



Meeting Agenda

**Community Outlook Scrutiny Committee
Town Hall, Lytham St Annes
11 January 2007, 7:00pm**

COMMUNITY OUTLOOK SCRUTINY COMMITTEE

MEMBERSHIP

CHAIRMAN - Councillor Kiran Mulholland
VICE-CHAIRMAN – Councillor John Prestwich

Councillors

John Dolan	William Thompson
Richard Fulford Brown	Stephen Wall
Louis Rigby	Colin Walton
Thomas Threlfall	

Contact: Peter Welsh, St. Annes (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

<u>PART I - MATTERS DELEGATED TO COMMITTEE</u>	
ITEM	PAGE
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 community outlook scrutiny committee held on 9 November 2006.</i>	4
3. SUBSTITUTE MEMBERS: <i>details of any substitute members notified in accordance with council procedure rule 26.3</i>	4
4. SPRINGFIELDS SITE STAKEHOLDER GROUP CONSULTATION ON SITE END STATE/USE	5 – 11
5. FINAL REPORT OF THE LOCAL STRATEGIC PARTNERSHIP TASK AND FINISH GROUP	12 – 26
6. NEIGHBOURHOOD BY NEIGHBOURHOOD: LOCAL ACTION TO REDUCE REOFFENDING	27 – 28
7. THE ROLE OF CITY DEVELOPMENT COMPANIES IN ENGLISH CITIES AND CITY REGIONS	29 – 57

REPORT



REPORT OF	MEETING	DATE	ITEM NO
CONSUMER WELLBEING AND PROTECTION	COMMUNITY OUTLOOK SCRUTINY COMMITTEE	11 TH JANUARY 2007	4

SPRINGFIELDS SITE STAKEHOLDER GROUP CONSULTATION ON SITE END STATE/USE

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

Summary

Under current business plans, the Springfields site, operated by Westinghouse on behalf of the owners, the Nuclear Decommissioning Authority (NDA), is due to be fully decommissioned some time after 2023.

The Springfields Site Stakeholder Group is undertaking a consultation exercise on behalf of the NDA, seeking the views and opinions of local residents, businesses and local authorities on their preferred options for the most suitable and affordable use for the site once commercial operations have ended.

The results of the consultation will be collated and the technical/financial implications will be considered in a final report due to be submitted to the Nuclear Decommissioning Authority by the end of March 2007.

Recommendation

To consider the options for the future of the Springfields site to assist the Portfolio holder in the formulation of the official response from Fylde Borough Council.

Cabinet Portfolio

The item falls within the following Cabinet portfolio:

Development and Regeneration: (Councillor Roger Small)

Report

Background

1. The Springfields site, operated by Westinghouse on behalf of the owners, the Nuclear Decommissioning Authority (NDA), is due to be fully decommissioned some time after 2023. The NDA is obliged to seek the views and opinions of employees, local residents and businesses along with local councils on their preferred options for the most suitable and affordable use for the site once commercial operations have ended.
2. Currently Springfields employs a workforce of 1,600 and it is estimated that it supports a total of 2,400 across Lancashire. It is a Licensed Nuclear processing site and is identified within the Fylde Borough Local Plan as an area for employment use.
3. Environmentally, the site incorporates two Biological Heritage Sites offering a sanctuary to Great Crested Newts. It also includes a Nature Trail, the use of which is extended to local schools for educational visits by pupils.
4. A Sub Group of the Springfields Site Stakeholder Group considered the manner in which the consultation was to be conducted and developed a questionnaire for completion by interested parties.

Consultation

5. The consultation process is being carried out during November and December and gives local residents, businesses, councils and employees at Springfields the opportunity to have a say in the future of the site. Details of the consultation are posted on the Council's website and Intranet. A copy of the relevant advisory literature is attached at Appendix A.
6. A series of Drop In Days was also organised at venues local to Springfields to allow interested parties the opportunity to put questions to members of the Site Stakeholder Group in order that they could make a more informed decision on the potential end uses/states of the site. A questionnaire has been devised to help local stakeholders formulate their responses to the key issues which are likely to influence the future of the site. A copy of the questionnaire is attached at Appendix B.
7. The range of options includes:
 - the continuation of the existing nuclear operations on the site for as long as possible,
 - the use of parts of the site for the disposal of decommissioning waste arising from the future redevelopment of the site,
 - the development of the site as a business or science park (uses unrelated to the nuclear industry),
 - the use of the site for recreation and leisure activities, or
 - giving the site over to agricultural or other open space use.

8. Following the close of the consultation process Lancashire County Council will collate the responses and Springfields will evaluate the technical and financial implications of the options for submission to the NDA by the end of March 2007.
9. Councillor Roger Small, Portfolio holder for Development and Regeneration, will be collating the response from Fylde Borough Council. The Community Outlook Scrutiny Committee is requested to consider the options presented to them and to make recommendations to Councillor Small for inclusion in the Fylde Borough Council response.

IMPLICATIONS	
Finance	None arising directly from this report
Legal	None arising directly from this report
Community Safety	None arising directly from this report
Human Rights and Equalities	None arising directly from this report
Sustainability	Inherent within the report.
Health & Safety and Risk Management	None arising directly from this report

Report Author	Tel	Date	Doc ID
Mike Walker	(01253) 658622	DECEMBER 2006	

List of Background Papers		
Name of document	Date	Where available for inspection
Springfields Site Consultation	November 2006	Springfields Site Stakeholder Group Secretary stephen.w.whitehead@springfieldsfuels.com

Attached documents

1. Springfields Site Consultation – advisory leaflet
2. Springfields Site Consultation - Questionnaire



A message from County Councillor Bernard Whittle

"Thank you for reading this leaflet.

"Springfields has for many years been a central part of life in Fylde – providing fuel to the nation and prosperity, security and a sense of community to our neighbourhoods. The site currently employs around 1,400 people, but its operations support an

estimated 2,400 jobs across Lancashire. We wish to see this continuing for as long as possible.

"It is highly appropriate that in ending its commercial life the site should continue to benefit all those who live around it – building the future on past success. I sincerely hope you will help by giving your views.

"I look forward to meeting you at one of our drop-in events. Your views really do matter."

County Councillor Bernard Whittle
Chair of the Springfields Site Stakeholder Sub-group on the End State of the Springfields Site

Contact us

If you can't attend any of our drop-in events but would like to share your views with us, we'll send you a questionnaire to fill in and return by freepost.

For a copy of the questionnaire, please:

Phone 0800 3457746 (freephone)

Email stephen.w.whitehead@springfieldsfuels.com.

For more information about the Springfields site and this public consultation, please phone Springfields Community Relations on 01772 764198, or visit their website at www.springfields.ndasite.co.uk.

For a large-print version of this leaflet, please phone 01772 764198.

About the Springfields Site Stakeholder Group

We are an independent group of councillors, regulators, local agencies and interest groups working to monitor the excellent safety record of the site and the social and economic benefits which the site creates.



Springfields



Your views matter



...➔ What's it all about?

The former British Nuclear Fuels site at Springfields is due to be fully decommissioned some time after 2023. The site is owned by the government's Nuclear Decommissioning Authority, who have asked us to consult you on our recommendations as to the most suitable and affordable use for the site once commercial operations have ended.

This means that we're consulting everyone who works at Springfields and everyone who lives within a 2 1/2km radius of the site – a total of around 4,000 people.

What do we mean by 'decommissioning'?

As the useful life of parts of the site comes to an end, they are cleaned of harmful materials and demolished. The area is then cleared and landscaped.

At Springfields, the north-east side of the site has already been successfully decommissioned and is now part of the popular Springfields Nature Trail.

What are the options for using the site?

Although Springfields will continue to operate for at least another 17 years, it's important to decide now what will happen to the site. By doing this we can make sure actions taken now will help to achieve those long-term plans.

Also, as Springfields is a very large site, it may be possible to develop part of the site while commercial operations continue.

Options for the future of the site include:

- developing recreational facilities such as a park or sports complex;
- finding another commercial or industrial use for the land;
- returning the site to nature; or
- using the site for high-tech industries or research facilities such as a science park.

These options have been approved by the Nuclear Decommissioning Authority, so now it's time for you to have your say...

We want to talk to you

We've put together a short questionnaire to gather your views on the future of the Springfields site. But we'd also like to hear from you face to face and give you the chance to ask as many questions as you like.

Do you have strong ideas as to what should become of the site?

Do you have environmental priorities for the long-term future of the site?

Do you have a local business which could be affected by decommissioning of the site?

Come to one of our drop-in events and tell us what you think.

Dates and venues for drop-in events

We've organised drop-in events at locations across the area, where you can fill in our questionnaire and speak to a member of the Springfields Site Stakeholder Group.

Please feel free to drop in for a chat.

Newton with Clifton Village Hall
Vicarage Lane
Newton

Thursday
23 November
1.30pm-8pm

Salwick Club
Lea Lane
Lea Town

Tuesday
28 November
12 noon-8pm

Lund Church Hall
Station Road
Salwick

Saturday
2 December
10am-5pm

Win! Win! Win!

At each drop-in event, for each anonymous questionnaire completed, you can also enter a free prize draw, where you could win a digital radio or an Apple iPod.



