

THE COUNCIL'S KEY PARTNERSHIP ARRANGEMENTS

	Lead Directorate	Partnership Name	Value	Formal Agreement/Contract? YES/NO	Partnership Term	Organisations Involved	Key Contacts including e-mail/tel number	Objectives of the Partnership	Targets/Tasks to be achieved in the current year	Progress on Achievement of Outcomes /Targets	Comments/Issues	Joint Risk Register in place and regularly reviewed and updated
1	CD&LS	Lancashire Contact Centre Partnership	£50k p.a.	Yes		Chorley BC, LCC, Burnley BC, Hyndburn BC, Ribble Valley BC, Rossendale BC	Asim Khan Tel 01257 515160 asim.khan@chorley.gov.uk	To procure a shared CRM solution and to explore possibilities for joint working in relation to customer contact.	CRM to go live	Project plan agreed and timetable with a view to go February go live		Yes
2	Dev & Regen	Chorley Community Housing		Yes		Chorley BC, CCH	Jane Meek, Steve Lomas	To deliver the services outlined in the Transfer Agreement, to include the Housing Agency agreement, temporary accommodation services, all parties covenants and scheduled agreements.	1) To develop and implement effective contract monitoring systems and governance arrangements for the partnership by end of 2007 2) To undertake a review of operational procedures delivered by the Housing Agency Agreement and to work together to deliver improvements in performance, incl. the use of B & B accommodation and all other BVPI's by 31.3.08. 3) To reduce the cost of temp. accommodation by end of 2007	1) Systems currently being developed and executive summary of contract terms being produced. Forward plan of both strategic and operational partnership meetings has been established and two meetings of both groups have taken place. Terms of reference for both groups are currently being established. 2) Operational review underway and action plan of proposed improvements being developed. 3) Full strategic review of temp. accommodation usage and associated costs is now being developed.	All obligations included within the transfer document are currently being compiled into an easily accessible summary document.	This is a newly established partnership and a risk register will be developed shortly
3	Finance	Property Services Partnership	£600,000 p.a. £4.25 million over 7 yrs	yes	7 yrs from July 07 +3yr extension option	Chorley BC, Liberata UK	Gary Hall, CBC Janet Hinds CBC John Tyreman, Liberata Sharon Livesey, Liberata janet.hinds@chorley.gov.uk Tel 01257 515622	1) Provide a professional property management and maintenance service 2) Transfer of risk from the Council to the new Service Provider 3) Enhanced property management and maintenance arrangements 4) Transfer of Chorley Borough Council Property staff to Liberata UK 5) Achieve efficiency savings	1) Strategic Accommodation Review to be completed by January 2008 2) Production of Energy Management Plan by October 2007 3) Production of Asbestos Management Plan by October 2007 4) Production of Legionella Management Plan by October 2007 5) Carry out full Condition Survey By June 2008	1) On target -An initial meeting has been held to agree approach, actions and scope 2) On target -A number of energy audits have now been arranged. 3) On Target 4) On Target - Legionella risk assessments have been commissioned 5) This is likely to be completed well ahead of time in Oct/Nov 07	This new partnership arrangement commenced 2.7.07. A comprehensive contract management pack and formal governance arrangements have been agreed and set up to closely manage and monitor performance. The Condition Survey at Target 5 will be compared with the Condition Survey commissioned by the Council prior to formal tenders. Any discrepancies will need to be confirmed and agreed.	A draft risk register has been produced for discussion and agreement by both parties. It is anticipated that this will be completed and agreed within the next few weeks.
4	Finance	Bolton MBC Health & Safety Partnership	£22,000 p.a.	yes	2 years commencing 1.4.07	Chorley BC, Bolton MBC	Garry Barclay Tel 01257 515468	To provide a compliant, professional and effective health and safety service to the Council				
								1) To achieve 85% of the annual audit and inspection programme by the end of the year 2) 90% of service requests to be processed to agreed standards and within the agreed timescales		1) Programme to commence October 07 2) 95% achievement at September 07	As this is the first year working to a formal SLA there is some budgetary contingency to allow additional inputs if needed. The SLA will be re-based 2008/09.	Arrangements are being made to produce the Joint Risk register
5	L&CS	Community Leisure Services	£4.44 million	yes	15 yrs (2005 to 2020)	Chorley BC, CLS	Jamie Carson Tel 01257 515815	The management of the Council's indoor leisure facilities	Complete the capital works at ASLC, CGLC and Brinscall Pool.	ASLC to be completed by the end of September 2007. CGSC and Brinscall works to be completed during 2007/08.	We have endeavoured to keep the facilities open during the improvement works.	A joint risk register will be in place before 31.12.07

