than being supported centrally. A fully electronic procure 2 pay system is now in place and substantial establishment reductions in central services achieved and reflected in the 2005/06 AES.

Work on the development of the Shared Services Contact Centre also continues with the transfer of services to the front office. This will result in efficiency savings which have been included in the AES FL 2006/07 statement and an Overview and Scrutiny Panel has been established to oversee and report on efficiency gains.⁽²³⁾

23. AES FL 2006/7

KLOE 5.2.2 How well has the council improved value for money and achieved efficiency gains over the last three years?

Reference to evidence source

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 'theloop'. 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"***.

PARTNERSHIP WORKING

At strategic level the newly revamped LSP will be crucial to the delivery of the Community Strategy priority outcomes. ⁽³¹⁾

Partnership working also continues to be a pivotal part of the Council's drive for value for money. Key areas during 2005/06 were the Suppliers Analysis Sub-regional partnership with Preston and South Ribble Borough Council partially funded by the Regional Centre of Excellence. The Single Persons Discount partnership also with Preston and South Ribble which directly resulted in savings of £100,000 to the Council by reducing the number of discounts payable and working with neighbouring authorities to procure externally resourced BV Satisfaction surveys.

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 ⁽²⁴⁾.

31. New LSP Structure

24. List of Chorley Borough Council Partnerships

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

KLOE 5.2.2 How well has the council improved value for money and achieved efficiency gains over the last three years?

Reference to evidence source

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 £80,000 of savings and will realise a significant transfer of risk for the Council. The decision to review 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 £80,000 of savings and significantly reduce the risk to the authority

COMMUNITY MANAGEMENT

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 future years.

KLOE 5.2.2 How well has the council improved value for money and achieved efficiency gains over the last three years?


Reference to evidence source

AWARDS AND INNOVATION

We believe that whilst focusing on costs the taxpayers in Chorley are entitled to quality services. Whilst not a means to an end, the Council has begun to be recognised at both a local and national level as a provider of high quality services. External accreditation demonstrates to key stakeholders that Value for Money is delivered where a balance is shown between cost and quality.

Accordingly, set out below are some of the key awards and some of the innovations which the Council is involved in and has delivered during 2005/06.

Corporate Priority – Improved Access to Public Services

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

Chorley was also awarded a 3 Star excellent rating by the Audit Commission and hosted a national event on Improving Customer Service.

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.

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.

KLOE 5.2.2 How well has the council improved value for money and achieved efficiency gains over the last three years?

Reference to evidence source

Corporate Priority – Ensure Chorley Council is a performing organisation

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. Work is currently underway to improve our website even further.

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

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”*

MEMBERS CHARTER AWARD

The Council has been awarded the *** North West Employers Organisation. Elected Member Development Charter which recognised the excellent progress we have made in ensuring there is an *** framework for delivering training and development opportunities for members of the Council.

KLOE 5.2.2 How well has the council improved value for money and achieved efficiency gains over the last three years?

Reference to evidence source

Corporate Priority – Develop the feel and character of Chorley as a good place to live

AWARDS AND INNOVATION



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

- 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.

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’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.

<p>KLOE 5.2.3 Do procurement and other spending decisions take account of full long term costs?</p>	<p>Reference to evidence source</p>
<p>CORPORATE PROCUREMENT STRATEGY</p> <p>The annual report to Executive Cabinet in January 2006 reported on progress on implementing the Procurement Strategy. Notable achievements to date are the achievement of the £500,000 savings target set for the strategy, the complete revision of current procedure rules to fit with today’s workplace, creation of a website area for procurement including a comprehensive “Selling to the Council” guide and major improvements to the Procure 2 Pay process.</p> <p>Whole life costing is now very much embedded in the way we procure goods and services with Options Appraisal exercises used on all major procurement exercises. The importance of whole life costing was also a central theme in procurement training sessions delivered by the Corporate Team to staff involved in the Procurement Process ⁽²⁵⁾. Training has also been provided for senior officers and members involved at a strategic level in procurement.</p> <p>EXTERNAL FUNDING STRATEGY</p> <p>Closely linked with an approach to Partnership and Collaboration our External Funding Strategy provides a platform to further exploit new opportunities enabling as a result of the Local Strategy Partnership, the establishment of a Local Public Services Board and the adoption of Local Area Agreements.</p> <p>The more strategic approach is designed to ensure Chorley is a performing organisation able to deliver Community aspirations through the efficient use of resources.</p> <p>This builds on the excellent work acknowledged in the Audit Commission Direction of Travel Statement – January 2006.</p> <p>‘The Council centres to improve as an organisation and has developed a confident, outward facing approach. It is seeing strong and fruitful partnership arrangements. Good collaboration is delivering important regeneration projects. The Council is beginning to play a greater role in the economic and social development of the sub-region. Chorley is emerging as a strong partner in county wide initiatives such as the Lancashire Shared Service Contact Centre and taken opportunities to build constructive relationships across Local Authority boundaries.’</p>	<p>34. Staff Guide to Procurement 34a. A guide for Contractors and Suppliers</p> <p>25. Procurement Training Presentation</p>

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Value For Money Framework 2006 - 2009

Finance Directorate



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1. INTRODUCTION

- 1.1 The Council’s vision is to make Chorley the place of choice to live, work and invest in the North -West.
- 1.2 Our priorities are set out in the Corporate Strategy as follows:

PRIORITY	PROSPERITY		PEOPLE		PLACE	PERFORMANCE
STRATEGIC OBJECTIVE	1. Put Chorley at the heart of regional economic development in the central Lancashire Sub-Region	2. Reduce pockets of inequality.	3. Get people involved in their communities	4. Improved access to public services.	5. Develop the character and feel of Chorley as a good place to live.	6. Ensure Chorley Borough Council is a performing organisation.

- 1.3 Achieving value for money is a core requirement of the strategic objective of ensuring Chorley Borough Council is a performing organisation, and successful achievement of VFM will be a major contributor to CPA and use of resource assessments.
- 1.4 In recent years the Council has taken the following significant steps to ensure that value for money is obtained in the provision of its services.

- Audit Commission Analysis** → Analysis of service performance indicators undertaken in August 2006, showed that the proportion of PI’s where the Council is performing in the best quartile is 44%. This equates to that being obtained by CPA rated ‘excellent’ Councils.
- Best Value Reviews** → Highest scores in Lancashire as at 15/09/05.
- Improvement Planning** → The Corporate Improvement Plan addresses the issues raised following our 2004 CPA inspection and is subject to regular review.
- Internal Audit** → Conduct VFM reviews of specific business areas.
- Overview and Scrutiny** → Strengthened roles in ensuring VFM.
- Performance Management** → Performance Plus used to assess performance across the organisation against pre-set targets.
- Business Planning Process** → Reviewed process strengthens the link between business and financial planning.
- Efficiency Agenda** → Substantial efficiency gains and cost savings already achieved. Corporate programme of business process transformation has also commenced.

Project Management Methodology

System developed in-house and now embedded within organisation and advocated for use across the North West by the Regional Centre of Excellence. Formal business case for projects must be approved before project can commence.

Procurement

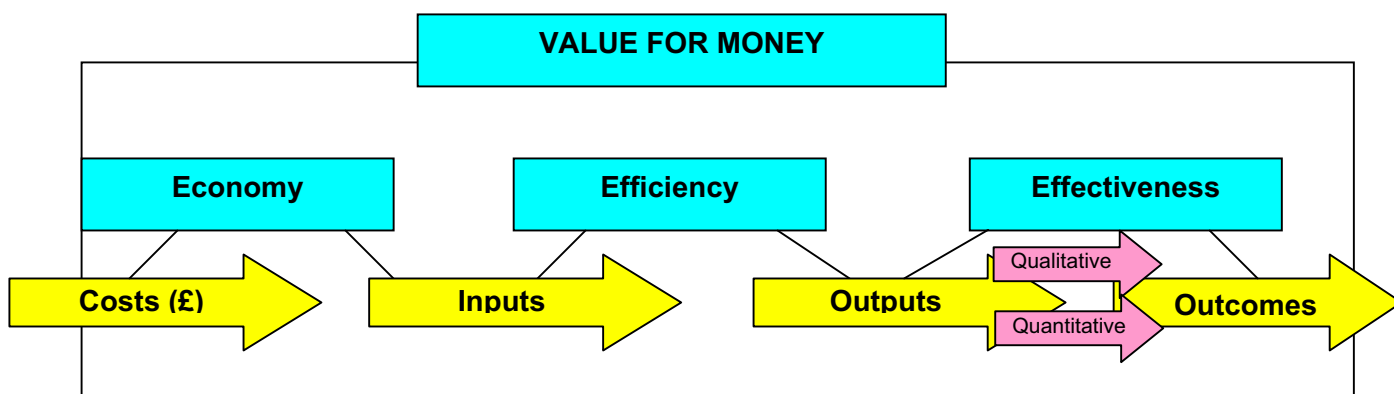
Significant savings achieved through more effective procurement processes and good practice and a real focus on a more strategic approach. As at June 2006 85% achievement of National Procurement Strategy milestones confirmed through external assessment by ID^o/RCE.

- 1.5 The Council's use of resources assessment recognised that the Council was providing good value for money in the provision of services in comparison with other similar District Council's and we received a score of three out of four. However, they found an absence of a clear structure for assessing the wider VFM issues of policy decisions for the whole community, an inconsistent use of benchmarking as a means of challenging costs, performance and VFM and no clear definition of what VFM means at Chorley and how this will be assessed and monitored.
- 1.6 It is therefore against this background that an integrated and coherent VFM Strategy, focusing on achieving good value for money and managing and improving value for money, is essential if we are to continue the good progress already made.
- 1.7 If we are to be successful in our pursuit of VFM we believe this will make a significant contribution to the following strategic targets being met:-
- Service provision in the upper quartile.
 - Achievement of score of in Use of Resources Assessment consistent with achieving excellence on CPA.
 - Recategorisation of our CPA rating from Fair to Excellent.

2. DEFINING VALUE FOR MONEY

- 2.1 Value for Money (VFM) is a concept that has been around in local government for over 20 years. VFM has long been defined as the relationship between economy, efficiency and effectiveness, sometimes known as the 'value chain'.
- 2.2 VFM is a term used to assess whether or not an organisation has obtained the maximum benefit from the goods and services it both acquires and provides, within the resources available to it. It or only measures the cost of goods and services, but also takes account of the mix of quality, cost, resource use, fitness for purpose, timelines, and convenience to judge whether or not, together, they constitute good value.

2.3 VFM is illustrated by the following diagram:



Economy is the price paid for what goes into providing a service, for example, the annual cost of a Neighbourhood Warden, the rent per square metre of accommodation. Economy is about minimising the cost of resources for an activity ('doing things at a low price').

Efficiency is a measure of productivity – how much you get out in relation to what is put in. For example, the number of benefit claims processed per week by a Claims Officer; kilometres of road maintained per £1,000 spent. Efficiency is primarily associated with the process and delivery ie performing tasks with reasonable effort ('doing things the right way').

Effectiveness is a measure of the impact achieved and can be quantitative or qualitative. For example, how many people chose the postal vote option rather than the traditional ballot box method (quantitative); satisfaction levels among different sections of the refuse collection service (qualitative), and so on. Outcomes should be equitable across communities, so effectiveness measures should include aspects of equity. Effectiveness is primarily associated with the outcomes for customers ie the extent to which objectives are met ('doing the right things').

VFM is high when there is an optimum balance between all three – relatively low costs, high productivity and successful outcomes. The Improvement and Development Agency (IDeA) in its procurement guidance defines best value for money as the 'optimum combination of whole-life costs and benefits to meet the customer's requirement'.

2.4 The Council has a statutory duty to deliver Best Value in the provision of its services. Best Value means continual improvement in terms of the economy, efficiency and effectiveness of service delivery.

2.5 Under Best Value we need to demonstrate that our services:

- meet the needs of local people;
- are being provided to the level and quality desired by the community;
- are at a price local people are willing to pay;
- are competitive with other potential suppliers;
- are capable of securing continuous improvement over time.

- 2.6 Chorley Borough Council continually looks for ways to improve economy, efficiency and effectiveness in the delivery of its services. Not least this process is driven by:
- constraints on available funding to meet budget pressures;
 - savings targets declared as part of the budget process;
 - the Gershon regime and additional efficiency targets set by the Members.

3. CREATING AND MAINTAINING A VALUE FOR MONEY CULTURE

- 3.1 If we are to be successful in achieving our strategic aspirations and targets for VFM, establishing and maintaining the right culture within the organisation is of paramount importance. To do this we must:
- Stress the need for the Council to continually strive to do more at the appropriate quality, for less money.
 - Effectively communicate this message to staff at all levels within the organisation.
 - Clearly define the organisation's aims, strategies and policies.
 - Ensure members/staff are clear about their responsibilities in relation to best value through appropriate training and development.
 - Embrace good practice and ensure success is communicated across the whole organisation.
 - Ensuring an effective infrastructure is in place to corporately manage value for money.

4. KEY PRINCIPLES OF THE VFM STRATEGY

- We will be clear about the objectives of services/activities provided.
- We will demonstrate that the service/activity fits with the Corporate Strategy and where appropriate adopts a community wide perspective.
- Focus is not on costs alone – local context and quality need to be accounted for.
- The VFM process will be open, transparent and measurable.

- Judgement will address current performance in achieving VFM, how well VFM is managed and improved over time and the extent to which a long-term approach is taken.
- Judgement should rely primarily on evidence showing the outcomes achieved.

5. STRATEGIC OBJECTIVES AND APPROACH

It is essential that we link our strategic objectives to the VFM criteria set out by The Audit Commission in their Annual Governance report. This approach will clearly demonstrate how we plan to tackle each of the criteria and how we will monitor and measure outcomes.

Audit Commission Criteria

Strategic and Operational Objectives

The body has put in place arrangements for setting, reviewing and implementing its strategic and operational objectives.

How we Plan to Get There	How do we Measure Success?
Produce a cohesive corporate strategy supported by effective programme and project management.	Delivery of key projects, performance targets and long term outcomes.

Audit Commission Criteria

Communication

The body has put in place channels of communication with service users and other stakeholders including partners, and there are monitoring arrangements to ensure that key messages about services are taken into account.

How we Plan to Get There	How do we Measure Success?
Implementation of the Communications Strategy.	Achievement of the Level 1, Level 2 and Level 3 benchmarks as set out in the strategy.

Audit Commission Criteria

Performance Management

The body has put in place arrangements for monitoring and scrutiny of performance, to identify potential variances against strategic objectives, standards and targets, for taking action where necessary, and reporting to members.

How we Plan to Get There	How do we Measure Success?
Implementation of an effective Business Planning Framework	Production and monitoring of Directorate plans in accordance with revised business planning requirements.
Maintaining an effective staff performance approval system.	Achievement of 100% staff performance review.
Through a robust and effective Overview and Scrutiny process.	Achievement of the Overview and Scrutiny Forward Plan.
Through a robust and effective Audit Committee process.	Full compliance with new CIPFA guidance on Audit Committees.

Audit Commission Criteria

Data Quality

The body has put in place arrangements to monitor the quality of its published performance information, and to report the results to members.

How we Plan to Get There	How do we Measure Success?
Production of an effective quality assurance system for the collection and publication of performance information.	Positive feedback within the Audit Commission’s annual Data Quality Report.

Audit Commission Criteria

Internal Control

The body has put in place arrangements to maintain a sound system of internal control.

How we Plan to Get There	How do we Measure Success?
Conduct an annual review of the system of internal control and the publication of a statement of internal control alongside the Annual Accounts.	Publication of a CIPFA compliant statement of internal control and subsequent “sign-off” by the Audit Commission.

Audit Commission Criteria

Risk Management

The body has put in place arrangements to manage its significant business risks.

How we Plan to Get There	How do we Measure Success?
Production of a cohesive strategy for the management of strategic and operational business risk.	Production and ongoing review of strategic and operational risk registers
Production and maintenance of effective emergency and business continuity plans.	Regular testing to ensure plans are effective.
To ensure appropriate and cost effective insurance cover is in place.	Cover effectively meets claims experience.
To ensure appropriate health and safety policies and procedures are in place.	Monitoring compliance level through health and safety audit process.

Audit Commission Criteria

Improving Value for Money

The body has put in place arrangements to manage and improve value for money.

How we Plan to Get There	How do we Measure Success?
Implement the use of Resources VFM – key lines of Enquiry Action Plan.	Use of Resources Assessment.
Undertaking VFM studies on specific areas of activity identified as worthy of review.	An active programme of VFM studies is ongoing. Achieving annual efficiency targets.
Establish guidance documentation and a VFM measurement template to enable comprehensive VFM review to be undertaken.	VFM being carried out in accordance with corporate guidance and standards.
Implement a robust benchmarking framework.	Thorough comparison of performance against other similar Councils.
Raise the profile of Value for Money across the Council.	Through surveys of staff members and other stakeholders.
Reward ideas for change through development of an appropriate staff incentive scheme.	Evidence of change through staff suggestion scheme.
Establish a VFM corporate support function within the Finance Directorate.	Formal approval of new structure for the Finance Directorate.
Establish a corporate framework for partnership working in accordance with best practice.	External assessment of partnership arrangements by the Audit Commission.

Audit Commission Criteria

Probity

The body has put in place arrangements that are designed to promote and ensure probity and propriety in the conduct of its business.

How we Plan to Get There	How do we Measure Success?
Production and maintenance of Codes of Conduct for Members and officers.	Monitoring the number of Standards Board referrals and disciplinary incidents.
Maintenance of Register of Incentives, Gifts and Hospitality.	Evidence of ongoing upkeep of these records.
Maintenance of whistle-blowing, anti-fraud and complaints procedures.	Monitoring of awareness and usage of those procedures

Audit Commission Criteria

Financial Strategy

The body has put in place a medium-term financial strategy, budgets and a capital programme that are soundly based and designed to deliver its strategic priorities.

How we Plan to Get There	How do we Measure Success?
Ensuring that a medium-term financial strategy, budget control measures and a successful capital programme are achieved.	Use of Resources Assessment, Annual Efficiency Statement, Capital Programme Board monitoring.

Audit Commission Criteria

Financial Standing

The body has put in place arrangements to ensure that its spending matches its available resources.

How we Plan to Get There	How do we Measure Success?
Setting a balanced budget in accordance with the Financial Strategy.	Avoidance of overspending.

Audit Commission Criteria

Financial Management

The body has put in place arrangements for managing performance against budgets.

How we Plan to Get There	How do we Measure Success?
Ensuring that clear, documented processes are in place to achieve effective budgetary management.	Through budget monitoring, analysis of service performance indicators, both internal and external.

Audit Commission Criteria

Asset Management

The body has put in place arrangements for the management of its asset base.

How we Plan to Get There	How do we Measure Success?
Maintenance and implementation of the Asset Management Plan.	Achievement of the key deliverables within the Asset Management Plan. Monitoring contractor performance through Property Services Outsourcing Contract.

6. ROLES AND RESPONSIBILITIES

- 6.1 Responsibility for VFM lies with all elected members and all employees of Chorley Borough Council. It is not restricted to those with resource or financial responsibilities. The Council is required to satisfy itself that VFM is being sought and achieved from all areas of the Council.
- 6.2 The Council in conjunction with the Strategy Group/Director’s Team and the Capital and Efficiency Board have responsibility for ensuring that satisfactory arrangements are in place to ensure VFM is being delivered.
- 6.3 Managers have the operational responsibility to maintain an awareness of good practices in their own area of work and to ensure these are consistently followed. Managers need to satisfy themselves that VFM is being secured within the budgets they manage.
- 6.4 The Council’s Overview and Scrutiny and Audit Committees will satisfy themselves that appropriate arrangement are in place to promote and achieve economy, efficiency and effectiveness.
- 6.5 The Capital and Efficiency Programme Board will ensure that all new Project Business Cases properly evaluate and measure VFM as part of the Business Plan preparation process.
- 6.6 The Finance Business Improvement Team will assist with carrying out VFM studies and the evaluation, measuring and monitoring of VFM within Service Units.



Report of	Meeting	Date
Executive Director – Corporate & Customer and the Director of Finance (Introduced by the Executive Member for Resources, Councillor A Cullens)	Executive Cabinet	7 th December 06

CAPITAL PROGRAMME MONITORING 2006/07

PURPOSE OF REPORT

- To update members on the progress of the 2006/07 Capital Programme, and to seek member support and approval for a number of recommendations from the Capital and Efficiency Programme Board.

CORPORATE PRIORITIES

- The schemes within the Capital Programme contribute to the achievement of each of the Council’s corporate priorities.

RISK ISSUES

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

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

- The Capital Programme sets out the council strategic investment plans and if these are not delivered it will not fully achieve its strategic objectives, running the risk of damaging the Council’s reputation.
- The Capital Programme also carries a significant financial risk. This is in terms of ensuring value for money, maximising resources available, and managing the performance to ensure the least possible impact on the revenue account. Should changes be made to the work programme of grant-funded schemes, there is a risk that the grant awarding bodies will not provide grant funding for such changes.
- The estimated financing of the programme in 2006/07 takes into account capital receipts from the sales of assets that have not yet been received. Should they not be received some schemes within the programme may need to be frozen or the level of external borrowing increased.
- In addition, increased borrowing may be required should any project exceed the approved budgets. Overspending may be outside of the control of the project managers in some circumstances. In particular, the basis for settling compensation for the land assembly required for the Gillibrand Link Road may lead to a final payment that exceeds the Council’s budget for the scheme. It is not possible to confirm the figures at this stage, but



officers are investigating ways of mitigating the effect by passing on some of any cost increase to our development partner, English Partnerships. It is also likely that the requirement to borrow to finance the 2006/07 programme will be reduced to some extent by slippage of expenditure to 2007/08. Slippage is expected in respect of the Astley Park project but the value is not yet known.

BACKGROUND

8. Since the last capital monitoring report in August, the Capital Programme Board has merged with the Efficiency and Transformation programme board to become the Capital and Efficiency Board. This follows approval by Strategy Group as part of a move to rationalise the number of programme boards, while also identifying options for overseeing other areas of work such as the delivery of the Corporate Strategy.
9. This report details the performance of the Capital Programme followed by recommendations from the Capital and Efficiency Programme Board.
10. On the 24th August 2006 Executive Cabinet approved the 2006/07 capital programme budget of £14,081,420.

HOW ARE WE PERFORMING?

11. The Capital and Efficiency Programme Board is continuing to make good progress ensuring a more controlled and successful delivery of the programme.

(A) Key Performance Indicators

12. High level monitoring of the Capital Programme is carried out through 4 Performance Indicators, which have been described in previous Executive Cabinet reports. Table 1 lists these and shows current performance against the targets.

Performance Indicator	Target 06/07	Aug 2006	Nov 2006	-/+
	%	%	%	%
1. The % of the Capital Programme budget actually spent.	90	49	46	-3
2. The % of projects using the toolkit.	70	59	61	+2
3. The % of successful projects.	90	0	0	-
4. The % of capital schemes intended to be completed during the year actually completed.	85	0	6	+6

Table 1 - Capital Programme 2006/07 - Key Performance Indicators

13. While the current performance generally appears to be quite a way off target it must be remembered that the targets are year end targets, and it is normal for the results to be slow in the first two quarters, and increasing in the second half of the year. With this in mind the board are happy with current performance and confident of meeting the targets by year-end.
14. The percentage of the budget actually spent has reduced by 3% since August. The main reason is the introduction of a £1.4 million budget for the 'strategic regional site'. The

increase in budget has caused the expenditure figure to appear reduced. However generally expenditure is continuing at a steady pace.

15. The percentage of projects using the toolkit is well on track to achieve the end of year target. Current performance has already exceeded the end of year performance for 2005/6 of 34%.
16. Projects not yet using the toolkit are prioritised by the largest, and most high risk projects, which will benefit most from using the project management toolkit, to effectively monitor and control their progress.
17. Training sessions are ongoing and project managers are encouraged to attend, with approximately 50 staff being trained in the last 10 months.
18. The percentage of successful projects can only be measured on schemes that both use the toolkit, and that have been completed. The projects which have been completed so far were brought over from 2005/06, and were not managed using the toolkit.
19. Although the percentage of projects completed is very low, there are a number of schemes which are near completion, and it is thought that by the next report, there will be a significant increase in both the successful projects, and projects completed indicators.

(C) Capital Monitoring 2006/07

20. The latest Capital Programme forecast for 2006/07 shows an increase in the programme of £2,601,070 to £16,682,490. Table 2 below summarises the changes.

Executive Cabinet Date	Details	£	Note
24/08/06	Approved Capital Programme <u>Plus</u> Schemes from Reserve List Other changes	14,081,420 1,551,550 1,049,520	 A B
07/12/06	Revised Capital Programme	16,682,490	

Table 2 - Capital Programme 2006/07 - Total Capital Spending

Note A: A scheme by scheme analysis of the schemes brought in from the reserve list is shown in appendix 1.

Note B: A scheme by scheme analysis of the 'other changes' is given in appendix 1, with brief explanations of the changes given in appendix 2.

(D) Capital Receipts Monitoring

21. Appendix 3 gives a high level summary of the capital receipts expected and achieved to date this year. As detailed in the risks above, the financing of the programme depends on these receipts being achieved.
22. So far, Right to Buy (RTB) sales of Council dwellings to tenants are ahead of the original estimate for the year. However, it is difficult to predict what effect the result of the stock transfer ballot will have on sales for the remainder of the year. Progress in achieving capital receipts other than RTB sales has been slow but we expect to achieve most receipts before the year-end. The one exception is the Yarrow Bridge Depot, included in the resource estimate at £300,000. If slipped to a future year and sold for another

purpose, the receipt could be considerably more. At present, it is assumed that other disposals in 2006/07 will compensate for the effect of this slippage.