Springfields Site Consultation

The former BNFL site at Springfields is now owned by a Government agency – the Nuclear Decommissioning Authority (NDA). The NDA has asked the Site Stakeholder Group – an independent body consisting of councillors, regulators, local agencies and interest groups – to consult with local people about the use the site should be put to when commercial operations are completed

We would like to hear your views on how the Springfields site should be used in the future. For the following options we would like to know how much you support or oppose each of them.

It is possible for more than one of these options to be developed on the site.

Question 7 gives you the opportunity to tell us why you have supported or opposed any particular development option(s).

Q1 How much do you support or oppose that the existing commercial operations on the site should continue for as long as possible?
PLEASE TICK ONE BOX ONLY

Strongly support (1)	Tend to support (2)	Tend to oppose (3)	Strongly oppose (4)	Don't know (5)
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q2 How much do you support or oppose that part of the site should be used for the disposal of the waste from Springfields' decommissioning, such as rubble and steelworks?
PLEASE TICK ONE BOX ONLY

Strongly support (1)	Tend to support (2)	Tend to oppose (3)	Strongly oppose (4)	Don't know (5)
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q3 How much do you support or oppose the site being used for recreation, leisure or tourism, eg community use, sports/leisure facility, hotel, holiday park?
PLEASE TICK ONE BOX ONLY

Strongly support (1)	Tend to support (2)	Tend to oppose (3)	Strongly oppose (4)	Don't know (5)
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q4 How much do you support or oppose the site continuing to be used for industrial or commercial purposes after it is decommissioned, eg business park, manufacturing, processing site?
PLEASE TICK ONE BOX ONLY

Strongly support (1)	Tend to support (2)	Tend to oppose (3)	Strongly oppose (4)	Don't know (5)
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q5 How much do you support or oppose the site being used for agriculture, forestry or nature conservation?
PLEASE TICK ONE BOX ONLY

Strongly support (1)	Tend to support (2)	Tend to oppose (3)	Strongly oppose (4)	Don't know (5)
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q6	How much do you support or oppose the site being used for high technology industries or research facilities, eg science park, technology development?				
	PLEASE TICK ONE BOX ONLY				
	Strongly support (1)	Tend to support (2)	Tend to oppose (3)	Strongly oppose (4)	Don't know (5)
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q7	Please use this space to tell us why you have supported or opposed any particular development option(s). If you favour a mixture of the options on different parts of the site please indicate that here.
	Please continue on separate sheet if necessary

To make sure we have included the views of the different people who live around the Springfields area, please tell us a little bit about yourself. *(Your answers to this survey will remain confidential, and your personal details will not be passed to any other organisation)*

Q8	Are you...?	
	PLEASE TICK ONE BOX ONLY	
	Male <input type="checkbox"/> ₁	Female <input type="checkbox"/> ₂

Q9	What is your age?					
	PLEASE TICK ONE BOX ONLY					
	Under 18 (1)	18-34 (2)	35-44 (3)	45-54 (4)	55-64 (5)	65 and over (6)
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q10	Do you or anyone in your household work at the Springfields site...?	
	PLEASE TICK ONE BOX ONLY	
	Yes <input type="checkbox"/> ₁	No <input type="checkbox"/> ₂

Q11	Where do you live?				
	PLEASE TICK ONE BOX ONLY				
	Local Area (within 2 miles of site) (1)	Preston Area (2)	Fylde Area (3)	South Ribble Area (4)	Other (5)
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

REPORT



REPORT OF	MEETING	DATE	ITEM NO
DEMOCRATIC SERVICES AND MEMBER SUPPORT	COMMUNITY OUTLOOK SCRUTINY COMMITTEE	11 TH JANUARY 2006	5

FINAL REPORT OF THE LOCAL STRATEGIC PARTNERSHIP TASK AND FINISH GROUP

Public Item

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

Summary

In May 2006, the Community Outlook Scrutiny Committee appointed a Task and Finish Group to review the Local Strategic Partnership in response to concerns from Members that they knew little of the LSP and how they could get involved. The interim report and recommendations were approved by the Committee in November 2006. This report details the final recommendations of the Task and Finish Group.

Recommendations

1. The interim recommendations as detailed in the main body of the report are noted
2. To recommend that the Performance Management framework for the Local Strategic Partnership sets out specific performance indicators measuring targets against the thematic group actions plans.
3. To recommend that the Community Outlook Scrutiny Committee receive updates on these performance indicators on a 6 monthly basis.
4. To approve that the Community Outlook Scrutiny Committee present exception reports to the Cabinet/Portfolio holder if there is cause for concern regarding performance of a specific area.

The item falls within the following Cabinet portfolio:
Leader of the Council: (Councillor John Coombes)

Report

Background and Rationale

1. Fylde Borough Council has a statutory responsibility under Local Government Act 2000 to produce a Community Plan for the Borough. The Local Strategic Partnership (LSP), Fylde Vision was set up in 2003 to devise and deliver this strategy in response to a drive from Central Government to encourage representatives from the Private, Public and Voluntary sector to work together in a co-ordinated way. LSPs are non statutory non executive bodies which are designed to be able to make strategic decisions and actively involving partners to enable delivery of actions at the local level.
2. Fylde Vision is one of three 'Statutory Partnerships' included on the Council's partnership database. Fylde Vision have produced a Community Plan for 2005 – 2015 which outlines the priorities of the LSP for the next 10 years with smaller scale targets set for the coming year. The LSP thematic groups are the primary agencies responsible for the delivery of these targets, thus there is a significant overlap with the work of the Council.
3. The Council's Partnership Working Policy states that Statutory Partnerships will be reviewed on an annual basis. The Community Outlook Scrutiny Committee receives an annual report from the Deputy Chief Executive as part of this monitoring process. The Committee also has the responsibility of monitoring the performance of the LSP specifically laid out within its terms of reference and receives six monthly feedback reports from the LSP Manager. However, this review is in response to some Councillors' concerns that they know little about the structure of the LSP and that key decision making and implementation has gradually shifted away from a democratically elected body towards non-elected bodies.
4. Currently, there is very little guidance for Overview and Scrutiny Committees in monitoring the performance of LSP's and Community Plans. The Department of Communities and Local Government launched a public consultation on the future of Local Government. Key consideration was given to the scrutiny of external public service providers and published in the White Paper "Strong and Prosperous Communities" published in October 2006. The details of the White Paper will be discussed later in the report.
5. In May 2006, the Community Outlook Scrutiny Committee agreed to nominate a Task and Finish group to carry out an in depth scrutiny review of the Local Strategic Partnership (LSP), following the concerns from Members. It was proposed that the review would also address the role the Scrutiny process would play in the future monitoring of the performance of LSP in light of guidance from Central Government. This paper was due to be published in September 2006 however this has now been put back to the New Year.

Membership of the Task and Finish Group

6. The Task and Finish Group consisted of four members of the Community Outlook Scrutiny Committee:
- Councillor Kiran Mulholland (Chairman)
 - Councillor John Prestwich (Vice Chairman)
 - Councillor Colin Walton
 - Councillor Bill Thompson

Terms of Reference

7. The terms of reference for the review as agreed at the first meeting of the Task and Finish Group were:
- To develop a full and greater understanding of Fylde Local Strategic Partnership (LSP) on behalf of all Councillors,
 - To review the role of the LSP, its composition and accountability.
 - To set out the role of Scrutiny in future monitoring of the LSP.
 - To make recommendations as appropriate to Cabinet and Council.

Methodology

8. The LSP Task and Finish Group met periodically between June – December 2006. Evidence was gathered from:
- A literature review of scrutiny reviews of Local Strategic Partnerships from elsewhere to assist in the identification of possible questions.
 - A review of available literature from the LSP to examine the existing structure
 - A series of Interviews with the LSP Manager
 - Interview with the Chair of the LSP Executive
 - Scrutiny Members attendance at LSP meetings

Findings and Recommendations

9. The review was split into two stages. The first part of the review was for the Task and Finish Group to carry out an information gathering exercise with a view to pulling together all the relevant information about the LSP to enable them to make recommendations regarding the structure, membership, transparency, representation, funding arrangements and accountability. The second stage of the review was to formally establish the role of the Community Outlook Scrutiny committee. Detailed below are the interim findings and the interim recommendations from the first stage of the review as presented to the Community Outlook Scrutiny Committee in November 2006.

