



FYLDE BOROUGH COUNCIL



Meeting Agenda

Cabinet
Town Hall, Lytham St Annes
10 May 2006, 7.00pm



CABINET

MEMBERSHIP

LEADER – COUNCILLOR JOHN COOMBS

Councillor	Portfolio
TIM ASHTON	STREETSCENE
SUSAN FAZACKERLEY	CORPORATE PERFORMANCE & DEVELOPMENT
PATRICIA FIELDHOUSE	COMMUNITY & SOCIAL WELLBEING
ALBERT POUNDER	CUSTOMER RELATIONS & PARTNERSHIPS
SIMON RENWICK	CULTURE & TOURISM
PAUL RIGBY	FINANCE & EFFICIENCY
ROGER SMALL	DEVELOPMENT & REGENERATION

Contact: Peter Welsh - Telephone: (01253) 658502 - Email: peterw@fylde.gov.uk



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

PART I - MATTERS DELEGATED

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1. DECLARATIONS OF INTEREST: <i>In accordance with the Council's Code of Conduct, members are 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.</i>	4
2. CONFIRMATION OF MINUTES: <i>To confirm as a correct record the Minutes of the Cabinet meeting held on 15th March 2006.</i>	4
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REPORT



REPORT OF	MEETING	DATE	ITEM NO
EXECUTIVE MANAGER – DEMOCRATIC AND MEMBER SERVICES	CABINET	10 MAY	5

THE MEMBER CHAMPION ROLE

Summary

At the meeting of the Cabinet held on 15 March it was determined to continue with the Member Champion role and invite the existing Member Champions to present their reports on their roles. This report was also requested to address the future inter-relationship between the Portfolio Holders and the Member Champions.

Recommendation/s

1. That the Cabinet confirms, or otherwise, the role and remit of the member champions.
2. In order to ensure that the Member Champion role is developing well under the Cabinet arrangements it is recommended that the Policy and Service Review Scrutiny Committee conduct a further review of the role and its success after a six-month period.

Cabinet Portfolio Holder – John Coombes, Leader

Report

The role of Champions

1. Champions were selected based on their knowledge, ability and capacity to take on the task. The council previously agreed that this role would entail (under the Executive Committee arrangements):

- Maintaining knowledge and awareness of the subject they specialise in and keeping abreast with current activities and developments
- Liaising with the relevant brief holder/officers

- Communicating and representing to the Executive the views of non Executive members on matters relating to the subject
- Assisting the Brief Holder in promoting the efficient and effective delivery of the relevant services and the achievement of all relevant Council policy objectives in compliance with the approved budgets and providing all such other assistance, advice and support as the Brief Holder may have
- Assisting and advising the overview and scrutiny committees as required
- Assisting brief holders in responding to questions
- Assisting the Brief Holder by representing them as requested and leading for the Council publicity in external dealings and relationships, including the media

The Champion Briefs

1. A total of fourteen Member Champions were appointed dealing with the following issues:

Risk Management

Community Safety

Rural Areas

Tourism (rural)

Tourism (Lytham St. Annes)

Public Transport

Member Training and Human Resources

Health and Safety

Heritage (Lytham St. Annes)

Heritage (Rural)

E-Government

Asset Management

Procurement

Equality and diversity

Feedback from Member Champions

2. The Member Champions covering the above roles have been invited to submit a written report based on the program attached at Appendix A for the meeting this evening. Some of the members concerned are intending to attend the meeting of the Cabinet to clarify any issues, which may arise.

3. Although all of the Champions did not choose to return information by way of a report to the Cabinet, this is not due to a lack of interest in the roles. Some of the Champions hoped that the good work they felt they had undertaken spoke for itself. They would very much be interested in continuing with the roles.

Future role and relationship

4. If the Cabinet wished to continue with these roles, the future inter-relationship that was envisaged when these roles were originally created could be continued. Member Champions could be invited along to meetings between the Cabinet member and briefing officers, as required, by the Cabinet member.
5. In order to ensure that the Member Champion role is developing well under the Cabinet arrangements it is recommended that the Policy and Service Review Scrutiny Committee conducts a further light touch review of the role and its success after a six month period.
6. Information received from Member Champions will be attached to the report.

Implications	
Finance	In terms of the input made by Champions the financial outlay is minimal.
Legal	
Community Safety	The community safety function has been enhanced by the appointment of a member champion.
Human Rights and Equalities	Equalities were supported for some time by a member champion.
Sustainability	The role that champions could play in supporting Cabinet members could be valuable about sustained information exchange/gathering in the long term.
Health & Safety and Risk Management	Both the health and safety/risk management functions have been enhanced through the use of Champions

Report Author	Tel	Date	Doc ID
Tracy Scholes	(01253) 658521	2 May	

List of Background Papers

Name of document	Date	Where available for inspection
Information provided by champions	April 2006	With Peter Welsh, Democratic and Member Services Unit

Attached documents

1. Questionnaire forwarded to Member Champions
2. Information returned from Champions



NAME: _____

CHAMPION ROLE: _____

1. Based on the above role description please provide a progress report on your role.

Please use an additional sheet if necessary

2. Have you found the role enjoyable?

3. If not, please could you specify the reasons why?

3. If the role were to continue under Cabinet governance how do you envisage the relationship between the respective Portfolio Holder and Member Champion would develop?

4. If the role were to continue, would you be interested in continuing with the task?
Yes/No (delete as appropriate)

5. If there any information you would like to add? If so, please use the box below.

6. I **will/will not** be at the Cabinet meeting on 10 May (delete as appropriate)

Signed _____ **Date** _____

Please return your completed submission to Carolyn Whewell, Overview and Scrutiny Officer at the Town Hall.

Thank you



FYLDE BOROUGH COUNCIL

NAME: WILLIAM THOMPSON

CHAMPION ROLE: COUNCIL ASSETS

1. Based on the above role description please provide a progress report on your role.

I have visited most of the sites and make comments as follows: - I have photographs of several. - indicated by P.

P Kirkham - Hagston - well maintained

P " Garden adjacent to VDC office. well maintained

P Lytham. - Lorne St - footbridge to Fair Ed bowling green. - good condition.

Lytham. - Lad Groves Dock Rd - Fuel oil tank is contaminated. - Should be disposed of.

P " Jetty. - well used by visitors. Good condition

P " Ex. Scraps - under used. - consider facilities

P " Beach near Seaford Rd. - Remove old tractor

P Fairhaven Lake Buildings seem in good order & well used

P Salween - Adjacent Piers - under used. Good location for restaurant

N. Beach bus stop. Under used but may be flooded by Global warming

Please use an additional sheet if necessary but some housing possible

2. Have you found the role enjoyable?

Yes

3. If not, please could you specify the reasons why?

3. If the role were to continue under Cabinet governance how do you envisage the relationship between the respective Portfolio Holder and Member Champion would develop?

working well with Paul Raby

4. If the role were to continue, would you be interested in continuing with the task?
Yes/~~No~~ (delete as appropriate)

5. If there any information you would like to add? If so, please use the box below.

On May 10th I have to be at Boat Show at 7.30pm so would like to speak first and show photographs

6. I ~~will~~/~~will not~~ be at the Cabinet meeting on 10 May (delete as appropriate)

Signed W. Thompson Date April 23rd 2006

Please return your completed submission to Carolyn Whewell, Overview and Scrutiny Officer at the Town Hall.

Thank you

Council Assets - contd

- St Ames. Offices adj Public Offices - Clifton Dr
demolish and build new Council Offices.
Chaseley - demolish & rebuild for Committee.
- Weston Moreland Ave - demolish old garages & build new
for rent to adjacent house.
- Kirkham Balds Close - seems to have been recently
developed.
- Fairbairn St Pauls Lane - mark out for car parking.
- Weston Council Offices and adj. land sell with P.P. for house.
Adjacent bungalow refurbish & sell.

Many others to visit & consider.



FYLDE BOROUGH COUNCIL

Name Cllr Dawn

Prestwich_____

CHAMPION

ROLE

Community Safety_____

1. Based on the above role description please provide a progress report on your role.

I have endeavoured to keep track on all Community Safety aspects through various outlets

I.E Police PAC and PACT meetings. and Listening to residents at different meetings

Example On the opening day of the New Police Office at Lytham I took time out to talk to several people after the Opening who were in the street some quite interesting observations of how they felt

More recent - being involved from the Licensing side of the Horse and Carried Fair – Travellers and again answering a few questions coming from the public after the event (not Press)on the Council decisions

attending the Community Safety Committee (Full meetings) seeing Christine Miller for up dates through out the Borough including CCTV etc Alcohol exclusion zones

Over the time as a Champion I have spoken to several C B M's from all areas on several matters of safety

Please use an additional sheet if necessary

2. Have you found the role enjoyable?

Interesting and rewarding in doing something I enjoy

3. If not, please could you specify the reasons why?

N/a

3. If the role were to continue under Cabinet governance how do you envisage the relationship between the respective Portfolio Holder and Member Champion would develop?

In a good and understanding between the P Holder and Champion to work together
for the good of the council and the people we represent

4. If the role were to continue, would you be interested in continuing with the task?
Yes/-- (delete as appropriate) YES

5. If there any information you would like to add? If so, please use the box below.

As the p holders brief involves many varied roles the role of a Champion should be one of support and help where ever needed

6. I ~~will~~~~not~~ be at the Cabinet meeting on 10 May (delete as appropriate)

Signed Dawn Pestwold Date 20th April 2006

Please return your completed submission to Carolyn Whewell, Overview and Scrutiny Officer at the Town Hall.

Thank you



FYLDE BOROUGH COUNCIL

NAME: _____ Derek Lancaster _____

CHAMPION ROLE: _____ H&S _____

1. Based on the above role description please provide a progress report on your role.

During October 2004 - with David Jenkinson - I helped develop H&S Policy for Fylde Borough Council. Adopted ours at EA

This is legislation under law (HSG 65) for employers with more than five employees.

Informed him that systems need to be in place to measure monitor audit and review procedures on a rolling basis:

PUWER

SSOW

HAVS/VWF

COP

RA

Site Specific / Task Specific MS

DSE assessments

LOLER

CDM

Advised DJ that some Team Leaders need to attend Managing Safely course. Understand that to have been implemented.

Had three meetings with Clare Platt – Clare took over the H&S mantle from David J.

Have requested whether we are complying with HSE - RIDDOR incidents. Particularly regarding fire at Kirkham Baths! Chris Holland has forwarded my query to Wyre. Have asked Mark Prince for his thought - without success so far.

Along with Kiron Mullholland became involved in Kirkham baths closure/ re-open saga.

As per HSMS we need to randomly select accident / incident from accident book and identify lessons learned and how cascaded to team members.

Highest risk is operations personnel – those on the coalface: Ground maintenance; waste disposal/collection etc

Have attended two H&S liaison group meetings at Town Hall. Paul Norris chaired.

These need to continue – they are good evidence for any audit trail.

Actions need to be seen as implemented.

Risk assessments must be reviewed.

We need to have programme of inspection for depots and offices. etc etc

Please use an additional sheet if necessary

2. Have you found the role enjoyable?

Quite – but constant change in personnel has not helped

3. If not, please could you specify the reasons why?

3. If the role were to continue under Cabinet governance how do you envisage the relationship between the respective Portfolio Holder and Member Champion would develop?

Tim (Ashton) made some comments regarding H&S when executive member – but nothing materialised. Would be willing to help Sue Faz whenever possible.

4. If the role were to continue, would you be interested in continuing with the task?

Yes (delete as appropriate)

5. If there any information you would like to add? If so, please use the box below.

Have had meeting with Tracey Scholes – H&S now her remit. I am aware of difficulty incurred in filling H & S advisor post. Understand we are joining forces with Blackpool and Wyre.

6. I will (if needed) be at the Cabinet meeting on 10 May (delete as appropriate)

Signed D Lancaster

Date 19/04/2006

Please return your completed submission to Carolyn Whewell, Overview and Scrutiny Officer at the Town Hall.

Thank you

NAME: Maxine Chew

CHAMPION ROLE: Rural Heritage Champion

1. Based on the above role description please provide a progress report on your role.

Since becoming Rural Heritage Champion I have studied for a Foundation Degree in History and Heritage Management. To help me with my many projects I have consulted the Archaeology and Heritage Unit at Lancashire County Council where members of staff have been extremely helpful and obliging. This contact will help me with future enquiries.

I have attended a number of seminars held by English Heritage. These have been useful as I have been able to establish a good working relationship with various members of English Heritage who have helped me enormously with any queries I have had. I hope to attend more meetings in the future.

Some of the queries I have been working on are:

- Owners of Treales Windmill and neighbours, advise re listed building consent for garage.
- Cllr. Oades re procedure to obtain listed building consent. (This involved long telephone conversations to English Heritage in London).
- Singleton resident re preservation, protection and listing of two milestones in Little Singleton.
- Owners of Mains Hall re listed building consent for alteration and renovation to this historically important building.
- Lytham resident and councillor re mystery of missing Blue Heritage Plaques. (Still to be resolved).
- Many other queries re funding for conserving historically important buildings.

Please use an additional sheet if necessary

2. Have you found the role enjoyable?

Yes, with reservations.

3. If not, please could you specify the reasons why?

My role has been utterly ignored by the council and officers. Very few councillors have contacted me, as they do not know what I can do. Is it my job to publicise my role or the council's? The parish and town councils also need to be informed that they can contact me for advice.

I have approached various officers with queries to be met by a total lack of enthusiasm and willingness to help. I cannot fulfil this role to its potential without their support.

For Development Control queries I was able to consult Alan Lake or David Shepherd. Since their departure from the council the staff has done their best but have been handicapped by a shortage of personnel, especially with specialist knowledge of the historic environment.

4. If the role were to continue under Cabinet governance how do you envisage the relationship between the respective Portfolio Holder and Member Champion would develop?

I see my role developing into being the liaison between members, parish and town council's, officers and brief holders on matters relating to the history and heritage of Fylde Borough.

5. If the role were to continue, would you be interested in continuing with the task?
Yes, I would be glad to continue.

6. Is there any information you would like to add? If so, please use the box below.

To fulfil the role effectively I will need to be included in far more meetings or discussions regarding strategic plans where heritage is affected. It would be helpful to my role to inform all town and parish councils that I could offer help should they need it.

If the Champion role at Fylde Borough Council is not going to be expanded or used it needs removing. So far I have been able to help residents and fellow councillors but not the Council as I have not been asked for comments or help from officers or the Cabinet

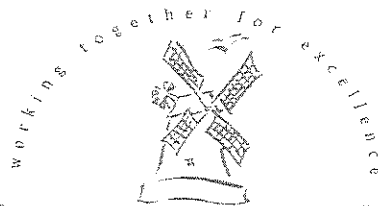
6. I ~~will~~/~~will not~~ be at the Cabinet meeting on 10 May (delete as appropriate)

confirmed yes

Signed Maxine Chew **Date** 23/04/06

Please return your completed submission to Carolyn Whewell, Overview and Scrutiny Officer at the Town Hall.

Thank you



FYLDE BOROUGH COUNCIL

NAME: Cllr Elizabeth Deborah Clarke

CHAMPION ROLE: HR / Member Development

1. Based on the above role description please provide a progress report on your role.

Playing a dual member champion for two subject matters, I decided to take a course outside the Council remit for HR in Human Resource/Development to enable me to understand my remit to improve my skills to help my Council.

I believe based on my knowledge, capacity and ability both member champion roles should continue, to assist the Portfolio holder as and when required. This could benefit the constitution and serve the Fylde in a much more positive way. An invaluable progression, support network for our Portfolio Holders.

Please use an additional sheet if necessary

2. Have you found the role enjoyable?

Yes but could have been more active in HR

3. If not, please could you specify the reasons why?

Could have been involved more with HR issues. Suggested I be on Panel for New C/Ex Post. I have relevant experience in Recruitment.

3. If the role were to continue under Cabinet governance how do you envisage the relationship between the respective Portfolio Holder and Member Champion would develop?

I believe I would play an invaluable role with Portfolio Holder and we would work as a proactive team.

4. If the role were to continue, would you be interested in continuing with the task?

Yes/~~No~~ (delete as appropriate)

5. If there any information you would like to add? If so, please use the box below.

KEEP MEMBER CHAMPIONS!

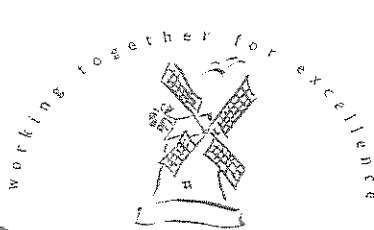
6. ~~Will~~/will not be at the Cabinet meeting on 10 May (delete as appropriate) *Amay Apologies*

Signed E Delahue Date 20/04/06

Please return your completed submission to Carolyn Whewell, Overview and Scrutiny Officer at the Town Hall.

Thank you

FYLDE BOROUGH COUNCIL
24 APR 2006



FYLDE BOROUGH COUNCIL

NAME: BARBARA PAGETT

CHAMPION ROLE: EX-HERITAGE: URBAN AREA

1. Based on the above role description please provide a progress report on your role.

I recently drew up and presented a full report to Councillor Roger Small.

This included all details of the work / Seminars & conferences etc. attended ^{help given to} and ^{other comm-} everything I believed ^{unity groups} pertained to the ^{etc.} role of Heritage Champion, Urban Area -

up to my resignation from the role last October 2005. Since then I have, on a voluntary basis, passed on any information from English Heritage as I am a member of the organisation through voluntary work in another sphere. This is now in the Members' Room. I also

Please use an additional sheet if necessary

still attend Seminars etc. for personal pleasure at my own expense.

2. Have you found the role enjoyable?

YES

P.T.O

~~3. If not, please could you specify the reasons why?~~

I am still working in close and amicable co-operation with a Senior Officer in connection with our Lottery Bid for Ashton Gardens and will continue to do so as Ashton Ward Councilor - not Heritage Champion.

3. If the role were to continue under Cabinet governance how do you envisage the relationship between the respective Portfolio Holder and Member Champion would develop?

4. If the role were to continue, would you be interested in continuing with the task?

~~Yes~~/No (delete as appropriate)

5. If there any information you would like to add? If so, please use the box below.

6. I will/~~will not~~ be at the Cabinet meeting on 10 May (delete as appropriate)

Signed Barbara Pagett Date April 16th 2006

Please return your completed submission to Carolyn Whewell, Overview and Scrutiny Officer at the Town Hall.

Thank you

REPORT



REPORT OF	MEETING	DATE	ITEM NO
DEPUTY CHIEF EXECUTIVE	CABINET	10 TH MAY 2006	5

IDEA CAPACITY BUILDING PROGRAMME 2006/07

Public/Exempt item

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

Summary

The report presents proposals from the Improvement & Development Agency (IDeA) for building on and rolling forward the recent work done with the Council to increase the governance and management capacity.

Recommendation/s

1. That the capacity building programme proposed by IDeA for 2006/07, attached at Appendix A of the report, be agreed.

Cabinet Portfolio - Leader, Councillor John Coombes

Report

1. Since the CPA inspection and report in 2004, the Council has been engaged with the IDeA in a voluntary capacity building programme. This has involved a number of different elements and has led to improvements in service delivery and corporate governance as reflected in recent Audit Commission reports (Progress Assessment Report & Use of Resources Assessment).
2. The IDeA, with the support of the CPA Improvement Board, has recently submitted a proposal to carry the programme forwards into 2006/07 so that the Council may build on the work previously undertaken and provide external advice and support to the new organisational structures. A copy of the proposal is attached at Appendix A.

3. The programme involves four elements.
 - Support to the new cabinet,
 - Support to the revised scrutiny committees and other new member roles,
 - Support for middle management development,
 - Support to the Standards Committee
4. The total value of the support programme is £20,500, around 80% of which is provided via the central funding made available to IDeA. The remainder of the funding for the programme can be provided via the Council's earmarked modernisation reserve.

Conclusions

5. The work previously undertaken with the IDeA has brought improvements to both service quality and to the Council's corporate capacity, as evidenced by the recent reports of the Audit Commission.
6. In view of the recent changes to the political and managerial governance arrangements in the Council, it would be appropriate to continue with the programme as outlined in Appendix A.

IMPLICATIONS	
Finance	Contained within the report.
Legal	None arising directly from 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	None arising directly from the report.

REPORT AUTHOR	TEL	DATE	DOC ID
P Woodward	(01253) 658600	May 2006	H/cabinet/may06/ideareport

LIST OF BACKGROUND PAPERS		
NAME OF DOCUMENT	DATE	WHERE AVAILABLE FOR INSPECTION
Attached as Appendix		

Your ref:
Our ref:

Dave Joy
Executive Director
Fylde Borough Council
Lytham St Annes

3 April 2006

'Making a difference'

Dear Dave,

Further to our recent meetings, this letter sets out our proposals for 2006.

Your requirements

This proposal rolls forward and builds upon the most recent phase of work with the IDeA 'embedding the learning' and in particular refocuses the support to the new cabinet, the middle management organisational development, support for the revised scrutiny arrangements and work on the ethics and standards streams.

It is essential that the new governance arrangements in Fylde BC be seen to have a positive impact on the effectiveness of the organisation and services to the community in this coming year. In particular the new cabinet and scrutiny committees need to work together to a common agenda to progress those issues that are most important to the council. The issues developed should be reflected in the Council's Corporate Planning framework.

The implementation of your new governance arrangements have resulted in new members on overview and scrutiny committees and these members need to be 'brought up to speed' if you are to build on the successes and maintain the momentum of your scrutiny work. You need a sustainable approach to developing new members of scrutiny.

You have entered into an arrangement with Lancaster City Council to provide an ambitious programme of skills development for all middle managers and supervisors in Fylde BC. You need to ensure that this delivers local messages and is integrated with the earlier Greengage programme. You also need to extend the learning from the '*working together*' programme to middle managers.

The final session from the ethics and standards work stream, from the previous contract, will take place when an external chair has been appointed.

This would provide you with the following outcomes:

- Clear action plans for Cabinet to take forward the priorities that will 'make a difference' in the short and medium term
- New members of scrutiny understand how they contribute to the priorities of the council
- A sustainable approach to improving meetings, developing strategy and reinforcing positive cultural messages
- A redefined role for the Standards Committee and agreed mechanisms for monitoring standards of behaviour.

Our approach

The IDeA will facilitate:

- Support to the new cabinet – 'making a difference'
 - Design and facilitation of three key events, initially with the Cabinet and Management team, secondly bringing in scrutiny chairs and finally with all members.
 - Officer follow-up to support integration into the Corporate Plan and work programmes.
 - Continuation of 1:1 mentoring for cabinet members if required.
- Developing scrutiny members
 - Work with officers to review the development support provided over previous phases of work in order to design an approach to embed earlier learning and bring new members up to speed.
 - This will provide a sustainable approach to meeting scrutiny member needs.
- Organisational development – middle manager programme
 - Facilitate three half day workshops with the Management Team to review the *Working together* material on *collaborative working*, *making meetings work* and *developing great strategy*, in order to agree a way of embedding and extending the learning to middle managers.
 - Work with officers to design materials and techniques to implement the agreed way forward.
 - Facilitate a follow-up workshop on the agreed approach to developing strategy with officers who have responsibility for preparing strategies during 2006/07.
- Ethics and standards
 - Design and facilitate a workshop with the Standards Committee to consider their role in taking forward the issues from earlier work and to renew the profile of ethical standards of behaviour.

Our team

The existing team of Pam Booth, Principal Consultant, Jon Huish, National lead IDeA peer member and Eileen Bosomworth, peer member will continue. Pam Booth will work with the peer members on the 'making a difference' work stream and Pam will support the scrutiny and officer development work.

Our proposition

The fees for the regional associate's time and up to 20 days for the project manager will be funded by the IDeA from RSG allocation. This is in line with the IDeA's strategic objective to build the corporate capacity of local government to deliver improvement. Therefore, in the funding proposal below the fees for the project sponsorship and project management are shown as nil cost to the authority.

We propose that expenses incurred by us in carrying out this work will be charged to you at cost.

On this basis, we propose the following:

Activity/work stream	Team member	Days	Day rate	Value	Fee
Programme sponsorship	Helen Platts	2	£800	£1600	RSG funded
'Making a difference' 1:1 mentoring	Pam Booth	6	£800	£4800	RSG funded
	Eileen Bosomworth	3	£300	£900	£900
	Jon Huish	3	£350	£1050	£1050
	Eileen Bosomworth	2	£300	£600	£600
Developing scrutiny members	Pam Booth	4	£800	£3200	RSG funded
Middle manager programme	Pam Booth	8	£800	£6400	RSG funded
Ethics and standards	Pam Booth	2	£800	£1600	RSG funded
	Jon Huish	1	£350	£350	£350
Summary		2	£800	£1600	RSG funded
Regional Associate		20	£800	£16000	RSG funded
Project Manager		9	£300-£350	£2900	RSG funded
Peer members		29		£20500	£2900
TOTAL					£2900

The IDeA will invoice Fylde Borough Council for the total fee identified in the table above. However, as you are aware, councils with an NND/RSG allocation of less than £50m and councils with a poor or weak CPA rating are eligible for Capacity Building Fund support equivalent to 15 member peer days. You have already utilised 8 days from your allocation on the previous contract. This proposal takes up the balance of the 15 days, (7 days) and adds another two days that will be paid for by yourselves. A claim form will be generated for reimbursement of £2300, on completion of the work and payment of the invoice.

Expenses are estimated at 10% of the value of the contract, £2,050.

We will invoice you at three monthly intervals.

Monitoring and evaluation

Progress against the achievement of the stated outcomes will be monitored by reports to the Improvement Board. A final evaluation meeting will be held with the Regional Associate at the end of the project.

What we expect of you

In order for this project to run smoothly we need to work closely with you. The key things that we expect from you are:

- To keep us informed of any changes to your requirements
- Make all necessary arrangements for specific events including promoting attendance from members and officers, as appropriate.

Next steps and contact details

Once you have confirmed acceptance of this proposal we will issue a formal contract and proceed as set out in this letter. If you have any queries or wish to talk further about anything outlined here

please do not hesitate to get in touch. My mobile number is 07766 252 847 and you can contact me by email on pam.booth@idea.gov.uk

I look forward to hearing from you.

Yours sincerely,

Pam Booth
Principal Consultant
Local Government Services, North and Midlands
Improvement and Development Agency

REPORT

REPORT OF	MEETING	DATE	ITEM NO
COMMUNITY & CULTURAL SERVICES AND STRATEGIC PLANNING & DEVELOPMENT	CABINET	10 TH MAY 2006	6

FUTURE MANAGEMENT OF INDOOR SPORTS/SWIMMING SERVICE AT FYLDE

Public/Exempt item

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

Summary

To update members on progress in relation to the future management of Leisure Services, advise on the findings of a recent independent report by the 4ps and to propose a draft project plan in order to deliver a change management programme for Leisure Services at Fylde Borough.

Recommendation/s

It is recommended that members approve the attached draft project plan.

Cabinet Portfolio - Culture & Tourism, Councillor Simon Renwick

Report

Previous decisions

- **Best Value Review**

The Best Value Review of Leisure Services was undertaken during 2002/03 and the conclusion was endorsed by members in March 2003. The final report outlined the baseline position of the reviewed services and summarised its performance to date. It

Continued....

included a single vision for the Council's Leisure Services, which was *'to provide high quality leisure services that are strategically planned, cost effective and accessible, and that are programmed to meet the needs of all those who visit, live or work in the borough of Fylde'*. From this an improvement plan was agreed which included a number of short and long term objectives.

From the outset this review was driven by the need to 'minimise the subsidy per user' and focused on the need to find a more cost-effective option for providing the service although ten other evaluation criteria were used (rationale for provision, management rationale, business sustainability, accountability, flexibility of management, financial/management information, capital investment/service development, investment in staff, partnership/networking and leisure pass scheme/marketing). An appraisal of alternative options was undertaken against this criteria and the recommended option was that the services be provided through the mechanism of a trust as being the option most likely to deliver benefits over the range of criteria.

The Leisure and Recreation Policy Committee approved the final report and set up a Task and Finish Group to explore the feasibility of delivery of leisure service through one or more charitable trusts.

• **Leisure feasibility report**

The Council commissioned leisure consultants, Knight, Kavanagh and Page (KKP) to investigate the various options for delivery of the council's leisure facilities through charitable trust and to assess the merits of each option. The Executive Committee considered their final report on 24th March 2005. The main outcomes from the report were:

- Enter negotiations with the Fylde Coast YMCA to assess the feasibility of transferring the management of St Annes Pool.
- Commission (or manage in-house) a preliminary 'scoping study' to assess potential to fund the development of a new swimming pool for Kirkham.
- Commission a feasibility study to evaluate the options for the development of the Lowther Pavilion.
- Continue with plans to market test the grounds maintenance function.
- Consider market testing:
 - The Mini-golf – either as a franchise linked to specific conditions about investment in the site or set up as a discrete business unit within Cultural Services.
 - The combined amenities and café at Fairhaven as a franchise linked to specific conditions about investment in the site or setting it up as a discrete business unit within Cultural services.
 - The mini-golf and Fairhaven as a collective franchise linked to specific conditions about investment in both sites or setting them up as a discrete business unit within Cultural services.

The full resolution of the Committee is attached at appendix 1a.

Recent situation

Since the last report the following issues have been progressed:

- Discussions have taken place with the Fylde Coast YMCA to establish the broad terms and content of possible management agreement. The feasibility of management of St Annes Pool by the YMCA was shown, at a probable similar cost to the council's

existing revenue investment although there were other benefits of working with a local partner, etc. On this basis, in December 2005 the Fylde Coast YMCA agreed, in principle, that it would be prepared to take over the management of St Annes Pool, subject to agreement by the Council

- Work has started to look at the feasibility of a replacement pool for Kirkham Baths. In parallel to the negotiations with the YMCA the Cultural Services Business Manager opened a dialogue with Lancashire County Council, identified a small pools package and initially identified a number of potential sites for a replacement pool in the rural areas. The most recent meeting held in early February established that, in principle, the County Council would consider providing land at one or other of the identified sites for the purpose of constructing a new pool. However, discussions are still at an early stage and this matter now needs to be taken forward in consultation with the user and stakeholder groups which have developed out of the recent (temporary) closure of the pool.
- The status and future management of Lowther Gardens, is influenced by the terms of the deed by which the land was gifted to the Council and it has now been established that the council holds Lowther as a charitable trustee. The Executive Committee considered the future of Lowther Gardens and resolved at its meeting on 28th September:
 1. To agree to the registration of Lowther Gardens (including the Pavilion) with the Charities Commission as an urgent priority.
 2. To agree to the finances of Lowther Gardens and Pavilion being separated from those of the Council.
 3. To authorise the appropriate officers to explore, with the Charities Commission and interested parties, the prospect of the operation and administration of Lowther Gardens and Pavilion being transferred to a new or existing Charitable Trust.

Documents to register the land with the Charity Commission have been submitted and a dialogue has been opened with potential trustees.

- Market testing of the grounds maintenance function will be carried out late this year.
- the Asset Management Group has considered issues around Fairhaven Lake and recommended that a small officer group should be formed to look in more detail at the site. This group would take into account: St Paul's Avenue car park (considered as surplus by Cabinet), the investment required on sea defences around Granny's bay and the Lake and the potential of the site to contribute towards the Classic resort initiative.

Emerging issues

The central aspect of the feasibility study into the future delivery of leisure services at Fylde has been the transfer of St Annes pool to a Trust. During late 2005 when discussions were progressing with the Fylde Coast YMCA it became clearer that without additional capital investment it would operate the facility in largely the same way as the council does presently. This means there would be few real obvious benefits in transferring the facility other than perhaps a small amount of investment and co-ordination with the YMCA's local leisure provision. In this case it becomes more difficult to ensure the final negotiated deal is competitive and in the best interests of the council taxpayers of the borough.

Members will be aware that although the council has recently set its 2006/07 budget there are a number of medium term financial pressures that are likely to impact from the

2007/08 budget onwards. In this climate, non-statutory services such as leisure are at most risk and therefore it is vital that the council achieves the most financially favourable arrangements for its services. Given this situation it is clear that the wider market should be explored although the YMCA as a provider would still be under consideration.

Another aspect, which is relevant, is that private sector operators have started to become more interested in local authority leisure management. In particular West Lancashire DC and South Ribble BC have in recent months entered into long term contracts that have seen significant private sector investment and innovation.

The recent closure of Kirkham Baths for urgent works has opened the debate over whether the Council should provide a new pool/leisure facility or whether it should simply re-invest in the existing ageing facility. A Scrutiny review is shortly to be undertaken which will look at this particular issue as well as the wider future of swimming facilities in the borough. Regardless of which approach is taken, it is appropriate that the opportunity to develop such a facility should be explored along with the St Annes pool.

4ps report

As a result of these emerging issues, and in order to address increasingly conflicting circumstances, 4ps were approached to seek an independent view of the situation. 4Ps is a government agency (funded through the Office of Government Commerce, OGC) which specialises in advising public bodies on project delivery at no direct cost. Their advisor visited the Council on 20th February 2006 and makes the following observations.

The Council needs to give attention to the following:

- providing clarity of objectives
- prioritising the different strands of the project
- slowing down the discussions with the YMCA
- revisiting the business case for the project
- undertaking an options appraisal
- carrying out community/stakeholder consultation
- exploring funding options
- defining the procurement strategy
- formally market testing the project
- establishing a programme/project board to manage the change management programme

The full report is attached at appendix 1.

A project plan

It is felt that a more focused approach needs to be taken to the future management of the council's two indoor facilities (St Annes and Kirkham). In order to take this forward a draft project plan is proposed attached at appendix 2 which attempts to set out and establish what is being done, why, by whom, etc. Appendix 3 sets out the key work strands and timescales involved. The Policy & Service Review Scrutiny Committee would be involved in strand (a) public consultation, with the overall conclusion of project 1 being reported to Cabinet in September 2006. On the basis of project 1, members should be able to define the service required in advance of tendering at project 2 stage.

There are elements of the project which will require certain knowledge and skills which would need to be seconded temporarily from elsewhere within the Council. In principle this would involve the secondment of a senior officer from the Streetscene Unit (Senior Highways Technician) for one or two days per week over the next 6 – 8 months. An honorarium would need to be paid to recognise the additional responsibility and the post would need to be "backfilled" accordingly. It is anticipated that the costs of this can be met from within existing budgets.

Members are asked to consider the attached draft plan and comment accordingly. Please note this does not however deal with other aspects such as Lowther Gardens and Fairhaven Lake, which are being taken forwards independently of this proposal and are included in the council's draft Corporate Plan.

Conclusion

The process described in this report, beginning with the Best Value Review of Leisure Services has demonstrated that, over time, the rationale of the project and priorities of the council have changed as have the benefits of transferring the service to a trust. It is appropriate that the council takes a step back from the current course of action in order to re-evaluate its priorities and rationale, and, to consider any emerging opportunities. In the light of this, Members are asked to reconsider these issues together with the aims and objectives of the project and agree a revised project plan as suggested by the 4ps.