23. The Capital and Efficiency Programme Board is monitoring the progress of the sales of assets, and where necessary are putting measures into place, in an effort to ensure they are received within this financial year as required. In his report on the Capital Programme 2007/08 to 2009/10, the Director of Finance recommends that the Council develops a programme of disposal of surplus assets that earn a low rate of return in order to ensure the availability of capital resources to finance future capital investment.

PROGRAMME BOARD RECOMENDATIONS

24. Set out below are a summary of requests received at the last two meetings of the Capital and Efficiency Programme Board on the 30th August and the 9th November, and in each case the Boards recommendations. These are listed under the two headings of 'Exception Reports' and 'New Schemes and Projects'.

Exception Reports

(A) Kerbside Recycling

25. Following approval from a special working group, every household has been provided with new weighted sacks, and an information pack. The cost for this has been charged to the kerbside recycling budget, which is now overspent by £21,560. The exception report requests an increase in the Kerbside Recycling budget to cover this necessary overspend.

26. Board Recommendation - To approve a £21,560 increase in the Kerbside Recycling.

(B) Astley Park

27. Due to the volume of concerns raised by the public relating to the location, safety, and security of play facilities in Astley Park, it was agreed that the proposals should be revisited. The revised plan now provides for easier access and natural surveillance with historical context also taken into account. The cost of this additional design work is £16,808 and as this reconsideration is outside the terms of the HLF (Heritage Lottery Fund) contract the council must now meet this additional cost.

28. Board Recommendation – That the additional fee cost be absorbed within the total resources available to the scheme.

(C) Chapel St Enhancement – Phase 3

29. A verbal report was received by the Board that the Chapel Street Enhancement Scheme has experienced some difficulties in terms of the quality of materials and being able to complete the job to time, resulting in the likelihood that an overspend will occur. The Board asked that an exception report be produced and submitted to the next board along with potential funding solutions for the overspend.

30. Board Recommendation – that the action of the Board be noted.

New Schemes and Projects

31. A number of business cases have been submitted to the Board for consideration. These have been uploaded onto the Loop and can be found here, <http://theloop/section.asp?sectionType=list&catid=12334>, under 'New Projects for Consideration'.

Table 3 - Summary of new scheme recommended for inclusion into Category C

Project	Priority	Estimated Budget
Cemetery Development	Place	£13,000
Tree Management	Place	£15,290
Corporate Play Development Plan – Year Five Project 'Chorley Moor'	People & Place	£50,000
Grant towards a community centre in Eccleston	People	£150,000
Grant scheme for village halls and community centres	People	£120,000
Astley Hall CCTV	People	£24,000
Brinscall Swimming Pool	People	£190,000
HR Management System	Performance	£68,500

32. The Board recommends that the new projects listed in Table 3 be included as category 'C' schemes and as such on the reserve list for future consideration when resources become available. Consideration was also given to the totality of the reserve list schemes and the board noted that the circumstances that prevailed when the Eccleston Community Centre bid was made have changed, it was felt appropriate to now remove the bid from the reserve list.

Table 4 - Summary of new schemes recommended for inclusion into the Capital Programme, category 'B'

Project	Priority	Financing
Telephony Review	Performance	£137,000 – Funded from revenue savings
Brinscall Village Junior Football Club Pitch Improvements	People	£4,000 – Funded from matched funding pot
Ulnes Walton Parish Council Schemes	People & Place	£10,635 – Funded via S106 agreements
Adlington Play Development	People & Place	£25,000 – Funded via S106 agreements

33. The Board recommends that the new projects shown in Table 4 be included as a category 'B' scheme in the 2006/07 capital programme, due to the fact that these schemes are funded from existing resources.

COMMENTS OF THE DIRECTOR OF HUMAN RESOURCES

34. There are no direct human resource implications of this report.

RECOMMENDATION(S)

35. That the revised Capital Programme for 2006/067 in the sum of £16,682,490 be approved.
36. That the Ecclestone Community Centre bid is removed from the reserve list.
37. That the following recommendations of the Capital and Efficiency Programme Board be approved:

Exception Reports

- a. To approve a £12,910 increase in the Kerbside Recycling budget to be funded from prudential borrowing.
- b. To approve the additional design fee of £16,808 to be funded from existing resources.

New Capital Schemes and Projects

- c. That the following new schemes be placed on the reserve list (category C) for future consideration when resources become available:
 1. Cemetery Development
 2. Tree Management
 3. Corporate Play Development Plan – Year Five Project ‘Chorley Moor’
 4. Grant towards a community centre in Ecclestone
 5. Grant scheme for village halls and community centres
 6. Astley Hall CCTV
 7. Brinscall Swimming Pool
 8. HR Management System
- d. That the following new scheme be placed in category B of the 2006/07 capital programme:
 1. Telephony Review
 2. Brinscall Village Junior Football Club Pitch Improvements
 3. Ulnes Walton Parish Council Schemes
 4. Adlington Play Development

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

38. To revise the 2006/07 Capital Programme.
38. To approve considered recommendations for schemes which are either overspending or require additional resources.
39. To bring forward new schemes which members may consider for inclusion in the Capital Programme.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

40. None.

PAUL MORRIS
EXECUTIVE DIRECTOR – CORPORATE & CUSTOMER

GARY HALL
DIRECTOR OF FINANCE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Rebecca Ostapski	5779	20 November	CPB Cabinet Report Dec 06

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Capital Programme - 2006/07

Scheme	2006/07 Current Estimate £	Reallocate Planned Maintenance £	Schemes from Reserve List	Other Changes £	2006/07 Revised Estimate £	External Funding £	CBC Funding £
<u>Strategy Group</u>							
<u>Policy & Performance</u>							
Project Management Support Capitalisation	40,000				40,000		40,000
External Funding Pot	20,000			(4,000)	16,000		16,000
- Euxton Villa Football Club	10,000				10,000		10,000
- Music Café Project	20,000				20,000		20,000
- Brinscall FC Football Pitch Improvements				4,000	4,000		4,000
Website Refresh	50,000				50,000		50,000
Contribution to Pitch Drainage Bishop Rawsthorne School	19,950				19,950	19,950	0
Policy & Performance Total	159,950	0	0	0	159,950	19,950	140,000
Strategy Group Total	159,950	0	0	0	159,950	19,950	140,000
<u>Corporate & Customer Challenge Group</u>							
<u>Finance</u>							
e-Claims travel and subsistence	6,000			(6,000)	0		0
Capitalised Restructuring Costs	33,700		500,000		533,700		533,700
Finance Total	39,700	0	500,000	(6,000)	533,700	0	533,700
<u>Human Resources</u>							
e-Enabling HR systems - Training	30,000				30,000		30,000
Human Resources Total	30,000	0	0	0	30,000	0	30,000

	2006/07 Current Estimate £	Reallocate Planned Maintenance £	Schemes from Reserve List	Other Changes £	2006/07 Revised Estimate £	External Funding £	CBC Funding £
ICT Services							
A IT Support (incl. salary capitalisation)	30,000				30,000		30,000
A PDG Scheme - Migration to OS Master Map	29,260				29,260	29,260	0
A Integration Software	0		6,750	13,500	20,250		20,250
B Single business account	13,500			(13,500)	0		0
B Telephony	42,100			94,900	137,000		137,000
B Thin Client Pilot/Full Integration			500,000		500,000		500,000
ICT Services Total	114,860	0	506,750	94,900	716,510	29,260	687,250
Property Services							
A Planned Maintenance of Fixed Assets	200,000	(175,000)		(25,000)	0		0
A Town Hall Access/Improvements		86,500		23,800	110,300		110,300
A Bengal Street Depot Improvements		10,000			10,000		10,000
A Market Toilets (completion of 2005/06 scheme)				1,200	1,200		1,200
A Union Street Offices Accommodation Improvements	25,000	25,000			50,000		50,000
B Clayton Brook Community Centre		20,000			20,000		20,000
B Invest in Success - Gillibrand Scheme	757,300				757,300		757,300
B Gillibrand Street Site Assembly	370,000				370,000	370,000	0
B Affordable Housing Project (Site Assembly)	980,000			(400,000)	580,000	580,000	0
Property Services Total	2,332,300	(33,500)	0	(400,000)	1,898,800	950,000	948,800
Corporate & Customer Challenge Group Total	2,516,860	(33,500)	1,006,750	(311,100)	3,179,010	979,260	2,199,750

Scheme	2006/07 Current Estimate £	Reallocate Planned Maintenance £	Schemes from Reserve List	Other Changes £	2006/07 Revised Estimate £	External Funding £	CBC Funding £
A	1,692,080				1,692,080	1,364,630	327,450
A	300,000				300,000	180,000	120,000
A	63,660			(63,660)	0		0
A	150,000				150,000		150,000
A	130,000			30,000	160,000		160,000
A	10,000				10,000		10,000
A	4,519,650				4,519,650	4,519,650	0
A	20,000				20,000		20,000
A	152,000		2,420	57,740	212,160	212,160	0
A	103,220		6,000		6,000	6,000	0
A	103,220				103,220		103,220
A	1,369,570			1,369,570	1,369,570		1,369,570
B	15,000				15,000		15,000
B	101,670			(101,670)	0		0
B	7,500				7,500	7,500	0
Development & Regeneration Total	7,264,780	0	8,420	1,291,980	8,565,180	6,289,940	2,275,240
A	0		150,000		150,000	150,000	0
A	253,170				253,170	253,170	0
A	770,000				770,000	551,150	218,850
A	21,500				21,500	21,500	0
A	1,000				1,000	1,000	0
A	250,000				250,000	250,000	0
A	300,000				300,000	300,000	0
A	81,000				81,000	81,000	0
A	34,730				34,730		34,730
A	113,000				113,000		113,000
Housing Services							
A	0		150,000		150,000	150,000	0
A	253,170				253,170	253,170	0
A	770,000				770,000	551,150	218,850
A	21,500				21,500	21,500	0
A	1,000				1,000	1,000	0
A	250,000				250,000	250,000	0
A	300,000				300,000	300,000	0
A	81,000				81,000	81,000	0
A	34,730				34,730		34,730
A	113,000				113,000		113,000

Environment & Community Challenge Group

Development & Regeneration

- Astley Park Improvements - Construction
- Disabled Facilities Grants
- Housing Renewal
- Home Repair Grants
- Energy Grants
- Handyperson Scheme
- Eaves Green Link Road (S106 funded)
- Chapel Street Environmental Enhancement
- Planning Delivery Grant-funded capital schemes
- eDevelopment and Building Control Project
- Development of S106 Database
- Regeneration Projects - Design Fees
- Chorley Strategic Regional Site
- Groundwork Projects
- Elwood Initiative (grants for tree planting & management)
- Adlington Rail Station Improvements (S106 funded)

Development & Regeneration Total

Housing Services

- Housing Investment Programme (Council Dwellings)
- Heating Systems
- Replacement Windows & Doors
- Community Safety - Lifeline Alarms
- Estate Improvements - Hillside Crescent
- Adaptations for Disabled
- Major Void Works
- Fascias and Soffits
- Coatswold House CCTV
- Capitalised Salaries - to reallocate to schemes

Scheme	2006/07 Current Estimate £	Reallocate Planned Maintenance £	Schemes from Reserve List	Other Changes £	2006/07 Revised Estimate £	External Funding £	CBC Funding £
Housing Services Total	1,824,400	0	150,000	0	1,974,400	1,607,820	366,580
<u>Leisure & Cultural Services</u>							
A Leisure Centres DDA Works	147,000			(147,000)	0		0
A Leisure Centres Capital Investment	1,367,790	32,000		147,000	1,546,790	2,770	1,546,790
A Duxbury Park Golf Course capital investment	92,920				92,920	40,170	92,920
B YVP Extension Flood Alleviation	2,500				2,500	13,920	2,500
Leisure & Cultural Services Total	1,610,210	32,000	0	0	1,642,210	0	1,642,210
<u>Streetscene, Neighbourhoods & Environment</u>							
A Extension to Chorley Cemetery (new burial area)	10,000			(5,380)	4,620		4,620
A Kerbside Recycling Schemes	112,490				112,490	2,770	109,720
A Litter/Dog Waste/On-street recycling bins	42,940			(2,770)	40,170	40,170	0
A Fleet Management System	3,970				3,970		3,970
A Tesco superstore cycle path (S106 funded)	13,920				13,920	13,920	0
B Traffic Calming	80,000			(80,000)	0		0
A - Pedestrian improvements Southport Rd/St Thomas's Rd	30,000				30,000		30,000
B - Various traffic calming/local road safety schemes	18,000				18,000		18,000
A Euxton Play Facilities (S106 funded) - Mile Stone Meadow	50,780				50,780	50,780	0
A Euxton Play Facilities (S106 funded) - Balshaw Lane	1,100				1,100	1,100	0
A Capitalised Salaries re private sector housing				2,000	2,000		2,000
A CPO Unfit Dwellings				87,500	87,500		87,500
B Vacant Dwellings				31,660	31,660		31,660
B Transport Improvements (S106 funded)	151,380		20,500		171,880	171,880	0
B Highway improvements - Gillibrand estate/Southlands	100,000				100,000	100,000	0
B Clayton Brook Village Green Development	43,470				43,470		43,470
B Harpers Lane Recreation Ground Imps (S106 funded)	30,000			10,630	30,000	30,000	0
B Ulnes Walton Play/Leisure Schemes (S106 funded)				25,000	25,000	25,000	0
B Adlington Play Development (S106 funded)			22,880		22,880	22,880	0
B Play & recreational Facilities (S106 funded)	3,500				3,500		3,500
B PSS Planting Schemes	13,670				13,670		13,670
B PSS Computerised Cemetery records		1,500					1,500
B Cemetery Memorial Safety					1,500		1,500

Scheme	2006/07 Current Estimate £	Reallocate Planned Maintenance £	Schemes from Reserve List	Other Changes £	2006/07 Revised Estimate £	External Funding £	CBC Funding £
Streetscene, Neighbourhoods & Environment Total	705,220	1,500	43,380	68,640	818,740	469,130	349,610
Environment & Community Challenge Group Total	11,404,610	33,500	201,800	1,360,620	13,000,530	8,366,890	4,633,640
Unallocated Capital Resources Total	0	0	343,000	0	343,000	343,000	0
Regional Housing Pot Capital Grant funded schemes			343,000		343,000	343,000	0
Unallocated Capital Resources Total	0	0	343,000	0	343,000	343,000	0
Capital Programme Total	14,081,420	0	1,551,550	1,049,520	16,682,490	9,709,100	6,973,390
Financing the Capital Programme							
Prudential Borrowing	1,708,210		500,000	(236,820)	1,971,390		1,971,390
Unrestricted Capital Receipts	1,895,370			87,500	1,982,870		1,982,870
Housing Investment Programme Restricted Capital Receipts	508,390			331,850	840,240		840,240
Capital Receipt earmarked for Strategic Regional Site				1,369,570	1,369,570		1,369,570
Revenue Budget - Specific Revenue Reserves or Budgets	166,670		6,750	(6,000)	167,420		167,420
Revenue Savings			500,000	141,900	641,900		641,900
Ext. Contributions - Developers	6,244,280		43,380	(364,370)	5,923,290	5,923,290	
Ext. Contributions - Lottery Bodies	1,364,630				1,364,630	1,364,630	
Government Grants - Planning Delivery Grant	181,260		8,420	57,740	247,420	247,420	
Government Grants - Disabled Facilities Grants	180,000				180,000	180,000	
Government Grants - Major Repairs Allowance	1,789,670			(331,850)	1,457,820	1,457,820	
Government Grants - DEFRA	42,940				42,940	42,940	
Government Grants - Housing Capital Grant			493,000		493,000	493,000	
TOTAL CAPITAL FINANCING	14,081,420	0	1,551,550	1,049,520	16,682,490	9,709,100	6,973,390

B

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Other Changes November 2006/07

Scheme

Strategy Group

Policy & Performance

External Funding Pot
- Brinscall FC Football Pitch Improvements

Policy & Performance Total

Strategy Group Total

Corporate & Customer Challenge Group

Finance

e-Claims travel and subsistence

Finance Total

ICT Services

Integration Software
Single business account
Telephony

ICT Services Total

	Other Changes £	Reallocation £	Savings £	Increases £	Comments
B	(4,000)	(4,000)			Reallocation of budget to new scheme
B	4,000	4,000			
	0	0	0	0	
	0	0	0	0	
A	(6,000)		(6,000)		Transfer to revenue budget
	(6,000)	0	(6,000)	0	
A	13,500	13,500			Reallocation from Single Business Account
B	(13,500)	(13,500)			Increase financed by revenue savings
B	94,900			94,900	
	94,900	0	0	94,900	

Other Changes November 2006/07

Scheme	Other Changes £	Reallocation £	Savings £	Increases £	Comments
<u>Property Services</u>					
Planned Maintenance of Fixed Assets	(25,000)	(25,000)			
Town Hall Access/Improvements	23,800	23,800			
Market Toilets (completion of 2005/06 scheme)	1,200	1,200			
Affordable Housing Project (Site Assembly)	(400,000)		(400,000)		Reallocate to Town Hall & Market Toilets
Property Services Total	(400,000)	0	(400,000)	0	One site not available
<u>Corporate & Customer Challenge Group Total</u>					
	(311,100)	0	(406,000)	94,900	
<u>Environment & Community Challenge Group</u>					
<u>Development & Regeneration</u>					
Housing Renewal	(63,660)	(63,660)			Reallocated to specific schemes
- Energy Grants	30,000	30,000			Reallocation of Housing Renewal Balance
Planning Delivery Grant-funded capital schemes	57,740			57,740	
- eDevelopment and Building Control Project	1,369,570			1,369,570	Use of capital receipt balance
Chorley Strategic Regional Site	(101,670)		(101,670)		
Elwood Initiative (grants for tree planting & management)					
Development & Regeneration Total	1,291,980	(33,660)	(101,670)	1,427,310	
<u>Leisure & Cultural Services</u>					
Leisure Centres DDA Works	(147,000)	(147,000)			Merge budgets for monitoring purposes
Leisure Centres Capital Investment	147,000	147,000			
Leisure & Cultural Services Total	0	0	0	0	

Other Changes November 2006/07

Scheme

Streetscene, Neighbourhoods & Environment

Extension to Chorley Cemetery (new burial area)
 Litter/Dog Waste/On-street recycling bins
 Traffic Calming
 Capitalised Salaries re private sector housing
 CPO Unfit Dwellings
 Vacant Dwellings
 Ulines Walton Play/Leisure Schemes (S106 funded)
 Adlington Play Development (S106 funded)

Streetscene, Neighbourhoods & Environment Total**Environment & Community Challenge Group Total****Capital Programme Total**

Other Changes £	Reallocation £	Savings £	Increases £	Comments
A (5,380)		(5,380)		Previously reported saving
A (2,770)		(2,770)		Previously reported saving
B (80,000)		(80,000)		
A 2,000	2,000			
A 87,500			87,500	Reallocation of Housing Renewal Budget Financed by sale of property
B 31,660	31,660			Reallocation of Housing Renewal Budget Financed from S106 resources
B 10,630			10,630	
B 25,000			25,000	Financed from S106 resources
68,640	33,660	(88,150)	123,130	
1,360,620	0	(189,820)	1,550,440	
1,049,520	0	(595,820)	1,645,340	

Other Changes November 2006/07

Scheme

Effect on Financing

Prudential Borrowing				
Unrestricted Capital Receipts				
Housing Investment Programme Restricted Capital Receipts				
Capital Receipt earmarked for Strategic Regional Site				
Revenue Budget - Specific Revenue Reserves or Budgets				
Revenue Savings				
Ext. Contributions - Developers				
Government Grants - Planning Delivery Grant				
Government Grants - Major Repairs Allowance				

TOTAL EFFECT ON FINANCING

Other Changes £	Reallocation £	Savings £	Increases £	Comments
(189,820)		(189,820)		
87,500			87,500	Earmarked for CPO of property
331,850	331,850			To match reduction in MRA
1,369,570			1,369,570	Brought forward from 2005/06
(6,000)		-6000		e-Claims transferred to revenue budget
94,900			94,900	Increase in Telephony budget
(364,370)		(400,000)		
57,740			57,740	e-Development & Building Control
(331,850)	(331,850)			£62,460 reduction in MRA for year;
				£269,390 to repay 2005/06 debt
1,049,520	0	(595,820)	1,645,340	

Monitoring of Usable Capital Receipts 2006/07

	Unrestricted Receipts £	HIP Restricted Receipts £	Strategic Regional Site £	Total Usable Receipts £
Balance brought forward 1 April 2006	101,866	1,035,910	1,369,570	2,507,346
Received to date	696,908	253,738		950,646
Total Usable Receipts in hand	798,774	1,289,648	1,369,570	3,457,992
Required for capital financing	(1,982,870)	(840,240)	(1,369,570)	(4,192,680)
Sub total	(1,184,096)	449,408	0	(734,688)
Usable Receipts due in remainder of year	1,281,596	61,262	0	1,342,858
Estimated balance 31 March 2007	97,500	510,670	0	608,170

Note:

The 'HIP Restricted Receipts' are available for capital expenditure in respect of the housing function of the authority only. They are a proportion of RTB sales available under the transitional arrangements for the pooling of housing capital receipts, which apply from 2004/05 to 2006/07. Such restricted receipts can be carried forward for use in later years. The use of these restricted receipts has already been taken account of in the 2006/07 to 2008/09 capital programme.

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Report of	Meeting	Date
Director of Finance (Introduced by the Executive Member for Resources)	Executive Cabinet	7 December 2006

CAPITAL PROGRAMME 2007/08 TO 2009/10

PURPOSE OF REPORT`

- To present the committed Capital Programme for 2007/08 to 2009/10; and to list the Category C bids submitted for inclusion in the programme, together with the assessment of the bids by the Capital and Efficiency Programme Board.

CORPORATE PRIORITIES

- The schemes within the Capital Programme contribute to the achievement of all the Council's corporate priorities.

RISK ISSUES

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

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

- The Capital Programme sets out the Council's strategic investment plans and if these are not delivered it may not achieve in full its strategic objectives, running the risk of damaging the Council's reputation.
- The Capital Programme also carries a significant financial risk. This is in terms of ensuring value for money, maximising resources available, and managing the performance to ensure the least possible impact on the revenue account. Should changes be made to the work programme of grant-funded schemes, there is a risk that the grant awarding bodies will not provide grant funding for such changes.
- The estimated financing of the programme for 2007/08 onwards takes into account capital receipts from the sales of assets that have not yet been received. Should they not be received as estimated, some schemes within the programme may need to be suspended or the level of external borrowing increased. Developing a programme of disposal of surplus assets, in particular those that have a low rate of return on their capital value, can help to mitigate this risk. This should help to ensure that the programme can be implemented without recourse to unbudgeted borrowing or may enable the Council to add projects to the programme as additional capital receipts are achieved.

7. The committed Capital Programme for 2007/08 and 2008/09 includes a recharge of £103,220 each year from Development and Regeneration for the design of regeneration-related projects. In 2009/10, the same sum has been included as a bid on the Category C pipeline list. In the 2007/08 revenue budget for Development and Regeneration, this recharge is treated as being 'cash' income. It becomes harder to justify this level of recharge when the total number and value of regeneration schemes has reduced compared to previous years. However, should the recharge be reduced below £103,220 there would be an adverse impact on the General Fund revenue budget unless the Council could reduce budgeted expenditure.

BACKGROUND

8. Capital projects are currently allocated into three categories to improve monitoring and control. Categories A and B make up the Capital Programme. They are schemes that are approved and fully funded with the distinction being:
 - Category A schemes are in the implementation phase.
 - Category B schemes are not yet in the implementation phase. Once commitments are made, or the work starts then these schemes move up to category A.

The Pipeline (Category C) is a reserve list of schemes for which an Outline Business Case (OBC) has been approved in principle; however financing for the scheme has not been approved and therefore they have no authority to proceed. Schemes can only move from the pipeline into the Capital Programme once a source of funding has been identified and then upon formal approval by the Council.

9. The committed capital projects for 2007/08 and 2008/09 (Categories A and B) have been reported and approved previously, in particular as part of the Council's Financial Strategy for 2006/07 to 2008/09. Some changes have been made to schemes in 2007/08 and 2008/09 as a result of monitoring and other information presented during the past year. The deletion of Housing Revenue Account schemes in 2007/08 and 2008/09 is now required because of the transfer of the dwellings stock due at the end of 2006/07. Commitments under contracts with other parties include the Astley Park Improvement scheme, Leisure Centres Capital Investment, Duxbury Park Golf Course Capital Investment, Disabled Facilities and Home Improvement Grants, and capitalised maintenance of General Fund fixed assets. Budgets included as continuing programmes include the capitalisation of project management support, website development, design of regeneration projects, and the replacement of recycling and litter bins and containers. Finally, a number of projects to be funded from resources received under S106 agreements are included in Category B pending approval of specific proposals.
10. Not included in 2007/08 at this stage is the slippage of expenditure from 2006/07 that is likely to arise because of the delayed implementation of some schemes such as Astley Park. This will be reported as soon as the value of the slippage has been identified by the relevant budget holders.
11. The Capital Programme for 2007/08 to 2009/10 is presented as Appendix 1. It totals £4,238,700, of which £3,074,950 will be required from Council resources. Of this, it is estimated that external borrowing of £1,755,350 will be required over the three-year period and the balance is to be financed from capital receipts. The prudential borrowing required to finance the committed capital expenditure in 2007/08 is £937,670, which would have a full-year cost in 2008/09 of about £84,000 in respect of interest and provision to repay the principal.

