



FYLDE BOROUGH COUNCIL



## Meeting Agenda

**Cabinet**  
**Town Hall, Lytham St Annes**  
**Thursday 26 June 2008, 7:00pm**

**The main doors to the Town Hall will be open to the  
Public at 6:40pm**

This meeting will be filmed for publication on the Council web site



## **CABINET**

### **MEMBERSHIP**

**LEADER – COUNCILLOR JOHN COOMBES**

<b>Councillor</b>	<b>Portfolio</b>
TIM ASHTON	STREETSCENE
VACANCY	
PATRICIA FIELDHOUSE	COMMUNITY & SOCIAL WELLBEING
ALBERT POUNDER	CUSTOMER RELATIONS & PARTNERSHIPS, CORPORATE PERFORMANCE & DEVELOPMENT
SIMON RENWICK	CULTURE & TOURISM
PAUL RIGBY	FINANCE & EFFICIENCY
ROGER SMALL	DEVELOPMENT & REGENERATION

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## **CORPORATE OBJECTIVES**

The Council's investment and activities are focused on achieving our five key objectives which aim to :

- Conserve, protect and enhance the quality of the Fylde natural and built environment
- Work with partners to help maintain safe communities in which individuals and businesses can thrive
- Stimulate strong economic prosperity and regeneration within a diverse and vibrant economic environment
- Improve access to good quality local housing and promote the health and wellbeing and equality of opportunity of all people in the Borough
- Ensure we are an efficient and effective council.

## **CORE VALUES**

In striving to achieve these objectives we have adopted a number of key values which underpin everything we do :

- Provide equal access to services whether you live in town, village or countryside,
- Provide effective leadership for the community,
- Value our staff and create a 'can do' culture,
- Work effectively through partnerships,
- Strive to achieve 'more with less'.

## A G E N D A

PROCEDURAL ITEMS	
<b>1. DECLARATIONS OF INTEREST:</b> <i>If a member requires advice on Declarations of Interest he/she is advised to contact the Legal Services Executive Manager in advance of the meeting. (For the assistance of Members an extract from the Councils Code of Conduct is attached).</i>	4
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<b>3. URGENT ITEMS</b> (The Chairman will be requested to indicate whether or not he accepts that any additional item should be considered by the Cabinet as a matter of urgency, in accordance with section 100 of the Local Government Act 1972 (as amended)).	4
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**Personal interests**

**8.—(1)** You have a personal interest in any business of your authority where either—

(a) it relates to or is likely to affect—

- (i) any body of which you are a member or in a position of general control or management and to which you are appointed or nominated by your authority;
- (ii) any body—
  - (aa) exercising functions of a public nature;
  - (bb) directed to charitable purposes; or
  - (cc) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union),

of which you are a member or in a position of general control or management;

- (i) any employment or business carried on by you;
  - (ii) any person or body who employs or has appointed you;
  - (iii) any person or body, other than a relevant authority, who has made a payment to you in respect of your election or any expenses incurred by you in carrying out your duties;
  - (iv) any person or body who has a place of business or land in your authority's area, and in whom you have a beneficial interest in a class of securities of that person or body that exceeds the nominal value of £25,000 or one hundredth of the total issued share capital (whichever is the lower);
  - (v) any contract for goods, services or works made between your authority and you or a firm in which you are a partner, a company of which you are a remunerated director, or a person or body of the description specified in paragraph (vi);
  - (vi) the interests of any person from whom you have received a gift or hospitality with an estimated value of at least £25;
  - (vii) any land in your authority's area in which you have a beneficial interest;
  - (viii) any land where the landlord is your authority and you are, or a firm in which you are a partner, a company of which you are a remunerated director, or a person or body of the description specified in paragraph (vi) is, the tenant;
  - (xi) any land in the authority's area for which you have a licence (alone or jointly with others) to occupy for 28 days or longer; or
- (b) a decision in relation to that business might reasonably be regarded as affecting your well-being or financial position or the well-being or financial position of a relevant person to a greater extent than the majority of other council tax payers, ratepayers or inhabitants of the ward, as the case may be, affected by the decision;

(2) In sub-paragraph (1)(b), a relevant person is—

- (a) a member of your family or any person with whom you have a close association; or
- (b) any person or body who employs or has appointed such persons, any firm in which they are a partner, or any company of which they are directors;
- (c) any person or body in whom such persons have a beneficial interest in a class of securities exceeding the nominal value of £25,000; or
- (d) any body of a type described in sub-paragraph (1)(a)(i) or (ii).

**Disclosure of personal interests**

- 9.—(1)** Subject to sub-paragraphs (2) to (7), where you have a personal interest in any business of your authority and you attend a meeting of your authority at which the business is considered, you must disclose to that meeting the existence and nature of that interest at the commencement of that consideration, or when the interest becomes apparent.
- (2) Where you have a personal interest in any business of your authority which relates to or is likely to affect a person described in paragraph 8(1)(a)(i) or 8(1)(a)(ii)(aa), you need only disclose to the meeting the existence and nature of that interest when you address the meeting on that business.
  - (3) Where you have a personal interest in any business of the authority of the type mentioned in paragraph 8(1)(a)(viii), you need not disclose the nature or existence of that interest to the meeting if the interest was registered more than three years before the date of the meeting.
  - (4) Sub-paragraph (1) only applies where you are aware or ought reasonably to be aware of the existence of the personal interest.

- (5) Where you have a personal interest but, by virtue of paragraph 14, sensitive information relating to it is not registered in your authority's register of members' interests, you must indicate to the meeting that you have a personal interest, but need not disclose the sensitive information to the meeting.
- (6) Subject to paragraph 12(1)(b), where you have a personal interest in any business of your authority and you have made an executive decision in relation to that business, you must ensure that any written statement of that decision records the existence and nature of that interest.
- (7) In this paragraph, "executive decision" is to be construed in accordance with any regulations made by the Secretary of State under section 22 of the Local Government Act 2000(d).

#### **Prejudicial interest generally**

- 10.—**(1) Subject to sub-paragraph (2), where you have a personal interest in any business of your authority you also have a prejudicial interest in that business where the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice your judgement of the public interest.
- (2) You do not have a prejudicial interest in any business of the authority where that business—
- (a) does not affect your financial position or the financial position of a person or body described in paragraph 8;
  - (b) does not relate to the determining of any approval, consent, licence, permission or registration in relation to you or any person or body described in paragraph 8; or
  - (c) relates to the functions of your authority in respect of—
    - (i) housing, where you are a tenant of your authority provided that those functions do not relate particularly to your tenancy or lease;
    - (ii) school meals or school transport and travelling expenses, where you are a parent or guardian of a child in full time education, or are a parent governor of a school, unless it relates particularly to the school which the child attends;
    - (iii) statutory sick pay under Part XI of the Social Security Contributions and Benefits Act 1992, where you are in receipt of, or are entitled to the receipt of, such pay;
    - (iv) an allowance, payment or indemnity given to members;
    - (v) any ceremonial honour given to members; and
    - (vi) setting council tax or a precept under the Local Government Finance Act 1992.

#### **Prejudicial interests arising in relation to overview and scrutiny committees**

- 11.—** You also have a prejudicial interest in any business before an overview and scrutiny committee of your authority (or of a sub-committee of such a committee) where—
- (a) that business relates to a decision made (whether implemented or not) or action taken by your authority's executive or another of your authority's committees, sub-committees, joint committees or joint sub-committees; and
  - (b) at the time the decision was made or action was taken, you were a member of the executive, committee, sub-committee, joint committee or joint sub-committee mentioned in paragraph (a) and you were present when that decision was made or action was taken.

#### **Effect of prejudicial interests on participation**

- 12.—**(1) Subject to sub-paragraph (2), where you have a prejudicial interest in any business of your authority—
- (a) you must withdraw from the room or chamber where a meeting considering the business is being held—
    - (i) in a case where sub-paragraph (2) applies, immediately after making representations, answering questions or giving evidence;
    - (ii) in any other case, whenever it becomes apparent that the business is being considered at that meeting;
 unless you have obtained a dispensation from your authority's standards committee;
  - (b) you must not exercise executive functions in relation to that business; and
  - (c) you must not seek improperly to influence a decision about that business.
- (2) Where you have a prejudicial interest in any business of your authority, you may attend a meeting (including a meeting of the overview and scrutiny committee of your authority or of a sub-committee of such a committee) but only for the purpose of making representations, answering questions or giving evidence relating to the business, provided that the public are also allowed to attend the meeting for the same purpose, whether under a statutory right or otherwise.

# REPORT



REPORT OF	MEETING	DATE	ITEM NO
DEMOCRATIC SERVICES AND MEMBER SUPPORT UNIT FOR CHAIRMAN OF THE POLICY AND SERVICE REVIEW SCRUTINY COMMITTEE	CABINET	26 <sup>TH</sup> JUNE 2008	4

## COMMUNITY OUTLOOK SCRUTINY COMMITTEE - RECOMMENDATIONS

### Public Item

This item is for consideration in the public part of the meeting.

### Summary

The Community Outlook Scrutiny Committee met on the 15<sup>th</sup> May 2008, and there were a number of recommendations made that the Cabinet may wish to note.

### Recommendation

1. To consider and note the recommendations of the Community Outlook Scrutiny Committee

### Reasons for recommendation

To allow formal consideration of recommendations arising from Community Outlook Scrutiny Committee

### Alternative options considered and rejected

None applicable as the recommendations are coming forward from the scrutiny committee.



## **Cabinet Portfolio**

The item falls within the following Cabinet portfolio:

Councillor Albert Pounder – Customer Services and Partnerships  
Community and Social Wellbeing – Councillor Patricia Fieldhouse

## **Report**

To consider endorsing the recommendations of the Community Outlook Scrutiny Committee, which met on 15<sup>th</sup> May, as follows:

### **Local Strategic partnership – Thematic Group Update – Enterprise and Employment**

*Recommended to LSP:*

To express disappointment that Fylde Borough Council was not able to provide a dedicated Economic Development Officer to support the work of the Enterprise and Employment Thematic Group.

To express disappointment that British Aerospace Systems were not taking the opportunity to become actively involved in the Enterprise and Employment Thematic Group.

### **Scrutiny Review of Homelessness – Final Report**

*Recommended to Community Outlook Scrutiny Committee:*

To request that David Gillett, Housing Manager report back to the Community Outlook Scrutiny Committee in 2009 to provide an update of if, and how the Council is achieving the 2010 target.

*Recommended to the Benefits Manager:*

That the committee request further information from the Benefits Manager on the reasons why the total budget for discretionary housing benefit for 2006/07 was not spent and what the likely impact on future funding might be.

### **Lower Lane Estate, Freckleton**

*Recommendation to Community Outlook Scrutiny Committee:*

To establish a task and finish group to undertake the review, consisting of

- Councillor Kiran Mulholland
- Councillor Fabian Craig-Wilson
- Councillor John Singleton
- Councillor Craig Halewood.

## **Conclusion**

There are no specific recommendations directed to the Cabinet for consideration for approval, however, a number of recommendations were directed within the organisation

and to external agencies. The minutes of the Community Outlook Scrutiny Committee are attached as an appendix.

Report Author	Tel	Date	Doc ID
Carolyn Whewell	(01253) 658563	2 <sup>nd</sup> June 2008	

List of Background Papers		
Name of document	Date	Where available for inspection
Minutes of Community Outlook Scrutiny Committee	15 <sup>th</sup> May 2008	<a href="http://www.fylde.gov.uk">www.fylde.gov.uk</a>

IMPLICATIONS	
Finance	None
Legal	None
Community Safety	None
Human Rights and Equalities	None
Sustainability	None
Health & Safety and Risk Management	None

Date	Thursday 15 <sup>th</sup> May 2008
Venue	Reception Room, Town Hall, Lytham St Anne's.
Committee members	Kiran Mulholland (Chairman) Fabian Wilson (Vice Chairman) Brenda Ackers, Craig Halewood, Howard Henshaw, John Singleton
Other Councillors	
Officers	David Gillett, Claire Grant, Christine Miller, Tracy Scholes, Carolyn Whewell
Others	Kim Cook, Louise Pope, County Councillor Joyce Stuart

1. Declarations of interest

Members were reminded that any personal/prejudicial interests should be declared as required by the council's Code of Conduct adopted in accordance with the Local Government Act 2000.

2. Confirmation of minutes

RESOLVED: To approve the minutes of the Community Outlook Scrutiny Committee meeting held on 6<sup>th</sup> March 2008 as a correct record for signature by the chairman.

3. Substitute members

No substitute members were reported.

4. Local Strategic Partnership Thematic Group Update - Enterprise and Employment

County Councillor Joyce Stuart (Chair of the Enterprise and Employment Thematic Group) presented a report detailing the aims and achievements of the Enterprise and Employment Local Strategic Partnership.

County Councillor Joyce Stuart advised the committee that the Enterprise and Employment Thematic Group works to the priorities of Ambition Lancashire and the Community Plan aiming to provide a supportive environment for businesses in the town and business centres of Fylde. Membership is taken from a wide spectrum of the business and training community and includes representation from Job Centre Plus, Blackpool, Fylde and Wyre College, the Chamber of Commerce and Council Officers Vivien Wood (Tourism Officer), Paul Drinnan (Head of Regeneration) and Christine Miller (LSP Manager).

The Group has outlined 5 key priorities within their Action Plan. These are:

- Tourism - The thematic group has facilitated the launch of a tourism website for the Fylde promoting things to do and accommodation in the area. Since its launch, the website has had 2,700 unique visitors with a total of 4108 visits to the site.
- Shaping the Place - specifically to reduce the number of people claiming incapacity benefit on St Albans Road by 10% from April 07 to March 2008. Ms Miller advised members that this target had been achieved with the recruitment of 2 claimants to the Booths Store in Lytham.
- Golf - Support Fylde to make the 2009 Women's tournament and the 2012 Golf tournaments spectacular events.
- Classic Resort - to promote "Classic Resort" activities across the borough to increase tourism to the area.
- Employment and Training - specifically to increase employability across the region via increased training opportunities and reducing the number of people claiming incapacity benefit. The group arranged for a number of people to receive training with local businesses. Unfortunately, this was not as successful as hoped as the Job Centre Plus legislated that a job must be available to all trainees at the end of the training placements. The group is still working to achieve this and the LSP is offering one placement within the LSP office as Local authorities are not tied to this condition.

Councillor Stuart highlighted a number of other achievements of the group in particular the successful bid for LSP funds to second a student to do some research on economic development in Fylde to support the work on tourism.

Following the presentation, members questioned the impact on the lack of a dedicated Economic Development Officer at Fylde Borough Council on the work of the Enterprise and Employment Group. Councillor Stuart advised that the group received some support from an officer at Lancashire County Developments Ltd (Lancashire's economic development company run by LCC) who advises the group of potential grants in the area. However, it would be much more beneficial to the group for a specific Fylde based Economic Development Officer particularly in their current exercise of trying to map what VAT registered businesses there are in Fylde, which of these are at the embryonic stages and what help required to support them over the next 2 years .

Members also questioned the level of involvement of British Aerospace (BAE) as one of the largest employers in the borough. Members were advised that BAE had been invited to participate in the group but were already involved in the Lancashire Wide Strategic Partnership. Cllr Stuart emphasised that they were not seeking financial support from BAE but would like them on board as many residents of Fylde were employed by BAE.

Following the debate, it was RESOLVED:

1. To thank Cllr. Joyce Stuart for reporting on the work of the Enterprise and Employment Thematic Group.
2. To express disappointment that Fylde Borough Council was not able to provide a dedicated Economic Development Officer to support the work of the Enterprise and Employment Thematic Group.

3. To express disappointment that British Aerospace Systems were not taking the opportunity to become actively involved in the Enterprise and Employment Thematic Group.

#### 5. Citizens Advice Bureau - Monitoring Report

Kim Cook (Fylde CAB Manager) and Louise Pope (Fylde BAB Deputy Manager) presented a report detailing the progress of the Citizens Advice Bureau (CAB) Service Level Agreement.

Ms Cook advised that Fylde CAB was currently in the second year of a three year service level agreement (SLA) with the council and received £56,000 per annum. In line with the conditions in the Service Level Agreement, Fylde CAB offered a 5 day a week service from September 7<sup>th</sup> 2007. Drop in, telephone and email services were offered from 9am -4pm daily. There had been no closures to date.

The CAB was currently based in Kirkham, but had piloted an outreach project in partnership with Age Concern to provide advice one morning per fortnight in the Age Concern Offices at St Anne's. It was hoped this service would be expanded as more volunteers were recruited. In addition to this, they had been successful in a joint bid with Blackpool CAB to the financial inclusion fund to fund a specialist Debt Advice worker to Fylde Offices one day per fortnight.

Ms Cook reported that the CAB was also looking to increase access levels of service to other parts of the Fylde. The CAB was involved with the Fylde LSP Lifelong Learning and Health and Wellbeing group where they were taking an interest in the development of a Fylde Credit Union. It was also reported that the CAB also took part in Kirkham family prison days.

Ms Cook further reported that Fylde CAB had received a 16% response to their customer satisfaction survey. Results to date had shown that overall; clients were satisfied with the service provided. Two areas of concern highlighted were accessibility and to a lesser extent, waiting times. Fylde CAB was implementing a gateway interviewing procedure in busy periods on order to ascertain whether people can be dealt with immediately in order to reduce waiting times.

Ms Cook further reported that Fylde CAB had explored a number of other funding opportunities since the last committee report. In particular, bids to the Department for Work and Pensions, Comic Relief, HRMC and Lancashire County Council for additional funding to support projects. Fylde CAB was currently in negotiation to provide a home visiting service for cancer patients subject to funding from Macmillan. The restraints in funding bids were attributed to level of staffing and premises.

Fylde CAB were successful in a number of smaller funding bids. Funding was secured from the Community Projects Fund to invest in promotional literature for the Fylde wide service. The Fylde CAB was also now up and running and members were advised that they could visit the website at [www.fyldecab.org.uk](http://www.fyldecab.org.uk). In addition to this, a question and answer forum was being trialled on Fylde Life Forum.

Members questioned what promotional work was being carried out to publicise the Fylde service. Ms Cook advised that they had recently invested in a small gazebo to enable them to get out and about to club days across the borough.

Tracy Scholes (Executive Manager, Democratic Services and Member Support) reported that the Council was happy with the progress that had been made by Fylde CAB and that the service provided excellent value for money.

The committee commended Fylde CAB for the work that had been achieved to date.

Following the discussion, it was RESOLVED:

1. To thank Kim Cook and Louise Pope for their report and for attending the committee.

#### 6. Scrutiny Review of Homelessness - Final Report

David Gillett (Interim Housing Manager) presented a report detailing an update on the recommendations of the Homelessness Task and Finish Group report to the Community Outlook Scrutiny Committee in November 2007.

Mr Gillett reported that the need for a scrutiny review had arisen from difficulty in securing permanent accommodation for homeless households which had resulted in homeless people experiencing an increase in the average length of stay in temporary accommodation. This issue was highlighted through the end of year performance report 2006/07 to Cabinet on 13 June 2007. The recommendation from Cabinet was that overview and scrutiny investigate the issue of homelessness in Fylde.

Mr Gillett further reported that reported that the majority of the recommendations made in the interim report focused on further work into homelessness prevention and the change in New Fylde Housing banding for homelessness applications from silver to gold banding.

Members were advised that the change in banding at NFH had affected the number of homeless in Fylde. Since reverting back to "gold" banding, a number of homeless applicants had been rehoused by NFH. While it was noted that several homeless applicants had been rehoused, many of these had built up a significant amount of time on the silver banding so when the changes were implemented, it placed them higher up the list than other gold band applicants. In total the number of homeless applicants had been reduced from 27 in August 2007 to 19 at 31<sup>st</sup> March 08.

Members were also advised that the council were required to meet a Government target to reduce the number of households in temporary accommodation in the borough to 6 by the year 2010.

The change in banding had a positive effect in reducing the number of households in temporary accommodation however; New Fylde Housing does not have the turnover of housing stock to provide immediate long term solutions to all current homelessness applicants in Fylde so the focus for reaching this target must be placed on taking preventative measures.

Mr Gillett further reported that the task and finish group had reviewed the impact of the invest t-to -save scheme. Members were advised that the Council had received an increase of the Homelessness Grant from Central Government in 2007. £10k was set aside to establish the scheme in September 2007. Members were advised that the invest-to-save scheme has so far prevented 5 cases of homelessness and has provided excellent value for money. This resulted in an estimated cash saving of approximately £9,000 in temporary accommodation costs based on a spend of £2000.

One issue of concern raised by the Task and Finish Group was that the council had not spent its full allocation of discretionary housing benefit and it was felt that this could impact upon future allocations to the council. Members were advised that there had been an increase in the award of discretionary housing benefit in 2006/07 which represented 73.5% of the total FBC allocation for 06/7. Members were also advised that provision had been made for a considerable increase in expenditure for 2008/9 to take account of the introduction of Local Housing Allowance from April 2008 and to the change to administration procedures that may come from the joint working with Blackpool BC on revenues and benefits.

Following this discussion, members of the Task and Finish group advised that they would like the Community Outlook Scrutiny Committee to request further information from the Benefits Manager on the reasons why the total budget for discretionary housing benefit for 2006/07 was not spent and what the likely impact on future funding might be.

Mr Gillett further reported that the council had recently undertaken a full review of the homelessness strategy and action plan and where amongst other issues, lettings policies and nomination arrangements with RSL's would be clarified. The strategy also sets the actions the council will take to achieve the 2010 targets. The full review of the homelessness strategy will be presented to the Policy and Service Review Scrutiny Committee on 12<sup>th</sup> June.

Following the debate, it was RESOLVED:

1. To note the work undertaken by the task and finish group.
2. To thank Mr Gillett for supporting the work of the task and finish group
3. To request that David Gillett, Housing Manager report back to the Community Outlook Scrutiny Committee in 2009 to provide an update of if, and how the Council is achieving the 2010 target.
4. That the committee request further information from the Benefits Manager on the reasons why the total budget for discretionary housing benefit for 2006/07 was not spent and what the likely impact on future funding might be.

7. Lower Lane Estate, Freckleton

Claire Grant (Community Development Officer) and Christine Miller (LSP Manager) presented a report detailing a scrutiny request from County Councillor Bernard Whittle to review the Lower Lane Estate in Freckleton.

Mrs Miller reported that the Local Strategic Partnership facilitated a community cleanup event and other initiatives to raise the vitality of the estate. Resources were also invested to provide computer facilities in the Community Centre for school children to raise attainment levels on the estate. Ms Miller further reported that Councillor Whittle was concerned that access to the community centre was now restricted and that the playground equipment provided for young people was very poor with little access to other facilities.

Members agreed that this was an issue of concern and that a task and finish group should look at what can be done to resolve the issues outlined in the report.

Following the debate, it was RESOLVED:

1. To establish a task and finish group to undertake the review, consisting of
  - Councillor Kiran Mulholland
  - Councillor Fabian Craig-Wilson
  - Councillor John Singleton
  - Councillor Craig Halewood.



# REPORT



REPORT OF	MEETING	DATE	ITEM NO
DEMOCRATIC SERVICES AND MEMBER SUPPORT UNIT FOR CHAIRMAN OF THE PLANNING POLICY SCRUTINY COMMITTEE	CABINET	26 JUNE 2008	5

## PLANNING POLICY SCRUTINY COMMITTEE - RECOMMENDATIONS

### Public Item

This item is for consideration in the public part of the meeting.

### Summary

The Planning Policy Scrutiny Committee met on the 5<sup>th</sup> June 2008, and there was a recommendation made that requires Cabinet consideration.

### Recommendation

To consider the recommendation of the Planning Policy Scrutiny Committee

### Reasons for recommendation

To allow formal consideration of the recommendation arising from the Planning Policy Scrutiny Committee.

### Alternative options considered and rejected

None applicable as the recommendations are coming forward from the scrutiny committee.

### Cabinet Portfolio

The item falls within the following Cabinet portfolio:

## **Report**

To consider the following recommendation of the Planning Policy Scrutiny Committee, which met on 5 June 2008:

### **Planning Obligations**

*Recommended to Cabinet:*

1. To accept the concept of pre application discussions between applicants/ members and officers being implemented at the earliest opportunity.
2. To agree to the undertaking of joint work across the three Fylde Coast authorities on producing a formal policy on planning obligations.
3. To accept the interim arrangements of dealing with each application on its merits.

### **Conclusion**

There is one specific recommendation for the Cabinet to consider and approve or otherwise. In addition, it may also be useful for the Cabinet to update itself on the work undertaken with respect to Strategic Flood Risk Assessment, Alterations Review to the Fylde Borough Local Plan Saved Policies and the Interim Housing Policy. The minutes of the Planning Policy Scrutiny Committee are attached as an appendix.

Report Author	Tel	Date	Doc ID
Lyndsey Lacey	01253 658504	16 June 2008	

List of Background Papers		
Name of document	Date	Where available for inspection
Minutes of Planning Policy Scrutiny Committee	5 June 2008	<a href="http://www.fylde.gov.uk">www.fylde.gov.uk</a>

IMPLICATIONS – PLANNING OBLIGATIONS	
Finance	No direct implications
Legal	No direct implications
Community Safety	No direct implications
Human Rights and Equalities	No direct implications
Sustainability	No direct implications
Health & Safety and Risk Management	No direct implications

IMPLICATIONS	
Finance	
Legal	
Community Safety	
Human Rights and Equalities	
Sustainability	
Health & Safety and Risk Management	

Attachments

Planning Policy Scrutiny Committee minutes

## Planning Policy Scrutiny Committee



Date	5 June 2008
Venue	Town Hall, St Annes
Committee members	Councillor John Bennett (Chairman) Councillor William Thompson (Vice-Chairman)  Ben Aitken, George Caldwell, Michael Cornah, Maxine Chew, Kevin Eastham, Trevor Fiddler, Elizabeth Oades
Other Councillors	Karen Buckley, Linda Nulty, Paul Rigby, Roger Small
Officers	Phillip Woodward, Ian Curtis, Paul Walker, Tony Donnelly, Julie Glaister, Lyndsey Lacey
Members of the public	F. Moor, B. Moor, E. Cook, Arnold Sumner

### 1. Declarations of interest

Members were reminded that any personal/prejudicial interests should be declared as required by the Council's Code of Conduct adopted in accordance with the Local Government Act 2000.

### 2. Confirmation of minutes

RESOLVED: To approve the minutes of the Planning Policy Scrutiny Committee meeting held on 10 April 2008 as a correct record for signature by the chairman.

### 3. Substitute members

The following substitutions were reported under council procedure rule 22.3:

Councillor Elizabeth Oades for Councillor Lyndsay Greening

Councillor Kevin Eastham for Councillor Keith Beckett

#### 4. Strategic Flood Risk Assessment

Tony Donnelly, Head of Planning (Policy) reported that Wyre Borough Council had recently carried out a Strategic Flood Risk Assessment (SFRA) on behalf of Fylde Borough Council in accordance with Planning Policy Statement 25 (PPS25). The Council had received an advanced draft of the document.

Mr Carl Green who was commissioned to undertake the work attended the meeting and addressed the committee on the contents of the assessment. He explained that the area covered by the assessment included the whole borough but essentially concentrated on the strategic development areas as shown on the map attached to the report.

Mr Green advised that the SFRA would form an essential part of pre-production/evidence gathering stage of the Local Development Framework process. It was not a policy document but provided evidence in respect of sites which might be put forward for development.