Appendices

- 1 4ps report – March 2006
- 2 draft project plan
- 3 draft programme of key dates

IMPLICATIONS

Finance	<p>The Council currently spends over £540,000 on the basic provision of swimming facilities at St Annes and Kirkham. Further significant capital investment will be needed in future to keep the facilities up to the standards required. With the financial pressures the Council is under it is imperative that the most cost effective solution to operating leisure facilities is implemented as soon as possible.</p> <p>It is anticipated that the costs of the proposed secondment can be met from within existing budgets.</p>
Legal	Contract standing orders would need to be followed in letting any contract to manage the council's leisure facilities. In the light of the 4Ps report it would be very difficult to justify allowing the YMCA to manage the facility without open competitive tendering.
Community Safety	There are no implications
Human Rights and Equalities	There are no implications
Sustainability	There are no implications
Health & Safety and Risk Management	There are no implications

REPORT AUTHOR	TEL	DATE	DOC ID
Paul Walker/ Paul Norris	(01253) 658431/658440/	Date of report	2 nd March 2006

LIST OF BACKGROUND PAPERS

NAME OF DOCUMENT	DATE	WHERE AVAILABLE FOR INSPECTION
Leisure Best Value Review, final report	February 2003	Community & Cultural Services UBM, Town Hall, St Annes, FY8 1LW. Pauln@fylde.gov.uk
Fylde Borough Council, Feasibility assessment report by Knight Kavangh & Page	7 th March 2005	Community & Cultural Services UBM, Town Hall, St Annes, FY8 1LW. Pauln@fylde.gov.uk
Minutes of Executive Committee	24 th March 2005	On the council's website at http://www.fylde.gov.uk/ccm/content/web-site/domestic-and-legal-services/committee-archive/executive/2005-03-24.en

4PS REPORT, 27th FEBRUARY 2006

1. Background and context of review

This short report highlights the main findings and recommendations following 4ps visit to Fylde Council on 20th February 2006. The context of the review undertaken was to consider the status of the Council's response and progress in responding to a Cultural Services Best Value Review and Feasibility Study into establishing a Not for Profit Distributing Organisation (NPDO/Trust) to manage its cultural services.

The Feasibility Study concluded that the Council should not transfer the full service to a Trust. 4ps considers this a sensible decision. A number of key projects strands emerged from this work and were identified and presented to the Executive Committee in March 2005, by the Leisure Trust Task and Finish Group. These are included in appendix 1a at the back of this report. Much of the work completed was 'high level' and there is a requirement to do more detailed project specific work around options appraisal and business cases for each project identified and prioritised by the Programme Board.

2. Clarity of objectives

In order to progress these project strands effectively they need to be 'housed' in a strategic framework with clear aims and objectives. These aims and objectives should be used to 'test' the viability of the proposed project(s), and measure and assess the benefits of each option considered. These should be used as key criteria in the options appraisal identified below by the Programme Board.

The basis for the proposed 'Cultural Services Change Programme' appears primarily led by the need to become more efficient and reduce costs associated with delivering the service. Other aims and objectives such as leveraging capital investment into facilities, and improving the service appear secondary. It is also unclear as to the length of the term which the service is looking forward to. It is important that the Council can plan service improvement for the short, medium and long term, and again its aims and objectives and options work should reflect this.

One of the main findings of the review was the diversity and breadth of services within the Cultural Services provided, and therefore the range of customers it was therefore trying to serve with its offer. For a small Council and Directorate which can create a capacity / delivery issue in itself. The Council therefore needs to prioritise, and resource projects in terms of ensuring delivery. Otherwise it will spread its resources too thinly across too many project strands. There was some evidence to suggest this was the case. The Programme Structure recommended below aims to ensure that this situation is avoided in the future.

The following aims and objectives were acknowledged by stakeholders during the review with respect to the plans for improved swimming and indoor sports, health and fitness provision (Swimming and Sports Strategy Development)-

- To increase participation in swimming, sport, health and fitness activities

- To do this as efficiently as possible minimising the subsidy to the Council
- To provide two swimming facilities in the St Anne's and Kirkham areas to deliver the above – this was a stated political commitment.

3. St Annes Pool and Kirkham Baths

These were considered as a Package in Option 2 of the KKP Feasibility Assessment: Final Report.

4ps recommends that discussions with the YMCA be slowed down and be treated as part of a wider market testing exercise, as an integral element of an Options Appraisal to ascertain the best project and procurement options for the development of the Swimming and Sports Strategy development identified above.

A concern during the review was that the proposed 'YMCA Partnership' for the St Anne's Pool might be a 'quick fix' and the Council might not have considered other options in any detail. Also that this arrangement might not actually deliver the benefits which the Council would like to realise such as – reduced revenue costs, a reduction in its commitment to on going maintenance, increased risk transfer, investment in the facilities and greater participation levels in swimming. There was also -

- no formal business case to justify the project,
- uncertainty as to the proposed term of the contract being considered.
- an absence of a formal procurement strategy in keeping with Council contracting procedures.

The Feasibility work into a new pool in the Kirkham area had begun with a few potential sites identified, and discussions held with the County Council and local schools. Some initial costings had been received from other small pools packages elsewhere in the UK. 4ps recommends that this work is accelerated and forms a key part of the options appraisal work identified below. Cost assumptions and income projections should be robustly tested as part of this work, on an on going basis.

The Councils commitment to providing two facilities in these areas should contribute to viewing them potentially as a sport/swimming service and exploring if solutions could be found for a two site service as well as each location on its merit. This should feed into the market testing exercise outline below.

4. Market Testing (Swimming and Sport)

It was stated in the background papers that there was a lack of private sector interest previously shown in the service through CCT. It was unclear whether this was for the service as a whole.

4ps recommend that a market testing exercise is undertaken as a key element for the Indoor Sports/Swimming Service which seeks interest from the private sector in a partnership arrangement for the St Annes, Pool and/or Kirkham Pool. This dialogue with the market should also seek their interest in working with the Council in widening the sports and leisure offer at both sites with a broader health and fitness offer – exploring ways in which the revenue subsidy associated with swimming may be reduced.

5. Options appraisal

A detailed options appraisal is required for the development of the two pools at St Annes and Kirkham. This should include a 'Do nothing' and 'Do minimum' scenario and be based on an appraisal term of 10 to 15 years as a minimum.

The appraisal work should also include -

- market testing exercise, to explore market interest – if any
- community and stakeholder consultation
- detailed costings for capital and revenue dependent on option
- funding options including use of capital receipts, prudential borrowing etc
- procurement options modelled

The use of an external interim consultant to assist with the above should be considered. This work should then form the core of a Business Case for the project.

During the review it was highlighted that there could be some capital receipts that maybe available to fund this project. This is dependent on the Council's Corporate Strategy, and other Council projects such as the back office development.

6. Project Governance and Project Management

A Programme /Project Board should be established to manage the Cultural Services change management programme identified, and the various projects identified, including the Indoor Sports/Swimming Service. The Programme Board should :-

- Be made up of senior stakeholders including internal legal and financial as well as the lead Member for Cultural and Leisure Services.
- prioritise the priority projects within the programme
- identify 'Project Managers' for the projects, acknowledging that it is not always practical or sensible to be responsible for both the Programme, as Head of Service as well as managing the projects identified on a day to day basis
- Establish project working groups to support delivery, and feed into the Programme
- Identify when external advice is required
- allocate/ confirm resources to deliver the projects
- agree a project brief and project plan for the priority project(s) identified
- monitor project progress against the project and programme plan

Appendix1a. Extract from Executive Committee Report – March 2005

The Cultural Services Manager to report the findings of the feasibility study into transferring all or part of leisure services to one or more existing or new charitable leisure trust. The Executive Committee is asked to agree to the recommendations of the Leisure Trust Task and Finish Group

Recommendation/s

1. That the transfer of the management of St Annes pool to the Fylde Coast YMCA be agreed in principle and that the relevant officers implement the detailed arrangements to achieve this.
2. That officers explore any joint working opportunities with Wyre Borough Council as its own options for service delivery become clearer.
3. That, in the context of this transfer, the sports development function is retained within the council and a ring fenced proportion of the subsidy is used to underpin the operational relationship between the YMCA and the council with a particular view to promoting and safeguarding the interests of targeted groups.
4. That officers carry out an urgent feasibility study into the provision of an alternative swimming and dry leisure facility in Kirkham, jointly with partners in order to replace the ageing Kirkham baths with a new facility, subject to extensive consultation.
5. That only essential maintenance be undertaken at Kirkham Baths to ensure the continuing provision until new arrangements are made.
6. That the consultants recommendations for Lowther Pavilion and the requirements of the proposed events company be considered by the council when determining the options for new civic meeting facilities. In considering any proposals for the future development of the building, consultation to be undertaken with current users and others who can contribute to the vision of the future use of this facility.
7. That the recommendations regarding the outdoor leisure facilities are explored and further developed by the Leisure Trust Task & Finish Group and presented to the Executive Committee at a future meeting.

Appendix 1b. Stakeholders Interviewed

- Paul Walker, Economic Well Being and Regeneration UBM
- Paul Norris, Community and Cultural Services UBM
- Phil Woodward, Deputy Executive Director
- Brian White, Finance UBM
- Ian Curtis, Legal & Democratic Services UBM
- Simon Renwick, Portfolio Holder for Culture and Tourism

Project Cover Sheet



Project Title:	Improved management of the indoor sports/swimming service
Type of Project:	Service improvement and management transfer
Aims of Project:	To improve the health and wellbeing residents/visitors by providing a quality and cost effective indoor swimming and leisure service at 2 facilities in St Annes and Kirkham
Project Objectives: (Current project)	<ul style="list-style-type: none"> • To confirm service aims and objectives • To develop the outline business case • To shape and confirm service standards through consultation with users and non-users and to determine possible replacement of Kirkham Baths with a new facility. This to be considered by one of the Councils Overview and Scrutiny Committees. • To develop a leisure card to encourage increased participation and accessibility to the leisure service. • To undertake market consultation with potential leisure providers • To use the outcome of the public and market consultations to determine future service standards
(Future project)	<ul style="list-style-type: none"> • To prepare the necessary documentation and invite tenders and award contract
Link with Corporate Aims /Priorities:	<ul style="list-style-type: none"> • To promote the health and wellbeing and equality of opportunity of all people in the Borough • Work with partners to help maintain safe communities in which individuals and businesses can thrive
Project implications / impacts / risks:	<ul style="list-style-type: none"> ◆ Inability to identify alternative leisure providers with adequate investment ◆ Funding not available to develop alternative pool facility ◆ It is not possible to reach agreement on a suitable site ◆ Facilities forced to close through withdrawal of funding ◆ Lack of a competitive market may result in bids being disadvantageous to the council ◆ Lack of expertise internally to deliver project ◆ Staff leave the authority due to job insecurity ◆ Non-programmed delays in the project

	<ul style="list-style-type: none"> ◆ Leisure card costs may be unaffordable ◆ Local government reorganisation leading to indecision
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Commencement Date	April 2006	Completion Deadline:	September 2006
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Project Tracking:

Key stages	Target Date	Date Completed	Signature
Project Appraisal:	Late February – Late April 2006		
Project Approval:	10 th May 2006		
Project Planning:	March –April 2006		
Project Implementation:	Current project - Defining the service (April –Sept 2006) Future project - Tendering (October 2006- December 2007)		
Initial project completion:	September 2008		
Project Evaluation:			

Project Resources:	Project Sponsor: Executive Director Project Leader: Community & Cultural Services UBM Project team members: Cabinet Portfolio holder: Culture & Tourism Finance Manager Legal Services & Monitoring Officer Leisure Services Manager
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Other Project Resources:	Staff /union representation
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Cover Sheet Completed by: (Name & Signature)	Paul Walker/Paul Norris	Date: 11/4/06
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Project Approved by: (Name & Signature)		Date:
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CONTRACT FOR THE MANAGEMENT OF INDOOR SPORT & LEISURE FACILITIES AT FYLDE BOROUGH

DRAFT PROGRAMME OF KEY DATES

Initial project – Defining the service (3 strands)					
(a) Public consultation	Key dates	(b) Market consultation	Key dates	(c) Leisure card	Key dates
Scrutiny Committee agree basis for consultation	18 May 2006	Confirm outline costs and other issues to both refurbish and replace Kirkham Baths and refurbish St Annes Baths	May 2006	Pilot already in place	Nov 05 to Mar 06
Undertake and evaluate consultation	June/ August 2006	Develop draft 'procurement Strategy'	May/June 2006	Evaluate pilot	May 2006
Scrutiny consider initial findings of consultation	August 2006	Undertake market consultation and Prior Indicative Notice (PIN)	June to Aug 2006	Agree specification for new card	Sept 2006
Cabinet agree main findings of consultation	Sept 2006	Consider results of 'market consultation' and determine final procurement strategy	Sept 2006		

Continued....

Future project - Tendering			
TASK		Scheduling issues	Key dates
Advert for Select List including Contract Notice (CN) in the Official Journal of the European Union (OJEU)		Minimum 37 days between the two dates	Early October 2006
	Closing date for Select List applications		Early November 2006
Decide Select List and undertake the tender evaluation process		Minimum 3 months and maximum 6 months to carry out	Late November 2006 to March 2007
	Invite Tenders		April 2007
Return of Tenders		Minimum 40 days between the two dates	Late May 2007
	Accept Tenders		June/July 2007
Commence Contract		Maximum 90 days after return date	1 st January 2008

REPORT



REPORT OF	MEETING	DATE	ITEM NO
EXECUTIVE MANAGER (FINANCE)	CABINET	10 TH MAY 2006	7

USE OF RESOURCES ASSESSMENT

Public/Exempt item

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

Summary

This report informs members of the outcome of the new annual assessment on the 'Use of Resources' which is carried out by the Audit Commission and will feed into the future CPA process. The first assessment was carried out at the end of 2005 and performance was assessed as adequate. An action plan to improve in the future is attached at Appendix A.

Recommendation

1. That members note the report and agree the action plan.

Cabinet Portfolio - : Cllr P Rigby – Finance and Efficiency

Report

1 Introduction

1.1 The 'Use of Resources' assessment was introduced in 2005/06 for the first time as part of the new CPA 'harder test'. Unlike other elements of CPA this assessment will, in future, be made annually by the Audit Commission.

2. Use of Resources

2.1 The Use of Resources assessment is split into five elements each of which has a number of sub-elements as follows;

1 Value for Money

- a) How far the Council currently achieves good value for money (VFM)
- b) How far the Council manages and improves VFM.

2 Financial Management

- a) The Councils medium term financial strategy, budgets and capital programme are soundly based and designed to deliver its strategic priorities.
- b) The Council manages performance against budgets
- c) The Council manages its asset base

3 Financial Standing

- a) The Council manages its spending within the available resources

4 Financial Reporting

- a) The council produces annual accounts in accordance with relevant standards and timetables, supported by comprehensive working papers.
- b) The Council promotes external accountability

5 Internal Control

- a) The Council manages its significant business risks.
- b) The Council has arrangements in place to maintain a sound system of internal control
- c) The Council has arrangements in place that are designed to promote and ensure probity and propriety in the conduct of its business.

2.2 Each of the elements is given a score between 1 and 4 as follows:

- 1 – Inadequate performance
- 2 – Adequate performance
- 3 – Performing well
- 4 – Performing strongly

2.3 For 2005/06 each of the elements was scored at level 2. This gives an overall rating of adequate performance which is in line with most of the other district councils.

3. Use of Resources Action Plan

- 3.1 To progress to level 4 overall the Council needs to improve in a number of areas which may have resource implications in the future. To help achieve this an action plan is included at Appendix A. It is unrealistic for the Council to achieve level 4 by the end of the current year, which is when the assessment will be reviewed, but it is realistic to aim for level 3 at the end of this year and level 4 by the end of the following year.
- 3.2 To achieve a level 3 it is necessary to score at level 3 on at least 3 of the 5 elements outlined at paragraph 2.1.
- 3.3 Of the five elements detailed in paragraph 2.1 above, the VFM element scored the lowest level. Feedback from the audit commission is that the Council needs to improve its approach to VFM just to retain its current rating on VFM. In the timescale before the next assessment, it is felt unlikely that we will be able to achieve level 3 for VFM. However, the joint work we are proposing to undertake with Wyre Borough, particularly around business process re-engineering, will provide a solid foundation to this.
- 3.4 In terms of the future standing of the Council with the Audit Commission, this will be a significant area of work where progress needs to be made and the action plan implemented.
- 3.5 The ability to achieve level 3 on the financial reporting element requires that consultation be

carried out with key stakeholders over the need for and content of an annual report and summary accounts which should be published no later than the Autumn. This has been incorporated into the action plan.

- 3.6 The financial standing and internal control elements should be capable of achieving level 3 and financial management is dependent on there being no significant over or underspends.

IMPLICATIONS	
Finance	Contained in the body of the report.
Legal	None arising directly from 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	Contained in the body of the report.

REPORT AUTHOR	TEL	DATE	DOC ID
Brian White	(01253) 658???	May 2006	

LIST OF BACKGROUND PAPERS		
NAME OF DOCUMENT	DATE	WHERE AVAILABLE FOR INSPECTION
Attached as Appendix A - Use of Resources Action Plan	February 2006	FBC website - www.fylde.gov.uk

USE OF RESOURCES ACTION PLAN

Action	Responsibility	Timing
1 Value For Money		
a) Establish a Value for Money Policy	Executive Manager (Finance)	July '06
b) Establish a VFM review programme including robust analysis of high cost services	Executive Manager (Corporate Policy & Performance)	July '06
c) Set targets to be achieved for the review programme in terms of service improvements and efficiency savings	Executive Manager (Corporate Policy & Performance)	July '06
d) Link the VFM work into the scrutiny workplans	Executive Manager (Democratic Services & Partnerships)	July '06
e) Executive Managers to undertake regular benchmarking of services and include in service plans and as local PIs.	Executive Managers	Inclusion in 07/08 Service Plans
f) Build the achievement of VFM into the officer appraisal process	All Executive Managers	June '06
g) Publicise procurement information on the Council website.	Executive Manager (Finance)	July '06
2 Financial Management		
a) Demonstrate that the medium term financial strategy (MTFS) is driven by the corporate plan by showing that changes in resource allocations are determined in accordance with the policies and priorities in the corporate plan	Executive Manager (Finance)	July '06
b) Ensure MTFS is communicated to staff and stakeholders.	Executive Manager (Finance)	Sept '06
c) Ensure the corporate plan takes account of partner consultation, risk assessments, sensitivity analysis and contingency planning.	Executive Managers (Finance and Corporate Policy & Performance)	Sept '06
d) Budgets are linked to the MTFS and service	All Executive Managers	Nov '06

plans and take account of risk assessments of material items of income and expenditure.	(Finance to lead)	
e) Review the capacity, resourcing and training needs of the finance function.	Executive Manager (Finance)	Sept '06
f) Identify significant partnerships and review financial performance annually with outcomes being shared.	Executive Director / Deputy Chief Executive	Sept '06
g) There are robust project appraisals/business cases for new policy and capital developments incorporating whole life costing and the wider indirect costs where appropriate	Executive Managers (Streetscene and Corporate Policy & Performance)	July '06
h) There is a regular training programme for members and staff on financial issues.	Executive Manager (Finance)	Sept '06
i) The Cabinet receives budget monitoring reports which incorporate risk assessments, focus on high risk or volatile areas are predictive and linked to operational indicators that are lead indicators of spend.	Executive Manager (Finance)	Half yearly (May & October)
j) Progress on achieving savings and efficiency gains are regularly reported to mgt with action plans (level 3).	Executive Manager (Corporate Policy & Performance)	
k) There is a plan in place to reduce the level of backlog maintenance and this has been approved by members	Executive Manager (Strategic Planning & Development)	Sept '06
3 Financial Standing		
a) Adopt a policy on the use of earmarked reserves and carry out a risk assessment on the level of balances held.	Executive Manager (Finance)	July 06
b) Collection and recovery of material categories of income is monitored. Include in arrears monitoring reports an evaluation of debt recovery action and its associated costs	Executive Manager (Finance)	June 06
4 Financial Reporting		
a) Consult with stakeholders on the need for and content of an annual report and summary	Executive Manager (Customer Services)	July '06

accounts.		
b) Prepare summary accounts that are accessible to members of the public..	Executive Manager (Finance)	Oct 06
c) Ensure that a comprehensive set of working papers are available to the auditors for the final accounts audit.	Executive Manager (Finance)	August 06
5 Internal Control		
a) Ensure that the risk management process is regularly reported to a member committee during the year.	Risk Management Officer	Nov '06
b) Ensure all relevant staff are given appropriate training and guidance to manage risk within their working environment.	Risk Management Officer	Nov '06
c) Strengthen risk management arrangements by embedding a process that maps strategic objectives to risks, controls and assurances.	Risk Management Officer	Nov '06
d) Ensure that an appropriate member committee is established with audit and governance as its principal responsibilities.	COMPLETED	In place from March '06
e) Provide relevant training to Audit committee members, in particular the chair, to include risk management and the internal control framework (level 4).	Internal Audit Manager	Nov '06
f) Assess and update procedure notes on an annual basis for business critical systems.	All Executive Managers	Nov '06
g) Communicate the Council's whistleblowing policy to those parties contracting with the Council.	Executive Manager (Finance)	June 06
h) Ensure that officers and members comply with the requirement of the Council's code of conduct to disclose interests.	Head of Legal Services	Annual review (Sept)
i) Promote high standards of personal conduct amongst members and staff through the provision of ethics training (level 4).	Executive Director / Deputy Chief Executive	Annual review (Sept)

REPORT



REPORT OF	MEETING	DATE	ITEM NO
POLICY & CHANGE MANAGER	CABINET	MAY 15 TH 2006	8

THE CORPORATE PLAN AND THE BEST VALUE PERFORMANCE PLAN

Public item

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

Summary

The report provides details of the revised Corporate Plan and the Best Value Performance Plan for 2006.

Recommendations

1. That the Cabinet agree the content of the Corporate Plan and approve it for submission to full Council.
2. That the Cabinet agree the content of the Best Value Performance Plan and approve it for submission to full Council.

Executive brief

The Executive Brief holder for Corporate Performance and Development is Councillor Sue Fazackerley.

The Report

1. The Council has a duty under Section 6 of the Local Government Act 1999 to produce a Best Value Performance Plan (BVPP) and publish it before June 30th each year. The BVPP must include the following information:
 - (a) A brief summary of the authority's strategic objectives and priorities for improvement. This should reflect its corporate/ business planning processes and community strategy.

- (b) Arrangements for addressing the authority's improvement priorities, particularly the opportunities and weaknesses identified in CPA (or self-assessment where a CPA has not reported), and the outcomes that are expected to be achieved as a result.
 - (c) Details of performance:
 - Out-turn performance over the past year on all Best Value Performance Indicators (BVPIs).
 - The target for the current year and subsequent 2 years for all BVPIs.
 - (d) A brief statement on contracts. The authority should state and certify that all individual contracts awarded during the past year which involve a transfer of staff comply, where applicable, with the requirements in the Code of Practice on Workforce Matters in Local Authority Service Contracts.
2. A copy of the proposed BVPP for 2006 at Fylde is included in Appendix 1 and the content of the BVPP complies with the requirements set out by the Office of the Deputy Prime Ministers (ODPM) Guidance on BVPP's.
 3. A significant element of the BVPP is the performance indicators that will be presented to the Performance Improvement Scrutiny Committee as part of the performance reporting framework.
 4. The Corporate Plan is a long term (up to 5 years) planning document that the Council reviews each year as part of the performance management framework at Fylde and in line with best practice guidance. Included in Appendix 2 is a copy of the revised Corporate Plan. The review focuses on the current actions and any new actions necessary to deliver the corporate objectives and priorities that have been agreed by the Council.
 5. The Corporate Plan is closely linked to the Medium Term Financial Strategy and as such the objectives, priorities and many of the actions included in the Plan are longer term (up to 3 years).
 6. The review of the Corporate Plan has taken into account feedback received throughout the year from residents, visitors and partners from the various ongoing engagement methods in place across the Council e.g. Listening Day, Web Site forms, service specific surveys. Recommendations from the audit and inspection work carried out throughout the year and changes in local and central government priorities have also been considered as part of the review process. Each of the Unit Business Managers has carried out service planning workshops with their teams that has provided valuable input to the Corporate Plan and ensured that there is a strong link between the service delivery plans and the Corporate Plan. The Cabinet and the Management Team have attended a specific 'away day' as part of the review process the outcomes of which have been incorporated into the revised Corporate Plan.
 7. The actions outlined in the Corporate Plan will be monitored by the Performance Improvement Scrutiny Committee on a quarterly basis that is part of the performance management framework in place at Fylde. Recommendations made by the Performance Improvement Scrutiny Committee throughout the year will be incorporated into future annual reviews of the Corporate Plan.

IMPLICATIONS	
Finance	There are no direct financial implications.
Legal	The Council is required to produce a BVPP under section 6 of the LGA 1999.
Community Safety	There are no direct Community Safety implications.
Human Rights and Equalities	There are no direct Human Rights and Equalities implications.
Sustainability	There are no direct sustainability implications.
Health & Safety and Risk Management	There are no direct H&S or Risk Assessment implications.

REPORT AUTHOR	TEL	DATE	DOC ID
Allan Oldfield	(01253) 658576	April 13 th 2006	
LIST OF BACKGROUND PAPERS			
NAME OF DOCUMENT	DATE	WHERE AVAILABLE FOR INSPECTION	
All previous BVPP and Corporate Plans	2000 to 2005	Town Hall records or www.fylde.gov.uk	

Attached documents

Appendix 1: The Best Value Performance Plan 2006

Appendix 2: The Corporate Plan

Welcome and Introduction

From the Leader of the Council.

Welcome to Fylde Borough Council's Best Value Performance Plan 2006. Each year every Council in the country is required to report performance against a number of national indicators. This allows people the opportunity to compare performance and judge for themselves how their council is performing.

At Fylde we are proud of our performance and we publish how we are doing on a regular basis in committee reports, on the web site and in the local press. The performance plan places improvement in context with the corporate priorities and objectives outlining how we have performed and how we intend to improve in the future.

I am delighted to say that the last 12 months have seen the Council improve yet again. Last year we set some very challenging targets and improvement plans that I am proud to say have all been delivered. The One Stop Shops in Kirkham and St Annes are dealing with hundreds of people day to day and the call centre handles thousands of calls a week. The Council has developed more on line services that customers can access from anywhere in the world through our web site at www.fylde.gov.uk. I am particularly pleased with the continued

improvement of our recycling services. Fylde has one of the best recycling rates in the country that has been made possible through the commitment and participation of the residents. Other councils have the same collection schemes in place but they do not recycle the high percentage of waste that Fylde has achieved. In March 2006 the Council was successful in securing £1.5 million of lottery funding to enhance and improve Ashton Gardens demonstrating our commitment to the local environment and quality of life in the borough.

In January 2006 the Council established a cabinet structure of local governance that will ensure greater accountability in local decision making and speed up the process of change and improvement at Fylde. The Local Strategic Partnership has progressed significantly making the lives of thousands of residents better through improved health care, education, community safety and environmental improvements.

The Best Value Performance Plan includes a large section outlining the comprehensive arrangements in place to deliver real improvements at Fylde. The expected outcomes from the improvement arrangements are clearly linked to the corporate priorities and objectives set by the Council. The link to our priorities and objectives is made clear in

the corporate performance framework included in this performance plan.

These examples represent just a few of the successes achieved over the last year or so. We are committed to making sure that this improvement continues by working with the community to make life better. This performance plan also includes details of local performance indicators that measure areas of particular importance to Fylde and which are reflected in our corporate priorities and objectives.

Although a great deal has been achieved at Fylde there is still more to do. Through the hard work and dedication of the employees, elected members and all our partners we will continue to put the customer first and strengthen the local community.



Councillor John Coombes
Leader of the Council

Improvement Arrangements

In November 2003 the Audit Commission carried out a CPA inspection at Fylde and categorised the Council as 'weak'. Since that time the Council has put in place arrangements to ensure that improvements are delivered. One of the key outcomes of the inspection was an improvement plan that outlined key actions the Council should deliver in order to address the weaknesses identified in the inspection.

The Council responded to this by voluntarily establishing an Improvement Board that included representation from the Audit Commission, the ODPM, the I&DeA and a Chief Executive from a district council that is rated 'good'. The Improvement Board has been used to ensure that the Council is achieving improvement in the right areas. Every action outlined in the Improvement Plan approved in 2004 has been delivered. Further actions have also been identified and agreed by the Improvement Board, in response to the plethora of changes in local government over the last three years.

Another significant response to the CPA inspection was the decision to apply for and secure capacity building grants from the ODPM. The Council has been developing officer and member capacity over the last two years with great success. The Council was awarded with the North West Employers Member Charter in 2005 in recognition of the extensive training and development delivered to members. Officers have embarked on the national Leadership Academy programme and teamed up

with peers from excellent authorities in mentoring and coaching roles. In 2006 a comprehensive middle management training programme will be delivered in partnership with the I&DeA and Lancaster City Council.

The excellent progress made by the Council since the CPA inspection in 2003 has been recognised in the Progress Assessment Reports published in December 2004 and December 2005. Both of the reports state that the Council has in place robust measures to deliver the right improvements for Fylde. The clear message is that Council is travelling in the right direction in terms of improvement.

The Improvement Board is still in place and is engaged in the Council's response to inspection and audit work. The Board provides support and advice on the improvement plans that are put in place after each inspection as well as all other improvement activity. They help to monitor the outcomes and ensure that the Council continues to improve the right things. Recent inspections of Access to Services and Performance Management have provided further confirmation that the Council is improving both service delivery and the business support arrangements.

Improvement through partnership working has been one of the key strategic approaches at Fylde. The Council has moved towards much closer working with other local authorities including Blackpool and Wyre. Strong links with the North West Centre of Excellence, the Government Office North West as well as the OGC have helped to improve regional

and national working relationships with Fylde. The LSP has gone from strength to strength over the last two years with the establishment of a Community Fund and shared services across the community. This approach will continue to be taken at Fylde to secure further cross partnership improvement. By continuing to work with others the Council will continue to improve.

The actions identified in the Corporate Action plan are part of the corporate priority improvement arrangements. The link between what the Council delivers on the ground and the corporate objectives and priorities are directly influenced by the improvement agenda. The Council recognises that improvement alone is not enough and that improvement must be in the right areas for Fylde.

Two important elements of the arrangement put in place to address the improvement agenda are the managerial and political structures at the Council. The management structures are now very flexible and responsive to change with a pool of talented managers that have a balance of service specific and generic management skills. This has been made possible through the capacity building work. The new political structure includes a Cabinet system of governance but more importantly comprehensive training delivered to every councillor. The training programme ensures that every member has the opportunity to identify their training requirements, and most importantly have them delivered to suit their needs.

Improvement Arrangements - The Cabinet

In March 2006 after extensive consultation and community engagement the Council introduced the cabinet system of local governance. This is the most popular type of system used in councils across the country to deal with modern local government. The new system is an important part of the arrangement put in place to address improvement priorities by making it much easier to make quicker decisions.

The key feature of the Cabinet system is a split between 8 councillors who make 'executive' decisions, and the majority of councillors who keep a check on - and challenge - those decisions.

In place of the old committee system, we now have a structure whose essential elements consist of the

full Council, a Cabinet (also referred to as the Executive), an Overview & Scrutiny Committee, a Standards Board and a small number of committees for specific functions such as licensing.

Both councillors and council officers are servants of the public, but their responsibilities are distinct:

Councillors are elected by their fellow citizens to speak and act on behalf of residents of the borough. They take the decisions that shape the level and standard of local services. They don't receive a salary, but they do get allowances based on the recommendation of an independent review panel. This reflects the time and expense incurred by attendance at meetings, and carrying out their duties representing constituents. Those with special responsibilities, such as the council leader, members of the cabinet and committee chairs and

vice-chairs, receive extra allowances to enable them to carry out what are time-consuming and very responsible duties.

Council officers are the paid local government officials who give advice to members of the council and carry out the council's day-to-day work once elected members have approved policies. The most senior of the council's paid officers is the chief executive, who leads a management team of chief officers that meets regularly to consider strategy and ensure effective liaison and communication between departments.

The 8 cabinet members have dedicated areas of responsibility that are outlined beside each of the councillors on the cabinet below.