Stage One – Structure and Processes

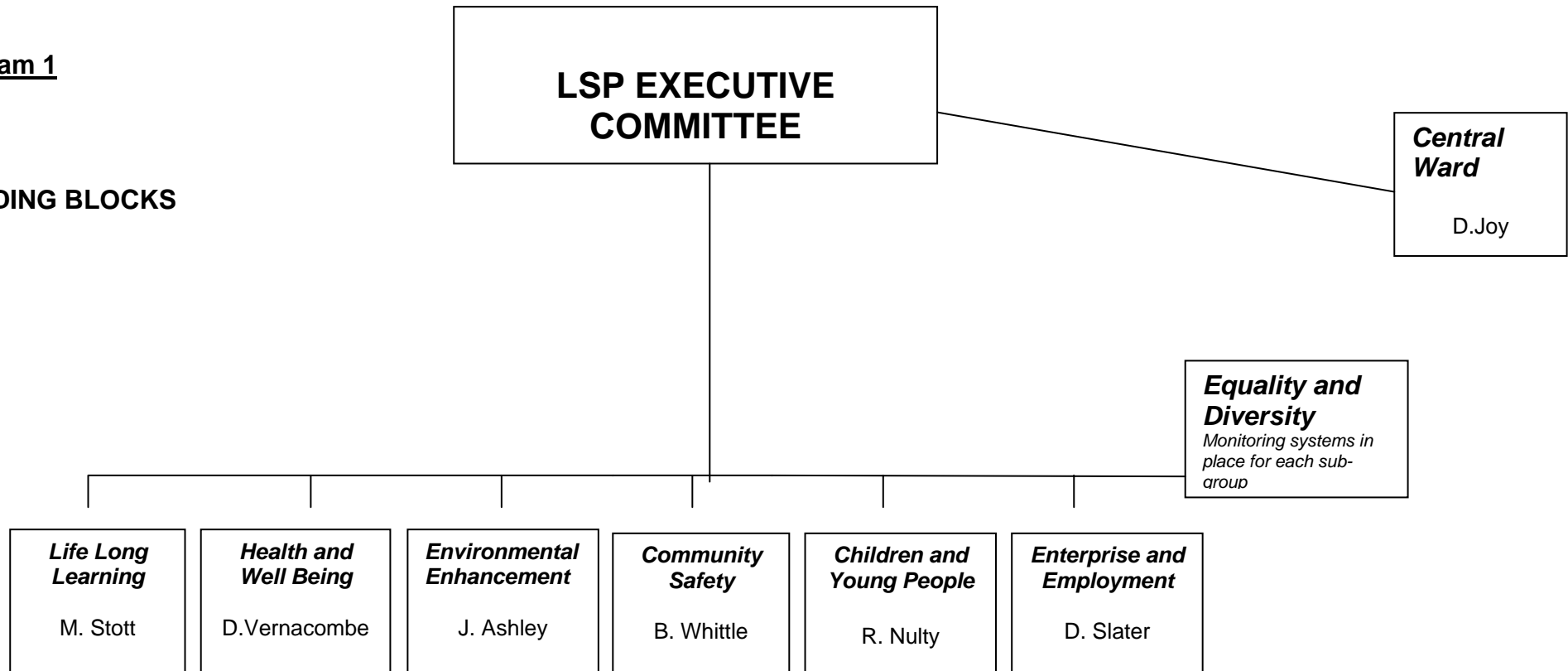
LSP Structure

10. The Fylde Local Strategic Partnership (LSP) is a partnership of local public, private and voluntary organisations set up in 2003 to implement the actions in “A Vision for Fylde: Community Plan 2003-2013”. The LSP comprises the LSP

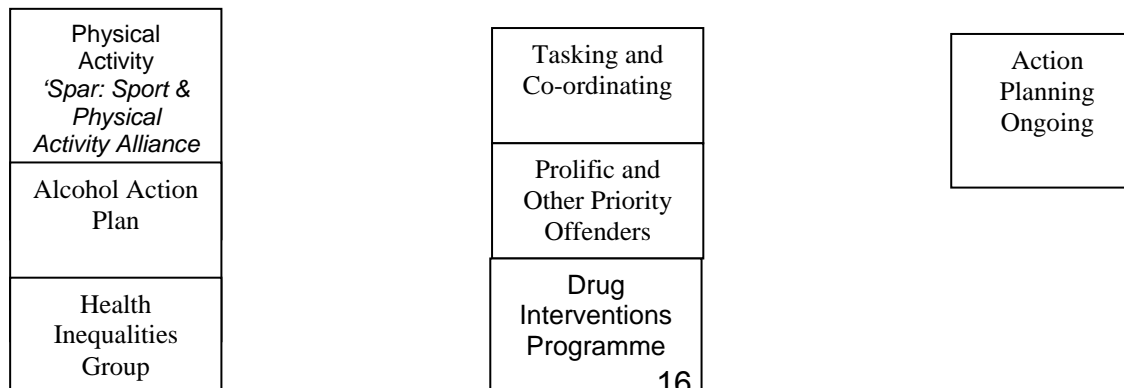
Forum, the LSP Executive with Equality and Diversity sub-group and the LSP Thematic Groups. Diagram 1 maps the structure of the LSP and its existing working priorities.

Diagram 1

BUILDING BLOCKS



SUB GROUPS



Continued....

LSP Executive

11. The LSP Executive is the main decision making body within the LSP. The remit of the Executive as laid out within the terms of reference is:

- To allocate tasks and activities to the Working Groups
- To co-ordinate, monitor and review the activities of the Working Groups and ensure that national and regional issues are addressed
- To make recommendations to the LSP Forum
- To co-ordinate liaison with the Voluntary and Community sectors and ensure community inclusion
- To prepare an annual report for the LSP Forum
- To co-ordinate the LSP Forum's consultation and communication activities
- To develop, monitor and keep under review the effectiveness of the Community Plan
- To seek the support of relevant agencies and partners in achieving the aims and objectives of the Community Plan
- To agree the Action Plans developed by the working groups

12. Guidance from Central Government recommends an equal number of partners from the public, private and voluntary and Community sectors are represented on the LSP Executive. Fylde Vision Executive follows this guidance with 12 members with 4 members from each of these sectors. Membership of the LSP Executive is static. Membership is detailed in the table below

TABLE 1: EXECUTIVE MEMBERSHIP

Role	Name	Title	Organisation	Replacement
Chair	Michael Wren-Hilton		Churches Together	
Dep Chair	John Coombes	Councillor	Fylde Borough Council	
Chair	Jayne Ashley	Deputy Conveyor	Fylde Real World Group	
Chair	Mick Piela	District Team Manager	LCC, Youth and Community Service	
Chair	David Slater	Business Development Manager	Business Link Lancashire Ltd	
Chair	Bernard Whittle	Councillor	Lancashire County Council	
Chair	Andy Howe	Director of Public Health	Blackpool PCT	Deana Verncombe
Att	Debbie Thompson	District Partnership Officer	Lancashire County Council	
Public	Philip Woodward	Chief Executive	Fylde Borough Council	
Pubic	Russ Weaver	Chief Superintendent	Lancashire Constab., Western Div	
Public	Julie Goulding	Chief Executive	Fylde Primary Care Trust	Mike Bullock

Continued....

Busin ess	Hugh Evans		N&W Lancas Chamber of Commerce	
Busin ess	John Hayfield		Newfield Jones Homes	
Busin ess	Paul Rollings	Chairman	HALSA	
VCF	Pam Hill	Area Manager	Connexions Lancashire	
VCF	Tony Finn	Managing Director	New Fylde Housing	
VCF	Rosie Jolly	Chief Officer	Age Concern	
VCF	David Keylock		Blackpool, Wyre and Fylde CVS	

13. It is not laid out within the existing terms of reference how members of the Executive or the LSP are selected. The current membership evolved from the working group formed to develop the Community Plan and set up the LSP. It is worth noting that there is no specific criterion set by Central Government other than the requirement for an equal split between public, private and voluntary sector representatives. Members of the Executive are not selected for a specific term. Membership nomination has not been revisited and there has not been any withdrawal to spark the discussions. It is possible that the LSP could write this process into the terms of reference if they are revisited.
14. The selection of the Chair and Deputy Chair of the LSP Executive is laid out within the terms of reference. The Terms of reference state that the “*Chair and Deputy Chair of the LSP Forum are the Chair and Deputy Chair of the LSP Executive. Selection of the Chair and Deputy Chair of the LSP Forum/Executive shall take place at the LSP Forum AGM each November. Each member organisation of the LSP Forum may make a single nomination for each post*”. The current Chairman of the Executive was the only nomination during the first election and has been in the post ever since however this seems to work well.
15. The Executive has previously discussed the possibility of reviewing membership and this is recorded in the minutes of the Executive meetings. The LSP Manager is currently looking into the possibility of rewriting the terms of reference to lay out all these procedures in writing to form a constitution.

Recommendation: The Task and Finish group support the proposal to develop a constitution for the LSP detailing specific terms of reference for the LSP and the selection of members for the Executive.

Thematic Groups

16. The Thematic Groups of the LSP are formed to complement the priorities in the Community Plan. Members are usually local organisations, businesses, voluntary groups, community groups, public bodies and individuals that have an interest or specialised knowledge in the topic area. The thematic groups formulate action plans to facilitate the execution of the majority of the project work of the LSP. This work is developed within the thematic group meetings and carried out by the individual partners who then report back to the meetings. The Thematic Group Chairs reports progress back to the Executive.
17. All projects allocated funding must be developed within the thematic groups and attract full support from the partners. Once approved by the thematic group, the

Chairs take the project to the “Chairs Group” who will discuss any linkages or crosscutting issues so ensure that no project is duplicated. The Chairs may be sent back to the their thematic group with questions if appropriate. The project is then sent to the Executive for final approval.

18. Once the Executive has approved the project, a service level agreement is drawn up and the funds administered up front. The Thematic groups then monitor the progress of the project via the meetings.