In brief, the report provided an overview of the background to the matter and highlighted the application for sequential and exception tests.

The SFRA had identified flood risk zones within the borough and had assessed the potential of various possible development sites. This had created a hierarchy of preferred potential development sites in line with the sequential approach identified in PPS25.

Mr Green indicated that the Environment Agency had been consulted on the document and a number of amendments requested by the Agency had been incorporated in the document.

After a full discussion the Committee RESOLVED:

1. To thank Mr Green for his attendance at the meeting.
2. To note the findings of the Draft Strategic Flood Risk Assessment as part of the evidence base for the Local Development Framework.
3. To make the document publicly available as soon as an Executive Summary has been prepared and the final amendments presented to the Chairmen and Vice-Chairman of Committee.
4. To consider the findings of the PITT report at the next meeting of committee.

#### 5. Alterations Review to the Fylde Borough Local Plan Saved Policies

Tony Donnelly Head of Planning (Policy) provided the committee with an update on the Alterations Review to the Fylde Borough Local Plan saved policies.

Mr Donnelly explained that the Planning and Compulsory Purchase Act 2004, provided for the saving of policies in adopted local plans for a period of 3 years from the commencement date of the Act, which was 28th September 2004, or for a period of 3 years from their adoption.

The committee was advised that in March this year the Secretary of State issued a Direction in respect of policies in the Joint Lancashire Structure Plan (JLSP) 2001 - 2016. All policies in the JLSP were directed to be saved. Those policies introduced by the Alterations Review to the Fylde Borough Local Plan were in general conformity with the JLSP.

The nine policies (housing related) introduced in the Alterations Review to the Fylde Borough Local Plan were adopted on 10th October 2005, and they remain saved until 9th October 2008.

The matrix (included in the report) related to the nine policies which were the subject of consideration. The matrix proposed that all nine saved policies should be extended beyond the 3 year saved period for the reasons stated and that an application should be made to GONW to do so.

It was RESOLVED to note the list of saved policies attached to the report and recommend to Council that an application to save the policies should be formally submitted to Government Office for the North West.

## 6. Interim Housing Policy

Tony Donnelly Head of Planning (Policy) presented a comprehensive report on the responses received as a result of consultation exercise undertaken on the Interim Housing Policy. A copy of report was circulated to all members for consideration.

Mr Donnelly reminded the committee of the reasoning behind the Interim Housing Policy outside the concept of the Local Development Framework. He stated that the purpose of the document was to facilitate development within existing settlement boundaries.

In brief, the report made reference to the consultation responses, the substance of the responses, the main issues and changes proposed to be included in the urban and rural policies together with information appertaining to the main features of the preamble.

Members expressed their concerns about the possibility of building on Greenfield sites within the borough. In particular there was an express wish not to see settlements joined together. Mr Donnelly addressed this point.

Members commented that in planning legislation/ the Local Plan there were no clear definitions of Greenfield/ countryside/ greenbelts. This was confusing to the public and consideration should be given to include in the policy a statement clarifying such matters.

A debate also took place about the issue of affordable homes and low cost market housing.

Members commented on the relevance of the exiting housing waiting list in so far as it related to the real problem or desirability of people needing social/affordable market housing in the Fylde area.

1. Following discussion it was RESOLVED to recommend to Council that the amended draft Interim Housing Policy as detailed in the report be adopted for planning policy and development control purposes subject to the following modifications:
  - To remove Freckleton from the rural policy and include in the urban policy;
  - To include a statement in the preamble of the Policy to make it clear that developers would not be allowed to avoid the provision of affordable housing on development sites by submitting a series of applications of 15 dwellings or less on large sites.
  - To include to words “ and the council will negotiate” in the relevant parts of Criterion 6 and 7 of the urban and rural options;
  - To include a note of explanation at the end of the policy to clarify Green belts, Countryside, Greenfield, Brownfield etc;
  - To include the word “normally” ( Criterion 8 rural policy 1st line refers) after the words “ All affordable dwellings should”
  - To include the words “including recreational play areas” after the words “public open space” ( other Community Infrastructure refers)
2. To ask the Chairmen and Vice-Chairmen of the Planning Policy/ Development Control committees, together with the Portfolio Holder and appropriate officers, to explore the feasibility of introducing restrictive covenants for low cost market housing to restrict the resale value of the homes and report back on their findings to the next meeting of the committee.

## 7. Planning Obligations

Paul Walker, Executive Manager for Strategic Planning and Development presented a report on issues surrounding the operation of planning obligations.

Mr Walker made reference to a previous report on the matter. In addition, he provided the committee with information on the use of planning obligations within the legal framework and the requisite five tests which developers are required to meet. He outlined the current situation/ issues, the implications of the Interim housing policy, the affects of the proposed community infrastructure levy.

Mr Walker stated that there were several issues that had arisen with the increase in planning obligations:

- The methodology for agreeing contributions from housing developers where this was not defined in percentage payments
- Determining how and where contributions were actually spent
- Whether planning obligations should be extended to mitigate the impact of non-housing applications,

Mr Walker stated that no work was currently planned in the DC or planning policy work plans to address any of these issues.

The Committee was presented with the following options, which could be pursued:

1. Do nothing until the details of the Community Infrastructure Levy are known
2. Prepare work in anticipation of the CIL
3. Prepare a Development Plan Document (DPD) and Supplementary Planning Document (SPD)
4. Prepare an informal document identifying priority schemes/projects for investment

Reference was also made to the feasibility of undertaking joint work across the three Fylde coast authorities to produce formal planning policy on planning obligations.

Following detailed consideration of this matter the committee RECOMMENDED to Cabinet:

1. To accept the concept of pre application discussions between applicants/ members and officers being implemented at the earliest opportunity.
2. To agree to the undertaking of joint work across the three Fylde Coast authorities on producing a formal policy on planning obligations.
3. To accept the interim arrangements of dealing with each application on its merits.

#### 8. The Island - Seafront Masterplan

The item was withdrawn.

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# REPORT



REPORT OF	MEETING	DATE	ITEM NO
DEMOCRATIC SERVICES AND MEMBER SUPPORT UNIT FOR CHAIRMAN OF THE POLICY AND SERVICE REVIEW SCRUTINY COMMITTEE	CABINET	26 JUNE 2008	6

## POLICY AND SERVICE REVIEW SCRUTINY COMMITTEE - RECOMMENDATIONS

### Public Item

This item is for consideration in the public part of the meeting.

### Summary

The Policy and Service Review Scrutiny Committee met on the 12<sup>th</sup> June 2008, and there were a number of recommendations made that require Cabinet consideration.

### Recommendation

1. To consider the recommendations of the Policy and Service Review Scrutiny Committee

### Reasons for recommendation

To allow formal consideration of recommendations arising from the Policy and Service Review Scrutiny Committee.

### Alternative options considered and rejected

None applicable as the recommendations are coming forward from the scrutiny committee.

### Cabinet Portfolio

The item falls within the following Cabinet portfolio: Community and Social Wellbeing – Councillor Patricia Fieldhouse

## **Report**

To consider the recommendations of the Policy and Service Review Scrutiny Committee, which met on 12 June 2008, as follows:

### **Homelessness Strategy**

*Recommended to Cabinet:*

- 1 That the homelessness review be endorsed and that the draft Homelessness Strategy and Action Plan 2008-2013 be adopted.
- 2 That this council give particular priority to activity to prevent homelessness.

### **Conclusion**

There are two specific recommendations for the Cabinet to consider and approve or otherwise. In addition, it may also be useful for the Cabinet to update itself on the work undertaken with respect to the Review of Fees and Charging; the Moving to Excellence Update report; Christmas Trees and Illuminations; and Support for Small Businesses – Business Link presentation, and note the further work requested. The minutes of the Policy and Service Review Committee are attached as an appendix.

Report Author	Tel	Date	Doc ID
Annie Womack	(01253) 658423	18 June 2008	

List of Background Papers		
Name of document	Date	Where available for inspection
Minutes of Policy and Service Review Scrutiny Committee	12 June 2008	<a href="http://www.fylde.gov.uk">www.fylde.gov.uk</a>

IMPLICATIONS – HOMELESSNESS STRATEGY	
Finance	The strategy assumes resources remain at the levels as identified in the budget and Medium Term Financial Strategy
Legal	The publication and requirement of the strategy enables the council to comply with the requirements of the Homelessness Act 2002.
Community Safety	The strategy contributes to the council's corporate objective to improve the quality of life in the Borough
Human Rights and	This strategy provides direction for improving the quality of life and supporting some of the most vulnerable people in

Equalities	our community
Sustainability	Managing homelessness appropriately is important in maintaining mixed and sustainable communities.
Health & Safety and Risk Management	There are no issues arising from the Strategy and Action plan. Financial elements of risk are shown above.

Attachments:

Homelessness Strategy Report

Policy and Service Review Scrutiny Committee minutes.

# **Fylde Borough Council Homelessness Strategy 2008 - 2013**

Published July 08

Final Version

This document and information are available on the Councils website [www.fylde.gov.uk](http://www.fylde.gov.uk) and from the following Council Office Town Hall St Annes FY8 1LW 01253 658658

If you have any comments or want to know about the Homelessness Strategy you can contact Lucy Edwards Assistant Housing Policy Officer 01253 658682

## **Version 8 29.05.08**

### **Forward**

The Council's original Homelessness Strategy was written in 2003, since then there have been changes in the delivery of the Homelessness service and homelessness prevention.

These changes have begun to address many of the issues relating to Homelessness in our Borough. It is welcome that we do not have rooflessness or high levels of Homelessness in the Borough as often experienced elsewhere, however it is also clear through the evidence of presentations to the Council and to agencies in the Borough that many households and individuals require help and advice and access to affordable accommodation. We are determined to work with our partners in the Borough to alleviate these problems.

The Council through this strategy and action plan will take a lead role on tackling homelessness working with other services and agencies to tackle the causes of homelessness and assist householders to secure accommodation.

The Homelessness Strategy 2008 -2013 takes our efforts forward to meet the challenging targets and improve the lives of many individuals and families in Fylde who find themselves faced with Homelessness.

Cllr Patricia Fieldhouse  
Portfolio Holder

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## Introduction

*This is the 2008 – 2013 Homelessness Strategy for Fylde Borough Council. This strategy builds on the successes achieved in the last strategy which covered 2005 – 2008 and seeks to develop services further with the emphasis very much on prevention of homelessness. This strategy will be operating in parallel to the Fylde Coast Housing Strategy which is currently being developed. In the future years of the strategy cycle it is envisaged that the Homelessness Strategy will incorporate a Fylde Coast approach while maintaining a local emphasis.*

*The strategy has been developed in consultation with partner agencies and service users. The Homelessness Action Group has worked together during 2007 to assess the gaps and needs to formulate the priority areas.*

*The Homelessness Act 2002 requires a homelessness strategy to cover*

- 1. Preventing homelessness in the district*
- 2. Securing sufficient accommodation that is and will be available for people in the district who are or may become homeless.*
- 3. Securing satisfactory provision of support for people in the district who are or may become homeless and need support to prevent them becoming homeless.*

*A homeless review has been completed which provides an overview of homelessness and services in the Borough. The review and consultation responses have identified gaps and future issues which will have an impact on homelessness and this strategy aims to address these. As part of this an action plan has been produced to meet the aims of the strategy this can be found from page 18 onwards.*



## Achievements

A review of the last homelessness strategy action plan can be found in Appendix 1 of the Homelessness Review available at [www.fylde.gov.uk/housing/](http://www.fylde.gov.uk/housing/)

This shows that:

- ✓ Homelessness Action Group (HAG) is established and well attended
- ✓ Study Group established to set up a credit union, work is well underway to launch Wyse Money
- ✓ Successful bid by the YMCA to run the Action Learning Centre in Fylde and Wyre. The Action Learning Centre provides support to young people and mediation along with life skills courses and prevention work in schools.
- ✓ Successful schools programme established covering homelessness and independent living
- ✓ Service users views have been used to inform service development
- ✓ Two training sessions delivered for Homelessness Action Group members covering Housing Benefit and Drugs Awareness
- ✓ Developed a multi agency system to collect statistics on a quarterly basis
- ✓ Plans approved to build a purpose built supported housing accommodation unit for homeless singles and families
- ✓ Move on accommodation has been provided via commuted sums monies and Section 106 agreements by Fylde Housing Association Partnership and Face to Face YMCA.
- ✓ Continued growth of the rent bond scheme.
- ✓ Completion of a rough sleeper count which was very well supported by partner agencies
- ✓ Forged stronger links with Supporting People and Housing Corporation
- ✓ Introduced a pilot spend to save policy

## Vision

*We (Fylde Borough Council and Agencies) will work in partnership to prevent homelessness, provide timely support and advice to work through housing issues, and ensure access to appropriate accommodation for all residents in Fylde.*

## Conclusions from the Homelessness Review

### Key facts

- Number of homeless presentations reduced for the first time in 2006/07 to 121
- 2/3 of those who present as homeless are non priority but still need access to affordable housing
- Greatest number of presentations are from single households and single households with children
- Main causes of homelessness since 04/05 are parents, friends and relatives no longer willing to accommodate and termination of an Assured Shorthold Tenancy.
- Since 1<sup>st</sup> April 2004, of those accepted as homeless the largest priority need category is households with dependent children
- Majority of homeless presentations are from people who live in Fylde in particular St Annes and Lytham
- Main age categories for those accepted is 16-24 years and 25-44 years
- Average length of stay in temporary accommodation before moving into permanent accommodation has increased from 18 weeks in 2005/06 to 31 weeks for the first half of 2007/08 (April – Sept 07)
- Housing Advice Service has seen an increase in the number of cases opened as a result of an enquiry and cases have become more complex
- Main housing advice enquiries are regarding security of tenure and seeking accommodation
- Preventing homelessness is essential
- As at November 2007 there were 4970 people on the New Fylde Housing waiting list
- Average time on the New Fylde Housing waiting list for gold band applicants is two years
- Other Registered Social Landlords in the Borough have limited stock with very little movement of tenants.
- Statistics on debt via the Citizens Advice Bureau will need to be monitored carefully
- Increase in the number of Housing Benefit claims since November 2004 mainly in the private rented sector
- Lack of affordable accommodation
- Lack of supported accommodation
- Not all supported services are based in Fylde
- Limited communication between agencies

### Summary of service user and agency consultation

A number of surveys were completed with service users, including young homeless clients, residents at Harbour House, clients accepted as homeless by the Council, those who were offered advice and attendees of the Face to Face YMCA drop in. A separate survey was sent to agencies.

### Service users

- Young people highlighted difficulties around budgeting and accessing benefits
- Request for life skills courses by young people
- More accommodation like Harbour House
- Council should provide temporary accommodation
- Council should provide support and advice to find affordable rented accommodation
- Not easy to find affordable accommodation due to deposits, rent in advance and administration fees ranging from £1000 - £1500 start up costs
- Should provide somewhere to 'crash' for 3-4 weeks while looking for a flat and job

### Agencies

- Need for appropriate supported accommodation for all client groups with suitable move on provision (youth offending team clients, people with mental health needs, people with drug and alcohol issues)
- Weak relationship with social care services
- Overstretched statutory agencies
- Lack of services for homeless people in the Borough
- Limited use of the private rented sector
- Mediation service required
- Better communication between agencies required
- Strengths of homelessness and housing advice service
  - Advice and guidance
  - Knowledge and experience

## Developments in Sub Regional Working

Sub regional working is high on the Governments agenda, with 2007 seeing the publication of key research and policy documents advocating a sub regional approach and encouraging local authorities to work together across boundaries. This can be achieved at a number of levels as discussed below.

### North West Focus

A North West Regional Homelessness Strategy has been produced and the action plan can only be delivered by taking a sub regional approach. Fylde will be able to contribute to delivery of the plan at a Lancashire level possibly via a Lancashire Homelessness Forum as a sub group of the Lancashire Strategic Housing Partnership

#### Lancashire Focus

A Lancashire Housing Strategy is currently being produced by the Lancashire Strategic Housing Partnership which also incorporates Blackpool and Blackburn. The strategy is required as a mechanism for allocating regional investment in Lancashire and to demonstrate the need for funding compared to the other North West sub regions.

#### Fylde Coast Focus

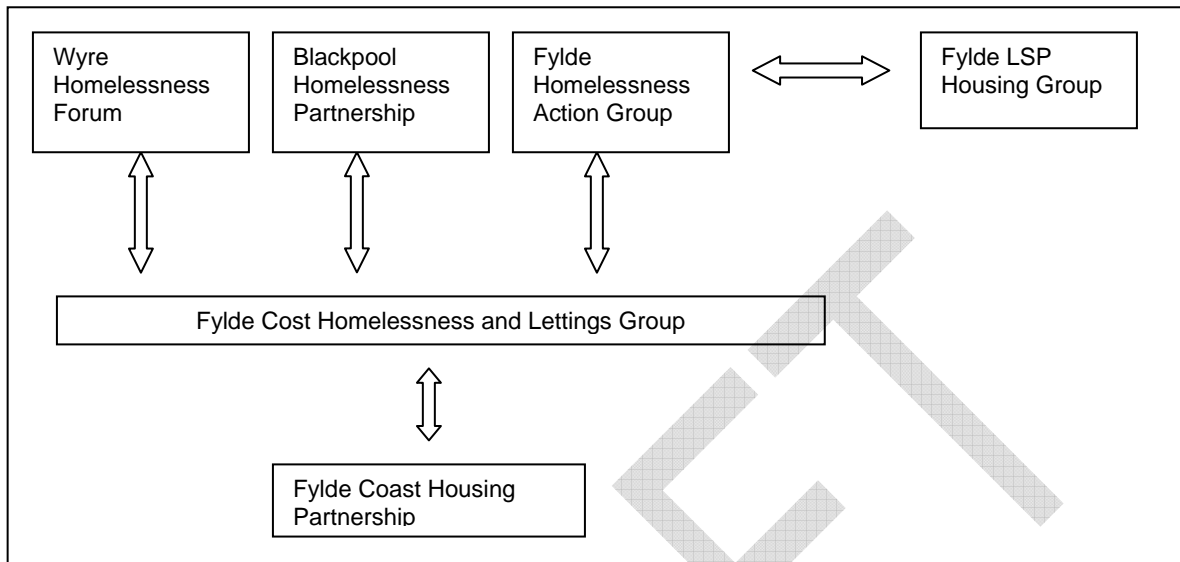
The three authorities Fylde, Wyre and Blackpool have recently appointed a Fylde Coast Housing Strategy Manager to produce the Fylde Coast Housing Strategy. The Fylde Coast strategy will supersede individual Borough housing strategies. However there are different conditions in each area therefore the delivery plan of the Fylde Coast strategy will be broken down into plans for each of the three local authorities.

A Fylde Coast Housing Partnership has been set up to progress the work of the Fylde Coast Housing Strategy. Three thematic working groups have been established under the partnership to co-ordinate sub regional working on current issues and feed into the Fylde Coast Strategy. A Fylde Coast Homelessness and Lettings Group has been established that consists of local authority representatives alongside some of the major housing providers and Chairs of three local authority homelessness forums.

A small number of actions have been identified and formulated into a Fylde Coast Action plan – this can be found on page 36. As the Homelessness and Lettings Group proceeds further actions will be added to the plan.

Taking a Fylde Coast approach has significant advantages. Local actions are implemented at a local level and common actions are implemented at a wider level therefore reducing duplication and increasing the capacity of individual authorities.

The chart below shows how the various groups will work together and feed into each other. This only focuses on the arrangements of the Homelessness and Lettings group and how this will feed into each Borough at a local level.



## Key Issues for the Future

### Resources

The successful delivery of the action plan is dependent on resources both financial and in officers time not only within the Council but also within other agencies.

Financial resources to support the Strategy and action plan have been identified from the following sources:

- Fylde BC Revenue Budget
- Communities and Local Government (CLG) Homelessness grant
- Housing Corporation Capital funding
- Lancashire County Council (LCC) Supporting People Programme

The only external source of the funding for the Fylde BC Homelessness and Housing Advice Service is the CLG Homelessness Grant. The grant is vital to maintaining the Councils Homelessness and Housing Advice service. The announcement by CLG that the grant will continue to be available to 2011 is welcome. However it is essential to note that in 2011 Homelessness Grant will become part of the funding allocated by the Local Area Agreement.

The Strategy and Action Plan assumes continued revenue support at the existing levels from the Councils Budget and continued receipt for the Homelessness grant for the life of the Strategy.

Homelessness is a key issue and cuts across many key indicators within the Local Area Agreement. Therefore it is essential that the importance of the Homelessness Grant is realised both as a tool for service delivery and assisting in meeting a number of other LAA key targets.

LCC Supporting People is the principle source of revenue funding for existing and any future services that provide housing related support to vulnerable people. This will become part of the Area Based Grant in 2009/10. Again it is important that the benefit this brings to vulnerable people in Fylde is recognised and that funding is maintained and possibly increased after 2009/10.

The Council with the assistance of other key partners has demonstrated the ability to tap into other funding streams. For example the Housing Service was successful in increasing the amount of Homelessness Grant received. YMCA working in partnership with the LSP was successful in bidding for CLG monies to run the Action Learning Centre Pilot. It is important that this joint working continues to secure funding from other sources both outside the Council but also within the Local Strategic Partnership and LAA via the Area Based Grant. There is commitment from all agencies to work continuously to raise the profile of homelessness in Fylde and the need for more affordable housing to assist in securing resources at a regional and national level.

### The Environment we operate in.

It is important to take stock of the environment we are currently working in and note emerging agendas from CLG and other pressures we may have to face in the future.

The country is currently experiencing a down turn in the housing market. Fylde has experienced significant increases in the price of properties over the last 5 years. As a consequence of increasing costs of living it is possible that there will be an increasing problem with mortgage arrears and preventing repossession. The owner occupier sector accounts for approximately 82% of all properties in Fylde.

The rise in interest rates could also affect a number of people who took advantage of the buy to let market. It is possible that there may be households presenting as homeless due to the property they rent being repossessed.

There has also been an increase in the number of people presenting for housing advice due to the landlord selling the property to release the value of the asset. It is unclear if this trend will continue due to the downturn in the market and the length of time it is taking to sell property in the area.

Funding will be an issue in future years as mentioned earlier under resources. It is important that links are made with the LSP and LAA.

### Emerging Government Agendas

- Housing and An Aging Society – provision of appropriate housing for an ageing society.
- Housing and Regeneration Bill 2009
- Amendments are expected to the Allocations Law which governs how social housing is allocated.
- CLG will be running pathfinder projects on overcrowding. Consultation has taken place on statutory overcrowding standards. April 2009 will see the introduction of the bedroom test in the social rented sector only. The Bedroom Standard is based on the ages and composition of the family. A notional number of bedrooms are allocated to each household in accordance with its composition by age, sex and marital status and relationships of family members. From the results of the pathfinder projects an overcrowding toolkit will be produced.
- Review of the private rented sector. The review of the social rented sector brought about a number of major changes and it is likely that the review of the private rented sector will do the same.
- Worklessness has been propelled high up on the Governments agenda with the aim of increasing access to education, training and employment.



## Strategic Documents

Below is a list of strategic links which have been taken into account when formulating the Homelessness Strategy. Further information on the Settled Homes, Changing Lives document, Every Child Matters and the NW Regional Homelessness strategy can be found in appendix 1.

### National Level

- Communities and Local Government Settled Homes, Changing lives
- Every Child Matters
- Housing Corporation – Tackling Homelessness
- National Youth Homelessness Strategy

### North West Regional Level

- North West Regional Homelessness Strategy
- North West Supported Housing Strategy
- Regional Housing Strategy and review

### County Level

- Lancashire Community Strategy – Ambition Lancashire
- Local Area Agreement
- Lancashire Housing Market Assessment
- Lancashire Housing Strategy
- Lancashire Supporting People Strategy

### Fylde Coast Level

- Multi Area Agreement
- Fylde Coast Housing Strategy

### Fylde District Level

- Sustainable Community Strategy
- Corporate Plan

### Other Key sources

- Targeted Youth Support
- Government agendas – worklessness and financial inclusions
- Fylde Coast Housing Market Assessment
- Housing Needs Survey
- House condition Survey
- Interim Housing Planning Policy



## Strategic Aims

By 2013 Fylde Borough Council and Partner agencies aim to

1. Halve the number of households in temporary accommodation by 2010 and continue to maintain this level up to 2013, therefore achieving the Governments temporary accommodation target.
2. Fylde Borough Council to end the use of Bed and Breakfast accommodation as a form of temporary accommodation by 2010
3. 16 and 17 year olds will not be placed in bed and breakfast accommodation after 2010 therefore achieving the Government target.
4. Sustain low levels of homeless presentations and acceptances
5. Ensure that homelessness is prevented where possible
6. Provide accessible support and advice for all client groups
7. Promote and adopt multi agency working where appropriate
8. Improve communication between all agencies
9. Seek and listen to the views of service users

The emphasis of this strategy is around all agencies working together to prevent homelessness where possible and assist the Council in meeting and maintaining key Government targets as listed below:

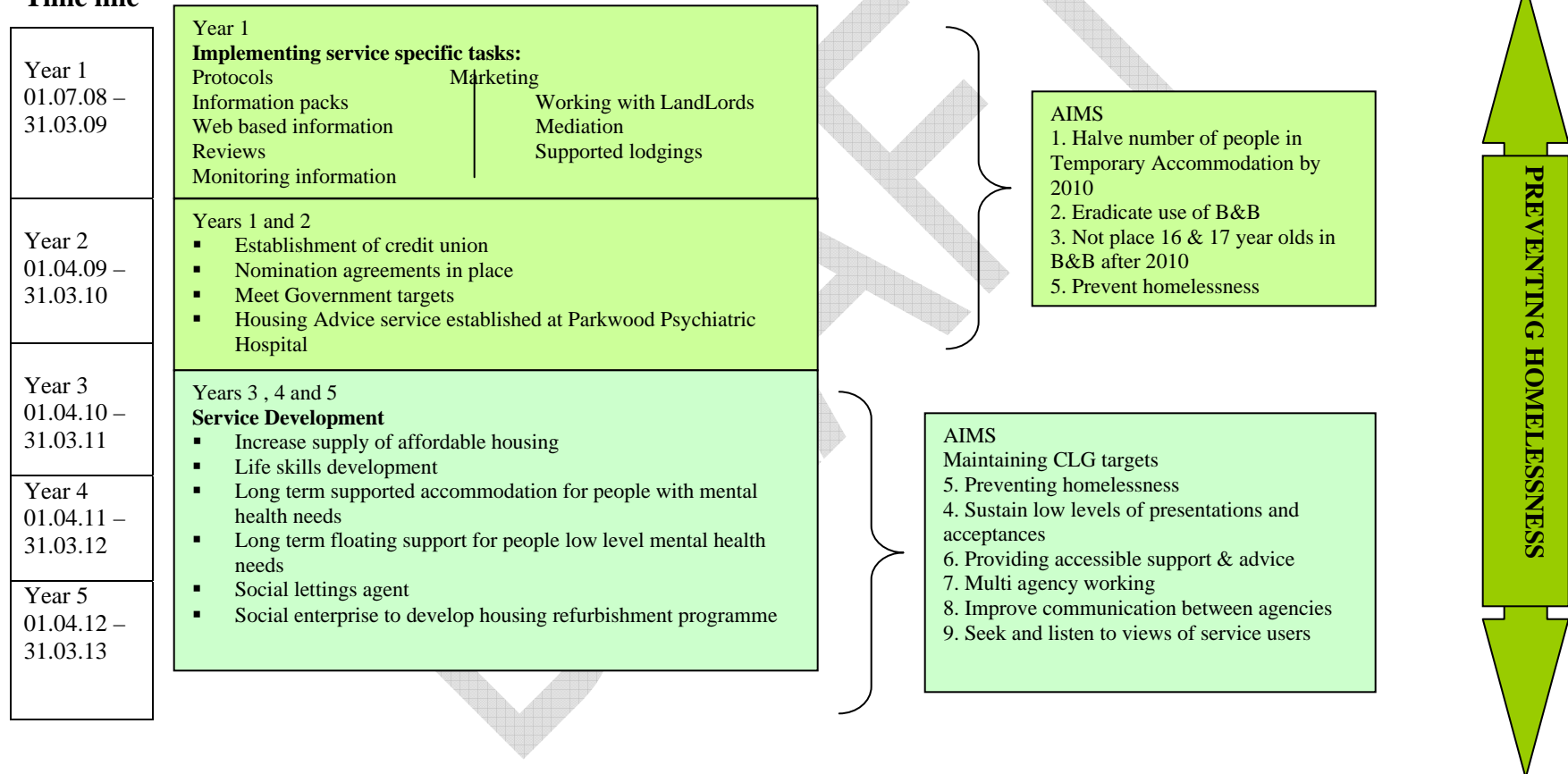
### Key Government Targets

- To reduce your number of households in temporary accommodation by 50% by 2010;
- To reduce the number of households accepted as homeless, by offering appropriate options;
- To ensure no 16/17 year olds are placed in Bed and Breakfast accommodation by 2010, except in emergencies and then no longer than 6 weeks;
- To maintain the two thirds reduction rough sleeping target; and
- To ensure families with children are not placed in Bed and Breakfast accommodation, except in emergencies and then for no longer than 6 weeks.