John Coombes
Leader of the
Council



Roger Small
Development &
Regeneration



Paul Rigby
Finance and
Efficiency



Simon Renwick
Culture &
Tourism



Sue Fazackerley
Performance and
Development



Tim Ashton
Streetscene



Patricia Fieldhouse
Community & Social
Well Being



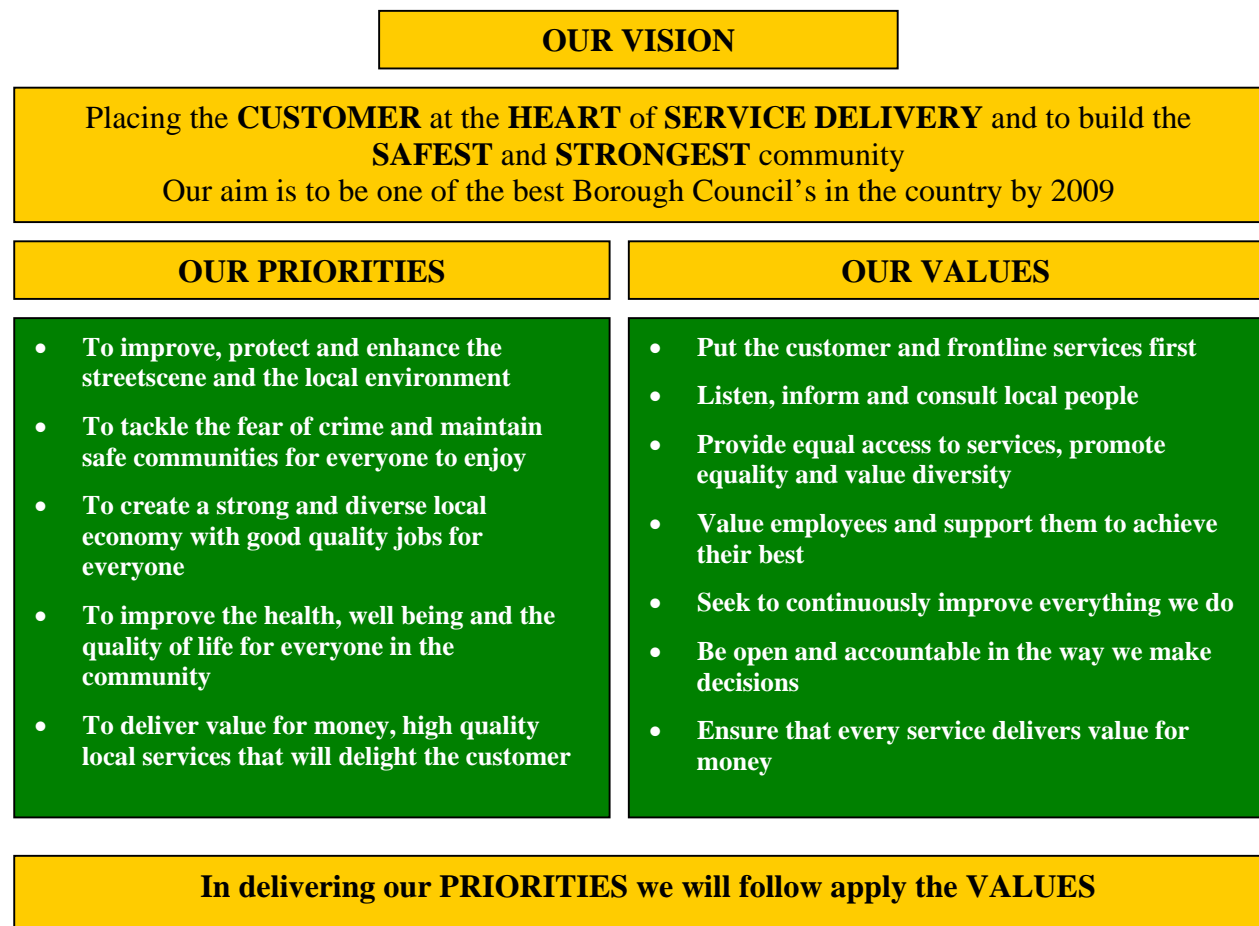
Albert Pounder
Customer
Relations &
Partnerships

Improvement Arrangements - The Corporate Performance Framework

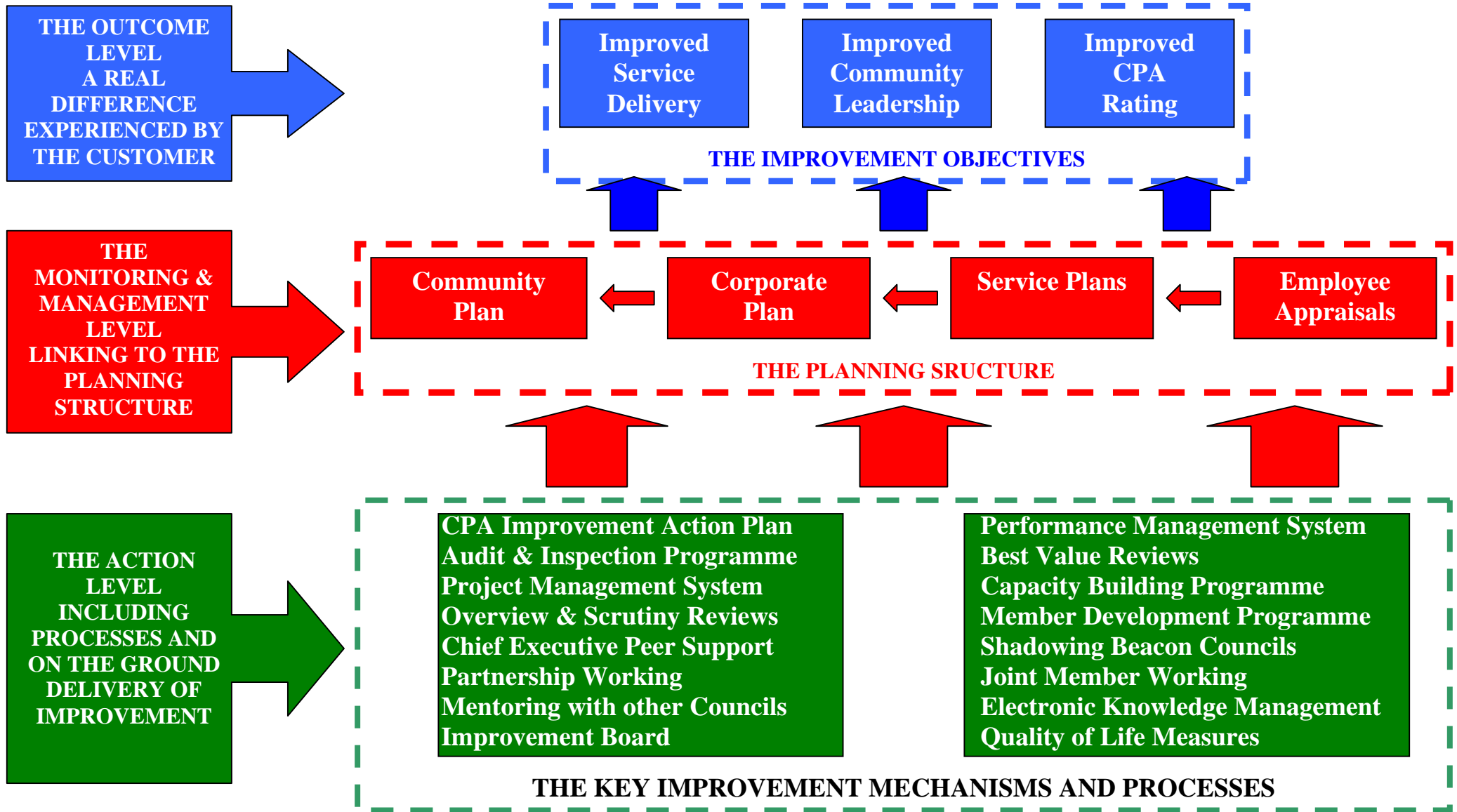
The Council has established corporate objectives and priorities that have been developed in consultation with all stakeholders. The corporate priorities and objectives drive the improvement agenda at Fylde. The diagram below is taken from the Corporate Plan that outlines clearly the strategic objectives and priorities for Fylde.

Linking the improvement actions to the strategic priorities is key part of the arrangements that have been put in place to address weaknesses and opportunities to improve. Another significant part of the improvement arrangements at Fylde is the establishment of the Improvement Board and the requirement to address the outcomes from every audit and inspection as an integral part of the performance management framework.

Every improvement activity is placed in a corporate context and approved by the Cabinet and the Management Team and reported to the Improvement Board. This arrangement ensures that Council resources are used efficiently and effectively targeted at the priority improvement areas and where they will have most impact.



The Fylde Improvement Planning Framework



Improvement Arrangements - National Priorities

Seven national shared priorities have been agreed between the government and local authorities to focus improvements in public services:

- Raising standards across our schools
- Improving the quality of life of children, young people, families at risk and older people
- Promoting healthier communities by targeting key local services, such as health and housing
- Creating safer and stronger communities
- Transforming our local environment
- Meeting transport needs more effectively
- Promoting the economic vitality of localities

Fylde can act directly to achieve improvements in some of these priority areas. In areas where the Council cannot act directly, it will influence other organisations and the community to take necessary actions, and work in partnership to ensure that improvements are achieved.

More recently the ODPM published a Sustainable Communities Plan which set out how the Government would work to create successful, thriving and inclusive communities. The plans relate to many of the issues which have been identified by the Council as being of local importance, such as:

- Choice and Affordability in housing
- Engaging communities at neighbourhood level
- Tackling disadvantage and inequalities
- Delivering quality local services

- Clean and safe neighbourhoods
- Promoting economic diversity

The Government proposes to address many of these issues through Local Area Agreements during the next five years. The Council ensures that national priority areas are included in the improvement work.

Improvement Arrangements - Local Priorities

Research commissioned by the Council examined which local services are priority and identified four key areas:

1. Environmental protection and cleanliness of the local community
2. A safe community
3. The regeneration of the built environment and economic vitality of the local community
4. Preserving the quality of parks and open spaces

These service areas cut across the work of the borough council (Fylde) and the county council (Lancashire). The two council's work closely together to ensure that service delivery in the local community is joined up, efficient and effective. The county council has a partnership team based in the Town Hall at Fylde to help promote effective working together and shared services.

The local priorities identified by the local community have been incorporated in the corporate priorities. Through Local Area Agreements with

Lancashire County Council the two councils have made a commitment to improve services across all the priority areas.

The coming together of local and national priorities is a carefully managed process to ensure that the local people have their voice heard and quality of life improved.

Risk assessments are carried out each year to identify corporate high risk areas and actions are agreed to address these. Financial contingency planning is also carried out based on expected and known development in services.

Improvement Arrangements - None Priority Areas

Local councils are expected to be 'all things to all people' but the reality is that resources are limited and local communities are all unique. What is championed as a priority in one local community can be of little or no importance in another dependent on the demographic and social make up of an area. As part of corporate improvement arrangements the Council must identify none priority areas as well as priority areas to support budget and resource allocation decisions.

Asking elected members and citizens in the local community to identify areas that are not a priority is extremely difficult and unfair. Some none priority areas are determined by the fabric of the local community, for example, with an ethnic population

of approximately 1.4% that predominantly speak English it is not essential that all council publications and signs are produced in several languages. However, it is necessary to have a facility to translate information on the few occasions this is required. It is essential to distinguish between 'priority' and 'importance', a service can be a low priority at any given point in time but very important.

None priority areas can include the services that are performing very well or being delivered successfully by a partner organisation or other third party provider. In many cases the high level of performance can be maintained without the need for additional investment and resources. The health of people in the local community is a priority for the Council however, within the health area is food safety and inspection work. The current performance level in this area at Fylde is excellent and though it is a priority to maintain these high standards this can be achieved within existing resources. Equally, the Land Charges service at Fylde is able to deliver top level performance without any additional resources.

Lifelong learning is important to the Council but there are partner organisations within the Fylde

LSP that are better placed to sustain and improve this service.

Residents had indicated that the areas of least priority in the local community include committee services, mayoral services, park rangers, allotments, caravan sites, land charges and elections. Feedback from the community is considered when priorities are being established and improvement actions developed.

Access to nature, race relations, cultural activities and leisure provision were identified by the residents Quality of Life Survey as the least important factors in making a community a good place to live. The direct provision of leisure and recreational facilities is a competitive private sector market and many residents believe that the Council should focus resources on higher priority areas. These outcomes are used in the corporate arrangements in place to determine priority areas for improvement.

It is important that the council continually monitors the performance and provision of all services in the community and through effective community engagement the Council ensures that any change in priorities is identified and addressed. In 2006/07

the areas identified above are none priority areas for Fylde Borough Council but they are important and the existing level of resource and investment will be maintained. However, any additional capacity and/or resources will not be directed to none priority areas.

Code of Practice on Workforce Matters

The Council has not awarded any contracts in the 2005/06 financial year that involve the transfer of employees to a third party organisation. However, the Council was awarded the contract to deliver the waste management services on behalf of Wyre Borough Council. Both Fylde and Wyre adhered to the regulations laid out in the Code of Practice on Workforce Matters in Local Authority Service Contracts when transferring employees from employment with Wyre to employment with Fylde.

The Council is committed to full compliance with the Code of Practice and has included this commitment in the Procurement Strategy and policy arrangements and the Human Resource Strategy and procedures. Workforce matters are key priority for the Council.

The Council's Performance in 2005/06

Fylde Borough Council has continued improve service delivery over the last 12 months. One of the key local authority performance measures are the national performance indicators that every council is required to report performance against. The Audit Commission establishes set criteria for the national indicators that every council is required to adhere to when reporting the performance outcome. This allows for comparison between different local authorities and over time. From the data submitted by every council in the country the Audit Commission produces top and bottom quartile performance levels for most of the indicators as well as average figures.

It is important to understand local context when looking at national performance indicators. In Fylde for example 1.4% of the resident population is from an ethnic background. Very few application forms submitted for vacancies over the last 2 years have been from people of ethnic origin. Therefore, the council will never achieve top quartile against the indicators for the percentage of ethnic representation. The policy at Fylde is always to employ the best person for any post regardless of age, gender, race, religion or sexual persuasion. Other examples of local context that impact on national performance measures include the fact that a great deal of sand is swept off the highways each year that contributes to waste tonnage and impacts on BVPI 84. Historically there has been a small amount of brown field site in Fylde so this has an impact on BVPI 106.

Every effort is made to achieve the best performance possible against every indicator while at the same time being realistic about what is achievable and delivering primarily against our priority areas. Overall the waste management service is performing excellent with top quartile performance for recycling, access and street cleansing and the cost of the service decreasing this year. The environmental health service is performing well with top quartile performance against best practice and great local indicator outcomes. The planning service has experienced several challenges during year in respect of capacity and resources linked to the national shortage of planners. However, this is being addressed through contract and partnership working and the performance is exceptional given the resources available.

Another key priority area for Fylde is community safety and tackling crime that we work very closely with partners on. The crime figures reported for 2005/06 are once again amongst the lowest in the country. The Community Safety Partnership has performed exceptionally year on year because they strive to continually improve making Fylde a safer community for everyone.

There are several areas where performance needs to improve that are also a priority for the Council. These include the payment of invoices to our suppliers within 30 days and the sickness and absence figures. The revenue collection rates have dropped a little this year and the benefits processing times, however, this has been as a direct result of the implementation of a new financial system that

will secure future improvement in these services. The targets set for the next three years demonstrate the commitment to get back to top quartile performance in these services.

This year XX% of national performance indicators are in the top quartile when compared against all English councils, this represents a X% increase on 2004/05. Only X% are in the bottom quartile when compared against all English authorities. Of these X% are in areas where because of the demographic and social make up of Fylde it would not be possible to achieve top quartile performance e.g. the percentage of employees in the top 5% of earners that are from an ethnic background.

The 2005/06 national performance indicators show that XX% have improved when compared against the 2004/05 performance and that XX% has achieved the target set at the beginning of the year. The 2004/05 performance figures showed overall service delivery improvement and this has been continued with the 2005/06 performance figures demonstrating the council's commitment to deliver better quality services.

During the year Fylde has achieved some significant successes all of which are outlined in full detail in the 2005 Corporate Self Assessment and recognised in the Audit Commissions Progress Assessment Report. As part of the continuous improvement process the Council is required to produce a Self Assessment each year that outlines the improvements that have been made over the previous 12 months. The Audit Commission inspects the Self Assessment and test the validity of

the improvements. This work is then combined with the inspection and audit work that has been carried out during the year and a judgement is made on whether the Council is improving or not and more importantly whether the improvements are in the right areas.

The Audit Commission is continually reviewing the national performance indicators in response to feedback from local authorities. As a result of this as many as XX of the 79 national indicators that Fylde has reported against are either new or amended indicators. This makes it difficult to provide any chronological comparison and there is no quartile data available to place the performance in context.

Fylde Borough Council has received two Progress Assessment Reports since the CPA judgement in 2004 and both have confirmed that the Council has made significant improvements in the right service areas. The reports highlight the improvements made in priority areas such as customer service, the local environment, member development and capacity building. The Progress Assessment reports are published on the Audit Commission web site at www.audit-commission.gov.uk and the Self Assessments can be viewed on the Council's web site at www.fylde.gov.uk alternatively, you can request a copy of these reports from the Council using the contact details provided in this document. The following pages outline the performance of the Council against the national performance indicators and the local performance indicators that have been used over the last year. The tables also include the targets for the forthcoming year and outline any

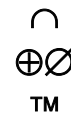
amendments, deletions and additions to the portfolio of indicators for the coming year.

The direction of travel indicated on the performance tables is based on whether the performance is getting better or not. If an indicator is improving by showing a lower figure (e.g. the number of days sickness) then the direction of travel is upwards because the performance is travelling in the right direction.

2005/06 Fylde National Performance Indicators

Performance Context

	Performance is national top quartile (English Districts)
	Performance is national bottom quartile (English Districts)



Direction of Travel compares performance against 2004/05 figures

Performance is improving/ travelling in the right direction

Performance has remained the same

Performance has got worse / travelling in the wrong direction

No comparison data or new / amended PI

Comparison data is all England District council quartiles published by the Audit Commission in March 2006.

BVPI Indicator Description (see full definition to determine method of calculation)		All England 2004/05 Top	All England 2004/05 Average	All England 2004/05 Bottom	Actual for 2004/05	Actual for 2005/06	Target for 2006/07	Target for 2007/08	Target For 2008/09	Direction of Travel
Corporate Health										
2 a)	The Level (if any) of the Equality standard for Local Government to which the authority conforms in respect of gender, race and disability (level 1,2,3,4,5)	N/A	N/A	N/A	0	0	1	2	3	⊕⊘
2 b)	The duty to promote race equality.	63%	48.96%	37%	32%	63.15%	80%	90%	100%	⤵
8	Percentage of undisputed invoices which were paid within 30 days of receipt or within agreed payment terms.	97%	93.28%	91.06%	90.6%	92.3%	100%	100%	100%	⤵
9	The percentage of Council Tax collected by the Authority in the year.	98.5%	97.8%	97.31%	98.1%	97.5%	98.1%	98.3%	98.4%	TM
10	The percentage of Non-Domestic Rates collected by the Authority in the year.	99.2%	98.63%	98.22%	98.4%	97.3%	98.4%	98.5%	98.6%	TM
11 a)	The percentage of top 5% of Authority Staff who are women.	28.93%	22.8%	16.10%	16.1%	11.11%	13%	15%	17%	TM
11 b)	The percentage of top 5% of Authority Staff who are from an ethnic minority.	1.98%	1.38%	0%	0%	0%	0%	0%	0%	⊕⊘
11 c)	The percentage of top 5% of Authority Staff who have a disability (excluding those in maintained schools).	New BVPI for 2005/06				3.7%	7%	11%	11%	
12	Number of working days/shifts lost to the Authority due to sickness absence (per FTE)	8.48 days	9.78 days	11.10 days	10.8 days	11.65 days	10.5 days	10 days	9.5 days	TM
14	The percentage of employees retiring early (excluding ill health retirements) as a percentage of the total workforce	0%	0.75%	1.04%	0%	0.3%	0.6%	0.3%	0.3%	TM
15	The Percentage of employees retiring on grounds of ill health as a percentage of the total workforce.	0%	0.33%	0.50%	0.4%	0.3%	0.3%	0.3%	0.3%	⤵

BVPI Indicator Description (see full definition to determine method of calculation)		All England 2004/05 Top	All England 2004/05 Average	All England 2004/05 Bottom	Actual for 2004/05	Actual for 2005/06	Target for 2006/07	Target for 2007/08	Target For 2008/09	Direction of Travel
16 a)	The percentage of employees with a disability.	4.10%	3.40%	1.86%	1.3%	2.9%	3.4%	3.6%	4%	↷
16 b)	The percentage of the economically active population in the Authority Area who have a disability.	15.8%	13.5%	10.8%	15.8%	15.8%	Not applicable for targets			⊕⊘
17 a)	The percentage of employees from ethnic minority communities.	2.5%	2.1%	0.7%	1.1%	0.72%	1%	1.4%	1.4%	TM
17 b)	The percentage of economically active (age 18 to 65 yrs) population from ethnic minority communities in the authority area.	5.8%	5.8%	1.3%	1.4%	1.4%	Not applicable for targets			⊕⊘
156	The percentage of authority buildings open to the public in which all public areas are suitable for, and accessible to, disabled people.	81.80%	60.40%	41.94%	47.1%	52.9%	68.7%	85%	90%	↷
157	The number of types of interactions that are enabled for electronic delivery as a percentage of of the types of interactions that are legally permissible for electronic delivery.	84.69%	73.02%	64.27%	64%	99.9%	BVPI to be deleted from April 1 st 2006			↷
Housing and Related Services										
64	The number of private sector vacant dwellings returned into occupation or demolished during the financial year as a direct result of action by authority.	25	19.83	2	5	15	20	25	N/A	↷
183 a)	The average length of stay in Bed and Breakfast accommodation of households that are unintentionally homeless and in priority need.	1 week	4 weeks	5 weeks	3 weeks	3 weeks	3 weeks	2 weeks	2 weeks	⊕⊘
183 b)	The average length of stay in Hostel accommodation of households that are unintentionally homeless and in priority need.	0 days	13 days	19 days	0 days	0 days	0 days	0 days	0 days	⊕⊘
202	The number of people sleeping rough within a single night within the area of the Authority.	No Quartile Data Available			6	0-5	0-5	0-5	0-5	↷
203	The % change in the average number of families placed in temporary accommodation compared with the average from the previous year.	-9.40%	12.87%	25.21%	109.5%	32.7%	-5%	-5%	-5%	↷
213	The number of households who considered themselves as homeless, who approached the LHA's housing advice service and for whom housing advice casework intervention resolved their situation (No. per 1000 households).	New BVPI for 2005/06				0	1	2	3	
214	The proportion of households accepted as statutorily homeless who were accepted as statutorily homeless by the same Authority within the last 2 years.	New BVPI for 2005/06				0%	0%	0%	0%	
Housing and Council Tax Benefit										
76 a)	Housing Benefit Security - The number of claimants visited per 1000 caseload.	296.60	232.09	173.06	387	426.55	498	508	518	↷
76 b)	Housing Benefit Security - The number of fraud investigators employed per 1000 caseload.	0.44	0.35	0.23	0.42	0.41	0.41	0.41	0.41	↷
76 c)	Housing Benefit Security - The number of Housing Benefit and Council Tax Benefit fraud investigations per year per 1000 caseload.	59.53	46.56	29	133	58.74	59.35	60.98	62.20	TM
76 d)	Housing Benefit Security - The number of Housing Benefit and Council Tax Benefit prosecutions and sanctions per year per 1000 caseload.	6.25	5.02	2.52	12.5	14.94	12.20	12.40	12.60	↷

BVPI Indicator Description (see full definition to determine method of calculation)		All England 2004/05 Top	All England 2004/05 Average	All England 2004/05 Bottom	Actual for 2004/05	Actual for 2005/06	Target for 2006/07	Target for 2007/08	Target For 2008/09	Direction of Travel
78 a)	Housing/Council Tax Benefit - Average time for processing new claim (calendar days)	28 days	35.6 days	40.6 days	33.2 days	43.08 days	35 days	28 days	25 days	TM
78 b)	Housing/Council Tax Benefit - Average time for processing notifications of changes in circumstances (calendar days)	6.8 days	10.5 days	12.4 days	6.9 days	7.87 days	7 days	6 days	5 days	TM
79 a)	Percentage of cases within a random sample for which the calculation of benefit due was correct.	99%	97.56%	96.8%	97.4%		98.4%	98.4%	98.4%	
79 bi)	The amount of Housing Benefit overpayments recovered during the period being reported on as a percentage of HB deemed recoverable overpayments during that period.	53.59%	44.71%	35.10%	50.03%					
79 bii)	HB overpayments recovered during the period as a percentage of the total amount of HB overpayment debt outstanding at the start of the period plus amount of HB overpayments identified during the period.	Amended BVPI for 2005/06								
79 biii)	HB overpayments written of during the period as a percentage of the total amount of HB overpayment debt outstanding at the start of the period plus amount of HB overpayments identified during the period.	Amended BVPI for 2005/06								
Environmental Services										
82 ai)	The percentage of household waste arisings which have been sent by the Authority for recycling	19.33%	16.08%	12.36%	14.1%	15.5%	18%	19%	20%	↩
82 aii)	The total tonnage of household waste arisings which have been sent by the Authority for recycling .	Amended BVPI for 2005/06				5011	5700	5900	6100	
82 bi)	The percentage of household waste arisings which have been sent by the Authority for composting or treatment by anaerobic digestion .	10.55%	6.49%	4.24%	18%	20.5%	22%	23%	24%	↩
82 bii)	The total tonnage of household waste arisings which have been sent by the Authority for composting or treatment by anaerobic digestion .	Amended BVPI for 2005/06				6635	7000	7150	7300	
84 a	Kilogrammes of household waste collected per head of authority population.	380.4kg	412.3kg	442.8kg	442.5kg	426.1kg	418kg	410kg	402kg	↩
84 b	The percentage change from the previous financial year in the number of kilograms of household waste collected per head of the population.	New BVPI for 2005/06				-4%	-2%	-2%	-2%	
86	Cost of waste collection per household	£35.66	£43.09p	£48.10	£46.85p	£39.07	£48.45	£49.90	£51.40	↩
91 a)	The percentage of households resident in the Authority's area served by kerbside collection of recyclables.	100%	92.2%	89.8%	100%	100%	100%	100%	100%	⊕⊖
91 b)	The percentage of households resident in the Authority's area served by kerbside collection of at least 2 recyclables.	New BVPI for 2005/06				97%	100%	100%	100%	
199 a)	The proportion of relevant land and highways (%) that is assessed as having combined deposits of litter and detritus that fall below an acceptable level.	10%	16.3%	21.5%	9%	8%	8%	8%	8%	↩
199 b)	The proportion of relevant land and highways (%) from which unacceptable levels of graffiti are visible.	Amended BVPI for 2005/06				2%	1%	0%	0%	

BVPI Indicator Description (see full definition to determine method of calculation)		All England 2004/05 Top	All England 2004/05 Average	All England 2004/05 Bottom	Actual for 2004/05	Actual for 2005/06	Target for 2006/07	Target for 2007/08	Target For 2008/09	Direction of Travel
199 c)	The proportion of relevant land and highways (%) from which unacceptable levels of fly-posting are visible.	Amended BVPI for 2005/06				0%	0%	0%	0%	
199 d)	The year -on-year reduction in total number of incidents and increase in total number of enforcement actions taken to deal with fly-tipping .	Amended BVPI for 2005/06				1	1	1	1	
Public Protection										
166 a)	Score against a checklist of enforcement best practice for - Environmental Health	90%	79%	70%	88.6%	98.6%	100%	100%	100%	↩
216 a)	Number of 'sites of potential concern' (within the authority area), with respect to land contamination.	New BVPI for 2005/06				1525	1370	1233	1110	
216 b)	Number of sites for which sufficient detailed information is available to decide whether remediation of the land is necessary, as a percentage of all 'sites of concern'.	New BVPI for 2005/06				7%	10%	10%	10%	
217	The percentage of pollution control improvements to existing installations completed on time.	New BVPI for 2005/06				100%	100%	100%	100%	
218 a)	The percentage of new reports of abandoned vehicles investigated within 24 hours of notification.	New BVPI for 2005/06				42%	70%	80%	90%	
218 b)	The percentage of abandoned vehicles removed within 24 hours from the point at which the Authority is legally entitled to remove the vehicle.	New BVPI for 2005/06				91%	95%	97%	99%	
Planning										
106	The percentage of new homes built on previously developed land	90.08%	69.25%	52.17%	61%	58.8%	62.5%	65%	67.5%	TM
109 a)	The percentage of major commercial and industrial planning applications determined within 13 weeks	71.25%	59.05%	46.87%	51%	43%	65%	70%	70%	TM
109 b)	The percentage of minor commercial and industrial planning applications determined within 8 weeks	75.28%	67.56%	61%	70%	72%	75%	80%	85%	↩
109 c)	The percentage of other planning applications determined within 8 weeks	88.01%	82.79%	79.98%	88%	83%	90%	95%	95%	TM
179	The percentage of standard searches carried out in 10 working days.	100%	94.89%	93.40%	100%	100%	BVPI to be deleted from April 1 st 2006			↩
200 a)	Did the Local Planning Authority submit the 'Local Development Scheme (LDS)' by 28th March 2005 and thereafter maintain a 3-year rolling programme?	Amended BVPI for 2005/06				Yes	Yes	Yes	Yes	
200 b)	Has the Local Planning Authority met the milestones that the current 'Local Development Scheme (LDS)' sets out?	Amended BVPI for 2005/06				No	Yes	Yes	Yes	
200 c)	Did the Local Planning Authority publish an annual monitoring report by December of the last year?	Amended BVPI for 2005/06				Yes	Yes	Yes	Yes	
204	The percentage of appeals allowed against the Councils decisions to refuse planning applications.	24%	30.1%	37%	13.6%	63.6%	35%	30%	25%	TM

BVPI Indicator Description (see full definition to determine method of calculation)		All England 2004/05 Top	All England 2004/05 Average	All England 2004/05 Bottom	Actual for 2004/05	Actual for 2005/06	Target for 2006/07	Target for 2007/08	Target For 2008/09	Direction of Travel
205	The Authorities score against a 'Quality of Planning Services' checklist.	88.9%	77.5%	72%	77.7%	77.7%	90%	100%	100%	⊕/⊖
Cultural and Related Services										
170 a)	The number of visits to/ usages of Authority funded or part funded museums in the area per 1000 population.	810	723	99	238	180	190	190	190	TM
170 b)	The number of those visits to Authority funded, or part funded museums that were in person per 1000 population.	463	369	71	237	178	185	185	185	TM
170 c)	The number of pupils visiting museums and galleries in organised school groups.	3181	2927	300	168	70	100	100	120	TM
219 a)	The number of conservation areas in the Authority area.	New BVPI for 2005/06				10	10	10	10	
219 b)	The percentage conservation areas in the Authority area with an up-to-date character appraisal.	New BVPI for 2005/06				0%	50%	100%	100%	
219 c)	The percentage of conservation areas with published management proposals.	New BVPI for 2005/06				0%	0%	50%	100%	
Community Safety										
126	Domestic burglaries per year, per 1000 households in the Authority area.	Amended BVPI for 2005/06			7.2	7.38	Targets have not been set by Police or Safety Partnership that directly apply to the BVPI's – targets for crime reduction are included in the Community Safety Strategy			TM
127 a)	Violent Crime per year, per 1000 population in the Authority area.	Amended BVPI for 2005/06				11.48				
127 b)	Robberies per year, per 1000 population in the Authority area.	Amended BVPI for 2005/06				0.33				
128	Vehicle crimes per year, per 1000 population in the Authority area.	6.84	9.68	11.54	5.6	4.67				
174	Racial incidents reported to the Authority and subsequently recorded, per 100,000 population.	N/a	N/A	N/A	0	0	0	0	0	⊕/⊖
175	The percentage of racial incidents reported to the Authority that resulted in further action.	100%	75.4%	57.1%	N/A	N/A	100%	100%	100%	⊕/⊖
225	Score against a checklist for assessing the overall provision and effectiveness of Authority services designed to help the victims of domestic violence.	Amended BVPI for 2005/06				36.4%	45.5%	54.5%	63.6%	
226 a)	Total amount spent by the Authority on Advice and Guidance services provided by external organisations.(formerly BVPI 177)	Amended BVPI for 2005/06			64%	£152,590	£113,175	£104,250	£95,250	
226 b)	The percentage of monies spent on advice and guidance services provision which was given to organisations holding the CLS Quality Mark at 'General Help' level and above.	Amended BVPI for 2005/06				83.6%	77.9%	76%	73.8%	
226 c)	Total amount spent on Advice and Guidance in the areas of housing, welfare benefits and consumer matters which is provided directly by the authority to the public.	Amended BVPI for 2005/06				£89,529	£91,767	£94,061	£96,412	

Fylde Borough Council Local Performance Indicators 2005/06

The following table presents the out turn for the 2005/06 local performance indicators at Fylde. Local indicators are used to supplement the national performance indicators and ensure that service performance is examined from every perspective. Local performance indicators have been developed to reflect what matters to the local community in service provision. Several of the local performance indicators are used to provide further information about service performance.

Local Indicator	Portfolio Holder	Actual 2004/05	Actual 2005/06	Target 2006/07	Direction of Travel
CORPORATE HEALTH LOCAL INDICATORS					
The percentage of letters responded to within 5 working days	Albert Pounder	86%			
The percentage of phone calls answered within 30 seconds	Albert Pounder	PI Change	50%	65%	
The percentage of phone calls to 01253 658658 answered during working hours	Albert Pounder	98.3%	77%	85%	TM
The number of respondents to Listening Day	Albert Pounder	1588		1600	
The percentage satisfaction with the service delivered by the customer service team	Albert Pounder	New PI			
The total number of online applications made to the Council	Paul Rigby	New PI	9	50	
The total number of online payments made to the Council	Paul Rigby	No data	5793	7000	
The % of revenue collected by electronic means as a % of the total revenue collected	Paul Rigby	No data	87.9%	90%	
The total number of online requests for service / information to the Council	Paul Rigby				
The total number of visitors to the web site www.fylde.gov.uk	Paul Rigby			65000	
The number of days sickness and absence per employee that is not long term sickness	Sue Fazackerley			4 days	
The percentage of council employees trained in customer care	Sue Fazackerley	85%		98%	
Amount spent per employee on training and development	Sue Fazackerley	£135.17p			
Female employees as a percentage of the total workforce	Sue Fazackerley	38%			
The average number of days from closing date of application to job offer	Sue Fazackerley	26 days			
The percentage of employees still in post after two years from appointment date	Sue Fazackerley	71%			
The average number of training days per employee	Sue Fazackerley	2			
The percentage of employees who stated that Fylde was 'good' employer from survey	Sue Fazackerley	51%			
The percentage of employees with personal development plans in place	Sue Fazackerley	40%			
The percentage reduction in the number of supplier invoices	Paul Rigby	2.5%			
The number of pro-active press releases issued	Albert Pounder	236	252	280	U
Percentage of pro-active press releases used in at least one local media	Albert Pounder	92%			
Percentage of elected members participating in at least 1 training event during the year	Sue Fazackerley				
Percentage of returns for the register of electors	Sue Fazackerley	88.3%			

Local Indicator	Portfolio Holder	Actual 2004/05	Actual 2005/06	Target 2006/07	Direction of Travel
Percentage completion of the Annual Audit Plan	Paul Rigby	83%			
Percentage of audit recommendations accepted by managers / officers	Paul Rigby	99%			
Percentage of the accepted audit recommendations implemented by managers / officers	Paul Rigby	58%			
Percentage of audit clients satisfied or very satisfied with the audit service	Paul Rigby	96%			
COMMUNITY AND CULTURAL SERVICES LOCAL INDICATORS					
Subsidy per swimming pool user	Simon Renwick	£1.50p			
The number of users of St Annes Pool	Simon Renwick				
The number of users of Kirkham Baths	Simon Renwick				
The number of users of games sites (Lowther Gardens, Promenade, Fairhaven)	Simon Renwick				
Number of sports volunteers and coaches accessing continual professional development through partners	Simon Renwick				
Number of participants engaged in the Community Coaching Programme (CCP)	Simon Renwick				
% of CCP participants satisfies with service	Simon Renwick	96.9%			
% of users of game sites satisfied with service	Simon Renwick				
The percentage of allotments not let out	Tim Ashton	0.6%			
ENVIRONMENTAL LOCAL INDICATORS					
The number of missed bins per 100,000 collections	Tim Ashton	99	30	<50	∩
% waste recycled (82a+82b)	Tim Ashton	32.1%	36.1%	40%	∩
The number of working days lost to accident or injury in the Streetscene service	Tim Ashton	No Data	52	<50	
The number of working days lost to sickness and absence in the Streetscene service	Tim Ashton	No Data	1727	1000	
Percentage of environmental health / licensing service requests responded to within 3 working days	Patricia Fieldhouse	98.8%	97%	99%	TM
Percentage of environmental health / licensing customers (non-business) satisfied with the service delivered	Patricia Fieldhouse	82%	87%	80%	∩
Percentage of environmental health / licensing customers (business) satisfied with the service delivered	Patricia Fieldhouse	100%	98%	80%	TM
The percentage of high risk food hygiene inspections completed (category A to C)	Patricia Fieldhouse	98%	97%	100%	TM
The percentage of high risk workplace health & safety inspections completed	Patricia Fieldhouse	96%	99%	100%	∩
The percentage of tree preservation orders decided within 8 weeks	Roger Small	100%	100%	100%	⊕∅

Local Indicator	Portfolio Holder	Actual 2004/05	Actual 2005/06	Target 2006/07	Direction of Travel
The percentage of conservation area notifications decided within three weeks	Roger Small	92%	91.4%	95%	TM
The percentage of new homes granted planning permission on previously developed land	Roger Small	72%	100%	100%	∩
HOUSING LOCAL INDICATORS					
The percentage of housing service requests responded to within 3 working days	Patricia Fieldhouse	100%	100%	99%	⊕∅

Welcome and Introduction

From the Leader of the Council.

Welcome to Fylde Borough Council's 2006 / 2007 Corporate Plan. In recent years all the hard work undertaken by the Council has been guided by our vision of putting the customer first and building strong communities across the borough. The Corporate Plan is the most important document produced by the Council because it outlines clearly the key priorities that the Council will deliver against and the actions to be taken over the next 12 months and beyond. Each year the Corporate Plan is reviewed and updated to ensure that the Council is keeping to the long-term promise of delivering a better Fylde for everyone.

I am delighted to say that the last 12 months have seen the Council improve yet again. Last year we set some very challenging targets and improvement plans that I am proud to say have all been delivered. The One Stop Shops in Kirkham and St Annes are dealing with hundreds of people day to day and the call centre handles thousands of calls a week. The Council has developed more on line services that customers can access from anywhere in the world through our web site at www.fylde.gov.uk. I am particularly pleased with the continued improvement of our recycling services. Fylde has one of the best recycling rates in the country that has been made possible through the commitment and participation of the residents. Other councils

have the same collection schemes in place but they do not recycle the high percentage of waste that Fylde has achieved. In March 2006 the Council was successful in securing £1.5 million of lottery funding to enhance and improve Ashton Gardens demonstrating our commitment to the local environment and quality of life in the borough.