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6	L&CS	Glendale	£3.27 million	yes	25 yrs	Chorley BC, Glendale Golf	Jamie Carson Tel 01257 515815	Management of Duxbury Park Golf Course	Progress the capital improvements at Duxbury Park Golf Course	Planning permission for new club house obtained. Work to start during third quarter with a finish scheduled for June 2008. Drainage improvements ongoing.	Usage of the course during the first 12 months of the partnership increased by 18%	We are in discussions with Glendale and plan to have a joint risk register in place during this financial year.
7	P&P	Chorley Local Strategic Partnership (LSP)	£335,000 of which £85,000 is a contribution from the Council	No, but protocol approved by LSP Executive	No term but current Partnership Strategy goes up to 2025	Significant number from Public, Private, Voluntary, Community and Faith Sectors Public	Claire Thompson (Performance Advisor (partnerships)) Tel 01257 515348	To work on a multi agency basis with public, private and voluntary sector partners, under the banner of the "Chorley Partnership" in co-ordinating a local approach to improving outcomes for local people and in particular in delivering the Community Strategy.	Theme groups to deliver the 5 pump primed projects and the LPSB to ensure delivery of the Vulnerable Families Project commences. Other actions and targets are currently under development as part of the Corporate Strategy refresh.	All pump primed projects have commenced and quarterly reporting on progress is ongoing.	This partnership arrangement is unique when compared to other key partnerships in that it does not operate on a contractual basis. Partnership engagement is on a voluntary basis. However, there is current local government legislation being further developed which places a duty on some public sector organisations to co-operate and work collaboratively with partners.	Risks are identified and managed for the pump primed projects as part of the project management arrangements. No joint register exists and is not a common feature of LSPs.
8	SNED	Refuse Collection & Recycling	c. £12M	Y	7yrs (April 2002 to March 2009)	Veolia, Chorley Council	john.lechmere@chorley.gov.uk Tel: (01257) 515720. Simon.Clark@chorley.gov.uk Tel No: (01257) 515732	To deliver service improvement throughout lifetime of contract	Deliver a waste and recycling collection service which meets statutory requirements and the LWP Cost Share agreement. 1) To achieve at least 90% of households in Chorley on 3 stream recycling 2) To have at least 90% of households on alternate weekly collections 3) To achieve minimum recycling rate of 39% 4) To set up Procurement Group and establish work programme	1)Collection service in place which delivered recycling collections to 96% of households in 2006/07 2) Achieved 3) 44% recycling rate achieved in 2006/07 4) Procurement Group and work programme established	Contract due for renewal in April 2009 so minimum scope for service development/improvement in remaining contract period	RR in place and contractors Risk Management arrangements have been reviewed. The RR is now a standing agenda item at Partnership Board meetings.
9	SNED	Parkwise	Not applicable - enforcement arrangement	Y	5 yrs (September 2004 to 2009)	Chorley Council, Lancashire County Council, all other District Councils, NCP, Police	john.lechmere@chorley.gov.uk Tel: (01257) 515720. Simon.Clark@chorley.gov.uk Tel No: (01257) 515732	Manage the delivery of decriminalised parking enforcement (DPE)	To breakeven and remain self financing or better by September 2009	This is unlikely to be achieved. The Financial model and costs are currently being reviewed by LCC.	Financial performance under review to establish achievable targets compared to original model.	No risk register in place - is an issue which needs to be taken up at Partnership level
10	SNED	Lancashire Waste Partnership	£8.5M	Y	Ongoing, formal cost share agreement to 2015	All District Authorities, UA's and LCC	john.lechmere@chorley.gov.uk Tel: (01257) 515720. Simon.Clark@chorley.gov.uk Tel No: (01257) 515732	To co-ordinate waste management across the county	To achieve 56% recycling rate across the County by 2015 and to provide service levels in accordance with cost share agreement. Quarter 1 07/08 recycling rate >50% achieved.	Quarter 1 2007/8 at 50% recycling rate in Chorley. Contract renewal process will provide additional kitchen waste recycling service which should add further 6% to recycling rate.		No risk register in place - is an issue which needs to be taken up at OIG Partnership level