## Achieving the Strategic Aims by 2013

The following chart presents a picture of how this strategy will meet the aims outlined. Within the Borough a huge amount of progress has been made since the Homelessness and Housing Advice service was relaunched in 2004. This strategy will be split into 2 parts with years 1 and 2 concentrating on meeting key targets. Later years of the strategy will be a time for service development and maintaining the aims identified. Working to prevent homelessness will continuously run through the cycle of the strategy.

### Time line



## Strategic Priorities

Five priority areas have been formulated from the information collected from the following sources:

- Homelessness Action Group
- Communities and Local Government Strategy Health Check Toolkit
- Overview and Scrutiny review of homelessness
- Consultation with service users
- Consultation with service providers
- Conclusions drawn from the homelessness review

### Five Priorities

**Reducing the use of, and length of stay in temporary accommodation to meet the 2010 accommodation target**

**Preventing homelessness around the main causes – (loss of an assured shorthold tenancy and parents, relatives and friends no longer willing to accommodate)**

**Increasing access to supported accommodation and move on accommodation**

**Making the best use of the private rented sector**

**Preventing homelessness among young people**

### Formulating the Action Plan

A list of gaps and issues has been formulated from all the information gathered during the review and via the sources mentioned earlier and grouped under the relevant priority. These have been taken and turned into actions to meet the identified gap. A list of actions has been identified to be delivered to achieve the aims of the strategy. This is a flexible plan and will be completely reviewed in year three 2010/2011. All actions will be reviewed and where necessary new actions will be formulated.

It is hoped that this approach will ensure the action plan is focussed but most of all deliverable. Mini reviews will be completed annually to ensure revisions and additions can be made.

## **Homelessness Strategy 2008 – 2013**

### **ACTION PLAN**

#### **Monitoring the Strategy**

The Homelessness Action group will monitor the implementation of the action plan and this group will raise further gaps and issues. (Membership of the Homelessness Action Group is detailed in Appendix 2)

The quarterly proforma created via the last strategy will be revised to incorporate internal Fylde BC performance indicators and the new national performance indicators. This will assist the Homelessness Action Group in monitoring levels of homelessness against the main causes and identify any emerging issues.

Update reports detailing progress on the action plan and relevant quarterly proforma data will be presented to the LSP Housing Theme Group every 6 months and annually to Overview and Scrutiny. Information that will be covered via the quarterly proforma can be found in Appendix 2.

DRAFT

## Homelessness Strategy 2008 – 2013 ACTION PLAN

### Developing Partnership Working

#### Current Situation

- Good partnership working via the Homelessness Action Group

#### Key Issues

- Some key agencies are missing from the Homelessness Action Group in particular Social Services
- There is a need better communication between agencies
- There is a need for clearer and stronger links with the Local Strategic Partnership via a housing theme group

ACTION	TARGET	BASELINE	START DATE	LEAD & PARTNERS	RESOURCES	MILESTONES / COMPLETION DATE	LINKS TO OTHER STRATEGIES
1. Review and update the current membership of the Homelessness Action Group	New agencies invited to Oct HAG meeting	Key partners are missing from the group	July 08	Housing Policy Officer	Officer time	Agencies identified at July HAG meeting  Invited to future meetings	Fylde Coast Housing Strategy
2. Hold communication events where agencies can describe what they do and suggest improvements to achieving a more joined up approach.	2 half day events held each year	Lack of knowledge of what other agencies do and how agencies can help each other	July 08	Housing Policy Officer  HAG	Officer time  Existing budget	Agencies identified to attend each event July 08  1 <sup>st</sup> event Oct 08  Events held annually Feb & Oct.	Fylde Sustainable Community Strategy  NW Homelessness Strategy
3. Establish links with the LSP through the relevant theme group with regard to housing	Housing theme group identified  Twice yearly reports presented on progress of homelessness strategy action plan	No housing group within the LSP	Summer 08	Interim Housing Manager	Officer time	Group established  Terms of Reference set	Fylde Sustainable Community Strategy
4. Members continuously review and monitor the agreed strategy and action plan.	Annual report to Over view & Scrutiny detailing progress on action plan	Adopted strategy and action plan July 08		Interim Housing Manager	Officer time	Annual report completed July 09	
5. Review the Homelessness	New agreement	Current	Jan 09	Interim	Staff time	New agreement	

## Homelessness Strategy 2008 – 2013 ACTION PLAN

ACTION	TARGET	BASELINE	START DATE	LEAD & PARTNERS	RESOURCES	MILESTONES / COMPLETION DATE	LINKS TO OTHER STRATEGIES
Service Partnership agreement between NFH and Face to Face YMCA	in place March 09	agreement ends 01.04.09		Housing Manager FBC  Director of Housing New Fylde Housing  Director of Housing Face to Face YMCA	Existing resources	signed March 09	
6. Work in partnership with North Lancashire Teaching Primary Care Trust to ensure that the wider determinants of health linked to homelessness are being tackled e.g substance misuse/alcohol, mental health	Monitor the wider determinants of health via the Joint Strategic Needs Assessment and Health & Wellbeing Group of LSP	Information on the wider determinants of health are detailed in the homelessness review	July 08	Public Health North Lancashire PCT  Housing Policy Officer FBC	Staff time	Annual report presented to the Homelessness Action Group July 09 onwards	Fylde Sustainable Community Strategy
7. Continue to provide training for members of the homelessness action group	Deliver 2 training sessions per year for the homelessness action group members	Housing Benefit training and drugs awareness training delivered 2007	Oct 08	Housing Policy Officer	£250 per session £500 per year  Internal budget. Cancellation fee of £10 charged for non attendance	Topic list formulated by HAG Sept 08  Ongoing  Sessions held April & Oct each year	NW Homelessness Strategy

## Homelessness Strategy 2008 – 2013 ACTION PLAN

### Priority One: Actions to reduce the use of, and length of stay in temporary accommodation with the aim to meet the 2010 accommodation target

#### Current situation

- 14 temporary accommodation units are provided and managed by New Fylde Housing. These are a mixture of flats and houses dispersed through out the Borough. The Council also has an agreement with a private landlord to lease 2 flats.
- Reliant on B&B accommodation and holiday flats when the temporary accommodation units are full

#### Key Issues

- Halve the number of people in temporary accommodation by 2010 and continue to maintain this level up to 2013, therefore achieving the Governments temporary accommodation target.
- Eradicate the use of Bed and Breakfast accommodation by 2010
- Not place 16 and 17 year olds in bed and breakfast accommodation after 2010
- Those clients currently in temporary accommodation need more information including contact details for key agencies, details on all housing options available and milestones clients are expected to meet.

ACTION	TARGET	BASELINE	START DATE	LEAD & PARTNERS	RESOURCES	MILESTONES / COMPLETION DATE	LINKS TO OTHER STRATEGIES
1. Complete a Temporary accommodation action plan and achieve the target by 2010	Plan completed Aug 08  6 households in TA as at 31.03.10	Households in TA as at 31.03.08 (19)	July 08	Interim Housing Manager	Officer time	Plan complete Aug 08 14 households in TA as at 31.03.09 Target met 31.03.10 (as LAA target NI 156)	CLG Settled Homes Changing Lives  NW Homelessness Strategy  Local Area Agreement
2. All children from homeless households placed in TA are linked to a Health Visitor through a joint agreement with the PCT and are visited in TA	All children in TA are visited by a Health Visitor within the agreed time	No agreement in place	Sept 08	Housing Policy Officer  Amanda Holt North Lancs PCT	Staff time	Agreement in place Oct 08  List of PCT contacts drawn up	Every Child Matters
3. Design and produce an information pack to all households placed in TA	Provide an information pack to all households placed in TA from	Limited information available		TA Support Officer  Homelessness	Printing & stationery costs £500 per year Staff time	Draft pack Oct 08 Ready for circulation Nov 08	NW Homelessness Strategy

## Homelessness Strategy 2008 – 2013 ACTION PLAN

ACTION	TARGET	BASELINE	START DATE	LEAD & PARTNERS	RESOURCES	MILESTONES / COMPLETION DATE	LINKS TO OTHER STRATEGIES
	Nov 08			Officer			
<b>4.</b> Ensure all qualifying homeless households are nominated to new affordable housing provided in the district therefore maximising nomination opportunities.	Qualifying homeless households nominated.  Affordable housing to be delivered as per NI 155 08/09 50 homes 09/10 55 homes 10/11 60 homes	07/08 79 affordable homes delivered	July 08	RSL Partnership FBC Housing Corporation	Staff time £3,159,000 Housing Corporation funding	As per targets set	Fylde Coast Housing Strategy  Housing Corporation Tackling Homelessness
<b>5.</b> Extend the provision of supported accommodation	Supported accommodation unit completed Oct 09	Limited supported accommodation available in the Borough	July 08	Muir Housing Group  Fylde BC	£1,120,000 build costs – Housing Corporation	Build completed Oct 09	NW Homelessness Strategy  Lancashire Supporting People Strategy
<b>6.</b> Source qualifying offers with private sector landlords for those households accepted as statutorily homeless.	1 offer – 08/09 2 per year thereafter		Sept 08	Face to Face YMCA Fylde BC	Staff time Possible rent in advance £550 per offer via Invest to Save fund	1 offer secured by 31.03.09	NW Homelessness Strategy

To note many of the actions under priority two and four will assist in meeting priority one.



## Homelessness Strategy 2008 – 2013

### ACTION PLAN

#### Priority Two: Actions to prevent homelessness against the main causes

##### Current situation

Main causes of homelessness are parents, friends and relatives no longer willing to accommodate and termination of an AST and to a lesser extent relationship breakdowns.

- Housing Advice is provided by the Council. The number of enquiries received by the housing advice service remains constant; however there has been a significant increase in the number of cases opened as a result of an enquiry. Cases have become more complex compared to when the service first began in April 2004. 06/07 saw 131 cases opened compared to 88 in 05/06.
- Lack of social rented housing and over the last 2 years there has been a huge increase in the number of people on the New Fylde Housing waiting list.
- There is little movement in the social rented sector especially among other Registered Social Landlords who have smaller stock levels compared to New Fylde Housing
- Private rented sector is less accessible due to an increase in rents charged and administration fees requested by agents.
- Successful rent bond scheme the service deals with a huge amount of enquiries each year.
- The Council has run a 6 month pilot invest to save scheme, this has prevented homelessness for 5 families and considerable savings have been made to the B&B budget. This scheme will become a permanent tool in preventing homelessness
- New Floating support service established covering all Supporting People client groups for the first time in Fylde. This service is provided by DISC and is tenure neutral
- Fylde Citizens Advice Bureau was launched in 2007 with a 3 years SLA and funding secured from Fylde Borough Council. The bureau was also successful in a joint bid with Blackpool Citizens Advice Bureau to provide paid debt advisors. One paid debt worker is available in Fylde on a regular basis.

##### Key Issues Identified

- Greater access to affordable housing for non priority households especially those aged 18-25 years
- Greater need for joint working and protocols with a number of key agencies
- Improved usage of discretionary housing benefit will provide assistance to those people who are unable to afford their rent.
- Improved multi agency working for clients with complex needs will assist households to keep their homes
- Improved information for both clients and agencies will assist in preventing homelessness
- Increasing the number of realistic housing options will also prevent homelessness.

#### Priority Two: Actions to prevent homelessness against the main causes

## Homelessness Strategy 2008 – 2013 ACTION PLAN

ACTION	TARGET	BASELINE	START DATE	LEAD & PARTNERS	RESOURCES	MILESTONES / COMPLETION DATE	LINKS TO OTHER STRATEGIES
1. In conjunction with the Housing Benefits Manager undertake a review of shared revenues and benefits service Blackpool & Fylde	Develop an SLA with Housing and Benefits  Develop a discretionary housing payments panel	No SLA in place  No panel in place  Shared revenues service in place from April 08	Feb 09	Housing Benefit Manager  Interim Housing Manager	Staff time	Review complete April 09	NW Homelessness Strategy
2. As part of the New Fylde Housing review of choice based lettings New Fylde Housing to update the housing waiting list	Updated waiting list providing a more accurate picture of housing needs by June 09	As at Nov 2007 4970 applicants on waiting list (source NFH Strategic Event Nov 07)	April 08	New Fylde Housing	Staff time	Waiting list updated June 09	Housing Corporation Tackling Homelessness  NW Homelessness Strategy
3. New Fylde Housing continue to advertise Gold+ and mutual exchange register to free up under occupied accommodation and reduce over crowding	A focus group review involving residents and staff from NFH and FBC set up July 08  Final report with recommendations for actions to be completed by Sept 08	Gold + band currently in operation	July 08	New Fylde Housing	Staff time	Action plan completed Sept 08	Housing Corporation Tackling Homelessness  NW Homelessness Strategy
4. Sign housing & support SLA with National Probation Service Lancashire to assist offender managers & prison housing advice staff to offer advice & assistance.	SLA in place and operational	No SLA in place	Autumn 08	Fylde BC  Lancashire National Probation Service	Staff time	March 09	NW Homelessness Strategy  National Reducing RE-offending Plan
5. Attend MARACs (multi agency risk assessment conference) for domestic violence – taking a multi agency approach to assist in preventing homelessness for the most prolific DV	All relevant agencies to attend the MARACs each month  Monitor the need for	First MARAC held May 08  No sanctuary	May 2008	Lancashire Constabulary  Interim Housing	Staff time  Contribution of	Ongoing  Review MARAC	Lancashire Domestic Violence Strategy  Fylde Sustainable Community Strategy

## Homelessness Strategy 2008 – 2013 ACTION PLAN

ACTION	TARGET	BASELINE	START DATE	LEAD & PARTNERS	RESOURCES	MILESTONES / COMPLETION DATE	LINKS TO OTHER STRATEGIES
cases	a sanctuary scheme via the MARAC (multi agency risk assessment conference) Investigate buying into the Wyre scheme (to be established June 08).	scheme in Fylde  Scheme to be established in Wyre June 08		Manager	£2500 per annum to the Sanctuary scheme	cases Dec 08  If appropriate establish sanctuary scheme by April 09	
6. Develop an intentionally homeless families protocol with Social Services	Protocol in place March 09	No protocol in operation	Dec 08	Interim Housing Manager	Staff time	Draft Feb 09  Protocol agreed March 09	NW Homelessness Strategy
7. Develop a housing advice and support service for all Fylde patients admitted to Parkwood Hospital	Service up and running Oct 08	No service is available at present. There is a real need to prevent homelessness where possible	Summer 08	Senior Manager DISC  Housing Policy Officer FBC	Staff time	Service operational Oct 08	NW Homelessness Strategy  Lancashire Supporting People Strategy
8. Implement the pilot invest to save scheme	Permanent scheme up and running from June 08  Review policy by Sept 08	Pilot prevented homelessness for 5 cases	June 08	Housing Policy Officer	CLG Homelessness Grant money £10K 08/09 £10K 09/10 £10K 10/11  Savings from B&B budget recycled into Invest to save budget	Scheme running from June 08 Review completed Sept 08	NW Homelessness Strategy
9. Review the introduction of Local Housing Allowance	Review completed April 09	LHA introduced April 08	To be determined	Housing Benefit Manager  Housing Policy Officer	Staff time	Analysis completed April 09	NW Homelessness Strategy
10. YMCA to develop and launch the Wyse Money Credit Union	Credit Union operational from May 09  Increase access to	No credit union in place	May 2008	YMCA  Fylde LSP Wyre LSP	Funding secured 08/09 Fylde LSP £17.5K Wyre LSP £17.5K	Application to FSA Oct 08  Operational May 09	NW Homelessness Strategy  Government Promoting

## Homelessness Strategy 2008 – 2013 ACTION PLAN

ACTION	TARGET	BASELINE	START DATE	LEAD & PARTNERS	RESOURCES	MILESTONES / COMPLETION DATE	LINKS TO OTHER STRATEGIES
	financial services				Future resources 09/10 £90K 10/11 £70K £50K per annum thereafter		Financial Inclusion
<b>11.</b> Monitoring of Citizens Advice debt statistics. Use the information to monitor the levels of debt in Fylde and take appropriate action	Statistics to be provided by CAB quarterly in the format agreed	Statistics provided 2007 as part of the homelessness review	End of Q1 08	CAB Manager  Housing Policy Officer  HAG	Staff time	Quarterly reports provided  Information monitored	NW Homelessness Strategy
<b>12.</b> Maximise full take up of DISC floating support and increase the number of delivered hours of floating support to all client groups	Increase number of delivered hours of floating support to all client groups by Oct 08	The floating support service is currently under utilised	July 08	Senior Manager DISC	Staff time	Demonstrate an increase in number of floating support hours delivered by Oct 08	Lancashire Supporting People Strategy  NW Homelessness Strategy
<b>13.</b> Explore developing and expanding the DISC floating support service.	Clearly identify the precise level of floating support need in Fylde by March 09. From the results re-configure the floating support service to meet the identified need.	Floating support service currently delivered by DISC	Jan 09	Senior Manager DISC	Staff time	Review complete March 09	Lancashire Supporting People Strategy  NW Homelessness Strategy
<b>14.</b> Redesign and provide more information via the homelessness and housing advice web pages with an emphasis on prevention	New web pages launched Sept 08	Current homelessness & housing advice web pages provide limited information	Aug 08	Housing Policy Officer	Staff time	Sept 08	NW Homelessness Strategy
<b>15.</b> Produce an online information section aimed at agencies providing information and key facts about housing in the area. This will be aimed at new staff and trainees in health	New web pages launched April 09	Limited information available	Jan 09	Housing Policy Officer	Staff time	Consultation on draft pages March 09  New web pages launched April 09	NW Homelessness Strategy

## Homelessness Strategy 2008 – 2013 ACTION PLAN

ACTION	TARGET	BASELINE	START DATE	LEAD & PARTNERS	RESOURCES	MILESTONES / COMPLETION DATE	LINKS TO OTHER STRATEGIES
and social services and other key agencies.							
<b>16.</b> Complete RSL survey at the end of every financial year to monitor waiting list numbers, evictions, and stock levels to assist in monitoring housing need and managing expectations	Surveys completed every June from 2008 onwards  Updated stock level information & number of lettings added to housing web pages	First survey completed July 07	June 08	Housing FBC New Fylde Housing Greater Manchester Jewish HA War Memorial HA MMHA Places for People Muir Group Manchester & District Accent Wyre HA	Staff time	Ongoing  Information added to the Internet  Information used for HSSA return.	Housing Corporation Tackling Homelessness  NW Homelessness Strategy
<b>17.</b> Consult with service users to measure the effectiveness of housing advice information available	Annual survey completed every September	Currently consult with housing advice clients	Aug 09	Housing Policy Officer	Staff time	Survey completed September 09  Analysis presented to the HAG for further action	NW Homelessness Strategy
<b>18.</b> Develop and implement multi agency case conferencing for hard to place households	Protocol in place with all relevant agencies to attend case conferences as and when required	There is a need to case conference to find accommodation for those hard to place households accepted as homeless	Sept 09	Housing Policy Officer FBC	Staff time	Protocol in place Sept 09	NW Homelessness Strategy
<b>19.</b> Monitor the location of homeless presentations to ensure the homeless service is accessible to all Fylde residents	Statistics collected and analysed annually	06/07 Presentations Lytham St Annes = 51 Freckleton, Kirkham, Wesham & Warton = 22 Rural = 9	April 09	Housing Policy Officer FBC	Staff time	Analysis complete at year end June 09  Annually thereafter	NW Homelessness Strategy

## Homelessness Strategy 2008 – 2013 ACTION PLAN

### Priority three: Actions to improve supported accommodation. Actions to develop and increase move on options

#### Current situation

- Majority of permanent offers for homeless households are in the social rented sector
- Permanent offers have been provided in the private rented sector via commuted sums and S106 agreement
- Move on accommodation for Harbour House has been provided via properties acquired as part of a S106 agreement
- Increase in presentations from people with mental health needs and those discharged from Parkwood Hospital
- Lack of suitable accommodation for people with mental health needs
- Planning and funding secured for a purpose built temporary accommodation unit

#### Key Issues

- Nomination agreements established with all RSLs in the area
- Development of the North West Regional Supported Housing Strategy
- Establish the need for long term supported accommodation for people with enduring mental health needs

ACTION	TARGET	BASELINE	START DATE	LEAD & PARTNERS	RESOURCES	MILESTONES / COMPLETION DATE	LINKS TO OTHER STRATEGIES
1. Secure all funding for the supported accommodation project	Project funding secured	£1,120,000 Housing Corporation funding secured Supporting People Funding provisionally agreed	July 08	Muir Group Housing Fylde BC Housing Corporation Lancashire Supporting People	£1,120,000 build costs – Housing Corporation  £130,000 per annum support costs – Lancashire Supporting People	Housing Corporation funding secured April 08  Supporting People Commissioning Board approval Dec 07  Supporting People commission support service by April 09	Lancashire Supporting People Strategy  NW Homelessness Strategy
2. Develop and implement a management agreement for the supported accommodation project	Agreement developed	No current agreement	June 08	Muir Housing Group  Fylde BC	Staff resources	Agreement completed Aug 08	Lancashire Supporting People Strategy  NW Homelessness Strategy
3. Complete design & build process for the supported accommodation project	Build completed by Oct 09	Agreed layout	Oct 08	Muir Housing Group	Muir Housing Group Design Costs	Design complete Oct 08  Build completed Oct	Lancashire Supporting People Strategy

## Homelessness Strategy 2008 – 2013 ACTION PLAN

ACTION	TARGET	BASELINE	START DATE	LEAD & PARTNERS	RESOURCES	MILESTONES / COMPLETION DATE	LINKS TO OTHER STRATEGIES
						09	NW Homelessness Strategy
4. Carry out move on meetings every month for households in TA	Reduce the length of time spent in TA by 10% 08/09 - 40wks 09/10 – 36wks	07/08 average time accommodated 44.5 weeks	Sept 08	TA support officer	Cost of support service via support agreement £24K per year  Officer time	Target calculated 31.03.09 31.03.10  Review target on completion of supported accommodation project	NW Homelessness Strategy
5. Implement nomination agreements with all RSLs operating in Fylde	Agreements to be set up with Places for People, Manchester & District, Lytham St Annes War Memorial Locate agreements with Wyre HA & Accent	Agreements in operation with New Fylde Housing, Muir, Windmill HA, MMHA and Manchester Jewish HA	April 09	Interim Housing Manager	Staff time	Workshop with all RSLs held April 09  Agreements in place July 09	Housing Corporation Tackling Homelessness  NW Homelessness Strategy
6. Engage with the development and implementation of the North West Supporting People Strategy and supported housing needs model.	Respond to consultation requests  Complete LA training for the Housing needs model  Participate in new Supporting People Locality Groups (est. summer 08)	NW Supporting People Strategy currently being formulated  Consultation taking place Summer 08	May 08	Interim Housing Manager	Staff time	March 09	NW Housing Strategy  Lancashire Supporting People Strategy

### Priority Four: Making best use of the private rented sector

Current situation



## Homelessness Strategy 2008 – 2013 ACTION PLAN

- Private rented sector is greater than the social rented sector. This has grown over the last few years due to the buy to let market
- Increase in the number of letting agents in the Borough
- Increase in Section 21 notices served due to disrepair complaints made to the Council
- Landlords forum and been re-established
- Successful rent bond scheme run by Face to Face YMCA in partnership with Fylde Borough Council

### Key Issues

- Ensure Landlords forum grows from strength to strength forging stronger links with landlords offering support, advice and training
- New agents and Landlords in the Borough - more positive marketing of the rent bond scheme is required to increase the number of bonds made each year.
- Private rented sector is a recognised resource that needs to be utilised more. Social rented housing is not the only option.

ACTION	TARGET	BASELINE	START DATE	LEAD & PARTNERS	RESOURCES	MILESTONES / COMPLETION DATE	LINKS TO OTHER STRATEGIES
1. Training for landlords to be provided by Landlords forum on a range of topics to assist in maintaining longer term tenancies	Provide annual training sessions to landlords through the forum	Training sessions currently not provided	April 09	Private Sector Housing  Housing Advice Officer  Housing Benefit Service  Residential Landlord associations training facilities	Staff time  Possible costs to engage other outside agencies approx £500 per session	Ongoing on an annual basis	NW Homelessness Strategy
2. Develop a Landlord section on the housing website detailing helpful information	Website page up and running by July 09	There is a need for more information to be provided to Landlords	May 09	Housing Policy Officer FBC	Staff time	Web information available from July 09.  Reviewed every 6 months	NW Homelessness Strategy
3. Utilise the private rented sector	Increase the number of private landlords joining the rent bond scheme  Develop and run a publicity	25 Landlords working with F2F YMCA (07/08)  Limited	June 2008  June 2008	Face to Face YMCA  Face to Face	Staff time  Mail shot to Landlords £500  Apply for £500 from	Increase on 25 achieved year on year  Application to LSP	NW Homelessness Strategy



**Homelessness Strategy 2008 – 2013  
ACTION PLAN**

ACTION	TARGET	BASELINE	START DATE	LEAD & PARTNERS	RESOURCES	MILESTONES / COMPLETION DATE	LINKS TO OTHER STRATEGIES
	<p>campaign aimed at agents and landlords</p> <p>Complete a presentation at Landlords forum</p>	<p>publicity material available</p> <p>3 Landlord forums meetings held each year</p>	Sept 08	<p>YMCA</p> <p>Face to Face YMCA</p>	<p>LSP small projects funding</p> <p>Staff time</p>	<p>June 08</p> <p>Ongoing</p> <p>1 presentation completed per year</p>	

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## Homelessness Strategy 2008 – 2013 ACTION PLAN

### Priority Five: Preventing homelessness among young people

#### Current situation

- Harbour House – specialist supported housing for young people aged 16-25 years (12 units provided)
- Issues have arisen regarding social services
- Successful schools programme established by Fylde BC and Face to Face YMC. Presentations given to year 10 students on independent living
- Banardos have successfully won the contract to provide supported lodgings in North Lancashire
- 06/07 saw an influx of presentations from 16 and 17 year olds in the summer months. This prompted work on a bid by the YMCA to pilot an action learning centre. The YMCA along with Wyre BC and Fylde BC were successful and the project began in September 2007. Emphasis on the action learning centre is around mediation, life skills training and prevention work in schools. Funding is currently being sought to ensure the project continues after September 2008.