CATEGORY C PIPELINE PROJECTS

12. The Category C bids for inclusion in the capital programme are presented as Appendix 2 and additional information about the proposed schemes is attached as Appendix 4. This includes schemes from 2007/08 to 2009/10. Schemes previously submitted for inclusion in the 2006/07 programme are shown as having slipped to 2007/08. It is possible that some of the schemes may need to be implemented before the end of 2006/07, whether in part or in full, if approved to proceed. Should this prove to be necessary, the change to the timing of the relevant projects will be reported and the revenue consequences identified.
13. Of the three-year total of £2,280,610, £1,718,510 would need to be financed from Council resources if all schemes were approved. Unless the level of capital receipts from disposal of assets can be increased above the level available to finance the approved programme, the likelihood is that any new approvals would have to be financed by recourse to additional external borrowing, though it may be appropriate to finance some schemes with resources received under S106 agreements or other external sources of funding. The Council should develop a programme of disposing of low-return surplus assets in order to minimise the level of external borrowing required to finance the existing programme and those additional projects approved to proceed. The revenue cost of external borrowing varies according to interest rates and the rate of repayment of principal. Part-year interest charges are incurred in the year of borrowing and full-year interest plus provision to repay principal at a minimum of four percent of the balance in the financial year after the borrowing. The typical full-year cost of borrowing £1 million would be £85,000, assuming the minimum rate of provision to repay the debt.
14. The Council received an allocation of £493,000 Housing Capital Grant for 2006/07. Though it is anticipated that there will be a further allocation for 2007/08, it is not known whether the sum will be similar or whether the allocation for next year will be affected by stock transfer in 2006/07. The pipeline list does not include an estimated allocation at this stage but should one be awarded this will be reported at the earliest opportunity.
15. If the opportunities to significantly reduce capital financing costs are limited then the next best strategy is minimise borrowing by attracting external funds and using developer contributions (S106s). The Council has been very successful at this and keeping borrowing to a minimum whilst delivering the capital investment it requires. Appendix 3 shows that a sum of £1.5m receivable under the terms of S106 agreements will be available in the next financial year that has yet to be allocated to schemes. Members should note however that there are restrictions on the use of S106 money, according to the legal agreements that are in place. In addition to these S106 funds there is also capital money set aside from LABGI grant (£100k) and approximately the same sum from LPSA1.

The programme for 2007/08 needs to follow the precedent of keeping borrowing to a minimum but aim to ensure that some of the new priorities generally regarded as non-traditional start to be delivered. There will always be "business as usual expenditure" but the key emerging priorities appear to be

- Delivering the town centre strategy
- Responding to the issues raised in the White paper

Both of these issues will be tested during the next CPA reassessment.

RELEVANCE OF PIPELINE SCHEMES TO CORPORATE PRIORITIES

16. The Capital Programme needs to be determined in terms of its impact on corporate priorities and in particular the Council's ability to be seen as a community leader. The programme also needs to be set in the context of affordability. At present a sum of £40,000 is available within the draft revenue budget to finance additional capital schemes. This broadly equates to a capital expenditure value of £0.5 million. The Council's intention would always be to keep the programme affordable by using capital receipts as an alternative to borrowing. The Director of Property Services has identified those non-operational and investment assets that could be included in a disposal programme. However, it is clear that there are only limited assets that could be sold in the near future and the income earned from investment assets would have to be taken into account before agreeing that they be sold.
17. The Executive have considered the overall resource position and the pipeline schemes presented in Appendix 2 and propose the following programme that will kick start some of the key pieces of work the Council is undertaking around the LSP and community management as well as continuing to invest in its infrastructure. Set out in the table below is a summary of the proposed programme totalling £1,095,990 with details of the proposed financing arrangement and the revenue implications known at this time.

Priority/Scheme	Capital Cost £'000	Funding Source *	Revenue Cost £'000	Full Year Borrowing Cost £'000	Total Revenue Cost £'000
Put Chorley at the heart of regional economic development in the central Lancashire sub-region					
Delivering Town Centre Strategy	100.0	LAGBI	0.0	0.0	0.0
Chapel Street Phase IV/New Market St	95.0	S106	0.0	0.0	0.0
Improving equality of opportunity and life chances					
Pump Priming the LSP	50.0	LPSA1	0.0	0.0	0.0
Pump Priming Area Forum	50.0	LPSA1	0.0	0.0	0.0
Wardens Digital CCTV	13.1	S106	0.0	0.0	0.0
SNED Intelligent management Information	50.0	S106	0.0	0.0	0.0
Involving people in their communities					
Community Centre Grants	120.0	120.0	0.0	10.8	10.8
Improved access to Public Services					
Cemetery development	13.0	13.0	0.0	1.2	1.2
Brinscall Baths	190.0	190.0	0.0	17.1	17.1
Corporate Play- Chorley Moor	50.0	50.0	0.0	4.5	4.5
Develop the character and feel of Chorley as a good place to live					
Enhanced recycling and kerbside Collection	158.0	158.0	0.0	14.2	14.2
Common Bank/Big Wood	0.0	0.0	20.0	0.0	20.0
Astley Park CCTV	24.0	S106	0.0	0.0	0.0
Tree management system	15.3	15.3	0.0	1.4	1.4
Ensure Chorley Borough Council is a performing organisation					
HR Management system	68.5	68.5	0.0	6.1	6.1
Data Storage system	67.3	67.3	0.0	6.1	6.1
Legal case management system	31.8	31.8	0.0	2.9	2.9
TOTALS	1,096.0	713.9	20.0	64.3	84.3

* Where external funding such as grant or S106 is not specified the source of funding will be prudential borrowing.

18. The Table shows that the total annual revenue cost of the proposal is £84.3k. The available headroom in the proposed 2007/08 revenue budget is £40k. Therefore a funding gap of £44.3k needs to be resolved. This situation can be resolved either by reducing the programme or creating further headroom in the revenue budget. Neither of these solutions is really desirable.
19. As an alternative I propose that a strategic financing decision is made regarding the 2006/07 capital programme. The estimated borrowing required to finance the Capital Programme for 2006/07 takes account of financing the Gillibrand Link Road land assembly compensation payment (£757k) from the Council's own resources. The uncommitted S106 Buckshaw money, some of which it is proposed is applied to the 2007/08 programme (£182k), can be used for transport infrastructure. As such I think it can legitimately be applied to the Gillibrand compensation payment. This would save an estimated £68k in borrowing costs in 2007/08.

COMMENTS OF THE DIRECTOR OF HUMAN RESOURCES

20. There are no direct human resource implications of this report.

RECOMMENDATION(S)

Members are asked to:

21. Approve the draft Capital Programme and financing for consultation.

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

22. The Council needs to review its medium-term capital investment requirements in the context of the investment that is required to achieve its strategic objectives and the consideration of affordability.
23. The use of S106 resources in 2006/07 instead of external borrowing will save borrowing costs in 2007/08.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

24. None

GARY HALL
DIRECTOR OF FINANCE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Michael L. Jackson	5490	20 November 2006	Capital Programme 2007-08 to 2009-10.doc

Capital Programme - 2007/08 to 2009/10

Scheme	2007/08 Current Estimate £	2007/08 Other Changes £	2007/08 Revised Estimate £	2008/09 Current Estimate £	2008/09 Other Changes £	2008/09 Revised Estimate £	2009/10 Current Estimate £	Total 2007/08 to 2009/10 £	External Funding £	CBC Funding £
<u>Strategy Group</u>										
<u>Policy & Performance</u>										
Project Management Support Capitalisation	40,000		40,000	40,000		40,000	40,000	120,000		120,000
Policy & Performance Total	40,000	0	40,000	40,000	0	40,000	40,000	120,000	0	120,000
Strategy Group Total	40,000	0	40,000	40,000	0	40,000	40,000	120,000	0	120,000
<u>Corporate & Customer Challenge Group</u>										
<u>ICT Services</u>										
Website Development (incl. ICT salary capitalisation)	30,000		30,000	30,000		30,000	30,000	90,000		90,000
ICT Services Total	30,000	0	30,000	30,000	0	30,000	30,000	90,000	0	90,000
<u>Property Services</u>										
Planned Maintenance of Fixed Assets	200,000		200,000	200,000		200,000	200,000	600,000		600,000
Property Services Total	200,000	0	200,000	200,000	0	200,000	200,000	600,000	0	600,000
Corporate & Customer Challenge Group Total	230,000	0	230,000	230,000	0	230,000	230,000	690,000	0	690,000
<u>Environment & Community Challenge Group</u>										
<u>Development & Regeneration</u>										
Astley Park Improvements - Construction	643,620		643,620	35,340		35,340	0	678,960	521,530	157,430
Disabled Facilities Grants	300,000		300,000	300,000		300,000	0	600,000	360,000	240,000
Housing Renewal	200,000		200,000	200,000		200,000	0	400,000	400,000	400,000
Regeneration Projects - Design Fees	103,220		103,220	103,220		103,220	0	206,440	206,440	206,440
Groundwork Projects	15,000	(15,000)	0	15,000	(15,000)	0	0	0	202,620	0
Provision of Affordable Housing (S106 funded)		79,720	79,720		122,900	122,900		202,620		0
Development & Regeneration Total	1,261,840	64,720	1,326,560	653,560	107,900	761,460	0	2,088,020	1,084,150	1,003,870

Capital Programme - 2007/08 to 2009/10

Scheme	2007/08 Current Estimate £	2007/08 Other Changes £	2007/08 Revised Estimate £	2008/09 Current Estimate £	2008/09 Other Changes £	2008/09 Revised Estimate £	2009/10 Current Estimate £	Total 2007/08 to 2009/10 £	External Funding £	CBC Funding £
<u>Housing Services</u>										
Housing Investment Programme (Council Dwellings)	1,854,000	(1,854,000)	0	1,804,000	(1,804,000)	0	0	0	0	0
Housing Services Total	1,854,000	(1,854,000)	0	1,804,000	(1,804,000)	0	0	0	0	0
<u>Leisure & Cultural Services</u>										
Leisure Centres Capital Investment	200,000		200,000	200,000		200,000	200,000	600,000		600,000
Duxbury Park Golf Course capital investment	476,230		476,230	34,850		34,850	0	511,080		511,080
Leisure & Cultural Services Total	676,230	0	676,230	234,850	0	234,850	200,000	1,111,080	0	1,111,080
<u>Streetscene, Neighbourhoods & Environment</u>										
Play/Recreation Facilities (S106 funded)		15,000	15,000		19,630	19,630	0	34,630	34,630	0
DEFRA Waste Performance & Efficiency Grant scheme		44,970	44,970			0	0	44,970	44,970	0
Replacement of recycling/litter bins & containers		50,000	50,000		50,000	50,000	50,000	150,000		150,000
Streetscene, Neighbourhoods & Environment Total	0	109,970	109,970	0	69,630	69,630	50,000	229,600	79,600	150,000
<u>Environment & Community Challenge Group Total</u>										
	3,792,070	(1,679,310)	2,112,760	2,692,410	(1,626,470)	1,065,940	250,000	3,428,700	1,163,750	2,264,950
Capital Programme Total	4,062,070	(1,679,310)	2,382,760	2,962,410	(1,626,470)	1,335,940	520,000	4,238,700	1,163,750	3,074,950

Housing Services

Housing Investment Programme (Council Dwellings)

Housing Services Total

Leisure & Cultural Services

Leisure Centres Capital Investment
Duxbury Park Golf Course capital investment

Leisure & Cultural Services Total

Streetscene, Neighbourhoods & Environment

Play/Recreation Facilities (S106 funded)
DEFRA Waste Performance & Efficiency Grant scheme
Replacement of recycling/litter bins & containers

Streetscene, Neighbourhoods & Environment Total

Environment & Community Challenge Group Total

Capital Programme Total

Appendix 1

Capital Programme - 2007/08 to 2009/10

Scheme

Financing the Capital Programme

Prudential Borrowing
 Unrestricted Capital Receipts
 Housing Investment Programme Restricted Capital Receipts

CBC Resources

Ext. Contributions - Developers
 Ext. Contributions - Lottery Bodies

Government Grants - Disabled Facilities Grants
 Government Grants - Major Repairs Allowance
 Government Grants - DEFRA

External Funding

TOTAL CAPITAL FINANCING

	2007/08 Current Estimate £	2007/08 Other Changes £	2007/08 Revised Estimate £	2008/09 Current Estimate £	2008/09 Other Changes £	2008/09 Revised Estimate £	2009/10 Current Estimate £	Total 2007/08 to 2009/10 £	External Funding £	CBC Funding £
	902,670	35,000	937,670	262,680	35,000	297,680	520,000	1,755,350		1,755,350
	300,000		300,000	600,030		600,030	0	900,030		900,030
	402,000	(82,000)	320,000	146,570	(47,000)	99,570	0	419,570		419,570
	1,604,670	(47,000)	1,557,670	1,009,280	(12,000)	997,280	520,000	3,074,950	0	3,074,950
	0	94,720	94,720	0	142,530	142,530	0	237,250	237,250	0
	505,400		505,400	16,130		16,130	0	521,530	521,530	0
	180,000		180,000	180,000		180,000	0	360,000	360,000	0
	1,772,000	(1,772,000)	0	1,757,000	(1,757,000)	0	0	0	0	0
		44,970	44,970			0	0	44,970	44,970	0
	2,457,400	(1,632,310)	825,090	1,953,130	(1,614,470)	338,660	0	1,163,750	1,163,750	0
	4,062,070	(1,679,310)	2,382,760	2,962,410	(1,626,470)	1,335,940	520,000	4,238,700	1,163,750	3,074,950

Category C Pipeline Projects - 2007/08 to 2009/10

Scheme	2007/08 Projects £	2008/09 Projects £	2009/10 Projects £	Total Bids 2007/08 to 2009/10 £	External Funding £	CBC Funding £	Source of Funding
<u>Projects Recommended to Proceed</u>							
<u>Strategy Group</u>							
<u>Policy & Performance</u>							
Pump priming the Local Public Services Board	50,000			50,000	50,000	0	LPSA1
Pump priming the Area Forum	50,000			50,000	50,000	0	LPSA1
Policy & Performance Total	100,000	0	0	100,000	100,000	0	
Strategy Group Total	100,000	0	0	100,000	100,000	0	
<u>Corporate & Customer Challenge Group</u>							
<u>Human Resources</u>							
HR Management System	68,500			68,500		68,500	Borrowing
Human Resources Total	68,500	0	0	68,500	0	68,500	
<u>ICT Services</u>							
Data Storage Solution	67,350			67,350		67,350	Borrowing
Legal Case Management System	31,750			31,750		31,750	Borrowing
ICT Services Total	99,100	0	0	99,100	0	99,100	
Corporate & Customer Challenge Group Total	167,600	0	0	167,600	0	167,600	

Scheme

Projects Recommended to ProceedStrategy GroupPolicy & Performance

Pump priming the Local Public Services Board
Pump priming the Area Forum

Policy & Performance Total**Strategy Group Total**Corporate & Customer Challenge GroupHuman Resources

HR Management System

Human Resources TotalICT Services

Data Storage Solution
Legal Case Management System

ICT Services Total**Corporate & Customer Challenge Group Total**

<u>Category C Pipeline Projects - 2007/08 to 2009/10</u>		2007/08		2008/09		2009/10		Total Bids 2007/08 to 2009/10		External Funding		CBC Funding		Source of Funding	
Scheme		Projects	£	Projects	£	Projects	£	Projects	£	£	£	£	£		
<u>Development & Regeneration</u>															
Chapel Street Enhancement Phase IV															
Common Bank - Big Wood Reservoir (revenue bid)															
Delivering the Chorley Town Centre Strategy															
		95,000		95,000		95,000		95,000		95,000		0		0	S106
		0		0		0		0		0		0		0	Revenue consequences
		100,000		100,000		100,000		100,000		100,000		0		0	LABGI
Development & Regeneration Total		195,000	0	0	0	195,000	0	195,000	0	195,000	0	0	0	0	
<u>Leisure & Cultural Services</u>															
Village Hall & Community Centres Projects															
Astley Hall/Park CCTV															
Brinscall Swimming Pool Refurbishment															
		120,000		120,000		120,000		120,000		120,000		120,000		120,000	Borrowing
		24,000		24,000		24,000		24,000		24,000		0		0	S106
		190,000		190,000		190,000		190,000		190,000		190,000		190,000	Borrowing
Leisure & Cultural Services Total		334,000	0	0	0	334,000	0	334,000	0	24,000	0	310,000	0	310,000	
<u>Streetscene, Neighbourhoods & Environment</u>															
Corporate Play Development Plan															
Warden Patrol Vans/Digital CCTV Recorders															
Enhanced Recycling/Kerbside Collection															
Tree Management System (incl. IT hardware)															
Cemetery Development															
Intelligent Management Information															
		50,000		50,000		50,000		50,000		50,000		50,000		50,000	Borrowing
		13,100		13,100		13,100		13,100		13,100		0		0	S106
		158,000		158,000		158,000		158,000		158,000		158,000		158,000	Borrowing
		15,290		15,290		15,290		15,290		15,290		15,290		15,290	Borrowing
		13,000		13,000		13,000		13,000		13,000		13,000		13,000	Borrowing
		50,000		50,000		50,000		50,000		50,000		0		0	S106
Streetscene, Neighbourhoods & Environment Total		299,390	0	0	0	299,390	0	299,390	0	63,100	0	236,290	0	236,290	
Environment & Community Challenge Group Total		828,390	0	0	0	828,390	0	828,390	0	282,100	0	546,290	0	546,290	
Total projects recommended to proceed		1,095,990	0	0	0	1,095,990	0	1,095,990	0	382,100	0	713,890	0	713,890	

Category C Pipeline Projects - 2007/08 to 2009/10

Other projects

- Strategic Shared Contact Centre (Benefits)
- Electronic Document & Records Management System
- Hic Bibi Local Nature Reserve
- Groundwork Projects
- Regeneration Projects - Design Fees
- Disabled Facilities Grants
- Private Sector Housing Renewal
- Community Centre Eccleston - Capital Grant
- Union Street/Market S/St Thomas's Road Mini Roundabouts and Zebra Crossings
- Recycling Bring Site Expansion

Total other projects

Total Category C Pipeline Projects

2007/08 Projects £	2008/09 Projects £	2009/10 Projects £	Total Bids 2007/08 to 2009/10 £	External Funding £		Source of Funding
				External Funding £	CBC Funding £	
140,000			140,000		140,000	
54,310			54,310		54,310	
28,090			28,090		28,090	
15,000	15,000	15,000	45,000		45,000	
		103,220	103,220		103,220	
		300,000	300,000	180,000	120,000	
		200,000	200,000		200,000	
150,000			150,000		150,000	
114,000			114,000		114,000	
20,000	20,000	10,000	50,000		50,000	
521,400	35,000	628,220	1,184,620	180,000	1,004,620	
1,617,390	35,000	628,220	2,280,610	562,100	1,718,510	

Use of S106 Resources - 2006/07 to 2009/10			2006/07	2007/08	2008/09	2009/10	Total
Scheme	Purpose of S106	Estimate	Estimate	Estimate	Estimate	Estimate	2006/07 to 2009/10
		£	£	£	£	£	£
<u>Category A & B Schemes</u>							
<u>Strategy Group</u>							
<u>Policy & Performance</u>							
Contribution to Pitch Drainage Bishop Rawsthorne School	Recreation B	19,950					19,950
Policy & Performance Total		19,950	0	0	0	0	19,950
Strategy Group Total		19,950	0	0	0	0	19,950
<u>Environment & Community Challenge Group</u>							
<u>Development & Regeneration</u>							
Eaves Green Link Road (S106 funded)	Transport A	4,519,650					4,519,650
Adlington Rail Station Improvements (S106 funded)	Transport B	7,500					7,500
Provision of Affordable Housing (S106 funded)	Housing B		79,720	122,900			202,620
Development & Regeneration Total		4,527,150	79,720	122,900	0	0	4,729,770
<u>Streetscene, Neighbourhoods & Environment</u>							
Tesco superstore cycle path (S106 funded)	Transport A	13,920					13,920
Euxton Play Facilities (S106 funded) - Mile Stone Meadow	Recreation A	50,780					50,780
Euxton Play Facilities (S106 funded) - Balshaw Lane	Recreation A	1,100					1,100
Transport Improvements (S106 funded)	Transport B	171,880					171,880
Highway improvements - Gillibrand estate/Southlands	Transport B	100,000					100,000
Harpers Lane Recreation Ground Imps (S106 funded)	Recreation B	30,000					30,000
Ulnes Walton Play/Leisure Schemes (S106 funded)	Recreation B	10,630					10,630
Adlington Play Development (S106 funded)	Recreation B	25,000					25,000
Play/Recreation Facilities (S106 funded)	Recreation B	22,880	15,000	19,630			57,510
Streetscene, Neighbourhoods & Environment Total		426,190	15,000	19,630	0	0	460,820
<u>Use of S106 Resources - 2006/07 to 2009/10</u>							
Scheme	Purpose of S106	Estimate	Estimate	Estimate	Estimate	Estimate	Total
		£	£	£	£	£	2006/07 to 2009/10
		£	£	£	£	£	£
Environment & Community Challenge Group Total		4,953,340	94,720	142,530	0	0	5,190,590
Category A & B Schemes Total		4,973,290	94,720	142,530	0	0	5,210,540
<u>Category C Schemes</u>							
Community Benefit schemes (S106 funded)	Various	1,000,000					1,000,000
Affordable Housing S106 Commuted Sums	Housing		500,000	600,000			1,100,000
Play/Recreation Facilities (S106 funded)	Recreation				83,020		83,020
Category C Schemes Total		1,000,000	500,000	600,000	83,020	0	2,183,020
Total Use of S106 Resources		5,973,290	594,720	742,530	83,020	0	7,393,560

OUTLINE BUSINESS CASES

Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
<p>Kerbside Recycling – Service and Capacity Improvements</p>	<p>Provision of a recycling and refuse collection service, which meets our obligations under the Lancashire Waste Partnership Cost Share Agreement to deliver the Partnerships waste and recycling targets.</p>	<p>Ref B1 Vehicle Procurement - will provide response resource to missed recycling collections and returns to restricted access pickups.</p> <p>Ref B2 Vehicle procurement - Front line vehicles fully utilised on collection rounds</p> <p>Ref B3 Containers – provision of new and replacement garden waste wheeled bins will improve access to services and maintain/increase recycling rates</p>	<p>£132,000</p>	<p>2007/08 £3,330</p> <p>2008/09 £11,880</p>	

OUTLINE BUSINESS CASES

Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
<p>Common Bank (also known as Big Wood Reservoir)</p>	<p>The Council works in partnership with various external organisations like North West Development Agency, Lancs County Council and non-profit making organisations like Groundwork, on a variety of environmental enhancement schemes.</p> <p>REMADE is a NWDA funded scheme run by Lancashire County Council to tackle the problem of derelict, under-used and neglected (DUN) land in Lancashire. REMADE's aim is to help tackle regeneration priorities through the reclamation of large Brownfield sites for soft end uses like sports and recreation, nature reserves, food-growing projects, footpaths and cycleways. REMADE currently have 26 schemes in their programme throughout the County, including Common Bank.</p>	<ul style="list-style-type: none"> • The objective of reducing DUN sites will mean a better place is provided to all residents in the Borough. • Providing an environment that is beneficial to health. • Providing an environment that is good for nature. • Attracting visitors from outside the Borough. • Increase external funds to value of approx £300,000+ • For every £1 spent by Chorley BC, approximately £7 has been invested from external sources, for similar projects. <p>* Capital costs funded by grant. Scheme requires minimum of 5 x £20,000 revenue maintenance expenditure.</p>	<p>*</p>	<p>2007/08</p> <p>*</p>	<p>2008/09</p> <p>*</p> <p>£20,000 p.a.</p>

CAPITAL PROGRAMME 2007/08

OUTLINE BUSINESS CASES

Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
<p>Warden Patrol Vans & Digital Recorders</p>	<p>At the present time the Neighbourhood Warden service operate three high profile vehicles which are used on patrol addressing the problems of anti-social behaviour and targeting areas know as 'Hot Spots'.</p> <p>The main problem 'Hot Spot' areas are Chorley East, Chorley South West, Clayton Brook and Coppull. The Community Safety Strategy highlights these four areas as priority areas.</p> <p>Three vehicles, including the CCTV vehicle are fitted with VHS recording CCTV equipment presently using obsolescent video technology. These are used in gathering evidence of anti-social behaviour and capturing corroborative evidence of interactions with Wardens and identifying offenders who may already have anti-social behaviour orders restricting their activities. Our intention is to up-grade both Neighbourhood vehicles and the large mobile CCTV van, replacing the video recording technology with digital recording equipment. All the cameras themselves will be retained to maximise this investment.</p> <p>Our vehicles will be operational between 0900 - 2300hrs each day of the week. If staff witness anti-social behaviour or a crime whilst out on mobile patrol they can switch on the CCTV unit immediately to record evidence without it being a pre-planned operation. The digital up-grade will improve the picture quality, vital to produce evidence</p>	<p>This project links to the community strategy in the following ways:</p> <ul style="list-style-type: none"> To secure sustainable reductions in crime and the fear of crime in local communities, reducing crime on the streets. Crime reduction - to reduce the number of domestic burglaries, anti social behaviour, youth issues and racially motivated crime. To assist in obtaining evidence of environmental crime – flyposting, graffiti and dumping. To make Chorley the place of choice to live, work and invest in the North West. The Crime and Disorder strategy states that consideration will be given to CCTV and other integrated crime prevention measures in residential areas. These mobile systems reach residential areas not yet covered by static CCTV. <p>This project also aligns with our:</p> <ul style="list-style-type: none"> continuous improvement obligations; crime and disorder partnership obligations; desire to offer an improved CCTV facility to outlying areas; and our obligation to maximise the utility of existing equipment. <p>* No borrowing cost if scheme financed from S106 resources.</p>	<p>£13,100</p>	<p>2007/08 *</p>	<p>2008/09 *</p>