MANAGEMENT ACTION PLAN

The following actions need to be agreed and fed into the 2007/8 business planning cycle:

REF	RECOMMENDATIONS	ACTION AGREED	OFFICER(S)	DATE	PROGRESS AT SEPT 07
2.	Policy Framework				
2.11	Responsibilities for corporate oversight of partnership working need to be clarified as a matter of urgency.	Director of Finance to take corporate lead as majority of partnerships are procurement based arrangements. Also Corporate Procurement Officer taking on wider responsibilities for contract management. Director of Policy & Performance to provide a supporting role regarding the LSP.	Director of Finance	March 07	These changes have now taken place .
2.12	The revised policy framework document and associated procedures need to be formally approved by members and cascaded down to directors and senior officers.	Agreed.	Director of Finance	March 07	Approved May 2007.
2.13	The Council's scheme of delegation as set out in Appendix 2 of the Constitution (Responsibility for Functions) should be amended to make specific reference to partnerships.	Agreed. Part of current review of Constitution.	Director of Customer, Democratic & Legal Services	May 07	To be included as part of a report to Council later this year proposing changes to the Constitution.
3.	Key Partnerships & Partnering Contracts				
3.11	Appendix B needs to be worked up into a formal partnerships database, containing the data fields	Agreed. The aim will be to produce a single contracts / partnerships register.	Director of Finance /	April 07	A Partnerships register has now

APPENDIX 2

	<p>listed below and made publicly available on the Council website:</p> <ul style="list-style-type: none"> ▪ Name / description ▪ Link to formal agreement / contract ▪ Objectives ▪ Organisations involved ▪ Officer responsibilities ▪ Key contacts ▪ Term 		Corporate Procurement Officer		been posted on the Council's web site.
3.12	<p>The draft shortlist of key partnerships listed at 3.8 should be reviewed and formally agreed as such. This is essential, as it will impact on the degree of governance and risk management discipline that should be applied to these arrangements.</p>	<p>Agreed. Appendix B will be discussed by Directors Team on 2/2/07 at a special CPA planning meeting to agree upon "key" partnerships.</p>	Director of Policy & Performance	2/2/07	List of key partnerships has now been agreed.
3.13	<p>During the course of the forthcoming business planning cycle, the remaining partnerships at Appendix B need to be examined to ensure direct linkage with strategic objectives and to ensure that resources are not being unnecessarily diverted away from delivering on key priorities and targets. The Council should consider withdrawal from any partnering arrangements that do not tangibly contribute to the delivery of the Corporate Strategy.</p>	<p>Agreed. Directors will be asked to review the "long" list of partnerships (Appendix B) and include the relevant ones in their business plans - only where they can justify / demonstrate that they add value to strategic objectives.</p>	Director of Policy & Performance	April 07	A section on partnerships was included in business plans
4.	Governance Arrangements				
4.11	<p>The Directors responsible for each of the Council's key partnerships need to review them and address the following specific governance weaknesses that may apply:</p>	<p><u>Procurement Based Partnerships</u></p> <p>Agreed - Internal Audit will provide proactive support to directors responsible for the key partnerships</p>	Directors responsible for key partnership	March 07	A number of these issues have now been addressed.