#### Key Issues

- Need for better joined up and multi agency working with involvement from all key agencies in particular social services
- Support and or accommodation needed for young people with complex needs in particular those engaging with YOT
- Mediation and support
- Affordable accommodation for those under 25 years
- Build on work already undertaken on life skills training and schools work.

ACTION	TARGET	BASELINE	START DATE	LEAD & PARTNERS	RESOURCES	MILESTONES / COMPLETION DATE	LINKS TO OTHER STRATEGIES
1. Monitor the implementation of CAFs (Common Assessment Framework)	Any issues regarding CAFs to be fed into the Homelessness Action Group.  Multi agency approach taken to resolve issues	CAFs currently being phased in  Fylde to go live Sept 08	Sept 08	Homelessness Action Group	Officer time	Ongoing	Fylde Sustainable Community Strategy  Every Child Matters
2. Update current protocol with Children's Social Care Services for 16 & 17 year olds jointly with Wyre BC	Protocol revised	Current protocol is not effective	Jan 09	Interim Housing Manager FBC  Housing Options Team Leader Wyre BC  Children's Social	Staff time	Revised protocol in place March 09	Every Child Matters  NW Homelessness Strategy  National Youth Homelessness

## Homelessness Strategy 2008 – 2013

### ACTION PLAN

ACTION	TARGET	BASELINE	START DATE	LEAD & PARTNERS	RESOURCES	MILESTONES / COMPLETION DATE	LINKS TO OTHER STRATEGIES
				Care Manager			Strategy
<b>3.</b> Banardos to develop, implement and run a North Lancashire Supported Lodgings scheme	Scheme up and running  No 16 & 17 years olds placed in B&B after Dec 09	No scheme in operation	Summer 08	Banardos	Lancashire Supporting People funding		Every Child Matters  Lancashire Supporting People
<b>4.</b> Development of a night stop scheme jointly with Barnardos and Wyre BC	Scheme up and running Sept 10  No 16 & 17 year olds placed in B&B	No scheme in operation	To be determined	Banardos Wyre Housing Options Team Leader Housing Policy Officer FBC	Capital funding : Existing savings from B&B budget  Revenue: TBC Supporting People		Every Child Matters  Lancashire Supporting People
<b>5.</b> Develop a pre-release assessment protocol for young people leaving secure estate	Protocol agreed and in place Sept 08	No protocol in place	July 08	Banardos Youth Offending Team	Agency time	Protocol in place Sept 08	Every Child Matters  Lancashire Youth Offending Accommodation Strategy
<b>6.</b> Action learning centre to provide intensive support to 16/17 year olds	Reduction of youth homelessness	ALC funded until Oct 08. As yet no other funding has been secured	April 08	Face to Face YMCA	£17K per annum required to continue the service	Future funding secured by Oct 08	Every Child Matters  National Youth Homelessness Strategy  NW Homelessness Strategy
<b>7.</b> Establish training programme which will enhance the skills and abilities of those in housing need as well as the wider community	Like skills courses for young people up and running	No life skills courses available	March 09	YMCA	£20K one worker  £5k materials	Courses up and running by March 2010	Every Child Matters  National Youth Homelessness Strategy  NW Homelessness Strategy
<b>8.</b> Continue to complete independent living skills classes with year 10 students	1 visit completed at Carr Hill & Lytham St Annes High	School visits completed by Action	Jan 09	Housing Policy Officer FBC	Staff time during 08/09	Visits completed 08/09	Every Child Matters

**Homelessness Strategy 2008 – 2013**  
**ACTION PLAN**

ACTION	TARGET	BASELINE	START DATE	LEAD & PARTNERS	RESOURCES	MILESTONES / COMPLETION DATE	LINKS TO OTHER STRATEGIES
in Lytham St Annes High and Carr Hill High School	School each year  Obtain funding to deliver homelessness prevention sessions in schools.	Learning Centre		Face to Face YMCA	£7K per annum from 09/10	Funding secured for a worker from 09/10 onwards	National Youth Homelessness Strategy  NW Homelessness Strategy

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## Homelessness Strategy 2008 – 2013

### ACTION PLAN

The following actions are not SMART and at this stage are possible future projects which require further investigations. The Homelessness Action Group have requested that these possible projects are listed in the strategy and are recognised as requirements in future service developments. It is envisaged that research and investigations will begin in 2010/11 or earlier if the opportunity arises.

1. Prepare for the possible impacts from the changes to local connection criteria for those leaving the armed forces.

No time scale has been provided by CLG regarding this. Once an announcement is made preparation by a number of key agencies will be necessary.

2. Explore and develop long term supported accommodation for people with mental health problems not capable of independent living

In the first instance a working group will be established to investigate this further examining need, type of accommodation required and funding sources.

3. Explore and develop private sector leasing schemes for people with lower level mental health needs but need long term floating support but don't need 24 hour support.

As with point 2 a working group will be established to investigate this further examining need, type of accommodation required and sources of funding. With points 2 and 3 examples of good practice will also be sought

4. Explore and develop a social lettings agent for the private rented sector.

With such a small social rented sector the private rented sector is the only option for many households in securing accommodation. Face to Face YMCA are leading on this project. Premises to be identified, funding options include a small business grant.

5. Explore establishing a social enterprise to develop a housing refurbishment programme to increase the amount of affordable housing.

This is being lead by the YMCA and LCDL of Lancashire County Council.

6. Investigate options available to develop a model to provide short term accommodation for non priority households.

Accommodation would be provided for a maximum of 6 weeks while the client sources employment and other accommodation. A working group will be established to investigate this further, looking for examples of good practice. It is unknown if such a model could be developed due to the complexities of funding and type of tenancy required.

7. Investigate examples of good practice on providing assistance for non priority under 25s. A working group will be established to look at examples of good practice along with availability of funding sources.

8. Explore options to deliver a generic mediation service with possible funding contributions from a number of agencies. Face to Face YMCA to lead on this. Service to run at a cost of £50K per year including 2 full time staff. A young person mediation scheme including schools work provided at a cost of £20K per year

## Homelessness Strategy 2008 – 2013 ACTION PLAN

### Actions for a Fylde Coast Homelessness Action Plan

The following actions have been identified by the three Fylde Coast authorities – Blackpool, Fylde and Wyre where a Fylde Coast approach is deemed the most appropriate.

ACTION	TARGET	BASELINE	START DATE	LEAD & PARTNERS	RESOURCES	MILESTONES / COMPLETION DATE	LINKS TO OTHER STRATEGIES
Develop a common allocations scheme	Common allocation policy adopted July 2009	There is a need to ensure a consistent approach to housing allocations across the three boroughs		Housing Options Manager BBC  Interim Housing Manager – FBC  Options Team Leader - WBC	Existing capacity	July 2009	Blackpool Fylde & Wyre Homelessness Strategies
Develop a protocol with social landlords and supported housing providers operating in all three boroughs, agreeing how homelessness prevention will be incorporated into their procedures	Protocol signed up to March 2009	There is a need to ensure a consistent approach to homelessness prevention work with RSL partners across the three Boroughs	Winter 2008	Interim Housing Manager – FBC		Protocol adopted March 2009	Blackpool Fylde & Wyre Homelessness Strategies  Housing Association Homelessness Action Plans
Develop a sub regional choice based lettings scheme	Scheme in place July 2009	A sub regional choice based lettings scheme is needed to comply with forthcoming legislation and to provide consistent response across the 3 boroughs	Summer 2008	Choice Based Lettings Steering Group	CLG funding of £100,000  Further resources provided by RSLs and Borough Councils	Steering group established April 08  Feasibility study completed summer 08  Scheme up and running July 09	Blackpool Fylde & Wyre Homelessness strategies
Develop a common hospital discharge protocol	Protocol agreed and adopted July 09	The lack of working protocol has caused difficulties in housing people homeless on discharge (including		Housing Options Manager BBC	Existing capacity	Protocol agreed and in place July 09	Blackpool Fylde & Wyre Homelessness strategies

# Homelessness Strategy 2008 – 2013

## ACTION PLAN

ACTION	TARGET	BASELINE	START DATE	LEAD & PARTNERS	RESOURCES	MILESTONES / COMPLETION DATE	LINKS TO OTHER STRATEGIES
		psychiatric facilities)					
Develop a sub regional operational Housing Options Advisors Group	Terms of reference & cycle of meetings established	Front line housing options staff need to be able to share good practice on a regular basis		Housing Options Team Leader – WBC	Existing capacity	Dec 2008	Blackpool Fylde & Wyre Homelessness strategies
Develop and implement joint training on homelessness prevention across the sub region	Training courses delivered from July 2009	<p>There is a recognized need to provide training on housing options and homelessness to all front line advice agencies</p> <p>This training maybe best delivered on a sub regional basis</p>		Housing Advice Manager – BBC	<p>Existing capacity</p> <p>Fees from participating agencies</p>	Courses delivered from July 2009 onwards	Blackpool Fylde & Wyre Homelessness strategies

## **Appendix One**

### **Strategic Links**

#### **CLG Settled homes, Changing Lives**

The Government's strategy aims to halve the number of households living in temporary accommodation by 2010. They aim to achieve this by:

- Preventing homelessness
- Providing support for vulnerable people
- Tackling the wider causes and symptoms of homelessness
- Helping more people move away from rough sleeping; and
- Providing more settled homes.

#### **Every Child Matters**

Every child matters: change for children is the governments approach to the well being of children and young people from birth to the age of 19. The Governments aim is for every child, whatever their background or their circumstances to have the support they need for

- being healthy
- staying safe
- enjoying and achieving
- making a positive contribution
- achieving economic wellbeing

#### **North West Regional Homelessness Strategy**

This has been developed by the North West Regional Assembly and will be formally launched at the end of April 2008. The strategy has identified three main priorities

1. Prevent homelessness
2. Increase access to a choice of settled homes
3. Develop plans and activity based on a robust understanding of homelessness and housing need

The aims of the strategy are as follows

- Providing a regional forum which supports the work of Local authorities and partners
- Building on the success of local homelessness strategies and enabling complementary activity
- Supporting activity which can only be taken at a regional level and developing mechanisms throughout the sub regions to drive the delivery of these activities
- Developing the links with other organisations working to translate government policies at a regional level so that activity supports wider regional objectives – including those of the Regional housing Strategy.

Lancashire via the 12 districts will contribute to the delivery of the actions in the NW Homelessness Strategy. It is important that we contribute to this plan as future funding streams maybe available via this strategy.



**Homelessness Strategy 2008 – 2013**  
**ACTION PLAN**

## **Appendix Two**

The following information will be collected via a quarterly Proforma

- Internal FBC local performance indicators
- Waiting list and move on statistics from Harbour House
- Key statistics from Face to Face YMCA
- Key statistics from Pierpoint
  
- NI32 Repeat incidents of Domestic Violence
- NI155 number of affordable homes delivered in a year
- NI156 number of households living in temporary accommodation
- NI151 working age people in benefits
- NI 141 Percentage of vulnerable people achieving independent living
- NI142 Percentage of vulnerable people who are supported to maintain independent living
- NI147 Care leavers in suitable accommodation
- NI146 Young offenders access to suitable accommodation
- NI117 16-18 years who are not in education, employment or training (NEET)

### **Members of the Homelessness Action Group**

Fylde Borough Council  
Face to Face YMCA  
New Fylde Housing  
Great Places Housing Group  
Harbour House  
Pierpoint  
Richmond Fellowship  
Lancashire Young Peoples Service

DISC  
Citizens Advice Bureau  
Youth Offending Team  
Leaving Care Team SS  
Addaction Fylde  
Community Mental Health Team  
Her Majesty's Prison Kirkham  
North Lancashire PCT

# Policy and Service Review Scrutiny Committee



Date	Thursday 12 June 2008
Venue	Town Hall, Lytham St Annes
Committee members	Karen Buckley (Chairman) John Prestwich (Vice-Chairman) Ben Aitken; Peter Collins; Howard Henshaw; Cheryl Little; Bill Thompson; Elaine Silverwood
Other Councillors	Pat Fieldhouse; Paul Rigby; Ken Hopwood
Officers	Lucy Edwards; David Gillett; Clare Platt; Paul Walker; Annie Womack
Others	

## 1. Declarations of interest

Members were reminded that any personal/prejudicial interests should be declared as required by the Council's Code of Conduct adopted in accordance with the Local Government Act 2000.

Councillor Collins declared a personal interest in the item regarding support for small businesses.

Councillor Silverwood declared a personal interest in the item regarding the funding of Christmas illuminations.

## 2. Confirmation of minutes

RESOLVED: To approve the minutes of the Policy and Service Review Scrutiny Committee meeting held on 17 April 2008 as a correct record for signature by the chairman.

## 3. Substitute members

The following substitutions were reported under council procedure rule 22.3:

Cllr Ben Aitken for Cllr Fabian Craig-Wilson  
Cllr Elaine Silverwood for Cllr Elizabeth Oades  
Cllr Howard Henshaw for Cllr Tony Ford

#### 4. Homelessness Strategy 2008 - 2013

The Homelessness Act 2002 gave housing authorities an obligation to carry out a homelessness review and publish a strategy based on the results of the review. The resulting strategy was to be updated within 5 years from the period it was last published. This is the latest draft strategy (based on a recent review), presented for approval by Mr David Gillett (interim housing manager) and Lucy Edwards (assistant housing policy officer).

The report showed how the aims and priorities for the new draft homelessness strategy were developed from the conclusions of the homelessness review, resulting in the formulation of 5 priority areas - to tackle temporary accommodation targets; the prevention of homelessness around the main causes; increasing access to supported and move-on accommodation; making best use of the private rented sector; and prevention of homelessness among young people. A detailed Action Plan has been developed to address each of the priorities.

Mr Gillett advised the committee that although there is an improving situation within Fylde Borough, there is still a problem of homelessness. There are underlying issues which need to be addressed, such as the target to end the use of Bed and Breakfast accommodation as a form of temporary accommodation, with a particular emphasis and urgency for homeless 16-17 year olds.

The committee enquired whether the majority of those presenting as homeless to our housing team arose from families in Fylde, or Blackpool. They were advised that the majority are from Fylde. Under legislation, only those people who present and have a connection to the area may be accepted.

The committee asked about the housing team's links with other organisations, and Ms Edwards explained that they already had a close working relationship with partners active within the Housing Action Group, and that it was intended to develop further links with other agencies such as the DWP, with the overall aim of preventing homelessness.

The committee RESOLVED:

- (1) To recommend to Cabinet that the homelessness review be endorsed and the draft Homelessness Strategy and Action Plan 2008-2013 be adopted.
- (2) To recommend that this council should give particular priority to activity to prevent homelessness.

#### 5. Review of Fees and Charging

At the previous Policy and Service Review Scrutiny Committee meeting which was held on 17 April 2008, there was an item concerning the Charging Policy for Enforcement Action. This related to charges being implemented for certain enforcement actions being taken by the Housing Team.

The committee queried whether the Council maximises all opportunities to charge fees where that is permitted under legislation, and where it would be reasonable to do so. As a result, this report has been brought to committee to decide a method for establishing current charges and identifying missed opportunities, which may have the potential for

income generation. Allan Oldfield, the Executive Manager for Corporate Policy and Performance has agreed to be the lead officer for this review.

Members were given a sample copy of an analysis sheet and a list of discretionary and prescribed charges which are currently made by the council. The Chairman asked for volunteers to review the fees within departments and obtained them for Environmental Health (Cllr Silverwood); Licensing (Cllr John Prestwich); Car Park Charging and Lowther (Cllr Thompson); and Tourism (Cllr Little).

The committee RESOLVED:

That the best way to approach the task would be by dividing the work into the relevant departments and asking a member to lead on each.

## 6. Moving to Excellence Update

This report was presented by the Chief Executive, Mr Phillip Woodward. In it he advised the committee of progress since the original report was first considered by Cabinet in September and November 2007. At that time, a number of recommendations relating to the future organisational development of the council were approved, and a provision for review included in the forward plan of the Cabinet.

Mr Woodward included an Appendix showing the current position on the various recommendations, and expanded on some of the issues for the committee. He advised that there will be a formal Annual Report which will incorporate the latest update position.

The committee debated the best way to ensure that progress is maintained and reported, and RESOLVED:

1. To recommend that the Chief Executive should produce his Annual Report to coincide with the publication of the Statement of Accounts
2. To recommend that there should be target time limits placed on each of the recommendations.

## 7. Christmas Trees and Illuminations

At the previous committee meeting on 17 April 2008 the committee received an initial report on this topic and requested that further work should be undertaken regarding - the costing of trees and lights; consideration of meeting some costs from special expenses; and consultation with interested bodies.

This report provided details of the standstill cost of Christmas trees and illuminations in the four centres of St Annes, Lytham, Kirkham and Ansdell (Option A), the cost of any enhancements (Option B), and the shortfall between budget available and standstill costs.

Mr Paul Walker, Executive Manager for Strategic Planning and Development, explained that he had liaised with relevant officers to begin to identify possible virements from special expenses (grounds maintenance and outdoor recreation). However an assessment of the

full implications (health and safety, customer service, legal and financial) of any budget reductions had not yet been carried out.

The committee debated the topic and agreed that their preferred option would be to continue to fund the four centres as outlined in Option A, the standstill position, and that the Council would be unable to fund any enhancements at Option B.

The committee RESOLVED:

To ask Mr Walker to bring a further report to the September committee meeting identifying potential funding to deliver Option A across the four centres.

#### 8. Support for Small Businesses - Business Link

The council undertook a best value review of economic well-being in 2003 and decided that FBC would direct resources at the services it was best placed to provide, and would work with outside agencies on such issues as business advice and support but not provide these services itself.

A request had been made for a light touch scrutiny review of business support for small businesses. Mr Walker explained that he had contacted Business Link North West, who help businesses to develop and progress, and asked them to give the committee a presentation on their work.

Mr Khalid Saifullah, Business Link's Relationship Manager for Lancashire, attended the meeting and was pleased to give the committee his presentation. He outlined his organisation's history, and its performance and development. He described the various operations of the service and its current activities, and talked about the ways in which Business Link can work with FBC to improve economic development for Fylde's businesses, both small and large. One of the options is "Business Link in a Box". This is an addition to any website on which information about small-to-medium business enterprise can be accessed by website visitors. The service is free and is maintained by National Business Link to ensure that the information, guides and tools are up-to-date.

On being questioned, Mr Saifullah acknowledged that there was still work for them to do in publicising their availability and services, for example by engaging with trade associations. He said that they don't approach businesses, but rather provide routes for businesses to contact them, when they will put them in touch with the right person or organisation to help them.

The committee RESOLVED:

1. To thank Mr Saifullah for attending the meeting, and for his informative presentation.
2. That the draft Economic Development Strategy, which is due to be reported to the next PSRSC, should include options for small business support.
3. That FBC should develop links on its website to Business Link in a Box.

# REPORT

REPORT OF	MEETING	DATE	ITEM NO
DEMOCRATIC SERVICES AND MEMBER SUPPORT UNIT FOR CHAIRMAN OF THE POLICY AND SERVICE REVIEW SCRUTINY COMMITTEE	CABINET	26 JUNE 2008	6A

## SPECIAL MEETING OF THE POLICY AND SERVICE REVIEW SCRUTINY COMMITTEE - RECOMMENDATIONS

### Public Item

This item is for consideration in the public part of the meeting.

### Summary

The Special Meeting of the Policy and Service Review Scrutiny Committee was held on the 12<sup>th</sup> June 2008, and there were a number of recommendations made that require Cabinet consideration.

### Recommendation

1. To consider the recommendations of the Policy and Service Review Scrutiny Committee

### Reasons for recommendation

To allow formal consideration of recommendations arising from the Policy and Service Review Scrutiny Committee.

### Alternative options considered and rejected

None applicable as the recommendations are coming forward from the scrutiny committee.

### Cabinet Portfolio

The item falls within the following Cabinet portfolio: Finance and Efficiency – Councillor Paul Rigby

## **Report**

To consider the recommendations of the Policy and Service Review Scrutiny Committee, which met on 12 June 2008, as follows:

### **Accommodation Working Group Meetings**

*Recommended to Cabinet:*

- 1 To recommend that the accommodation working group meets regularly to ensure progress.
- 2 To recommend that an update on the accommodation project becomes a standing item on the Cabinet agenda.
- 3 To acknowledge that the matter would be referred to a future meeting of the Council prior to contractual commitment being given to the project.

## **Conclusion**

There are three specific recommendations for the Cabinet to consider and approve or otherwise. The minutes of the Special Meeting of the Policy and Service Review Committee are attached as an appendix.

Report Author	Tel	Date	Doc ID
Annie Womack	(01253) 658423	18 June 2008	

List of Background Papers		
Name of document	Date	Where available for inspection
Minutes of Special Meeting of the Policy and Service Review Scrutiny Committee	12 June 2008	<a href="http://www.fylde.gov.uk">www.fylde.gov.uk</a>

IMPLICATIONS – HOMELESSNESS STRATEGY	
Finance	The cost of the accommodation project is to be cost neutral on Council Tax with a portfolio of sites being sold to provide finance for the development.
Legal	
Community Safety	
Human Rights and Equalities	
Sustainability	

Health & Safety and Risk Management	

Attachments:

Homelessness Strategy Report

Policy and Service Review Scrutiny Committee minutes.



# Special Meeting Policy and Service Review Scrutiny Committee



Date	Thursday 12 June 2008
Venue	Town Hall, Lytham St Annes
Committee members	Karen Buckley (Chairman) John Prestwich (Vice-Chairman) Ben Aitken; Peter Collins; Kevin Eastham; Howard Henshaw; Cheryl Little; Bill Thompson; Thomas Threlfall
Other Councillors	John Coombes; Paul Rigby; Elaine Silverwood; Ken Hopwood;
Officers	Phillip Woodward; Paul Walker; Annie Womack
Others	Members of the public

## 1. Declarations of interest

Members were reminded that any personal/prejudicial interests should be declared as required by the Council's Code of Conduct adopted in accordance with the Local Government Act 2000.

## 2. Confirmation of minutes

As this was a specially convened meeting, there were no previous minutes

## 3. Substitute members

The following substitutions were reported under council procedure rule 22.3:

Cllr Ben Aitken for Cllr Fabian Craig-Wilson  
Cllr Kevin Eastham for Cllr Elizabeth Oades  
Cllr Howard Henshaw for Cllr Tony Ford

## 4. Accommodation Working Group Meetings

Under the council's Standing Orders, there is a section which provides that a special meeting of a committee can be called on the requisition of at least one-third of the whole number of the committee. Such a requisition had been received for the Policy and Service Review Scrutiny Committee to examine progress made by the accommodation working group.

The Chairman, Cllr Buckley, asked Cllr Collins who was one of the signatories to the request to clarify why a special meeting had been requested. Cllr Collins explained that he believed there had been a lack of movement on the accommodation project and that members needed to be updated on progress. He felt it was possible that the issue may need to be re-examined in the light of budget pressures, and of partnership working.

Mr Paul Walker, Executive Manager for Strategic Planning and Development, gave an overview of the history of the project. He explained that subsequent to other options having been investigated, full council had made a decision in 2006 to build replacement accommodation alongside the existing Town Hall on the site of the "Chaseley" building.

He agreed that progress had not been as swift as had been expected, but explained that a number of external factors and the unexpected presentation of alternatives had diverted capacity from the project. The project had now reached RIBA Stage D and was now suitable for submission of a planning application. The Accommodation working group had recently met and had agreed to the submitting of a planning application for the Town Hall refurbishment and for the commissioning of planning consultants to work on the disposal of assets which the Council had agreed to sell in order to fund the project. He anticipated that the planning permission and the tendering and planning processes would be completed by early 2009.

Cllr Rigby, Portfolio Holder for Finance and Efficiency, answered questions regarding the potential for renting accommodation, for siting the civic suite and back offices elsewhere, about the perceived lack of progress and the costs that had already been incurred. He stated that other options had been explored, and that some time had been wasted in doing so, but that the council had made its decision and had thrown its weight behind this site. He confirmed that the costs of planning, architectural and other consultancy fees since 2006 would be met from the disposal of the designated assets so that the project would be cost neutral.

There was a wide ranging debate by the committee members concerning several issues -

- The cost of the proposed accommodation and the valuation of the assets for disposal; opinions were expressed that in the current economic climate cost neutrality could not be guaranteed and that a deficit might arise. Assurance was given by Mr Walker and Cllr Rigby that current valuations indicated cost neutrality but that these valuations could only truly be determined by explicit market testing. After all planning permissions had been secured and market testing and tendering had been carried out the Cabinet had agreed that the matter would be referred to full council for final consideration.
- The need to examine other sites was raised, but the committee's overall opinion was that this would cause more delays and more expense, and that the correct course of action was to wait for the matter to be returned to council when the financial outcomes were known. The Leader of the council, Cllr John Coombes, said that in the event of a deficit, other options would then have to be explored.
- It was suggested that the project management consultants should be questioned regarding the delays in delivering the project, but it was explained that they were appointed 3 years ago when they were instructed to deliver the Wesham site scheme, and some time was wasted on this before the new scheme was adopted. The committee felt that there would be no benefit in questioning the project managers at this stage.
- An objection was raised to the civic suite being single purpose, but Mr Walker stated that the new council chamber would be designed and fitted out to offer flexibility and would be available for community use.

Two members of the public spoke - a question was asked whether the cabinet was constitutionally able to approve the disposal of assets. The reply was given that they could. Another voiced the opinion that the disposal of North Beach Car Park (one of the designated disposal sites) would meet with considerable challenge and suggested that the council abandon that proposal. Councillor Rigby replied that the Council had already made a decision that this site would be included in the list of sites to be disposed of.

The Chairman summarised the main points of the debate and clarified that the real issue was the speed of the project delivery, and that the project had been held up by the council's investigation of the potential of different sites, before settling on the current project and that work should now progress on this as quickly as possible.

The committee RESOLVED:

- 1 To recommend that the accommodation working group meets regularly to ensure progress.
- 2 To recommend that an update on the accommodation project becomes a standing item on the Cabinet agenda.
- 3 To acknowledge that the matter would be referred to a future meeting of the Council prior to contractual commitment being given to the project.

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Any enquiries regarding this document/publication should be sent to us at the Town Hall, St Annes Road West, St Annes FY8 1LW, or to [listening@fylde.gov.uk](mailto:listening@fylde.gov.uk).

# REPORT



REPORT OF	MEETING	DATE	ITEM NO
CHIEF EXECUTIVE	CABINET	JUNE 2008	7

## THE PROVISION AND MANAGEMENT OF FINANCIAL SERVICES

### Public Item

This item is for consideration in the public part of the meeting.