In January 2006 the Council established a cabinet structure of local governance that will ensure greater accountability in local decision making and speed up the process of change and improvement at Fylde. The Local Strategic Partnership has progressed significantly making the lives of thousands of residents better through improved health care, education, community safety and environmental improvements. The Council now has in place an extensive number of public and private sector partnerships as demonstrated by the recent improvements in St Annes Square and the close working with both Blackpool and Wyre.

Improvements over the last few years have had an impact on every community in the borough. The tourism industry has continued to be strong by the sea and in the rural communities with Ribby Hall going from strength to strength. Leisure provision has been supported by the Council in rural communities with Sports Outreach programmes and community based events. The Council is an equal opportunities service provider and is dedicated to

delivering quality services to everyone in the borough regardless of location, age, gender or race.

These examples represent just a few of the successes achieved over the last year or so. We are committed to making sure that this improvement continues by working with the community to make life better. The Action Plan included in this Corporate Plan has been carefully put together after consultation with local people, feedback from elected members and consideration of the forthcoming challenges facing local government across the country.

Although a great deal has been achieved at Fylde there is still more to do. Through the hard work and dedication of the employees, elected members and all our partners we will continue to put the customer first and strengthen the local community.



Councillor John Coombes
Leader of the Council

The Corporate Plan

Welcome to Fylde Borough Council's Corporate Plan. The plan provides customers with a clear overview of the corporate objectives and the key priorities that the Council is addressing over the long-term. The objectives and priorities outlined in this plan have been developed in consultation with stakeholders across the community.

The plan brings together information about the major influences on the work undertaken by the Council, the inspections and assessments that have been made on performance and efficiency savings required by central government. Local councils work in a complex environment with a multitude of influences and competing priorities from within and outside the organisation. With this in mind every effort has been made to make this document user friendly and easy to understand. Essentially it represents what the council is doing for you.

The Council is required by the Office of the Deputy Prime Minister (ODPM) to outline the strategic objectives and priority areas for improvement. The information contained in this plan places the forthcoming corporate actions firmly in context with the corporate and community objectives and priorities.

The plan includes details of the new local governance arrangements that were introduced in March 2006 with a cabinet system of government. This system of local government is considered to be best practice in local authorities today.

The Council must deliver against the priorities outlined in this plan because they have been identified through constant engagement with the local community. Every action and objective must contribute to the corporate priorities for the community of Fylde. This plan reminds stakeholders what the priorities are and makes the link between the corporate plan (the Councils) and the Community Plan (all partners). The Council is also required to balance local priorities with national and regional requirements such as waste minimisation targets, housing need requirements and planning developments. When putting together the priorities for Fylde the regional and national requirements have been considered.

A corporate Action Plan has been produced that outlines the key actions the Council will undertake over the next 12 months. The actions have been developed by the service managers in consultation with their stakeholders.

The Council is constantly trying to improve the services it delivers and relies heavily upon customers to support this process. Community consultation and feedback is essential to the improvement process. If you have any comments or suggestions about any Council service or even this plan, then use the contact details below to let us know. Customers can register their views on line any day of the week any time of the day.

Great achievements have been made this year and this plan, which complements the Local Strategic

Partnership's Community Plan, will ensure that progress continues in the right direction for the people of Fylde. Performance is being challenged, results are being achieved and high quality services are being delivered to our customers. The customer is being put first and the local community made stronger.

Have Your Say

If you have any comments or suggestions about this Corporate Plan then please let us know.

You can e-mail us at listening@fylde.gov.uk

You can provide feedback using our website on line form at 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 or Kirkham open Monday to Friday 8.30am to 5pm.

You can write to us at The Corporate Plan, The Town Hall, FREEPOST, BJ952, FY8 1BR.

The Cabinet – New Local Governance for Fylde

In March 2006 after extensive consultation and community engagement the Council introduced the cabinet system of local governance. This is the most popular and most successful type of system used in councils across the country to deal with modern local government. The new system will help the council to make quicker and better decisions with clear accountability allocated to Portfolio Holders who make up the Cabinet.

The key feature of the new system is a split between 8 councillors who make 'executive' decisions, and the majority of councillors who keep a check on - and challenge - those decisions.

In place of the old committee system, we now have a structure whose essential elements consist of the full Council, a Cabinet (also referred to as the

Executive), an Overview & Scrutiny Committees, a Standards Board and a small number of committees for specific functions such as licensing.

Both councillors and council officers are servants of the public, but the responsibilities of the two groups are distinct:

Councillors are elected by their fellow citizens to speak and act on behalf of residents of the borough. They take the decisions that shape the level and standard of local services. They don't receive a salary, but they do get allowances based on the recommendation of an independent review panel. This reflects the time and expense incurred by attendance at meetings, and carrying out their duties representing constituents. Those with special responsibilities, such as the council leader, members of the cabinet and committee chairs and vice-chairs, receive extra allowances to enable them

to carry out what are time-consuming and very responsible duties.

Council officers are the paid local government officials who give professional advice to members of the council and carry out the council's day-to-day work once the elected members have approved the strategy and policy. The most senior of the council's paid officers is the chief executive, who leads a management team of chief officers that meets regularly to consider strategy, monitor progress and ensure effective liaison and communication between departments.

The 8 cabinet members have dedicated areas of responsibility that are outlined beside each of the councillors on the cabinet below.



John Coombes
Leader of the
Council



Roger Small
Development &
Regeneration



Paul Rigby
Finance and
Efficiency



Simon Renwick
Culture &
Tourism



Sue Fazackerley
Performance and
Development



Tim Ashton
Streetscene



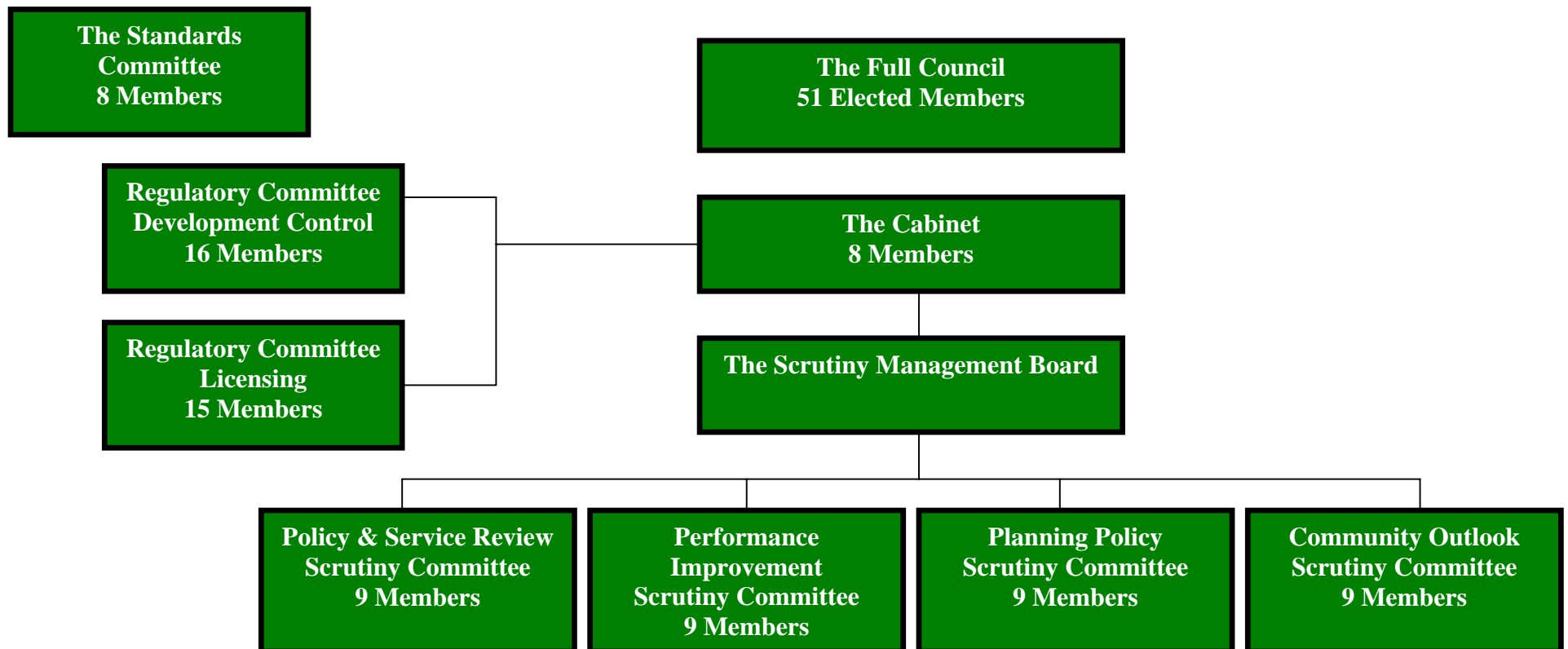
Patricia Fieldhouse
Community & Social
Well Being



Albert Pounder
Customer
Relations &
Partnerships



The New Political Structure from March 2006



The Drive to Improve

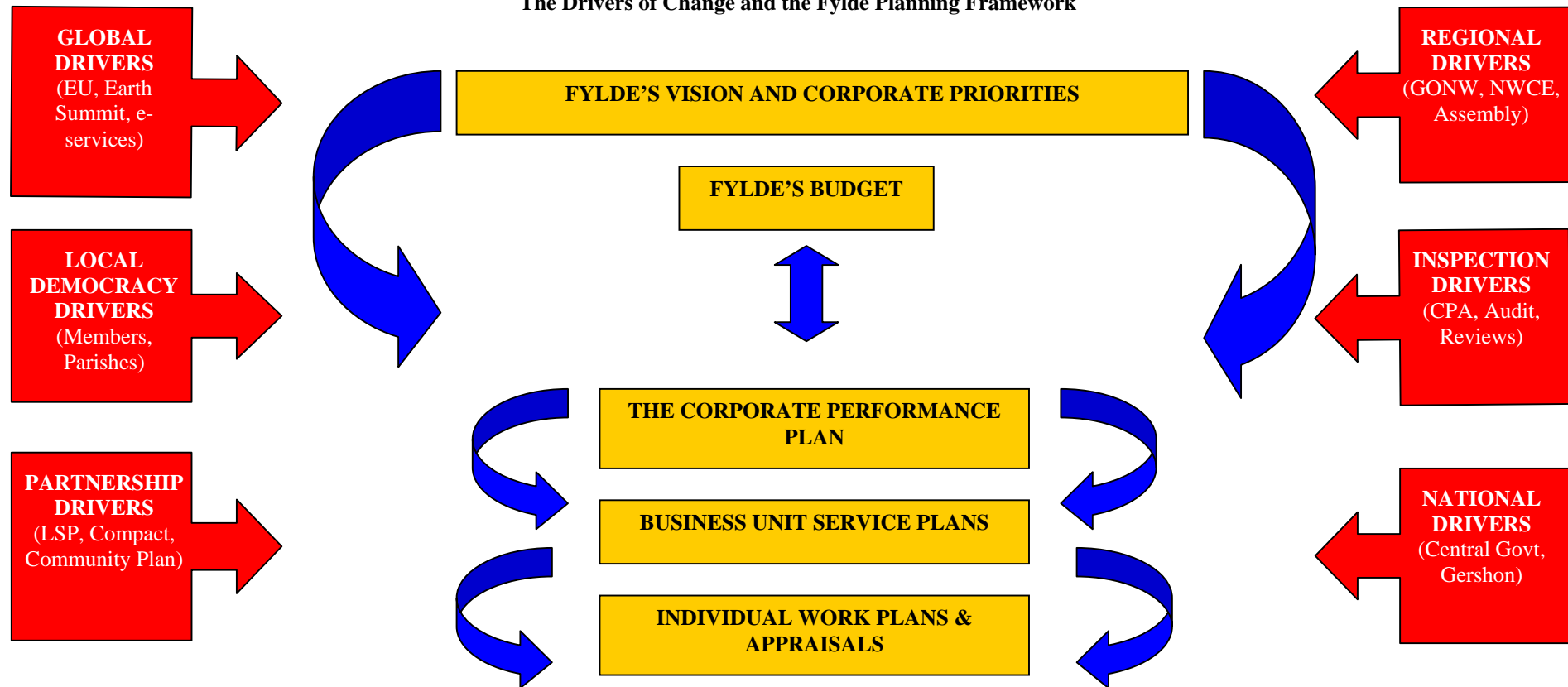
The Corporate Plan brings together the priorities, targets and actions of the Council for the past, present and future. The plan is useful for all stakeholders to help understand the influences on the Council and the relationship between the

different partners and service providers in the local community.

A series of factors influence the need to continually improve performance these must be addressed by the Council. These factors often lead to the need for policy or strategy to be developed to ensure that

any actions are consistent with the overall corporate aims and objectives for Fylde. The diagram below outlines the various external policy drivers (outside boxes) and the resultant framework (middle boxes) established at Fylde to address the key issues within resources.

The Drivers of Change and the Fylde Planning Framework



The Corporate Performance Framework

Over the last few years through continuous engagement with all stakeholders the Council has set out a clear vision for the Fylde community. The corporate priorities are in place to ensure that we deliver the vision for the community. The values that outline our approach have been developed based on what customers have told us. Every day the Council gathers more and more feedback from customers, this is used to check our progress and continuously improve the service we deliver.

Research and surveys in the local community have demonstrated substantial support for the vision, priorities and values that we have embedded in the Council. The Council never stands still and is always reviewing outcomes and evaluating achievements in an effort to learn and improve.

The priority to improve the environment has been amended this year in response to feedback from Listening Day 2005. The focus is on improvement rather than just conservation, protection and

enhancement, but these still remain important elements of the priority as well.

Access to services has become a much stronger priority with the influence of the Fylde Direct 'One Stop Shops', call centre approaches and electronic access to services. The Council is responding to feedback, requests and the expectations from customers who live in a society where 24 hour access is common place. The diagram below demonstrates the link between the Council's vision, corporate priorities and our values.

The Corporate Performance Framework



National Priorities

Seven national shared priorities have been agreed between the government and local authorities to focus improvements in public services:

- Raising standards across our schools
- Improving the quality of life of children, young people, families at risk and older people
- Promoting healthier communities by targeting key local services, such as health and housing
- Creating safer and stronger communities
- Transforming our local environment
- Meeting transport needs more effectively
- Promoting the economic vitality of localities

The Borough Council is able to act directly to achieve improvements in most of these priority areas. In the areas where the Council cannot act directly, it will seek to influence other organisations and the community to take necessary actions, and will work in partnership to ensure that improvements are achieved.

More recently the ODPM published a Sustainable Communities Plan which set out how the Government would work to create successful, thriving and inclusive communities. The plans relates to many of the issues which have been identified by the Council as being of local importance, such as:

- Choice and Affordability in housing
- Engaging communities at neighbourhood level
- Tackling disadvantage and inequalities
- Delivering quality local services

- Clean and safe neighbourhoods
- Promoting economic diversity

The Government proposes to address many of these issues through Local Area Agreements during the next five years. Relevant issues arising from these national priorities are included in the Council's priorities for local improvement, and are addressed in the Action Plan.

Local Area Agreements will require local authorities to work together to achieve priority outcomes for their community. The government is also looking to councils to make significant efficiency savings and transform the way in which they deliver services to people.

Local Priorities

Research that has been commissioned by the Council to examine which local services are priority identified four key areas:

1. Environmental protection and cleanliness of the local community
2. A safe community
3. The regeneration of the built environment and economic vitality of the local community
4. Preserving the quality of parks and open spaces

These service areas cut across the work of the borough council (Fylde) and the county council (Lancashire). Both councils work closely together to ensure that service delivery in the local community is joined up, efficient and effective.

The county council has a partnership team based in the Town Hall at Fylde to help promote effective working together.

The local priorities identified by the local community are reflected in the corporate priorities outlined in this plan. Through Local Area Agreements with Lancashire County Council the two councils have made a commitment to improve services across all the priority areas.

The coming together of local and national priorities is a carefully managed process to ensure that the local people have their voice heard and quality of life improved.

The corporate Action Plan has taken into consideration feedback from partner organisations through the LSP and other networks. A corporate risk assessment is carried out each year to identify high risk areas and the actions required to address these. Financial contingency planning is also carried out based on expected and known development in services.

This plan belongs to the whole community and there is something in the plan for everyone.

None Priority Areas

Local councils are expected to be 'all things to all people' but the reality is that resources are limited and local communities are all unique. What is championed as a priority in one local community can be of little or no importance in another dependent on the demographic and social make up of an area. As part of corporate improvement arrangements the Council must identify none priority areas as well as priority areas to support budget and resource allocation decisions.

Asking elected members and citizens in the local community to identify areas that are not a priority is extremely difficult and unfair. Some none priority areas are determined by the fabric of the local community, for example, with an ethnic population of approximately 1.4% that predominantly speak English it is not essential that all council publications and signs are produced in several languages. However, it is necessary to have a facility to translate information on the few occasions this is required. It is essential to distinguish between 'priority' and 'importance', a service can be a low priority at any given point in time but very important.

None priority areas can include the services that are performing very well or being delivered successfully by a partner organisation or other third party provider. In many cases the high level of performance can be maintained without the need for additional investment and resources. The health of people in the local community is a priority for the Council however, within the health area is food safety and inspection work. The current performance level in this area at Fylde is excellent and though it is a priority to maintain these high standards this can be achieved within existing resources. Equally, the Land Charges service at Fylde is able to deliver top level performance without any additional resources.

Lifelong learning is important to the Council but there are partner organisations within the Fylde LSP that are better placed to sustain and improve this service.

Residents had indicated that the areas of least priority in the local community include committee services, mayoral services, park rangers, allotments, caravan sites, land charges and elections. Feedback from the community is considered when priorities

are being established and improvement actions developed.

Access to nature, race relations, cultural activities and leisure provision were identified by the residents Quality of Life Survey as the least important factors in making a community a good place to live. The direct provision of leisure and recreational facilities is a competitive private sector market and many residents believe that the Council should focus resources on higher priority areas. These outcomes are used in the corporate arrangements in place to determine priority areas for improvement.

It is important that the council continually monitors the performance and provision of all services in the community and through effective community engagement the Council ensures that any change in priorities is identified and addressed. In 2006/07 the areas identified above are none priority areas for Fylde Borough Council but they are important and the existing level of resource and investment will be maintained. However, any additional capacity and/or resources will not be directed to none priority areas.

The Community Plan

Over 100 organisations from the public, private, voluntary and community sector are currently linked into the Fylde Local Strategic Partnership (LSP). The partnership ensures that organisations from across the borough work together to improve the quality of life for everyone. In 2003 the Community Plan was developed and agreed by the Fylde LSP outlining the vision and priorities for the partnership.

This does not mean that the Council has more than one vision and more than one set of priorities. The vision and priorities in the Community Plan are evident in the Corporate Plan and have been used to inform the priorities and actions in the Corporate Plan. The same people are served by Fylde Council and the Fylde LSP. Consultation feedback has reinforced the complementary nature of the needs and expectations in the Fylde community. Fylde Borough Council is committed to the achievement of the priorities outlined in the Community Plan

and has a significant contribution to make towards this.

The diagram below illustrates how the Community Plan and the Corporate Plan complement each other and how the priorities of the Council are aligned with those of the wider community. The Council is a key player in the LSP and understands that through partnership and working together it is possible to achieve better outcomes for the local community. The Council will always work with and support the work of partners wherever possible.



External Inspection and Audit

Each year the Council is subject to a rigorous programme of inspection and audit through the Audit Commission. This work is designed to ensure that the Council is delivering value for money and operating to appropriate standards of public accountability.

In 2005/06 the Council has had inspections carried out on performance management and access to services. The Audit Commission reported that performance management has improved at Fylde and will continue to do so provided that the Council maintains the good practices already implemented. The access to services report concluded that the Council is operating a fair service with promising prospects of improvement.

The success of the new Customer Service Team, the call centre and the One Stop Shop have brought about a significant improvement in the way we deal with customers that has been recognised in the report. The introduction of online facilities and self service options has also improved access to council services.

The accounts are audited every year to ensure that they comply with national standards of accounting practice. In 2004/05 the accounts were passed by

the Audit Commission and complied with the national standards.

As part of the process to continually improve the inspection work in local authorities the Audit Commission introduced the Use of Resources assessment in 2005. Each council is required to outline how they manage their financial resources, or in other words public money. The assessment is broken down in to the following categories:

- Financial Reporting
- Financial Management
- Financial Standing
- Internal Control
- Value for Money

The Use of Resources assessment is scored from 1 to 4 with 1 being below the minimum requirements and 4 being well above the minimum requirement for financial control. Fylde was scored 2 for the Use of Resources assessment.

During 2005 the Council published the Performance Statement (or Best Value Performance Plan) that is also audited against national criteria. The Performance Statement for 2005 was compliant.

An important document is the Asset Management and Capital Strategy. Over the last two years the

Council had been given a 'poor' rating for the Asset Management & Capital Strategy. In early 2006 the Government Office North West rated the strategy as 'good' after demonstrating significant improvement.

The Audit Commission publishes all the inspection reports carried out at Fylde on their Web Site at www.audit-commission.gov.uk The site also has a section dedicated to performance reporting where it is possible to compare year on year performance and performance against other local authorities.

In 2006/ 2007 the Audit Commission will be inspecting 'Environmental Services' at Fylde. This will cover planning, waste management, food inspection, parks and street cleansing. There will also be a re-inspection of the Private Sector Housing service during the year.

A new methodology for CPA inspection in district councils will be announced in 2006 and Fylde will be requesting a re-inspection at the earliest opportunity after receiving two excellent Progress Assessment Reports in 2004 and 2005.

The work carried out to address the efficiency agenda and implementing electronic government will be audited during the year. Full details of the council's performance for 2005/06 are published in the Best Value Performance Plan.

The Corporate Action Plan 2006

The Council has achieved some great outcomes in 2005/06 and is determined to maintain the improvement in 2006/07 and beyond. The following Action Plan outlines the key actions that the Council will undertake from April 1st 2006. These actions link with the medium term financial strategy and as such cover a minimum three year period. Some of the actions cover a longer period than this.

The Action Plan will be used to monitor progress throughout the year. There will be monthly reviews of progress by the Management Team and quarterly progress reports to the Performance Improvement Community Forum. The Action Plan this year identifies the member Portfolio Holder responsible for ensuring the action is delivered as well as the lead officer. The targets set are for the first 12 months of the action to make it possible to measure progress at the annual review of the plan.

It should be recognised that priorities for future years can be amended as the requirements of Government and the local community evolve and the resources available to the council change. Any changes made to the corporate Action Plan during the financial year must be properly recorded and accounted for by the Council.

Throughout the year Councillors will monitor the implementation of the Action Plan on a quarterly basis through the Performance Improvement Community Forum. This Forum will make recommendations on resource deployment and refer

any issues of concern to the Cabinet for consideration.

The Action plan has been drawn together and influenced by a number of sources including:

- The inspection and audit recommendations put forward during the last financial year.
- The feedback from Listening Day and other ongoing engagement with customers.
- National and regional priorities and targets e.g. waste management and planning requirements.
- The medium term financial strategy and budget estimates.
- Forward planning workshops across all service areas to identify key improvement issues.
- Local priorities directly relevant to the Fylde community approved by Council.

Officers have put together the actions after careful consideration of the resources required to deliver them including the financial resources available to the Council. The medium term financial strategy forecasts the financial position of the Council for at least the next three years. The actions included in the Corporate Plan have been linked to the financial resources outlined in the strategy and are part of resource planning over the period of the medium term financial strategy.

The actions identified in this plan have been determined based on the corporate priorities and objectives established with all stakeholders and the resources available to deliver them. The format of

the Action Plan makes it explicit which corporate priority each action will contribute to.

As part of the monitoring process an evaluation will be carried out to check that the outcome from the action is making the desired contribution to the corporate priority. This is a standard part of the review process.

Within the corporate objectives there are priority activities because it is not possible to achieve everything the Council would like to within the resources available. The Council will concentrate on the actions outlined in the plan below. If these targets are met the Council will have provided better services for residents and visitors in line with the key priorities.

The Action Plan included in the 2005/06 Corporate Plan identified 56 high level actions of which XX were complete and achieved the desired outcome by March 31st 2006.

The 2006 Corporate Action Plan

The Council has prioritised activities in line with the medium term financial strategy (3 to 5 years).

<i>CORPORATE OBJECTIVE</i>	To improve, protect and enhance the streetscene and the local environment.			
KEY ACTION (Time Frame)	'SMART' Performance Measures			
	Portfolio Holder	Budget	TARGET TO BE ACHIEVED BY APRIL 1ST 2007 (Output)	MEASURES OF SUCCESS (Outcome)
Investigate Front line service delivery method i.e. ALMOs, MBOs, Public Co.'s PPP etc, for FBC Street Scene activities (1 year action).	Tim Ashton	WER	A new service delivery option has been selected and implemented.	Reduced cost and improved service provision to the customer – efficiencies created from new service delivery.
Market Test the Parks & Gardens Service in open competition (1 year action).	Tim Ashton	WER	A contractor engaged based on a new 'Output' Quality/Cost specification.	To reduce or keep the cost constant to 05/06 budget whilst improving the quality of the service.
Join the refuse collection and recycling services of Fylde & Wyre Borough Councils into a single managed service at one location (1 year action).	Tim Ashton	WER	All services managed from one site by August 2006.	To reduce costs and improve the management structure and to increase capacity to tackle enforcement activities.
Implement a mini best value review of the Amenity Cleansing service, to include all Parish Councils that currently carry out there own cleansing service (1 year action).	Tim Ashton	WER	Review Completed and new Parish cleansing contracts implemented.	Efficiency and effectiveness of the service improved supported by all key service performance measures.

<i>CORPORATE OBJECTIVE</i>	To improve, protect and enhance the streetscene and the local environment.			
KEY ACTION (Time Frame)	'SMART' Performance Measures			
	Portfolio Holder	Budget	TARGET TO BE ACHIEVED BY APRIL 1 ST 2007 (Output)	MEASURES OF SUCCESS (Outcome)
Update and submit the Local Development Scheme (LDS) statutory requirement (1 year action)	Roger Small	WER	Scheme updated and submitted	Meeting statutory requirements
Implement the Local Development Framework (LDF) (4 year action)	Roger Small	WER	Statement of Community Involvement (SCI) subject to independent examination Residential Extensions SPD published Business & Industrial Land (DPD) draft options prepared Airport Area Action Plan draft options prepared	Sustainable development
Deliver the actions from the Environmental Enhancement LSP sub group (5 year action)				

<i>CORPORATE OBJECTIVE</i>	To tackle the fear of crime and maintain safe communities for everyone to enjoy.			
KEY ACTION (Time Frame)	'SMART' Performance Measures			
	Portfolio Holder	Budget	TARGET TO BE ACHIEVED BY APRIL 1 ST 2007 (Output)	MEASURES OF SUCCESS (Outcome)
Implement the Community Safety Strategy 2005-2008 (3 year plan)	Patricia Fieldhouse	WER	To achieve appropriate year end performance measures as agreed in the strategy	Reduction in the levels of crime, disorder and road casualties.

<i>CORPORATE OBJECTIVE</i>	To create a strong and diverse local economy with good quality jobs for everyone.			
KEY ACTION (Time Frame)	'SMART' Performance Measures			
	Portfolio Holder	Budget	TARGET TO BE ACHIEVED BY APRIL 1 ST 2007 (Output)	MEASURES OF SUCCESS (Outcome)
Formulation and completion of the 'Classic Resort' delivery Plan (6 year action)	Roger Small		St Annes on Sea Development Partnership reformed to oversee and approve the Classic Resort Delivery Plan. Partner funding profile agreed to bring about the Classic Resort Delivery Plan, including any necessary bid documents Cross-corporate working adopted within the authority to support the implementation of the Classic Resort strategy.	Create an understanding of the classic resort concept amongst strategic delivery partners Definition of how we can translate the brand value concept into a working methodology, including specific projects Commitment from strategic partners obtained
Regeneration of St Annes Town Centre area (4 year action)	Roger Small		Undertake detailed designs for restoration of Ashton Gardens and submit phase 2 bid. Completion of Orchard/Park Roads and The Crescent (phase 1) refurbishment schemes.	Increased business confidence Reduction in void properties
Finalise draft strategy for Kirkham town centre and consult the local community (1 year action)	Roger Small		Consultation carried out, final strategy agreed and partners engaged	Increased business confidence Reduction in void properties
Deliver the Councils actions from the Economic sub group of the LSP (5 year action)				
Deliver the Councils actions from the Life Long Learning LSP sub group (5 year action)				

<i>CORPORATE OBJECTIVE</i>	To improve access to good quality affordable housing and promote the health, well being and the quality of life for everyone in the community.			
KEY ACTION (Time Frame)	'SMART' Performance Measures			
	Portfolio Holder	Budget	TARGET TO BE ACHIEVED BY APRIL 1ST 2007 (Output)	MEASURES OF SUCCESS (Outcome)
Review of local authority swimming provision throughout the borough (2 year action).	Simon Renwick	£XXXXXX	To invite tenders for the delivery of swimming service via Trust mechanism. Project due for completion in Oct 2007 as per Project Plan.	Increase customer satisfaction (BVPI 119). More efficient use of resources. Increased swimming participation and improved leisure provision.
Development of a sport and play strategy for the borough (2 year action).	Simon Renwick	£XXXXXX	Strategy and Action Plan adopted by Council.	Access to £200,000 Big Lottery Fund. Ability to influence provision of facilities under Section 106 agreements. Gathering baseline information in participation (LAA link). Improved sport and play provision across the borough to all groups.
Develop and implement the Passport to Leisure Scheme (2 year action).	Simon Renwick	WER	Passport Scheme implemented.	Better access to facilities by targeted groups. Access to user marketing data. Improved service to all customers.
Review all other elements of the Council's Cultural Strategy – Arts, Tourism, Parks, Heritage, countryside recreation (2 year action).	Simon Renwick	£XXXXXX	Strategy/Action Plan adopted by Council. A minimum 10% increase in satisfaction with councils cultural services.	Improved strategic knowledge and increased partnership working to deliver cultural activities across the borough.

<i>CORPORATE OBJECTIVE</i>	To improve access to good quality affordable housing and promote the health, well being and the quality of life for everyone in the community.			
KEY ACTION (Time Frame)	‘SMART’ Performance Measures			
	Portfolio Holder	Budget	TARGET TO BE ACHIEVED BY APRIL 1ST 2007 (Output)	MEASURES OF SUCCESS (Outcome)
Implement the action plan for the review of services for young people (2 year action).	Simon Renwick	WER	At least 80% of the agreed action plan completed by April 2007.	Improved services for the young people in the borough including increased number of schemes and activities. Increased satisfaction with service provision for young people.
Registration of Lowther Gardens as a charitable trust and exploring the appointment of alternative Trustees (2 year action)	Simon Renwick	£XXXXXX	Registration of the gardens as a charitable trust and negotiations advanced with alternative Trustees	Compliance with terms of charitable Trust status
Implement the housing strategy action plan	Patricia Fieldhouse	WER	Implementation of the actions identified for 2006/07	Improved availability of affordable housing, reduced homelessness, improved quality of private sector housing and increased availability of supported housing.
Implement the homelessness strategy action plan	Patricia Fieldhouse	WER	Implementation of the actions identified for 2006/07	Reduced homelessness and increased availability of move on accommodation.
Review the housing and homelessness strategies and develop new strategic approaches.	Patricia Fieldhouse	WER	New housing and homelessness strategies and action plans produced	Strategic approach to housing and homelessness issues in the Borough revised and implemented.

<i>CORPORATE OBJECTIVE</i>	To improve access to good quality affordable housing and promote the health, well being and the quality of life for everyone in the community.			
KEY ACTION (Time Frame)	‘SMART’ Performance Measures			
	Portfolio Holder	Budget	TARGET TO BE ACHIEVED BY APRIL 1ST 2007 (Output)	MEASURES OF SUCCESS (Outcome)
Develop licensing policy for houses in multiple occupation and implement systems to deal with applications and inspections	Patricia Fieldhouse	WER	Licensing policy implemented and administrative systems in place	Clear policy on licensing houses in multiple occupation implemented
Participate in delivering the action plan of the Health and Wellbeing theme group of the Local Strategic Partnership, particularly with regard to the priority of reducing misuse of alcohol.	Patricia Fieldhouse	WER	Actions attributed to Fylde Borough Council delivered	Improved health and quality of life, particularly reducing the misuse of alcohol
Develop licensing policy on gambling and implement systems in preparation for applications and hearings	Patricia Fieldhouse	WER	Licensing policy implemented and administrative systems in place	Clear policy on licensing gambling implemented

<i>CORPORATE OBJECTIVE</i>	To deliver value for money, high quality local services that will delight the customer.			
KEY ACTION (Time Frame)	'SMART' Performance Measures			
	Portfolio Holder	Budget	TARGET TO BE ACHIEVED BY APRIL 1ST 2007 (Output)	MEASURES OF SUCCESS (Outcome)
Implement partnership with Blackpool to deliver a joint revenues and benefits service (2 year action)	Paul Rigby	£XXXXXX	All financial systems and practices to be in place across both authorities.	Increased efficiency is evidenced by improved performance in the local and national indicators published in April 2007.
Develop and implement an improved web site with full transactional service (1 year action)	Paul Rigby	£14,000	A new Fylde web site operational and with full transactional status of on line services.	A minimum 25% increase in the use of the web site by March 2007 and 80% customer satisfaction measured by online survey.
Implement job evaluation scheme (2 year action)	Sue Fazackerley	£18,000	Completion of evaluation scheme against every post and publication of results.	Fair and equal pay agreements in place for 100% of employees by May 2007.
Develop, implement and champion proposals for local government re-organisation, subject to legislation being passed (3 year action)	Sue Fazackerley	WER	Firm proposals in place for new local government arrangements in the Fylde region.	Improved local governance arrangements. Reduced cost of local democracy to tax payers.
Deliver the efficiency savings outlined in the efficiency statement (2 year action)	Paul Rigby	£270,000 savings	Successful submission and audit of statements during the year and an action plan to deliver the savings.	A minimum of £135,000 cash and £135,000 non cashable savings achieved by April 2007. Capacity created to direct to front line service provision.
Establish electronic service delivery take up targets and promote e-access (3 year action)	Paul Rigby	WER	A suite of targets allocated to every on line service / transaction and promotion campaign in place.	A minimum 25% increase in the use of the web site by March 2007 and 100% of on line services transactional.
Achieve level 2 of the Equality Standard (1 year action)	Sue Fazackerley	WER	Employee training and impact assessments completed and action plan developed for move to level 3.	Level 2 of the Equality Standard reported as BVPI figure for 2006/07 year end in April 2007.