CAPITAL PROGRAMME 2007/08

OUTLINE BUSINESS CASES

Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
	<p>of identity and reduce the amount of storage required for video, up-date all the equipment to modern day standards making the systems compatible with the Borough Council CCTV Control Room. The video recording system is now obsolete the up-grade is evolving technology ready to accept future 'Bolt On's' as technology advances, such as GPS and GSM Connection to mobile phone.</p>				

OUTLINE BUSINESS CASES

Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
<p>Data Storage Solutions</p>	<p>After its staff, the Council's most important asset is its vast information resource. Access to, and the manipulation of, electronic information is now a basic necessity for the delivery of the Council's services. In order to meet the increasingly challenging demands of the Council's efficiency programme, greater and greater use is being made of technology which in turn places increased demands upon the delivery of accurate, up to date electronic information through an extended window of availability and additional, even mobile, points of access.</p> <p>As the Council embraces the efficiency agenda and delivers on its commitment to improve the accessibility of its services, the technology that will underpin that delivery must develop and keep pace with requirements. The existing storage solution is not adequate to provide the level of service or functionality required to meet these demands.</p> <p>The Council must also continually review its business continuity arrangements to ensure they continue to reflect the needs of the business. The Council has changed significantly since the purchase of the existing storage devices in early 2002. The effective resumption of services following an incident is a corporate priority and although extensive arrangements are in place to deal with prolonged incidents in terms of hardware and data, it is possible that the recovery will result in the loss of one day's data. Developments in technology now allow this to be addressed.</p> <p>Significantly, the company supplying the existing equipment went into liquidation in 2004. Since that time the equipment has been maintained by a company based in California. Although the service has met our needs on the few occasions</p>	<p>The Council's current network attached storage device was purchased in 2002. Since that time the Council has significantly developed the use of ICT resulting in a notable increase in both data storage requirements and data management functionality. The Council's current network attached storage units do not, in general, store application data and therefore application data is secured to tape on a nightly basis. This results in a large number of security procedures that are time-consuming to carry out and, in the event of an incident, time-consuming to restore. The restoration process can involve, as a worst case, the loss of a day's work as the system is restored to the previous state of business position. The implications of this scenario are that the time taken to enter the data in the first place is lost, as is the time taken to re-enter the data into the recovered system. Depending upon the system and the time at which the incident occurs (e.g. year end billing, elections), a service interruption of this kind could be significant. The Council should aim to implement a system that provides system snapshots at hourly or so intervals. This will minimise both data loss and the rework required to a return to an operational position. However, the Council currently operates a mixed Unix/Windows environment and the costs of accommodating both types of data could prove prohibitive. In this event, the Council should focus upon the storage of Windows data and retain current arrangements for the Unix environment. The Council's aim to standardise on a Windows environment will continue to reduce non-Windows systems over time.</p>	<p>£67,350</p>	<p>2007/08 £1,680</p>	<p>2008/09 onwards £4,210 p.a.</p>

CAPITAL PROGRAMME 2007/08

OUTLINE BUSINESS CASES

Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
	<p>we have required them, it is not considered a sustainable arrangement.</p> <p>For these reasons it is considered appropriate that the Council procure a new storage solution.</p> <p>The initial review of the market indicated a project cost of approx £180,000 to implement a solution. This would allow the implementation of a solution similar to one that is in place at Lancaster City Council. However, the high costs of the solution and the dynamic data storage market were considered grounds to review the solution given almost a year has passed since the solution was proposed. This review highlighted a new storage solution that offered the main elements of the previous solution at a significantly reduced price.</p> <p>The primary differences between the solutions are:</p> <ul style="list-style-type: none"> The revised proposal is for a solution that can store Windows based data only. It cannot store legacy Unix data. Although this is a limitation, the Council's strategy is to standardise on the Microsoft operating system when replacing systems. The transfer of the Housing system will reduce our Unix applications to 2, the main remaining application being Revenues and Benefits. It will not be possible to restore email boxes on a box by box basis. The entire system must be restored to achieve this. 				

OUTLINE BUSINESS CASES

Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
<p>Enhanced Recycling Phase Three</p>	<p>Executive Cabinet have approved the Head of Environmental Services recommendation to extend the enhanced recycling service to the remaining 1500 households in the Borough that are currently classed as difficult access properties for the purposes of refuse and recycling collections. Council Minute 05/EC/146 refers.</p>	<p>Chorley is a leading recycling authority, having moved our recycling rate from 4% in 2001/2 to 40% (April to September) this year. In April 2005 we introduced an Enhanced Recycling Service that provides 96% of households with an alternate weekly refuse collection service and kerbside recycling service in line with the LWP Cost Share Agreement requirements.</p> <p>This has been achieved in large part through successful bids to the DEFRA Waste Challenge Fund for the capital procurement of recycling containers and specialist vehicles and by opting into the Lancashire Waste Partnership Cost Share Agreement which provides an income stream over and above the enhanced Recycling Credit Scheme.</p> <p>A commitment was made to extend this enhanced service to all households in the Borough as part of phase 2, but due to participation rates exceeding expectations in the initial phase the current fleet profile is now fully utilised. As part of a separate bid we are procuring additional vehicle capacity to accommodate increased participation and there is sufficient capacity to accommodate the remaining 4% of households in the Borough. Cleanaway have agreed to crew the vehicles to provide the service within the current contract value. In order to provide this service we need to procure the full suite of recycling containers for each household yet to be brought onto the scheme.</p> <p>This project meets our corporate priority to improve access to and take up of public services as well as developing the character of Chorley as a good place to live.</p>	<p>£26,000</p>	<p>2007/08 £650</p>	<p>2008/09 £2,340</p>

CAPITAL PROGRAMME 2007/08

OUTLINE BUSINESS CASES

Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
<p>Recycling Bring Site Expansion</p>	<p>Despite kerbside recycling bring site recycling remains a key element of CBC recycling initiatives contributing circa 1500 tonnes of recycleate towards annual targets. Bring site recycling complements rather than competes with kerbside collection schemes.</p> <p>Recycling best practice recommends a density of recycling bring sites of 1 site per 800properties in order to maximise high recycling rates as demanded by government targets. The current site density is approximately 1 site per 3000 dwellings.</p> <p>There is a complete lack of bring sites in some existing settlements /areas in the Borough, and No land use provision made for bring sites in new developments such as Gillibrand and Buckshaw village, furthermore land use provision for this use is not mandatory, nor has been required as a planning condition (although this will change in the future with the adoption of new development standards).</p> <p>A number of attempts have been made to establish sites on both publicly owned and private land in the areas with known shortfall, however the lack of suitable ready made sites with landowner agreement or hardstanding, fencing and convenient vehicle access has prevented sites being established.</p> <p>This project seeks funding to secure land, and undertake groundworks to establish bring sites in a number of key areas in the Borough not currently provided with any bring site facilities.</p>	<p>In order to maintain our position as a lead authority we need to achieve the same recycling rate for newly built estates as we have for existing property. Bring site tonnages have been maintained despite the introduction of kerbside recycling.</p> <p>The bring sites provide an alternative destination for "unwilling" kerbside recyclers, and by doing so minimise the leakage of recycleate into the waste- for-disposal stream.</p> <p>The recycling rates are achieved with a combination of both kerbside recycling and bring site recycling. Though there has been considerable focus on kerbside recycling of late, the role of bring site recycling should not be overlooked.</p> <p>In absolute terms we need to increase participation in order to meet our recycling target of 56% by 2015.</p> <p>The Council's refuse & recycling collection services are one of the first services encountered by new residents of the Borough, and the Buckshaw village development proclaimed as a sustainable community. For these reasons it is important that recycling services is a high priority in these developments.</p> <p>In order to provide equality of service provision throughout the borough bring sites need to be established in areas not currently served.</p>	<p>£10,000 per site</p> <p>2007/08 £20,000</p> <p>2008/09 £20,000</p> <p>2009/10 £10,000</p>	<p>2007/08 £500</p> <p>2008/09 £2,050</p> <p>2009/10 £4,220</p>	

OUTLINE BUSINESS CASES

Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
	<p>The project also seeks funding to purchase specialist banks with a small footprint to be more easily incorporated into the existing townscape.</p>	<p>Some suitable locations have been identified within existing settlements however due to factors such as inappropriate surfacing, access; screening or unsuitability of banks have been dismissed. The investment in some / all of the above may be possible to establish sites, without the need for land purchase.</p>			

OUTLINE BUSINESS CASES

Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
<p>Union Street/Market Street/St Thomas's Road, Chorley Mini-Roundabouts and zebra crossings</p>	<p>TRAFFIC FLOWS/CONGESTION The existing traffic signals installations near to the Town Hall were introduced when Market Street formed part of the main A6, linking Bolton to Preston. These signals use old technology which prevent the timings from being amended to suit the change in traffic flows. Consequently, at busy periods, excessive queues form on St Thomas's Road and Union Street. These queues seriously affect the movement of vehicles around the northern side of the town centre which includes the access to the Flat Iron Car Park. The proposed mini-roundabouts will increase capacity at these junctions and substantially reduce queue lengths.</p> <p>PEDESTRIAN SAFETY There is a substantial demand from pedestrians to cross Union Street and St Thomas's Road near to their junctions with Market Street. The existing traffic signals do not have a red/green man facility and so pedestrians experience difficulties in judging when it is safe to cross. The two proposed zebra crossings will make it safer and more convenient to walk into the town centre from the north. Pedestrian access to the Town Hall and adjacent buildings will also be improved.</p> <p>Pedestrian safety will also be improved as a result of the increase in lighting levels that will be provided as part of the project. Studies have shown that improved lighting can assist in meeting crime reduction levels and the perception of crime in town centre areas.</p> <p>IMPROVED ENVIRONMENT Market Street in front of the Town Hall is 5 lanes wide which is excessive for modern day traffic flows. The proposals will reallocate roadspace by reducing road widths and providing wider</p>	<p>Improved access to the town centre, especially for pedestrians and cyclists</p> <p>A reduction in the level of queuing traffic on St Thomas's Rd and Union St</p> <p>Improved access to the Flat Iron car park.</p> <p>Improved environment in this part of the town centre</p>	<p>£114,000</p>	<p>2007/08 £2,850</p> <p>2008/09 £10,260</p>	

CAPITAL PROGRAMME 2007/08

OUTLINE BUSINESS CASES

Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
	<p>footways and cycle lanes. Together with the zebra crossings the wider footways will provide a more pedestrian user friendly feel to this part of the town centre. The wider footway outside the front door to the Town Hall will provide opportunities to further enhance the area with seating, landscaping or an art feature.</p>				

OUTLINE BUSINESS CASES

Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
<p>Hic Bibi Local Nature Reserve</p>	<p>Hic Bibi Local Nature Reserve is an 8-hectare site owned by Northern Venture Capital Limited. It has been leased for 999 years to Chorley Borough Council since 1999 when it was designated as a County Biological Heritage Site. The location is a former brick works and clay quarry site situated off Coppull Moor Lane near Chorley. The nature reserve was created on the site in 1997 when rubbish was cleared, paths and ponds created, and new planting, fences and stiles provided. The key habitats are species rich grasslands, ponds, scrub and mire. Chorley Borough Council and its partners Lancashire Wildlife Trust, Chorley and District Natural History Society, Coppull Parish Council and Lancashire County Council have managed the site since 1994 and it became a Local Nature Reserve in 2000. The site is very important for amphibians, birds, dragonflies and damselflies and mammals. Notable species include Stonewort, Reed Bunting, Black Darter Dragonfly, Water Voles, which are UK Priority Biodiversity species, and Great Crested Newts that are 'European Protected Species'. A five-year ecological management plan has been prepared for Chorley Borough Council running from April 2002 to March 2006. As part of the management plan the following ecological monitoring has taken place biannually to guide further site management.</p> <p>a) Recording and monitoring all ponds, amphibian populations and aquatic invertebrate to assess impact and guide to future management.</p> <p>b) Maintaining and enhancing hedgerows.</p> <p>c) Recording and monitoring invertebrate populations of dragonflies, damselflies and butterflies and to assess the impact of</p>	<p>Grassland management is a problematic issue at Hic Bibi. At present a relatively small number of compartments have been cut by strimming on an annual or rotational basis. Most of the species-rich compartments have not been subject to cutting due to many factors, such as ground topography, access issues and costs.</p> <p>It is now apparent that many of the species-rich grassland areas at Hic Bibi are under threat from processes of natural succession. In particular the following features and processes directly threaten the species-rich grasslands:</p> <ul style="list-style-type: none"> Continued expansion and new colonization of scrub, particularly willow species and bramble. Multi-stemmed re-growth of previously cut scrub contributes to the problem, e.g. Compartment G23. Expansion of existing areas of tall ruderal herbs and areas of reed canary-grass, e.g. Compartments G17, G28, G26 and G25. In addition less desirable species seem to be more frequent within species-rich grassland compartments, e.g. increase in marsh thistle throughout the reserves grasslands, particularly within important grassland Compartments G14, G15, G16 and G24. <p>There is a now an urgent need to address these management issues in order to safeguard the grasslands. The following recommendation is made to enhance the grassland habitats.</p> <ul style="list-style-type: none"> Extensive scrub control and removal is needed. Cut scrub must be treated with stump killer herbicide to prevent re-growth. The locations and methods need to be 	<p>£28,094</p>	<p>2007/08 £700</p> <p>2008/09 £2,530</p>	

CAPITAL PROGRAMME 2007/08

OUTLINE BUSINESS CASES

Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
	<p>management. d) Monitoring changes in the structure of the site's vegetation</p> <p>Following site monitoring of grasslands and ponds in 2005, the Council's Ecological Consultant strongly recommended that ecological enhancement work be undertaken.</p>	<p>agreed with PENNINE Ecological to safeguard other interests including; birds and great crested newts.</p> <ul style="list-style-type: none"> The creation of new ponds and ditches surrounded by scrapes cleared of vegetation. In particular this will include compartments where floristic interest is limited and / or some of the scrub compartments. Following vegetation removal, a series of multiple small ponds and linear ditches will be created surrounded by bare exposed clay substrates. The following areas of the reserve are considered particularly suitable for this. The area comprising Compartments G24 and G29, and, in particular G12 and part of W4. A new glade in Compartment W4 could be cleared of scrub in order to link Compartments G12 and G7. Other areas also need to be considered, although there are issues relating to both water voles and great crested newt. Evidence of significant water vole activity in the form of runs and feeding stations has been noted in terrestrial grassland compartments at considerable distances from ponds. In particular the area west of Ponds 3 and 4, including Compartments G17, G25, G14, G26 and G28 supports many signs of habitual use and dispersal from the ponds which are considered to be the main breeding locations. To carry out the methods outlined above there is a legal requirement to apply for a DEFRA Conservation licence due to the presence of the protected great crested newt. This is a costly exercise both in terms of applying for the licence and the production of associated method statements, and, not least, the implementation of protective 			

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OUTLINE BUSINESS CASES

Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
		<p>measures and terrestrial clearance of the species. In basic terms the areas affected by the vegetation clearance would initially need to be enclosed by temporary amphibian fencing. A number of pitfall traps would then need to be installed within the fenced compartments and checked on a daily basis until such time newts were deemed to have been cleared from the areas. The pond creation and vegetation clearance could then take place. The benefits of this scheme would be two fold. Firstly, the creation of extensive new breeding habitats for great crested newts, and secondly, the creation of new exposed clay substrates which will provide suitable conditions for the natural establishment of species-rich grasslands.</p> <p>The adoption of the above measures are considered essential to safeguard the sites intrinsic botanical interest. The adoption of the pond creation with scrapes will also enhance the sites value for amphibians. Although the amphibian status of the site is not considered to be threatened, it is noticeable that Ponds 1, 2 and 3 are becoming increasingly dry and have excessive vegetation colonization. In particular Pond 1 is now virtually dry throughout the year. The new ponds (Ponds 3, 5 and 6) created by Chorley Borough Council are without doubt the sites main breeding locations. Without the creation of Ponds 3, 5 and 6, the sites status for the species would now be significantly threatened.</p>			

OUTLINE BUSINESS CASES

Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
<p>Electronic Document & Records Management System (EDRMS)</p>	<p>The amount of information in the form of electronic and paper files that the Council generates and has responsibility for has grown immeasurably in recent years. The introduction of desktop computers has prompted the growth of relatively unstructured personal information stores. The rate of growth shows no sign of abating. Recent statutory changes (Freedom Of Information Act, Data Protection Act, Re-use of Public Sector Information, etc) has increased the requirement for good record management practices over and above those dictated by normal good governance. Awareness of the problem is growing in local government and the wider public sector. Solutions, in the form of good practice (records management) and new technology (Electronic Document and Records Management Systems – EDRMS) are also becoming more widely adopted. These practices and systems will shortly become the norm in the public sector. The beginnings of this can be seen in the ODPM's e-Government Priority Outcome G19 – Information Management.</p> <p>Benefits to accrue from a corporate roll-out of EDRMS include improvements to information security and business continuity planning as well as reductions in physical storage requirements.</p> <p>In order to take advantage of these emerging practices and technologies, Chorley BC needs to grow its internal capability in these areas. These types of project are recognised as complex and high risk (ref. implementations at National Maritime Museum, Staffs CC Social Services, Department for Constitutional Affairs). These risks can be mitigated by taking a staged approach to implementation, as described below.</p>	<p>Ref No. B1 Improved record and information management contributing to improved customer service</p> <p>Ref No. B2 The building of internal skills in records and information management</p> <p>Ref No. B3 To make a significant contribution to the efficient use of staff/technologies, advocated by the Draft Corporate Strategy</p> <p>Ref No. B4 Improved record and document management will reduce the unnecessary retention of out of date information</p> <p>Ref No. B5 Records and information management expertise</p> <p>Ref No. B6 An integrated system that promotes data being held only once and electronic information being stored cost effectively in accordance with a Corporate File Plan</p> <p>Ref No. B7 Powerful search facility for quick access to information</p> <p>Ref No. B8 Lower procurement risk</p> <p>Ref No. B9 Lower Risk for any future corporate roll-out</p> <p>Ref No. B10 Improve records management processes</p>	<p>£54,310</p>	<p>2007/08 £1,360</p> <p>2008/09 £4,890</p>	

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Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
	<p>The outline business case for ED RMS was approved at the Efficiency & Transformation Board on 13 October 2005 subject to it being amended to include estimated costs of a full rollout. In light of that decision, the approach taken in the Full Business Case was re-evaluated. The revised approach was to model the costs over a 5-year roll out, and also evaluate the project over a 7-year period to show the longer-term benefits. The pilot project was staged in such a way that a decision could be taken late in 2006, as part of the Capital Programme process, as to whether the project should continue into a full corporate roll-out (see appendix 1). At that point wider issues such as scanning, DIP compliance with DPA and interfaces with other applications would be addressed.</p> <p>Following further direction from the Efficiency and Transformation Board, the full business case will now concentrate exclusively on Development and Regeneration, to complement business process transformation in that area.</p> <p>Information management is increasingly seen as an essential tool for improvement sought in inspection regimes (Best Value, CPA etc). Please see the following references:</p> <p>An overview from the IDeA on the records management standard ISO 15489: http://www.idea-knowledge.gov.uk/idk/aio/6556679</p> <p>A case study in the role of information management in the wider eGovernment agenda: http://www.idea-knowledge.gov.uk/idk/aio/791174</p> <p>This project is being sponsored by the Director of Legal Services in her role as Chair of the Information Management Group.</p> <p>This project, in as much as it is intended to lead to</p>				

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OUTLINE BUSINESS CASES

Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
	<p>a corporate implementation, will support the Council's strategic efforts in the following areas:</p> <p>Corporate Priorities for Improvement</p> <ul style="list-style-type: none"> • Serving our Customers Better – improved record and information management will contribute to improved customer service. • Investing in our Capacity to Deliver – this pilot project will build internal skills in records and information management. <p>Draft Chorley Corporate Strategy and Action Plan for 2006/7 to 2008/9:</p> <ul style="list-style-type: none"> • Section 3.2 – Strategic Focus – This project will assist the Council's ambitions to "become highly responsive, able to work effectively with other organisations whilst being focussed and effective in the delivery of its own services". • Section 3.2 – Operational efficiency - This project can make a significant contribution to the efficient use of staff resources by the reduction of time requirement in information handling. (Five minutes per day saved by all members of staff will result in a 1% saving of staff time, leading to an improvement of services or a reduction in the use of agency staff). EDRMS is an example of the exploitation of new technologies, which this strategy is advocating to bring about operational efficiencies. • Section 3.3 – Decision Making – improved record and document management will facilitate evidence-based decision making through improved document sharing, version control, retention and security policies. • Section 3.3 – Efficiency – improved record and document management will reduce the unnecessary retention of out of date information, significantly reduce the 				

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OUTLINE BUSINESS CASES

Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
	<p>occurrence of multiple redundant copies and provide a trusted information repository.</p> <ul style="list-style-type: none"> • Section 3.4 – Performing and improving organisation – this project will contribute towards improved unit performance and records management. • Section 3.4 – High Quality Priority Services – this project can lead to the provision of timely information resources to underpin “more efficient and responsive priority services”. <p>Corporate Planning and Performance Management Framework</p> <ul style="list-style-type: none"> • Section 2.10 Structure of Business Plans - The availability of internal records and information management expertise and systems could be incorporated into units’ business plans for improvement. A lack of these skills within the Council will possibly reduce units’ improvement opportunities. <p>Customer Focused Access and Service Design Strategy</p> <ul style="list-style-type: none"> • Section 1.3 Encouraging self-service – a greater level of confidence in document and record control can lead to more information being included in the Council’s Freedom of Information Act Publication Scheme. This in turn can lead to greater levels of self-service with the commensurate reductions in cost. <p>ICT Strategy</p> <ul style="list-style-type: none"> • Section 1.22 Information Management – integrated systems that promote data being held only once, electronic information being stored cost effectively in accordance with the Corporate File Plan. 				

OUTLINE BUSINESS CASES

Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
<p>Specification, Procurement and Implementation of a Legal Case Management ICT</p>	<ul style="list-style-type: none"> Chorley BC Legal Services unit provides legal services to all internal service units covering a wide variety of legal matters over hundreds of case files per year. The quality of this service is crucial to the Council's operations and reputation. The legal service is monitored by the Law Society through the Lexcel practice accreditation scheme. See http://www.lawsociety.org.uk/professional/practicesupport/lexcel.law. The scheme operates a three-year cycle (One full inspection followed by two maintenance visits). The next full inspection is due in September 2006. The 2005 maintenance inspection recognised many areas of good practice. However, the absence of a legal case management ICT system (LCMS) was found to be a serious matter of risk to the Council requiring urgent attention and may result in the Lexcel accreditation not being renewed. The Council's Legal Services unit has as a stated aim (Legal Services Unit – Business Plan 2005/6) to provide “an excellent and high quality legal service on a Best value basis to a high professional standard fully in accordance with the LEXCEL practice management standards and which helps ensure strategic direction and high standards for the Council”. The Legal Services Unit business plan risk assessment section has identified this issue as scoring 9/9 as an operational risk to the service. <p>The full comment from the assessment report is as follows:</p> <p><i>“The assessor has some concerns regarding “Leftman” (the Authority’s software system) in so far as that it gives no clear-cut computerised control over the whole of the work being done. With this and parallel hard copy systems the Authority is at risk from the lack of transparent clear control over all of its files. This was</i></p>	<ul style="list-style-type: none"> Improve legal services unit risk management Improve customer service Improve external cost recovery Improve efficiency of legal services unit Retail Lexcel accreditation 	<p>£31,746</p>	<p>2007/08 £800</p>	<p>2008/09 £2,860</p>

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Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
	<p><i>discussed at last years feedback meeting but not noted due to the spread of files and the departments return to the Town Hall in December 2005. You may wish to give urgent attention to the provision to enhancing your control systems. The assessor is aware of the demands made on a small Authority but mentions this as an area where the Authority could expose itself to risk".</i></p> <p>Corporate Priorities for Improvement</p> <ul style="list-style-type: none"> • Serving our Customers Better – improved case management will contribute to improved internal and external customer service. • Investing in our Capacity to Deliver – modern legal practice management systems contribute to efficiency and effectiveness. It will also improve the quality of evidence submitted to local courts. <p>Draft Chorley Corporate Strategy and Action Plan for 2006/7 to 2008/9:</p> <ul style="list-style-type: none"> • Section 3.2 – Strategic Focus – This project will assist the Council's ambitions to "become highly responsive, able to work effectively with other organisations whilst being focussed and effective in the delivery of its own services" by releasing legal expertise from administration to focus on provision of quality advice. • Section 3.2 – Operational efficiency - This project can make a significant contribution to the efficient use of scarce and expensive legal staff resources by bringing about operational efficiencies. An efficiency of at least 5% (20 minutes per day) is anticipated. • Section 3.3 – Decision Making – improved case management will improve the quality of legal advice provided to client officers. • Section 3.4 – Performing and improving organisation – this project will contribute towards improved unit performance. • Section 3.4 – High Quality Priority Services – effective and efficient legal services underpin many of the Council's efforts in economic regeneration (land and property dealing, s106 agreements etc) 				

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OUTLINE BUSINESS CASES

Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
	and other community ambitions.				