### Summary

The report seeks approval to the implementation of long-term arrangements with Preston City Council for the provision of management input to the financial services function of the Council and the secondment of appropriately qualified officers to discharge the "Section 151" responsibilities of the Council.

### Recommendations

1. That the Service Level Agreement with Preston City Council attached at Appendix B of the report be agreed.
2. That the continued secondment of Bernard P Hayes, CPFA, from Preston City Council as an officer of this council be accepted.
3. That Mr Hayes continue as the officer responsible for the administration of the Council's financial affairs under Section 151 of the Local Government Act 1972 with effect from 5 November 2007.
4. That the Assistant Director (Finance), Preston City Council be approved to act as Deputy Section 151 Officer.
5. That the post of Assistant Director (Financial Operations) be established in accordance with the job description and person specification attached at Appendix C of the report, to be funded from savings in the staffing budget.
6. That the Council be recommended to confirm items 2 and 3 above.

### **Reasons for recommendations**

The Council has a legal obligation to appoint an officer under Section 151 of the Local Government Act 2000.

The interim financial services arrangements with Preston City Council, which have been in place since November 2007 have proven to be successful and the recommendations seek to continue these arrangements on a more long-term basis.

### **Alternative options considered and rejected**

A number of alternative options have been considered. These are referred to in the body of the report.

### **Cabinet Portfolio**

The item falls within the following Cabinet portfolio: Finance and Efficiency - Cllr P Rigby

### **Report**

#### **Background**

1. Members will be aware that the Executive Manager – Finance (the Council's statutory Section 151 officer) tendered his resignation and left the organisation in November 2007.
2. In response to this an analysis of the risks and options was carried out and a copy of this appraisal is attached at Appendix A. The underlying requirement is that the Council must be assured that satisfactory arrangements are in place to ensure the proper administration of its financial affairs. This is critical to maintaining and developing our continuing efforts to address inspection and audit work (Use of Resources and Value for Money assessments).
3. A key task and responsibility matrix was also developed alongside the options and risk appraisal, which was drawn from the job description and person specification for the post. During the consideration of the options listed in Appendix A this key task and responsibility matrix was moulded into a service level agreement.
4. The Council's Audit Committee, as part of its consideration of the accounts close down process for 2006/07, made recommendations to increase the level of resources allocated by the Council to this process and also to consider the opportunities for partnership working with other local authorities on this vital corporate support function.

#### **Current Situation**

5. As a consequence of the Audit Committee recommendations interim arrangements were put in place in November 2007 in partnership with Preston City Council. The arrangements include the formal secondment of Mr Hayes as an officer of Fylde Borough Council under section 113 of the Local Government Act 1972.
6. These interim arrangements have proven to be very worthwhile and beneficial for the Council in identifying and addressing the key financial challenges that the Council has encountered in recent years. In particular the arrangements have:

- provided access to additional senior staff with specific areas of expertise in local government finance which is now being internalised at Fylde, and
- provided a direct benchmark against which to compare the financial and other performance of the Council,

### Alternatives to Consider

7. Essentially there are three alternatives to consider;

- direct recruitment by the Council to a post of Section 151 Officer,
- confirming a longer-term partnership arrangement with Preston City Council, or
- entering into partnership arrangements with an alternative local authority.

### Direct Recruitment

8. Factors to take into account when considering this option include:

- It would not provide access to the breadth of ancillary expertise and resource we have enjoyed in recent months,
- Recruitment generally to senior accountancy posts in local government has proven difficult in recent years without paying significant market supplements. The level of remuneration contained in budgets for this post is unlikely to attract the calibre of candidate required to drive the required level of improvement in the service.

### Continuing the Service Level Agreement with Preston City Council

9. The current interim arrangements with Preston City Council have worked well since November 2007. Feedback received from officers and many Members of the Council on the performance and output of the service since November has been good. The financial management system in use at Preston City Council is the same as the operating system at Fylde and this brings efficiencies of scale in terms of future system upgrades, training and development.

### Securing an Alternative L A Partner

10. A number of commentators on value for money have argued that the provision of “back office support services” in local government such as financial management can be provided effectively from centralised sites remote from the client council. This may be the case for certain functions at certain times. However, our experience during recent months has proven that it is highly desirable to have an adjacency with service providers so that the personal contributions can be made to essential meetings. This could only be provided in Fylde by Preston, Blackpool, Wyre or Lancashire County Councils. The alternatives to Preston have been investigated but do not offer the same service connectivity in terms of willingness to enter shared services and software operating platforms.

### Preferred Alternative

11. On the basis of current experience and opportunity, track record and service understanding the preferred operational option is to enter into a longer-term

arrangement with Preston City Council based on the Service Level Agreement attached at Appendix A.

### Financial Considerations

12. The provision of the financial services associated with the statutory role of Section 151 Officer have been provided in recent months by Preston City Council at a monthly fee of £6,000 together with additional short-term support necessary to deliver the required level of financial management expertise - the unallocated resources associated with vacant posts within the finance team have funded this which has cost around £20,000.
13. The proposal detailed in the attached Service Level Agreement (SLA) includes a modest increase of this monthly fee to £6,250 per month from June. The SLA also proposes that a new permanent post (at the level of assistant director) should be established in order to maintain the essential level of "on-site" experience and advice to operational managers. Approximately 40% of the cost of this can be found from within the existing financial services resource and the balance of around £30,000 can be found from vacancy savings elsewhere in the approved budgets for 08/09 & beyond.

Report Author	Tel	Date	Doc ID
P Woodward	(01253) 658500	June 2000	H/Cabinet/June08

List of Background Papers		
Name of document	Date	Where available for inspection
Portfolio Holder Report	October 2007	Town Hall or <a href="http://www.fylde.gov.uk">www.fylde.gov.uk</a>
Attached appendices	June 2008	

### **Attached documents**

1. Appendix A - Risk and Options Appraisal
2. Appendix B - Service Level Agreement
3. Appendix C - Job Description and Person Specification

IMPLICATIONS	
Finance	Contained within the report.
Legal	Contained within the report.
Community Safety	None arising directly from the report.
Human Rights and Equalities	None arising directly from the report.
Sustainability	None arising directly from the report.
Health & Safety and Risk Management	During the previous two years the Council has slipped to a score of 1 out of 4 in the financial reporting section of the Use Of Resources Assessment. The provision of sound financial advice is essential if the Council is to continue to improve its Use of Resources rating.

**OPTIONS APPRAISAL & RISK ANALYSIS FOR RECRUITING TO THE POST OF SECTION 151 OFFICER**

	<b>Option</b>	<b>Comments</b>
1	Secondment / Joint appointment with Wyre	The Wyre executive management team has been approached but because of their intention to restructure the management team of the council between now and April 2008 they felt unable to commit to such a proposal at the current time. However, they have a keen interest in working together during the next 12 months to consider bringing together the relevant groups of staff (financial services and audit) in the two councils in advance of considering the Section 151 post.
2	Secondment / Joint appointment with Blackpool	The Blackpool Deputy Chief Executive and finance staff have been approached but are not able to consider this proposal as a result of a recent restructuring which has reduced their capacity.
3	Fixed term appointment (pending above)	The prospect of offering a fixed term contract to the market has been considered largely as a temporary arrangement in advance of the longer term possibilities outlined in 1 above. However, the considered view is that this approach would be unlikely to generate an appropriate level of interest having regard to the difficulties experienced in attracting finance staff with the necessary qualifications and experience.
4	Secondment from other local council (pending 1 or 2 above) or interim agency.	A proposal from Preston City Council which will provide S 151 cover and access to other supporting financial services has been received. A draft SLA has been produced with outline costings which can be accommodated within existing budget provision. <i>(position at 15/10/07)</i>
5	Permanent appointment	This option presents the least risk to the council in terms of securing effective management of the financial services unit. However, it compromises our flexibility if a joint appointment with Wyre is possible in the future. Other relevant factors are that it offers no prospect of securing any efficiency gains and that we will need to secure interim cover until an appointment can be made.
6	Direct approach to recently retired (and appropriately qualified & experienced) officers.	Local networks have been contacted and two direct approaches made.  <i>No Feedback received – 15/10/07</i>



### **Further Analysis**

- Continuity in the availability of qualified and experienced financial services advice is essential for the Council.
- The inability to secure options 1 or 2 prior to the beginning of November means that alternatives need to be pursued.
- The time lost in assessing options 1 and 2 means that the implementation of interim arrangements is now necessary to ensure the continuity referred to above. Appropriate networks are being explored to facilitate this.
- The option of a fixed term appointment (option 3) until such time as joint arrangements can be implemented has been considered but ruled out for the reasons outlined in the comments column.
- Options 4 and 6 will continue to be actively pursued before interim arrangements are finalised.
- Interim agencies have provided CV's for a number of potential candidates. The cost of these is in the £3000 - £3500 per week range.

### **Conclusion & Proposals**

The cost of using an interim agency is prohibitive. Option 4 is therefore being actively pursued.

We will be buying in to a service from a council that has good CPA rating and a score of 3 out of 4 on Use of Resources score (FBC is currently at 2).

It is possible that there may be some dilution of corporate governance arrangements with the proposed arrangement but it is felt that effective management of the service level agreement and the key strengths of the service at Preston will mitigate this risk.

The local government market for finance staff continues to be very tight and competitive. Several councils in Lancashire are struggling to make appointments and are actively pursuing joint arrangements.

The risk of going to the market at a cost of approximately £10000 for advertising etc, failing to recruit and being without anyone for months because of this is greater than the risks associated with the proposed arrangements.

The service level agreement incorporates a requirement to work with neighbouring councils (particularly Wyre BC) in developing longer-term options for shared financial services.

P Woodward

October 16<sup>th</sup> 2007

**SERVICE LEVEL AGREEMENT  
FOR FINANCIAL SERVICES *MANAGEMENT***

**BETWEEN  
PRESTON CITY COUNCIL  
AND  
FYLDE BOROUGH COUNCIL**

1. This Service Level Agreement is made between Preston City Council of the Town Hall, Lancaster Road, Preston ('the Provider') and Fylde Borough Council of Town Hall, St Annes ('the Client') for the provision of Financial Services *Management* ("the Services" as detailed in appendix A ). The Provider is also denoted by 'we', 'us' and 'our' and the Client is also denoted by 'you' and 'your'.
2. The Provider will provide the Services with effect from *22nd June 2008 until 21<sup>st</sup> June 2013* or unless terminated earlier in accordance with this agreement, whichever is the earlier.
3. The Provider will deliver the Services to the standard set out in appendix B subject to the Client complying with its responsibilities as set out in appendix C, *and subject to the Client's appointment of the Assistant Director (Finance Operations Manager, whose Job Outline is set out at Appendix D.*
4. This agreement can be terminated by either party giving the other 6 month's notice in writing or may be terminated on any shorter period by agreement.
5. This agreement will be reviewed *half-yearly* by the parties or as otherwise agreed between the parties and this agreement may be amended as necessary to ensure effective service delivery.
6. The charge for the provision of the Services for the period of the agreement is as set out in appendix E.
7. The Client and Provider accept that common sense discussions should take precedence over the letter of this agreement.

FOR THE CLIENT

Signed:

Name:

Dated:

Contact points for managers of this agreement:-

Provider

Bernard P Hayes

01772 906002

Joanna Scott

01772 906002

Client

Phillip Woodward

01253 658500

FOR THE PROVIDER

Signed:

Name:

Dated:

[b.p.hayes@preston.gov.uk](mailto:b.p.hayes@preston.gov.uk)[j.scott@preston.gov.uk](mailto:j.scott@preston.gov.uk)[phillipw@fylde.gov.uk](mailto:phillipw@fylde.gov.uk)

## APPENDIX A

### 'The Services'

The Provider will provide *management to the* financial services of the Client as set out below:

The Director of Finance of Preston City Council will act as the Council's Section 151 Officer, and will :

- report to and advise the Council, Cabinet and its Committees on all financial matters
- support and liaise with the Member with responsibility for Finance and Efficiency
- *provide advice to Members on all of the Council's financial strategies & policies*
- *report to the Chief Executive for management purposes and sit on the Council's Corporate Management Team*
- ensure the regular monitoring and reporting of financial information, *both revenue & capital* to Members and to the Council's Corporate Management Team
- work with the Chief Executive and Management Team on the implementation of the performance management framework
- provide advice and collate information on matters concerning the use of resources, CRS 07, Local Government financial settlements, Treasury Management and borrowing strategies.
- participate in discussions on the consideration of shared service delivery with neighbouring Councils, and advise the Chief Executive on the assessment of options for the future delivery of Section 151 Officer role, financial services and Internal Audit
- liaise as required with the Council's External Auditor
- *Manage the performance of the Internal Audit Team, meeting regularly with the Chief Internal Auditor and reporting to the Audit Committee*

The Assistant Director (Finance) of Preston City Council will act as Deputy Section 151 Officer, and will :

- *Establish priorities for the financial services teams*
- Oversee and monitor the performance of the *Head of Finance ( Finance Operations Manager )*, *providing mentoring as required*
- Oversee the ongoing budget *forecast position*, including option generation
- Oversee the timely closure of accounts
- *Oversee implementation of the Treasury Management Procedures and review of the Treasury Management Strategy*
- Provide strategic input to ensure that the Council's interests are protected in shared service provision
- *Deputise for the Section 151 officer as required*

*The workloads of the Section 151 officer and Deputy Section 151 officer as detailed above will be interchangeable as circumstances dictate.*

*The responsibilities of the Head of Finance ( Finance Operations Manager), an employee of Fylde Borough Council, are set out in the Job Outline attached at Appendix D .*

For clarity this Service Level Agreement does not include the Revenues and Benefits Service which is the subject of a separate Service Level Agreement.

## **APPENDIX B**

### **'Service Standards'**

The Provider warrants that where the Client complies with its responsibilities, the Provider will provide the Client with financial services as set out in Appendix A.

1. The Provider will assign officers to tasks performed under this Agreement, *appropriately qualified and experienced to meet the requirements of Section 151 of the Local Government Act 1972.*
2. The Provider and the Client will meet on the basis referred to in Clause 5 to discuss arrangements under this Agreement at which meetings any proposals for review of the Agreement may be considered and this Agreement subsequently amended.
3. The Provider and the Client both recognise that additional staffing resources may from time to time be required to meet adequate service provision standards, resulting in additional cost to the Client. These additional resources will be acquired by either the Provider or the client with the prior agreement of the Client's Chief Executive.
4. The Provider will ensure that the Financial Services supplied will accord with the relevant Statutory Regulations and CIPFA Codes of Practice.
5. Both the Client and the Provider will work together in the best interests of the Council.
6. The Provider will produce monthly VAT invoices to the Client.
7. In the event of either party having a complaint to make about the service, or experiencing any problem with the Service provided, either party will report the circumstances and the issue will be resolved by the Chief Executive in conjunction with the Provider.

## **APPENDIX C**

### **Client Responsibilities**

The Client will :

1. supply the Provider with a full timetable of Council, Cabinet and Committee meetings, including report preparation deadlines.
2. provide a timetable for and invite the Provider to all meetings of the Management Team.
3. make available all appropriate Council resources and associated information to the Provider for the fulfilment of this Contract's requirements.
4. take all reasonable steps to ensure the Provider has the full co-operation of the Council and its officers.
5. make payment to the Provider within 21 days of receipt of the invoice, unless there is adequate reason to dispute the charge. Any dispute will be drawn to the attention of the Provider within 7 days of receipt of the invoice.

## **APPENDIX E**

### **Contract Charges**

**Period of Contract - 22<sup>nd</sup> June 2008 to 21<sup>st</sup> June 2013**

#### **PRICE**

Monthly Retainer of £6,250 per month to include services of:

Director of Finance & Assistant Director (Finance) :

Section 151 Officer	DF– average 44 hours per calendar month
Deputy Section 151 Officer	ADF – average 44 hours per calendar month

The retainer also includes support by other City Council staff in respect of specialist advice and services to include:

1. Management of the financial information system,
2. Capital Financing,
3. Financial forecasting,
4. Budget modelling,
5. Treasury Management
6. Closure of Accounts
7. Implementation of Accounting Codes of Practices and Statutory Requirements
8. Pension Fund advice
9. VAT
10. Ad hoc financial advice commensurate with these services

In calculating the retainer an allowance of 5 days per month has been made.

#### **NOTES**

1. The fee is subject to an annual inflationary increase, in line with Local Government pay awards.
2. The fee will remain consistent under normal operating requirements. Any unforeseen additional demands will be subject to negotiation with the Client's Chief Executive.
3. Unless there is a significant variation from the initial assumptions, no change in the fees will be made.
4. Any potentially significant adverse variations which become evident will be discussed with the Chief Executive of Fylde Borough Council.
5. The provider will monitor the hours supplied.



### **JOB DESCRIPTION (FIN001)**

<b>Post title:</b>	Finance Operations Manager
<b>Section:</b>	Accountancy and Financial Administration
<b>Unit:</b>	Finance
<b>Responsible to:</b>	Section 151 Officer & Deputy Section 151 Officer
<b>Responsible for:</b>	Accountancy Team & Financial Admin Team
<b>Hours of Work:</b>	37
<b>Car User Status:</b>	Casual
<b>Other Payments:</b>	None

### **PURPOSE OF THE JOB**

- To manage and develop the Council's on-site (FBC Town hall) Finance Function in the provision of high quality financial services.
- To support the Council's Section 151 Officer & Deputy in the provision of Financial Services to the Council.

### **MAIN DUTIES AND RESPONSIBILITIES**

1. To provide efficient & effective Accountancy & Financial Administration Services to the Council, making use of the most up to date technology and other resources made available.
2. To ensure compliance with legislation, regulations, guidance and good practice.
3. To provide appropriate professional advice to Council Officers, and the Council's Section 151 Officer (or Deputy).
4. As the Senior Finance Officer on site, to make an effective contribution to the Senior Management of the Council.
5. To ensure that the Council's policies and strategies are implemented in a manner which takes full account of the provision of Financial Services.
6. To manage, motivate and direct the Accountancy Team and the Financial Administration Team.
7. To develop innovative practices in service delivery to secure continuous improvement in service delivery.
8. To develop and implement the service delivery plan for Financial Services.

9. To implement performance management techniques in order to achieve targets within financial services and corporately.
10. To make use of project management techniques in order to deliver effective and efficient services both within financial services and corporately.
11. To produce the Council's draft Revenue & Capital Estimates meeting all relevant legislative requirements, and in accordance with CIPFA guidance and Codes of Practice.
12. To produce the Council's Statement of Accounts meeting all relevant legislative requirements, and in accordance with CIPFA guidance and Codes of Practice.
13. To ensure that a comprehensive General Ledger system is accessible to budget holders, and that budgetary control information is available to budget holders.
14. To provide financial input to reports, information and advice to Members, Senior Officers, Budget Holders and the Council's Section 151 Officer (or Deputy) as required.
15. To ensure that grant claims and financial returns are completed in a timely fashion in order to prevent any loss of income to the Council.
16. To participate in the consideration, monitoring and development of shared service activities.
17. To attend occasional meetings representing the Council's Section 151 Officer (or Deputy), as directed by the Section 151 Officer (or Deputy), including meetings with Members, Senior Management, other Authorities and external bodies.
18. To undertake any other duties commensurate with the grade as directed.

### **General Statements**

#### **Health and Safety at Work**

The Health and Safety at Work Act stipulates that it is the responsibility of every employee to observe all rules governing health and safety and such safety equipment as provided must be used. Managers have a particular responsibility for ensuring the effective management of Health and Safety matters within the service managed.

#### **Equal Opportunities**

The Borough Council aims to be an Equal Opportunities Employer and has equal opportunities policies with which you are expected to comply at all times. The Council condemns all forms of harassment and is actively seeking to promote a workplace where employees are treated with dignity, respect and without bias. Managers have a particular responsibility for ensuring that the principles on which Human Rights, Diversity and Equal Opportunities are based are applied to Council services.

Generally, to undertake any other duties as may be commensurate with the level of the post.

June 2008



## FYLDE BOROUGH COUNCIL

### Person Specification (FIN001)

<b>Business Unit:</b> FINANCE		<b>Section:</b>									
<b>Post No:</b> FBC/001/001	<b>Designation:</b> Finance Operations Manager		<b>Grade:</b> PO 48-51								
<b>Qualification:</b>  (E) Full professional membership of CCAB (D) Certified competency in use of relevant IT systems (D) Certificated competency in project management.											
<b>Knowledge/Skills/Abilities:</b>  (E) Ability to implement effectively the strategy for the delivery of financial services. (E) Ability to achieve objectives and targets through effective performance management. (E) Detailed working knowledge of Local Government Finance legislation, regulations, guidance and practices. (E) Knowledge of Mainframe and PC systems and proven ability to use available technology to improve service delivery. (E) Effective communication skills, both verbal and non verbal. (E) Presentation skills, adaptable for a range of audiences. (E) Knowledge and understanding of current issues affecting the service. (E) Strong management, motivational and team building skills. (E) Knowledge of and ability to apply budgetary control techniques. (E) Knowledge of and ability to apply project management techniques. (E) Ability to work effectively as part of the corporate senior management of the Council. (E) Ability to form a strong network of contacts appropriate to the service.											
<b>Experience:</b>  (E) 2 years experience of management at a senior level. (E) 3 years post qualification experience in a large public sector organisation. (E) Significant staff management experience. (E) Significant experience in use of mainframe and other IT systems. (E) Experience of monitoring and controlling large budgets. (E) Experience of establishing a positive performance culture that drives up standards and performance. (E) Experience of representing senior management on multi-disciplinary working groups. (HD) Project Management experience. (HD) A proven track record of team building.											
<b>Special Requirements:</b>  1. The post holder will be the senior finance officer on site (FBC Town Hall) and will be required to travel to meetings held elsewhere. 2. The post holder will be required to attend evening meetings.											
<table style="width: 100%; border: none;"> <tr> <td style="width: 25%;">NB</td> <td style="width: 25%;">E</td> <td style="width: 25%;">Essential</td> <td style="width: 25%;">HD Highly Desirable</td> </tr> <tr> <td></td> <td>D</td> <td>Desirable</td> <td>A Advantageous</td> </tr> </table>				NB	E	Essential	HD Highly Desirable		D	Desirable	A Advantageous
NB	E	Essential	HD Highly Desirable								
	D	Desirable	A Advantageous								

Date Produced: June 2008

# REPORT

REPORT OF	MEETING	DATE	ITEM NO
POLICY & PERFORMANCE	CABINET	JUNE 26 <sup>TH</sup> 2008	8

## THE 2008/09 CORPORATE PLAN

### Public Item

This item is for consideration in the public part of the meeting.

### Summary

The report provides details of the 2008/09 Corporate Plan for Fylde Borough Council that has been updated to include new strategic actions and targets for the medium and long term achievement of the corporate objectives.

### Recommendations

1. That the Cabinet consider the 2008/09 Corporate Plan included in Appendix 1 and approve it for submission to Full Council.

### Reasons for the recommendation(s)

Recommendation 1 has been put forward in accordance with best practice in corporate governance and performance management. The Corporate Plan is a key document that the council is required to produce as part of the performance management framework. The Corporate Plan should first be approved by the Cabinet before it is put to the Full Council for approval as part of the policy and budget framework.

### Alternative options considered and rejected

There is no alternative option to producing the Corporate Plan other than deciding not to produce one which is a course of action that would be detrimental to the corporate planning arrangements of the authority. Every reputable public and private sector organisation produces a corporate plan that outlines to all stakeholders the key strategic actions that the authority is committed to delivering in order to deliver its corporate objectives.

## Cabinet Portfolio

The item falls within the following Cabinet portfolio:  
Corporate Performance and Development is Albert Pounder.

## Report

1. Included in Appendix 1 is a copy of the proposed 2008/09 Corporate Plan for Fylde Borough Council. The Council is required to produce a Corporate Plan each year as part of the performance management framework and as part of the legal requirement to secure continuous improvement in service delivery.
2. The Corporate Plan for 2008/09 has taken into account feedback and information from partners, customers and elected members gathered throughout the year. This feedback has been gathered from customer surveys carried out as part of the key services delivered by the council and through initiatives such as Listening Day, the State of the Borough Event and satisfaction surveys carried out by the Council, the LSP and Lancashire County Council.
3. The actions in the Corporate Plan for 2008/09 have been developed by bringing together the local, regional and national priorities and establishing the key actions for the authority. The actions have clear links to the corporate objectives that have been reviewed and scrutinised during 2007. In turn the objectives are linked to the emerging Sustainable Communities Strategy that the LSP is currently developing.
4. The number of actions in the 2008/09 Corporate Plan has been deliberately reduced with the operational actions previously included in the plan remaining as part of the Service Plans for each service area. The Corporate Plan includes the key strategic actions that will achieve continuous improvement for the authority.
5. The Council's corporate objectives have been the subject of review during 2007 in line with best practice. The review was carried out through overview and scrutiny process. The outcome from the review was considered by the Cabinet which approved the recommendations made by the overview and scrutiny committee.

## Conclusion

The proposed 2008/09 Corporate Plan included in Appendix 1 has been put together to outline the key strategic actions that Fylde Borough Council is committed to deliver to achieve continuous improvement. The Cabinet is asked to consider and approve the Corporate Plan and recommend it is submitted to the next meeting of the Full Council subject to any changes that may or may not be agreed by the Cabinet.

Report Author	Tel	Date	Doc ID
Allan Oldfield	(01253) 658576	May 26 <sup>th</sup> 2008	

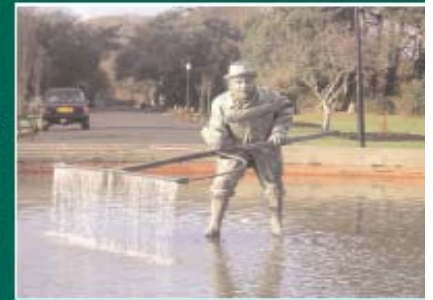
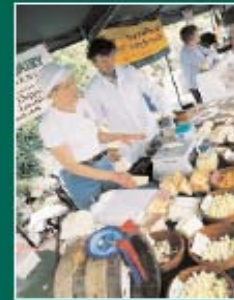
List of Background Papers		
Name of document	Date	Where available for inspection
Corporate Plan 2007/08	June 2007	<a href="http://www.fylde.gov.uk">www.fylde.gov.uk</a>

## Attached documents

### Appendix 1: The 2008/09 Corporate Plan

IMPLICATIONS	
Finance	There are no direct financial implications from this report
Legal	There are no direct legal implications from this report
Community Safety	There are no direct legal implications from this report
Human Rights and Equalities	There are no direct human rights or equalities implications from this report
Sustainability	There are no direct sustainability implications from this report
Health & Safety and Risk Management	There are no direct health and safety or risk management implications from this report

# The 2008 Corporate Plan



HOUSING   DEMOCRACY   ENVIRONMENT   PLANNING   BUSINESS   LEISURE   CULTURE   COMMUNITY   LIVING

## A message from the Leader of the Council



Councillor John Coombes  
Leader of the Council

Welcome to Fylde Borough Council's 2008 / 2009 Corporate Plan which outlines the key priorities and actions we will take as a council to make the quality of your life even better. The last year has proved to be a very challenging year with increasing pressure on the council budgets from concessionary travel arrangements and job evaluation.