<i>CORPORATE OBJECTIVE</i>	To deliver value for money, high quality local services that will delight the customer.			
KEY ACTION (Time Frame)	'SMART' Performance Measures			
	Portfolio Holder	Budget	TARGET TO BE ACHIEVED BY APRIL 1ST 2007 (Output)	MEASURES OF SUCCESS (Outcome)
All first point of council contacts to be dealt with by the Customer Service Team (2 year action)	Albert Pounder	£XXXXXX	Systems in place for all face to face, written, electronic and phone contact from external customers to go straight to the customer service team.	90% of external customer contacts dealt with at the first point of contact by April 2007.
Develop and implement a business process re-engineering solution for use at Fylde (3 year action)	Paul Rigby	NWIN Funding	Funding secured, BPR process agreed and resources dedicated to implementation. Links established to efficiency programme.	At least 50% of BPR programme delivered by April 2007.
Update and review of the medium term financial strategy and production of a balanced budget (1 year action)	Paul Rigby	WER	Revised medium term financial strategy approved and in place along with actions identified for a balanced budget.	Balanced budget in place by April 2007 and zero funds used from reserves for 2006/07 budget closure.
Work with LSP partners to facilitate an annual 'Listening Day' event (5 year action)	Albert Pounder	WER	Findings from Community Listening Day 2006 to be considered in partners priority setting and budget allocation in 2007/08	% increase in satisfaction in services provided by participating partners.
To provide support and assistance to elected members to ensure they are able to carry out their vital role in modernising local government (3 year action)	Sue Fazackerley	Member Training Budget	North West member development charter status achieved.	Sustained member development status. % satisfaction with training and development from members.
Continued development of scrutiny activity in line with national best practice (3 year action)	John Coombes	Scrutiny Support Budget	Each Scrutiny Committee to conduct one in-depth review per annum within Work Plan with the aim of the information being posted in the Institute of Public Scrutiny Website as good practice work.	Regional and national recognition of scrutiny function at Fylde.

<i>CORPORATE OBJECTIVE</i>	To deliver value for money, high quality local services that will delight the customer.			
KEY ACTION (Time Frame)	'SMART' Performance Measures			
	Portfolio Holder	Budget	TARGET TO BE ACHIEVED BY APRIL 1ST 2007 (Output)	MEASURES OF SUCCESS (Outcome)
Review of all council assets to ensure more effective use is gained from them (5 year rolling plan)	Paul Rigby	WER	Policy agreed on the transfer/disposal of Council assets to Town/Parish councils Asset Management Group has reviewed 20% of council property/land assets	More effective use of council assets freeing up resources for priority areas
Recruit sufficient staffing resources to the Development Control Unit	Roger Small	WER	Staffing up to full compliment	Improvement in Planning BVPI's
Monitor trial outsourcing of household planning applications	Roger Small	WER	Trial evaluated and longer term delivery methods agreed	Improvement in Planning BVPI's
Manage and improve the council's assets (4 year rolling plan)	Paul Rigby	WER (Budget now set at level of need)	Annual Asset Management Plan reviewed and performance reported to members Office Accommodation project commenced	% improvement in condition categories reduction in back-log maintenence Permanent council meeting facility secured % increase in staff satisfaction
To develop a business continuity plan in line with the CC Act (1 year action)	Sue Fazackerley	Business Continuity Budget	Completion of all preparatory work and plan in place by March 2007.	
Participate in the delivery of the LAA action plans with partners (4 year action)				

<i>CORPORATE OBJECTIVE</i>	To deliver value for money, high quality local services that will delight the customer.			
KEY ACTION (Time Frame)	'SMART' Performance Measures			
	Portfolio Holder	Budget	TARGET TO BE ACHIEVED BY APRIL 1 ST 2007 (Output)	MEASURES OF SUCCESS (Outcome)
Support and deliver the priority actions of the LSP.				

*WER = Within Existing Resources – this activity can be completed as part of the scheduled human and financial resource allocation.

The Medium Term Financial Strategy and the Corporate Plan

Money spent by the Council is public money raised through Council Tax and a revenue grant from central government. The Council manages its finances through an effective medium term financial strategy. The strategy sets out the challenges and opportunities the Council faces in planning its budgets for the next few years. Decisions have to be made regarding the use of resources based on delivering the Council priorities.

The medium term financial strategy is not just a budget projection exercise completed once a year in preparation for setting the council tax levels. It is an integral part of the performance management framework and ensures that the Council does not embark upon activities that it cannot afford to deliver or that do not contribute to the corporate priorities.

A forward-planning process allows the Council to stop being purely finance driven and enables the business priorities to drive the finance through forward planning. The Council is therefore able to demonstrate that it is prioritising finance according to its business objectives, a key requirement of the local government modernisation and CPA process.

This summary identifies the known funding pressures which the Council will face in the period 2005-2010 and develops the Council's medium term financial forecast over that period and communicates the strategy to deal with projected

funding gaps. The budget is a statement of community priorities implemented by managers, with estimates acting as managerial performance targets. The financial strategy:

- Ensures the level of reserves is appropriate.
- Identifies changes that will have a financial impact.
- Accurately predicts levels of spend in the future to avoid under spend.
- Identifies revenue costs resulting from capital expenditure.
- Costs areas of new or increased priority.
- Provides savings to balance the books.
- Provides savings to fund new investment and areas of increased priority.
- Costs new investment.
- Increases value for money.
- Ensures every project has the required finance and resources.

Balancing the Budget

In previous years the Council has balanced its budget by using savings in the form of reserves that currently stand at £XXXXXX. One of the key principles of the financial strategy is that the Council will move to a position over the term of the strategy to balance the budget on an annual basis without having to use reserves. Based on national calculations the minimum level of reserves for Fylde is £500,000.

In addition to the general reserves, the Council has earmarked reserves with a value of £XXXXXX. These reserves have been set aside to cover future liabilities such as maintenance, to support efficiency schemes, to enable e-government and to assist in the process of modernising the Council.

The primary objective is to reach a position as soon as possible where annual spending is matched by annual income without the need for the use of reserves every year or for excessive council tax increases.

The Council is facing a number of external pressures to increase its net expenditure. These arise generally from new legislation and other new duties expected of the Council, for example:

- Housing needs and condition surveys
- Employers pension contributions
- Liquor licensing transfer
- Benefit service costs
- Scrutiny of decision making processes
- Insurance premiums
- Emergency planning and civil contingencies

The Council has three strategic options to select from to deliver a balanced budget, which are:

1. Raise more income from fees and charges and the council tax.
2. Produce efficiency savings - "more with less"- and seek to work in partnership, enable,

outsource or share service provision to reduce costs.

3. Stop doing things that are not a corporate or community priority.

In 2005/06 the council had the second lowest council tax of the Lancashire districts and the current revenue budget is almost £X.Xm below the government assessment of spending requirement. This leaves the council in a challenging position of fewer resources to achieve the same outcomes.

The Council has identified the priority service areas clearly outlined in this plan. To meet the challenge and balance the budget the key strategic financial approaches are outlined below:

- 1) The council works towards a balanced budget without the use of reserves and only inflation increases in council tax.
- 2) The council implement above inflation council tax increases initially to bridge the budget gap, reducing to inflation increases by 2009/2010.
- 3) The council agrees a minimum requirement for general reserves of £500,000 to be reviewed on an annual basis.
- 4) The council uses the general reserves over and above the minimum requirement to balance the budget in the short term.
- 5) Future growth bids are subject to robust scrutiny by the budget steering group.
- 6) Service budgets are subject to ongoing cash limits that will result in £120,000 in savings annually.
- 7) A 1% efficiency saving target be set to achieve up to £85,000 per year to be invested in areas

that can be demonstrated to help the council meet its targets.

- 8) An invest to save fund of £50,000 will be promoted to encourage innovative projects that meet the councils priorities or result in future savings.
- 9) The budget steering group reviews budgets under spend in 2005/06 with a view to establishing whether current budgets can be reduced.
- 10) The budget steering group review services of a low priority corporately to identify ways of reallocating resources to higher priority services and alternative means of procuring services.

Capital Money

The council is currently debt free as a result of the transfer of the council housing stock to New Fylde Housing in 2000. The capital programme is reliant on capital receipts generated from the sale of the transferred housing stock under “right to buy” rules, along with grants from a variety of sources to support expenditure on regeneration, implementing electronic government and disabled facilities grants or the sale of any other capital assets.

Council buildings and other assets can provide additional capital to supplement the core capital programme to meet Council priorities and keep assets in a satisfactory condition to support service provision. The Asset Management Group examines all assets held by the Council and the current property market to identify any potential opportunities for generating capital.

The Council has put in place key strategic actions to ensure that maximum value is obtained from the capital programme. These actions include:

- 1) Improve Council accommodation and update the capital projections during the budget process.
- 2) Under current market conditions the projected right to buy capital receipts from New Fylde Housing provide an extra £250,000 per year for the next three years and it is recommended that they be allocated to achieving the housing strategy in pursuance of the councils priorities.
- 3) To maximise the benefit of government grant by increasing the Disabled Facilities Grant to £341,000 at an extra cost of £36,400 to the Council funded from the extra right to buy receipts.
- 4) The right to buy capital receipts are closely monitored.
- 5) The asset management group to consider the review of all council assets with a view to identifying surplus land and buildings to be sold to finance future years capital spending or used more effectively such as the provision of surplus land for affordable housing.
- 6) The budget steering group has responsibility for evaluating capital schemes against the corporate priorities.

REPORT



REPORT OF	MEETING	DATE	ITEM NO
DEMOCRATIC AND MEMBER SERVICES EXECUTIVE MANAGER	CABINET	10 MAY 06	9

HEALTH AND SAFETY ADVISORY SERVICE

Public/Exempt item

This item is for consideration in the public part of the meeting. OR This item contains exempt information under paragraph xx of schedule 12A to the Local Government Act 1972 and is likely to be considered in a part of the meeting not open to the public.

Summary

Health and safety management is an extremely important area. There is a need to prevent accidents, comply with the law, avoid prosecutions, and demonstrate the council is taking reasonable precautions in its approach to health and safety management and deal with any actions/claims, which may arise.

Managers of the council have a duty to ensure the health and safety, so far as practically possible, of their employees and there are a number of regulations, which must be complied with. It is imperative that managers have at their disposal up-to-date advice and support in this area.

This report maps a way forward for the council and its managers to have access to this specialist advice over the forthcoming five year period.

Recommendation/s That the circumstances of the award of a contract to Blackpool Council, by virtue of a service level agreement for a five-year period at a cost of £40,000 per annum, for the provision of health and safety advice be endorsed by the Cabinet.

Executive Portfolio

The item falls within the following executive portfolio[s]:

Corporate Performance and Governance

(Councillor Susan Fazackerley)

Report

1. During 2005 two joint appointments were sought with Wyre Borough Council. These appointments were a Health and Safety Manager (2.5 days at each council) and a Health and Safety Assistant (2.5 days at each council).
2. However there is currently a shortfall in these type of specialists in the current local authority job market and only the Assistant post was successfully recruited. It is believed that going to the market again will not yield a recruit for the Manager post unless the salary level is increased significantly. Even if this is the case, the council would be in competition for a scarce resource in a competitive environment and there would be no guarantee of attracting a candidate.
3. In view of this consideration has been given to alternative means of delivering this resource and negotiations were opened with Blackpool Council by both councils. Blackpool currently has a large team of health and safety specialists (12 in total at present). There are a number of specialists covering areas such as leisure/culture, depot/highways and policy development. In addition, there is particular expertise in the team in terms of a Fire Safety Advisor (ex Fire Service) and a Corporate Health Advisor.
4. Blackpool Council would be prepared to enter into a joint Service Level Agreement with both Wyre and Fylde Borough Council to deliver the council's health and safety advisory role. An SLA would allow both Wyre and Fylde councils the ability to tap into the broad range of expertise available at Blackpool Council in health and safety.
5. However, Blackpool is only prepared to enter into this arrangement based on a commitment of both councils of five years and thus far has been unprepared to negotiate over this time period. On a similar basis, the consideration of £40,000 per council is Blackpool's final negotiating point for the contract.
6. Blackpool would grow its team on the strength of an SLA through Mark Prince, the Council's Health and Safety Assistant being transferred to Blackpool (by Wyre BC, the employing authority) and by Blackpool recruiting an additional member of staff to join its team. It is more attractive to potential applicants to join Blackpool Council as they are joining a large team of specialists with better promotion and training opportunities. Blackpool is confident it can grow its team.
7. Blackpool is only prepared to consider an SLA if both Wyre and Fylde councils agree to jointly seek the provision of health and safety advice from it. Wyre BC has now confirmed it is prepared to enter into a five-year SLA (subject to the endorsement of its Cabinet).
8. The cost of the service is £40,000 per annum for both Wyre and Fylde councils (£80,000 per annum in total). Based on salary costs for the Manager and Assistant posts, this would be an increase in the budgeted salary figure of £7260 per annum for this council.
9. A Service Level Agreement would come under regulations established within the council's contract procedure rules. Under these rules it is felt that this contract would be regarded as one of a special nature with no other competitors for the service, particularly in light of the fact that part of the arrangement would be the transfer of the Health and Safety Advisor post to Blackpool Council. The relevant service head must be satisfied that the arrangements secure the best available term

to the council and report the circumstances of the contract to the next available meeting of the cabinet.

10. Although the contract will be a contract for services within the meaning of the Public Contracts Regulations 2006 and the value of the contract is above the applicable thresholds, the services themselves fall within the category of "Part B services". This means that the full EU advertising rules will not apply to the contract. The only advertising obligations that will apply under the regulations relate to technical specifications and post-award information.

11. The relevant Section Head is the Executive Manager for Democratic and Member Services and she is satisfied that given the circumstances as outlined in this report that this represents the best available terms to the council and the best mechanism for delivering a sustainable service in this area. The council would have a wide team of specialists upon which to call for expert advice and be kept up to date with new legislation over a five-year period. Both the Executive Management Team and overall Management Team have been consulted on the proposals and are supportive.

12. Performance measures would be included within the agreement and break out clauses would be added to address such issues as a possible local government review.

13. It should be noted that this arrangement can only proceed if both Wyre and Fylde Borough Councils wish to proceed. The fall back position of both councils would be to test the job market again with an enhanced salary.

Implications	
Finance	Executive Management Team and Finance Executive Manager have been consulted and the additional finance agreed.
Legal	A Service Level Agreement of this nature over a five year period at a consideration of £40,000 per annum is a contract for services.
Community Safety	
Human Rights and Equalities	
Sustainability	Obtaining advice and support in this field from a larger council allows this council not only a sustainable provision of service over a five year period but also a much broader range of expertise than one or two specialists across both Wyre and Fylde Councils would be able to address.
Health & Safety and Risk Management	It is imperative that the council and its managers have access to specialist advice in this field for the reasons outlined in the summary of the report.

Report Author	Tel	Date	Doc ID
Name of author	(01253) 658521	11 April	

List of Background Papers		
Name of document	Date	Where available for inspection

REPORT



REPORT OF	MEETING	DATE	ITEM NO
DEPUTY CHIEF EXECUTIVE	CABINET	10 TH MAY 2006	10

THE USE OF COMMUTED SUMS

Public/Exempt item

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

Summary

The report proposes the adoption of a guidance note on the use of commuted sums received through the planning system for the provision of additional affordable housing. It also considers three proposals for the allocation of funds from the commuted sum payments already received by the Council.

Recommendation/s

1. That the guidance note attached at Appendix B of the report be adopted.
2. That the previously submitted proposals, attached at Appendix C of the report be determined.
3. That the Cabinet determines the appropriate (delegated) decision making arrangements for future submissions.

Cabinet Portfolio - Councillor Pat Fieldhouse

Report

1. The Council has approved a number of planning permissions for residential development which require the payment to the Council of an amount of money (a commuted sum) to fund the provision of affordable housing in lieu of direct, on-site provision by the developer.
2. The Council's policy approach to this matter has previously been agreed by the Executive Committee. The minutes of the relevant meeting, which contain the relevant policy are attached at Appendix A.

3. The commuted sum payments due to the Council over the next 3 – 4 years amount to over 4 million pounds. £625,000 has already been received and is currently retained in the Council's earmarked reserves.
4. Although the Council has adopted a general policy position on the use of commuted sums, a more detailed consideration is required on how the Council will promote, determine and monitor the allocation of the funds to specific projects.
5. A proposed guidance note on how this process could be managed is attached at Appendix B. All proposals will need to support the delivery of at least one priority objective of the Council's Housing Strategy and will be expected to provide match funding in a similar manner to schemes approved by the Housing Corporation.
6. Two detailed approaches, which satisfy the criteria outlined in the proposed guidance note, have already been made to the Council for the use of commuted sums and a generic submission has been received from New Fylde Housing. The details of these are indicated in Appendix C and the Cabinet is requested to consider and determine these proposals in accordance with the terms of the guidance note, if adopted. A summary and commentary of the proposals is included at the introduction of each one.
7. Dealing with these submissions is a new event for the Council and, as such, a mechanism needs to be agreed for the determination of future submissions. This could be undertaken by the cabinet collectively or delegated to appropriate officers. The constitution of the Council will need to be amended to have regard to this.

Conclusions

8. The Council needs to have in place a clear, transparent and auditable mechanism for promoting and dealing with proposals for the use of commuted sums. The existing policy, together with the guidance note attached to this report provide such a mechanism.

IMPLICATIONS	
Finance	Significant capital payments will be made by the Council under the commuted sum policy and guidance note during the next few years .
Legal	The funds received by the Council through this mechanism may only be used for the provision of additional affordable housing.

Community Safety	None arising directly from the report.
Human Rights and Equalities	The provision of additional affordable housing assists in widening the choice of available housing to local residents.
Sustainability	The Council's use of commuted sums for the provision of affordable housing will help to maintain sustainable communities.
Health & Safety and Risk Management	None arising directly from the report.

REPORT AUTHOR	TEL	DATE	DOC ID
P Woodward	01253 658600	April 2006	H/cabinet/may06/commsumreport

LIST OF BACKGROUND PAPERS		
NAME OF DOCUMENT	DATE	WHERE AVAILABLE FOR INSPECTION
Attached as appendices		

- Appendix A - Minutes of Executive Committee 23/11/2005
- Appendix B - Commuted Sums (Housing) Guidance Note
- Appendix C - The Singleton Trust Submission
- The YMCA Submission
- The New Fylde Housing Submission

alternatively was determined to be unsuitable or less suitable for the purpose than other land outside its boundaries. This should be made explicit in the document.

8. Housing Commuted Sums Policy

John Cottam (Housing Manager) informed members that the report had been prepared to formalise the Councils Policy position regarding the spending of commuted sums that had been delivered through the planning process.

In basic terms the policy would protect the sums received by the Council for the provision of affordable housing only. (i.e. ring fenced in the budget) and would provide guidance on how the money should be spent and set out the monitoring and reporting mechanism

Following consideration the Executive committee RESOLVED to approve the policy, as amended, and as set out in the attached appendix titled "The Use of Commuted Sums in Lieu of Affordable Housing"

9. Budget update

The Chairman reported that the above-mentioned item had been received after the publication of the agenda and accepted that it should be considered by the Committee as a matter of urgency in accordance with Section 100 of the Local Government Act 1972 (as amended) to avoid any unnecessary delay.

Philip Woodward (Executive Director) provided members with an update on the recommendations arising from the budget meeting on November 10th

A workshop was being arranged for Executive Committee members on Thursday 12th January. This would last the whole day and enable the executive committee members to review the budgets of each business unit with the unit business manager and other relevant managers. Each business unit will be allotted approximately 45 minutes although some of the smaller units may take considerably less time and the bigger units more.

Prior to this meeting each member of the Council will be supplied with a booklet outlining the budgets of each Business Unit.

The week before this meeting on Friday 6th January it is intended to set up a series of meetings for all briefholders. This will be organised by the main committee briefs (Quality Services, Community, Quality of Life, Economy and the Environment) to give the briefholder and crosscutting briefholders a set period to go through the budgets of each of these briefs, and any other issues with relevant managers.

Further information on location and timings will be supplied over the next 2 weeks.

It was recommended that, as with last year, the Performance and Improvement Community Forum is updated on the latest budget position and invited to undertake any further review work that it or the Executive Committee feel appropriate.

The only available date for the Policy and Improvement Forum Committee to meet before Christmas was December 21st.

(MINUTE 8 APPENDIX)

THE USE OF COMMUTED SUMS IN LIEU OF AFFORDABLE HOUSING

Introduction

The Council has granted a number of planning permissions for residential development where instead of agreeing to the provision of affordable housing on the site or off the site, the Council has allowed a sum of money to be provided. This is referred to as a “commuted sum” and is permissible under the advice contained in Planning Policy Guidance 3 Housing. Prior to the adoption of the Housing Chapter of the Fylde Borough Local Plan 1996-2006 in October 2005 the making of a commuted sum payment in lieu of on site or off site provision was within policy. However since the adoption of the new policy the Council could only agree to the payment of a commuted sum for affordable housing outside it’s normal policy. It is therefore unlikely that the Council will want to agree to further commuted sum payments being made in lieu of affordable housing either on the site or off site. This is, however, a matter for the Development Control committee as it assesses each planning application on it’s own merits.

The purpose of this policy document is to ensure that there is a clear audit trail in how the Council spends the money regarding affordable housing. This is **NOT** a policy on affordable housing. It is a guide to the Council and others on how the money can be spent to provide as many affordable units of accommodation as possible.

The policy

HCS 1

All monies received by the Council through the planning process in lieu of affordable housing on site or off site shall be ring fenced in the Councils accounts and shall only be used to provide new affordable housing within the borough. New affordable housing is defined as new build and dwellings purchased on the open market for use as affordable accommodation.

HCS 2

Where the proposed provision is for general needs affordable housing, the money received through a Section 106 agreement on the granting of a planning permission can only be spent in the sub area or adjacent sub area as identified in the latest Housing Needs Survey, in which the planning application was granted planning permission. There may be occasions when it is desirable to assist the provision of affordable housing outside the sub-areas referred to above. Examples could include the provision of specialist accommodation to meet the defined needs of a vulnerable client group. The policy would permit this provision

HCS 3

Proceeds from the Commuted Sums pot shall be provided for schemes proposed by the Councils Preferred Housing Delivery Partners. Each of the partners will be required to submit to the Council their scheme which will had to have had planning permission, if that is needed, and shall be accompanied by a full financial assessment and project plan identifying best use of the commuted sums money. If there are no suitable

schemes forthcoming from the Councils preferred partners then the Council will consider bids from other delivery partners

HCS 4

Housing partners and others will be required to submit their bids in writing with a clear indication of how much of a grant will be required from the commuted sums pot, other funding that will be provided by them or other agencies and how many units of accommodation will be delivered as well as the time scale for delivery. The Council will favour those schemes, which will match fund any monies taken from the Councils' commuted sums pot. The purpose of the use of the commuted sums is to maximise the number of affordable units to be delivered.

HCS 5

A quarterly report will be presented to the relevant Community Forum and the Councils Development Control committee setting out the following information: -

- How much money has been spent in grants
- How much other money from outside organisations has been used
- How many bids have been made for money and by whom
- How many schemes have been supported
- How many units of affordable accommodation have been created using commuted sums monies
- How much money has been received and from which planning permissions
- How much money is left to spend

HCS 6

An annual report on the information contained in HCS 5 shall be presented to the relevant Community Forum followed by submission to the Executive committee. This should also highlight any further income as a result of other planning permissions being granted where a commuted sum in lieu of affordable housing has been agreed through a Section 106 agreement.



COMMUTED SUMS GUIDANCE NOTE

PREAMBLE

The Council has granted a number of planning permissions for residential development where, instead of agreeing to the provision of affordable housing on the site or off the site, the Council has allowed a sum of money to be paid to the Council to be used for the provision, elsewhere in the Borough, of additional affordable housing.

This is referred to as a “commuted sum” and is permissible under the advice contained in Planning Policy Guidance Note 3 - Housing.

The development sites where Fylde Borough Council has required developers to contribute commuted sums towards the provision of affordable housing are as follows:

- Fylde Rugby Club, Woodlands Road, Ansdell.
- Edenfield, Clifton Street, Lytham.
- Clifton House, South Park, Lytham.
- King Edward and Queen Mary School, Clifton Drive South, St Annes.

The total amount payable in commuted sums from these sites amounts to £4,215,000. However, these sums only become payable at certain stages during the development of the sites, which will be phased over the next few years. To date the Council is in receipt of £625,000 from the South Park development.

The Council is currently working with its registered social landlord (RSL) partners to agree the most effective use of these funds. The guiding principle is that it will be used to secure the provision of additional affordable housing units, preferably through match-funded arrangements.

POLICY POSITION

Prior to the adoption of the Housing Chapter of the Fylde Borough Local Plan 1996-2006 in October 2005 the making of a commuted sum payment in lieu of on site or off site provision was within policy.

However since the adoption of the new policy, the Council could only agree to the payment of a commuted sum for affordable housing outside its normal policy. It is therefore unlikely that the Council will want to agree to further commuted sum payments being made in lieu of affordable housing either on the site or off site.

This is, however, a matter for the Development Control committee as it assesses each planning application on its own merits and individual circumstances.

EVALUATION OF PROPOSALS

All proposals for the use of commuted sums received by the Council will be evaluated against the following criteria:

- Fit with Commuted Sum policy;
- Fit with current Housing Strategy (either through the direct support of one or more of the strategic objectives or through indirect linkages & benefits);
- Match funding levels;
- Number of Units created (either directly or indirectly through consequent re-lets);
- Commuted Sum subsidy required per unit.

Explanatory Notes

All proposals for the use of commuted sums received by the Council will be evaluated individually. Particular consideration will be given to how they fit with the housing strategy. Directly; in meeting the need for affordable housing; and indirectly, in that they may also contribute to the Council's targets for decent homes and the elimination of empty properties or the number of units in other tenures freed-up for use.

Best value offered will also be an important criterion and will be assessed on a cost per unit basis.

It is expected that the schemes will be submitted for approval of a level of funding which will make them economic. Applicants will be expected to have sought out and identified all other sources of funding leaving only the final subsidy for the Council to approve in order to enable the project. It is anticipated that funding applications will be considered in a similar manner to submissions made to the Housing Corporation. The applications will be expected to demonstrate this together with the future financial viability of the project.

There is a recognition that the commuted sum payments to the Council will be made over a period of several years. This being the case it is possible that local housing needs and priorities may change during the life of this guidance note. The relative weighting and priority given to each of the criteria is therefore also likely to change over time. It will be for the relevant decision-making body of the Council to determine all proposals for use of the funds in light of all relevant considerations pertaining at the time of the proposal.

Analysis and Commentary

New Fylde Housing: Future Affordable Housing Projects

Request for monies to be set aside for:

- Regeneration of Heyhouses
- Rural Affordable Housing Scheme (Mythop Road, Weeton)
- NFH Infill Sites
- Property Purchase on Open Market (Purchase and Repair)

It may be considered that as commuted sums are only to be received piecemeal over several years that it would be inappropriate to set aside unspecified amounts of money at this stage for schemes which are not in a position to proceed.

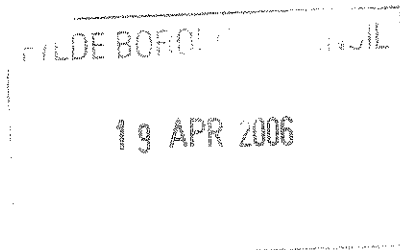
The Mythop Road Rural Housing Scheme, whilst in a position to proceed, was initially allocated funding from the Housing Corporation which was later withdrawn. The scheme is now the subject of a re-submission for funding from the Housing Corporation. Until this option has been exhausted then the members may feel that it would be inappropriate to allocate commuted sums, perhaps to the detriment of other schemes, which may not have the option of approaching the Housing Corporation

In respect of the Regeneration of Heyhouses the detail of the application is not known. However, it would not possible to fund the refurbishment or replacement of existing affordable housing as commuted sums are specifically raised for the provision of additional affordable housing. The details of this proposed scheme will need to be developed further to ascertain whether any commuted sum support is possible.

Recommendation

That future schemes submitted by New Fylde Housing be considered and assessed for available funding against the criteria detailed in the Commuted Sums Guidance Note at the time that all relevant details of individual schemes are available and in the context of their preferred partner status with the Council.

Richard Wood
Private Sector Housing Manager
Fylde Borough Council
Town Hall
Lytham St Annes
FY8 1LW



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Lancashire FY8 3DU

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www.newfyldehousing.co.uk

12 April 2006

Commutated Sums – Future Affordable Housing Projects

Dear Richard

Further to your recent letter regarding commuted sums (received 27th March 2006) I write to confirm that New Fylde Housing would be delighted to assist you in utilising commuted sums for the provision of future affordable housing projects. We are currently appraising all our potential infill sites with a view to submitting outline planning applications for affordable housing on suitable sites.

We would be very keen to secure commuted sums to enable any subsequent development to be viable. Naturally we would welcome the opportunity to discuss this further with you to ensure any new development is consistent with the Council's stated aims, objectives, and priorities.

We have built up a successful track record of delivery in the first five years and have invested in schemes without grant to assist the Council fulfil its statutory responsibilities. In particular, we have acquired property with 100% private finance to provide accommodation for homeless households, and also made existing property available for this client group.

We hope that this fact is something that the Council will bear in mind when determining which partner or partners are allocated commuted sums for further development. The potential to utilise commuted sums to purchase existing property for sale in Fylde would enable New Fylde Housing to acquire property within well defined timescales and we would be eager to jointly agree potential priority client groups and/or property types and/or investment areas.

There are a number of potential projects that we would wish to work in partnership with Fylde Borough Council on - and receive commuted sum allocations for. These include the following:

1. Area Regeneration of Heyhouses

This area is a high priority for New Fylde Housing and we are currently working closely with Fylde Borough Council to identify the most practical redevelopment solution to improve and regenerate the estate. The area is adversely affected by instability and a poor environmental layout.

However, there is enormous potential to transform the area with a mix of new development and improved homes. Costed options are being sought and to maximise the number of affordable homes for rent would require subsidy in the form of land and grant.

If you require a large print version of this document or require a translation service, please ask a member of staff or call 01253 642000.

We are delighted that the Council has recently shown its support to play a key role in improving Heyhouses by making available adjacent land at Waddington Road. Whilst we will endeavour to attract other public subsidy from the Housing Corporation, we would also request that commuted sums are set aside to ensure the financial viability of a predominantly affordable redevelopment programme for Heyhouses.

2. Rural Affordable Housing Scheme (Mythop Road, Weeton)

We were bitterly disappointed that due to delays in drafting the section 106 agreement for Mythop Road, Weeton site the £326,000 grant that was recommended for approval by the regional office of the Housing Corporation was not able to be confirmed by Head Office. This was due to the perceived high level of uncertainty surrounding delivery of the scheme coming so close with the end of the financial year end.

Whilst we will continue to try and secure funding from the Housing Corporation during 2006 through our development consortium (Engage 360) we would request that £326,000 is also set aside from the commuted sum pool. This would enable the rural project to proceed during 2006 if it became apparent that additional funding from other sources was not forthcoming.

The advantage of this site is that it is in the ownership of New Fylde Housing and has the benefit of full planning permission. This project requires a minimum of lead in time and start on site could commence within 6 weeks of any successful grant allocation.

3. NFH Infill Sites

New Fylde Housing owns a number of small infill sites and we have instructed Croft Goode architects to prepare planning applications for all sites with development potential. We would ask that commuted sums are set aside to ensure the viability of possible affordable rented solutions on these sites.

4. Property Purchase on the Open Market (Purchase and Repairs)

Every year since the stock transfer we have successfully acquired stock in Fylde and increased the supply of affordable rented property through purchasing empty property on the open market. It is somewhat ironic that we have suffered losses through the Right to Buy but have bought back former local authority housing stock sometimes with grant assistance to achieve this. Nevertheless if there is a need to expend commuted sums expediently these types of property acquisitions can be achieved readily.

We could target any such acquisitions to whatever client group is prioritised by the Council and have experience of general needs, sheltered, move-on, and supported – including homeless, tenancy support, learning disabled, and physical disabilities.

Top-slicing Arrangements

Within the Fylde Housing Partnership it has been agreed that New Fylde Housing should benefit from 'top-slicing' in order to help redress the loss of stock through Right to Buy completions. One of the ways of achieving this was to reserve all

commuted sums to New Fylde Housing and this possibility has been discussed with members of the Partnership and the Council's Housing Manager is believed to be supportive of this.

Clearly, it would be presumptuous to expect commuted sums to be allocated if no suitable schemes could be identified. However, I trust we have demonstrated a strong case with a variety of projects that could be supported. This, together with our positive track record of investing in Fylde we believe shows our credentials for 'preferred partner status' of Fylde Borough Council.

We look forward to continuing to work positively together to increase the local provision of affordable housing.

Yours sincerely



 David Baker
Head of Operations and Development

Analysis and Commentary

YMCA – Face-to-Face: Move on Accommodation/Independent Accommodation

The application demonstrates the urgent need for move on accommodation for young people currently housed in the Harbour House Hostel and for affordable self contained units for families to prevent them being left with supported bed and breakfast accommodation as their only option

The scheme supports the Councils Best Value Performance Indicators for the prevention of homelessness in that it will provide 18 additional units of accommodation, which, it is proposed, will be used to accommodate residents moving on from Harbour House and for homeless families as interim accommodation.

The total cost of the relevant properties is £1,000,000 exclusive of any professional fees. The cost of funding applied for (£300,000) is less than 30% of the overall scheme cost and within the usual range found to be acceptable by the housing corporation.

The spreadsheet provided with the report demonstrates that, without commuted sum support, the monies required to fund this project would have significant impact on the YMCAs reserves, placing at risk everyday funding of their other housing activities, and, preventing any further expansion of the service. The spreadsheet attached to this summary demonstrates the workable model.

YMCA / Face to Face is an organisation, which has already demonstrated that they provide a good and sustainable local service in the most difficult of areas of housing management. An expansion of their service should be facilitated, as far as possible, as it greatly assists the Council in fulfilling its own obligations under the Homelessness Act in both the housing of families with children and in the housing of young people.

The provision of the funding requested would allow the organisation to maintain their minimum operating reserve of £350,000 and to reduce borrowings to achieve a sustainable scheme. The additional funding will also allow the organisation to have funds available for any unseen maintenance issues, or to provide any additional staff time for issues of tenant support which may arise.

It is clear that with out this additional support requested from this Council that the scheme is not sustainable and would therefore not proceed.

Discussions with YMCA / Face to Face indicate that 100% nomination rights for the Council would be acceptable for all properties save for four 1 bed units which are to be used solely for the direct placement of young people being “moved on” from Harbour House.

It is anticipated that there will be a significant beneficial impact on the Councils own ability to fulfil the obligations to manage the homelessness service in the Borough together with the potential for significant savings on bed & breakfast expenditure.

The proposal therefore increases the supply of affordable housing by 18 units of accommodation (Objective 1 of the Councils Housing Strategy), provides temporary accommodation for homeless people (objective 3 of the Councils Housing Strategy), and provides move on accommodation for Harbour House residents (an objective in the Councils Homelessness Strategy)

Recommendation

The application is approved subject to 100% nomination rights maintained by the Council, other than for the four one bed units allocated for a “move on” facility for Harbour House in order to enable more effective use of this facility.



FACE-TO-FACE YMCA
14 St. David's Road South
St. Annes-on-Sea, Lancashire. FY8 1TB
Tel: (01253) 720270
Email: ftof@fyldecoastymca.org

Part of Fylde Coast YMCA
Registered Charity No: 1074571

ST. ANNES YMCA
St. Albans Road, St. Annes, Lancashire FY8 1LQ
Tel: (01253) 724117 Fax: (01253) 704300

LYTHAM YMCA
Mythop Road, Lytham, Lancashire FY8 1TD
Tel: (01253) 739166

WYRE YMCA
Lofthouse Building, Lofthouse Road, Wyre, Lancashire FY8 1JF
Tel: (01253) 872320

ANSDALL YMCA AREDA
Albany Road, Ansdall, Lytham St. Annes FY8 1JF
Tel: (01253) 796663

For the attention of Richard Wood
Housing Services
Fylde Borough Council
Town Hall
Lytham St Annes
FY8 1LW

24th April 2006

Dear Richard

Re: Application for assistance to purchase property.