OUTLINE BUSINESS CASES

Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
<p>HR Management Information Software System</p>	<p>The Human Resources (HR) Unit currently operates with the use of a very limited computerised HR Management Information (MI) System. All our employee records are manual, the production of MI is manual and the ability to manage MI is difficult, time consuming and costly. All statistics are produced on excel spreadsheets which again is time consuming, inefficient and is susceptible to human error. From a recruitment perspective the whole process of creating adverts, job descriptions, writing letters - invite to interview and unsuccessful, informing payroll of starters and leavers is very time consuming. This project has a clear impact on one of our key Corporate Priorities - 'Investing in our capacity to deliver'. It also impacts on our ability to 'serve our customers better'.</p> <p>Since August 2005 we have had access to Vision - the HR System used by Blackpool. This has enabled us to populate the employee database and also allowed us access to a small number of standard reports that we require for the production of management information. From an admin perspective the HR Administrator is now inputting basic starter and leaver information into Vision eliminating the errors encountered in payroll. In order to improve, and make our processes more efficient, as well as produce accurate and timely management information, we need to invest in an integrated system that will allow us this</p>	<p>Improvements to HR Processes</p> <p><u>Ref No. B1</u> Reduction of time spent on HR Recruitment Administration activities – such as writing invite to interview letters during the recruitment process</p> <p><u>Ref No. B2</u> More efficient and effective service to internal customers</p> <p><u>Ref No. B3</u> An integrated HR Software System that can be used by the whole HR Unit</p> <p><u>Ref No. B4</u> Automatic prompts that will identify sickness trigger points in the absence procedure</p> <p><u>Ref No. B5</u> A skills database to identify all employee skills which will assist the succession planning process and identifying skills during recruitment exercises Improve quality of Management Information</p> <p><u>Ref No. B6</u> Provision of relevant, accurate management information</p>	<p>£68,500</p>	<p>2007/08 £1,720</p> <p>2008/09 £6,170</p>	

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OUTLINE BUSINESS CASES

Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
	<p>flexibility. We have taken the opportunity of investigating various 'partnering type' arrangements or bulk bargaining power with a couple of neighbouring local authorities. Flyde Borough Council also currently use Vision and are dissatisfied with their situation. South Ribble are looking at other HR Systems in order to develop the capability of achieving some of their aims for example – producing accurate management information. If such partnering arrangements were put in place, they would strengthen our relationships with other local authorities and improve relations with the local HR community. This would also provide the opportunity of a potential successful partnership as well as efficiency savings from the chosen supplier.</p>	<p><u>Ref No. B7</u> Automatic download of data required to complete BVPI statistics and other government statistics Ownership of HR System</p> <p><u>Ref No. B8</u> Complete control of an integrated HR software system to enable improvements in HR processes, and provision of management information</p>			

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OUTLINE BUSINESS CASES

Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
<p>Astley Hall CCTV</p>	<p>Astley Hall is a Grade II Listed Building set within Astley Park. The Hall stands relatively isolated and unprotected. There has been a history of regular vandalism to the Hall, particularly at school holiday times, and in the evenings when the building is unused. The average yearly bill for window repairs is around £7,000.00.</p> <p>Attempts to stem the problem have been taken in the past. These range from stepping up external security patrols in the summer, to resurfacing the drive to get rid of large stones etc, to repositioning the garden furniture at the frontage.</p> <p>The nature of the vandalism has been difficult to prevent. There are no regular patterns of occurrence, no set times and no standard profile of culprits. This has caused detection rates to be low, and incidents have not always been reported to the Police, causing the Hall to have a low policing priority in relation to Astley village's needs. Recently, the changes to the park, ie tree felling and the HLF refurbishment of the Coach House has caused the Hall to become more exposed to the public, with all the Hall's sides now open to passing park visitors.</p> <p>The lack of tree cover to the rear and side of the lake is now proving a real security problem, the increased access to the lakeside paths from Astley Village are now making the Hall more visible and thus attracting more potential vandals.</p>	<p>The projects benefits include:</p> <ul style="list-style-type: none"> • reducing the vandalism costs to the Hall; • reducing the perception of crime/fear in the park; • encouraging more "safer" visitors in off-peak hours to the park; • encouraging older people's visits to the Hall, especially during the winter months; • Providing a safer experience to the Hall and park for residents and visitors. <p>The benefits could be achieved through:</p> <ul style="list-style-type: none"> • A Chorley Police linked CCTV system, provided by a single camera on a column to cover the Hall. <p>This would need to be located on advice from a security firm, and be maintained as part of the Council's ongoing CCTV maintenance contract.</p> <p>There is capacity for 24/7 monitoring at the Police Station, costs for monitoring fees need to be determined between Directorates. A power supply would need to be installed at the located site.</p> <p>* Borrowing costs would be nil if financed with S106 resources.</p>	<p>£24,000</p>	<p>2007/08 *</p>	<p>2008/09 *</p>

OUTLINE BUSINESS CASES

Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
	<p>The Hall's listed building status severely limits the type of windows and protection that the Hall can use.</p>				

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OUTLINE BUSINESS CASES

Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
<p>Grant towards a Community Centre in Eccleston</p>	<p>£150,000 has been in the capital programme for 3 years earmarked for a community centre project in Eccleston. The project has been well documented in the local media. This is a grant towards the scheme and has always been conditional upon the local community raising match funding from other sources. The Council has provided technical support to the community group. This support has included the Council attempting to purchase land on the groups behalf. The Group were not successful in securing their preferred site at St Mary's Village Hall. This land is now in the ownership of a developer and it is unlikely that it will be used for a village hall project. Initially, the group did commission a feasibility study that identified 4 sites. The group are currently revisiting those sites and still wish to see a community centre in Eccleston. However, at this moment in time they have no firm proposals to take this project forward.</p>	<p>The project involves an offer of grant of £150,000 to a community group which will allow them to apply for match funding from external sources to deliver a community centre in Eccleston. The revenue implications will be picked up by the community group and there will be no financial contribution from Chorley Borough Council. The benefits of the project would be a new community resource in a rural area that would provide a catalyst for a whole range of community activities.</p>	<p>£150,000</p>	<p>2007/08 £3,750</p> <p>2008/09 £13,500</p>	

CAPITAL PROGRAMME 2007/08

OUTLINE BUSINESS CASES

Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
<p>Grants Scheme for Village Halls and Community Centres</p>	<p>This project aims to establish a grant scheme to support the development of village halls and community centres projects across the borough. We currently have a request from a group in Croston for a financial contribution of £30,000 towards a community centre project in their locality. Over the past 2 years we have received similar requests from 4 other projects asking whether we have such funding available. The funding would allow the groups to seek external funding from other sources for example, National Lottery. There would be clear criteria for the funding and any financial support would be on the basis that there would be no revenue implications for Chorley Borough Council.</p>	<p>The project aims to develop a grant scheme for voluntarily run village halls and community centres. The intention is that this would lever in external funds to the borough. The centres, when developed, would act as a catalyst for a whole range of community activities in the local area.</p>	<p>£120,000</p>	<p>2007/08 £3,000</p> <p>2008/09 £10,800</p>	

CAPITAL PROGRAMME 2007/08

OUTLINE BUSINESS CASES

Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
<p>Brinscall Swimming Pool – Phase 1 Refurbishment</p>	<p>Brinscall Swimming Pool is nearly 100 years old. During this time there have been various repairs and refurbishments made to the building to ensure that it has remained operational for such a long time. At this moment in time, there is a requirement to do an initial phase of refurbishment works to ensure that the pool remains fit for purpose for the foreseeable future and also meets the statutory requirements of the Disability Discrimination Act.</p>	<p>This initial phase of capital works at Brinscall Swimming Pool will ensure that the building remains fit for purpose for the foreseeable future and meets the statutory requirements of the Disability Discrimination Act. The benefits of the work will be that the pool will remain in operation and provide a sporting amenity for the 50,000+ users who currently visit the pool. There are a number of benefits arising from this project, for example, improving access to services for children and young people and older people and improving the health and well being of users; all of these outcomes appear within the Corporate Strategy Overview 2006/07 to 2008/09.</p>	<p>£190,000</p>	<p>2007/08 £4,750</p> <p>2008/09 £17,100</p>	

CAPITAL PROGRAMME 2007/08

OUTLINE BUSINESS CASES

Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
<p>Tree Management</p>	<p>This proposal forms part of the Director of Streetscene, Neighbourhoods and Environment's technology gain programme and is part of a set of proposals that provide a base of information in GIS to be used for inventory and inspection purposes as well as for work records, customer service access to information and public access to certain information via the internet. A diagrammatic representation of the proposals in part is attached.</p> <p>The Council has no inventory and, therefore, no documented inspection system for the trees on the land in its ownership. Public liability issues and the risk of consequences such as corporate manslaughter may only be defended against by means of properly conducted and documented systems.</p> <p>The County Council is prepared to allow the Council to continue to act as client for highway trees within the urban core. This would require appropriate systems to be in place. LCC will shortly be able to make GIS data available to us for this purpose. The net income from this would be of the order of £2,500 per annum.</p> <p>Bespoke software systems have been evaluated. The cost of such a system would be of the order of £17,000 to £20,000 depending on functionality. Given the cost of data collection this is considered to be too expensive, compared with the alternative of</p>	<p>The solution proposed utilises software and technology already in use within the Council. Staff are sufficiently experienced in the various elements of the project.</p> <p>Unless the project is implemented the Council will be open to claims or prosecution in respect of damage or injury caused by poorly maintained trees.</p> <p>If the project is implemented the Council can act as agent for LCC on urban core highway trees, which will generate income of the order of £2,500 per annum.</p> <p>Less input for same output: The documentation of work instructions will be more efficient and will be specific to an identifiable tree. The system will largely eliminate site visits to ascertain the precise location and, therefore, ownership of trees that are the subject of requests for service. This would equate to 6 to 10 visits per week – say 1.5 days at Scale 6 or above. This equates to between £5,620 and £9,900 non cashable, productive time efficiencies per annum.</p> <p>The system will be linked, manually at first, to the administration of requests for service in FLARE. This will minimise the manual administration tasks and make information available to back office and customer service staff.</p>	<p>£15,290</p>	<p>2007/08 £380</p>	<p>2008/09 £1,380</p>

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OUTLINE BUSINESS CASES

Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
	<p>establishing this as a GIS/mobile working application using current CBC systems with GPS enabled PDA's.</p> <p>The cost of the data collection exercise for CBC trees is estimated at £8,000 and any additional requirement could be met from existing staff and voluntary resources if the systems in this work package are approved.</p> <p>The proposal set out below will establish a satisfactory system using ArcView, MS Access and mobile facilities. This will enable staff and volunteer Tree Wardens to edit and utilise the data.</p>				

OUTLINE BUSINESS CASES

Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
<p>Cemetery Development</p>	<p>The remaining unused areas of Chorley Cemetery include significant areas that are impossible to access without significant surface damage by plant and vehicles. Some areas currently in use have similar problems. Areas for burials of Church of England persons are becoming full faster than others and an undeveloped area for Roman Catholic burials needs to be split to accommodate further Church of England capacity.</p> <p>In order to operate the cemetery and maintain it in a reasonable condition and to increase the remaining capacity for Church of England burials it will be necessary to carry out:</p> <ul style="list-style-type: none"> The construction of an additional roadway The construction of additional paths The construction of some new soil storage/hardstanding Drainage associated with the new works Remedial drainage to currently used soft areas <p>Capacity is not an immediate issue. However, it is desirable to allow the land to dry out with better drainage before burials take place. The project can be carried out over two financial years 2007/08 and 2008/09 which would allow CofE burials in the drained areas by 2011, when CofE capacity elsewhere in the cemetery would be effectively exhausted.</p>	<p>The proposal will reduce the need for reinstatement of soft areas that have been accessed by plant for grave-digging /backfilling. Reduced input.</p>	<p>£13,000</p>	<p>2007/08 £330</p> <p>2008/09 £1,170</p>	

OUTLINE BUSINESS CASES

Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
<p>Corporate Play Development Plan – Year Five – Project: Chorley Moor</p>	<p>This is the final scheme to be delivered as part of the existing five-year plan for play area improvements. In the previous four years this plan has delivered significant play opportunities for the young people of the borough, removed unsafe or potentially hazardous facilities from public use and engaged the community in several rounds of consultation to ensure the most appropriate play structures have been provided.</p> <p>For this particular case there is an identified need to replace existing equipment that caters for a specific age group within a localised pocket of deprivation around Chorley Moor, otherwise known as Buttermere Green. This proposal would, if approved, compliment further developments being provided by housing developers within the community. The need for this proposal has been identified through a colleague in tenant participation, and also by engaging the young people of the area.</p>	<p>There has been an intention to replace the existing play area on Chorley Moor for some time. Existing equipment has become vandalised and no longer fit for purpose. As a result young children are choosing to “play” elsewhere in places and situations that are unsuitable.</p> <p>Alongside the above points nearby housing developments have provided funding for substantial new attractions that will be located alongside the council's existing play area. This will serve to further highlight the condition of the current site.</p> <p>In order for local children of all ages to have safe, quality places to play it is necessary for this scheme to be provided. By offering this play area it is anticipated that many of the anti-social problems being experienced by nearby householders will be reduced.</p> <p>Alongside offering a safe, quality play environment, adding pieces for smaller children will offer social benefits and bring together all the young people of a community. Also, by establishing a central point for interaction it is possible to offer outreach work by local youth workers (something that has been launched with some success during 2006).</p> <p>With the appropriate permissions granted, facilities for older children will be in place before the end of the current financial year and it would be of benefit to all parties if</p>	<p>£50,000</p>	<p>2007/08 £1,250</p>	<p>2008/09 £4,500</p>

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OUTLINE BUSINESS CASES

Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
		<p>council developments could be achieved at the same time.</p> <p>In SMART terms the anticipated benefits of this scheme are as follows:</p> <p>Specific – Providing safe quality play opportunities for the young children of Chorley Moor</p> <p>Measurable – Reduced levels of anti-social behaviour, increased levels of satisfaction amongst local residents of all ages</p> <p>Achievable – Benefits can be delivered immediately following completion of scheme</p> <p>Realistic – All objectives can be achieved on time, within budget and satisfy all expectations</p> <p>Time – Objectives to be obtained on completion of scheme</p>			

OUTLINE BUSINESS CASES

Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
<p>Delivering the Town Centre Strategy</p>	<p>The Council has recently approved the Town Centre Strategy. In that strategy reference was made to the need to regenerate the Town Centre through both developing the retail offer but also making improvements to the public realm.</p> <p>Whilst still in development, details were included in the strategy about areas that required attention namely:</p> <ul style="list-style-type: none"> • Identify and reinforce local distinctiveness • Facilitating improvements to shop fronts and buildings • Develop a programme of works to the public realm <p>An opportunity exists to bid for funding to the Heritage Lottery fund in particular the Townscape Heritage Initiative where money is available to fund public realm improvements.</p> <p>St Georges Street is currently a conservation area, which will improve the Council's chances of success in any lottery fund bid.</p> <p>Initially the funding will be used as match funding but in the event of an unsuccessful bid alternative proposals would be developed.</p>	<p>The main benefit of the scheme is that in particular it would contribute to the Council's overall long term outcome of having a thriving Chorley Town Centre.</p> <p>Contributing to the key target of increasing Town Centre visitors.</p> <p>* No borrowing costs if scheme financed with LABGI grant.</p>	<p>£100,000</p>	<p>2007/08 *</p>	<p>2008/09 *</p>

OUTLINE BUSINESS CASES

Scheme	Description	Scheme Benefits	Capital Costs	Borrowing Costs	Revenue Costs
<p>Pump priming the local Public Service Board and Area Forums</p>	<p>This bid is designed to demonstrate to those working with the Council that we are serious about our Community Leadership role.</p> <p>The Council has verbally approved new approaches to hold both the LPSB and Area Forums designed to invigorate the interaction the Council has locally.</p> <p>The recent White Paper and the Use of Resources criteria clearly expect that the Council can demonstrate it is prepared to commit resources at a local level.</p> <p>Withy any embryonic scheme, resourcing is always an issue and the intention with the Local Public Service Board would be to look to use the cash as leverage against other Partner contributions whilst the Area Forums would be used to demonstrate that decisions about some elements of resourcing can be made at a local level.</p>	<p>Benefits of the scheme include:</p> <ul style="list-style-type: none"> Resourcing the contributions the Council has made in terms of developing Partnership working. Demonstrating the Council's contribution to decision making at a local level. <p>In terms of the Corporate Strategy the scheme would contribute to a number of key long term outcomes including:</p> <ul style="list-style-type: none"> Involving people in decision making Demonstrating the Council's Community Leadership role and helping to strengthen the LPSB. <p>* No borrowing costs if schemes financed with LPSA1 resources.</p>	<p>£100,000</p>	<p>2007/08 * 2008/09 *</p>	

Appendix 4

CAPITAL PROGRAMME 2007/08

OUTLINE BUSINESS CASES

Report of	Meeting	Date
Director of Finance (Introduced by the Executive Member for Resources)	Executive Cabinet	7 th December 2006

REVENUE BUDGET MONITORING 2006/07 - REPORT 4 (END OF OCTOBER 2006)

PURPOSE OF REPORT

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

CORPORATE PRIORITIES

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

RISK ISSUES

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

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

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

BACKGROUND

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

CURRENT FORECAST POSITION

6. The appendix 1 shows the summary forecast position for the Council based upon actual spending to the end of August, adjusted for future spending based upon assumptions regarding vacancies and service delivery. No individual service unit figures are attached. These are available for inspection in the Members Room.
7. In my last report I advised on the projected outturn which forecast an overspend of £170,000, This position has since changed and the current projection is now for an overspend of £67,000.

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

Table 1 – Significant Variations since the last monitoring report

	£'000
Additional salary savings in forecast	(131)
Planning Application Fee income	(25)
Income from Friday Street Depot	(14)
Concessionary Travel	35
Benefits payments	25
Net Financing Costs	25
Other minor forecasts	(18)
Net change since June report	(103)

9. Clearly the most significant change being reported here is the additional savings relating to salaries. This is further analysed as £72k from HR, £47k from Stock Transfer and £12k from other areas.
10. The savings from HR are as a result of two particular initiatives being quantified. Firstly the impact of transferring our Health & Safety Function to a third party provider has generated £42k in establishment savings. Additionally, the secondment of a Senior HR advisor to South Ribble Borough Council has generated an income of £30k.
11. Income from planning applications is forecasted to increase by £25k over previous estimates. The majority of this is due to a single application at the end of September of approximately £16k that was not previously forecasted. The additional income will be a significant contribution towards the recovery plan of Development & Regeneration.
12. The delay in disposing of the Friday Street depot continues to generate additional rental income for the council that was not included in the current budget. The current forecast for this year is £14k. The disposal to the PCT is expected to be completed by the end of December 2006.
13. In my previous report I advised members that a significant lack of information flowing from LCC regarding concessionary travel has meant it was impossible to predict the level of any potential overspend on this budget. We have now been given some data regarding actual costs incurred in the first part of the year and as a result I am expecting the overspend on concessionary travel to be in the region of £35k.
14. In order to try to put this into perspective, this would mean that costs for this year would be in the region of £549k compared to £217k in 2005/06. There are potentially a number of policy decisions that may need to be taken around the viability of continuing the current level of service, especially if we take into account likely activity of other districts within the NoWCard scheme and a summary of the current position is appended at Appendix 3.
15. Following on from previous reports in which I have advised of the volatility of the housing benefits budget and the potential to impact on the revenue outturn, I feel it is prudent at this stage to increase the forecasted overspend by a further £25k to £75k.
16. There are some steps that can be taken to reduce this level of overspend including reviewing the level of the provision for bad debts on overpayments. This review is normally conducted at the end of each financial year and takes into account the success of our recovery procedures in ensuring overpayments are repaid to the council. Taking into account such factors I have currently included an estimate of £75k as an overspend, but should information come to light that requires this figure to be amended, I will report back to the cabinet at that time.

17. The forecast for the net cost of financing has also increased by £25k to the end of the year. This is as a result of lower than anticipated investment income due to lower cash balances than were originally budgeted. The reduction in council house sales is one of the main factors in the reduced level of cash balances.
18. As part of the stock transfer process we have applied for section 25 consent to allow us to include costs relating to officer time being spent on the process to be included within the post ballot transfer costs. Current estimations are that the value of such will be in the region of £47k. As soon as confirmation is received as to whether consent has been granted I will report back to the cabinet.

HOUSING REVENUE ACCOUNT

19. The forecast for the HRA at the end of 2005/06 was for balances to be at £534k, however the actual outturn position resulted in a higher than expected contribution to balances taking them to £592k.
20. In the last report balances were forecast to be in the region of £833k at the end of the year. This position has now improved and the forecast is for balances to increase to £973k.
21. The biggest single change is the inclusion in the estimates of the "Rent Constraint Allowance" totalling £90k. This is additional subsidy to compensate for the rent income lost as a result of the 5% limit on rent increases in April 2006. Provision has also been made for the financial consequences of the stock transfer, which it is assumed will happen on 26th March 2007.
22. There is also the likelihood of an unbudgeted deficit on the Service Group Trading account. A provision of £50k has been made. Every effort will be made to mitigate or avoid this loss.

SUMMARY

23. Progress continues to be made towards the Corporate Savings Target of £278,000 for the year. Further savings will be made as the year progresses and more vacancies occur. However there appear to be a number of cost pressures building that indicate that limited action is now required.
24. In order to ensure that the Council's spending target is achieved we will now embark on a period of intense monitoring to ensure that as the year progresses the budget is balanced. This is common practice and has historically been sufficient in ensuring the budget is balanced.
25. There are a number of areas that will be monitored closely as the year progresses, these are:
 - Contribution to Corporate Savings and Efficiency Targets
 - Confirmation of S25 approval for post ballot costs relating to officer time.
 - Agency Staff costs
 - Income streams from Development & Regeneration and associated recovery plan
 - Increased refuse collection costs
 - Concessionary travel and benefit costs

RECOMMENDATIONS

- 26. Executive Cabinet are asked to:
 - a) Note the contents of the report.

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

- 27. To ensure the Council’s budgetary targets are achieved.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

- 28. None

GARY HALL
DIRECTOR OF FINANCE

There are no background papers to this report.