19. There are currently 7 thematic groups within Fylde LSP. They are:

- Environmental Enhancement and Protection
- Safer Communities (Fylde Community Safety Partnership)
- Lifelong Learning
- Health and Wellbeing
- Enterprise and Employment
- Children and Young People
- Central Ward (Time Limited Project group)

20. Membership of the thematic groups is open to any local organisation or individual. The Chair is selected from within the thematic group by the members. The Thematic Groups are free to draw in additional members who can enhance the group’s ability to address a specific topic or initiative. Consequentially, membership of each of these groups is fluid depending on if the members have an interest in a project that may be ongoing. The Local Strategic Partnership Manager does keep a list of membership of each of the thematic groups although it should be noted that this list is of those who receive information and does not include a list of those that actively attend the groups on a regular basis.

21. It is the responsibility of the Chair of each thematic group to arrange meetings as and when they are required. It is often the case that meetings of different thematic groups may take place at the same time and it is difficult for the LSP Manager to keep track of all the meetings taking place, as there appears to be no formal frequency of meetings.

22. The Task and Finish Group were initially concerned that there appeared to be a lack of engagement with British Aerospace Engineering (BAE) who are the largest employers within the borough. The LSP has invited BAE to meetings however, to date they have not attended. Further attempts to engage BAE in LSP activity are now being carried out by the Chief Executive of Fylde Borough Council.

23. The Task and Finish Group has noted that the Community Safety Thematic Group appears to have a more structured core membership than the other groups. This is primarily because it is a statutory partnership with a requirement for specific organisations such as the Police and Fire Service to be members. This structure appears to work well and membership is still open.

Recommendation: The Task and Finish Group recommends that the LSP review its membership structure to enable a core membership of each of the thematic groups.

Recommendation: The Task and Finish Group recommends that the LSP thematic groups publish a meeting schedule with set dates and times for all groups on a quarterly basis in advance.

The LSP Forum

24. The LSP Forum is held twice a year and is open to all interested organisations and individuals in Fylde. The Forum provides an opportunity for interested individuals to request membership of any of the thematic groups. The remit of the LSP Forum is:

- To define the vision of the Community Plan and review the LSP's aims and objectives.
- To steer the work programme of the Executive to ensure delivery of the Community Plan.
- To receive an annual report and keep under review the delivery and implementation of the Community Plan.
- To act as a networking body for participating organisations and individuals.

Recommendation: At least one member of the Community Outlook Scrutiny Committee should attend each meeting of the LSP Forum

Publicity and Branding

25. The LSP funds Fylde in Focus, a publication that goes out to every residence in the Borough. Fylde in Focus publicises many of the achievements of the Local Strategic Partnership using a particular brand adapted to include the slogan of the relevant thematic group. The Task and Finish group has been advised that further measures are being considered to encourage Thematic Group partners to produce the content of future editions of Fylde in Focus.

Recommendation: That the Committee supports the principle that all content of Fylde in Focus should be driven by LSP Partners with clear branding to identify and publicise the relevant thematic group.

Fylde Borough Council Representation

26. Until recently, Fylde Borough Council representation has been uncoordinated. Representation has tended to reflect the personal interests of individual Councillors or reflected the corresponding member Champion role however this again has been inconsistent. However, the introduction of the new Cabinet in February 2006 presented an opportunity for Fylde Borough Councils representation to become more streamlined with each Cabinet Portfolio holder attending the thematic group most representative of their portfolio. The proposed changes are detailed below:

Table 2 Fylde Vision - Membership of groups (current - based upon mailing lists)

Group	CURRENT FBC OFFICER representation	Current FBC Member representation	Proposed FBC Officer representation	Proposed FBC Member representation
Forum				
Executive	Phil Woodward	John Coombes	Phil Woodward	John Coombes
Health and	Claire Platt	Elizabeth	Claire Platt	Pat

Social Wellbeing	Stuart Glover Paul Norris John Cottam	Oades (LCC) Colin Walton (LCC)	Stuart Glover Paul Norris John Cottam	Fieldhouse
CDRP	Dave Joy (chair steering gp) Christine Miller	Pat Fieldhouse/ Dawn Prestwich John Coombes	Dave Joy (chair steering gp) Christine Miller	Dawn Prestwich
Lifelong Learning		Bill Thompson (LCC)	Paul Norris	
Environmental Enhancement	Mike Walker Tony Donnelley Jamie Dixon Paul Drinnan	Simon Renwick Thomas Threlfall Alfred Jealous (LCC)	Mike Walker Tony Donnelley Jamie Dixon Paul Drinnan	Tim Ashton Thomas Threlfall Maxine Chew
Enterprise and Employment	Viv Wood Paul Drinnan/ Steve Smith Tony Donnelly	Fabian Wilson Roger Small	Viv Wood Paul Drinnan/ Steve Smith Tony Donnelly	Fabian Wilson Roger Small
Children and Young People	Stuart Glover	Simon Renwick Linda Nulty	Stuart Glover	Simon Renwick
Sub/Steering Groups:				
Fylde In Focus editorial Group	Christine Miller			Albert Pounder
Equality and Diversity Group	Dave Joy	Stephen Carpenter	Dave Joy	Sue Fazackerley
Central ward steering group			Dave Joy Claire Platt Paul Drinnan Christine Miller	Central Ward Members
Alcohol steering group	Christine Miller		Christine Miller	
Skills improvement steering group				
Sports and Physical Activity Alliance	Stuart Glover		Stuart Glover	
NB The LSP Manager sits on all the above groups				

Recommendation: Fylde Borough Council representation is amended to reflect the changes in Table 2

Administrative Arrangements

27. The administrative arrangements of each of the thematic groups have been reliant upon the LSP Manager or the administrative support provided by the Chairs of the Group. The LSP Manager and Community Safety Partnership Officer have provided some support in the form of agenda preparation and minute taking for the Executive and some of the thematic groups and the Chairs of other thematic groups have provided support where this is available.
28. Consequentially, administrative support has not been consistent among the groups. This problem has been recognised by the Executive and they have recently appointed an Administrative Officer to support this function. This post will be funded by the LSP but will be based within Fylde Borough Council. The Task and Finish group is satisfied that this appointment will address this issue.

Funding Arrangements

29. LSP is allocated a budget of approximately £300k per annum, which is mostly funded from second homes Council Tax collected from within the borough. These funds are usually distributed in the appropriate proportions to the other public bodies funded through Council Tax, i.e. LCC – 80%, Police Authority – 7.5% and Fire authority – 3.5%. However, all the relevant public bodies have agreed that the additional funds raised through this mechanism should be allocated to the Local Strategic Partnership.
30. The contributions donated by the Police and Fire Authorities are directly allocated to the Community Safety Partnership. An additional £25000 is allocated to the Community Projects Fund. The primary purpose of the Fund is to provide small grants up to £5000 to enable community groups to carry out projects to benefit the community. Match funding from the organisation/group is required to qualify for the fund. The bids for funds follow a simple set of criteria and are assessed quarterly. This process is currently under review.
31. A proportion of this money is allocated to central expenses broken down (please note figures are approximate) as follows
- LSP Manager Total Costs £37k
 - Community Safety Partnership - £38k
 - Community Projects Fund £25k
 - Fylde in Focus - £16k
 - Citizens Panel - £12k (based on an average of 3 consultations per annum)
 - Meeting/Admin expenses - £4-5k
32. The LSP Executive allocates the rest of the funds, to projects that develop from within the Thematic Groups.
33. Fylde Borough Council acts as host for LSP funds. This means that, although the LSP Executive makes funding decisions, all accounts are done through Fylde Borough Councils accounting system. Consequentially, the LSP accounts are subject to internal and external audit in the same way the Councils funds would be. The LSP Protocol for Governance and Financial Management sets out the terms for this process as follows.

Accounting Arrangements

1. The District Council shall act as host authority and banker for the second home funds of the LSP and shall hold all the money raised by the two authorities from this source.
2. The host authority shall create and maintain a clearly identifiable accounting structure for the second home funds.
3. The contributions to the LSP by the contributing authorities will be reflected in their normal revenue accounts.
4. The host authority shall prepare a memorandum final year-end account for the second home fund expenditure within the statutory accounting timetables of the contributors.
5. The host authority shall also prepare, in October of each year, an interim monitoring report on LSP spending to 30 September and projected spend for the remainder of the year. This shall be for presentation to the LSP and copies for information are to be forwarded to the contributing authorities.
6. Unused funds arising from the current and earlier years' contributions may be carried forward into the following financial year with the proviso that the total carry-forward must not exceed 25% of the latest year's contributions.
7. Any surplus funds in excess of this threshold shall be repaid to contributors pro rata to their contributions.
8. However, with the agreement of the contributing authorities, LSPs may carry forward amounts in excess of the threshold if the funds are firmly and specifically earmarked for a purpose in the future. This would apply to projects that have been approved but where the start is delayed or to projects that will not be required to start until a future date.
9. Funds must not be committed by the LSP in excess of the budget available. However, if, for reasons beyond the control of the LSP or of the host authority, an overspending of the available funds should occur, the overspending shall be temporarily funded by the contributing authorities pro rata to their contributions for the year but recouped by commensurate reductions in the amounts payable to the LSP by the contributing authorities in the following year. The host authority shall be responsible for ensuring that, in normal circumstances, there are uncommitted funds in the LSP budget to cover outgoing payments.