Local councils are being squeezed tighter each year and we have to act smarter to continue delivering high quality services in the community. At Fylde we have risen to the challenge by working in partnership with other service providers in the community and with our neighbouring authorities.

The relationship with Blackpool and Wyre authorities is stronger than ever with an increasing number of shared service arrangements. The three authorities are working together on regeneration across the Fylde coast, sea defence schemes, strategic housing, transport planning, economic development and a range of corporate support services.

Despite the financial challenges that we have faced over the last year service delivery performance has continued to improve, the recycling rate has increased further, the planning service has improved, the online services have witnessed record performance levels and member development has received national recognition for it excellent work.

The local strategic partnership has continued to support community based schemes that are improving the quality of life for some of the most disadvantaged groups in the community. Supporting community groups across the borough to achieve their goals is a key priority and the council is not always best placed to deliver a service but we are always ready to provide support and resources.

The Audit Commission published their annual performance letter earlier this year which confirmed that your council is continuing to improve and that many good quality services are being delivered across the community. National performance measures demonstrate that we are performing well in most of the key service areas including waste, recycling, community safety,

cleansing and benefits. Finally, independent “*value for money*” profiles, maintained by the Audit Commission, that you can access online show that Fylde offers some of the best value for money services in the region.

Despite all this 2008/09 will be another challenging year, one in which we will have to make tough decisions to ensure that the council can achieve the things that people have told us are most important to them. Financial and other resources are tight which means that services which are not a priority will have to be reduced. Changes will be made to the way we work and the people we employ to create further savings while at the same time achieving more capacity. A strong focus will be placed on efficiency and greater value for money from everything that we do.

The Action Plan included in this Corporate Plan has been carefully put together to ensure that we continue to deliver improvements across all service areas for the people of Fylde. We are committed to enhancing the reputation of Fylde and delivering a flagship council that the local community will be proud of. The actions have also been developed to ensure that Fylde Borough Council makes a positive contribution to the Sustainable Community Strategy.

We live in a world where change is a constant and continuous improvement is driven by ever changing customer expectations. Although a great deal has been achieved at Fylde there is still a lot more to do. The hard work and dedication of employees, elected members and all our partners will continue so that we can put the customer first, strengthen the local community and enhance the reputation of the Fylde borough.

Councillor John Coombes  
Leader of the Council



## The Corporate Plan

The Corporate Plan lets you know what Fylde Borough Council is going to do over the next few years to continually improve services across the community. Every effort has been made to make this plan user friendly and easy to understand. Essentially it represents what the council is doing on behalf of the people it serves.

The information contained in the Corporate Plan links all the key corporate actions to the agreed corporate objectives and priorities. The Council is committed to delivering against these priorities because they have been developed based on all the research and feedback from across the community that is gathered on a daily basis from a large number of sources.

This plan serves as a reminder to the local community what the priorities are and makes the clear link between the corporate plan (Fylde Borough Councils) and the Sustainable Communities Strategy (all organisations that are responsible for public service delivery in the borough). The council works closely with the community partners to ensure that everything we do is consistent with the objectives in the Sustainable Community Strategy.

The Council must balance local, national and regional priorities so these are taken into consideration when developing the priority areas in the plan and the actions represent what is best for the community and people of Fylde.

The Action Plan outlines the key things that the Council will deliver. The actions are not restricted to the coming year, some actions are ongoing and some are new actions that may take more than one year to deliver.

All the actions outlined in the plan have been developed after budget and resources have been set. In this way it is possible to outline what is realistic and achievable within resources and the council is not making false promises to the community.

The Council is constantly trying to improve the services it delivers and to achieve this we rely on customer feedback to help us improve. If you have any comments or suggestions about any Council service or the Corporate Plan then use the contact details below to let us know.

## Have Your Say

You can e-mail us at [listening@fylde.gov.uk](mailto:listening@fylde.gov.uk)  
You can provide feedback using our online form at [www.fylde.gov.uk](http://www.fylde.gov.uk)  
You can call the dedicated call centre line on **01253 658658**.

You can call in person at the One Stop Shop in St Annes open Monday to Friday 8.30am to 5pm.

You can write to us at:

**The Corporate Plan  
The Town Hall  
FREEPOST  
BJ952  
FY8 1BR**



*To establish Fylde Borough Council as a flagship local authority*

## Our Corporate Objectives

To improve the economic, social and environmental well-being of our communities

To promote and enhance the natural and built environment

To increase the availability and access to good quality housing for all

To maintain safe communities and reduce the fear of crime

To support a strong and diverse Fylde coast economy to enhance employment prospects

## We will do this through:

Focusing on customer requirements  
Clear community and organisational leadership  
Delivering high quality, cost-effective services  
Partnership working

The corporate action plan outlines the priority tasks required to deliver the corporate objectives.



## The 2008 / 2009 Corporate Action Plan

The Corporate Action Plan contains the key strategic actions that the Council will focus on from April 1st 2008. The Action plan has been drawn together by officers and Cabinet members but is informed by a number of sources including:

- Inspection and audit recommendations
- The objectives in the Sustainable Community Strategy
- Feedback from Listening Day and State of the Borough
- Customer feedback gathered throughout the year
- National and regional priorities and targets
- The medium term financial strategy and budget estimates
- Employee improvement workshops carried out in service areas
- Local priorities directly relevant to the Fylde Borough

The actions are based on the corporate priorities and objectives that have been established through long-term consultation with all stakeholders. None of the actions will require additional finance because they are in line with the budget set by the council in March 2008.

## The Medium Term Financial Strategy and the Corporate Plan

Money spent by the Council is public money that is managed through an effective Medium Term Financial Strategy. The Strategy is not just a budget projection to set the council tax level it is an integral part of the performance management framework to ensure that the Council does not embark upon activities that it cannot afford to deliver or that do not contribute to the corporate priorities. This forward-planning process allows the Council to link the finances to business priorities.

The financial strategy at Fylde has been developed to:

- Ensure the level of reserves is appropriate
- Identify changes that will have a financial impact
- Accurately predict levels of spend in the future
- Identify revenue costs resulting from capital expenditure
- Estimated investment required for new or increased priority
- Provide savings to balance the books and fund new investment
- Ensure every project has the required financial resources

In 2008/09 the council set the second lowest council tax of the Lancashire Districts whilst at the same time is delivering a robust efficiency agenda. The key strategic financial objectives of the Council are:

- To achieve a balanced budget
- To achieve a minimum general reserve of £530,000
- To ensure all growth bids will be cost neutral
- To implement a robust value for money & efficiency agenda

The actions contained in the plan will drive the council towards achieving our corporate objectives for the community. The actions have been properly financed and resourced in order to achieve greater value for money.

## Moving to Excellence Report

In November 2007 the Council adopted the Moving to Excellence Report prepared by the Chief Executive. This report set out three key areas of focus for the Council's business activities to address in order to achieve continuous improvement.

The report recognizes that our activities need to become more business-like while at the same time retaining the underlying public service ethos of local government.

The three areas of focus are:

- Understanding our customer / community needs and expectations,
- To question why we continue to provide the services we offer,
- To monitor and manage our performance to ensure that it is as effective as possible.

## Joint Strategic Working

A key area of activity that the Council will continue to develop during 2008/09 is joint strategic working with our neighbouring councils on the Fylde coast through a Multi Area Agreement.

This innovative work, which is one of only 13 national pilots, will make demands on the management capacity of the Council but will be an important component of our future work in relation to the sub-national review of economic development and regeneration and in relation to the Comprehensive Area Assessment from April 2009.

The management of the emerging relationships in the MAA alongside those which already exist within the Local Strategic Partnership and the LAA performance framework will be a key issue for senior managers and politicians at Fylde Borough Council during 2008/09.



## The 2008/09 Corporate Action Plan

Strategic Theme	Actions Required	Lead Post	Outcome to be achieved by April 1 <sup>st</sup> 2009	Portfolio
<b>Corporate Priorities</b>  Focus on customer requirements Community leadership	<ul style="list-style-type: none"> <li>Review the corporate objectives in line with changing national and local priorities.</li> <li>Maintain the statutory FBC services and maximise their outcomes.</li> <li>Implement measures to prevent and address under performance.</li> </ul>	CEX  All Directors  Director (PBI)	Objectives reviewed by O & S and prioritized in all service areas. No statutory services showing a fall in performance during 2008/09. All service plans reviewed and 90% staff PDA's completed.	PP & CS  PP & CS  PP & CS
<b>Planning &amp; Place Shaping</b>  Promote the built environment. Enhances the natural environment. Good quality affordable housing. A strong & diverse economy. Community leadership	<ul style="list-style-type: none"> <li>Implement a programme of public consultation workshops on future spatial planning</li> <li>Increase the delivery of affordable housing</li> <li>Improve the capacity and performance of the planning services</li> <li>Implement a clear approach to Section106 agreements to achieve maximum planning gain for the community</li> <li>Review the need / demand for allotment sites in the Borough.</li> </ul>	Director (SD)  Director (SD)  Director (SD)  Director (SD)  Director (CS)	Workshops held and outcomes recognized in emerging policy.  Targets for affordable housing achieved.  Performance measures show above average for all English councils. Clear policy and approach published and applied with evidence of increase in planning gain.  O & S report presented to Cabinet.	D & R  CW & P  D & R  D & R  E W
<b>The Classic Resort</b>  A strong & diverse economy Promote the built environment.	<ul style="list-style-type: none"> <li>Review the economic development strategy</li> <li>Implement the Visitor Economy Pilot initiative</li> <li>Establish Classic Resort status for St Annes</li> </ul>	Assistant CE  Director (SD)  Director (SD)	Revised strategy agreed and published with action plan. VEP partnership in place with action plan.  Classic Resort status achieved.	D & R  C & T  C & T

Strategic Theme	Actions Required	Lead Post	Outcome to be achieved by April 1 <sup>st</sup> 2009	Portfolio
<b>Swimming Provision</b>  Social well being of the community. Partnership working.	<ul style="list-style-type: none"> <li>Implement the Council agreed decisions regarding the existing public swimming facilities.</li> <li>Undertake a feasibility study on the future provision of public swimming in the borough. (explanatory note – we will seek to identify and work with a supplier on this study that is capable of providing a new facility and will earmark capital receipts from the disposal of current sites towards the project, providing the study indicates that it can be operated at a reasonable level of revenue contribution.)</li> </ul>	Director (CS)  Director (CS)	The Council has no ongoing operational responsibility for the operation of public swimming pools. Study completed, outcome published and the policy position of the council agreed.	C & T  C & T
<b>Efficiency and Value for Money</b> High quality, cost effective services. A strong & diverse economy. Organizational leadership	<ul style="list-style-type: none"> <li>Implement the disposal of none required assets.</li> <li>Deliver the approved budget and the savings efficiency targets for 2008/09</li> <li>Review the role and terms of reference of the Standards Committee</li> </ul>	Director (CR)  Director (CR)  Director (CR)	Asset list identified and disposal agreed  Council budget trend on target for 2008/09  Committee role and constitution revised and operating	F & E  F & E  Leader
<b>Council Office Refurbishment</b> High quality, cost effective services.	<ul style="list-style-type: none"> <li>Secure final sign-off of Town Hall refurbishment project.</li> <li>Confirm the Town Hall refurbishment project.</li> </ul>	CEX  CEX	Plans, time-table and costs published and agreed. Contract awarded for Town Hall refurbishment project	F & E  F & E

Strategic Theme	Actions Required	Lead Post	Outcome to be achieved by April 1 <sup>st</sup> 2009	Portfolio
<b>Shared Service Working</b>  Partnership Working  Contributes to all five Corporate Objectives	<ul style="list-style-type: none"> <li>Review the approach to shared services and develop a clear corporate policy</li> <li>Review proposals for “arms-length” arrangements in Streetscene operations</li> <li>Review the scope of the Streetscene operations with partners and develop an implementation plan</li> <li>Ensure maximum benefit from the LSP, LAA and MAA arrangements for the Fylde community</li> <li>Service Level Agreements in place for all shared service arrangements</li> </ul>	CEX  Director (OS)  Director (OS)  Assistant CE  Director (CR)	Policy in place and applied to all shared service arrangements.  Decision made on whether to pursue an “arms-length” operational company.  Review completed, actions agreed by Cabinet and implementation plan underway. Clarity of the purpose of each defined and published and priorities established.  SLA’s agreed, signed, published and monitored quarterly.	Leader  E W  E W  Leader  F & E
<b>Resources, Finance &amp; Corporate Governance</b>  High quality cost effective services Organisational Leadership	<ul style="list-style-type: none"> <li>Implement an effective budget monitoring, management and reporting system</li> <li>Establish secure and permanent arrangements for the provision of financial support services.</li> <li>Improve the capacity and performance of the financial support services.</li> <li>Develop and implement clear Corporate Governance arrangements</li> </ul>	Director (CR)  CEX  Director (CR)  CEX	Quarterly monitoring and reporting arrangements in place.  Arrangements and performance measures agreed by Council.  Performance measures in place that demonstrate improving trends  Governance arrangements published and reporting arrangements in place.	F & E  F & E  F & E  Leader
<b>CPA Re-Categorization</b>  A flagship local authority. Community leadership.	<ul style="list-style-type: none"> <li>Pursue CPA re-categorisation with a minimum target of a ‘good’ rating.</li> <li>Plan and prepare for CAA with community partners.</li> </ul>	All Senior Posts Assistant CE	Council secures an improved CPA rating.  Project Implementation document agreed and published through LSP.	PP & CS  PP & CS

Strategic Theme	Actions Required	Lead Post	Outcome to be achieved by April 1 <sup>st</sup> 2009	Portfolio
<b>Reputation Management</b>  A flagship local authority  Community & organizational leadership	<ul style="list-style-type: none"> <li>Provide consistent and clear messages on council matters to the media.</li> <li>Improve points of contact with the media and champion all successes.</li> <li>Implement measures within the Moving to Excellence Report to improve staff morale and motivation.</li> </ul>	Assistant CE  Assistant CE  CEX	Clear lines of responsibility in place for management of messages to the media. At least 75% of staff and members agree local media coverage of council matters is fair (staff / member survey). At least 75% of staff agree Fylde is a 'good place to work' (staff survey).	Leader  PP & CS  PP & CS
<b>Management Team Roles and Capacity</b>  Organizational Leadership  High quality cost effective services	<ul style="list-style-type: none"> <li>Implement Management Team review in line with the Moving to Excellence Report and revised corporate objectives and priorities.</li> <li>Realign organisational capacity in keeping with corporate objectives and priorities</li> <li>Define roles and responsibilities within the new management structure and achieve high performance across all directorates.</li> </ul>	CEX  CEX  All Directors	Management Team review completed and new arrangements in place.  Additional capacity identified and realigned towards key strategic functions  National (and supplementary) Indicators demonstrate improvement over time and compare favorably with the best for all key FBC indicators	Leader  Leader  PP & CS
<b>Cabinet Roles and Capacity</b>  A flagship local authority  Community & organisational leadership	<ul style="list-style-type: none"> <li>Review Cabinet portfolios in keeping with corporate objectives and priorities.</li> <li>Communicate the strategic objectives and outcomes for the community from Cabinet level.</li> <li>Continue to develop the relationship between Cabinet members and Scrutiny members.</li> <li>Develop and implement a measure of public involvement / engagement in the decision making process.</li> </ul>	N/A  N/A  Director (CR)  Director (PBI)	Cabinet restructure completed and new arrangements in place. Corporate Plan published with actions allocated to Portfolio Holders.  Achievement of level 2 of the Member Development Charter.  Baseline of public involvement in decision making established with improvement targets in place.	Leader  Leader  PP & CS  PP & CS

**Key** CEX = Chief Executive  
Director (CR) = Corporate Resources  
Director (PBI) = Performance & Business Improvement  
Director (CS) = Community Services

Assistant CE = Assistant Chief Executive  
Director (SD) = Strategic Development Services  
Director (OS) = Operational Services

**Portfolios**

Leader	=	Leader of the Council
D & R	=	Development and Regeneration
F & E	=	Finance and Efficiency
C& SW	=	Community and Social Wellbeing
EW	=	Environmental Wellbeing
C & T	=	Culture and Tourism
PP & CR	=	Policy, Performance and Customer Relations

# REPORT

REPORT OF	MEETING	DATE	ITEM NO
POLICY & PERFORMANCE	CABINET	JUNE 26 <sup>TH</sup> 2008	9

## PAY & GRADING POLICY REVIEW

### Public Item

This item is for consideration in the public part of the meeting.

### Summary

The report provides details of the outcome from the pay and grading evaluation project that has been carried out at Fylde Borough Council over the last 20 months including details of the process applied, the cost of the scheme and future policy implications. The outcome of the exercise includes a revised policy to determine pay and grading matters at Fylde.

### Recommendations

1. That the Cabinet formally closes the single status pay and grading evaluation project at Fylde and the opportunity for any retrospective claims on the grounds of equal or fair pay.
2. That the Cabinet approve the process outlined in Appendix 1 for all pay and grading evaluations at Fylde.
3. That the Cabinet recognise and champion the exceptional outcome achieved from the pay and grading evaluation project.

### Reasons for the recommendation(s)

Recommendation 1 has been put forward to formally end the pay and grading evaluation project and close off the budget that has been allocated to pay for the changes in pay. In closing the project the Cabinet is confirming that the opportunity to submit claims for up to six years back pay on the grounds of equal pay under the former pay and grading terms and conditions has expired. Employees had 6 months from the date of the evaluation results being announced to make any equal pay claims based on the former terms and conditions. The evaluation results were announced on November 27<sup>th</sup> 2007 which is the same date they were informed that the pay and grading terms and conditions have changed. Employees still have the right to make an equal pay claim at any time based on

the new pay and grading terms and conditions but any such claim can only be back dated to November 27<sup>th</sup> 2007.

Recommendation 2 has been put forward to confirm the process that is now in place for determining all pay and grading at Fylde Borough Council. The policy on this was agreed with the Cabinet and the unions before the start of the project. The pay and grading evaluation and appeals process has been refined and improved during the implementation of the evaluation scheme and agreed with the unions through JCC meetings held in 2007.

Recommendation 3 has been put forward as part of the commitment to making the council a flagship authority with an excellent reputation for performance. The evaluation project has been an overwhelming success in comparison to similar projects across the region and the country. The project has been delivered on time, within budget and it has achieved the primary objective of having the minimum number of employees negatively affected by the outcome.

### **Alternative options considered and rejected**

The alternative options in terms of the pay and grading evaluation scheme were addressed in 2004/05 when the unions at Fylde worked with the Head of Human Resources to determine the most suitable scheme. A number of national single status schemes were examined at the time and the unions recommended that the GLPC scheme is used and the management at Fylde supported this recommendation. The unions rejected the national scheme that was developed specifically for this project in consultation with UNISON on the grounds that it was too complex and resource intensive. This scheme has been adopted elsewhere and has encountered several major problems.

Union members continued to play a key role in the planning and implementation of the evaluation scheme to the extent that 90% of the employees trained to carry out the evaluations were union members. Details of the procedures were widely published for comment on the intranet and taken to several joint meetings between the unions and management. Procedures were changed, reviewed and updated in response to feedback and final agreement was reached in September 2007.

### **Cabinet Portfolio**

The item falls within the following Cabinet portfolio:

Interim Corporate Performance and Development is Albert Pounder.

### **Report**

1. The pay and grading evaluation (or job evaluation as it has previously been known) project has been implemented in accordance with the requirements of the national single status agreement drawn up between the public sector unions and the employers. Every local authority is required to have implemented an evaluation of existing posts by April 1<sup>st</sup> 2007. Fylde began this process in January 2007 with a target to complete by December 2007. All the evaluations were completed in six months and agreement was reached with the unions and the results announced on November 2007.
2. Authorities that had started the project earlier and even completed the evaluations by January 2007 in some cases experienced significant problems with the scheme including long delays, low morale, job dissatisfaction and additional costs. A primary objective was set for the evaluation scheme at Fylde to ensure fairness, equality, affordability and continued service delivery. This objective was used to focus and

inform decisions on setting the pay line, moderating the inconsistencies in any evaluations and developing the appeals procedure.

3. The evaluations were carried out by panels made up from employees that were trained in the GLPC single status evaluation scheme and supported by an external consultant that has over 20 years experience of implementing the scheme including recent success at district councils including Pendle, Hyndburn and Ribble Valley. The Consultant provided additional training and support to the Executive Manager for Policy and Performance responsible for co-ordinating the project, overseeing agreements with the unions and managing the pay and grading policy in the long term.
4. After extensive consultation with the unions through the formal meeting held between the unions and management at Fylde the new procedure for pay and grading arrangements were agreed. The agreed procedure is outlined in Appendix 1 to this report including the appeals process. As part of the collaborative agreement to implement the scheme and publish the results the terms and conditions of every employee for pay and grading at Fylde Borough Council were changed. The changes to the terms and conditions are the process outlined in Appendix 1 to this report.
5. The results of the single status pay and grading evaluation project were announced on November 27<sup>th</sup> 2007 with details of the score against each criteria for the post and the process for appeals. A personal letter was sent to every employee which also informed them that the terms and conditions for pay and grading have been changed. The scheme does not take into account the person that is currently employed in a post it is specifically designed to evaluate the job description and supporting factual information related to the purpose, role and responsibilities regardless of the post holder. The evaluation process does not determine pay it determines the hierarchy of posts across the organisation a pay line is placed against the hierarchy of posts that determines pay. The pay line has been set by the council based on sustainability and affordability and was agreed at Cabinet on June 13<sup>th</sup> 2007.
6. Employees had until January 3<sup>rd</sup> 2008 to register an appeal and 58 post holders registered formal appeals only two of which had an outcome that would see their pay decrease. The appeals were heard by a panel of managers and union members in accordance with the procedure outlined in Appendix 1 and in some cases the appeals were moderated. The resources to carry out the appeals were limited and each appeal required the Executive Manager or a nominated line manager to provide comment. The appeals were completed by April 1<sup>st</sup> and the results communicated to the staff.
7. From a list of 565 posts including casual, seasonal, part time and permanent employees a total of 152 posts received a financial increase as a result of the evaluation outcomes with 30 posts going down in pay but only 10 of these posts were permanent employees the rest were casual or seasonal posts that were mostly vacant at the time of announcing the results. Two of the 10 permanent posts were on protected salary arrangements that would have been removed as a part of the national agreement with the unions. Any increments awarded were backdated to April 1<sup>st</sup> 2007 or the start date of the employee if this was later. Protection arrangements for the employees that were to lose salary also applied from April 1<sup>st</sup> 2007. In 7 of the 10 cases where the employee will experience a reduction in salary over the next two years the loss will be less than the annual pay increase based on 2.5% per annum. This means they will not lose actual pounds and pence during this period but they will not benefit from the annual pay increase as much as they would have.
8. During the evaluation exercise a number of inconsistencies with the council structure and posts were addressed as part of the equal pay exercise. The major issue that



needed to be addressed was the unequal pay and terms that had been created in the Streetscene operation as a result of the transfer of staff from Wyre under TUPE regulations. UNISON and the management were keen to see this inequality removed because of the negative impact on morale. The Executive Manager for Policy and Performance negotiated the transfer of the employees on to the same terms and conditions as those at Fylde which included the pay and grading process. As a result of this all 59 of the staff are better financially better off. The cost of the transfer to achieve single status pay and conditions across the whole council has been taken from the budget set aside for pay and grading.

9. The former Section 151 Officer set the budget for pay and grading in November 2006 at £300,000 from 2007/08. This budget was set based on the best estimate after examining the outcomes of the evaluation process in similar sized authorities. However, in February 2007 this figure was revised down to £107,000 for 2007/08 and £200,000 per annum thereafter based on initial set of results from the first round of evaluations. The table below provides details of the cost of the scheme over the next five years which takes into account the incremental drift. This is the additional cost year on year in the short term as a result of employees moving up through the new pay band to the top of the scale or in the case of many of the manual employees moving off fixed pay points that cannot apply under the new national arrangements. The figures below represent the increases awarded as a result of the evaluation scheme and do not include the savings from any reductions in salary or casual employee payments that will be realised. The figures below also include the additional cost of transferring the employees from the Wyre TUPE regulations to Fylde's terms and conditions which was an unknown factor at the time the budget was set but has been incorporated and still the project has been delivered within budget.

<b>Financial Year</b>	<b>Actual Cost of Increase £</b>	<b>Budget £</b>	<b>Variance £</b>
<b>2007/08</b>	104,444	107,000	-2,556
<b>2008/09</b>	175,151	200,000	-24,849
<b>2009/10</b>	216,983	200,000	16,983
<b>2010/11</b>	237,843	200,000	37,843
<b>2011/12</b>	239,801	200,000	39,801
<b>5 Year Total</b>	<b>974,222</b>	<b>907,000</b>	<b>67,222</b>

10. In future years the annual pay bill cost rises mainly due to the affects of 'incremental drift' which is the result of the implementation of this new pay grading structure. These pay bill increases will be reflected in future financial forecasts to members.
11. From initial indications the Council is unlikely to be subject to any additional Equal Pay Claims. The Council has not set aside any additional budget provision for this. If the

position change and results in additional financial costs, Members will be informed accordingly.

12. The outcome of the scheme at Fylde should be considered a major success for several reasons. The primary objective to achieve a fair, equal and affordable outcome without any detriment to service delivery was achieved. The scheme was implemented on time and within budget. When compared to other schemes across the region the cost has been less than most and it has been implemented in a much shorter time frame. Several authorities have been implementing evaluation schemes for several years and some are struggling to complete them while others have experienced significant numbers of employees having to deal with large salary losses and evaluation schemes running over budget on implementation costs and increases in pay.
13. The pay and grading evaluation project is one part of the requirements within the national single status agreement to develop and deliver an effective Pay and Workforce Strategy. Attention is now focused on workforce and succession planning to ensure that the authority has the right people in the right posts to deliver high quality services today and in the future. The process in Appendix 1 will ensure that equal pay and grading is continued throughout the authority in line with the single status national agreement.

## Conclusion

The pay and grading evaluation project has been a success achieving a sustainable and affordable outcome for the authority with a very low number of employees losing out financially. A fair and equal process has been agreed that will be used to determine all pay and grading matters in the authority to ensure that the current arrangements are maintained. The council has delivered a difficult but necessary project with the minimum of disruption to service delivery.

Report Author	Tel	Date	Doc ID
Allan Oldfield	(01253) 658576	May 20 <sup>th</sup> 2008	

List of Background Papers		
Name of document	Date	Where available for inspection
Single Status Agreement	2004	<a href="http://www.supportequalpay.co.uk/CouncilWorks.aspx?gclid=CP7bkLL5tJMCFQo1QgodxhidCQ">http://www.supportequalpay.co.uk/CouncilWorks.aspx?gclid=CP7bkLL5tJMCFQo1QgodxhidCQ</a>
Single Status (UNISON)	2005	<a href="http://www.unison.org.uk/localgov/gettingequal/">http://www.unison.org.uk/localgov/gettingequal/</a>

## Attached documents

### Appendix 1: The Pay and Grading Process at Fylde

## IMPLICATIONS

Finance	The financial implications are included in the body of the report and have been accounted for in current budget provision
Legal	The council was required to implement an evaluation scheme as part of the single status national agreement
Community Safety	There are no direct community safety implications as a result of the report
Human Rights and Equalities	The scheme has put in place a process for ensuring that every post is evaluated in a fair and equal manner
Sustainability	There are no direct sustainability implications as a result of the report
Health & Safety and Risk Management	There are no direct health and safety management implications as a result of the report



## **Appendix 1: The Pay & Grading Process**

### **The Evaluation Process**

The following process is in place to evaluate all posts across the authority. A post cannot be placed on the establishment or changed in any way without first being subject to evaluation.