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

APPENDIX 1

General Fund Revenue Budget Monitoring 2006/07
Forecast Outturn as at October 2006

	(1) Original Budget £	(2) Agreed Changes £	(3) Original Cash Budget £	(4) Contribution to Corp. Savings (Staffing) £	(4) Contribution to Corp. Savings (Other) £	(5) Current Cash Budget £	(6) Forecast Outturn £	(7) Variance £	(8) Variance %
Chief Executive's Office	966,090	39,570	1,005,660	(102,120)	(1,370)	902,170	902,170	-	0.00%
Customer, Democratic & Legal Services	2,105,500	(8,390)	2,097,110	(740)	(5,000)	2,091,370	2,129,370	38,000	1.82%
Development & Regeneration	890,980	(19,530)	871,450	(30,000)	(1,110)	840,340	826,720	(13,620)	-1.62%
Finance	1,481,380	3,250	1,484,630	(37,030)	(72,110)	1,375,490	1,372,490	(3,000)	-0.22%
Human Resources	697,140	11,510	708,650	-	(250)	708,400	668,400	(40,000)	-5.65%
Information & Communication Technology Services	939,560	53,500	993,060	(9,000)	-	984,060	989,060	5,000	0.51%
Leisure & Cultural Services	1,197,010	32,250	1,229,260	(18,740)	(370)	1,228,890	1,256,890	28,000	2.28%
Policy & Performance	534,680	(22,910)	511,770	-	-	493,030	493,030	-	0.00%
Property Services	35,010	(18,150)	16,860	-	-	16,860	17,860	1,000	5.93%
Streetscene, Neighbourhoods & Environment	4,696,680	61,630	4,758,310	(70,720)	(220)	4,687,370	4,747,370	60,000	1.28%
Budgets Excluded from Finance Unit Monitoring:									
Benefit Payments	(381,050)		(381,050)			(381,050)	(306,050)	75,000	-19.68%
Concessionary Fares	513,250		513,250			513,250	550,470	37,220	7.25%
Pensions Account	212,730		212,730			212,730	212,730	-	0.00%
Stock Transfer Post Ballot	-	1,345,650	1,345,650			1,345,650	1,298,590	(47,060)	-3.50%
Corporate Savings Targets									
Efficiency/Other Savings	(60,000)		(60,000)		80,430	20,430	-	(20,430)	-100.00%
Management of Establishment	(278,050)		(278,050)	268,350		(9,700)	-	9,700	-100.00%
Total Service Expenditure	13,888,960	1,140,330	15,029,290	-	-	15,029,290	15,159,100	129,810	0.9%
Non Service Expenditure									
Contingency Fund	100,000		100,000			100,000	-	(100,000)	0.0%
Contingency - Salary Related Savings	(278,050)	278,050	-			-	-	-	0.0%
Contingency - Procurement Savings	(35,000)	35,000	-			-	-	-	0.0%
Contingency - Gershon Savings	(25,000)	25,000	-			-	-	-	0.0%
Notional Capital Charges	1,168,670	6,360,330	7,529,000			7,529,000	7,529,000	-	0.0%
Revenue Contribution to Capital	-	166,170	166,170			166,170	166,170	-	0.0%
Net Financing Transactions	219,210	40,000	259,210			259,210	296,970	37,760	14.6%
Parish Precepts	535,399		535,399			535,399	535,399	-	0.0%
Total Non Service Expenditure	1,685,229	6,904,550	8,589,779	-	-	8,589,779	8,527,539	(62,240)	-0.7%
Financed By									
Council Tax	(6,495,201)		(6,495,201)			(6,495,201)	(6,495,201)	-	0.0%
Aggregate External Finance	(7,743,127)		(7,743,127)			(7,743,127)	(7,743,127)	-	0.0%
Collection Fund Surplus	(48,561)		(48,561)			(48,561)	(48,561)	-	0.0%
Use of Earmarked Reserves - deferred charges	(1,167,670)	(6,360,330)	(7,528,000)			(7,528,000)	(7,528,000)	-	0.0%
Use of Earmarked Reserves - capital financing	-	(166,670)	(166,670)			(166,670)	(166,670)	-	0.0%
Use of Earmarked Reserves - revenue expenditure	(120,000)	(172,910)	(292,910)			(292,910)	(292,910)	-	0.0%
Use of General Balances - Stock Transfer	-	(1,345,650)	(1,345,650)			(1,345,650)	(1,345,650)	-	0.0%
Contribution to or use of General Balances	370	680	1,050			1,050	-	(1,050)	0.0%
Total Financing	(15,574,189)	(8,044,880)	(23,619,069)	-	-	(23,619,069)	(23,620,119)	(1,050)	0.0%
Net Expenditure	-	-	-	-	-	-	66,520	66,520	0.44%

General Balances Summary Position	Budget £	Forecast £
General Fund Balance at 1.4.06	1,000,000	1,000,000
Forecast (Over)/Under Spend	-	(66,520)
Forecast General Fund Balance at 31.07	1,000,000	933,480

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

OCTOBER 2006

SURPLUS (-) FOR YEAR AS PER JUNE MONITORING REPORT (241)
BALANCE AS AT 1.4.06 (592)

Add Adjustments for In year cash movements

Slippage from 2005/2006
 Virements for other Services
 Transfer from contingency

Cabinet approved decisions
 Delegated Authority decisions

ADJUSTED HRA BALANCES EXPECTED at 31.3.07 **(833)**

FORECAST**EXPENDITURE**

Cost savings following 26/3/07 transfer (5 days)	(52)	
Pre ballot consultation costs in excess of budget	35	
Valuation fee for the revaluation of the housing stock	24	
Salaries, NI and superannuation	(36)	
Gas	11	
Bus passes	8	
Other costs	32	
Capital charges - adjustment re deferred charges	(8)	
Service Group - Provision for deficit on building maintenance	50	
		64

INCOME

Rents - reduction in voids	(17)	
Garages and service charges	(10)	
Rents and service charges - income reduction following 26/3/07 transfer (5 days)	114	
Subsidy and Major Repairs adjustment		
change in assumed interest rate (4.25% to 4.94%)	(59)	
change in dwelling numbers for subsidy purposes	(131)	
Rent Constraint Allowance (compensation for 5% rent increase restriction)	(90)	
other subsidy changes	(11)	
Income under (+)/ over (-) achieved		(204)

FORECAST BALANCES AS AT 31.3.07 **(973)**

Key Assumptions**Key Issues/Variables**

Repairs and Maint expenditure
 Management and Maint Expenditure

Key Actions

Control of above



Report of	Meeting	Date
Director of Finance	Executive Cabinet	7 th December 2006

CURRENT POSITION OF CONCESSIONARY TRAVEL SCHEME WITHIN CHORLEY BOROUGH

PURPOSE OF REPORT

1. To update members on the impact of concessionary travel on the general fund budget.
2. To highlight for members decisions that will need to be taken in the near future.

CORPORATE PRIORITIES

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

RISK ISSUES

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

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

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

BACKGROUND

6. In my last report to members in January I presented the options available for the provision of concessionary travel for residents of the borough.
7. Members decided to approve the adoption of the concessionary travel scheme as recommended by the Concessionary Travel Working Group (CTWG) and Lancashire Chief Financial Officers (LCFO's).
8. The approved scheme is significantly better for concessionaires than that required by statute, and details of the differences are shown in table 1.

Table 1. Features of concessionary Travel Scheme	
Statutory Minimum	Approved Scheme
No Concessions before 9:30am weekdays	Half fare travel before 9:30am on weekdays
Free travel within district 9:30am to 11:00pm weekdays	Free travel within district 9:30am to 11:00pm weekdays
No concessions at weekends or bank holidays	Free travel within district all day on weekends and bank holidays.
No concessions for travel outside District Boundary	<p>Journeys starting within Chorley and ending in another NowCard district will be free to the boundary of Chorley and then half fare for the remainder of the journey. *</p> <p>Journeys starting and ending anywhere in the NowCard area, but wholly outside the boundary of Chorley will be at half fare.</p> <p>Both of the above concessions are available at weekends and bank holidays.</p>
Applies only to travel on buses.	NowCard scheme includes other forms of public transport within the area including Blackpool Tramway, Knott End Ferry and Community Transport within each district.
<p>* Due to difficulties in software programming for ticket machines, a ‘flat fare’ of 50p was introduced for journeys starting or finishing within a concessionaire’s home district and staying within the NowCard area. This was intended to be an introductory offer, but is still in force due to technical difficulties.</p>	

9. In order to simplify administration, the scheme is managed centrally by LCC who collect data from Travel Operators, make payments to operators on our behalf and invoice the district for the costs incurred. Currently we are not charged by LCC for the administration services.
10. Statutory requirements mean that the scheme to be operated by each Travel Concessionary Authority (TCA), of which Chorley is one, need to be formally notified to Transport Operators in draft by 1st December, and formally agreed by 1st March each year.

CURRENT POSITION

11. Our budgetary assumptions for the 2006/07 budget were that concessionary travel would increase much more than predicted by the travel consultants TAS who prepared a report on increased demand for the CTWG. Accordingly we increased our budget for concessionary travel to £514k from £217k in the previous year. Current forecasts are that the actual cost will be £553k by the end of the year.

12. One reason for the increased cost is due to delays in the introduction of smart card technology by transport operators. As referred to in table 1 above, it was anticipated that the 50 pence flat fare for travel starting or finishing within a concessionaires' district would only be in place for a short period (6 weeks was the original estimate). However, 7 months in to the scheme, current estimates are that full roll out of smart technology will not be until April 2007.
13. The most significant impact that is expected following the introduction of smart transactions is an increase in costs to Chorley based on more accurate allocation of costs to districts. At present the total costs of concessionary travel is distributed on the basis of historical data on passenger movement. As smart technology is not in place we do not actually know where concessionaires are travelling to and the costs involved once they leave their district. The passenger survey on which this allocation is based is a number of years old already, and there are real concerns that changes in demographics will mean that Chorley's costs will increase while other areas decrease.
14. As noted above, a significant part of the current scheme is administered by LCC and they do not currently charge districts for the costs incurred. Their estimates for continuing to provide their services for 2007/08 is £282k, of which Chorley's share would be £17k.
15. LCC have started discussions with the districts, via the CTWG, to implement a Service Level Agreement (SLA) whereby districts will pay their share of the administrative costs in return for a guaranteed level of service. At present discussions are in a very early stage, but members need to be aware of the implications, including an increase in the cash cost for next year.
16. The LCFO's have also formed a subgroup to look at concessionary travel with a specific remit of looking at ways to reduce cost to the districts whilst maintaining service quality.
17. The LCFO's have asked for a number of issues to be investigated, namely:
 - a) Banding flat fares (i.e. a range of flat fare depending on value of journey being taken)
 - b) Withdrawing the flat fare scheme from long distance (inter-urban) express services
 - c) A general increase in the flat fare for Over 60s to be implemented at the discretion of individual TCAs
 - d) A general increase in the 50p flat fare for disabled pass holders in line with increases in bus fare since 2003 when the flat fare was itself last increased
 - e) The use of a weighting factor to reflect the availability of return fares be included in the formulas used to reimburse bus operators
18. At the last meeting of the CTWG held on 7th November it was reported that increasing the flat fare by 10 pence to 60 pence would save the scheme as a whole £234k. When this saving is distributed to Chorley it would mean a reduction in costs of £7k based on current usage.
19. Given the potential impact from a publicity, and political point of view, members need to consider carefully whether they wish to agree to raise the flat fare by 20% in order to save £7k.
20. Representatives on the CTWG from LCC have been tasked with reporting back on the other issues requested by LCFO's by 1st December 2006.

FUTURE CONSIDERATIONS

21. Due to the provisions contained within the 1985 and 2000 Transport Acts in respect of concessionary travel schemes, a draft variation to the Scheme needs to be published by the 1st of December. This will include the items 17a to 17e above and will enable, and inform, consultation and negotiation with bus operators.
22. Following the report from the CTWG, members will need to form a view as to which options they wish to implement and then inform the CTWG as to how they wish to proceed with any variations to the scheme. The scheme from 1st April 2007 needs to be formally agreed and signed off with operators by 1st March 2006.
23. Perhaps the most significant change to concessionary travel will result from announcements made in the Chancellor's 2006 budget. In the budget it was announced that from 1st April 2008 there will be a national scheme for free travel for concessionaires replacing the local schemes currently in place.
24. It is expected that there will be a number of significant changes with the new scheme, namely:
 - a) It will be funded and administered centrally
 - b) It will exclude premium and express services
 - c) It will not apply for travel before 9:30am
 - d) It will only cover bus services.
 - e) It is unclear if concessions will be available at weekends and bank holidays.
25. Members should also be aware that at this stage the DfT have not consulted or held discussions with any of the TCA's within Lancashire or their representative groups.
26. Given that the changes proposed in some ways may degrade the services offered to concessionaires, the CTWG has decided to formally write to the DfT explaining our concerns. Before the letter is sent it will be passed to LCFO's for approval.
27. As well as the possible service implications, the centralising of the administration holds budgetary concerns for the TCA's within Lancashire. At a local level Chorley can expect a net reduction in revenue funding in the region of £100k from 2008 as a result of the proposals, so members need to keep this in mind in future budget setting exercises.

SUMMARY

28. The scheme throughout Lancashire is working well, and although it is likely to cost Chorley more than we budgeted there is expected to be sufficient funding to cover this years costs.
29. The CTWG are looking at a range of options with regards to reducing the cost of running the service.
30. The scheme for 2007 needs to be formally agreed by 1st March 2007, and members need to decide what changes they wish to see in the scheme.
31. Significant changes are due as a result of the introduction of a national free scheme, and the Council should consider lobbying government to ensure that service standards are maintained

RECOMMENDATIONS

32. Executive Cabinet are asked to:

- a) Note the current position.

REASONS FOR THE RECOMMENDATIONS

33. The recommendations are made in order to ensure that a workable countywide scheme can continue to operate to the benefit of Chorley residents.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

34. None

GARY HALL
DIRECTOR OF FINANCE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Phil Eskdale-Lord	5483	9th November 2006	ADMINREP/REPORT

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Report of	Meeting	Date
Director of Finance (Introduced by the Executive Member for Resources)	Executive Cabinet	7 December 2006

DRAFT GENERAL FUND REVENUE BUDGET FOR 2007/08

PURPOSE OF REPORT`

- To secure the Executives agreement on the content of the Draft Budget that will form the basis of further work in terms of delivering a balanced budget.

CORPORATE PRIORITIES

- The budget is the ultimate expression of corporate priorities and it is essential that the link between priorities and resources used is explicit in any budget proposal.

RISK ISSUES

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

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

- The key issues are as follows:-

- Strategy – The Council needs to set a budget which reflects its overall strategy for delivering its priorities. This is dealt with in the policy context section of this report.
- Financial – The key financial risks are assessed and the issues of mitigation are contained in this report which contains the advice of the Director of Finance, as the Statutory Officer, under S25 of the Local Government Act 2003.
- Regulatory/Legal – These risks relate to the requirement to set a balanced budget and to the risk of capping. Again these issues are discussed in specific sections contained in the body of the report.

BACKGROUND

- The policy context for this budget whilst driven to some extent by National, Regional and Sub Regional issues, is influenced most by the local issues highlighted in the Corporate Strategy.

6. The development of the new Community Strategy and the objective therein form the basis of the Council's own Corporate Strategy. Contained in that document are the key objectives, outcomes and targets the Council wants to deliver as part of its contribution to the overall well being of the Borough.
7. Some of the main local issues are:
- The impact on the Council of the significant amount of change that is currently ongoing particularly around stock transfer and the mixed economy approach to services.
 - Access to affordable housing.
 - Engaging with the Local Area Agreements to see that outcomes are what the local community need and want and that funding opportunities are maximised.
 - Developing the Local Strategic Partnership and Community management.
8. The context is also, in part, set by the approved Medium Term Financial Strategy and in particular the key assumptions:

Assumption 4

Working balances will not be used to finance recurrent expenditure

Assumption 6

Working balances will be maintained at a level between £0.75m - £1.25m with an annual review in light of planned levels of expenditure and changes in the financial risk profile.

However, in 2007/08 a new policy has been adopted by the administration.

To have no increase in the Chorley Borough Council element of the Council Tax for 2007/08.

9. The key debate in terms of the budget involves the means of resolving the conflict between various policy implications and delivering the freeze in Council Tax.

RESOURCE CONTEXT

10. Indicative figures were produced by the DCLG in their 2006/2007 Grant Settlement. However, at this early stage in the budget cycle we have received no update of that position. I will report to Cabinet once more details become available.

CONSULTATION

11. For 2007/08 and following a review of the Corporate Strategy by the Administration, the focus will now be on delivering that strategy.
12. Consultation will take place on the draft budget on the basis that:
 - The budget can be resource mapped based on the new priorities
 - There will be potential for limited investment in line with the strategy that Council Tax will be frozen but that investment will be through redistribution of resources
13. The process will, as last year, consist of:
 - Circulation of the draft budget to Partners and Stakeholders
 - Publication of the detailed information on the internet and intranet, supplemented by a press release
 - Specific meetings with Parish Councillors and Trade Unions
 - Review by the Overview and Scrutiny Committee and Panels of the draft budget.
14. However in addition to the above I will work with the Citizens Panel to ask for their views on the budget and resource allocation.

THE COST OF MAINTAINING CURRENT SERVICE LEVELS

15. Appendix 1 sets out the cost of maintaining current service levels and any additional statutory requirements, adjusted for known changes that will have no impact on the level of service provided. This is summarised in the table below.

Table 1 - The cost of maintaining current service levels and meeting statutory requirements

	£'000
2006/07 Budget requirement	13,751
Pay Inflation	497
Increment	96
Capital Financing Costs	100
Job Evaluation	256
Other Changes	675
	15,375

16. These figures represent a cost increase of 11.8% compared with the 2006/2007 figures. However it should be borne in mind that much of the increase is beyond the Council's control.
- Pay awards are settled nationally and pension costs are at the mercy of the performance of the financial markets and actuarial process.
 - Contracted commitments
 - The effect of Job Evaluation and the Housing Stock Transfer

CAPITAL FINANCING COSTS

17. Members will be aware of the debate that has taken place regarding the potential increased capital financing costs for the Capital Programme as a result of the potential reduction in the level of capital receipts available to the Council and the effect of the outcome of the Gillibrand Compensation discussions. The outcome of these issues will not be known until late in the planning cycle and may ultimately affect the costs in the overall budget but at this time the underlying assumption is that costs are contained within budget during 2006/07.

BALANCING THE BUDGET

18. All the figures that follow reflect a tax base of 34,965. The figure has been set under the powers delegated to the Director of Finance by the Council. This is an increase of 220.6 (0.63%) on the last financial year.
19. The strategy for bridging the budget gap is built on the following principles:
- Identifying and making savings in management costs.
 - Looking at alternative delivery mechanisms for services.
 - Undertaking a review of the Continuation Budget with Directors to identify potential savings.
 - Focusing on some of the high cost areas identified in previous VFM assessments and looking for opportunities to reduce costs.
 - Maximising the use of the Councils assets.
 - The impact of stock transfer is at least cost neutral on the General Fund.
20. A summary of the savings proposals is attached at Appendix 1 and where the proposal is significant in either staffing or political terms, further analysis and detail is provided in separate reports.
21. In terms of the overall messages from the proposals it is clear that all the above principles have been utilised in that:
- Proposals to reduce management costs are contained in a number of restructuring proposals.

- Alternative service delivery models are proposed for both the Health and Safety function, the Neighbourhood Wardens and Pest Control Services.
- Further savings in the Continuation Budget have been identified from the base budget review.
- The proposals contain reference to reducing the cost base on areas identified in the Councils VFM assessment as high cost, namely Revenues and Benefits, Planning and Environmental Services.
- Significant extra resources are being generated from rentals by rationalising Council accommodation, post the transfer of housing stock to Chorley Community Housing.

22. In terms of the effect of stock transfer, whilst the impact has been consolidated into the Councils overall financial position, a summary of the forecasted effect is shown in the table below:

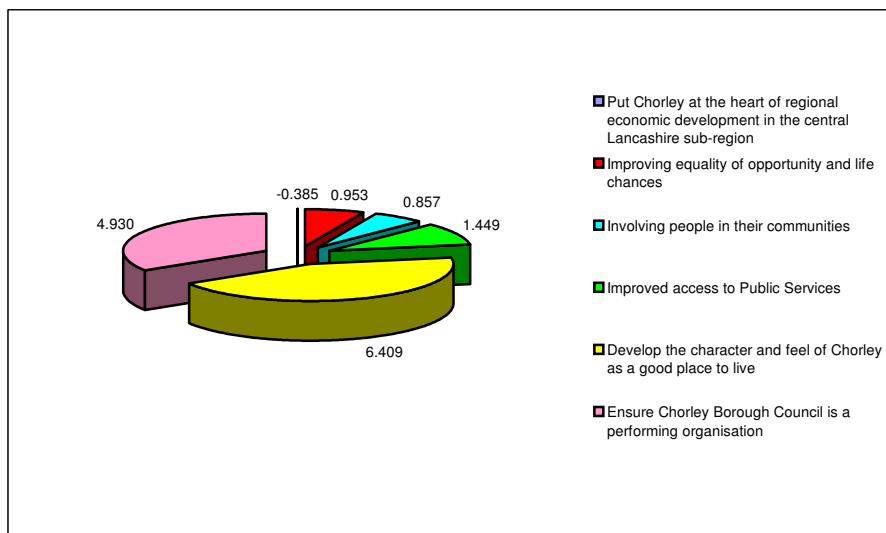
Table 2 – Impact on General Fund of Stock Transfer

	2007/08	
	£	
Recharges to/from HRA:		
General Fund recharges to HRA	766,400	
Grounds maintenance recharges to HRA	83,720	
General Fund recharges from HRA	(50,140)	
		799,980
Homelessness assessment and allocations		130,000
Less contribution to debt charges		
- Reversal of interest payment to HRA	(22,500)	
- Reversal of interest charge to HRA	110,000	
		87,500
Savings on debt charges		(289,970)
General Fund TUPE2 transfers		(165,570)
Marginal Cost Savings/Increases:		
Communications	(24,710)	
Bank Charges	(19,830)	
Corporate Training	(25,000)	
Saving from closure of Gillibrand Street	(92,440)	
Insurances	(30,610)	
		(192,590)
General Fund Cost Increase		369,350
Less interest received from cash receipt		(382,500)
Net (saving)/increase		(13,150)
* This excludes income from non-recurrent SLA's		

23. The table shows that the Council has been able to mitigate the costs overall, but Members should note that some of the numbers are still subject to confirmation through the negotiation process.

POLICY CHOICES

24. The Administration in policy terms have determined that a freeze on Council Tax is desirable. In terms of its impact on services the overriding objective is to maintain service delivery at their current level given that in most cases the Council is performing well.
25. However within that context and with the constraint off Council Tax being frozen, some resources have been identified to put into priority areas of the Corporate Strategy. The bulk of these centre around the priority of economic development.
26. A summary of the 2007/08 budget resources mapped against the Councils new priority shows the following:



27. The table shows that the bulk of the Councils resources are spent on developing the look and feel of Chorley and in ensuring Chorley is a performing organisation. The budget proposals as currently drafted include:

- Additional resources to be put into the development of the Town Centre through the Market Walk redevelopment.
- Putting additional resources into the development of the LSP, which is crucial as part of the Councils community leadership role.
- Working in Partnership with the Police to deliver more PCSOs in Chorley.
- Considering integrating the cost of Parish Council and other CCTV cameras into the Councils base budget to remove double taxation, and an increase in Village Hall rate relief.

28. However whilst investment is being made in some priority areas this ultimately means that in order to deliver a balanced budget savings from other priority areas have to be made. Set out below is my assessment of the impact the proposals may have in policy terms.

29. The bulk of savings are being made from the two priorities of developing character and feel of Chorley and ensuring Chorley is a performing organisation.

30. In terms of the details, for character and feel, the work to deliver the PCSO regime makes up the bulk of the reduction in cost along with the rationalisation in Development and Regeneration. It is likely that ultimately the Council will claim this as a cashable efficiency in that the intention is to attain the same or a better level of service for less cash. Further significant savings are to be made in the Regeneration and Development unit but again through rationalising management costs.
31. With regard to the performing organisation, almost all the proposals will be claimed as efficiencies. The savings proposed focus on reducing management and back office costs, taking savings from better procurement of services and making the most of the Council's asset base. In accordance with the relevant regulations, efficiencies can only be claimed if there is no detriment in service and the plans in place focus on ensuring the excellent service Chorley delivers continues.

DELIVERING THE BUDGET

32. The following section of this report deals with my initial statutory advice to the Council on the adequacy of resources and robustness of the budget under the terms of S25 of the Local Government Act 2003. this will be updated once the final budget proposals are formulated.

WORKING BALANCES

33. The Council for some time has established a budget based upon not using working balances to fund recurrent expenditure. Clearly this is good practice which delivers a prudent and sustainable budget. I would propose that given the risk profile in terms of the budget that working balances are maintained at the range agreed in the financial strategy of £0.75m - £1.25m. The level of working balances is a matter of judgement, however there still remains the potential for further balances to be required given the risk profile, more details of which are set out in the paragraph below.

RISK ISSUES

34. There still remain a number of areas of significant risk to the council and it's ability to deliver its budget. The majority of these areas are not unique to Chorley and are recurrent issues in many cases, given the nature of Local Authority business.
35. Given the proposed changes in the establishment, there are likely to be a number of redundancies (some voluntary and some possibly compulsory) within the latter part of this year or the early part of 2007/08. We have not yet applied for detailed calculations as to likely redundancy costs and ongoing pension strain on the general fund as these will not be known until later in the process. Additionally as we have not quantified the exact value of redundancy costs we have not applied to the DCLG for permission to capitalise these costs and the DCLG is currently attempting to limit the scale of approach from Councils. Accordingly there is a risk of additional revenue costs relating to redundancies that have not yet been included in the budget, although a sum of £500k is set aside in the Council's Capital programme with the associated revenue costs built into the 2007/08 forecast.
36. As soon as the plans from individual directors are agreed we will make the necessary applications, and I will update members accordingly on the impact on the revenue budget.
37. A current assumption included within the budget is that £103k of salary costs for the Development & Regeneration team working on capital schemes can be capitalised during the year. At present there are no approved capital schemes that utilise staff time from this directorate and accordingly, part or all of the £103k may impact on the general fund. This is considered to be a significant risk and mitigating plans need to be put in place, but will depend on the outcome of discussion on the scale and content of the Capital Programme.

38. Fee income from Planning Application Fees, Building Control Planning Fees and Building Control Inspection Fees total £664k in 2007/08. In recent years these budgets have proven quite volatile and have been difficult for the service directorate to predict in terms of programmed receipts.
39. Given that there is now limited opportunity for further, currently unplanned, development on Buckshaw Village or any other major site within the borough these budgets could cause us significant problems if not monitored closely. Additionally the recent interest rate rise in the Bank of England Base Rate could also slow down the amount of small-scale private development that generates approximately £421k or 63% of the total budget.
40. In firming up the underlying assumptions around the LSVT to CCH, £260k of income relating to SLA's has been included in this draft of the budget. These SLA's cover items from leasing office accommodation at Gillibrand Street to grounds maintenance and other front line service costs. At present negotiations are taking place with CCH around how these services will be delivered, but to date there has not been any formal agreement on the services to be supplied and the rates to be charged, although informal rents have been agreed for Gillibrand Street and Bengal Street.
41. Additional funding from reserves has also been provided in the form of £66k for PCSO's and £30k for pump priming of the LSP. This is expected to be financed from the receipt of PSA1 grant due in the final quarter of 2006/07. If this grant is not received then there will be a cash impact on the general fund although I believe the risk to be limited.
42. The proposed future developments within the town centre known as Market Walk Phase 2 is the subject of a separate report submitted by the Chief Executive to the Executive Cabinet. Within the report reference is made to the potential impact on revenue resources, which will vary depending on how members decide to allocate the capital receipt for the sale of land, if the development proposals are approved.
43. The report indicates that the impact, primarily resulting from loss of car park income, is expected to be £94k in 2007/08 depending on how the capital receipt is to be utilised. As the details of the arrangement are not yet finalised this figure may change but I expect this to be at the margins.
44. Home Office funding for community safety initiatives also remains a risk within our budgets. At present I have included £135k as the amount anticipated to be received in grants in order to directly fund community safety projects. A further assumption is that the projects themselves will total £135k thereby exactly matching the grant. In the event that the amount of grant received is lower than anticipated, the level of activity may need to be reduced.
45. At present there is also an assumption that £144k of Planning Delivery Grant (PDG) will be received in 2007/08. This is approximately two thirds of the value received in 2006/07 and is allocated to cover the costs of employment of a number of specific posts within Development & Regeneration and ICT Services. If the value of the grant is lower than that assumed in the current budget the authority will either need to identify savings, or consider the level of resourcing currently allocated to this work.
46. Concessionary Travel continues to be an area of risk for the council's revenue budget. I have attached an additional report (Appendix 3) that specifically looks at the current issues around concessionary travel and the anticipated future developments in this area. The two largest impacts that are anticipated are the introduction of smart card technology from 1st April 2007 and the introduction of a national free travel scheme from 1st April 2008.