APPENDIX 2

<p>(a) The evaluation of partners' governance arrangements (b) Agreement / contract formalities (c) Clarity of reporting lines (d) Member involvement / reporting / public accountability (e) Dispute resolution mechanisms (f) Agreement over audit access (g) Exit strategies</p> <p>Policy & Performance (LSP) (a) (b) (c) (d) (e) (f) Leisure & Culture (CLS) (a) (c) (d) SNED (Cleanaway) (c) (d) (e) (f)</p> <p>Leisure & Culture (Glendale) (a) Development & Regeneration (CCH) (a) (b) (c) (d) (e) (f) Finance (Liberata) (a) (c) Leisure & Culture (SLAP) (a) (c) SNED (LWP) (b) (d)</p>	<p><u>LSP</u></p> <p>Given the nature of the LSP as an unincorporated partnership, some of the governance elements are not applicable. The elements which are/are not applicable will be identified and the relevant areas addressed.</p>	<p>s</p> <p>Director of Policy & Performance</p>	<p>March 07</p>	<p>Issues outstanding or ongoing are listed below for each partnership</p> <p>LSP (e) (f) CLS (a) Cleanaway/Veolia - all complete Glendale (a) CCH (a) (c) (d) (e) (f) Liberata (a) SLAP* (a) LWP (b) (d)</p>
<p>4.12 Formal reports should be submitted to the Executive Cabinet at least annually setting out how the partnership's objectives and targets have been achieved and any issues that need to be brought to members' attention.</p>	<p>Agreed. Joint reports will be produced starting with the 2006/7 financial year.</p>	<p>Director of Finance / Director of Policy & Performance</p>	<p>June 07 (1st quarter)</p>	<p>First report submitted October 07</p>
<p>5. Risk Management</p>				

**SLAP has since been reviewed and is not considered to be a "key" partnership. It has been added to the list of "other partnership arrangements"*

APPENDIX 2

5.7	<p>The Directors responsible for each of the Council's key partnerships need to produce joint risk registers using the template and approach contained in the corporate project management guidelines which are held on the Loop under My Briefcase / Projects and with reference to the guidance contained in the new Partnerships Policy Framework (Appendix A). (Formal risk assessments are mandatory for the Council's key partnerships and optional for the remainder).</p>	<p><u>Procurement Based Partnerships</u></p> <p>Agreed - Internal Audit will provide proactive support to directors responsible for the key partnerships</p> <p><u>LSP</u></p> <p>Agreed. This will be done as and when individual LSP projects are identified.</p>	<p>Directors responsible for key partnerships</p>	<p>March 07</p>	<p>Contact Centre – in place</p> <p>CCH – to be developed</p> <p>Liberata – draft produced</p> <p>Bolton MBC in progress</p> <p>CLS – will be produced by 31.12.07</p> <p>Glendale – will be produced by the end of the financial year</p> <p>Refuse Collection – in place</p> <p>Parkwise – no RR in place</p> <p>LWS – no RR in place.</p>
5.8	<p>Directors also need to establish whether the key partners themselves have formal risk management arrangements in place</p>	<p>Agreed. Internal Audit will provide proactive support to directors responsible for the key partnerships.</p>	<p>Directors responsible for key partnerships</p>	<p>March 07</p>	<p>Ongoing</p>

Directorate	Key Partnership	Partners	Comments on Financial Status
CuD&LS	Lancashire Contact Centre partnership	Burnley, Hyndburn, Pendle, Ribble Valley and Rossendale Councils	Partnership does not have separate legal existence from member authorities.
Dev & Regen	CCH	Chorley Community Housing	Chorley Community Housing (CCH) is a registered social landlord, registered with and regulated by the Housing Corporation, a government agency. It is registered as an Industrial and Provident Society with charitable status. Being newly established, information on financial performance will not be available until 2008.
Finance	Property Services Partnership	Liberata UK Limited	Large outsourcing company, rated as 'low risk', with high credit limit and contract limit.
Finance	Bolton Health & Safety Partnership	Bolton Metropolitan Borough Council	No separate legal existence from Bolton Metropolitan Borough Council.
L & CS	Community Leisure Services	Community Leisure Services Limited	Private company limited by guarantee, and registered charity. Accounts to 31/3/07 not yet available so has not been rated.
L & CS	Glendale	Glendale Managed Services Limited	Large grounds maintenance etc. company, rated as 'low risk', with high credit limit and contract limit.
P & P	Chorley Local Strategic Partnership (LSP)	Representatives from the public sector, private sector and community, voluntary and faith sector.	Partnership does not have separate legal existence from accountable body, Chorley Council.
SNED	Refuse Collection & Recycling	Veolia ES (UK) Limited	Large waste management company, rated as 'low risk', with high credit limit and contract limit.
SNED	Parkwise	Lancashire County Council	No separate legal existence from Lancashire County Council.
SNED	Lancashire Waste Partnership	Lancashire waste collection and disposal authorities.	Partnership does not have separate legal existence from member authorities.