Further to our conversations I am pleased to supply additional figures showing how the requested some of £300,000.00, approximately one third of the total cost, would impact on the proposed scheme.

The first consideration is to enable the YMCA to maintain an adequate cash reserve to allow for its day to day activity. The YMCA employs over 300 staff and has responsibility for substantial property it therefore feels that its reserves should be maintained at no less than £350,000.00. The YMCA could not achieve this if it was required to invest £474,000.00 from its reserves.

The second consideration is to ensure that the scheme is sustainable. By reducing the loan sum it reduces the annual expenditure giving flexibility to cope with unforeseen maintenance / repairs or provide additional staff time for management or support issues.

Without the assistance of Fylde Borough Council the YMCA will not be able to meet the requirements above and not be able to proceed with the scheme.

The YMCA is looking to work with the Borough Council in addressing Housing Needs with the purchase of further property. It is particularly concerned to meet the need of emergency accommodation and therefore the ability to maintain a greater cash reserve will enable further acquisitions sooner rather than later.

Should you need any further information please do get in touch.

Thank you for your consideration of this matter.

Yours sincerely

Stephen N Heath
Director Housing and Community (Fylde)

HOUSING

SPORT, HEALTH
& FITNESS

PERSONAL
DEVELOPMENT

TRAINING

CHILDCARE

SERVING THE COMMUNITY SINCE 1922

Fyde Coast YMCA M Rosall housing cost model

Capital cost

Purchase 1,000,000

1,000,000

Funded By

YMCA 200,000
Donations 100,000
Fyde Borough 300,000
Loan/ Mortgage 400,000
1,000,000

rent pw
Service Charge pw
Value of properties

105	115	105	115	100	100	95	120	85	85	110	120	220	1,475
0	0	0	0	0	0	0	0	0	0	0	0	0	0
110,000	110,000	110,000	165,000	165,000	160,000	160,000	175,000	220,000	940,000				

Income

Gross rent income
Gross service charge income
Total gross income
Void Loss
Bad Debts
Total net income

5,460	5,980	5,460	5,980	5,200	5,200	4,940	6,240	4,420	4,420	5,720	6,240	11,440	76,700
0	0	0	0	0	0	0	0	0	0	0	0	0	0
5,460	5,980	5,460	5,980	5,200	5,200	4,940	6,240	4,420	4,420	5,720	6,240	11,440	76,700
-491	-538	-491	-538	-468	-468	-445	-582	-398	-398	-515	-582	-1,030	-6,903
-55	-80	-55	-80	-52	-52	-49	-52	-44	-44	-57	-52	-114	-767
4,914	5,382	4,914	5,382	4,680	4,680	4,446	5,616	3,978	3,978	5,148	5,616	10,296	69,030

Expenditure

Management
Maintenance
Insurance
Mortgage/ loan repayment
Major repairs

year 1	year 2	year 3	year 4	year 5	year 6	year 7	year 8	year 9	year 10
21,000	21,630	22,279	22,947	23,636	24,345	25,075	25,827	26,602	27,400
4,000	4,120	4,244	4,371	4,502	4,637	4,776	4,919	5,067	5,219
4,000	4,120	4,244	4,371	4,502	4,637	4,776	4,919	5,067	5,219
31,291	32,230	33,197	34,193	35,218	36,275	37,363	38,484	39,639	40,828
6,000	6,180	6,365	6,556	6,753	6,956	7,164	7,379	7,601	7,829
66,291	68,280	70,328	72,438	74,611	76,849	79,155	81,630	84,285	87,119
69,030	71,101	73,234	75,431	77,694	80,025	82,425	84,898	87,445	90,068
2,739	2,821	2,906	2,993	3,083	3,176	3,271	3,368	3,470	3,574

Total local expenditure
Total Net income
Scheme Surplus / deficit +/-

By Hand



FACE-TO-FACE YMCA
14 St. David's Road South
St. Annes-on-Sea, Lancashire. FY8 1TB
Tel: (01253) 720270
Email: ftof@fyldecoastymca.org

Part of Fylde Coast YMCA
Registered Charity No: 1074571

ST. ANNES YMCA
St. Albans Road, St. Annes, Lancs. FY8 1TD
Tel: (01253) 724117 - Fax: (01253) 784300

LYTHAM YMCA
Mythop Road, Lytham, Lancs. FY8 4HS
Tel: (01253) 739166

WYRE YMCA
Lofthouse Building, London Street, Lancy FY7 9LJ
Tel: (01253) 872320

ANSDALL YMCA ARENA
Albany Road, Ansdall, Lytham St. Annes
Tel: (01253) 796663

ATTENTION OF MR. PHIL WOODWARD
ASSISTANT CHIEF EXECUTIVE
FYLDE BOROUGH COUNCIL

18th April 2006

Dear Mr. Woodward

Please find enclosed an outline of the proposed Housing
Bid by the YMCA as discussed with Clare Platt and Richard
Wilson.

Should you require further information please let me know
and I shall be pleased to supply it.

Thank you for your consideration of this matter

Yours sincerely

STEPHEN N HEATH
DIRECTOR OF HOUSING AND COMMUNITY (FYLDE)

HOUSING

SPORT, HEALTH
& FITNESS

PERSONAL
DEVELOPMENT

TRAINING

CHILDCARE

SERVING THE COMMUNITY SINCE 1922

Y.M.C.A. Bid to Fylde Borough Council for Assistance in developing Social Housing in Fylde

1. Background

Following the merger of Face to Face (Homelessness Project) Ltd and Fylde Coast YMCA in April 2005 the YMCA Board has agreed its own Housing Strategy for Fylde as part of its commitment to work with those who are homeless as well as reducing homelessness in Fylde.

The approach agreed by the YMCA Board builds on its experience in Wyre where it already delivers the following work:

- a) 19 bed Foyer (16-25 yr olds) in Fleetwood
- b) 5 one bed move on flats for residents from the Foyer
- c) Assessment unit for young people - 6 one bed flats
- d) Temporary Accommodation for families – 9 two bed flats
- e) Rent Bond Guarantee Service
- f) Wyre Intensive Tenancy Support Service – Floating support to families or individuals who are long term homeless or in B&B

In addition to the above we are about to complete the refurbishment of two 2 bedroom houses which we have purchased and brought back into use in, one in Fleetwood and one in Thornton. Also beginning in May 2006 we will be managing a Private Sector Leasing Scheme on behalf of Wyre Borough Council.

Having achieved the above in Wyre the YMCA seeks to develop its work in Fylde which currently consists of :

- a) Rent Bond Guarantee Service which is part of FBC Homelessness Service providing advice and information.
- b) Floating Support Service
- c) Drop in
- d) Management of Two 2 bedroom flats and one 3 bedroom house

In developing its own strategy the YMCA has taken into account the strategic context in which it will be working and current housing needs. Having agreed the strategy it has set priorities and identified resources.

2. Strategic Context:

Within the strategic vision of the Y.M.C.A., housing is a key element. The strategy outlined in plan has been successfully implemented within Wyre Borough; the aim is to develop a similar housing model in Fylde.

The Government has produced a range of National Initiatives that have a major effect on national and local housing policies. They include:

- a) Communities Plans; The Government insists that each Borough including Fylde aim to create sustainable communities which are successful, safe, inclusive and economically active. A key priority within this is quality affordable housing.
- b) Decent Homes; The Government Initiative is to reduce the numbers of vulnerable people living in non-decent housing. It is estimated that 32% dwellings in Fylde are non-decent (F.B.C. stock condition Survey 2004).

The two national initiatives are then reflected within Fylde Borough's Local Housing Strategy – Within the strategy the top two identified priorities are affordability and homeless advice.

The Local Authority has produced a homeless strategy to address these two priority areas.

The key aims within this strategy are

- i) Prevent Homelessness
- ii) End the usage of Bed and Breakfast Accommodation
- iii) Housing Support
- iv) Improve joint working

3. Summary of Current Housing Needs:

- a) Young Peoples Accommodation
Within Fylde Borough, there are no assessment type units and extreme difficulties in securing long-term rental accommodation for young people. Harbour House situated in Lytham at present is attempting to provide all three stages of the pathway. Due to limited bed spaces and staff support it is unable to assist young people with high support needs and has difficulty in moving young people into long-term secure housing. Evidence from Harbour House indicates it is able to provide the second stage of the pathway, but needs move on accommodation to assist in unblocking the "bottle neck" effect, which prevents it taking in new residents.
- b) Families With Children
Face-to-Face through the rent bond guarantee scheme assist families obtain private rented accommodation, but the scheme does not provide quick access for those in housing need. The Local Authority's only current solution for families in need is Bed and Breakfast accommodation in St. Annes and central Blackpool. In 2004/05, 102 families were placed in Bed and Breakfast.

4. Fylde Coast Y.M.C.A. Housing Strategy in Fylde:

The strategy is based on the Y.M.C.A.'s experience of the implementation of housing in Fleetwood and Face to Face's experience of providing assistance to those with housing needs in Fylde over the last 12 years. The data collected and Face-to-Face's current user profile indicated that the two priority need groups within the context of "preventing and assisting the homeless" are:

- i) Young single people aged 16-25
- ii) Families with children

The Y.M.C.A. will aim to achieve its strategic goal by the creation of pathway from dependency to independency for both priority groups through partnership.

- a) Young People Aged 16-25
The Y.M.C.A. will create or assist in the creation of a three-stage pathway.
 - i) Assessment Units: Make available self-contained units to provide temporary accommodation for difficult young people. The schemes will provide a full range of support services that will identify the needs of the young people and sign post them to the most appropriate housing and support agencies. The length of stay will be 1 week to 3 months.
 - ii) Foyer Accommodation: Provision of self-contained units with support and training opportunities. The scheme will link accommodation with a commitment to undertake training, education, or employment. This approach will build the skills needed by the young people to live independently.
 - iii) Independent Accommodation: Provide quality affordable self-contained units on short hold tenancies, with distance support if required.
- a) Families with Children
For families with housing difficulty a two-stage pathway will be created:
 - i) Temporary Accommodation: Units need to be available for short-term lets; this will eliminate the use of Bed and Breakfast Accommodation. A safe, secure and warm

environment for families with children is essential as an assessment of the long-term needs of the families is addressed.

- ii) Independent Accommodation: Provide access to quality and affordable 2 or 3 bed properties for long-term lets.

5. Priorities for the Y.M.C.A:

The initial priority area for the Y.M.C.A. is to tackle the first stage in the families pathway. This will reduce the number of children being placed in unsuitable located and poor accommodation. Accommodation needs to be acquired or accessed to meet the short-term needs of local families and particular to allow children to feel safe, secure and access local services i.e. schools, at the time of desperation. The second stage of the pathway can be provided by Face to Face, but even here, additional quality affordable housing is needed.

The second priority is the need to acquire move on accommodation for young people. This will then allow Harbour House to move its residents who are ready for independent living, and creating new vacancies for new vulnerable young people. The long-term goal would be to have an assessment unit.

Why are families the priority groups?

- i) There is an identified need
- ii) Children need safe, secure and a sense of belonging
- iii) Local Authority are willing to invest in partnership with the Y.M.C.A. to address this need
- iv) Due to the current planning restrictions, large suitable properties are keenly priced
- v) We have the opportunity to have an immediate impact and build credibility to delivery other aspects of the strategy.

6. Resources:

- a) Partnerships
It will be necessary to work in partnership with other agencies to achieve the main two priorities. The partnership could include Fylde Borough Council, New Fylde Housing, Harbour House, Housing Associations, and other local agencies.
- b) Financial
There are two aspects to the financial resources, capital, and revenue

- i) Capital needs to be secured to invest in property; our current experience of looking at the property market indicates that between £700,000 and £1,000,000 will be required for 7-12 units. The aim would be for the Y.M.C.A. to provide 2/3 of cost via reserves and mortgage and 1/3 being secured external or grants.
- ii) Revenue: It is necessary to ensure that the purchase of the properties is linked to financial sustainability of the scheme in the long-term. This will need the co-operation of statutory authorities.

7. Proposed Scheme

The YMCA are at an advanced stage of discussion to purchase six properties providing one 5 bed house, five 3 bed flats, five 2 bed flats, and two 1 bed flats i.e. 18 units in total.

These properties all situated in St Annes give a good mix of properties to meet the needs identified. Not all are occupied at the moment but all are in sound condition and have been professionally surveyed.

A copy of the cost model presented to the YMCA Board is attached. This model is based on valuations carried out in August 2005. Our offer of £1,000,000.00 assumes increase in market valuation since that date and recognises the owner's valuation is nearer £1,200,00.00.

The YMCA Board has agreed purchase in principle subject to certain conditions being met.

The YMCA has secured a grant of £100,000.00 from the Henry Smith Trust.

The YMCA bankers have agreed to provide a loan as indicated.

The YMCA seeks a grant of £300,000 to assist with the purchase.

This grant is requested to reduce the level of the loan required and its impacts on the revenue costs.

The YMCA Board does not feel it prudent to commit more than half of its current cash reserves to the project when it has just expanded its staffing levels to 300. It therefore would seek to limit its cash contribution to £300,000.00

Fyde Coast YMCA M Rossall housing cost model

Capital cost

Purchase 1,000,000

1,000,000

Funded By

YMCA 474,000
Donations 100,000
Fyde Borough 0
Loan/ Mortgage 426,000
1,000,000

rent pw
Service Charge pw
Value of properties

105 115 105 115 100 100 95 120 85 85 110 120 220
0 0 0 0 0 0 0 0 0 0 0 0 0
110,000 110,000 165,000 160,000 180,000 175,000 220,000 940,000

Income

Gross rent income 5,460 5,960 5,460 5,960 5,200 5,200 4,940 6,240 4,420 4,420 5,720 6,240 11,440 76,700
Gross service charge income 0 0 0 0 0 0 0 0 0 0 0 0 0 0
Total gross income 5,460 5,960 5,460 5,960 5,200 5,200 4,940 6,240 4,420 4,420 5,720 6,240 11,440 76,700
Void Loss -491 -538 -491 -538 -468 -468 -445 -562 -398 -398 -615 -562 -1,030 -5,903
Bad Debts -55 -60 -55 -60 -52 -52 -49 -62 -44 -44 -57 -62 -114 -787
Total net income 4,914 5,362 4,914 5,362 4,680 4,680 4,446 5,616 3,978 3,978 5,148 5,616 10,298 69,030

Expenditure

Management 21,000 21,630 22,279 22,947 23,636 24,345 25,075 25,827 26,602 27,400
Maintenance 4,000 4,120 4,244 4,371 4,502 4,637 4,776 4,919 5,067 5,219
Insurance 4,000 4,120 4,244 4,371 4,502 4,637 4,776 4,919 5,067 5,219
Mortgage/ loan repayment 33,325 34,325 35,354 36,415 37,508 38,633 39,792 40,966 42,215 43,482
Major repairs 6,000 6,180 6,365 6,556 6,753 6,956 7,164 7,379 7,601 7,829

Total local expenditure 69,325 70,375 72,486 74,661 76,900 79,207 81,584 84,031 86,662 89,148
Total Net Income 69,030 71,101 73,234 75,431 77,694 80,025 82,425 84,898 87,445 90,068
Scheme Surplus/ deficit +/- 706 726 748 770 783 817 842 867 893 920

6 Spring Gardens
1x2 bed 1x3 bed
7 Spring Gardens
1x2 Bed 1x3 bed
4 St Patricks Rd South
1x3 bed
7 St Patricks Rd South
1x2 bed 1x3 bed
16 church RD
1x1 bed 1x1 bed 1x2 bed 1x3 bed
41 Park Rd
1x5 bed house

Analysis and Commentary

The Richard Dumbreck's Singleton Trust: 4 Two bed Bungalows & 2 Three bed Houses at Worsicks Farm, Singleton.

The total cost of the scheme is estimated at £750,000 and the £300,000 grant applied for represents 40% of this sum. This is considered to be at the maximum level of funding which would normally be considered acceptable by the Housing Corporation.

Discussions with the Trust's representatives indicate that they would be prepared to accept further conditions attached to any approval of funding. The council is therefore in a position to achieve improved value for money in respect of this scheme by insisting that all of the trusts existing properties (22) in the village are improved to decent homes standard by 2010. One of the council's housing targets is to ensure that all private rented properties, occupied by vulnerable households, are improved to the 'decent homes' standard by this date. Many of the trusts tenants are representative of these vulnerable groups.

The only proviso proposed by the trust is that very elderly residents are not forced to endure these building works in order that the deadline is met. The members may feel that this is an appropriate consideration.

Recommendation

That the application be approved subject to a commitment from the Trust to improve the remaining 22 of the Trusts Affordable Housing in the village to comply with the Decent Homes Standard by 2010. This will be subject only to the proviso that, properties occupied by elderly vulnerable residents will be allowed an exemption until such time as the works can be reasonably undertaken without causing any distress or hardship.

INGHAM & YORKE

Chartered Surveyors & Land Agents

LITTLEMOOR

CLITHEROE, LANCASHIRE. BB7 1HG

Tel: 01200 423655 Fax: 01200 429160 Email:

Admin@inghamandyorke.co.uk

R. Wood Esq.,
Acting Housing Manager,
Fylde Borough Council,
Town Hall,
Lytham St Annes.
FY8 1LW.

Our Ref: RMC/Sing.1

19th April 2006

DRAFT

Dear Mr Wood,

Richard Dumbreck's Singleton Trust

I am writing on behalf of Richard Dumbreck's Singleton Trust to apply for grant aid under Fylde Borough Council's "Housing Commuted Sums Policy" to help fund the provision of further residential property within the village of Singleton, to be let by the Trust in accordance with its aims and principles to local people at "affordable rents". The Trust has the benefit of planning permission to convert a range of traditional farm buildings to provide 2 no. 3 bedroom units and 4 no. 2 bedroom units. The conversion cost is expected to be in excess of £600,000 and the Trust would like to apply for a grant of £300,000 to help meet the cost.

Background to the Trust

Richard Dumbreck's Singleton Trust is a charitable trust (Charity No. 1106862) created by a Declaration of Trust dated 1st October 2004 and registered by the Charity Commission on 18th November 2004. The current Trustees are John Armitage Clegg, John Edward Clegg and Nicola Gardner.

The Trust was created to give effect to the wishes of the late Richard Dumbreck, who died on 21st January 2003. Mr Dumbreck owned the greater part of the village of Singleton together with the park of Singleton Hall, two farms and other parcels of agricultural land adjoining the village. Mr Dumbreck's will contained a brief history of his family's association with Singleton and a statement of his wishes for it and the relevant extract is set out below by way of background:

"Singleton was acquired by my great-grandfather Thomas Miller in the nineteenth century when it was more or less derelict. He drained the land, built new farms, laid out plantations, built the cottages with their large gardens which are a feature of the village and also built Singleton Church. Since his death in 1965 Singleton has always belonged to a member of the family (although on my succession in 1963 I had to sell a number of farms to pay the estate duty).



Also at Huntroyde Estate Office, Padiham, Burnley, Lancashire BB12 7QX

Tel: 01282 771024

AGENTS TO AGRICULTURAL MORTGAGE CORPORATION

EMILLER, F.R.I.C.S., M.C.I. A.B.; R.M.PARKINSON, B.Sc., F.R.I.C.S.; R.M.CORNISH, B.Sc., F.R.I.C.S.;
J.H.STAPLES, M.R.I.C.S., F.A.A.V.; C.S.E.YORKE, B.Sc., M.R.I.C.S.; O.HESLTON, M.R.I.C.S., F.A.A.V.



Certificate number 2739/01

During my ownership it has been my aim to preserve Singleton as a community. I have spent money on building new houses, properties in the village have been let at reasonable rents to families with young children, the school has prospered and now attracts pupils from outside Singleton, the tenant farmers are successful and the community can, I believe, be described as thriving.

My Wish is to see a charity created for the benefit of this community (or of a larger or smaller area the support of which would be regarded as a charitable object) and the community shall be self sustaining, reasonable rents being charged and money being spent on maintenance and improvement of dwellings, land and amenities. The Executors whom I have chosen have worked with me in maintaining Singleton over much of the period of my ownership and understand my aims and wishes. I have endeavoured to give them the widest powers to create a trust for the community which the authorities will accept as a valid charity."

Within the Trust Deed the Objects are stated as follows:

"The principal charitable purposes for which the income and/or the capital of the trust fund are to be applied are charitable purposes (A) in the area shown coloured pink on the plan annexed hereto or (B) for the benefits of the inhabitants of that area (including in particular the relief of poverty or illness, the advancement of education or religion and the provision of recreational facilities within the Recreational Charities Act 1958)."

The classification is stated as follows:

"General charitable purposes, education/training, medical/health/sickness, disability, relief of poverty, accommodation/housing"

For the benefit of:

"Children/young people, elderly/old people, people with a disability/special needs, other defined groups."

Property owned by the Trust

Ingham and Yorke act as managing land agents for the Trust with all of the property currently being let, other than one house which is being renovated prior to reletting. The following is a guide to the property owned by the Trust:

1 farm comprising 2 houses, 1 cottage, buildings and 337 acres.

5 parcels of agricultural land amounting to 233 acres.

Singleton Post Office.

22 cottages in Singleton

1 bungalow in Grange over Sands occupied by the daughter of an ex-employee.

Old Workshop, amenity woodland and garden plot.

The breakdown of the 22 cottages is as follows:

3 Bed – Let to Families	-	6
3 Bed – Being Renovated	-	1
3 Bed – Let to Pensioner(s)	-	4
3 Bed – Let to Couples	-	2
2 Bed – Let to Families	-	1
2 Bed – Let to Pensioner(s)	-	3
2 Bed – Let to Couples/Singles	-	5

Planning Permission

The Trust has the benefit of planning permission (Ref. No. 00/0205) dated 14th June 2000 for the conversion of farm buildings at Worsicks Farm to form 4 no. single storey 2 bedroom dwellings and 2 no. double storey 3 bedroom dwellings.

Worsicks Farm is situated on the southerly side of Weeton Road on the south east side of the village. The current buildings are brick built with a mixture of blue slate and asbestos cement roof coverings. Immediately adjoining are some further farm buildings of more modern construction but the whole site looks extremely scruffy. As part of the project the more modern buildings will also be removed and the area landscaped. There will therefore be a double benefit to the project, not only the provision of further accommodation to let within the village, but also the removal of a real eyesore on the main approach into the village. The existing farm buildings are included within a farm tenancy and are to be replaced by the Trust for the tenant on another site situated outside of the village.

Tender documentation for the project is currently being drawn up for the Trust by their building surveyors, Jones & Co of Penwortham, and it is anticipated that this will be ready for dispatch to a number of contractors within a month. The cost of the residential conversion part of the scheme is anticipated to be in excess of £600,000 whilst the clearance of the farm buildings and provision of replacement buildings on another site is likely to cost a further £150,000.

A minimal amount of work in order to activate and safeguard the planning consent for the residential conversion was carried out on the site last year.

Demand for Affordable Residential Accommodation

The Trust currently has enquiries from eleven families/couples wishing to rent a property within Singleton Village at an affordable rent. All have some connection with the village and area, either having been brought up in the village and wanting to return to live there or having links with the village through the school, church or village clubs. Four of the applicants currently have children at the village school whilst another has a pre-school age child with their name on the waiting list to attend the school.

No advertising of properties to let has been carried out by the Trust. All of the enquiries received are genuine and are proof of the demand for affordable housing within the village and the difficulties in finding such accommodation.

Further Proposal's of the Trust

Whilst the Worsick's Farm Development will only provide two family sized houses initially, it is thought that some of the existing tenants who are pensioners living in 3 bedroomed unmodernised properties within the village will be keen to move into the new 2 bedroomed single storey properties being provided at Worsick's Farm, thus enabling the Trust to repair and ~~undo the proportion which they are currently occupying and then letting them to families~~ accommodation into new modern centrally heated accommodation but still situated within the village itself.

In time the Trust would also like to look at the possibility of converting Worsicks Farmhouse, a large unmodernised 5/6 bedroomed property, into two further 3 bedroomed properties.

The Trust also wishes to look at the possibility of improving the existing village shop/post office as it feels that it is essential that this important facility is kept open on a viable basis for the benefit of the local community. In the longer term this might even be on the basis of moving the existing shop/post office to a new site, if something suitable came up within the village.

On top of all of this the Trustees are very mindful of the need, and indeed of their responsibility to their tenants, to maintain the existing properties in a good state of repair and to gradually upgrade the properties and to provide what are now taken to be essential facilities, such as central heating. With the majority of the cottages being built in the nineteenth century the cost of carrying out such work is considerable, especially with the need to retain the features which so characterise the village.

Financial Position

The current annual gross rent roll of the Trust is around £78,500. This is before all annual operating costs and before any expenditure on repairs and maintenance. Whilst the rent roll is currently sufficient to fund general day to day repairs it is not sufficient to cover a project to renovate and upgrade a property. When the Trust was created in 2004 a total of £100,000 was provided with the remaining Trust assets being the property transferred in. Since then one property has been renovated and relet.

The Trust Deed does not provide for the sale of any property by the Trustees unless there are exceptional reasons why this should be done, in which case a report highlighting these reasons must be produced in accordance with Charity Commission requirements. In 2005 a decision was taken by the Trustees to sell Preese Hall Farm and such a report was produced. The Trustees were faced with enormous expenditure on repairs at Preese Hall, which they did not have the funds to meet, whilst it was clear that there was likely to be a major ongoing repairing liability at that farm. In addition the Trustees were faced with a considerable amount of expenditure on repairs to properties within the village of Singleton and the knowledge that within the next few years a number of cottages were likely to become vacant as old tenants died or moved into residential care and these would need a lot of work to make them fit to relet. Finally, they had the benefit of the planning consent for the Worsick's Development which if not exercised quickly would have been lost.

Preese Hall Farm was placed on the market for sale subject to the existing agricultural tenancy and was subsequently sold in the summer of 2005. The Trust does therefore now have a capital reserve, but not enough to fund all of the work likely to be required over the next 5 years

Conclusion

The Trust has recently worked very closely with United Utilities in the provision of a first time foul sewerage system for all of the properties within the village, not just those belonging to the Trust itself. It seems incredible that it has taken until the twenty first century for such a facility to be provided.

Most of the work carried out by the Trust since it's creation and it's immediate plans are very much centred around the maintenance of the existing properties and the upgrading and conversion of existing properties to provide good quality family accomodation to be let at affordable rents. The Worsick's Development will help in the provision of further family accomodation, both from the conversion of the barn as well as providing better quality accomodation for some of the pensioners living within the village and enabling their existing family sized properties to be renovated and relet to families.

A thriving village community clearly needs a mix of ages and household types and Singleton is lucky that it has an excellent fully subscribed school, a good range of village clubs and activities, a village shop and a pleasant environment. This is in no small part to the foresight and generosity of the late Richard Dumbreck who during his period of "stewardship" not only helped the community by the provision of property at affordable rents but also gave the land for the village playground and for the extension of the school grounds. His greatest gift however has been the creation of the charitable trust for the benefit of the inhabitants of the village.

The Trustees clearly wish to see the village continue to flourish and the main way that they can do this is by ensuring that young families can afford to live there and bring up their children there. This will be an expensive and on-going project and any grant aid which your Council is able to offer will be greatly appreciated and will enable more to be done than might otherwise be possible with limited resources.

If you require any further information or wish to discuss any aspect of this application in more detail then please do not hesitate to contact me.

Yours sincerely,

RICHARD CORNISH
(Richard.Cornish@inghamandyorke.co.uk)



THE SINGLETON ESTATE NB. AREA COVERED
BY TRUST DEED -
AREA OWNED CONSIDERABLY
SMALLER



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Scale 1:15,000

Although believed to be correct no accuracy is not guaranteed
and it does not form part of any contract

REPORT



REPORT OF	MEETING	DATE	ITEM NO
CONSUMER WELLBEING & PROTECTION UNIT	CABINET	10 MAY 2006	11

HOMELESSNESS STRATEGY

Public/Exempt item

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

Summary

The homelessness strategy has been developed by the partners represented on the Homelessness Action Group. It identifies the strategic framework for homelessness, the Borough profile in terms of homelessness, the advice & support available to homeless people, and an action plan for improvement.

It identifies a number of priority issues, including the need for further 'move on' accommodation to encourage turnover in supported housing schemes, and the importance of preventing homelessness in the first instance. It advocates improved consultation with service users and the continued importance of effective partnership working.

The strategy has been presented to the Policy and Service Review Scrutiny Forum for discussion, resulting in a number of recommendations identified in the report.

Recommendation/s

1. That Members consider the recommendations of the Policy and Service Review Scrutiny Forum of 30 March detailed in the report
2. That Members adopt the strategy
3. That Members recognise the commitment of partners in preparing and delivering the strategy

Executive Portfolio

The item falls within the following executive portfolio[s]:

Report

1. The homelessness strategy has been developed by the partners represented on the Homelessness Action Group. It identifies the strategic framework for homelessness, the Borough profile in terms of homelessness, the advice & support available to homeless people, and an action plan for improvement. It identifies a number of priority issues, including the need for further 'move on' accommodation to encourage turnover in supported housing schemes, and the importance of preventing homelessness in the first instance. It advocates improved consultation with service users and the continued importance of effective partnership working.
2. The homelessness strategy was presented to the Policy and Service Review Scrutiny Forum on 30 March 2006, where the following recommendations were agreed:
 - 2.1 To recognise the commitment of partners in preparing and delivering the strategy.
 - 2.2 To recommend that the Portfolio Holder for Community and Social Wellbeing consider the strategy for adoption.
 - 2.3 To recommend that the Homelessness Strategy be reviewed alongside the next review of the Housing Strategy.
 - 2.4 To recommend that the Portfolio Holder for Community and Social Wellbeing look at working with Wyre on integrating the various housing strategies.
 - 2.5 To seek clarity in the strategy on the interpretation of affordable housing provided through the rented tenure.
 - 2.6 To recommend to Cabinet that consideration be given to expending some of the monies collected from the commuted sums budget on affordable housing.
3. The strategy has been clarified in relation to the issue of affordable housing.

Implications	
Finance	None arising directly out of this report
Legal	None arising directly out of this report
Community Safety	None arising directly out of this report
Human Rights and Equalities	None arising directly out of this report
Sustainability	None arising directly out of this report
Health & Safety and Risk Management	None arising directly out of this report

Report Author	Tel	Date	Doc ID
Clare Platt	(01253) 658602	30/3/06	

List of Background Papers		
Name of document	Date	Where available for inspection
The Housing Act 2004	20/3/06	www.odpm.gov.uk

Attached documents

1. Homelessness Strategy 2005 - 2008

**Fylde Borough
Council
Homelessness
Strategy
2005 - 2008**

CONTENTS

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1.

INTRODUCTION

The Homelessness Strategy for Fylde tells you how the Council and its partners will work to prevent homelessness occurring, and what services we will provide to people who find themselves homeless, threatened with homelessness, or simply in need of advice.

The Homelessness Strategy is a requirement of the Homelessness Act 2002, and was first published in 2003. Although the Act requires the strategy to be reviewed at least every five years, the authority has elected to publish a new strategy in 2006. Primarily to ensure that it remains practical and relevant and it makes a difference to the lives of homeless people.

The Homelessness Strategy for Fylde has been written by Fylde Borough Council (FBC) housing section in partnership with members of both the Homelessness Action Group and Homelessness Forum. These include representatives from the following organisations:

Age Concern Fylde	Lancashire Youth Offending Team
Connexions	Lancashire Teenage Pregnancy Partnership
Face to Face YMCA	Muir Housing Group
Family Relationships Mediation	New Fylde Housing
Five Piers Housing Association	Pierpoint Group
Former Service Users	Preston City Council
Fylde Coast Women's Aid	Probation Service
Fylde PCT NHS Trust	Richmond Fellowship
Harbour House	Shelter
Job Centre Plus	Supporting People
Kirkham CAB	Sydney Street Family Centre
Lancashire County Council	Wyre Housing Association
Lancashire Police	YMCA
Lancashire Social Services	

All local authorities have a legal responsibility to help homeless people and their families and to ensure their rights are upheld. This duty arises under Part VII of the Housing Act 1996, as amended by the Homelessness Act 2002. The Council has strict rules about who is homeless and in priority need. If clients do not meet these requirements the Council still has a duty to offer clients advice and assistance. The Council, with help from Face to Face YMCA and New Fylde Housing, will assess an application following set criteria. These criteria can be viewed in the 'Homelessness Application Process Explained' leaflet published by Fylde Borough Council.

Reference should be made to the Council's Housing Strategy when reading this document, as explained in more detail in section 3.

Many thanks are extended to all those who contributed to the development of the Strategy. Successful implementation will be dependent on continued good partnership working.

If you require any further information on the Homelessness Strategy and Action Plan then please contact Fylde Borough Council Housing Service on 01253 658658, or email housing@fylde.gov.uk

2. DEFINITION OF HOMELESSNESS

There is no single, universally accepted definition of homelessness. There are a range of definitions, and for the purpose of this strategy we have used two of these. The first is an aspirational definition on which the vision of the strategy is based and the second is that provided in statutory guidance to which we must have due regard.

Aspirational Definition

A person is homeless when they do not have a decent affordable home of their choice in which they feel safe and secure.

Statutory Guidance

Someone is statutorily homeless if they do not have accommodation that they have a legal right to occupy, which is accessible and physically available to them (and their household) and which it would be reasonable for them to continue to live in. It would not be reasonable for someone to continue to live in their home, for example, if that was likely to lead to violence against them (or a member of their family)

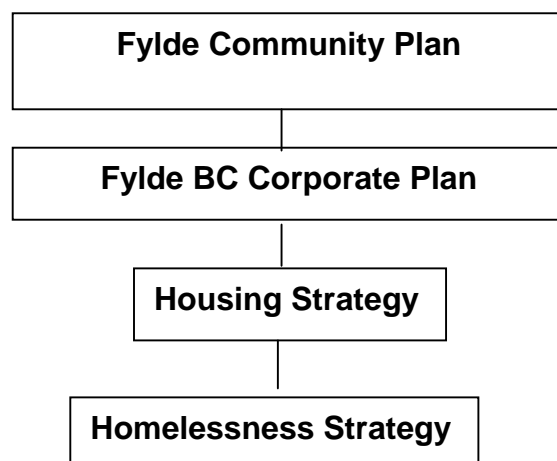
Homelessness Code of Guidance for Local Authorities – ODPM 2002

3. LINKS TO OTHER STRATEGIES

The following flowchart outlines the broader strategic framework, which this strategy feeds into and from. As such the Homelessness Strategy's action plan reflects the priorities set out in the broader strategic sense.

The Local Strategic Partnership (LSP) is the over-arching body, which reviews and informs the aims and objectives of the Community Plan. The Community Plan represents the long-term vision for the borough over the next 10-15 years. The Corporate Plan represents specific objectives the Council will deliver over a shorter timescale.

Fylde has been rated as having a "fit for purpose" Housing Strategy by Government Office North West. The Housing Strategy contains a detailed action plan covering four priority themes: affordability; homelessness; private sector and supported housing. The Housing Strategy is monitored in the first instance by the Housing Strategy Forum, which the Homelessness Action Group sits underneath. As such, priorities outlined in the Homelessness Strategy must meet the aims of the Housing Strategy and be discussed at the Housing Forum.