- 47. The introduction of Smart technology is a risk as it is highly likely that the costs recharged to the authority will increase when we are charged for journeys that concessionaires living in the borough make, rather than being recharged on the basis of a historical survey. At this stage it is not possible to quantify the size, given that to date the Smart Card technology has not been delivered, nor do I have any confidence, given the performance of the transport companies that the technology will be delivered by April 2007.
- 48. The introduction of a national free travel scheme also has the potential to impact on the revenue budget in later years. At this stage however, it is not possible to clearly state the level of the impact, as the precise details of the scheme are not known. The biggest risk to the authority would be from a scheme that is administered and funded centrally and therefore grant relating to travel would not be paid to Chorley as the Travel Concession Authority, but to the body that administers the scheme.

FUTURE YEARS BUDGETS

- 49. Appendix 2 shows the 3 year forecast and in summary shows that the Council will be able to deliver a balanced budget for 2007/08, but that in future years there is more work to be done.
- 50. The figures for 2008/09 are premised on an inflationary increase in Council Tax in both years, but show that even with an increase the size of the budget gap is significant. It will again be a policy choice for Members regarding the future levels of Council Tax, but a further freeze is likely to have an impact on service delivery.

SAVINGS TARGETS AND BUDGET ASSUMPTIONS

- 51. Inevitably the 2007/08 budget as in previous years contains a number of assumptions. However at this stage in the budget cycle plans are well advanced and there are very few speculative savings targets are currently factored into the budget. However key areas which remain as assumptions and where further work will be required are:-

Table 3 – Efficiency Savings

EFFICIENCY SAVINGS	£'000
Efficiency savings	(60,000)
TUPEII and SLA negotiation with Chorley Community Housing	(257,000)
Vacancy Savings	(228,000)
Reduction in Indoor Leisure costs to Management Fee	(25,000)
Creation of PCSO's	<u>(228,590)</u>
	<u><u>(798,590)</u></u>

- 52. The table shows that in total £799k of cost reductions are included in the 2007/08 base budget that need to be delivered if the budget is to remain in balance. In relation to the particular items I would make the following observations.

EFFICIENCY SAVINGS

- 53. An annual target has previously been set by the Council. Again this target is usually met so I consider the risk to be minimal, and there are a number of schemes in the pipeline which I expect will contribute significantly to this target.

CHORLEY COMMUNITY HOUSING

- 54. Whilst some items remain unresolved, discussions with CCH are well advanced. Should the targets for in particular the TUPE II list not come to fruition, the Council has the option to offer ERVS as an alternative, thus the savings should still be realised.

VACANCY SAVINGS

- 55. Traditionally the Council has achieved this target and a reduction to the base level of savings expected has been made in 2007/08 to reflect the fact that the Councils establishment has reduced, thus the opportunity for saving is also reduced.

CREATING PCSO'S

- 56. This option is currently under discussion with Lancashire Police and clearly this is a realistic option, it is only the exact details of the scheme which require resolution.

INCOME

- 57. In terms of the income the Council generates from fees and charges, the bulk of the increases come from the following income streams:

Licensing Fees	£120k
Local Land Searches	£190k
Parking Fees	£780k
Market Toll	£300k
Planning and Building Control Fees	£664k
Investment Portfolio	£463k
	<hr/>
	£2.517m
	<hr/>

- 58. In terms of the assumptions made, adjustments have been made to account for rent reviews, but the bulk of the income streams are subject to market competition and are demand led and a policy decision regarding the scale of fees has already been determined in relation to parking fees. Any significant increase in Land Search fees or Building Control fees could adversely affect income levels, where there is local competition for these services, so currently there are no changes proposed in this initial draft.

CONCLUSION ON THE ADEQUACY OF RESERVES AND THE ROBUSTNESS OF THE BUDGET

- 59. My overall conclusion therefore is that, whilst there are still some risks contained in the budget they are certainly no greater than those faced in previous years. Whilst the impact of stock transfer has been mitigated to a great extent, the job evaluation process is still ongoing and will not be resolved for some time.

60. There are a number of dependencies built into the forecast, not least of which is the Job Evaluation process which will determine the final shape of the 2007/08 budget and the overall financial strategy of the Council. The Council has set an objective of maintaining the process cost neutral, but only once negotiations are complete with the outcome be known.
61. Working balances will be mid range as compared to the target range set out in the Medium Term Financial Strategy and I propose that no change should be to those limits.
62. With regard to the robustness of the budget for 2007/08 once again each service has had a line by line review completed of their budget and whilst there are still some issues to resolve clearly savings have been identified to bring the budget into balance. In almost all cases work is in hand to complete the work required and progress is well advanced. For this reason I believe the budget to be soundly based and achievable.

OVERALL CONCLUSIONS

63. In previous years the Council has been faced with the prospect of making significant savings and 2007/08 will be exactly the same. This report has identified that good progress has been made to identify savings required to balance the budget but some of the work is still in progress and will not come to fruition until later in the budget cycle.
64. Some inherent risks remain in the budget but the underlying assumptions I believe are reasonable. I have outlined my views and advice in relation to the level and adequacy of working balances and summarise the key risks and the mitigations that are in place and my recommendations are as follows.

COMMENTS OF THE DIRECTOR OF HUMAN RESOURCES

65. All proposed savings which have any staffing implications will be subject to full consultation with the effected employees and trade unions.

RECOMMENDATION(S)

66. The Executive Cabinet are recommended to:
 - Note my advice under S25 of the Local Government Act 2003 on the draft budget, particularly in relation to maintaining working balances within the range set out in the Medium Term Financial Strategy.
 - To agree to consultation process outlined in the report.
 - To agree to consult on the savings proposals and shape of the budget as outlined in the report.

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

67. To begin the budget consultation procedure for 2007/08.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

68. None

GARY HALL
DIRECTOR OF FINANCE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Gary Hall	5480	20 November 2006	ADMINREP/REPORT

SAVINGS PROPOSALS

	£	£
CHIEF EXECUTIVE'S OFFICE		
- Proposed re-structure of Office Support	(25,530)	
- Practising Certificates	(910)	
- International Links	(4,000)	
- Office Support overtime	(4,000)	
- Deletion of Executive Director post	<u>(106,210)</u>	
		(140,650)
CUSTOMER, DEMOCRATIC & LEGAL		
- Contact centre SLA for CCH	(20,000)	
- Remove yearbook	(4,170)	
- Reduction in civic vehicles	(5,010)	
- Savings from closure of Gillibrand Street	(92,440)	
- Rental Income from Gillibrand Street	(90,000)	
- Rental Income from Gillibrand Street Annexe	<u>(10,000)</u>	
		(221,620)
DEVELOPMENT & REGENERATION		
- Restructure of Development & Regeneration	(108,540)	
- Agency Staff	(4,100)	
- Contribution to HIA	(20,000)	
- E-Planning software	13,000	
- Contribution to Contact Centre	<u>20,000</u>	
		(99,640)
FINANCE		
- Finance Directorate Restructuring	(116,000)	
- Base Budget review	<u>(22,000)</u>	
		(138,000)
HUMAN RESOURCES		
- Externalising of Health and Safety function	<u>(45,200)</u>	
		(45,200)
ICT SERVICES		
- Reduction in maintenance budget	(15,000)	
- TUPE transfer of designated post	(31,360)	
- Removal of 0.5 FTE Customer Services Asst. Post	(8,580)	
- Thin client implementation	(3,560)	
- Telephony	(24,710)	
- Income from Chorley Community Housing (SLA's)	<u>(29,520)</u>	
		(112,730)

LEISURE & CULTURAL SERVICES

- Withdraw funding for LCC Welfare Rights post.	(5,000)	
- Attract external funding for the 'Get Up and Go' programme.	(5,000)	
- Negotiate reduction in Indoor Leisure Contract management fee	<u>(25,000)</u>	(35,000)

POLICY & PERFORMANCE

- Policy & Performance Restructure	(52,240)	
- Consultation for LSP & CPA work	<u>19,750</u>	(32,490)

PROPERTY SERVICES

- Outsourcing of Property Services function	<u>(65,570)</u>	(65,570)
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STREETSCENE

- PCSO and Neighbourhood warden Team disestablishment	(228,590)	
- Other staffing costs	71,170	
- Reduction of one Pest Control Officer and implementing charging for Pest Control Services	(30,630)	
- Line by Line budget review		
- Research	(30,000)	
- Materials	(30,000)	
- Textile Recycling	(28,000)	
- Other Items	(63,060)	
- Rental Income from Bengal Street	(35,000)	
		(374,110)

TOTAL SAVINGS PROPOSALS**(1,265,010)**

Analysis of Budget Variations 2006/07 - 2009/10

	2006/07	2007/08	2008/09	2009/10
	£000	£000	£000	£000
Base Budget Requirement	15,330	16,231	16,332	17,556
Less				
Recharges	-	3	20	20
Capital Charges	(2,581)	(2,581)	(1,998)	(1,984)
Cash Base Budget Requirement	12,750	13,654	14,355	15,592
Inflation				
Pay	352	385	334	355
Pensions	110	112	83	-
Non-Pay	90	62	34	23
Contractual	52	87	42	16
Income	91	13	(32)	(33)
Increments	118	96	85	61
Revenue Effects of the Capital Programme	(1)	10	50	-
Volume - Income	-	157	189	-
Volume - Expenditure	521	328	(77)	(20)
Investment	141	246	54	-
Savings - Star Chamber	-	(1,265)	74	(4)
Savings - Other	(580)	(368)	-	-
Senior Management Review		(114)		
Growth Proposals	245	-	-	-
Recharges Adjustments	-	34	-	-
Effects of stock transfer - To HRA	-	766	-	-
Effects of stock transfer - From HRA	-	(50)	-	-
Effects of stock transfer - Non Recharge Income	-	84	-	-
Effects of stock transfer - Reduction in cost TUPE	-	(105)	-	-
Effects of stock transfer - Reduction in cost - Other	-	55	-	-
Effects of stock transfer - Service Level Agreements	-	(76)	160	-
Contingency:				
- Genuine	100	(60)	-	-
- Salary Related Savings	(278)	10	-	-
- Procurement Savings	(35)	-	-	-
- Gershon Savings	(25)	-	-	-
- Headroom for Capital Investment	-	40	-	-
- Job Evaluation	-	256	241	248
- Housing Stock Transfer	-	-	-	-
Directorate & Corporate Cash Budgets	13,651	14,355	15,592	16,238
Base Recharges	-	(3)	(20)	(20)
In year transfer of recharges to cash budgets	-	(17)	-	-
Capital:	2,581	1,684	1,998	1,984
In year transfer of capital	-	314	(14)	-
Total Recharges	2,581	1,978	1,964	1,964
Total Directorate & Corporate Budgets	16,231	16,333	17,556	18,202
Reversal of Capital Charges	(1,412)	(1,678)	(1,678)	(1,678)
Net Financing Transactions:				
- Net Interest/Premiums/Discounts	148	(174)	(174)	(174)
- Recharged Interest to HRA	(88)	-	-	-
- MRP less Commutation Adjustment	159	100	100	100
Net Operating Expenditure	15,039	14,581	15,804	16,450
Revenue Contribution to Capital	54	-	-	-
Use of Earmarked Reserves				
- e-Workforce Reserve	(34)	-	-	-
- Capital Financing Reserve re: Def Chge w/os	(1,168)	(320)	(320)	(320)
- Units Earmarked Reserves	(140)	(151)	(55)	(55)
Use of General Balances	-	-	-	-
Total Expenditure	13,751	14,110	15,429	16,075
Financed By				
Council Tax - Borough	(5,960)	(6,019)	(6,262)	(6,514)
Parish Precepts	535	535	535	535
Council Tax Parishes	(535)	(535)	(535)	(535)
Aggregate External Finance	(7,743)	(8,050)	(8,250)	(8,450)
Collection Fund Surplus	(49)	(41)	-	-
Total Financing	(13,751)	(14,110)	(14,512)	(14,964)
Net Expenditure	(0)	0	917	1,111
Analysis of Net Expenditure (Budget Gap)				
Net Expenditure Brought Forward	-	-	(0)	917
Net Expenditure in Year	-	0	917	194
Net Expenditure Carried Forward	-	0	917	1,111

ANALYSIS OF MAJOR VARIANCES BETWEEN 2006/07 AND 2007/08 ESTIMATES

<u>INFLATION NON-PAY</u>	£
Car Leases/NNDR/Insurances/Utilities/Subscriptions/Other	62,570
	62,570
<u>CONTRACTUAL</u>	£
Reduced CLS contract	(21,970)
Refuse Collection - Market Walk	11,530
Rental Income	(21,270)
Refuse Contract	118,600
	86,890
<u>REVENUE EFFECTS OF CAPITAL PROGRAMME</u>	£
Astley Park Grounds Maintenance	10,000
	10,000
<u>VOLUME - INCOME</u>	£
Housing Benefit Grants/Subsidy	100,670
Licensing Income	(22,360)
Planning Delivery Grant - reduction in anticipated grant for 2007/08	67,400
Private Lifeline Alarms	(24,530)
NNDR Collection Allowance	3,850
Housing Benefits Admin. Grant	15,190
Duxbury Golf Course	(10,860)
Parking fees 1% increase - car parks	(7,720)
DPE Penalty Charge Notice net loss of income	32,580
Other	3,000
	157,220
<u>VOLUME - EXPENDITURE</u>	£
Increase in LCC Search Fees	8,360
Contact Centre restructure	47,400
Elections	9,960
Legal - Publications	6,000
Director of CUDL salary	9,650
External Audit	14,680
Bank Charges	7,000
External Contractors (Payroll)	6,270
Bus Passes - Concessionary Travel	39,040
External Funding Officer - no funding contributions to salary	19,950
Computer Software Licences/Maintenance Agreements	7,280
Roses Marketplace Licence	5,300
Allpay Cards	5,000
Community Management - Tatton	34,260
Corporate Training - Member Development Programme	5,000
Support services Officer Sc3 post SNED restructure phase 1	15,450
Increase in hours for Funding Officer	8,880
Miscellaneous Employee costs - Eng. Mngt. And Support Services	16,640
NNDR assessments - various sites	15,840
Survey expenses residents parking permits TRO's	5,000
Crime & Disorder Partnership - transfer of Sc4 post 18.125hrs	11,100
Bringsites recycling charges	12,000
Other	17,900
	327,960

ANALYSIS OF MAJOR VARIANCES BETWEEN 2006/07 AND 2007/08 ESTIMATES**INVESTMENT**

£

Town Centre Management Post	40,000
LSP Consultancy	30,000
Contribution for 6 PCSO's per 2005/06 Growth year 2	66,000
Market Walk Phase 2 Development (Agenda Item)	95,000
CCTV in Remote Areas	15,000
	246,000

STAR CHAMBER SAVINGS

£

See Appendix 2 for further analysis.	(1,265,010)
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OTHER SAVINGS

£

Council Insurances Renewal	(72,000)
Job Evaluation Project (Non-recurrent expenditure)	(95,770)
Human Resources Staffing Savings	(67,940)
Corporate Training HR Approved per 2005/06 Savings year 2	(10,000)
LHP, PSS, GM & SNED Phase 1 Restructure	(78,840)
Temp. Waste & Envir. Management post deleted (Non-recurrent expenditure)	(30,390)
Removal of revenue effects of capitalised redundancy payments	(6,000)
Hospitality	(7,480)
	(368,420)



Report of	Meeting	Date
Director of Finance	Executive Cabinet	7 th December 2006

CURRENT POSITION OF CONCESSIONARY TRAVEL SCHEME WITHIN CHORLEY BOROUGH

PURPOSE OF REPORT

1. To update members on the impact of concessionary travel on the general fund budget.
2. To highlight for members decisions that will need to be taken in the near future.

CORPORATE PRIORITIES

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

RISK ISSUES

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

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

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

BACKGROUND

6. In my last report to members in January I presented the options available for the provision of concessionary travel for residents of the borough.
7. Members decided to approve the adoption of the concessionary travel scheme as recommended by the Concessionary Travel Working Group (CTWG) and Lancashire Chief Financial Officers (LCFO's).
8. The approved scheme is significantly better for concessionaires than that required by statute, and details of the differences are shown in table 1.

Table 1. Features of concessionary Travel Scheme	
Statutory Minimum	Approved Scheme
No Concessions before 9:30am weekdays	Half fare travel before 9:30am on weekdays
Free travel within district 9:30am to 11:00pm weekdays	Free travel within district 9:30am to 11:00pm weekdays
No concessions at weekends or bank holidays	Free travel within district all day on weekends and bank holidays.
No concessions for travel outside District Boundary	Journeys starting within Chorley and ending in another NowCard district will be free to the boundary of Chorley and then half fare for the remainder of the journey. * Journeys starting and ending anywhere in the NowCard area, but wholly outside the boundary of Chorley will be at half fare. Both of the above concessions are available at weekends and bank holidays.
Applies only to travel on buses.	NowCard scheme includes other forms of public transport within the area including Blackpool Tramway, Knott End Ferry and Community Transport within each district.
* Due to difficulties in software programming for ticket machines, a 'flat fare' of 50p was introduced for journeys starting or finishing within a concessionaire's home district and staying within the NowCard area. This was intended to be an introductory offer, but is still in force due to technical difficulties.	

9. In order to simplify administration, the scheme is managed centrally by LCC who collect data from Travel Operators, make payments to operators on our behalf and invoice the district for the costs incurred. Currently we are not charged by LCC for the administration services.
10. Statutory requirements mean that the scheme to be operated by each Travel Concessionary Authority (TCA), of which Chorley is one, need to be formally notified to Transport Operators in draft by 1st December, and formally agreed by 1st March each year.

CURRENT POSITION

11. Our budgetary assumptions for the 2006/07 budget were that concessionary travel would increase much more than predicted by the travel consultants TAS who prepared a report on increased demand for the CTWG. Accordingly we increased our budget for concessionary travel to £514k from £217k in the previous year. Current forecasts are that the actual cost will be £553k by the end of the year.
12. One reason for the increased cost is due to delays in the introduction of smart card technology by transport operators. As referred to in table 1 above, it was anticipated that the 50 pence flat fare for travel starting or finishing within a concessionaires' district would only be in place for a short period (6 weeks was the original estimate). However, 7 months in to the scheme, current estimates are that full roll out of smart technology will not be until April 2007.

13. The most significant impact that is expected following the introduction of smart transactions is an increase in costs to Chorley based on more accurate allocation of costs to districts. At present the total costs of concessionary travel is distributed on the basis of historical data on passenger movement. As smart technology is not in place we do not actually know where concessionaires are travelling to and the costs involved once they leave their district. The passenger survey on which this allocation is based is a number of years old already, and there are real concerns that changes in demographics will mean that Chorley's costs will increase while other areas decrease.
14. As noted above, a significant part of the current scheme is administered by LCC and they do not currently charge districts for the costs incurred. Their estimates for continuing to provide their services for 2007/08 is £282k, of which Chorley's share would be £17k.
15. LCC have started discussions with the districts, via the CTWG, to implement a Service Level Agreement (SLA) whereby districts will pay their share of the administrative costs in return for a guaranteed level of service. At present discussions are in a very early stage, but members need to be aware of the implications, including an increase in the cash cost for next year.
16. The LCFO's have also formed a subgroup to look at concessionary travel with a specific remit of looking at ways to reduce cost to the districts whilst maintaining service quality.
17. The LCFO's have asked for a number of issues to be investigated, namely:
 - a) Banding flat fares (i.e. a range of flat fare depending on value of journey being taken)
 - b) Withdrawing the flat fare scheme from long distance (inter-urban) express services
 - c) A general increase in the flat fare for Over 60s to be implemented at the discretion of individual TCAs
 - d) A general increase in the 50p flat fare for disabled pass holders in line with increases in bus fare since 2003 when the flat fare was itself last increased
 - e) The use of a weighting factor to reflect the availability of return fares be included in the formulas used to reimburse bus operators
18. At the last meeting of the CTWG held on 7th November it was reported that increasing the flat fare by 10 pence to 60 pence would save the scheme as a whole £234k. When this saving is distributed to Chorley it would mean a reduction in costs of £7k based on current usage.
19. Given the potential impact from a publicity, and political point of view, members need to consider carefully whether they wish to agree to raise the flat fare by 20% in order to save £7k.
20. Representatives on the CTWG from LCC have been tasked with reporting back on the other issues requested by LCFO's by 1st December 2006.

FUTURE CONSIDERATIONS

21. Due to the provisions contained within the 1985 and 2000 Transport Acts in respect of concessionary travel schemes, a draft variation to the Scheme needs to be published by the 1st of December. This will include the items 17a to 17e above and will enable, and inform, consultation and negotiation with bus operators.

22. Following the report from the CTWG, members will need to form a view as to which options they wish to implement and then inform the CTWG as to how they wish to proceed with any variations to the scheme. The scheme from 1st April 2007 needs to be formally agreed and signed off with operators by 1st March 2006.
23. Perhaps the most significant change to concessionary travel will result from announcements made in the Chancellor's 2006 budget. In the budget it was announced that from 1st April 2008 there will be a national scheme for free travel for concessionaires replacing the local schemes currently in place.
24. It is expected that there will be a number of significant changes with the new scheme, namely:
 - a) It will be funded and administered centrally
 - b) It will exclude premium and express services
 - c) It will not apply for travel before 9:30am
 - d) It will only cover bus services.
 - e) It is unclear if concessions will be available at weekends and bank holidays.
25. Members should also be aware that at this stage the DfT have not consulted or held discussions with any of the TCA's within Lancashire or their representative groups.
26. Given that the changes proposed in some ways may degrade the services offered to concessionaires, the CTWG has decided to formally write to the DfT explaining our concerns. Before the letter is sent it will be passed to LCFO's for approval.
27. As well as the possible service implications, the centralising of the administration holds budgetary concerns for the TCA's within Lancashire. At a local level Chorley can expect a net reduction in revenue funding in the region of £100k from 2008 as a result of the proposals, so members need to keep this in mind in future budget setting exercises.

SUMMARY

28. The scheme throughout Lancashire is working well, and although it is likely to cost Chorley more than we budgeted there is expected to be sufficient funding to cover this years costs.
29. The CTWG are looking at a range of options with regards to reducing the cost of running the service.
30. The scheme for 2007 needs to be formally agreed by 1st March 2007, and members need to decide what changes they wish to see in the scheme.
31. Significant changes are due as a result of the introduction of a national free scheme, and the Council should consider lobbying government to ensure that service standards are maintained

RECOMMENDATIONS

32. Executive Cabinet are asked to:
 - a) Note the current position.

REASONS FOR THE RECOMMENDATIONS

33. The recommendations are made in order to ensure that a workable countywide scheme can continue to operate to the benefit of Chorley residents.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

34. None

GARY HALL
DIRECTOR OF FINANCE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Phil Eskdale-Lord	5483	9th November 2006	ADMINREP/REPORT

Report of	Meeting	Date
Chief Executive	Area Forum Working Group	16/11/06
	Executive Cabinet	07/12/06
	Overview & Scrutiny Committee	04/12/06

AREA FORUM PILOT SCHEME

PURPOSE OF REPORT`

- To provide an overview of the Area Forum Pilot Scheme following three rounds of meetings in the three pilot areas of Clayton-le-Woods North Ward, Coppull Parish and Lostock Ward during the period February to October 2006.
- To set out recommendations for the future delivery of community forums in Chorley.

CORPORATE PRIORITIES

- The operation of the Area Forum Pilot Scheme and the decision to be made by the Council on the future approach to neighbourhood working will help to address the Council's corporate priority of "Involving people in their communities".