Internal Accountability

34. Partners who are allocated funds are accountable to the LSP Thematic Group from which the project was funded. All projects agreed and funded are required to sign a service level agreement and report progress back to the Executive on a regular basis. Currently, funds are allocated to the LSP annually and thus projects have, to date been funded up front. This process is currently under review with the intention of long-term commitment being mainstreamed within the partner organisations.

Performance Management Framework

35. It states within the terms of reference of the Community Outlook Scrutiny Committee that the Committee is responsible for monitoring the performance of the LSP. The LSP at present does not have a formal Performance Management Framework by which the Community Outlook Scrutiny Committee can assess performance however the Task and Finish Group have been advised that this is currently under review.

Recommendation: The Committee supports the development and implementation of a Performance Management Framework for the LSP.

Stage Two – Role of Scrutiny

36. The interim recommendations were presented to the LSP at the November meeting of the Community Outlook Scrutiny Committee. The discussions with the LSP Manager and the Chair of the LSP indicated that many of these recommendations are already being taken on board as the LSP evolves. The second stage of the review looked at establishing a formal mechanism for the Community Outlook Scrutiny Committee to monitor the performance of the LSP.
37. Fylde Borough Councils' constitution states within the terms of reference for the Community Outlook Scrutiny Committee that it will "*monitor the performance of the Local Strategic Partnership*". To date, the Committee has received 6 monthly updates from the LSP Manager on the work of the Thematic groups. However, the current lack of any formal performance management framework means that it is difficult for Members to scrutinise the performance of the LSP effectively. It is anticipated that the Members of the Community Outlook Scrutiny Committee will have a much closer working relationship with the LSP in the future.
38. The Task and Finish Group discussions with the LSP manager to date have indicated that the internal performance management arrangements employed by the LSP and detailed in the main body of this report appear to work well so far. It is important to note that there is no formal specific guidance from central government on how LSPs should be monitored either internally or by the Scrutiny function within local government.
39. The Task and Finish Group believe that this mechanism needs further development particularly in light of the proposals in the Government White Paper "*Strong and Prosperous Communities*" which proposes the extension of scrutiny powers to external service providers. The group recognise that the accountability of the LSP is a complex issue particularly as individual organisations serve on the LSP Thematic groups and Executive in different capacities and are thus not directly accountable to the Council.
40. The Task and Finish Group propose that the final recommendation outlining the role of the Community Outlook Scrutiny Committee in the future is approved by the Committee. All of the recommendations will be put to the Cabinet on 17th January 2007.

Final Recommendation

The Task and Finish Group recommends that the Performance Management framework for the Local Strategic Partnership sets out specific performance indicators measuring targets against the thematic group actions plans. Once this framework is in place, the Task and Finish Group recommends that the Community Outlook Scrutiny Committee receive updates on these performance indicators on a 6 monthly basis. If there is cause for concern regarding performance of a specific area the Community Outlook Scrutiny Committee will present an exceptions report to Cabinet/Council.

Conclusions

41. The intention of this review was not to hold the LSP accountable to scrutiny but to raise awareness and understanding among members of the Local Strategic Partnership functions and structures. By doing this we hope to enable Members of Fylde Borough Council to become more involved with the work of the LSP thematic groups and overall.
42. The Task and Finish Group appreciate that the LSP is an evolving organisation, responding to changes in Government Policy rapidly. This is part, is due to little formal guidance on structures and processes of LSPs' being made available from central government. The LSP responds well to these changes and consequentially many of the recommendations made in this report are already being implemented.
43. The process of formulating a closer working relationship between the Community Outlook Scrutiny Committee and the LSP already begun with the attendance of the Committee Chairman at the LSP Forum in November 2006. The Task and Finish Group envisage that the outcome of this review will facilitate further development of this relationship.

IMPLICATIONS	
Finance	No implications
Legal	The White Paper "Strong and Prosperous Communities" may result in legislation affecting the scrutiny of external organisations.
Community Safety	Community Safety is an integral part of the LSP and is a key working group.
Human Rights and Equalities	No implications
Sustainability	For the LSP to be sustainable in the long term, it needs to have clear structures and remit which is widely understood and communicated to all partners.
Health & Safety and Risk Management	Robust Performance Management Arrangements need to be in place to ensure that the LSP is delivering its key actions. Previous lack of a systematic approach is a risk to the success of the LSP.

Report Author	Tel	Date	Doc ID
Carolyn Whewell	(01253) 658423	6 th December 2006	LSP Final Report

List of Background Papers		
Name of document	Date	Where available for inspection
Minutes of the Community Outlook Scrutiny Committee	11 th May 2006	www.fylde.gov.uk
Minutes of the Community Outlook Scrutiny Committee	9 th November 2006	www.fylde.gov.uk

REPORT



REPORT OF	MEETING	DATE	ITEM NO
DEMOCRATIC SERVICES AND MEMBER SUPPORT	COMMUNITY OUTLOOK SCRUTINY COMMITTEE	11 TH JANUARY 2007	6

NEIGHBOURHOOD BY NEIGHBOURHOOD: LOCAL ACTION TO REDUCE REOFFENDING

Public Item

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

Summary

This report details the request from the Lancashire Probation Board for the Council to support the proposed draft motions following the publication of the "Neighbourhood By Neighbourhood: Local Action to Reduce Reoffending" on 7th. The Committee should consider the implications of the proposals before they are sent to Full Council for ratification.

Recommendation

1. To comment where appropriate on the draft motions proposed by the Lancashire Probation Board

Cabinet Portfolio

The item falls within the following Cabinet portfolio:

Community and Social Well Being

Councillor Patricia Fieldhouse

Report

1. The Lancashire Probation Board have written to Fylde Borough Council to register their support for "*Neighbourhood by Neighbourhood: Local Action to reduce reoffending*" a document led by the Local Government Association and published on 7 November 2006. The document sets out the commitment of local government, probation and voluntary services to work together to reduce reoffending. Detailed proposals are set out in the letter from the Lancashire Probation Board which has been sent out to all Members with the agenda.

2. The Board have requested that Fylde Borough Council support the cross party line adopted by the Local Government Association by debating the following draft motions:

“This Council:

- Strongly supports the way forward for achieving sustainable reductions in reoffending outlined in the recent report “*Neighbourhood by Neighbourhood: local action to reduce reoffending*” published on 7th November 2006 by the Coalition on Social and Criminal Justice led by the Local Government Association.
- Urges the Home Secretary to ensure (in the words of the report) ‘any new arrangements for probation services must be locally accountable and part of a new landscape of local partnerships working’.
- In the interest of fostering and improving local partnership working, urges the Home Secretary to annul that statutory instrument laid before parliament on 10th October 2006 which removes the requirement for local probation boards to include four magistrates and two local councillors.”

3. Councillor John Coombes has requested that the Community Outlook Scrutiny Committee review the proposals outlined in the letter before the draft motions go to full Council for ratification.

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

Report Author	Tel	Date	Doc ID
Carolyn Whewell	01253 658423	2 nd January 2007	Neighbourhoods

List of Background Papers		
Name of document	Date	Where available for inspection
Letter from the Lancashire Probation Board	7 th December 2006	Council offices

REPORT



REPORT OF	MEETING	DATE	ITEM NO
DEMOCRATIC SERVICES AND MEMBER SUPPORT	COMMUNITY OUTLOOK SCRUTIYN COMMITTEE	11 TH JANUARY 2007	7

THE ROLE OF CITY DEVELOPMENT COMPANIES IN ENGLISH CITIES AND CITY REGIONS

Public Item

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

Summary

This report details the request from Phil Woolas MP to consult with Fylde Borough Council on the "The role of city development companies in English cities and city regions" published by the Department for Communities and Local Government (DCLG)

Recommendation

1. To note the proposals in the consultation document
2. To comment where appropriate on the consultation proposals for inclusion in the official Fylde Borough Council consultation response to the DCLG.

Cabinet Portfolio

The item falls within the following Cabinet portfolio:

Development and Regeneration

Councillor Roger Small

Report

1. Central Government has published its consultation on city development companies for English cities and city-regions. The consultation paper sets out the background and policy rationale for city development companies as well as suggested good practice. The consultation invitation letter from Phil Woolas MP is attached at Appendix A. The Consultation document is attached at Appendix B.

2. The Leader of the Council, Councillor John Coombes has requested that the Community Outlook Scrutiny Committee review the consultation document to assist in the formulation of an official Fylde Borough Council response to the consultation.

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

Report Author	Tel	Date	Doc ID
Carolyn Whewell	01253 658423	3 rd January 2007	Cities Consultation

List of Background Papers		
Name of document	Date	Where available for inspection
None		Council office or website address

Attached documents

1. Appendix 1- Consultation Invitation Letter
2. Appendix 2 - The Role Of City Development Companies In English Cities And City Regions

Phil Woolas MP

Minister for Local Government and Community Cohesion

Department for Communities and Local Government

Eland House
Bressenden Place
London SW1E 5DU

Tel: 020 7944 3012

Fax: 020 7944 4489

E-Mail: phil.woolas@communities.gsi.gov.uk

www.communities.gov.uk

12 December 2006

Dear Local Authority Leader

The Government is today publishing its consultation on city development companies for English cities and city-regions. We committed to promoting the city development company concept in this year's Local Government White Paper, including through developing guidance for those interested in this approach. The consultation is a key part of that process. The input of partners has been important in developing our thinking thus far and will continue to be crucial.