#### **Step One – Information Submission**

The need is identified to change the duties and responsibilities of an existing post or to create a new post in the authority. The job description and person specification for the changed or new post are submitted to the Lead Officer responsible for pay and grading to be evaluated. A copy of the structure chart for the service area the post is employed must also be submitted clearly identifying the post to be evaluated.

If a post that is being changed is currently filled then the employee(s) must sign to accept any changes being made to the job description. A copy of the job description with the employee(s) signature and that of the service Director must be submitted prior to evaluation. The employee(s) must be given the opportunity to submit an additional information sheet to support the evaluation a copy of which can be downloaded from the intranet. It is the responsibility of the employee(s) to complete the additional information sheet if they wish to submit one and have the sheet signed off by their line manager.

#### **Step Two – Evaluation Panels**

The Lead Officer for pay and grading will set up a minimum of two panels each with four different trained evaluators. The evaluators cannot be employed in the same service area as the post under evaluation. Each panel will evaluate the post in accordance with the GLPC scheme agreed at Fylde. The panels can only request information about the posts and not the post holders – the evaluation of the job and not the person doing the job.

The evaluated scores from each panel will be examined by the Lead Officer to check for consistency across the panels. The Lead Officer can elect to hold further evaluation panels if required.

#### **Step Three – Moderation Panels**

If the results from two or more evaluation panels show inconsistency in scoring any of the criteria then the Lead Officer will set up at least one moderation panel. The moderation panel will consist of four trained evaluators but where possible should not

include anyone that has been involved in the initial evaluation panels and again cannot include anyone that works in the same service area as the post under moderation.

The moderation panel will only examine the scores that have been circled on the evaluation sheet by the Lead Officer and will be required to consider whether the score circled is appropriate for the post. The moderation panel are asked to consider whether they can accept the circled score when considered in the context of the scheme. The moderation panel have the option to increase, decrease or accept the circled score and should state clearly the reasons for any increase or decrease based on the criteria in the scheme.

The Lead Officer can hold as many moderation panels as deemed necessary to obtain a consistent and fair score based on the scheme.

#### **Step Four – The Result**

The Lead Officer will communicate the result in writing to the Director of the service and any employee(s) that are currently in post. The evaluated score will be placed on the agreed pay line and the pay appropriate to the post will be communicated in the letter. The outcome will be reported to the HR team so that any necessary changes can be made on HR Vision.

#### **The Pay & Grading Appeals Process at Fylde**

The appeals process outlined here is solely for appeals made against the outcomes of the GLPC post evaluation scheme applied at Fylde Borough Council and not for equal pay claims. This agreement does not in any way impact on an individual's right to make an equal pay claim which should be submitted no later than six months from the formal announcement of the evaluated score.

This appeal procedure will be applied if an individual employee in a post or a group of employees in the same post is dissatisfied with the outcome of the evaluation score under the GLPC Pay and Grading Scheme and providing that they meet the criteria stated in the procedure.

If there is more than one employee in a particular post and an appeal is submitted the outcome of the appeal will apply to all the post holders.

Representatives involved on the appeals panels will be trained in the GLPC scheme. The members of the Appeals Panel will be independent of the scoring process. Each Appeals Panel will have access to advice from employees that have been engaged in the scoring process.

This is an appeal against the outcome of the score allocated to a post under the GLPC evaluation scheme applied at Fylde. It is not an appeal against the new pay structure, the protection arrangements or any of the changes to terms and conditions arising from the pay and reward strategy. This procedure has been developed and approved in accordance with the procedure in place for consultation on HR issues.

If a post holder is due a payment increase as a result of an evaluated post and they choose to appeal any increased payment will be suspended until the outcome of the appeal.

If an employee holds a post that has the same job description as a number of other employees and they intend to appeal only the employee making the appeal will have to wait for any increments due until the outcome of the appeal.

The unions fully support the appeals process and have been engaged in developing it together with the management at Fylde.

### **Grounds for Appeal**

If an employee is dissatisfied with the outcome of the post evaluation and decides they want to pursue an appeal then they can do so on the following grounds:

**An appeal can only be considered on the factor scores awarded against the original job description and any additional information that was agreed and submitted to the panels. Appeals cannot be made on the grounds of comparison with other jobs inside or outside the organisation.**

If an employee feels that information has been excluded from the job description and / or additional information sheet then they must get agreement from their Line Manager to have the post re-evaluated based on an updated and agreed job description. The omission of information from the agreed job description and / or additional information sheet is not grounds for appeal against the evaluated score.

Employees cannot appeal on the grounds that an individual factor score is less than another post because the requirement is to outline with clear evidence the grounds for appealing against the score allocated to their post regardless of what other posts have scored. All posts have been scored based on the information on the council establishment, the agreed job description and any additional information on the additional sheets agreed and provided. To simply appeal against a score because another post scored differently is not evidence that a score should be changed.

### **Stage One – Pre Appeal**

The unions and management at Fylde want to prevent Appeal Panels convening unnecessarily and employees having to undergo unnecessary work on an a full appeal. The Pre-Appeals process has been developed to resolve issues and potential misunderstandings with the scheme on an informal basis. The Pre Appeals process is not compulsory but an option that is recommended by the management and unions.

If an employee decides to make use of the Pre Appeal advice they should submit a Pre-Appeal Form within **10 working days** of formally receiving the evaluation outcome on their existing post. It is accepted that at this stage of the process the post holder may be unsure about the exact details of their appeal and therefore will only be required to provide general details for a Pre Appeal meeting.

A Pre-Appeal meeting will be set up involving the employee and at least one member of staff that was trained in the evaluation scheme who will provide advice on the GLPC scheme and the way the panels worked. The employee can request one other work colleague of their choice to attend the pre appeal meeting if they wish. This meeting will be held within **10 working days**.

The employee will be provided with support and advice on the application of the scheme and the reasoning behind the scoring in an effort to help them understand better their grounds for appeal. The grounds for appeal may remain as a result of this meeting or the employee may decide not to progress any further with the appeals process. The decision whether to move to stage two and a Formal Appeal can only be made by the employee making the appeal.

### **Stage Two – Formal Appeal**

If an employee elects to go straight to the formal appeal stage they must complete the Formal Appeals Form within **20 working days** of receiving the formal notice of the evaluation outcome giving full details of the reasons and the grounds of their appeal. This cannot include the inclusion of new information about the post that the original panels did not have when the post was scored. However, it can be information that provides clarification of a duty, responsibility, work demands or work environment.

If an employee elects to go to a formal appeal after undergoing the Pre Appeal stage then they have **10 Working Days** from the day after the Pre Appeal meeting to complete the Formal Appeals Form.

The Formal Appeals Form along with any information to support the reason for appeal should then be submitted to the HR Link Officer (or any post holder acting in this capacity). The Formal Appeals Form will then be forwarded to the employee's Executive Manager for confirmation. The Executive Manager is required to provide comment and return the completed form to the Executive Manager for Policy and Performance within **10 working days** of receipt. The employee will be provided with a copy of the Executive Managers comments as part of the appeal outcome.

The Formal Appeals Form and any supporting evidence will be considered by an Appeals Panel, comprising of four employees trained in the GLPC scheme. Two of the panel members will be employees that are in a trade union and two will be representatives from the Management Team. Panel members will not be engaged in any appeals from their own business unit to prevent any conflict of interest.

The Appeals Panel may request further information from the post holder or line manager in writing and reserve the right to review scores in any factor because several factors are inter related e.g. supervision and decisions. The Appeals Panel will be advised and supported by the lead officer responsible for the Pay and grading scheme at Fylde.

### **The Appeal Decision**

The Appeals Panel will consider the evidence presented against the original evaluation score and will make one of the following decisions:

1. The appeal is successful and the post score adjusted higher in accordance with the GLPC scheme (this may not mean the post is graded any higher in salary terms as it may stay within the same pay band)
2. The appeal is unsuccessful and the original evaluated score remains
3. The appeal is unsuccessful and has identified that the original score should be adjusted lower in accordance with the GLPC scheme.

The outcome of the appeal will be sent in writing to the appellant and a record of the decision placed on file. The identity of the appeal panel members will not be disclosed because Fylde is a small authority and employees from across the authority are in regular contact with each other.

In order for the appeal to be successful at least **three** of the four panel members must agree that the evidence warrants the score being adjusted up or down. If the panel is split or cannot reach a majority view then the casting vote will be made by the advisor. It is only in the event of a split decision that the advisor will make the casting vote.

The Appeals Panel will meet within **20 working days** of receiving the formal written appeal.

This is the only right of appeal against the outcome of the GLPC scheme applied at Fylde Borough Council. Employees cannot appeal to an external tribunal or independent arbitrator on the grounds that they disagree with the scheme applied at Fylde. However, they can appeal to an external tribunal on the grounds of equal pay by submitting an equal pay claim. This will require the employee to identify a comparator post and demonstrating that the claim is on the grounds of gender within six months from the formal announcement of the evaluated score.

The implementation date of any evaluation outcomes will be the date on which an employee undertakes a new or revised post.



# REPORT

REPORT OF	MEETING	DATE	ITEM NO
CONSUMER WELLBEING AND PROTECTION	CABINET	26 <sup>TH</sup> JUNE 2008	10

## DEVELOPMENT OF A FYLDE COAST HOUSING STRATEGY

### Public Item

This item is for consideration in the public part of the meeting.

### Summary

The rationale for development of a Fylde Coast Housing Strategy is underpinned by a recognition that the majority of the Fylde coast comprises a single housing market. Working across local authority boundaries provides an effective way of meeting the housing requirements of local people on a strategic basis; and development of a Fylde Coast Housing Strategy would enable us to understand and respond to the differing needs and distinctive characters of each part of the area, whilst also identifying key common issues that are best addressed across the whole area.

Officers have been working in partnership with the officers of other Fylde coast authorities and other agencies to develop this strategic approach. It is also a key element of the joint work identified under the Fylde Coast Multi-Area Agreement.

This report identifies the work completed to date, and discusses the next steps in terms of identifying key strategic issues and priorities.

The report seeks Cabinet's endorsement of the Council's ongoing involvement in the development of a Fylde Coast Housing Strategy and the need for more detailed involvement of Members in setting the long term aims and determining key priorities.

### Recommendations

1. That the Council's ongoing involvement in the development of a Fylde Coast Housing Strategy be noted and endorsed.
2. That the Cabinet notes the need for further involvement of Members in setting the long term aims and determining key priorities for a Fylde Coast Housing Strategy.

## **Cabinet Portfolio**

The item falls within the following Cabinet portfolio:

Community and Social Wellbeing – Cllr Patricia Fieldhouse

### **Report**

1. The rationale for development of a Fylde Coast Housing Strategy is underpinned by the recognition that the majority of the Fylde coast comprises a single housing market, as confirmed by the recent Strategic Housing Market Assessment (key messages and implications summarised at Appendix 1). Hence the most effective way of meeting the housing requirements of local people is to work across local authority boundaries (Fylde, Wyre and Blackpool) on a strategic basis. Officers have been working in partnership with the officers of other Fylde coast authorities and other agencies to develop this strategic approach. This is further to Cabinet's endorsement of ongoing involvement with development of a Multi-Area Agreement, of which a joint approach to strategic housing is one element. Development of a Fylde Coast Housing Strategy would enable us to understand and respond to the differing needs and distinctive characters of each part of the area, whilst also identifying key common issues that are best addressed across the whole area in a coherent way:

### **Meeting housing requirements**

2. The total number of households on the Fylde Coast has risen significantly over the last twenty years, at a rate that has exceeded the supply of new homes. This has been especially true of Fylde and Wyre. Current predictions for future household growth across the Fylde Coast are for an additional 2,000 households per year – more than double the higher housing requirements set out in the draft Regional Spatial Strategy and nearly three times the average number of new homes currently built each year. This growth is driven by the nation-wide trend for average household sizes to be smaller (for example, because the population is ageing and because younger people stay single for longer), and by in-migration to the area from people seeking attractive rural and coastal environments, and from international migrants. The challenge to provide enough of the right kinds of housing, while ensuring that places function well for everyone, is possibly the biggest challenge facing the area.
3. The local authorities' Core Strategies will address the issue of numbers and where more housing can be accommodated, and we need to do this coherently between the authorities for the good of all – we have to plan according to how places function and not just according to administrative boundaries, and too little or too much new housing in any one part of the housing market area would mean continuing shortages of homes or lost opportunities to use new development as a force for positive change rather than as a threat to existing communities. A Fylde Coast Housing Strategy would establish the mix of sizes and house types, tenures, design and density of homes needed to meet the requirements of different sections of the local housing market. This would influence developers through the Planning process, and help determine how we use public investment to provide a range of new homes.

### **Delivering the right affordable housing**

4. The recent Strategic Housing Market Assessment (Appendix 1 and Summary as a supporting document) shows that there are major problems of affordability across the whole of the Fylde Coast. This will continue even if house prices drop, especially with

current lending rates and restrictions. There is an especially high requirement for new social housing for rent in Fylde and Wyre – approximately 610 new socially rented homes per year in each of the two boroughs, with a further requirement in Blackpool of 190 socially rented homes per year. This compares with current provision of around 110 new socially rented homes per year across the Fylde Coast. A Fylde Coast Housing Strategy would provide a clearer view of the role of shared ownership within the current market, and a strategy that sets out the balance between rent and shared ownership, different sizes of homes, and appropriate levels of affordable housing in different parts of the Fylde Coast housing market area. It would also provide clear actions for working with partners to improve delivery.

#### Tackling areas with high numbers of poor quality homes in the private rented sector

5. It is extremely important for all three local authorities that the Fylde Coast economy, for which Blackpool forms a significant focus, performs better. A critical part of achieving better economic performance will be to improve the attractiveness of Blackpool's inner neighbourhoods to visitors and more affluent residents by creating a better residential environment. Fewer people with social problems would come to live on the Fylde Coast if there were less poor quality homes available for immediate access in the private rented sector, and providing more attractive homes in inner areas would contribute to meeting the growing housing demand. Similar problems are faced in Fleetwood, and to a small extent in St Anne's. A Fylde Coast Housing Strategy, informed by Blackpool's housing intervention strategy, would establish the approaches that will be most effective in each area for reducing the quantity of poor quality homes in the private rented sector, and improving the overall housing offer.

#### Tackling fuel poverty and improving energy efficiency of the housing stock

6. Fuel poverty is an increasing problem for many households across the Fylde Coast as energy prices rise, hence improving energy efficiency in existing homes to reduce carbon emissions is a growing priority. We can provide a clearer and broader range of assistance to local householders and landlords by working across the Fylde Coast, as well as being able to negotiate better deals from suppliers of home insulation and heating systems.

#### Helping people raise their aspirations and get new opportunities through appropriate homes that meet their needs

7. We can provide higher quality services for vulnerable people across the whole Fylde Coast housing market area by working together, and can plan to address needs that arise across the area in a more coherent way. A Fylde Coast Housing Strategy would provide a broader context for the new Homelessness Strategies and develop actions to improve services and efficiency through joint working. It would provide a more coherent approach to specialist housing-related support, co-ordinating the provision by Lancashire CC in Fylde and Wyre with provision in Blackpool.

#### Working together in delivery

8. In addition to providing a coherent strategy across the Fylde Coast, a Fylde Coast approach would provide considerable advantages through working together in delivery. At a basic level, it makes sense for the three local authorities, and housing association partners, to help each other out and fill gaps where particular organisations and staff have areas of good practice and expertise. This is especially important given the current pressure on local financial resources. In the longer term, there may be

elements of housing services that can be delivered through formal joint provision, subject to there being clear benefits.

9. A Fylde Coast Housing Strategy should enable us to pull in more public funding for the benefit of all partners. Government agencies expect to see effective joint working within housing market areas. We should get more funding because our case for investment would be more coherent, and because it would have more weight if it is a case made on behalf of a larger area. A well developed Fylde Coast Housing Strategy would also be one of the components of a wider Lancashire Housing Strategy - it is essential to make our case for resources effectively both within Lancashire and within the wider North West region.
10. Having a consistent strategy, and robust policies, across the whole housing market area should also provide better conditions for private investment - clarity for developers, landlords, and householders on the strategic approach for the whole market area to give confidence and encourage investment.
11. In working with housing association partners, it is important that there is a clear strategic lead, but also that where the local authorities are responsible for commissioning specific work, such as new development, opportunities go to associations that perform best and have a long term commitment to addressing local priorities. A Fylde Coast commissioning framework for housing associations would fulfil this need. It makes sense to provide a single clear framework for the whole area because it is one housing market and because the same associations operate across the area. Individual local authorities will still be responsible for working with associations to help them deliver in each borough.

### **Work completed to Date**

#### **Fylde Coast Strategic Housing Market Assessment (SHMA)**

12. As part of the local authorities' Core Strategy development process and to inform a more strategic approach to housing, a SHMA has been produced. A briefing note on the key messages and implications of the SHMA is provided at Appendix 1 to this report, and the SHMA Summary Report is identified as background to this paper.
13. The report identifies that there is a single functional housing market that operates across much of the Fylde Coast, reflecting the level at which the local economy operates.
14. The SHMA considers the balance between the demand and supply of housing across the Fylde Coast housing market area and uses a standard model to estimate the quantity of new affordable housing required to meet local needs.
15. The report makes recommendations on action to respond to the findings and further improve and develop understanding of local issues. These recommendations will continue to be addressed through on-going joint working between housing and planning officers of the three local authorities, and through consultation on key priorities and options as part of the strategic planning process.

#### **Peer review of strategic housing by the IDeA**

16. A summary of the IDeA's Fylde Coast Strategic Housing peer review report is provided at Appendix 2; together with details of the strategic housing role at Appendix 3.

17. As an early step in developing joint working on housing issues, the three Fylde Coast local authorities invited the IDeA to carry out a short review of how well we currently work together on strategic housing issues. The review took place from 12th – 15th February 2008, and involved a team of officers and members from other parts of the country speaking to officers and members from the Fylde Coast local authorities, as well as external partners.
18. The resulting report was received from the IDeA at the beginning of May and includes a number of observations and recommendations that we can use to develop our approach to strategic housing. Key findings include the need for a clearer vision of what we're aiming to achieve in planning investment in housing across the Fylde Coast and more effective joint working within robust governance arrangements. There are a large number of detailed findings that need to be addressed through the wider development of working across the Fylde Coast, linked to the Multi-Area Agreement.
19. It may be helpful to bring a further paper to Members on the detailed findings of the IDeA peer review and how the issues raised will be addressed.

### **Next steps in developing a strategy**

20. There needs to be a clear view of the future long term possibilities for improved housing provision across the Fylde Coast. It is important for the leadership of each of the three local authorities to set this agenda before there is wider consultation and detailed actions are developed.
21. An evidence base is being assembled and analysed to inform the broad range of issues that will be addressed in a Fylde Coast Housing Strategy. Analysis of the implications will be completed within the next couple of months, and used to generate options for key issues and potential investment priorities for consultation. Members' involvement in considering the emerging issues and priorities is crucial.
22. Governance arrangements are being developed under the Fylde Coast Multi Area Agreement, but it is essential that reports are considered by each local authority's Cabinet at key stages – the identification of key objectives and priorities, and when more detailed actions have been developed. The Fylde Coast Housing Partnership (a group of senior officers from the three local authorities, with housing association and funding partners) is the principal officer group overseeing the development of a Fylde Coast approach. An officer, jointly funded by the three local authorities, has been in post since November 2007 to lead the production of a Fylde Coast Housing Strategy, but progress is heavily dependent on significant input from both Members and officers of the local authorities, and wider partners.

### **Conclusion**

23. There is a clear need to work together on housing issues across the Fylde Coast, and to develop a joint Fylde Coast Housing Strategy. This work is critical to support wider objectives of increasing prosperity and tackling social disadvantage. Governance arrangements are being developed through the work on the Multi-Area Agreement, but it is important that Cabinet endorses the Council's ongoing involvement in the development of a Fylde Coast Housing Strategy as set out within this paper. Cabinet should also note the need for more detailed involvement of Members in setting the long term aims, and determining key priorities, through future reports and workshop sessions.

IMPLICATIONS	
Finance	There are no financial implications currently arising out of this report and any arising out of a strategy will be addressed at that stage.
Legal	No direct implications arising from this report.
Community Safety	The development of sustainable communities across the Fylde coast will support community safety objectives.
Human Rights and Equalities	An Equalities Impact Assessment will be undertaken as part of the production of the strategy to ensure that the requirements of diverse local residents are addressed.
Sustainability	A strategy would include measures to improve energy efficiency within the housing stock.
Health & Safety and Risk Management	It is essential that a joint risk register be developed by the three local authorities to ensure the success of any partnership approach.

Report Author	Tel	Date	Doc ID
Andrew Foot, Fylde Coast Housing Strategy Manager	(01253) 476339	28 <sup>th</sup> May 2008	

List of Background Papers		
Name of document	Date	Where available for inspection:
Fylde Coast Strategic Housing Market Assessment Summary Report	30 <sup>th</sup> April 2008	Housing Team, Town Hall, Lytham St Anne's FY8 1LW
Cabinet Report and Minutes:  Fylde Coast Mutli-Area Agreement	12 <sup>th</sup> September 2007	<a href="http://www.fylde.gov.uk/committeemeeting.aspx?id=SXAD86-A78208C7">http://www.fylde.gov.uk/committeemeeting.aspx?id=SXAD86-A78208C7</a>

### Attached documents

1. Strategic Housing Market Assessment - Key Messages and Implications
2. IDeA strategic housing peer review report summary
3. What is the local authority's "strategic housing" role?

## Strategic Housing Market Assessment – Key Messages and Implications

Finding	Implication
<p>The types of property demanded are a product of the characteristics of the population (i.e. household composition, occupation, income, age) as well as aspirations. The population of the Fylde Coast has increased over recent years and the pattern of population decline in Blackpool has begun to show signs of reversing.</p> <p>The rate of household growth is critical to the overall level of housing demand and in the Fylde Coast, household growth is expected to increase from 6% between 1991 and 2001 to 14% between 2006 and 2016 – a rate of growth higher than the regional average across the whole area, but especially in Fylde and Wyre. Future household projections suggest that between 2006 and 2026, an additional 2,000 households a year (40,000 households in total) will form across the Fylde Coast, three quarters of which are projected to be single person households. This level of household growth is double the new higher housing requirements within the draft Regional Spatial Strategy – set at 956 new homes per year for the whole market area.</p> <p>This major growth in household numbers is caused by population growth through immigration, and through smaller average household sizes as the population ages, and more people live on their own below retirement age. The Fylde Coast has an old and ageing population and the growth of the elderly population has a major impact on housing market trends. The proportion of people aged over 65 years in each of the Fylde Coast authorities is above the regional average of 16%, with Blackpool at 19% and both Fylde and Wyre at 23%. There are 70,400 people of retirement age in the Fylde Coast and this is forecast to double over the next 20 years.</p> <p>Looking at changes between 1981 and 2006 in more detail, the area has a stable number of children, a reduced number of 16-24 year olds and 65-74 year olds, more people in the age groups between 25 and 64, but many more people aged over 75. This reflects a North West-wide pattern, but the growth is accentuated in Fylde and Wyre, especially in the numbers over the age of 75. By contrast, Blackpool has seen an especially large fall in the numbers of people aged 65-74, and a small fall in those aged over 75.</p>	<p>We need to plan for growing long term demand for homes from increasing numbers of new households that is likely to be at levels above the housing requirements set by the draft Regional Spatial Strategy.</p> <p>We need to develop a comprehensive strategy for responding to the broad range of requirements arising from the ageing population. This will range from planning policies to the provision of adaptations and support through public services. Older people are more likely to be owner occupiers than other age groups and they are also less likely to move house - therefore large properties become under occupied, churn in the market place is reduced and pressure on housing supply and affordability is compounded. There is also a risk that the condition of the housing stock suffers as older residents cannot afford to or are not able to maintain their property. As the population ages, demand for adaptations to homes and specialist housing will increase and as there is a strong correlation between age and ill-health, the demand for support services will also increase.</p> <p>The re-balancing of Blackpool's housing offer has to be undertaken coherently with Fylde and Wyre. As Blackpool plans to reduce the growth in poor non-pensioner single person households, there is an opportunity to create a more attractive offer that retains and attracts more pensioners who are currently going to Fylde and Wyre.</p> <p>We need a better informed approach to planning for the evolving demands for housing from international migrants. We need to use this demand as a positive opportunity for improving the housing offer, especially as the migrant community matures and becomes more affluent, as well</p>

<p>The pattern of household types changed significantly between 1991 and 2001, with a significant increase in the proportion of non-pensioner single person households, especially in Blackpool where the proportion rose from 13% to 19%. The proportion of lone parent families increased across the market area, in common with the North West as a whole, from 3% to 10%.</p> <p>Population growth is driven by in-migration – in-migration from other parts of the UK increased in all three boroughs between 1991 and 2001, with an emphasis in Fylde and Wyre on pensioner households and families, and in Blackpool on single person non-pensioner households. There has been a significant rise in the level of international in-migration since 2005, especially to Blackpool, with 71% of in-migrants to Blackpool in 2006/7 coming from Poland. In 2006/7 approximately 1,400 non UK nationals, registered for a National Insurance number in Blackpool, more than four times the number of such registrations in Fylde or Wyre. Migrants are generally acknowledged as important to the local economy particularly in tourism and the agricultural sector. However, they also exert pressure of housing and other support services. The private rented sector plays a significant role in accommodating migrants in the Fylde Coast. The ready supply of relatively cheap accommodation available on flexible terms in Houses in Multiple Occupation (HMOs) and in the wider private rented sector, particularly in Blackpool, is attractive to migrant workers.</p>	<p>as minimising the short term difficulties caused by demands on the low quality private rented sector.</p>																														
<p>The supply of new homes is as follows:</p> <table><tr><td></td><td>Blackpool</td><td>Fylde</td><td>Wyre</td><td>Fylde Coast</td></tr><tr><td>Average annual completions (average over 2003/4 - 2006/7)</td><td>295</td><td>181</td><td>291</td><td>767</td></tr><tr><td>Housing Pipeline</td><td>935</td><td>1,568</td><td>1,376</td><td>3,879</td></tr><tr><td>Housing Pipeline expressed in years of supply at RSS rates</td><td>2.1</td><td>5.1</td><td>6.7</td><td>4.1</td></tr><tr><td>Joint Structure Plan 2006-16 annual new housing requirement</td><td>235</td><td>155</td><td>205</td><td>595</td></tr><tr><td>Draft Regional Spatial Strategy annual new housing requirement</td><td>444</td><td>306</td><td>206</td><td>956</td></tr></table> <p>Flats have featured significantly in the supply of new homes in recent years, especially in Fylde and Blackpool – around 48% of the new homes (excluding</p>		Blackpool	Fylde	Wyre	Fylde Coast	Average annual completions (average over 2003/4 - 2006/7)	295	181	291	767	Housing Pipeline	935	1,568	1,376	3,879	Housing Pipeline expressed in years of supply at RSS rates	2.1	5.1	6.7	4.1	Joint Structure Plan 2006-16 annual new housing requirement	235	155	205	595	Draft Regional Spatial Strategy annual new housing requirement	444	306	206	956	<p>We have to work together to address the mismatch between housing requirements for each local authority and the current pipeline.</p> <p>We need to develop policies to influence the mix of new homes that is coming forward in each part of the Fylde Coast housing market to ensure that new homes meet local requirements and contribute to balanced local communities.</p>
	Blackpool	Fylde	Wyre	Fylde Coast																											
Average annual completions (average over 2003/4 - 2006/7)	295	181	291	767																											
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Draft Regional Spatial Strategy annual new housing requirement	444	306	206	956																											