4. ACHIEVEMENTS SO FAR

- ❑ New and improving homelessness partnership with Face to Face YMCA and New Fylde Housing (NFH)
- ❑ Improved customer service – quicker decisions & comprehensive advice, with bed & breakfast minimised
- ❑ Homelessness Action Group committed to providing a cohesive approach to homelessness
- ❑ Family mediation service introduced
- ❑ NFH provide 7 units of temporary accommodation from own stock
- ❑ Housing Corporation funding for NFH to develop a further 5 units for temporary accommodation purposes
- ❑ Nomination agreements in place with 2 private sector landlords
- ❑ A dedicated tenancy support worker for private sector commissioned from NFH
- ❑ A series of awareness raising exercises conducted with young people at secondary schools and the Fylde Youth Council – this is to be rolled out annually
- ❑ Homelessness Charter and a series of information leaflets have been produced by the Council
- ❑ A better understanding of statistics

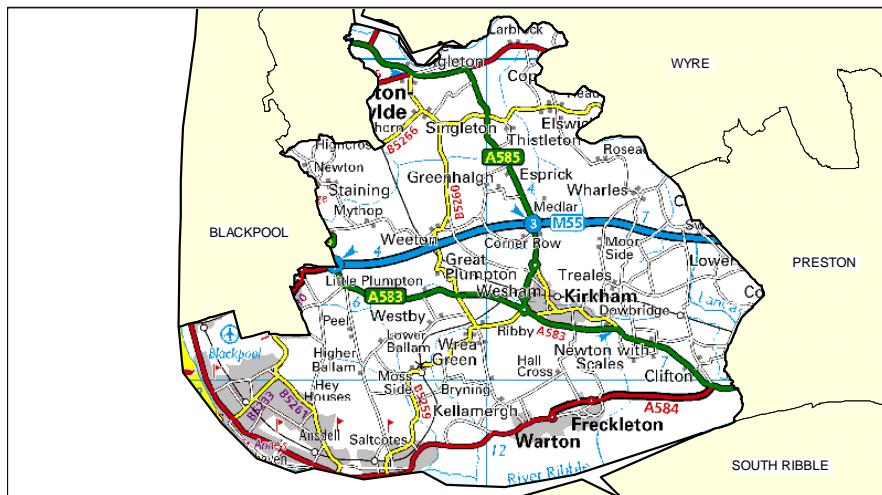
5. BOROUGH PROFILE

Map of Borough and Key Facts (2001 Census)

The Borough of Fylde is very diverse in terms of geography and economy, housing needs and characteristics are similarly diverse.

- ❑ The district covers an area of 62 square miles
- ❑ Population of more than 73000 – 52% female, 48% male
- ❑ 28.5% of population are aged over 59 (national figure of 20%)
- ❑ 8% of the population are aged between 16-24 (national figure of 11%)
- ❑ 55.4% of the population are married. The remaining 44.6% of single people comprises of those who've never married, divorcees, those separated or widowed.
- ❑ 0.6% of the population comprise Black and Minority Ethnic Groups – the majority of whom are white Irish & other white persons.
- ❑ A total of 21 wards of coastal, urban and rural mix
- ❑ Transient population across the entire Fylde coast, particularly between Blackpool and Fylde

Map of Fylde Borough



5.2 Local Housing Market

In building a profile of housing in Fylde, the council continues to analyse the issues of need, affordability, existing provision, housing market, conditions, aspirations and

availability. This in turn informs the development of the Housing Strategy 2004-07 in which homelessness is identified as a priority theme within the Borough.

The following table illustrates the situation, together with comparable figures for both the North West region, and England as a whole.

Tenure	Fylde	North West	England
O/Owned	81.4%	71.4%	68.4%
Private Rent	11.5%	6.7%	10%
Public Sector	7.1%	21.9%	21.6%

Source: Housing Strategy 2004-07

There are 35,190 properties within the Borough. In terms of council tax banding these are broken down as follows, together with a rough estimate of the value in each banding:

Band	Number	Approximate Valuation
A	6,392	Up to £85,000
B	5,873	£85,001 - £110,000
C	8,347	£110,001 - £145,000
D	6,533	£145,001 - £190,000
E	4,264	£190,001 - £240,000
F	2,298	£240,001 - £320,000
G	1,408	£320,001 - £650,000
H	75	£650,001 upwards

Source Council Tax database 2005. Property values are estimates and for guidance only.

Owner Occupation

Owner occupation remains the most popular form of tenure in Fylde, accounting for 81.4% of the existing housing provision. Such a high percentage means that there is a very limited number of properties available to rent. This matter is further compounded by the current housing market which means the vast majority of properties are out of reach to most first time buyers, with only approximately 20% of the properties valued under £100,000.

Private Rented Sector

Because of the limited supply of affordable housing within Fylde the role of the private rented sector becomes crucial. Market values can prohibit housing associations from purchasing and renovating properties to increase affordable dwellings. The Council has successful partnership arrangements with some private sector landlords but the Homelessness Action Group (HAG) is keen to develop this further. The HAG is represented at Fylde's Landlords' Forum and hopes to develop support packages for landlords and tenants in order that more vulnerable people may be housed in this sector. The following figures again demonstrate the affordability problem for people trying to access the private rented sector. The figures shown are the weekly indicative rents as set by the Rent Officer service for

March 2005 for the Fylde Coast area (this is a collective figure that also includes Blackpool and Wyre districts)

Type of Property	Indicative Weekly Rent	Typical Rents Charged
1 bed flat/house	£65	£95+
2 bed flat/house	£77	£150+
3 bed flat/house	£90	£160+
4 bed flat/house	£105	£180+

Source: FBC Housing Benefit

Benefit calculations would generally be based on these figures but they are estimated to represent only 75% of the actual rent charged, and consequently the tenant on housing benefit is often left with a shortfall to pay which adds to the affordability issue.

In terms of the processing of benefit applications it remains crucial that there are no delays in submitting applications together with relevant evidence within 28 days. The Housing Benefit team are happy to provide further training for partners to help facilitate the process.

Social Housing Provision

At only 7.1% the level of affordable rented housing under the ownership of Registered Social Landlords is low when compared with neighbouring districts and the rest of the region. This shortage is exacerbated by the loss of properties through Right to Buy (RTB) and Right to Acquire sales, and the lack of affordable rented housing development. NFH is responsible for the former Council housing stock which since RTB was introduced in 1980, has reduced by 40%, to just fewer than 2000 dwellings. NFH also manages the housing register, which at February 2005 contained 2787 applicants for housing. The Council works with 3 preferred housing association partners, New Fylde Housing, Five Piers (Manchester Methodist Housing Group) and Muir Group. These associations demonstrate a commitment to rehousing people in need via nominations agreements.?

5.3 Affordability

Affordability continues to be a major issue within Fylde, and property prices remain high. Figures relating to the period October – December 2004 show the extent of this problem, and these are contrasted with the same period for 2003 and 2002, they are also contrasted with the averages for the whole of Lancashire.

Property Type	2004	2003	2002
Detached	2004	2003	2002
Fylde	£285,293	£248,454	£198,273
Lancashire	£238,126	£197,187	£163,035
% Difference	19.8%	26%	21.6%
Semi-detached			
Fylde	£174,325	£135,050	£117,455
Lancashire	£134,184	£108,930	£86,932
% Difference	29.9%	24%	35%
Terraced			
Fylde	£148,913	£109,676	£92,677
Lancashire	£73,776	£61,311	£46,680
% Difference	101.8%	78.9%	98.5%
All Types			
Fylde	£192,210	£154,041	£131,052
Lancashire	£121,378	£107,685	£84,069
% Difference	58.3%	43%	55.9%

Source: Housing Strategy 2004-07

In order to provide a greater supply of affordable housing the Town and Country Planning Act 1990 provides for all housing development in the area to either include some affordable housing within it, or to provide a sum of money to enable other affordable housing to be developed within the Borough. Any monies received for this purpose are ring fenced for affordable housing provision. Such use will help ease the homeless problem in the Borough once the properties are available.

5.4 Existing Homelessness Provision

- ❑ 7 units of mixed sizes from within NFH stock
 - ❑ 7 additional one and two bed flats developed by NFH in St Annes with Housing Corporation funding
 - ❑ 2 private sector flats managed via a nominations agreement with the Council
 - ❑ 12 one bed flats provided at Harbour House as accommodation in a supported environment for young people aged between 16-25 years
 - ❑ Tenancy support provided by Harbour House for its ex-tenants, Face to Face YMCA and New Fylde Housing in the private sector
 - ❑ 2 flats owned by Face to Face YMCA with long-term tenants in occupation
- For emergency purposes, the Homelessness Team refers people to temporary accommodation where available in Fylde. The temporary accommodation used is bed & bedfast, holiday flats and hostels. The use of hostel accommodation has been severely curtailed since the requirement for a local connection to Blackpool was brought in.

6. THE HOMELESSNESS SERVICE

At the time the council stock was transferred to New Fylde Housing (Oct 2000), the Council took the decision to also contract out their statutory responsibility for dealing with homelessness to NFH. This decision was later reviewed and in April 2004 the Council launched a brand new homelessness and advice service in partnership with New Fylde Housing and Face to Face YMCA (Homelessness Project). The statutory functions are now provided and managed directly by the Council. Prior to introducing this new service an exercise was conducted to test the market to identify whether alternative external providers would be interested in delivering the service. Only two external bids were received, neither of which met the Council's performance criteria and council officers also submitted a partnership bid with New Fylde Housing and Face to Face YMCA. It was therefore decided by elected members that as the Council already supported Face to Face YMCA, and New Fylde Housing continued to provide an out of hours service, the best approach was to launch the new service in partnership.

The reasons for this decision were largely surrounding the suspicion that the true homelessness problem was not being adequately reflected by the figures. The provision of specialist homeless and housing advice officers allowed a keener focus to be placed on homelessness, and the subsequent figures below tend to support that decision.

Homelessness presentations have increased over recent years and continue to do so. The target set by the Homelessness Unit of the Office of the Deputy Prime Minister (ODPM) to prevent families or pregnant family members from staying in bed and breakfast for more than six weeks is being fulfilled. The partnership will continue to explore options to increase the temporary accommodation stock for homeless people.

7. PROFILE OF GENERAL HOMELESSNESS IN FYLDE

7.1 FYLDE BOROUGH COUNCIL

All councils have to provide figures on homeless activity within their area, and these have shown a sizeable increase since the duty was brought back in house.

Homeless Presentations in Fylde	
01/04/02 – 31/03/03	24
01/04/03 – 31/03/04	57
01/04/04 – 31/03/05	219

Source: FBC Homelessness Management System (HMS)

Although homeless applications nationally have increased over this same period, it is inconceivable that the problem in Fylde has increased by over 800%. The only other conclusion can be that the true scale of the problem was never fully

recognised. Presentations from April 1st 2005 suggest that the figure for 2005/6 will exceed the previous year, although very early in the year if they continue to come in at the same rate then the annual total will be in the region of 260. All applicants who make a homeless application have to receive a statutory decision. The breakdown of these decisions for 2004/5 is as follows:

Decision	Total	Percentage
Eligible, unintentionally homeless, priority	79	36
Intentionally homeless	27	12
Not priority	61	28
Not homeless	24	11
Application withdrawn	15	7
Application cancelled	4	2
Found own accommodation	6	3
Other	3	1
TOTAL	219	100%

Source: FBC HMS

Customer Care

The average time taken to reach a decision during the year from 1st April 2004 was 6.3 working days, which is an excellent response.

97.5% of applicants received a decision within 33 working days of their application.
67.9% of applicants received a decision within 10 calendar days.

Whilst this performance is comfortably within the targets (95% within 33 working days and 50% within 10 calendar days), every effort will be made to maintain this level of performance in subsequent years.

Who are the homeless in Fylde?

The 219 applicants in 2004/5 can be broken down as follows in terms of household make up.

Family Make Up	Number	Percentage
Single applicant without child	122	56%
Single applicant with child(ren)	53	24%
Couple with child(ren)	25	11%
Childless couple	11	5%
Household member pregnant and no other child	8	4%
TOTAL	219	100%

Source: FBC HMS

The conclusion drawn from these figures is that a high proportion of single people are not owed a full duty by FYLDE BOROUGH COUNCIL. However there is a paucity of suitable accommodation for this section of society, and even where such accommodation can be identified there are likely restrictions on housing benefit

payable. Whilst advice and assistance is offered there is a desperate need for the development of suitable accommodation for this client group.

The Homelessness Act 2002 extended the priority need categories to include 16 and 17 year olds. Without this extension the figures for single people would be considerably worse.

Without the availability of many public sector properties for this client group they are forced into the private sector. However, due to the "single room rent" restrictions applicable to under 25's, the reluctance of many private landlords to accept such clients, and the refusal of many financial institutions to lend money to landlords for developing accommodation for this group, their opportunities are severely restricted. This can then have the effect of forcing the individuals to "sofa surf", staying at different friends as and when able. This leads to a chaotic and unsettled lifestyle, which has detrimental effects in other areas of their lives. Alternatively there is the possibility of living in a hostel, but again the demand vastly exceeds supply. Consequently there is a need for the development of suitable accommodation, be it either new build with a housing association, or a form of leasing agreement with a body of landlords to ensure that this need is met.

In order to offer a more cohesive approach to helping young people, a joint protocol has been developed with Lancashire. County Council Social Services which sets out responsibilities and procedures for handling homelessness applications from 16/17 year olds. Additionally a joint protocol has been developed with the Youth Offending Team regarding assisting ex-offenders to access housing and related services.

Of the 79 people for whom the "full duty" was owed during 2004/05, the reasons for their homelessness were as follows:

Reasons for Homelessness of Accepted Applicants	Number	Percentage
Termination of assured shorthold tenancy	17	22%
Violent breakdown of relationship	14	18%
Non violent breakdown of relationship	12	15%
Parents no longer able to accommodate	8	10%
Loss of other rented or tied accommodation	8	10%
Other (emergency)	6	8%
Other relatives no longer able to accommodate	5	6%
Other violence	3	4%
Leaving institution or care	3	4%
Violence from an associated person	1	1%
Mortgage arrears	1	1%
Rent arrears	1	1%
TOTAL	79	100%

Source: FBC HMS

Clearly therefore, the 3 main areas to be targeted to help resolve the homelessness problem in Fylde are:

- ❑ relatives/friends no longer able to accommodate
- ❑ relationship breakdown, both violent and non violent

- ❑ loss of assured shorthold tenancy.

The Council's homelessness team conducts visits and makes contact with households to try and resolve issues and prevent homelessness, drawing upon the expertise of the mediation and other support services where necessary.

Equality and Diversity Issues

The ODPM has highlighted an over representation of ethnic minority households amongst those accepted as homeless by local housing authorities. Homelessness statistics from the ODPM indicate that black minority ethnic (BME) households are three times more likely to become statutorily homeless than the white population. There are also marked differences in the rates of statutory homelessness between the various ethnic minority groups, with people of Black African and African Caribbean origins being twice as likely to be accepted as homeless (10%) as people of Indian, Pakistani and Bangladeshi origins (5%).

Examining P1E data for Fylde BC a total of 219 decisions were made during 2004/05, of which 1.8% were of BME origin. The following BME categories were recorded - White Irish, White Other, Asian or Asian British, Other Asian, and Other ethnic origin Chinese.

Fylde BC and members of the Homelessness Action Group have standard recording and monitoring procedures in place for equality and diversity purposes. All members provide homeless statistics at each quarterly meeting allowing action if necessary via the HAG.

Ethnicity: % of resident population in each group April 2001		
Source: Neighbourhood Statistics area profile Census 2001 ONS		
Ethnic Origin	Fylde	North West
White	98.56	94.44
White British	96.44	92.17
White Irish	0.82	1.15
Other White	1.31	1.11
Mixed	0.54	0.93
Mixed White & Black Caribbean	0.17	0.33
Mixed White & Black African	0.06	0.15
Mixed White & Asian	0.19	0.26
Other Mixed	0.12	0.20
Asian or Asian British	0.44	3.42
Asian or Asian British Indian	0.25	1.07
Asian or Asian British Pakistani	0.08	1.74
Asian or Asian British Bangladeshi	0.03	0.39
Asian or Asian British Other Asian	0.08	0.22
Black or Black British	0.11	0.62
Black or Black British Caribbean	0.05	0.30
Black or Black British African	0.05	0.24
Black or Black British Other Black	0.01	0.08

Chinese or Other Ethnic Group	0.34	0.60
Chinese	0.23	0.40
Other ethnic group	0.11	0.20

Fylde BC also has access to the Lifeline Language Service, which provides translations and interpreters ensuring that all services including homelessness and housing advice are accessible to everyone.

7.2 FACE TO FACE YMCA

As a key member of the homelessness partnership, Face to Face YMCA's service complements the statutory function offered by the Council. As such it also provides a service to homeless households in the borough, whether it be providing information or a direct service, such as a rent bond or referring to the Council for formal assessment. Statistics are collated monthly and analysed on a quarterly basis relating to the numbers and types of cases that Face to Face YMCA handle. A summary of the year up to April 2005 is contained in the table below. There may be some duplication with the cases presented to the Council, as a result of referrals from Face to Face YMCA. The figures also include one-off enquiries, which did not evolve into full cases.

Reasons for Homelessness – Face to Face YMCA	Percentage	Actual Figures
Parents/relatives/friends no longer able to accommodate	49%	159
Termination of assured shorthold tenancy	21%	67
Leaving institution or care	8%	27
Non violent breakdown of relationship	8%	25
Rent arrears	6%	20
Violent breakdown of relationship	4%	12
Other (incl. Homeless in emergency, returned from abroad etc.)	3%	11
Roofless – rough sleeping (average)	1%	4 (average)
TOTAL	100%	325

Source: Face to Face YMCA

In summary, the common causes for homelessness as demonstrated by the Council and Face to Face YMCA figures are:

- ❑ Parents/friends/relatives no longer willing to accommodate
- ❑ Termination of assured shorthold tenancy

Another function of Face to Face YMCA is the administration of the Rent Bond Scheme. A summary of the types of households who received a bond during 2004/05 is detailed below.

Rent Bond Scheme Figures – 2004/05

Age	Gender	Total
16 –18	M	1
16-18	F	0
19-24	M	6
19-24	F	5
25-40	M	16
25-40	F	13
40+	M	11
40+	F	3
TOTAL		55

Source: Face to Face YMCA

As the above table demonstrates, the majority (53%) of clients are aged between 25-40 for both genders. As there were only 5 households with dependant children for all age groups, it can be assumed that most of these clients were non-priority under the homelessness legislation.

7.3 HARBOUR HOUSE

Harbour House is a supported housing unit that provides accommodation for young people (16-25 years), together with training to develop life skills which lead to the young people being better able to sustain a tenancy once they have moved on. Once occupants have moved on from Harbour House then floating support may be available to them, and there is currently the capacity for eight people to be supported in this way at any one point in time. However insufficient properties are available to allow Harbour House residents to move on, preventing the accommodation from being used as effectively as possible, as detailed below.

	2002-3	2003-4	2004-5 (to date)
Referrals made to Harbour House	68	116	62
People moving into Harbour House	44	41	20

Source: Harbour House

This shows that whilst the number of referrals nearly doubled between 2002 and 2003 financial years, those actually assisted remained fairly constant.

The average length of stay at Harbour House increased from 3 months to over 5 months during 2004-05, reducing the number of young people being assisted. This also has an impact on the number of referrals as agencies and individuals will normally ring Harbour House prior to making a referral to check whether there are vacancies or numbers on the waiting list. When there are vacancies or there is no waiting list the referral rate increases dramatically.

Harbour House currently works with two landlords providing a total of three flats that can be used by floating support clients. However more young people could be assisted if more housing provision was available.

8.0 MENTAL HEALTH SERVICES

8.1 The Richmond Fellowship

Richmond Fellowship work in partnership with two Housing Associations to provide supported housing to adults with severe and enduring mental health problems. At present there are 11 supported flats in the Fylde area that have 24 hour access to staff support. Staff support tenants to develop their life skills and access education, training or employment as well as supporting them to maintain their tenancy. Richmond Fellowship also work with Lancashire County Council Community Mental Health Team to ensure that the mental health needs of tenants are fully met. In addition to the accommodation based services, Richmond Fellowship also provides a Floating Support service to people in the Fylde and Wyre area. The service can support up to 15 individuals at a time and can support anyone with a mental health problem in the community.

Referrals to the services come from a wide variety of sources including: Lancashire County Council, Blackpool NHS Trust, Blackpool, Wyre and Fylde Primary Care Trusts, Fylde Borough Council and Face to Face. Vacancies for supported accommodation placements are offered to individuals with the greatest needs, Again there is a lack of suitable move on accommodation.

The following figures show an estimate of referrals as at June 2005.

Gender	No of referrals	Age Group	No of referrals	Ethnicity	No of referrals
Male	9	18-25	6	White British	13
Female	8	26-35	5	Other	1
		36-45	1	Unknown	3
		46-65	5		
TOTAL	17		17		17

Disability	No of referrals	Source of referral	No of referrals
With disability	2	Blackpool	10
Disability unknown	3	Preston	3
		Fylde/Wyre	3
		Other	1
TOTAL	5		17

Source Current referral information for Richmond Fellowship waiting list on supported housing and floating support schemes in Fylde. 09.06.05

8.2 Lancashire County Council

Lancashire County Council Mental Health team assists people to find accommodation within the Fylde. They find that there is not enough access to supported accommodation for those with major mental health illness especially

those who would be classified as having dual diagnosis, or personality disorder, or a combination of all three.

They also have concerns about people with mental health problems being housed in hostel or B&B accommodation when homeless due to a lack of appropriate housing. This often exacerbates their difficulties and may make them even more vulnerable to relapse.

9.0 DRUG AND ALCOHOL SERVICES

9.1 The Pierpoint Group

The Pierpoint Group is based in St Annes and provides a “holistic” treatment programme for men and women aged 18-64 years with substance abuse problems, dependency or addiction. Facilities include a 29-bed primary treatment centre; a 16-bed secondary treatment centre and a 13 bed supported living unit. The community based programme offers a 14 place day treatment centre for people who wish to remain in their own home whilst accessing treatment.

The Pierpoint Group acknowledges that there is a shortage of emergency or overnight accommodation for service users. There is also a shortage of affordable accommodation for anyone wishing to remain in the area once his or her treatment has ended.

9.2 Prolific and Priority Offenders Team

This is a multi agency team including Probation, Youth Offending Team, Alcohol and Drugs Services and the Community Drugs team based at St Annes Police Station.

The role of the team is to provide appropriate interventions to clients who continually offend, and to try and encourage them to cease their activities. A high percentage of crime is drugs related and the team case manage/key work known drug users who are within the criminal justice system in the Fylde area. The team tries to ensure that they receive the relevant through care and after care in order to reduce their possible drug related criminality.

The National Treatment Agency monitors engagement within treatment and recognises that a high percentage of people do fall out of treatment citing accommodation issues as a main reason. The Team also acknowledges that it can be difficult to support an individual when they are classed as homeless.

9.3 Alcohol and Drug Services (ADS)

This is a day Care Service, offering one to one support, including counselling to clients wishing to address their drug and alcohol problems who live in the FY8 (Lytham/Lytham St Annes) and PR4 (Freckleton, Kirkham and Warton) postcode

areas. The service is only open to clients who have entered the criminal justice system and who have been referred through the Drug Intervention Programme.

The service also operates a prescribing clinic, which is run jointly with Community Drugs Team Blackpool. Clients can also access other services including Progress 2 Work, offering both work and educational opportunities and St Annes YMCA, giving clients the chance to develop sporting interests.

10.0 DOMESTIC VIOLENCE

10.1 Fylde Coast Women's Aid

Those fleeing domestic abuse have little choice but to either locate refuge accommodation, but if none is available they may have to present themselves as homeless to the local authority.

Fylde Coast Women's Aid is currently the only specialist provider of domestic abuse related services in the Fylde area providing support to women and children who have been or who are suffering domestic abuse.

. As well as offering safe, secure accommodation for three women and their children in Fylde, the organisation offers a range of other services, including, access to counselling services, floating support services and a help line service. Through these services advice and information is also provided on opportunities for women to retain possession of their accommodation, assist in seeking injunctions and gaining occupation orders.

Between April 2003 and March 2004 the refuge in Fylde accommodated fifty-one families.

11.0 PRIORITY ISSUES

Target Priorities

- Main causes of homelessness to be targeted with a view to preventing homelessness:
 - Parent/friends no longer willing to accommodate
 - Violent and non-violent relationship breakdown
 - Loss of assured shorthold tenancy
- Improved consultation with homeless households and other service users
- Move-on accommodation required to encourage turnover in supported schemes
- Emergency homelessness accommodation to be developed
- Support services to continue to be promoted
- Continue to improve the interface between homeless-related agencies
- Continue to support the rent bond guarantee scheme operated by Face to Face YMCA
- Increased interaction with private sector landlords, particularly through the Landlords' Forum
- More statistical information on single homelessness especially youth homelessness.

12.0 PARTNERSHIP

Fylde places partnership and multi-agency working at the core of delivering effective responses to homelessness. Working relationships with partner organisations need to have trust, understanding, awareness and common goals. The partners contribute in varying ways to the alleviation of homelessness. By offering different areas of speciality it is possible to maximise the use of resources and avoid unnecessary duplication of roles. It is therefore crucial that each organisation knows of the work of the others and that appropriate signposting takes place between agencies. With this in mind a commitment has been made to publish a directory giving details of agencies operating within the Fylde area.

Commitment is also given to ensuring adequate nomination agreements are in place with Registered Social Landlords and private sector landlords to ensure that FYLDE BOROUGH COUNCIL can suitably influence the housing of homeless people within the Borough.

All of the agencies contributing to the homelessness strategy have committed to providing data to identify trends.

13.0 ADVICE AND SUPPORT

Providing good quality housing advice and support are essential in addressing homelessness. They help protect individuals rights and can also empower people by supporting them to find their own solutions to housing problems. The partners recognise that preventing homelessness is important, with the provision of tenancy support, housing advice and mediation available to assist in this respect.

- Fylde Borough Council employs a specialist Housing Advice Officer. During 04/05 424 people sought advice, many of those who approached for assistance have seen a positive outcome to their queries.
- Face to Face YMCA offers a drop in service in St Annes that offers coffee, meals, conversation and signposting to other organisations. Face to Face YMCA also offer housing advice and operate the Rent Bond Guarantee Scheme from their office in St Annes.
- New Fylde Housing operate a floating support service for general needs clients and have a dedicated support officer for private sector residents.
- More specialist support can be accessed from the Richmond Fellowship for those with mental health problems.
- Lancashire Youth and Community Service operate the Equaliser project, which supports young people with chaotic lifestyles who have a tendency to lose accommodation with parents. The scheme aims to support them towards reconciliation and if that fails they endeavour to find accommodation for them either supported or independent.

There are a number of services available which complement the local advice and support services:

Connexions is a support service for young people aged 13-19 years and which maintains a database of all those resident in, or receiving education in Lancashire. Its primary aim is to help young people overcome the barriers that could prevent their participation in learning and/or employment. Those without a permanent home are amongst the highest at risk of disengaging. Connexions works with individuals and signposts them to those partner agencies, such as Face 2 Face, for specialist support.

Shelter Lancashire is a major provider of independent housing advice services across the county. Their casework team runs some advice surgeries in Lancashire and a telephone advice line is available. They currently advise on a wide range of issues, including homelessness, poor housing conditions, rents, tenancy agreements and court proceedings.

Shelter Lancashire provides a weekly advice surgery at Kirkham Prison because prisoners are often unable to deal with ongoing issues surrounding their homes or housing situation, whilst imprisoned.

The most frequent queries dealt with are: -

- Homelessness on release
- Illegal eviction
- Possession proceedings

- Rent arrears
- Housing benefit
- Mortgage arrears

Supporting People issue, manage and monitor contracts for funded support to vulnerable people throughout Lancashire. Agencies receiving supporting people monies must undergo quality assessment under the review framework to ensure their services are strategically relevant for the area and are meeting performance requirements.

Family Mediation is a service available to those whose housing circumstances may break down, rendering them homeless. It is an important method of homeless prevention, helping resolve issues before a crisis point is reached.

14.0 SERVICE USER INVOLVEMENT

FYLDE BOROUGH COUNCIL currently completes satisfaction surveys with all clients who have accessed the homelessness and housing advice service. Once a decision has been made the client is contacted to see if they would be willing to complete a survey. In general satisfaction rates are high, with the out turn for 2004/05 at 98 % satisfied.

15.0 PREVENTION of HOMELESSNESS

Preventing homelessness is one of the major requirements of the Homelessness Act 2002. Councils are tasked with anticipating ways to prevent homelessness, intervening at the right time, rather than simply responding to crises. Many of the services such as tenancy support and housing advice provided by a number of agencies supports the preventative approach.

Family Mediation in Fylde was launched in December 2004, and has helped a number of young people to reconcile with family and return home. The long term aim of the service is to help decrease youth homelessness in Fylde.

A common cause of homelessness is eviction for rent arrears, this is often caused simply because of a delay in the payment of housing benefit. This is generally not a problem in Fylde due to good communication with claimants, housing benefit staff, homelessness staff, Department of Work and Pensions and the Rent Officer Service. It is essential that this level of co-operation is maintained so that preventable homelessness does not occur. We will ensure that advice and representation is available for people facing eviction because of rent arrears, benefit or debt problems.

The formation of a Credit Union would also assist in the problem of rent arrears and helping clients through other financial difficulties. Face to Face YMCA has set up a study group to take this forward and establish a Credit Union in Fylde.

Information leaflets will be targeted at those leaving institutional care such as prison or hospital. At the same time we will seek better co-operation from the institutions in an attempt to get advanced warning of potential homeless cases.

16.0 ACTION PLAN

Objective	Lead Agencies	Target	05/06	06/07	07/08	Outcome	Resources	Progress/comments
<i>1. Terms of reference and confidentiality agreement to be produced for the HAG</i>	FBC/HAG members	FBC to produce a draft for the HAG meeting in Oct 05	All agencies signed up by 31 Oct 05.	Review terms of reference of the group amend if necessary		Clear working parameters and ability to openly share information within the group.	Internal/ Staff time	COMPLETE Draft copy produced, amendments made and final version agreed Nov 05. Members signed up to ToFR at Jan 2006 meeting.
<i>2. Feasibility study to determine viability of a Credit Union</i>	Face to Face YMCA	Draft paper for discussion at the HAG meeting in Jan 06		Proposed launch of Fylde Credit Union early 2007		Financial help for local residents to help sustain tenancies	Face to Face YMCA staff time	Credit Union study group now set up. Setting up the CU will now be undertaken by the study group and Face to Face YMCA. Updates will be given at each HAG meeting via Stephen Heath
<i>3. Service Level Agreement with Housing Benefits</i>	FBC/HAG	Housing Policy Manager to pursue with the HB Manager on behalf of the HAG.		Development of draft via e-mail prior to Oct 06 meeting. SLA agreed Feb 07		High standard of service with "fast track" facility to avoid delayed benefit payments and prevent homelessness	Internal/ Staff time	Due to staff changes the newly appointed Policy Officer will take this forward during 2006. This will be reviewed later this year and if necessary the target date will be amended.
<i>4. Tenancy support and mediation to continue to be provided</i>	HAG members	Review services quarterly and consider the take-up and outcomes				Prevention/ resolution of harassment to prevent homelessness	Existing services already funded but to be reviewed quarterly	Stats are provided monthly by PANDA and presented at each HAG meeting. Stats will also be provided by NFH at

Objective	Lead Agencies	Target	05/06	06/07	07/08	Outcome	Resources	Progress/comments
							during the data analysis by the HAG	each HAG meeting
<i>5. Consultation with young people on homelessness and housing issues</i>	HAG members	Presentation to secondary schools in particular years 9 and 10	3 secondary schools Lytham, St Annes and Kirkham	3 secondary schools Lytham, St Annes and Kirkham	3 secondary schools Lytham, St Annes and Kirkham	Greater awareness of housing issues. Prevention of homelessness	Internal staff time	Presentations planned for Summer 06 in Kirkham. St Annes schools planned for later 2006 subject to approval from Head Teachers
<i>6. Service users to inform the development of homeless service</i>	FBC HAG members	Continuous satisfaction monitoring by FBC. Service users to attend HAG meetings		Potential Service users to be identified and invited to HAG meetings		Acting upon service user feedback to continuously improve services	Internal staff time	Questionnaires are sent to each client who accesses the Homelessness service at FBC. Results are monitored quarterly. ADS service users to be invited to attend HAG meetings. Update April 06 meeting
<i>7. Provide training to HAG members on all homelessness-related issues</i>	FBC and HAG members	HAG members to identify training needs.		Training needs identified at April 06 meeting. Training programme implemented by August 06	Training programme reviewed and updated April 07	Ensure all partners have an equal level of knowledge with a view to providing a high level holistic service to customers.	Some will be free but costs to be assessed if provided by external trainers, such as Shelter	Training needs to be identified by HAG members at April 06 meeting. Programme made up of training sessions or informative presentations from partners.
<i>8. Develop an information sharing protocol for</i>	FBC/HAG members	Agreement between agencies in Fylde working	Information received from Shelter	Draft agreement presented to	Agreement in place April 07	Seamless co-operation between	Internal/Staff time	Information received from Shelter and this will be discussed at

Objective	Lead Agencies	Target	05/06	06/07	07/08	Outcome	Resources	Progress/comments
<i>statutory and voluntary agencies working with the homeless</i>	Blackpool BC/ Preston CC Wyre BC	with the homeless Cross-boundary sharing of relevant information with other boroughs	regarding protocols for sharing information	HAG members Feb 07	Cross boundary Agreement in place Oct 07	agencies in support of homeless individuals or those at risk of becoming homeless. Individuals may approach any agency and be referred to the appropriate place for support		the April 06 meeting.
9. <i>Enable the sharing of statistical info. Between FBC and other agencies working with the homeless.</i>	FBC/ HAG members	Each agency to bring their homeless management info and relevant stats to each quarterly meeting of the HAG for discussion by the group.		Define and agree common data set by Sept 06 Referral documentation amended to facilitate data required by October 2006		Greater awareness by all members of the HAG about the levels and types of homeless issues in the borough. Inter-agency awareness of services available and accessed by homeless households. A robust baseline knowledge to	FBC/HAG members	Stats received from Face to Face YMCA. Relevant statistical information from other members to be identified Summer 06

Objective	Lead Agencies	Target	05/06	06/07	07/08	Outcome	Resources	Progress/comments
						inform decision-making.		
10. Increase the number of units available as move-on accommodation.	FBC/ HAG Member/ Harbour House/ Landlords Forum	Presentation to Landlords' Forum with a view to increasing numbers.		10 additional units available per year at affordable rents. 10 tenancies to be held at any one time.		Increased ability to accommodate homeless people each year. Support provided will ensure that young people will maintain tenancies in decent affordable rented accommodation.	Internal/ Staff costs plus potential development costs	Proposed Jan 2006 that Blackpool Wyre and Fylde will set up a joint LL forum, which will meet Qrtly or Bi-monthly. Still in early stages. Once dates are available a presentation to Landlords Forum will be arranged
11. Prevention work to be concentrated on the main causes of homelessness in the borough.	HAG members	Quarterly analysis of the homelessness data will dictate priorities for action. Better utilisation of the mediation and support services available.	5% reduction in homelessness applications per year	5% reduction in homelessness applications per year		Homelessness prevented. Less agency resources required in tackling homelessness cases.	Existing services to be reviewed under service agreements. Internal/ Staff costs	Mental health sub group has been set up. First meeting March 06. Issues around mental health identified as a priority, stats and further research are required
12. Continued support for the Rent Deposit Guarantee Scheme managed by Face	FBC/Face to Face YMCA	Performance management information to be assessed each quarter.		.		Young people especially have easier access to decent private sector	Existing costs plus implications of review outcomes	

Objective	Lead Agencies	Target	05/06	06/07	07/08	Outcome	Resources	Progress/comments
<i>to Face YMCA</i>		Service reviewed as appropriate				accommodation.		
13. <i>Landlord accreditation scheme to be promoted.</i>	HAG members	Accredited landlords to be publicised. All agencies working with p/s landlords to promote benefits of service on ongoing basis.				Better quality landlords and accommodation in the borough. Peace of mind for tenants and landlords.	Internal/Staff time plus advertisement costs.	Current provision of L/L accreditation scheme to be reviewed.
14. <i>Develop support packages for landlords and tenants in order that more vulnerable people may be housed in the private sector.</i>	HAG members	To extend the tenancy support service for the private sector already provided by NFH and face-to-face YMCA Enable different agencies to refer to these services		To be developed by January 2007		Wider choice of accommodation available to vulnerable people within Fylde Support packages will ensure LL continue to provide properties and encourage other LL to rent to vulnerable tenants	Internal staff time with input from Face to Face YMCA, NFH and Harbour House	
15. <i>Submission to the council and other agencies for capital and revenue to support</i>	HAG members	Any proposals to be fully analysed and costed with an evidenced need.				Resources effectively targeted to areas of greatest need.	Internal/Staff time Projects to be	

Objective	Lead Agencies	Target	05/06	06/07	07/08	Outcome	Resources	Progress/comments
<i>projects/initiatives to improve homeless services.</i>		<p>Proposals submitted via Housing Policy Manager upon agreement by the HAG.</p> <p>Reference should be made to the Housing Strategy in the development of any bids.</p> <p>Ensure Best Value principles are adhered to.</p>				Robust audit trail to provide to inspecting bodies.	individually costed as appropriate.	
16. <i>All HAG advice agencies to pursue the Community Legal Services Quality Mark and a relevant quality system are introduced for the homelessness casework.</i>	HAG members	Each agency to provide progress updates to the HAG meetings and share best practice with non-qualifying members				More efficient effective services	Internal/ Staff time plus any membership costs for audit companies	
17. <i>Produce a directory of homelessness and related services to be used by all agencies and service users in the</i>	FBC/ HAG members	<p>FBC to gather examples of best practice from other areas.</p> <p>HAG members to contribute to the</p>	Draft directory produced by end Mar 06.	Final directory produced by 31 April 06.		Clearer understanding of all homelessness related services available in the borough with	Internal/ Staff time plus printing costs	Decided to use the Wyre BC template. Other examples have been sought regarding ideas for inclusion.