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	

OVERVIEW OF THE PILOT SCHEME:

- The average attendance at the meetings was 29 people. A wide range of issues were raised by members of the public during the meetings. They included the following:
 - Anti-social behaviour
 - Bogus officials operating in the area
 - Dog fouling
 - Funding required for local groups
 - Juvenile nuisance
 - Lack of activities for teenagers
 - More information required on the new concessionary fare scheme
 - Motorcyclists using open land
 - Opening times for Astley Hall
 - Problems with people fly-tipping and dumping rubbish
 - Problems with the recycling containers
 - Street cleanliness following recycling collections

- Insufficient information on the performance of schools
 - Lack of local secondary schools
 - Poor public transport in some areas
 - Reduced bus services recently
 - Lack of a police presence in some areas
 - Traffic speeding and potential traffic calming schemes and more speed cameras
 - Under age drinking causing disturbance
 - Health services in local areas
 - Ambulance response times in rural areas
6. Feedback from the public was sought at the end of each area forum on the usefulness of the session and was positive in all cases. The lessons learned from the feedback are:
- Continue the “Listening and Responding” approach we have adopted.
 - Ensure people who ask questions are provided with full answers either on the evening or later in writing.
 - Work with partner agencies – eg Police, PCT, Lancashire County Council to ensure more collective, integrated solutions to problems the public face in local areas.
 - Select venues as central to the whole area as possible. (This resulted in the change of venue for the third meeting of the Clayton-le-Woods North Area Forum)
 - Avoid a few individuals dominating the meeting.
 - Ensure the new neighbourhood newsletters target the areas where meetings will take place to publicise them.
7. Partners were represented at the pilot meetings from the Police and County Council, the PCT, Parish Councils and a wide range of community and voluntary organisations.
8. A meeting of all partners was held in September to obtain feedback on the pilot scheme to date. Partners strongly supported the principle of area working and local forums and put forward a wide range of suggested improvements to enhance the scheme should it be rolled out.
9. Details of the action taken on issues raised at the Area Forum meetings or on the question cards completed by members of the public at the end of each meeting were reported to the subsequent meeting under the heading of “You said – we did”.
10. Publicity leaflets were hand-delivered to each household in the three pilot areas for the first round of meetings held in February/March 2006. For the second round of meetings neighbourhood newsletters were produced and delivered to every household. This was a total number of 8300 households.
11. The newsletters included feedback on the first round of Pilot meetings and highlighted the details of the forthcoming meeting. It also included details of activities for youngsters and an update on improvements to the recycling scheme. The ‘You said, we did’ feature gave direct feedback to issues raised at the previous meetings and contact lists to help local people contact the right people at the Council as well as in the community.
12. Posters publicising each meeting were distributed to Parish Councils and local libraries, surgeries and community groups etc for display.
13. Details of the Area Forum Pilot Scheme have been provided on the Council’s website and the Communications Section arranged for publicity to be provided in the local media / radio stations prior to each meeting.
14. 149 questionnaires were sent to members of the public who had attended the meetings and the results are set out below.

	Question	Excellent	Good	Weak	Poor	No Response
1	How do you rate the venues for the meetings?	44%	56%	0%	0%	0%
2	How would you rate the publicity of the meetings? (newsletters/media/website)	10%	58%	24%	8%	0%
3	How would you rate the responses to the public questions?	12.5%	52%	20%	0.5%	15%
		Yes	No			
4	Do you think services have/will be improved as a result of the Area Forum meetings?	83%	12%			5%
5	Do you think the Area Forum meetings should continue to be held?	98%	0%			2%
6	How often do you think the Area Forum meetings should be held?	Once a year 7%	Twice a year 51%	Three times a year 7%	Four times a year 27%	Six times a year 6% 2%

THE WAY FORWARD

15. The objectives of the pilot scheme were as follows:
 - To consult and engage with the local community on strategies, policies and service issues within the areas during the period of the pilot within the context of a non-political ethos.
 - To enable residents, businesses and local community groups to raise questions on service related issues on an open forum basis to influence the decision-making of the Council and other partner organisations.
 - To evaluate the effectiveness of and lessons learnt – setting out recommendations for community engagement across the borough.

16. There is strong evidence from the public and other stakeholders that the original objectives of the pilot have been achieved and the pilot has been a success.

17. There is now strong support from the public and partner organisations for the extension of the pilot scheme borough-wide.

OBJECTIVES:

18. The objectives of borough-wide community forums would be to :
- Ensure local people are able to voice issues of concern directly to the Council and partner organisations.
 - Keep in touch with 'live' current issues within communities.
 - Develop an area-based approach to problem-solving across agencies.
 - Develop a local action plan for each area linked to the Community Strategy and building on existing parish plans.
 - Provide a feedback loop back into the Council and partners – ensuring the 'you said – we did' approach is embedded at all levels.
 - Link in with the excellent local work of PACT meetings.
 - Provide an opportunity for areas with no organised feedback mechanism to actively engage with the Council and its partners.
 - Enable parish councils and other local groups to work together across a larger area to pursue areas of common interest.
 - Provide a basis for the further development of the Council (and the LSPs) approach to neighbourhood service delivery and the future recommendations of the Environment and Community Overview and Scrutiny Panel on neighbourhood working.

PROPOSED FOOTPRINT

19. The area forum pilot boundaries were focussed on existing parish council boundaries.
20. Replicating the pilot borough-wide could both duplicate the role of parish councils and present capacity problems for the Council and its partners.
21. A proposed footprint for the forums is attached. There would be 4 areas – central, west, east and south.

MEETING ARRANGEMENTS

22. All meetings will be chaired by one nominated Borough Councillor. The Vice-Chair of each Community Forum will be appointed from the Ward Councillors for each area. Sessions will be organised three times a year with interim feedback provided to communities between meetings as issues of local concern are addressed. The proposed procedure rules for the meetings are attached.
23. Alternating venues will be selected – ensuring full disabled access and induction loop facilities are in place.
24. Publicity will be in the form of neighbourhood newsletters, posters and advertising in the local press.

FEEDBACK ARRANGEMENTS

25. It is important that the Council is able to analyse the issues across all three areas on a regular basis. Quarterly reports will be presented to the Executive Cabinet setting out progress in each of the areas.

COMMENTS OF THE DIRECTOR OF HUMAN RESOURCES

26. There are no HR implications.

COMMENTS OF THE DIRECTOR OF FINANCE

27. An extension of the Scheme will mean an increase in resourcing is required for items such as room hire, officer support etc. However it is anticipated that the increase will be marginal and the impact will be considered during the budget cycle for 2007/08. Any financial impact in 2006/07 will be contained within contract cash budgets.

RECOMMENDATION

28. That the Executive Cabinet submit a recommendation to the Council meeting on 19th December 2006 that area forums are rolled out borough-wide as community forums from February 2007 on the attached footprint and procedure rules.

DONNA HALL
CHIEF EXECUTIVE

Report Author	Ext	Date	Doc ID
Donna Hall	5104	9 October 2006	ExecRep/AreaForumPilot

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COMMUNITY FORUM PROCEDURE RULES

C O N T E N T S

1. Secretary to the Community Forum
2. Start and Finish Times of Meetings
3. Quorum
4. Voting Powers and Time Limits on Speeches
5. Membership
6. Appointment of Chair and Vice Chair
7. Power to Co-opt
8. Attendance at Meetings
9. Representatives of Local Organisations
10. General Power to Adjourn
11. Order of Business
12. Questions from Members of the Public
13. Questions on Agenda Items from Members of the Public

COMMUNITY FORUM PROCEDURE RULES

1. Secretary to the Area Forum

- 1.1 The Chief Executive shall act as Secretary to each Community Forum and shall be responsible for preparing and circulating agendas and reports for meetings, and preparing the minutes.
- 1.2 The agenda for each Community Forum meeting will be published on the Council's web site and circulated to all persons and organisations on the circulation list by ten working days prior to the meeting.

2. Start and Finish Times of Meetings

- 2.1 Meetings will be held at a suitable local venue which may rotate as appropriate and will commence at 7.00pm, in the spirit of encouraging as many local people as possible to attend.
- 2.2 No business shall be transacted later than 9.00pm, at which time any business, which remains to be transacted, shall be deferred to a future meeting.

3. Quorum

- 3.1 Business shall not be transacted at a meeting of a Community Forum unless there are present at least two Members of the Forum who are Borough Councillors and who represent a ward within the area. If the Chair declares that there is not a quorum, the meeting shall stand adjourned until a date and time to be fixed by the Chair or to the next ordinary meeting of the Forum.

4. Voting Powers and Time Limits on Speeches

- 4.1 It is not envisaged that any formal vote would need to be taken on any matter relating to the operation of the Borough Council's functions.
- 4.2 The Chair may at any point in the meeting ask for a show of hands by the public present to indicate support or otherwise for a particular issue.
- 4.3 No member of the Forum may speak for more than five minutes on any one agenda item, unless the Chair expressly agrees otherwise for the purpose of enabling the meeting to be better informed and the adequate dispatch of business on the agenda.

5. Membership

- 5.1 The core membership of each Community Forum shall be the Borough Councillors for the electoral wards within the geographical area of each Forum

6. Appointment of Chair and Vice-Chair

- 6.1 The Council will determine the appointment of the Chair and Vice-Chair of each Area Forum at a Council meeting and thereafter at the Annual Council meeting from amongst those persons sitting on their membership.
- 6.2 In the absence of the Chair and Vice-Chair, the Borough Councillors present at the meeting will appoint another Borough Councillor to preside as Chair for that meeting.

7. Power to Co-opt

Community Forums may co-opt any persons who are either:

- (a) Members of the Lancashire County Council who represent all or part of the area of the Forum;
- (b) Members of a Parish Council within the area of the Forum; or
- (c) Representatives of Lancashire Constabulary, Central Lancashire Primary Care NHS Trust or any other partner organisation recognised by the Council for this purpose.

The members of the Community Forums may at any time revoke a co-option.

8. Attendance at Meetings

8.1 Attendance at the Community Forum meetings is open to all persons who reside in or have a business interest in the geographical area of the Forum. Such persons can request that they be included on the circulation list for agenda papers.

9. Representatives of Local Organisations

9.1 Each Community Forum may invite organisations operating within the area of the Forum to send representatives to meetings of the Forum. Organisations may also request representation. Names will be included in the circulation list for agenda papers and these will be sent to the named individuals who will represent their organisation at the meetings.

9.2 The representatives referred to in 9.1 will not be members of the Community Forum but their attendance and contribution will be recognised by them being circulated with details of the dates and agendas for meetings.

10. General Power to Adjourn

10.1 The Chair may adjourn a meeting of the Forum for such a period as he or she shall consider expedient.

11. Order of Business

The order of business at every meeting of the Forum (subject to the Chair's discretion to re-prioritise any issues) shall be:

- (a) To choose a person to preside if the Chair or Vice-Chair is absent.
- (b) To announce any apologies for absence.
- (c) To approve as a correct record and sign the minutes of the last meeting of the Forum.
- (d) Any matters arising from the previous minutes (if any) not elsewhere on the agenda.
- (e) To dispose of business (if any) remaining from the last meeting.
- (f) Public consultation issues, e.g. Community Plan, Local Policing Plan, Primary Care reforms, budget proposals
- (g) Local issues – e.g. as identified at the inaugural and subsequent meetings
- (h) Any other business specified in the summons.

- (i) Questions from members of the public (30 minutes maximum).
- (j) To confirm the date of the next meeting.
- (k) Items for future meetings. At the discretion of the Chair, any person present at the meeting shall be entitled to suggest any such items.
- (l) Any other urgent matters at the Chair's discretion.

12. **Questions from Members of the Public**

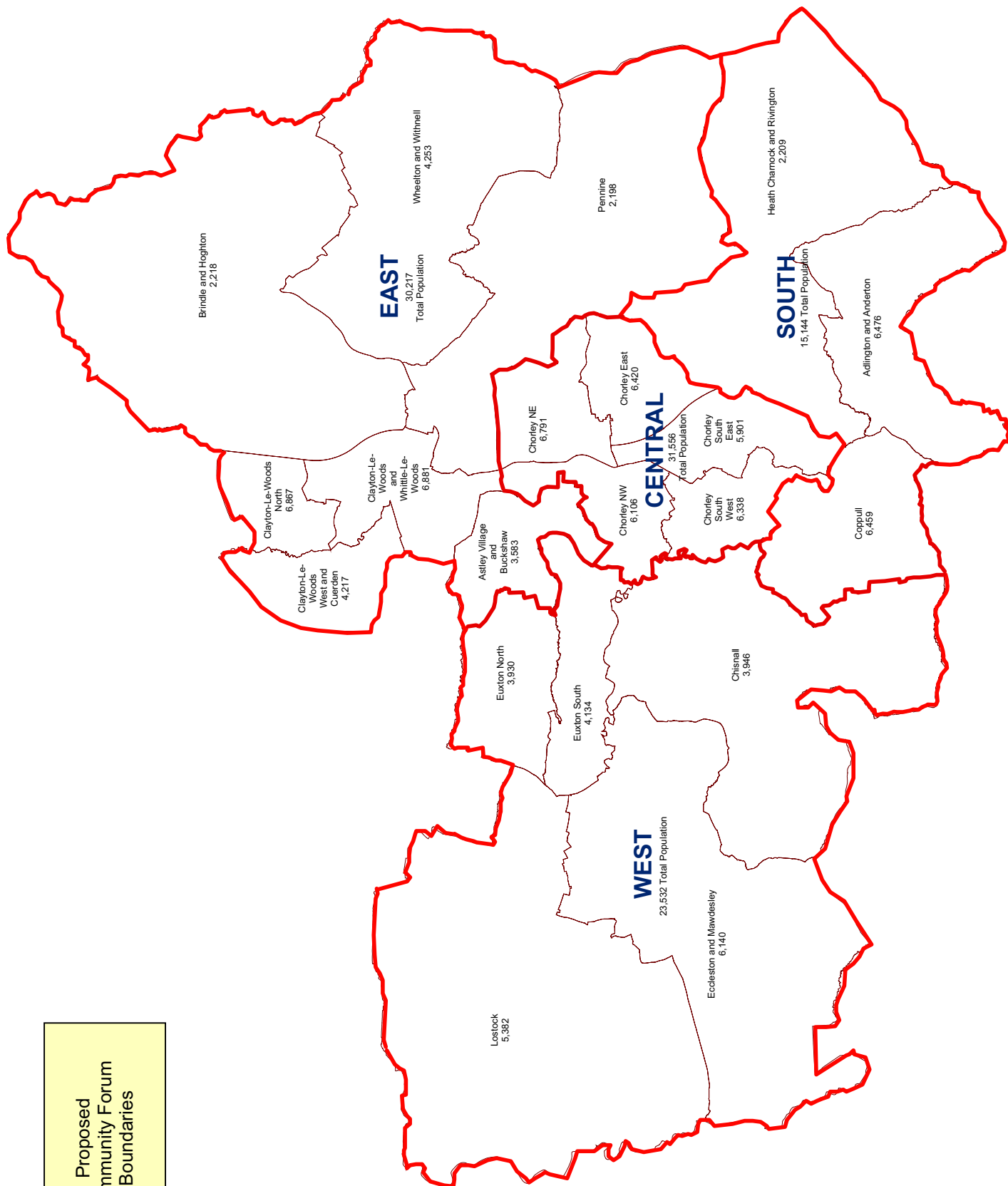
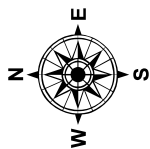
- 12.1 At each meeting a period of up to 30 minutes (the "Open Forum") shall be set aside for questions to be put in person to the Forum by members of the public who reside, work or have an interest in the area covered by the Forum on any matter within the powers and duties of the Borough Council or any Partner Organisation.
- 12.2 The purpose of the "Open Forum" is to discuss local concerns and issues. It will provide an opportunity to consult and receive feedback, not only on the Council's policies and services, but also on wider issues of local concern including crime and disorder, community safety and environmental issues, which in turn will facilitate the Council's partnership working with other agencies and organisations.
- 12.3 It is not a substitute for Members' own surgeries and will not therefore be able to deal with individual cases or concerns, although members of the public will be welcome to attend and make contact with their local Ward Councillor.
- 12.4 The Chair will ask each person who addresses the Forum to give their name and the area where they live or the organisation they represent.
- 12.5 A question may not be asked related to:
 - (a) a matter which is the subject of legal proceedings or an appeal to a tribunal or to a Government Minister or to an investigation by the Local Government Ombudsman; or
 - (b) the appointment, promotion, dismissal, salary, superannuation or conditions of service, or the conduct or ability of any individual employed by the local authorities or the conduct of any member of the local authorities.
- 12.6 The Chair shall be entitled to rule that a question shall not be answered because:
 - (a) it requires investigation so that a full reply can be given in writing to the next meeting;
 - (b) the preparation of the answer would require the expenditure of a disproportionate amount of time, money or effort; or
 - (c) in his or her opinion it is improper, irrelevant or otherwise objectionable, or defamatory, or is in the same or similar terms to a question asked at the previous meeting.
- 12.7 A question must be a genuine enquiry and not a statement.
- 12.8 Questions may be raised orally during the meeting, or a question may be submitted in writing to the Community Forum.
- 12.9 At the meeting, an oral response to all questions raised will be made by the Borough Councillors or representatives of the Partner Organisations present.

- 12.10 In the case of questions submitted in writing, The Secretary of the Forum will send the question to the appropriate Service Unit/Organisation with a request that a response is sent to the person who submitted the question within ten working days if possible.
- 12.11 Details of the questions which have been submitted in writing and by whom, together with the purport of the answers given, shall be recorded in the minutes.
- 12.12 The Chair shall have discretion to regulate the amount of discussion on any question and to extend the period of public questions if deemed necessary.
- 12.13 In the event of there being insufficient time to deal with all the questions of which notice has been given, a response to any unanswered questions shall be sent to the questioner in writing by the Chair.

13. **Questions on Agenda Items from Members of the Public**

- 13.1 Members of the public attending the meeting may speak for up to 5 minutes on any item on the agenda, at the time that item is being considered by the Forum. This is in addition to the 30 minute question time.

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Proposed Community Forum Boundaries

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Report of	Meeting	Date
Director of Development and Regeneration (Introduced by Councillor Peter Malpas: Executive Member for Economic Development & Regeneration)	Executive Cabinet	7 December 2006

ASTLEY PARK PROJECT: HIGHLIGHT REPORT

PURPOSE OF REPORT`

1. To update members on the current progress of the project

CORPORATE PRIORITIES

- 2 The implementation of the Astley Park Project is a substantial project that will assist the attainment of the Council's Strategic Objective to develop the character and feel of Chorley as a good place to live and visit.

RISK ISSUES

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

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

- 4 The Project was the subject of a successful funding bid to the Heritage Lottery Fund (HLF) and the Council is bound to deliver the project in accordance with the terms of a contract with the HLF, unless HLF agrees any change.

Delivery of such a complex and multi-faceted project will necessarily involve some risk. More specifically, current areas of risk relate to the lake dam, pets' corner and programme slippage. These are explained more fully in the body of the report.

BACKGROUND

- 5, The Astley Park project is a multi-faceted regeneration/restoration project of the historic landscape and public park. The project has been awarded funding by the Heritage Lottery Fund (£2.004M).

PROJECT IMPLEMENTATION

6. Overall Project Status

The project is being implemented through a number of separate contracts.

Lake/woodland ponds: Desilting works are now complete for both lake and woodland ponds. Silt grading and restoration works are now planned for March to May 2007, as programmed. Monitoring of the dam has confirmed there is no movement. Resurfacing of the route across the dam has now commenced and is programmed to take around 4 weeks. Diversions are signposted

Coach House, Farmhouse, Walled Garden – Planning permission and listed building consent are in place for the work building work contracts and the demolition works are complete. A stone chamber has been discovered in the garden, which warrants further investigation. As CCTV investigation failed to provide any useful imaging, the void is now to be investigated by Derbyshire Caving Club. This is a contingency item.

The expected issue date for tender documentation for the main building works is 14 November 2006. There has been some slippage in issue to tender but the overall programme (ie completion by May 2008) is unaffected at present, although an update is being sought as to the potential effect of bats on the programme. Slippage has been caused partly by obtaining agreement of details such as ironmongery and security.

Tenders for the main landscape contract are currently being appraised and the tender report is expected in the next couple of weeks. Slippage in issue to tender, due to agreement of details such as lighting, seats and wall to rear of hall, will not affect the overall programme (ie completion by May 2008).

Play area and pets corner – Due to the volume of concern raised by the public and others about the location, safety and security of the proposed play facilities and pets' corner, it was agreed that these proposals should be revisited. The revised plan provides for easier access and enhanced natural surveillance, without compromising the historic landscape. The cost of this additional work (£16,808) lies outside the terms of the HLF contract and must therefore be met by the Council.

The alternative location for the play area and pets corner has now been agreed in principle with the associate monitor and a formal request for the changes and reasons for the change are to be submitted to HLF for approval. However, this request and detailed design work are on hold pending a decision as to whether the pets' corner should remain part of the project or not. At the request of the Council Leader and Chief Executive further public consultation is to be undertaken to determine whether the public would like to see pets' corner remain or be omitted from the project. If the outcome is in favour of the facility being withdrawn, a decision will be required on whether a formal request concerning the omission of this facility from the project is to be submitted to the HLF for approval. In preliminary discussions, HLF monitors have advised that a proposal to omit the facility from the project is unlikely to be supported. However, in the unlikely event that HLF approved such a change in outcomes, HLF would reduce the level of grant funding available to the project. The reduction would relate not only to the budgeted figure for pets' corner but would include a reduction in any item that HLF considered was related to that item such as footpath works and woodland management.

Pavilion – Following a decision regarding future use of the football pitches, this element of the scheme has now been revised down to basic refurbishment. Kiosk redesign will also be required, to fit with the new design for pets corner and play area and is likely to incur additional costs to the Council. Both these items will form a separate contract or be issued as a variation to the main building contract.

7. Schedule Status

Some elements of the project have slipped and others have been brought forward with no effect to the overall forecast completion date of March/April 2008. This is well within the contract period for the HLF grant, the expiry date being 31/12/08.

Main Landscape Contract

Some slippage in issue to tender but overall programme i.e completion by May 2008 unaffected. Slippage due to agreement of details such as lighting, seats and wall to rear of hall. 6 landscape contractors have been asked to tender.

Main building contract Some slippage in issue to tender but overall programme i.e completion by May 2008 unaffected at present although update on bat issue being sought. Slippage due partly to agreement of details such as ironmongery and security . Tenders scheduled to go out in November.

8. Products Completed

Tree felling and woodland management : to reinstate the character of the historic landscape and address neglect and safety considerations.

Desilting of the lake and woodland pond: main body of contract to restore historic water features and enhance the environment and ecology of the park is complete. Spreading of silt and seeding & installation of silt trap to be completed in Spring 2007.

Demolition – demolition of outbuildings/workshops and green houses and clearance of walled garden is now complete.

9. Current Issues

The **building works** programme is slightly behind schedule and may be subject to further impact relating to the need to avoid work to upper floor in Coach House during bat breeding season.

The interruption of **electrical supplies** to Astley Hall and the Coach House during the demolition work required emergency call out of United Utilities and Ecclestone Electrics, with cost implications that are being pursued with the contractor.

Pets' corner: some level of concern regarding the principle of retaining this facility persists. Uncertainty and delay has both cost and programme implications. Any change in the proposal would be subject to HLF approval and, if that change involved omitting the replacement facility, rather than simply altering its proposed relocation, advice from the HLF suggests that it would run a high risk of rejection. If, despite this informal advice, the HLF was to agree the omission of a pets' corner, such agreement would be accompanied by a reduction in HLF funding. Importantly, this reduction would not only relate a proportion of the £155,762.88 budget for play facilities and pets' corner itself but would also depress funding for other elements of the project that were deemed by the HLF to be connected to the pets' corner (eg footpath improvements, landscaping)..

Changes to the plans made by the Council will be subject to additional funding by the Council to cover survey work, architects, detail design, planning application, contract documentation and drawings (ie work already carried out). In addition, to this the Council will need to meet the cost of carrying out further consultation with regard to pets corner and further detailed design costs.

10. Risks

Lake dam: - A crack in the road surface across the dam, which resulted from the dewatering process is being repaired. The road has to be closed during the work, with the risk of creating bad publicity for the project, and inconveniencing the public who use the road as a thoroughfare to school and work. Warning signs and information about diversions is in place.

Pets' corner: If the Council decides not to replace the pets corner, breach of contract issues would arise, which could result in all or part of the grant funding being clawed back. The cost for additional work and consultation will fall to the Council.

Management & maintenance plan. It is a condition of the HLF grant that a 10 year maintenance and management plan be agreed within the first year of the project. Preliminary discussions about the future operation, maintenance and management of the park are now underway but it should be noted that a failure to resolve these matters would create serious risks for the project.

11. Forward Plan

Main landscape contract – tender returned 10/11/06. Tender evaluation and report required. Programmed start on site December.

Building contract – tenders to be issued mid November, return, evaluation and report expected Jan, start on site Jan/Feb.

BUDGETARY IMPLICATIONS

- 12. The Council is committed to a budgetary contribution over the life of the project and to a proportion of the capitalised additional maintenance provision (that formed part of the approved funding bid) thereafter.

Woodland and tree clearance contract was below budget.

The demolition contract was above budget.

The lake contract was below budget, so additional work carried out as part of the contract during the desilting of the lake can largely be absorbed by the available budget for the lake works. The balance will be met from the contingency budget, subject to HLF approval.

The clay lining of the woodland pond was found to be intact, resulting in an approx saving of £18,000.

Spent this period	Spent to date	Balance
166 338	367 134	2 064 452

COMMENTS OF THE DIRECTOR OF HUMAN RESOURCES

- 13. There are no Human Resources implications with this report.

COMMENTS OF THE DIRECTOR OF FINANCE

- 14. At present the costs remain on budget.

RECOMMENDATION

15. That the Executive Cabinet accepts the information contained in this monitoring highlight report.

REASONS FOR RECOMMENDATION

16. The report has been prepared to update Cabinet with regard to the implementation of the project.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

17. None as the report is provided for information only.

JANE E MEEK
DIRECTOR OF DEVELOPMENT AND REGENERATION

There are no background papers to this report.

Report Authors	Ext	Date	Doc ID
Mary Clemence & Suzanne Cox	5286 & 5281	21 November 2006	

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