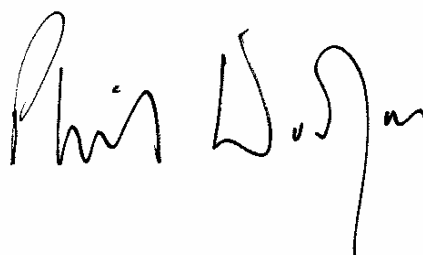
The consultation paper sets out the background and policy rationale for city development companies as well as suggested good practice. It also asks a number of specific questions. We intend that city development companies will be a voluntary option for cities and city-regions, based on a partnership between local government, Regional Development Agencies and other key players such as English Partnerships. We recognise that no 'one size fits all' as well as the importance of building on the success of existing approaches.

The consultation paper sets out a number of potential advantages in moving towards city or city-region wide approaches to economic development. These include the opportunity to increase the coordination and impact of economic interventions, to provide a focal point for interaction with the private sector and to help implement Regional Economic Strategies within cities and city-regions. The consultation paper can be read online at www.communities.gov.uk/consultations. We are encouraging responses to be emailed to cdc.consultation@communities.gsi.gov.uk or posted on the Department's web forum on city development companies at <http://forum.communities.gov.uk/cdcs>. The consultation will run up until 7 March 2007.

My officials have already had a number of discussions with people interested in taking forward this approach. It is important that Government continues with face to face dialogue throughout the consultation process and beyond. Please feel free to contact Matt Collins (matthew.collins@communities.gsi.gov.uk) if you would like to discuss any aspect of the consultation or related issues.

I am copying this letter to local authority chief executives.

Yours sincerely



PHIL WOOLAS

The Role of City Development Companies in English Cities and City-Regions

A Consultation

The Role of City Development Companies in English Cities and City-Regions

A Consultation

On 5th May 2006 the responsibilities of the Office of the Deputy Prime Minister (ODPM) transferred to the Department for Communities and Local Government.

Department for Communities and Local Government
Eland House
Bressenden Place
London SW1E 5DU
Telephone: 020 7944 4400
Website: www.communities.gov.uk

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December 2006

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Introduction

1. City development companies are city or city-region wide economic development companies formed to drive economic growth and regeneration. The 2006 Local Government White Paper announced the intention of Communities and Local Government to promote the concept of city development companies for English cities and city-regions, including through developing guidance in conjunction with partners. This consultation is part of that process. It is being carried out in the context of the Government's review of sub-national economic development and regeneration. The review is exploring the opportunities for further releasing the economic potential of English regions, cities and localities, and to more effectively respond to the ongoing challenge of tackling pockets of deprivation. The Local Government White Paper explained that the review would also be used to further develop Government's emerging policy on cities.
2. The Government does not intend to prescribe a single approach in relation to city development companies, nor does it intend to specify in which cities or city-regions (including 'polycentric' collections of cities and towns) this approach should be adopted. International evidence suggests it is appropriate to foster an evolutionary, bottom-up approach, led by local government and its partners within certain parameters set by national government. It is the role of Communities and Local Government to promote and further develop the concept with local authorities, Regional Development Agencies and their partners. Consultation responses will feed into the Government's continuing consideration about the role of city development companies, support to those interested in taking forward this approach and final guidance material.
3. This paper sets out what the Government hopes to achieve by promoting city development companies, and consults on suggested key criteria that should be fulfilled as well as good practice. It also asks a number of specific questions. It can be read online at www.communities.gov.uk/consultations.
4. Consultation responses should be received no later than 7 March 2007. They can be sent to either the email or postal addresses below:

cdc.consultation@communities.gsi.gov.uk

City Development Company Consultation
Communities and Local Government
Zone 4/G10
Eland House
Bressenden Place
London SW1E 5DU
5. Further copies of the consultation paper are available from this address. Communities and Local Government will also be running a public web forum consultation on city development companies alongside the written consultation, which can be accessed via <http://forum.communities.gov.uk/cdcs>. All postings made on this forum will also be considered as responses to the consultation.

Disclosure

6. A summary of responses to this consultation will be published by 31 May 2007 on the Communities and Local Government Website. Paper copies will be available on request.
7. Information provided in response to this consultation, including personal information, may be published or disclosed in accordance with the access to information regimes (these are primarily the Freedom of Information Act 2000 (FOIA), the Data Protection Act 1998 (DPA) and the Environmental Information Regulations 2004).
8. If you would like the information you provide to be treated as confidential, please be aware that, under the FOIA, there is a statutory Code of Practice with which public authorities must comply and which deals, amongst other things, with obligations of confidence. In view of this, it would be helpful if you could explain to us why you regard the information you have provided as confidential. If we receive a request for disclosure of the information we will take full account of your explanation, but we cannot give an assurance that confidentiality can be maintained in all circumstances. An automatic confidentiality disclaimer generated by your IT system will not, of itself, be regarded as binding on the Department.
9. The Department will process your personal data in accordance with the DPA and in the majority of circumstances; this will mean that your personal data will not be disclosed to third parties.

Background

The Importance of City and City-Regional Economies

10. The success of English cities and city-regions is important because the majority of our citizens live and work within them. They also have a crucial role to play in leading England's response to the challenge of globalisation, as the Government set out in *Devolving Decision Making 3: The Importance of Cities to Regional Growth* (HM Treasury, ODPM and DTI, March 2006). As globalisation increases the competition from emerging economies, England's competitive advantage increasingly lies in knowledge-intensive and service-focused sectors of the economy. The benefits of physical proximity are particularly important for these sectors, facilitating knowledge transfer and innovation, and providing deeper, specialised labour markets. The economic success of our cities, which provide a forum for this proximity, is therefore vital to our ability to compete in an increasingly open 21st Century global economy.
11. The *State of the English Cities* report (ODPM, 2006) demonstrated the significant progress made by many of our cities in reversing decades of industrial decline to begin to carve out new economic niches. Much of the progress cities have made in recent years has been a consequence of sustained national economic growth; but advances are also the result of the successful exploitation of these circumstances from both public and private sectors. For many years, urban policies concentrated on addressing the worst examples of industrial decline and using public finance to compensate for a lack of private investment. Increasingly, favourable macroeconomic conditions and the lessons of past policies are encouraging a greater alignment of economic opportunity with coordinated initiatives addressing regeneration needs and market failure, and the use of public finance and intervention to leverage private-led economic growth.
12. Despite significant improvements however, the *State of the English Cities* report also demonstrated that most English cities still need to make further progress, to spread success more widely, both within cities and through regions, and to further strengthen their economic rationales. Many towns and cities have undergone processes of managing decline and initiating recovery, but still have much more to do to achieve the economic transformation that will make them truly competitive on a global stage. Other places are not yet at that stage, and continue to manage difficult processes of economic and population decline alongside economic restructuring.

Policy Rationale

13. In recent years, economic interventions have increasingly been delivered through a variety of special purpose vehicles, designed to act as a catalyst for the revival of urban areas and local economies, in particular through improving the physical platform from which cities can attract greater levels of investment and growth. Special purpose vehicles benefit from a tightly defined, ‘customer focused’ approach as well as a more independent environment than government or its agencies. The Local Government Association has found that the use of such vehicles can unlock resources, increase the legitimacy of and support for actions, bring in new skills for specific tasks, and embrace a more entrepreneurial and less risk-averse culture.¹ Such vehicles also provide a reduced risk of resources being pulled away from core activities and the opportunity for ‘branding’ to reflect joint ownership and credit.
14. This combination of factors can increase the focus on delivering a clear set of objectives. A corporate structure is often seen to be most suitable in order to foster these characteristics. Non-profit vehicles are often established as companies limited by guarantee, with limited liability registered with the registrar of companies. Different models, such as the limited liability partnership, can be established where there is a view to profit-making, and are often adopted where there is private involvement in the company.
15. This approach is also one with which business finds it easier to work. This is important, because economic development interventions are not classic public services, they seek to influence the way in which businesses and markets perform in order to achieve improved economic performance and other economic or social goals. This means that successful interaction with the private sector in delivering these interventions is critical. Private sector targets can include small entrepreneurial firms, development companies and investment institutions, a wide range of local and national service providers, and international and foreign corporate investors. Finding the best means to interact with such diverse firms is a key task for these vehicles.
16. An increasing number of local authorities, Regional Development Agencies (RDAs) and their partners are looking to combine and aggregate existing vehicles in order to make best use of resources and deliver a more integrated and streamlined approach to economic development issues. The approach is often to develop more ambitious vehicles with a greater scope of activity as well as to rationalise or better coordinate what can be a disparate array of economic development bodies.
17. For example, Sheffield City Council has built on the track records of existing bodies, including the urban regeneration company (URC), Sheffield One, to establish a new city development company, Creative Sheffield, to spearhead the economic transformation of the city. Other places have developed, or are developing, new holistic economic development vehicles, combining functions such as housing strategy with a wider economic role. The Government believes

1 *The Role of Local Delivery Vehicles in Creating Sustainable Communities*, Local Government Association, 2005

there is considerable potential in this approach. Economic development companies operating at the city or city-regional level are a well established concept in countries including the United States, Canada, the Netherlands and Germany. The case studies at the back of this consultation give further detail.