Objective	Lead Agencies	Target	05/06	06/07	07/08	Outcome	Resources	Progress/comments
<i>Borough</i>		directory by writing sections relevant to their agencies.				contact details to aid signposting and referral systems. Duplication of efforts minimised and more streamlined service for customers.		On schedule to be complete by April 2006
18. Improved medical services available to homeless individuals at the drop in centre.	HAG members	HAG to determine what services are required HAG to engage with PCT to develop services		Analysis of service requirements complete by June 06		Improved quality of life for most vulnerable homeless households. Increased chances of accessing other services as a result.	Internal/Staff time plus development costs of services. (Shared with PCT)	

17.0 PERFORMANCE MANAGEMENT

It is important to be able to measure the effectiveness of this strategy through:

- Homelessness Action Group (quarterly)
- Feedback to the Housing Strategy Forum to ensure homelessness remains a priority within wider strategic housing aims (bi-annual)
- Customer consultation – the views of service users will be sought, and, where appropriate, changes will be driven by their responses.
- Feedback from stakeholders (various strategic groups and partnerships)
- Monitoring of statistical returns to the ODPM, to identify changes in trends
- Best Value Performance Indicators

18.0 USEFUL CONTACTS

**Fylde Direct
Public Offices
292 Clifton Drive South
Lytham St Anne's
Lancashire FY8 1LH
Tel 01253 658658**

**Fylde Direct
Public Offices
Moor Street
Kirkham
Lancashire PR4 2AU
Tel 01253 658658**

**Fylde Borough Council
Town Hall
St Anne's Road West
Lytham St Anne's
Lancashire FY8 1LW
Email: housing@fylde.gov.uk
www.fylde.gov.uk**

**New Fylde Housing
Warwick House
Kilnhouse Lane
Lytham St Anne's
01253 642000
Email: info@newfyldehousing.co.uk**

**Face- to-Face YMCA
14 St Davids Road South
St Annes
Telephone: 01253 720270
Email: f2f@fyldecoastymca.org**

**Shelterline
Free 24 hour advice on housing and homelessness 0808 800 4444
Email lancashire@shelter.org.uk,**

Shelter

35 A-C North Albert Street
Fleetwood
Lancashire
FY7 6AJ
Telephone: 01253 874324 or 01254 56593

Citizens Advice Bureau (Kirkham & Rural Fylde)

Council Offices
Moor Street
Kirkham
Preston
PR4 2AU
Telephone: 01772 682588

Citizens Advice Bureau

Aston Gardens Gate House
5 St Georges Road, St Annes
FY8 2AE
Telephone: 01253 720710
Website: www.citizensadvice.org.uk

Connexions

14 St Davids Road South
St Annes
Telephone: 01253 720948
Website: www.cx-lancs.co.uk

Pierpoint House

Residential Primary Treatment
385 Clifton Dr North
St Annes
01253 723144

Harbour House

4 Dock Rd
Lytham
01253 794433

For independent advice about benefits:-

Lancashire County Council Welfare Rights Service,
Ground Floor, Guildhall Offices, 58-60 Guildhall St,
Preston PR1 3NU
Tel: 01772 533656
Email: preston@lancswelfarerights.com

Lancashire Welfare Rights also run advice sessions at:-

Kirkham, Social Services Office,
29 Station Road,
Kirkham

On Mondays at 9.30 – 11.30 a.m.

Phone 01772 533656 to make an appointment.

Lytham

County Information Centre
4 Clifton Square, Lytham

On Fridays 9.30a.m. – 12 noon

Accommodation for under 25's

Elm House 22 Derby Rd Blackpool Tel: 01253 625520	Kensington House 2 Langdale Rd Blackpool Tel: 01253 761334
Vincent House 61 Furness Ave Blackpool Tel: 01253 302069	Bay House 72/74 Alexandra Rd Blackpool Tel: 01253 341565
The Blackpool Foyer Chapel Street Blackpool 01253 292878	Harbour House 4 Dock Rd Lytham Tel: 01253 794433
Oak House 9 Knowle Ave Blackpool 01253 351193	The Night Shelter St John's Walk Blackpool Tel: After 9pm 01253 291038
Merryweather House 8 Fishergate Hill Preston Tel: 01772 253480	Fylde Cost Women's Refuge PO Box 33 Blackpool Tel: 01253 596699
Fox Street Night Shelter Fox Street Preston Tel: 01722 556371	Holly House (Male only) 20 Pleasant St Blackpool Tel: 01253 291795

This document and related policies and information are available on the
Councils website 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
Pauline Parker Homelessness Officer 01253 6586581
Alison Parsonage Housing Advice Officer 01253 658680
Lucy Edwards Assistant Housing Policy Officer 01253 658682



REPORT



REPORT OF	MEETING	DATE	ITEM NO
DEVELOPMENT PLANS MANAGER	CABINET	10 TH MAY 2006	12

REPORT OF STRATEGIC PLANNING AND DEVELOPMENT

Public/Exempt item

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

Summary

Cabinet is asked to consider the content of the draft Regional Spatial Strategy (RSS) which was submitted to the Secretary of State by the North West Regional Assembly in January 2006.

The draft RSS has now been formally put on deposit for consultation purposes so that stakeholders can make formal representations on the document.

The deadline for representations is 12th June 2006. As such it has not been possible to take the report to the Planning Policy Scrutiny Committee in advance of reference to Cabinet.

Recommendation/s

1. That Cabinet endorses the recommendations contained within the main text of the report.

Executive Portfolio

The item falls within the following executive portfolio[s]:

Development and Regeneration (Councillor Roger Small)

Report

Introduction

The current Regional Spatial Strategy (formerly known as Regional Planning Guidance) was published by the Government Office for the North West (GONW) in March 2003. This has a time-scale till 2016. The main thrust of the current RSS is that development should be concentrated in the Greater Manchester and Merseyside conurbations and particularly in their urban cores. This is to help promote structural regeneration and urban renaissance in these areas many parts of which are suffering serious social and economic problems.

A new RSS is being prepared and the North West Regional Assembly undertook a consultation exercise in October 2005 on an Interim Draft. This was considered by this Council's former Executive Committee in November 2005. The current stage is a more formal public consultation stage.

The new RSS will provide the broad development strategy for the Region, for the next fifteen to twenty years. Incorporating the regional transport strategy (RTS), RSS identifies the scale and distribution of housing development and the priorities for the environment, transport, infrastructure, economic development, agriculture, minerals, waste treatment and disposal.

The RSS is a statutory document and forms part of the development plan and thus will guide both local authority plan making within the new Local Development Framework and development control decisions.

The RSS has taken into account the provisions of the Regional Housing Strategy (RHS) and the Regional Economic Strategy (RES).

RSS Structure

The structure of the document has been changed and simplified since the interim draft stage. The full structure is shown in the Appendix to this report. References to the comments made at the last consultation stage have not been included in this report except in relation to the two main land allocation policies (housing and employment land).

Parts 2, 3 and 4 contain the main elements of the document and it is these parts that are addressed in this report.

- Part 2 contains the Regional Development Framework;
- Part 3 contains the Regional Policy Framework;
- Part 4 contains the Sub-regional Policy Frameworks (including that for the Central Lancashire City Region).

Selected policies with a specific or direct relevance to Fylde Borough have been highlighted for comment in the report.

The Regional Development Framework

This part which contains just six policies identifies the spatial strategy and seeks to steer development to the most sustainable locations within the region's cities, towns and other settlements. It makes the most of existing and planned transport networks to ensure that any increases in journeys to work, pollution and congestion are manageable.

Policy DP1– Regional Development Principles: provides a general framework to:

- Make more sustainable and transparent decisions;
- Make better use of land, buildings and infrastructure;
- Ensure quality in development; and
- Tackle climate change.

Recommendation: No objection be raised to this policy.

Policy RDF1 - Main Development Locations: indicates that most new development will be within the urban areas of;

- the Regional Centres (Manchester and Liverpool);
- the Regional Towns and Cities (in the Central Lancashire City Region: Blackburn, Blackpool, Burnley and Preston).

Recommendation: No objection be raised to this policy.

Policy RDF2 – Key Service Centres: identifies Key Service Centres (or their equivalent) listed in structure plans and requires that the list be reviewed against two criteria within the LDF process. These are that they have:

- the potential to act as service centres for surrounding villages and rural areas providing a range of services and facilities;
- good public transport links or the potential for their development into their respective hinterlands.

In Fylde Borough Kirkham/Wesham and Lytham/St Annes are defined as Key Service Centres.

Comment: Whilst Kirkham/Wesham was identified in the Joint Lancashire Structure Plan as a 'Key Service Centre', Lytham St Annes was identified under Policy 2 as a 'Principal Urban Area along with Blackpool/Thornton/Cleveleys/Fleetwood'. This status is not equivalent to a Key Service Centre. In particular, Lytham St Annes is a major town with a wide range of services and facilities.

The way the hierarchy of settlements has been identified in RSS (i.e. within three tiers) is inadequate since it is not broad enough to adequately reflect and distinguish between the range of size and function of towns.

There is a need for an additional category of settlement between the 'Regional Towns and Cities' and 'Key Service Centres' into which Lytham St Annes should be placed.

It is also noted that Fleetwood/Thornton/Cleveleys is not included in the settlement hierarchy at all.

Recommendation: An objection should be raised to the above matters.

Policy RDF3 - Rural Areas: indicates that:

- development should be concentrated within the Key Service Centres;
- in areas adjacent to regional centres, towns and cities, advantage should be taken of the proximity in providing services, employment and a more diverse economic base.

Comment: Whilst the first part is supported, the wording of the second part is far too open to interpretation. It has no specific meaning. This is important in Fylde since the rural areas around Blackpool and Preston would fall within this policy.

Also, the policy for 'Key Service Centres' conflicts with the Policy CLCR3 as follows:

Policy RDF3

"Development in rural areas should be concentrated within Key Service Centres and should be of a scale and nature appropriate to fulfil the needs of local communities for housing, employment and services, and to enhance the quality of rural life."

Policy CLCR3

"Development in settlements outside the regional towns and city will be appropriate to the scale and function of each settlement."

These two policies relate to the same settlements and therefore provide two definitions for the appropriate scale and type of development.

Recommendation: Objections should be raised to these matters.

Policy RDF4 – The Coast: indicates inter alia that:

- The economic importance of the coast should be enhanced and regenerated but having regard for its natural, built and cultural heritage assets.
- Development should be directed to the developed coast;
- The undeveloped and remote coast should be safeguarded;

- The functional integrity of bays, estuaries and the inter-tidal areas should be protected;
- The conservation and enhancement of the cultural, historical and natural environmental assets should be promoted.

Recommendation: No objection be raised to this policy.

Policy RDF5 – Green Belts: indicates that:

- there is no need for any exceptional substantial strategic change to Green Belt boundaries before 2011 (in Lancashire);
- the need for any small-scale change should be examined through the LDF process.

Comment: The lower case text to this policy acknowledges that there may be need to undertake small scale detailed boundary changes through the LDF process to meet exceptional circumstances for example, to meet operational aviation related infrastructure requirements at Liverpool and Manchester Airports. No mention is made of the possible need to relax Green Belt boundaries at Blackpool Airport to accommodate operational development. Although the Manchester/Liverpool reference is only included as an example, it may be pertinent to ask that the lower case text includes a reference to Blackpool Airport for the avoidance of doubt.

Recommendation: An objection should be submitted to seek this change.

Regional Policy Framework

This part of the document contains four chapters addressing working, living, transport and enjoying/managing.

Working

Policy W1 – Strengthening the Regional Economy: indicates that:

- the economy of the North West will be strengthened by building on the region's strengths, particularly the three city regions of Manchester, Liverpool and Central Lancashire;
- in the Central Lancashire City Region emphasis is placed on advanced manufacturing and engineering, environmental and biomedical technologies, tourism and conferencing.

Recommendation: No objection be raised to this policy.

Policy W3 – Supply of Sub-regional and Local Employment Land: indicates that:

- a supply of land should be provided through a comprehensive review of sub-regional and local commitments to secure a portfolio of sites. The figures for land provision are provided at county level only and thus will require individual local authorities and their partners to agree the local distribution of land;
- there may need to be a re-balancing of provision between B1/B2 and B8 Uses mainly away from general industrial uses as the North West economy modernises. .

Comment: In the last version of the plan, the policy advocated the maintenance of a fifteen years supply of employment land having regard to past take-up rates. Clarification was requested on the way supply should be calculated.

The approach in the current version has been completely changed and lays additional responsibilities on the districts to agree the detailed land allocation figures which are provided for the Lancashire County area as a whole. As such there must subsequently be a two stage process to determine how the county figure is broken down into the various county sub-regions and then how that figure is distributed into the constituent district council areas.

Whilst the policy considers the supply of *sub-regional* and *local* employment land, there is no definition regarding the distinction between the two types.

The requirement to undertake sub-regional reviews of industrial land before commencing work on a development plan document is a new element which was not included at the previous stage.

In the case of Fylde, the requirement to undertake a sub-regional as well as local review of employment land could well compromise the Council's plans to undertake a 'Business and Industrial Land Allocation Policies DPD' in terms of its published time-scale within the Local Development Scheme. This is because no sub-regional review is currently being and would involve (at best) a significant delay in the project.

Recommendation: Objections should be raised to:

- the 'delegation' of responsibilities to determine the sub-regional and local element of employment land allocations to the districts and other partners. This could take a significant amount of additional time;
- the lack of definitions of 'sub-regional' and 'local' employment land;
- the immediate 'requirement' for sub-regional reviews to be carried out in all cases including where council's are already committed to undertaking DPDs on a district basis within their approved local development schemes. The requirement for joint reviews should indicate that this is the 'ideal' as the LDF process becomes embedded through time.

Policy W4 – Release of Allocated Employment Land: acknowledges that:

- some sites may have to be de-allocated from employment use to other uses through a comprehensive review of commitments (Policy W3);
- but outside such a comprehensive review, there should be a presumption against the release of employment land for other uses.

Recommendation: No objection be raised to this policy.

Policy W5 – Retail Development:

- promotes retail development having regard to the hierarchy of centres.
- presumes against new out-of-centre regional or sub-regional comparison retailing developments.
- is silent on the matter of convenience retailing (food shopping) but indicates that this may be considered in future reviews.

Recommendation: No objection be raised to this policy.

Policy W6 – Tourism and the Visitor Economy: focuses on:

- the regeneration of Blackpool and other coastal resorts;
- the regional centres of Manchester and Liverpool and the regional city of Preston;
- other towns and cities;
- the Lake District;
- the rural areas.

Comment: The policy does not define the list of 'other coastal resorts'. This is left to a footnote. Although the definition in the footnote includes St Annes and Lytham, it is felt that the settlements should be listed in the policy itself. More emphasis should be placed on the linkage and value of the coastal resorts together than on the primacy of Blackpool with other resorts given less importance.

Recommendation: An objection should be raised to the policy in respect of the above matter.

Policy W8 – Regional Casinos: identifies Blackpool as the priority location for regional casino development and the development of a casino cluster in the resort core.

Recommendation: This policy be supported.

Living

Policy L2 – Understanding Housing Markets: requires local authorities to undertake sub-regional market assessment of housing need in order to adopt a comprehensive approach to:

- influencing housing supply across all types, sizes, tenures and values of houses;
- improving the quality of housing;
- supporting housing market restructuring and renewal;
- overcoming issues of affordability;
- ensuring the needs of the wider population are met, including ageing populations and black and minority ethnic communities.

Comment: This policy is based on the requirements of draft PPS3 to which the Council has objected. The requirement to fully understand the sub-regional housing market and take comprehensive steps to influence its operation is considered to be beyond the scope of what could reasonably be achieved with planning powers. However, since this is emerging government policy, it is unlikely that an objection would meet with any success.

Recommendation: No objection be raised to this policy.

Policy L4 – Regional Housing Provision: indicates:

- district based housing figures (an annual average of 306 dwellings in Fylde Borough). This compares with a figure of 333 in the interim draft;
- a requirement to ensure that provision in one area does not result in an adverse cumulative impact on the housing stock and market in another, including adjoining districts;
- a requirement to maximise the use of brownfield land;
- a requirement to reduce vacancy rates to 3%.

In relation to the Fylde Peninsula, the focus will be on support for regeneration and the potential for economic growth in Blackpool and Fleetwood, whilst ensuring that local and affordable housing needs can be met elsewhere in the area.

Comment: At the last consultation stage, the indicated average housing provision figure was 333 dwellings per annum. On the basis of an objection submitted by the Council a lower figure of 306 per annum is now included. This compares with:

- 155 dwellings pa provided for in the current Joint Lancashire Structure Plan;
- 254 dwellings pa average actual dwelling completions since 2001;
- 148 dwellings pa average actual dwelling completions on previously developed land since 2001.

Based on this last statistic, the housing provision figure implies a possible requirement for the release of about 47 hectares of greenfield land to accommodate about 1400 dwellings assuming 30 dph.

The latter figure of 1400 is perhaps best put into context by comparing it with the capacity of the greenfield sites formerly proposed for allocation in the Local Plan. These accounted for some 920 dwellings.

On this consideration the former local plan sites (if selected for re-allocation) would provide for about 66% of the need for greenfield sites for housing in the period to 2021. Other significant greenfield options would be needed and could largely be restricted to Hey Houses, St Annes and in the general area around the end of the M55 motorway. Members should bear in mind however that housing land would be released progressively over the next 16 years, under plan, monitor and manage arrangements. The figures also pre-suppose that additional brownfield resources are not found within new urban potential studies.

The approach also firmly points towards joint working with Blackpool and Wyre Councils on housing land allocation matters. This includes a provision where the dwellings required by one district may be built in another where the options presented point to this solution on the grounds of sustainability.

Although the distribution of regional housing provision is made on annual average figures, paragraph 9.20 indicates that the average annual figures are to be achieved during the overall period covered by the RSS, from 2003 to 2021. This seems to moving away from plan, monitor and manage towards the old approach of predict and provide.

There is much uncertainty in relation to this policy because of the 'requirement' to approach housing issues on a sub-regional basis, to make allocations having regard to provision outside the borough and because the government's advice on related matters has not yet been finally published.

Recommendation: It is felt that clearer guidance should be provided relating to the release/phasing of housing sites contained in paragraph 9.20. An objection should be raised on this issue.

Policy L5 – Affordable Housing : indicates that :

- the requirements for affordable housing, including the location, size and types should be set out in plans and strategies ;
- the greatest need will be in a number of areas including parts of the Fylde peninsula.

Recommendation: This policy be supported.

Transport

Policy RT31 – Airports : indicates that :

- the economic activity generated by the regions airports should be supported ;
- the future operational and infrastructure requirements, surface access demands and environmental impacts should be identified for Manchester, Liverpool and Blackpool airports, in airport masterplans and other relevant plans and strategies.

Recommendation: This policy be supported. The Council has already within the local development scheme that it is to undertake an Area Action Plan for Blackpool Airport.

Policy RT4 – Ports : indicates that :

- the economic activity generated and sustained by the regions major ports should be supported ;
- surface access plans should be developed to accommodate existing and projected freight and passenger traffic through the regions ports including Fleetwood.

Recommendation: This policy be supported.

Policy RT6 – Parking Policy and Provision : indicates that :

- local authorities should develop a co-ordinated approach to the use of parking charges, enforcement and provision;
- maximum parking standards should be incorporated in plans that do not exceed the regional ceilings set out in the RSS ;
- manage car use by implementing travel plans ;
- make greater use of on-street parking controls.

Recommendation: No objection be raised to this policy.

Policy RT8 – Regional Priorities for Transport Investment and Management: indicates that the general priorities in order of importance are:

- improving transport safety and security;
- maintaining existing transport networks and assets;
- making best use of existing transport networks and assets;
- targeted investment in accordance with the priorities set out in Table 10.2.

Table 10.2 prioritises some 82 major schemes under the following headings:

- Committed Schemes;
- Schemes within the Regional Funding Allocation Programme;
- Schemes within the Regional Funding Allocation Programme (Contingency Schemes);
- First Priority Interventions Under or Proposed for Investigation;
- Second Priority Interventions Under or Proposed for Investigation;

Blackpool & Fleetwood Tramway Upgrade Phase 1 is identified at No 20 under the second heading with a likely start date of 2006/07.

Fylde Coast Public Transport Improvements is identified at No 48 under the third heading with a likely start date of post 2015.

The M55 to Norcross Highway Improvement (New Route) is identified at No 72 under the last heading (under investigation) with a likely start date indicated as post 2021.

Recommendation: The priority afforded to the last scheme should be raised in view of its importance to the north of Fylde Borough, the port of Fleetwood and in relation to the proposed development of the 'Strategic Location for Development' at Fleetwood (Docks at North East Thornton) (Policy 3 of the JLSP).

Enjoying and Managing

Policy EM4 – Regional Parks ; indicates that three areas of search for Regional Parks have been identified :

- the North West coast ;
- the Mersey Basin ; and
- East Lancashire

The NWRA will work with partners to prepare a strategic framework for each area of search to provide the context for the delivery of Regional Parks in the area.

Recommendation: This policy be supported.

Policy EM6 – Managing the North West's Coastline : indicates that there should be a strategic and integrated approach to the long term management of flood and coastal erosion risk by :

- taking account of natural coastal change and the likely impact of climate change ;
- making provision for mitigation of and adaptation to natural coastal change and the predicted effects of climate change over the medium to long term ;
- minimising the loss of coastal habitats and avoiding damage to coastal processes.

Recommendation: No objection be raised to this policy.

Sub-Regional Policy Framework for the Central Lancashire City Region

The main foci of the Central Lancashire City Region are the regional towns of Blackburn, Blackpool and Burnley and the City of Preston. It's influence, as broadly defined in The Northern Way, extends out to the local authority areas that stretch from the Irish Sea to The Pennines.

Policy CLCR1 – Central Lancashire City Region Priorities: indicates that plans and strategies will:

- raise economic performance through :
 - development and implementation of the Preston City Vision ;
 - regeneration of the East Lancashire economy ;
 - development of advanced manufacturing/aerospace industries and other knowledge based industries ;
 - tourism based regeneration, particularly through the Blackpool Masterplan.
- provide a portfolio of regional investment sites and knowledge nuclei sites ;
- develop the role of Blackpool Airport ;
- develop the role of Preston as the City Region's transport gateway.

Recommendation: This policy appears to be essentially urban based. There is no reference to the role to be played by the rural areas in raising economic performance. An objection should be submitted.

Policy CLCR2 – Focus for Growth in Central Lancashire City Region: indicates that development will be located primarily :

- in the regional City of Preston
- and the three regional towns of Blackburn, Blackpool and Burnley.

Recommendation: The policy is unclear as to whether references to particular towns relates necessarily to their administrative boundaries or to some wider more general definition which includes parts of other district council areas. An objection should be lodged to seek clarification on this matter.

Policy CLCR3 – Development in other parts of the Central Lancashire City Region: indicates that: development in settlements outside the regional towns and city will be appropriate to the scale and function of each settlement.

Recommendation: This policy appears to be slightly in conflict with Policy RDF 3. See recommendation under Policy RDF 3 above.

General Matters

Of significant concern is the fact that almost all the policies in the RSS are prefixed by the term 'Plans and strategies should' or 'Local authorities should'.

The first area of concern is that the RSS is laying a very considerable duty on local planning authorities to undertake further work within the LDF process in relation to most of the planning issues covered in the document. In small authorities such as Fylde Borough, there is neither the expertise nor the resources to undertake all of the work.

The second area of concern is that although RSS will be a part of the statutory development plan, and should be taken into account in the development control process, very few of the policies are capable of interpretation as development control policies since they seek to 'delegate' matters to other policies and plans, as indicated above.

This shortcoming could take on additional significance if most Structure Plan and Local Plan policies are abandoned after the normal three year 'saved' period provided in transitional arrangements..

Recommendation: An objection be raised which highlights these points.

Implications	
Finance	No direct implications
Legal	RSS is a part of the Statutory Development Plan.

Community Safety	No direct Implications
Human Rights and Equalities	No direct Implications
Sustainability	Sustainability is a guiding principle of RSS.
Health & Safety and Risk Management	No direct Implications

Report Author	Tel	Date	Doc ID
Tony Donnelly	(01253) 658610	20 th May 2006	

List of Background Papers		
Name of document	Date	Where available for inspection
Submitted Draft RSS	Jan 2006	Local Plans Section, Town Hall www.nwra.gov.uk/rpg

Attached documents

1. Appendix: Submitted Draft regional Spatial Strategy Structure

Submitted Draft Regional Spatial Strategy Structure

Part 1: Introduction

1. The Role and Purpose of RSS
2. Our Region
3. The Wider Policy Context

Part 2: The Regional Development Framework

4. Objectives and Outcomes
5. An Overview of RSS
6. Regional Development Principles
7. Regional Spatial Framework

Part 3: The Regional Policy Framework

8. Working in the North West
9. Living in the North West
10. Transport in the North West
11. Enjoying and Managing the North West

Part 4: Sub-regional Policy Frameworks

12. Manchester City Region
13. Liverpool City Region
14. Central Lancashire City Region

15. Cumbria and North Lancashire

16. South Cheshire

Part 5: Implementation, Monitoring and Review

17. Implementation, Monitoring and Review

18. Glossary

19. Transitional Arrangements for Structure Plans

Appendices

REPORT



REPORT OF	MEETING	DATE	ITEM NO
DEPUTY CHIEF EXECUTIVE / STRATEGIC PLANNING & DEVELOPMENT	CABINET	10 MAY 2006	13

THE ACCOMMODATION PROJECT – CURRENT POSITION

Public/Exempt item

This item is not for consideration in the public part of the meeting by virtue of paragraph 9 of Part 1 of Schedule 12 A of the Local Government Act 1972.

Summary

The report reviews the current situation and factors, which impinge upon and affect the likely delivery of the Council's accommodation project.

Recommendation/s

That the Cabinet reviews the continuing viability of its currently stated policy position in respect of its accommodation project.

Cabinet Portfolio - Finance and efficiency, Councillor Paul Rigby

REPORT

The Vision

1. In 2002 the council adopted a vision for the organisation and procurement of new accommodation. The vision contained three elements:
 - a) Customer Contact Points (one-stop shops) in St Annes, Kirkham and Lytham.
 - b) New Civic and Mayoral Suite
 - c) New centralised 'back-office' accommodation.

Progress to date

2. In 2005 two Customer contact points were opened in St Annes and Kirkham. Funding has not yet been identified for a third one in Lytham.
3. The council has agreed a strategy to achieve element (b) and (c) above. This includes the construction of a new back-office development at Derby Road Wesham and the provision of a Mayoral / civic suite in Lytham St Annes. These works are to be funded out of the sale of the Council's existing assets at the Town Hall site, two sites at St David's Road, St Annes, North Beach Car Park and the remainder of land not required by the council at Derby Road Wesham and Public Offices St Annes. This strategy was agreed by the Council on 26th September 2005.

Gateway review

4. In October 2005 a "Gateway Review" was carried out by the "4p's" (the Government's Procurement Advisory Agency), which made a number of recommendations. These focussed on project affordability, costs, project programming and contingencies. A specific recommendation was to adjust the project programme to reflect the need for asset disposal income to be guaranteed ahead of any contractual commitments to build any new accommodation.

Accommodation Task Group

5. In relation to project affordability, the Accommodation Task Group at its meeting on 18th November 2005 concluded that the construction of both a back-office and a "minimum" Civic Suite on separate sites was not affordable based on a budget shortfall of around £1.43M. Instead the Group agreed to look at continuing with the back-office at Wesham and to utilise the 1st floor of the Public Offices in St Annes as the Mayoral Suite and community meeting facility. However this change has not been considered formally by members.

6. The Accommodation Task Group at its meeting on 13th January agreed the suspension of work on the back office development and considered various project contingency options and the marketing strategy for the agreed development sites.

Disposal Process

7. At that meeting the group agreed the disposal strategy (summary below) in order that the council could make a fully informed decision on the continuing viability of the accommodation project:-
 1. Completion of site preparation issues (including undertaking phase 2 contamination surveys on the 2 depot sites and assessing the cost of any remediation);
 2. Confirmation of the package of sites for disposal;
 3. Produce Tender documentation for prospective purchasers;
 4. Tender closing date;
 5. FBC decision on sales (July / August 2006);
 6. Sale completions.

The Group felt it would be appropriate to proceed to point 5 of the above disposal process, which was anticipated would be achieved around July. Nevertheless the Group recognised the need to look at contingency plans, which are covered later in the report.

Ground leases

8. The sites of the Town Hall, Public Offices and the highways depot at St David's Road North are all leased to FBC by the St Annes Land and Building Company (SAL&BC) under the residue of a 999 lease.
9. Although this in effect means the council owns the sites, the agreement of SAL&BC must be sought to any redevelopment proposals. The usual outcome of such agreements is a revised annual lease payment which would be payable by the new owners.
10. Informal talks during 2005 with SAL&BC progressed well and indicated agreement with the Council's proposals. However, officers were advised recently that SAL&BC have now entered into joint venture with a local developer in respect of the freehold interests held by FBC. This means the developer would be party to the more detailed negotiations over the above permissions, potentially giving this developer an advantage when the sites are tendered. The council's estates surveyor has advised seeking formal legal opinion on this recent development. Although this is currently being considered, further meetings with SAL&BC are taking place to establish their current position.

Valuations

11. The estimated valuations of the Council's existing sites is exempt information under the terms of the Local Government Act and is not reproduced in this report. However, this detail has been circulated to members in earlier reports.

Contingency options

12. The Accommodation Task Group at the January meeting recognised the need to look at contingency plans should the preferred option not be affordable. The preferred contingency plans were;
- i. disposing of assets other than the Town Hall and using the proceeds to invest in essential refurbishment of the Town Hall. The cost of this option is estimated in the region of £2.5M, (as opposed to £5.04M for the construction of a new back-office);
 - II. disposing of surplus assets (including the town hall) and leasing existing office accommodation elsewhere in the borough.
13. If contingency option in paragraph 12 i) above is pursued, a number of assumptions and pros / cons arise which are shown below:-

Dispose of some assets & invest funds in refurbishment of Town Hall	
<ul style="list-style-type: none">Options for mayor's parlour – remain as existing in town hall.That the Derby Road Wesham site would be disposed of.More detailed feasibility work would be required to prioritise works in town hall (how could the essential work be programmed over a period of time?)A council chamber could possibly be re-formed in the town hallRevenue and benefits staff transfer to accommodation with Blackpool council in early 2007That issues relating to the unfettered sale of the highway depot at St David's Road and the Public Offices can be successfully dealt with.	
ADVANTAGES	DISADVANTAGES
<ul style="list-style-type: none">Satisfies public desire to retain Town Hall.Addresses maintenance backlog and DDA / H&S in Town Hall.Neutral impact on council tax.	<ul style="list-style-type: none">Limited opportunity for culture change.Unable to achieve best use of space.Need for compromise on extent / quality of refurbishment works.Possible decanting costs of some staff out whilst work is carried out.

Emerging considerations

14. Officers are aware that recently the Council's controlling group met to consider its position on this issue and wish to now investigate retaining the Town Hall and not go ahead any further with the disposal process. Given that under the new Constitution the Cabinet is delegated to consider decisions in relation to this issue, your officers thought it prudent that this issue be brought to Cabinet at this point.
15. The last meeting of the Accommodation Task Group on 25th April considered the current position of the project and confirmed this view.

Summary of the issues

16. There are therefore a number of factors and questions that impinge upon and affect the likely delivery of the Council's current agreed accommodation strategy. These are:
 - The last report to members in September 2005 agreed that both a new back-office building and Civic Suite would be built, since that date the Accommodation Task Group has concluded that both are unaffordable.
 - The emerging situation with SAL&BC over certain ground leases results in legal issues which need clarification should members wish to continue with the marketing of the Town Hall, Public Offices site and St David's Road (CVMU site). Should the council seek this advice?
 - What level of contamination exists at the two sites on St David's Road and can they be developed in some way?
 - The costs of the contingency option of refurbishment of the Town Hall have only been estimated at this stage at £2.5M. Will it cost less or more than this and what will be achieved for the figure? How can the council fund this and over what period?
 - If the Town Hall is retained does the council wish to continue to operate the One Stop Shop from the Public Offices?
 - What should happen to the Wesham site and other sites earmarked for disposal?

Conclusions

17. If in the light of the emerging information members wished to review and overturn in principle their existing agreed strategy for accommodation, a further report would be necessary. This would then enable members to make a decision properly founded on the full implications and benefits expected.

IMPLICATIONS	
Finance	None arising directly from the report.
Legal	None arising directly from 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	None arising directly from the report.

REPORT AUTHOR	TEL	DATE	DOC ID
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LIST OF BACKGROUND PAPERS		
NAME OF DOCUMENT	DATE	WHERE AVAILABLE FOR INSPECTION
Previous minutes on accommodation issues	Various	www.fylde.gov.uk
Accommodation Group minutes	Various	Strategic Planning & Development Executive Manager Town Hall, St Annes, FY8 1LW paulw@fylde.gov.uk T

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