<p>conversions) built between 2003 and 2007 across the Fylde Coast were flats. Although the average household size on the Fylde Coast is low, flats can only be part of a balanced and attractive new housing offer, and are more appropriate in some neighbourhoods than others.</p>	
<p>The pressure facing residents in meeting their housing requirements varies across the Fylde Coast, but all three authorities are less affordable than the North West as a whole. The highest average prices are experienced in the rural areas, but the most significant percentage increases in average price have been experienced in the lower value areas in central Blackpool and Wyre peninsular. Prices in the affordability hotspots in part reflect their relationship with external markets - that is retirement, second homes and commuters to higher paid jobs in the wider area (i.e. Preston City Region). In Blackpool, lack of affordability is driven by low incomes. Even if prices fall over the next 12 months, affordability is likely to remain an issue, especially with the current tightness in the lending market.</p> <p>The SHMA includes a model for calculating the requirements for new social housing for rent. The assessment of housing need (those who cannot afford to buy or rent in the market) found that all three authorities need to increase the delivery of social rented housing to address affordability. The greatest need is in Fylde and Wyre, which each require 610 new social rented homes per annum. Blackpool's need is for 190 new social rented homes per annum. These figures are huge – far above the total supply of new housing of all types, and compare with current rates of provision of new socially rented housing of approximately 110 per year across the whole Fylde Coast. In practice, the shortfall may be even more acute because of the mismatch between the type and size of households in housing need and the type and size of properties that become available within the existing social housing stock.</p> <p>Shared ownership housing will not contribute to meeting the above need, but is likely still to have some role - an examination of the cost of shared ownership in comparison to private renting and outright purchase shows that shared ownership properties enable many more households to get a foot on the home ownership ladder. For example, in Blackpool, a two bed flat purchased through Home Buy is affordable by over 20% more households than the open market equivalent. In Fylde and Wyre the proportion increases to about 30% more households. In the case of a three-bed house, about 30% more Fylde Coast households can afford the Home Buy route than the open market equivalent.</p>	<p>We have to focus on the delivery of the right kinds of affordable housing - potentially made more difficult if the supply of new homes drops in the short term because of uncertainty over future values. Although the methodology for calculating the requirements for new homes for rent relies on a series of assumptions, and the numbers suggested are far above our capacity to deliver, it is beyond doubt that we must increase the numbers of socially rented homes that we are delivering across the housing market area, and especially in Fylde and Wyre.</p> <p>We need a consistent and detailed policy to prioritise the provision of new affordable housing through Planning gain that meets the most urgent needs, and also improves the balance of provision within existing neighbourhoods.</p> <p>We need to determine a complementary approach to shared ownership housing to ensure that the products available suit the needs of the local market, although its role is likely to be much more limited than that of socially rented housing.</p>
<p>The structure of the housing stock in the Fylde Coast housing market is well known</p>	<p>We need robust policies to influence both the types of new</p>

<p>– small social housing stock, high private rented sector in Blackpool and Fylde, and a very high rate of owner-occupation in Wyre. The private rented sector has a different character in Blackpool compared with Fylde - 10% of private rented sector households in Blackpool are unemployed compared to 7% in Wyre and only 4% in Fylde. The whole stock is larger and more valuable on average in Fylde and Wyre than in Blackpool, although there is a concentration of caravans and other temporary mobile structures in Fylde (1.7% of the total housing stock) and Wyre (1.5% of total stock).</p>	<p>homes produced in new developments, and how the existing housing stock is used.</p> <p>We need to develop a clear approach to the use of park homes as residential accommodation.</p>
<p>Blackpool is the economic driver of the Fylde Coast, accounting for approximately half of all the jobs across the three authorities.</p> <p>Almost 45% of those who are economically inactive rent privately, although there are high concentrations of people who are economically inactive in the smaller social rented sector. Unemployment rates in the private rented sector are four times higher than owner occupied sector. Given the concentration of the private rented sector in the inner neighbourhoods of Blackpool, this means that the most vulnerable in society are concentrated in relatively small geographical areas.</p> <p>Blackpool residents have the lowest average earnings of the three authorities (at £18,500 compared to £24,500 in Fylde, £22,600 in Wyre and £22,300 in the North West). There is a marked difference between residence based and work based wages in Wyre - the average income of those working in Wyre is 17% below the income of residents. This reflects low wage jobs available locally (i.e. in agricultural sector) and people out commuting from attractive settlements within Wyre to higher paid jobs elsewhere.</p>	<p>It is essential for the prosperity of the whole Fylde Coast that poor economic performance in Blackpool is addressed. This poor performance profoundly influences the character of inner Blackpool, which in itself acts as a brake on the economy. The housing offer in inner Blackpool must be tackled through concerted intervention. The lack of choice in parts of Blackpool puts more pressure on those homes in more attractive parts of the housing market, so improvements in inner Blackpool's housing offer would benefit the wider housing market area.</p> <p>There is a challenge to meet rural housing needs effectively, particularly the needs of people who work within the area.</p>
<p>The core Fylde Coast housing market area is very self-contained, with strong connections across the whole coastal area between the Ribble and the Wyre, and stretching inland to around Kirkham. Local migration linkages are especially strong, with travel to work links extending further and including significant links to Preston. The rural area to the east of Kirkham does not have such strong linkages with the coastal market, but has a wider range of influences from Preston and Lancaster and across to the Ribble Valley. Within the whole Fylde Coast housing market area, there are localised markets with varying levels of self-containment, including a very localised market in Fleetwood. The strongest linkages with Blackpool are from Poulton, Thornton and Cleveleys. The relationship between Blackpool and Lytham St Anne's is less strong in terms of local migration, but strong in terms of travelling to work – i.e. strong economic linkages.</p>	<p>There is no doubt that we must plan a coherent response to the single Fylde Coast housing market.</p> <p>We must also have policies that deal with each distinctively different area, especially the rural areas that operate outside the core Fylde Coast housing market area.</p>

<p>Methodology – the report uses a standard nationally prescribed methodology to inform development of planning policies and housing strategy. This methodology has limitations in the Fylde Coast context – it assumes that housing needs that can't be met by the market will need to be met in the social rented sector. This is not the case to a significant degree in some parts of the Fylde Coast, especially Blackpool, where the private rented sector accommodates 63% of all housing benefit claimants. The model of housing need also makes assumptions of future household and income growth based on the continuation of past trends. As well as planning to meet arising needs, we also want to plan to buck the trends and re-structure the market.</p>	<p>We need to determine the future role that we want the private sector to play in meeting the needs of the poorest people in the local area, especially in Blackpool, where this role is most prevalent.</p> <p>There are further areas that we need to understand better, including older people's aspirations and the current supply of housing for older people, the requirements for specialist housing including for those with disabilities, localised rural housing requirements, the role of caravan parks in the housing market, and the housing demands of international migrants. We need to improve our on-going monitoring of changes within the Fylde Coast housing market and this should be done through a single co-ordinated evidence base for the whole housing market.</p>
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**IDeA Peer Review Summary Report**

The three authorities comprising the Fylde Coast understand their own housing market. The managerial and political leadership fully appreciate the importance and benefits of a combined strategic approach to housing and have already demonstrated effective joint working in development of the MAA.

There is a good partnership working culture and a number of good examples of effective sub-regional working, such as the completion of the strategic housing market assessment. In addition, the three authorities are undertaking work in parallel in specific areas, examples being homelessness strategies and core strategies. Whilst these strategies would have benefited from a single joint approach it is a step in the right direction and can foster shared learning. A more joined up approach in future is recommended.

The appointment of a Fylde Coast housing strategy manager is a very positive move in integrating responses to the housing market across the area with pressure to deliver more affordable homes, tackle the number of houses in multiple occupation (HMOs) and make optimum use of land availability.

Success will require renewed leadership in taking tough decisions and changes in practice to enable each of the three authorities to be more proactive in their approach. The strategic housing manager needs to have a seat at the 'top table' under a decision making body in order to drive the development and delivery of the sub-regional housing strategy.

There is a protectionist attitude to a certain degree within each authority which tends to prevent development of mutually beneficial structures. Plans are opportunistic and reactive and a proactive, more visionary approach to planning must be implemented. This would be greatly assisted by the development of a clear vision for housing and the role of housing across the Fylde Coast (20 year vision).

There is a resistance to having open and honest discussions between the three authorities with regard to their respective issues and concerns. These need to be brought into the open to enable the individual authorities to determine what they will gain from joint strategic working and then commit fully to achieving the benefits in a transparent manner.

A strategic approach to housing will need greater focus on sustainability covering key areas such as transport infrastructure and economic development. This can be facilitated by developing a spatial plan for the sub-region which identifies the role and function of localities (and how the place is shaped) in respect of physical transformation and provides the foundation for clear regeneration priorities. This will assist in delivering the MAA which in conjunction with the Growth Point bid, if both are successful; will become a major catalyst to delivering the transformational change required in the Fylde Coast sub-region.

There is an opportunity for the Fylde Coast's strategic housing function to make a contribution to transforming customer access, as long as work is well coordinated, with complementary ICT strategies and a shift in culture.

The need for good performance management and a strong performance culture needs to be embedded to ensure that the service is able to address performance issues promptly along with a better understanding of value for money for the service.

Based on our findings the Team concluded that the priorities for action in Fylde Coast are:

- 1 A clear and articulated single vision for housing on the Fylde Coast with localised aspects, supported by each authority with respective issues and concerns open for all to see. This vision will need to extend through to the vision for the MAA across the sub-region.
- 2 Appropriate governance and political structures to facilitate joint working supported by:
  - The establishment of a joint strategic housing advisory partnership (councillors drawn from all three authorities) to oversee the process with a rotating chair to open up the political process and provide a decision making body for the strategic housing manager to report to;
  - Establishment of a more focused joint officer structure sitting under the Fylde Coast Housing Partnership, to match the political committee to determine where the joint strategy is going and how they can get there;
  - Consideration of the implementation of cross authority scrutiny;
  - Open up membership of the Housing Partnership group beyond just the authorities and Housing Associations. Consider involving developers and other key stakeholders, as required, at appropriate stages of development of the sub-regional housing strategy.
- 3 Mutual benefits should be clearly articulated and known fears addressed. Use the success of delivering the MAA as a beacon for driving strategic housing with individual issues and concerns on the table in a transparent process.
- 4 Improved communication to all staff, members, external partners and the wider community must happen in a more co-ordinated manner by:
  - Members (portfolio holders and frontline councillors) attending the IDeA Leadership Academy (or similar) to further educate and raise awareness around leadership and sub-regional working;
  - Reviewing existing customer engagement arrangements across the three authorities to obtain better customer insight on the sub-regional housing agenda through effective consultation;
  - Communicating clear messages across the Fylde Coast to all (staff, communities. partners) that this is the agreed way forward and that there is strong commitment from all three authorities to deliver a coherent approach to housing at a sub-regional level.
- 5 Review of resource alignment to ensure optimum output from existing capacity across all three authorities. Consider and critically review the implementation of a corporate strategic housing team, identifying opportunities for joint delivery as they arise.

- 6 Critical review of individual performance management systems and project/risk management processes in order to embed a joint approach across the Fylde Coast. This will facilitate improved management information across the area and a consistent approach when dealing with a wide range of partners (LSP, developers, voluntary sector etc.)

**Peter Rentell**

**Principal Consultant, IDeA**

**On behalf of the peer review team**

### What is the Local Authorities' "Strategic Housing" Role?

The Local Government White Paper of October 2006 states that, "[The] strategic housing role is at the heart of achieving social, economic and environmental objectives that shape a community and create a sense of place." The role encompasses a range of activities that seek to:

A. Supply of housing. Local authorities seek to influence the supply of new housing so that it responds to dynamics in the demand for different types of housing, including housing needs that may not otherwise be met through the market. This involves working with developers and affordable housing providers like housing associations in:

- Helping to bring forward sufficient new development to meet the requirements arising from a growing number of households
- Influencing the mix of homes provided in new developments, and through conversion of the existing housing stock
- Delivering affordable housing of the right kind and in the right places
- Providing specialist accommodation to meet a range of identified needs
- Influencing the use and tenure mix of existing accommodation – for example, the balance between uses for tourism and permanent residential accommodation, and between private renting and owner occupation

B. Contribute to regeneration. Housing forms the principal land use in most neighbourhoods, so has a very direct impact on the quality of the physical environment. Even more critically, the quantum, type and cost of housing influences the social make up of any neighbourhood, and therefore getting the right mix of attractive and affordable housing plays a critical role in producing mixed communities that are pleasant places for anyone to live in. This aspect of the strategic housing role works closely alongside the statutory planning function, and is likely to lead work with public and private sector partners in regenerating older residential areas. There are close linkages to wider work on economic development and other public services such as education, health, and social services.

C. Making best use of the existing housing stock:

- Quality of the social rented stock – ensuring sufficient investment so that homes meet minimum internal standards (the Decent Homes Standard) within an attractive residential environment
- Quality of accommodation in the private rented sector, again to meet minimum internal standards (as defined by the Housing Health and Safety Rating System) to protect tenants' interests. This is achieved through working closely with private landlords, enforcement, and through mandatory licensing of high risk Homes in Multiple Occupation
- Helping owner occupiers on low incomes to maintain their homes
- Helping to make physical adaptations to homes in every tenure to meet the needs of people with physical disabilities and enable them to stay within their own homes
- Improving housing to help make it more energy efficient, both to reduce residents' fuel bills, and reduce carbon emissions

D. Helping local people who struggle to meet their housing needs:

- Prevention of homelessness, and provision of housing advice
- Services for homeless people – delivering local authorities' statutory duties to find housing for homeless people in priority need
- Housing-related support services

# REPORT



REPORT OF	MEETING	DATE	ITEM NO
FINANCE	CABINET	26 <sup>TH</sup> JUNE 2008	11

**MEDIUM TERM FINANCIAL STRATEGY – OUTTURN REPORT  
2007/08 (INCLUDING GENERAL FUND, CAPITAL PROGRAMME  
& TREASURY MANAGEMENT)'**

**Public Item**

**Summary**

Report to follow.



# REPORT



REPORT OF	MEETING	DATE	ITEM NO
DEMOCRATIC SERVICES & MEMBER SUPPORT	CABINET	26 JUNE 2008	12

## EXCLUSION OF THE PUBLIC

### Public Item

This item is for consideration in the public part of the meeting.

### Recommendation

1. Members are invited to consider passing a resolution concerning the exclusion of the public from the meeting in accordance with the provisions of Section 100(A)(4) of the Local Government Act 1972 on the grounds that the business to be discussed is exempt information as defined in paragraph 3 of Schedule 12A of the Act.

## Cabinet



Date	Wednesday 7 May 2008
Venue	Town Hall, Lytham St Annes.
Committee members	John Coombes (Leader of the Council) Tim Ashton, Susan Fazackerley, Patricia Fieldhouse, Albert Pounder, Simon Renwick, Paul Rigby, Roger Small
Other Councillors	Brenda Ackers, Ben Aitken, John Bennett, Karen Buckley, Fabian Craig Wilson, John Davies, Kevin Eastham, Tony Ford, Kathleen Harper, Howard Henshaw, Ken Hopwood, Elizabeth Oades, Barbara Pagett, Elaine Silverwood
Officers	Philip Woodward, Andy Cain, Allan Oldfield, Clare Platt, Joanna Scott, Paul Walker, Peter Welsh, Carolyn Whewell

### 1. Declarations of interest

Members were reminded that any personal/prejudicial interests should be declared as required by the Council's Code of Conduct adopted in accordance with the Local Government Act 2000.

Councillors Ashton, Coombes and Renwick declared a personal interest in item 8(IDeA Capacity Building Support), councillor Ashton declared a personal and prejudicial interest in item 5 (Consultation on Interim Housing Policy) and councillors Pounder and P. Rigby declared a personal and prejudicial interest in item 13, (Affordable Housing Re-Development - Heyhouses).

### 2. Confirmation of minutes

RESOLVED: To approve the minutes of the Cabinet meeting held on 12 March 2008 as a correct record for signature by the chairman.

### 3. Urgent items

There were no items of urgent business; however, the Chief Executive advised members that the report on financial services would be reported to the next meeting of the Cabinet.

### 4. Policy and Service Review Scrutiny Committee - Recommendations

Councillor Karen Buckley presented the recommendations of Policy and Service Review Scrutiny Committee meeting held on 17 April 2008.

The scrutiny committee recommended the following:-

**Charging policy for enforcement action**, that a charge is not made for the service of a Hazard Awareness Notice, but that charges are made for the taking of appropriate enforcement action under the provisions of The Housing Act 2004 as detailed within the report.

That the initial charge be set at £352.24 and that the charge would be subject to an annual review as necessary. It was also reported that the committee would undertake further work on fees and charges levied by the council.

**Premises Licence Applications: Publicity for Applications** - In addition to the practices currently adopted for advertising licensing applications, consideration be given to notices being displayed on lamp posts in the vicinity (as with planning applications) if it could be done by cost effective means. It was envisaged that officers tasked with displaying planning application notices could also be tasked with displaying licensing notices.

Councillor Buckley also provided an update on the current work being undertaken on the funding of Christmas trees and illuminations throughout the borough.

In reaching the decision set out below, the Cabinet considered the details set out in the report before it and at the meeting and **RESOLVED** -

1. That a charge is not made for the service of a Hazard Awareness Notice, but that a charge of £352.24 be made for the taking of appropriate enforcement action under the provisions of the Housing Act 2004.
2. In addition to practices to currently adopted for advertising licensing applications, approval be given to notices being displayed on lamp posts in the vicinity (as with planning applications) subject to being achieved by cost effective means.

5. Planning Policy Scrutiny Committee - Recommendations

Councillor John Bennett, presented the recommendations made by the Planning Policy Scrutiny Committee at its meeting held on 10 April 2008.

The scrutiny committee recommended the following:-

**Consultation on Interim Housing Policy** -that when considering consultation responses, Members be provided with all available information on the veracity of responses and give responses appropriate weight accordingly.

**Draft North West Regional Spatial Strategy** - councillor Bennett provided the Cabinet an update on the regional spatial strategy and the need for officers from Blackpool and Wyre councils to identify the shared concerns of the three authorities and the need for Fylde Borough to retain its identity.

**Housing Needs and Demand Survey** - Cabinet were requested to approve the adoption of the survey for Development Control purposes.

**Caravans - various issues** - councillor Bennett provided an update on the work currently being undertaken by his committee on issues relating to the use of caravans as permanent living accommodation

In reaching the decision set out below, the Cabinet considered the details set out in the report before it and at the meeting and **RESOLVED** -

1. That the recommendations of the Planning Policy Scrutiny committee be approved.
6. Recommendations of the Performance Improvement Scrutiny Committee - Planning Advisory Service Report

Councillor Roger Small, Cabinet Portfolio for Development and Regeneration presented the report and informed the Cabinet that the Performance Improvement Scrutiny Committee had met in late February to review the finding of a report produced by the Planning Advisory Service. The performance Improvement Scrutiny Committee had produced an Action Plan in response and Cabinet was requested to endorse the

comments and/or recommendations contained within the report. Councillor Small highlighted sections 6 and 8 of the action plan which sought the implementation of charging for pre planning application consultancy advice and that any additional income from planning application fees, but not accounted for, be ring-fenced for Planning and Development Control services.

In reaching the decision set out below, the Cabinet considered the details set out in the report before it and at the meeting and RESOLVED -

1. To approve the Action Plan as proposed by the Performance Improvement Scrutiny Committee in response to the report produced by the Planning Advisory Service.
2. That a progress report be presented to the Performance Improvement Scrutiny Committee, in consultation with the Chairman and Vice Chairman of the Development Control committee in 4 months time.

7. Former St. Annes Urban District Council Pendant

Councillor Susan Fazackerley, Cabinet Portfolio for Corporate Performance and Development presented the report which provided details of a request which had been received from the St. Annes on the Sea Town Council to have a Pendant, which was owned by the Borough Council, gifted to the Town Council, for the use of its Chairman.

In reaching the decision set out below, the Cabinet considered the details set out in the report before it and at the meeting and RESOLVED -

1. That the Pendant be gifted to the Town Council based on a memorandum being issued to indicate that the gift is subject to the repairs being made within twelve months time of the memorandum.
2. That the memorandum and gift be subject to the Town Council insuring the Pendant.

8. IDEA Capacity Building Support

Phillip Woodward, (Chief Executive) presented the report that introduced a proposal from the Improvement and Development Agency (IDeA) to provide support and assistance to the Council for continued organisational improvement.

Following the adoption of the principles of the Moving to Excellence Report in November 2007 the IDeA had been consulted to investigate what range of support they might be able to offer the Council with its ongoing improvement ambitions. The IDeA support would cover support and advice on mentoring, overview and scrutiny, peer reviews, pre-inspection support and training for middle managers

In reaching the decision set out below, the Cabinet considered the details set out in the report before it and at the meeting and RESOLVED that the proposed support offer from the Improvement and Development Agency (IDeA) be approved subject to the council securing the necessary external funding support.

9. Sustainable Communities Strategy

Phillip Woodward, (Chief Executive) presented the report that introduced and sought comments on the latest version of the Fylde Sustainable Communities Strategy (SCS) that had been developed on behalf of the Council by the Local Strategic Partnership. It was anticipated that the SCS would be formally adopted by the Local Strategic Partnership at the meeting of its Forum on 22<sup>nd</sup> May. Mr Woodward highlighted the need for theme two of the strategy (securing the future of our environment) to be linked to the local development framework and that performance indicators should also be incorporated into the strategy. It was also noted that the local development framework needed to be expanded to include

renewable energy sources, planning policies, greenbelt preservation, bio-diversity and heritage and culture. It was further noted that there was a need for the strategy to be performance managed in the future.

In reaching the decision set out below, the Cabinet considered the details set out in the report before it and at the meeting and RESOLVED-

1. To endorse the final draft of the Sustainable Communities Strategy detailed in the report and forward observations and comments raised during the Cabinet meeting to the Local Strategic Partnership.
2. That the final version of the Sustainable Communities Strategy be referred for adoption to the Council after ratification by the Local Strategic Partnership.

#### 10. End of Year National Indicator Performance Report 2007/08

Councillor Susan Fazackerley, Cabinet portfolio for Corporate Performance and Development presented the report that detailed the end of year performance against the targets set for the national indicators that the council was required to report. A summary of the main outcomes for the year was provided in the report and details of changes to the performance reporting regime was outlined for members. The report proposed several supplementary indicators that members were asked to consider for the 2008/09 performance monitoring. It was further reported that a budget performance monitoring reporting measure would be included within the supplementary indicators.

In reaching the decision set out below, the Cabinet considered the details set out in the report before it and at the meeting and RESOLVED -

1. To note the year end performance against the 2007/08 national indicators.
2. To approve the proposed indicators and targets outlined detailed in appendix 2 of the report as key supplementary measures to the new national performance indicators.

#### 11. Review of Management Arrangements

Phillip Woodward, Chief Executive presented the report that took forward one of the recommendations of the Moving to Excellence Report adopted by the Council in November 2007 by making proposals for the re-alignment of the Council's management functions and responsibilities.

The Council's management structure was established in its current basic form in 2003 after the appointment of the previous chief executive. It was further refined (and streamlined) in 2006 by William Taylor in his position as interim chief executive. The current structure, which brought recurring budget savings of £68,000 per annum from 2006, had served the Council well during this period and had been instrumental in bringing about many of the improvements that the Council was now recognised for.

The rationale for change took account of a number of current and anticipated factors including, the joint working/shared services agenda which anticipated the 'leaner' management of council services; the development of the Fylde Coast Multi Area Agreement, which suggested a closer linking of strategic work which had relevance at a regional or sub-regional level, e.g. transport, spatial planning, housing and economic development; comments contained in recent audit and inspection reports relating to financial controls, reporting and monitoring which suggested a requirement for tighter corporate management of the Council; the opportunities inherent within the company recently established by the Council; capacity issues in some parts of the organisation resulting in delivery being slower than desired; growing budgetary pressures on the Council and associated decisions on the level of service provision in some areas

The views of the North West Employers Organisation (NWEO) and other local authorities who had recently been re-structured together with the internal HR service had been sought on the proposals detailed in the report and their advice provided in relation to the relevant human resource implications.

In reaching the decision set out below, the Cabinet considered the details set out in the report before it and at the meeting and RESOLVED:

1. That the target timetable as outlined in appendix A of the report be agreed.
2. That the senior management structure detailed in appendix B of the report be agreed.
3. That the proposed director and assistant chief executive posts be ring-fenced to the existing deputy chief executive and the executive managers and in the event of any of the candidates being unsuccessful the post(s) be advertised externally.
4. That the job descriptions, person specifications and gradings detailed in appendices C and F of the report be agreed.
5. That the selection process as outlined in appendix D of the report be agreed and that a selection panel of four elected members (comprising of councillors Coombes, Small, Mulholland and Oades) together with the Chief Executive be nominated to conduct the recruitment and selection process with advice from the North West Employers Organisation.
6. That the option of voluntary redundancy be offered to the existing deputy chief executive and executive managers in accordance with policies and where the circumstances are in the interests of the Council.

## 12. Affordable Housing Redevelopment - Heyhouses

At the commencement of this item representatives from New Fylde Housing provided members with a background on the development of the Heyhouses project together with associated budgetary considerations.

Following the presentation it was RESOLVED that under section 100A (4) of the Local Government Act 1972, the public be excluded from the meeting for the remaining discussions on this item of business, on the grounds that it involved the likely disclosure of exempt information as defined in paragraph 3 of Schedule 12A of the Local Government Act 1972.

Councillor Patricia Fieldhouse, Cabinet portfolio for Community and Social Wellbeing advised the cabinet that New Fylde Housing had requested financial support for the redevelopment of part of the Heyhouses estate. In particular there was a request for support in buying the remaining leasehold properties together with support in financing the scheme as a whole. The details were identified in the body of the report and Members were requested to consider the request.

In reaching the decision set out below, the Cabinet considered the details set out in the report before it and at the meeting and RESOLVED-

1. That Members agree in principle the request from New Fylde Housing for commuted sums to purchase and replace the eight leasehold properties on the Heyhouses site.
2. That the amount of support per unit be considered and determined having regard to the details contained in the report; such as the maximum and average commuted sums paid per unit to date, and any extenuating circumstances relevant to this development

3. That the Executive Manager Consumer Wellbeing & Protection should attach relevant conditions to any agreement for support using commuted sums, including:
  - A requirement that the 'optional' 28 properties are purchased by New Fylde Housing, to ensure delivery of a minimum of 80 affordable properties on the site.
  - That if the planning policies in place at the time that planning permission is granted for this scheme give rise to 'double subsidy' of affordable housing, then the commuted sums are repayable to the Council in full.
4. That further investigation is undertaken to quantify any value associated with the development clawback agreement between Fylde Borough Council and New Fylde Housing; as defined in Schedule 18 of the Large Scale Voluntary Transfer Agreement

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