Formal City Development Company Status?

Discussions to date with interested parties have indicated different opinions on whether the Government should seek to develop a formal ‘city development company brand’, based on meeting certain key criteria. Many argue that URCs have benefited from the recognition, status and support associated with their membership of a Government sponsored programme, and that a similar approach is desirable in relation to city development companies. In such instances, Government could require companies to fulfil key criteria, for example on governance arrangements, in order to be recognised as Government approved ‘city development companies’.

Others have pointed to international evidence, where city development companies have emerged to a wide variety of models. They suggest that the role of Government should be to promote and support the city development company approach, but not to specify certain requirements, particularly when the concept is relatively new in this country.

18. The Government does not intend to establish city development companies on a statutory basis or vest them with statutory powers such as planning or compulsory purchase. We will not impose the city development company approach anywhere, nor do we propose a single uniform model. It is clear from international evidence that there is no uniform approach to this issue. It is intended that the structure and activities of city development companies will depend on the issues faced by individual places, on the priorities of partner bodies, and on the fit between economic objectives and the historical, administrative and legal context within which such a body needs to evolve. The Government wants the evolution of city development companies to be local authority and RDA led, in conjunction with other partners and central Government as necessary, working with and building on existing special purpose vehicles as appropriate.
19. The Government is however particularly interested in the potential for city development companies to adopt a similar model to that developed for URCs. URCs have proved successful in attracting private investment into places, in coordinating economic development delivery and funding, and in providing economic leadership through the devising and implementation of economic masterplans for areas. It is envisaged that a similar approach can function across cities or city-regions, securing greater impact through an expanded scale and scope of activity, higher profile, and greater leverage over budgets.² URCs do not hold land assets or engage in the direct delivery of capital projects. They coordinate delivery through their partners, including through the use of partners’ compulsory purchase and planning powers. In promoting city development companies, the Government envisages that they could fulfil similar roles.

² Government Guidance and Qualification Criteria for URCs can be accessed via the following link: www.communities.gov.uk/pub/226/UrbanRegenerationCompaniesguidanceandqualificationcriteria/PDF155Kb_id1128226.pdf

20. It will be for partners to decide whether city development companies should be time limited bodies, with clearly defined exit strategies, as URCs are. Whether a time limited approach is adopted or not, it is important for members to understand the level of long term financial and practical commitment that is likely to be required in supporting a city development company.

Urban Development Corporations, Urban Regeneration Companies, and City Development Companies

Urban Development Corporations

- Established under the Local Government, Planning and Land Act 1980
- Non Departmental Public Bodies funded by central government. Vested with statutory powers, including development control for strategic planning applications
- Aim to bring land and buildings back into effective use, encourage the development of new industry and commerce, and ensure housing and social facilities are available in the designated area

Urban Regeneration Companies

- Independent companies, limited by guarantee. The members comprise local authorities, RDAs and often English Partnerships
- Fulfil a coordinating role to deliver economic regeneration. Do not have statutory powers or hold assets.
- Primary role is to address significant development opportunities by developing and managing implementation of a masterplan; and to build business confidence and realise a collective vision for the future of the area.

The City Development Company Approach

- Local Government and RDA designed
- Independent companies, potentially (though not necessarily) limited by guarantee. Members would normally include local authorities, RDAs, and other partners such as English Partnerships as appropriate
- Build on many of the characteristics of URCs, but tasked with responsibility for a wider agenda in driving economic growth across cities. This could involve greater geographical coverage, a broader range of functions, increased profile, and leverage over greater budgets

21. It is also important to recognise that city development companies may take time to evolve. For example, Creative Sheffield has emerged from a long history of various special purpose vehicles and projects, and is incorporating the functions of three bodies: the URC 'Sheffield One', the investment agency 'Sheffield First for Investment', and the Cultural Industries Quarter Agency. The new economic development company is also undergoing a two year transition phase during which time the integration of existing functions, recruitment of staff, and shaping of key strategic documents including an Economic Masterplan will take place.

22. Based on international evidence and the experience of special purpose vehicles domestically, the Government believes there could be a number of key advantages in establishing city development companies for English cities and city-regions. City development companies could:
- as corporate bodies, better mirror the entrepreneurial approach and timescales of the private sector, facilitating a more responsive interaction with business, developers and investors than government or its agencies
 - provide an economic leadership role, setting out and coordinating delivery around an economic vision, enabling investment to be focused where there is potential for greatest impact
 - reduce the number of players in the economic development arena, aggregating currently disparate roles and improving the efficiency of economic interventions, through the succession, transition or integration of existing bodies' functions
 - focus on the implementation of Regional Economic Strategies and other relevant regional strategies at the city or city-region level
 - attract the specialist talent and skills that are key to economic development, including in corporate finance, marketing, project management and physical regeneration and property development
 - improve the quality of investment propositions generated by the city or city-region for external third party, public-private, and commercial financing
 - increase the capacity of cities to bid for major projects that can have catalytic effects on economic performance
 - increase the fit between economic development delivery and economic reality, by operating across local authority boundaries
 - champion economic development needs in the development of other strategies

Consultation Questions

1. What are the advantages and risks in moving towards a more unified approach to economic development at the city or city-regional level?
2. Should Government seek to develop a city development company brand, with formal approval needed for city development company status to be granted?
3. Is a variation on the URC model the best approach for city development companies to adopt?
4. Are other existing models suitable for city development companies?

City Development Company Proposals

Basic Principles

23. This consultation does not propose a single model or prescribe certain activities for city development companies. The Government does however recommend that certain basic principles should be followed:
- complementarity between city development companies and the strategic and delivery roles of other bodies, developed through a partnership approach between local authorities and RDAs in particular
 - support from relevant Local Strategic Partnerships and a clear role in delivering Sustainable Community Strategies and Local Area Agreements
 - an evidence based, selective approach, focusing on where there is potential for the greatest levels of sustainable economic growth
24. In promoting the concept of city development companies, the Government expects that they should complement the strategic and delivery roles of other bodies, and that city development companies should have a clearly defined role within the context of Regional Economic Strategies. RDAs would have a critical role to play in ensuring that this complementarity is achieved and that city or city-region based approaches are integrated with regional approaches. This will be more important the wider the scope of activity that partners wish city development companies to pursue.

The rationale for a city-region approach

Economic interventions seek to influence the way that markets perform. There is increasing recognition of the value in coordinating such interventions at the level of the 'economic footprint' of cities, the area over which key economic markets, such as labour, housing and retail markets operate. In many cases this would mean operating across multiple local authority boundaries. This might be a metropolitan city-region, such as Greater Manchester, Greater Washington or the Stuttgart city-region, over which city development companies or similar bodies operate, as set out at the end of the consultation paper. It might also be a cluster of towns or cities in a polycentric city-region, such as in Pennine Lancashire, where Elevate, the Housing Market Renewal Pathfinder, operates across five local authority areas.

Expanding the geographical remit of economic development and regeneration delivery also increases the importance of adopting a selective approach in deciding how and where to intervene. Existing special purpose vehicles have benefited from focusing on tightly defined urban areas, or having focused economic objectives. City development companies have greater flexibility within which to operate, but will need to adopt a similarly focused approach to intervention.

25. It is envisaged that local authorities and RDAs should work together in the formation of city development companies from the outset, as well as other partners relevant to the intended agenda, such as English Partnerships. City development companies could add value to the work of such partners by:
 - developing place-focused implementation or action plans for public investment in line with Regional Economic Strategies and other regional strategies as relevant – for example, the Regional Spatial Strategy
 - using evidence, economic analysis and evaluation to influence regional and local strategy formulation
 - acting as a focal point for private sector engagement within cities and city-regions, increasing the potential for public funds to attract private investment
 - working with delivery partners such as English Partnerships to ensure delivery is aligned with an overall strategic vision for cities and city-regions, and ensuring an appropriate mixture of expertise is utilised
26. Local Strategic Partnerships (LSPs) set the agenda for delivery at the local level through agreeing Sustainable Community Strategies and Local Area Agreements (LAAs). Local authorities and LSPs can seek to ensure that:
 - city development companies have clearly articulated roles in delivering relevant parts of Sustainable Community Strategies
 - city development companies complement the full range of priorities set out in Sustainable Community Strategies, such as on environmental sustainability or social equity
 - there is an appropriate and clear division of responsibilities between city development companies and other bodies operating at the city level
 - overall economic development delivery is aligned with economic development elements of LAAs. Where local authorities and LSPs wished, city development companies might be tasked with developing proposals for economic development elements of LAAs
27. The experience of URCs indicates that there is merit in Government setting out a broad policy agenda and framework for regeneration and development vehicles. It is also clear that URCs and other special purpose vehicles benefit from having a partnership with a clear set of agreed objectives and focusing on delivery of a consultation-approved masterplan. This is particularly important in terms of providing the private sector with confidence about long term investment and capacity to deliver. In promoting city development companies, the Government envisages that they should adopt a similar approach, focusing on aspects of the economy where there is greatest potential for sustainable growth and setting out a clear vision for doing so. There is therefore a need for robust economic analysis underpinning consideration of the appropriate approach. An evidence based appraisal of current economic competitiveness, assets and weaknesses is a fundamental starting point. This needs to be backed by a clear appraisal system and robust evaluation plan in order to ensure that interventions are based on clear market failure rationales and realistic options – so that the added value of interventions can be assessed.

City Development Company Functions

28. The nature of activities to be pursued by city development companies will be for founder members to agree, and should be in line with the Regional Economic Strategy and other relevant regional and local strategies, including Local Development Frameworks. It is intended that city development companies can have a key role to play in ensuring the coordination and optimum targeting of public programmes and funding. Through this role, the Government believes city development companies can enhance the capacity of Local Area Agreements to increase the alignment of public funding at the city or city-regional level.

Business Support Simplification Programme

The Government is currently working to simplify the range of publicly funded support available to the business community. It is seeking to reduce the number of products and services in England, from around 3,000 at the moment to 100 or fewer by 2010. This will make it much easier for those managing a business or thinking of starting an enterprise to understand and access the publicly funded help available.

The promotion of city development companies supports this agenda, offering the potential to simplify business' interaction with the public sector in cities. Government will look to RDAs and local authorities to work in partnership to ensure that city development companies operate within future shared frameworks for the delivery of business support products and services and for their marketing and access.

29. The Government envisages that city development companies should be selective about the nature of activities to be pursued. It is important that they should not recreate in entirety the economic development roles of local authorities or RDAs. Potential functions might, for example, include some of the following roles:
- acting as a **coordinating vehicle between neighbouring local authorities** that wish to work together on economic development and urban regeneration activities, by providing mechanisms for them to:
 - interface with RDAs, English Partnerships and other strategic and delivery bodies
 - develop shared plans and strategies across multiple areas
 - develop and negotiate Multi Area Agreements for economic development
 - coordinate procurement of specialist services from the private sector
 - providing a **'smart client' function for public sector led development planning**. Acting as the lead public client for economic masterplanning – providing the framework for sustainable growth – and targeting and spatially prioritising investment. Co-ordinating the work of public sector investors, subject to their agreement

- **coordinating and overseeing major physical development projects** across cities and city-regions, seeking to ensure projects are delivered within planned timescales and to budget. This role could include: procuring private sector participation in the development process; aligning programmes with wider investment strategies; establishing design parameters; critical path analysis; financial strategy and planning for projects; and determining the phasing of land release.
- developing and coordinating **integrated implementation plans for otherwise disparate public investment programmes** within cities and city-regions, such as Local Authority Capital Funds, ERDF, RDA Single Pot, English Partnerships investment, and wider investments by agreement with the parties concerned, using the LAA framework.
- **coordinating the delivery of housing market renewal or targeted housing growth** alongside wider economic development in cities and city regions by agreement with key national and local partners.
- coordinating otherwise disparate **promotion, marketing and ‘branding’** of cities and city-regions, to aggregate efforts and ensure effective partnership with local, regional, and national players and with private and civic institutions. City development companies could act as a coordinating agent to procure private sector expertise and manage contracts with private sector suppliers. These roles would be devised and performed in agreement and collaboration with RDAs, and in line with the UK Trade and Investment – RDA framework on overseas and domestic inward investment promotion.
- **coordination of the bidding for major investments, events, and projects** where these are deemed by local and regional authorities to be important catalysts for achieving long term economic development plans for the city or city-region.
- **advising city and regional authorities on desirable additions to the suite of investment funds and financial vehicles** that might be made available in order to better meet the investment requirements of the city or region.
- **improving the quality of investment propositions** generated by the city or city-region for external third party, public-private, and commercial financing by supporting the growth in awareness and understanding of how such investment streams operate and the scope for the city or city-region to develop more robust propositions.
- where required, city development companies could work with RDAs and Business Link Operators to **co-ordinate the delivery of services to businesses within a city or city-region**, within the shared framework for business support being developed through the Business Simplification Programme. The role would be to ensure that the delivery of business support services – including enterprise development services and business retention and investor after care programmes – is aligned with other economic activity and to coordinate the procurement of services from expert providers.

30. In all of these roles the city development company could act to improve the public sector co-ordination of economic development within the city or city-region, on behalf of local authorities and by agreement with the RDA and Government and national agencies as necessary, and through the use of market and commercial expertise through appropriate forms of public procurement.
31. City development companies may also be able to play important roles in the development of public-private joint ventures. Potential roles might include providing an interface role between the public and private sectors through the city development company board or managing public-private vehicles. The Government is continuing to look at this issue in more detail, including ways in which conflicts of interest could be avoided and democratic accountability assured.
32. A number of local authorities are looking at the creation of Local Asset Backed Vehicles (LABVs). These are funds, combining locally-owned public sector assets and equity from institutional investors, established to finance the delivery of major regeneration outcomes. It is envisaged that these vehicles, with their own boards and management teams, are constituted as limited partnerships. Similar funds have already been established at a regional level and have generally been owned 50/50 by the public and private sector partners. Property development and regeneration projects are delivered according to an agreed business plan established at the outset of the vehicle's life. Returns made by the vehicle are directed back into the LABV and shared on an equal basis between the partners. The Government is looking at ways in which city development companies and LABVs might interrelate.

Consultation Questions

5. Do you agree with the suggested 'basic principles' [paragraph 23] for city development companies as set out in this paper?
6. Will city development companies be more effective when operating at the city-region scale?
7. What are the functions that city development companies could most usefully perform?
8. What role could city development companies play in supporting public-private regeneration vehicles?

Governance

33. In establishing city development companies, partners will want to strike the right balance between having clear lines of democratic accountability and ensuring the freedom to deliver away from day to day political involvement. This consultation paper envisages that city development companies could generally be established as companies limited by guarantee and will not operate on a profit making or dividend issuing basis. They would act more as the business facing arm in coordinating inputs from local and regional public sector bodies. However, there are options about how ownership of city development companies is structured. This could include by share or through other partnership agreements. The following suggested criteria is based on the key criteria for URCs:
- membership should include relevant local authorities alongside the relevant RDA and English Partnerships or other partners.
 - the company board, appointed by company members, should be chaired by a representative of the private sector, with private representation on the board comprising around half the total representation.
 - local Strategic Partnership and other community representation on the board is to be encouraged
 - the Nolan principles of good governance for public companies should be followed

Funding

34. A city development company is likely to be resource intensive, requiring considerable investment in running the company. Commitment to ensure a city development company has certainty over its running costs is essential. In many instances, we envisage that running costs will be met by member organisations. One of the potential advantages of adopting a multi-local authority approach could be to spread the weight of funding support amongst a greater number of partners.
35. The adoption of three year rolling contracts for other special purpose vehicles, in line with their business plans, has proved effective. It is recommended that there should also be a commitment in principle to support the company over the longer term and that this should be maintained on a rolling basis in line with the city development company business plan. This is consistent with the advice on URCs.
36. It is essential that when establishing a city development company, partners consider the potential State aid implications of doing so, particularly with regard to the specific activities to be undertaken. The State aid rules apply to aid granted in any form, not just the payment of money, by central Government or through State resources (that is, by or through any public authority or company) in favour of

3 Communities and Local Government State aid advice:
[www.erdf.communities.gov.uk/StateAidHomePage/Department for Trade and Industry](http://www.erdf.communities.gov.uk/StateAidHomePage/Department%20for%20Trade%20and%20Industry) State aid advice:
<http://www.dti.gov.uk/bbf/state-aid/index.html>

certain ‘undertakings’. Ensuring the rules are complied with can also ensure the best use of the public resources available. The penalties for granting illegal State aid can be severe, so it is strongly recommended that independent legal advice is sought on this issue. General guidelines are also available on the Communities and Local Government and Department for Trade and Industry Websites.³

37. Discussions with some parties interested in the city development company approach indicate that other innovative approaches to meeting running costs are also being considered, though are at early stages of development. These include the potential use of revenue generated through public-private joint ventures and other means of attracting private finance, including through further developing the Business Improvement District model. The Government believes these approaches are to be encouraged and is interested in working with partners to further explore the options. In doing so, it is important to recognise the inherent risks which may be involved, including the unpredictability of revenue flow, and the potential for conflicts of interest to arise in the event of individual business contributions.
38. Capital or project expenditure will be less easy to predict than running costs. The level of funding for capital projects can only be accurately worked up when projects have been identified and developed. The amounts involved are greater and subject to a range of variables over time. Firm assurances from partners over covering early expenditure and a commitment in principle to align funding with action plans developed by a city development company over the longer term, are crucial. As for running cost funding, we recommend this should span three years as a minimum, and should be maintained on a rolling basis in line with the city development company business plan.

Consultation Questions

9. Do you agree with the suggested ‘governance’ criteria? Are other forms of ownership appropriate?
10. How could city development companies pursue innovative but reliable approaches to meeting running costs whilst avoiding conflicts of interest?

Summary of Consultation Questions

1. What are the advantages and risks in moving towards a more unified approach to economic development at the city or city-regional level?
2. Should Government seek to develop a city development company brand, with formal approval needed for city development company status to be granted?
3. Is a variation on the URC model the best approach for city development companies to adopt?
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Case Study: Creative Sheffield

Territorial Coverage	City of Sheffield, England. Population 521,000.
Status	Company limited by guarantee, owned by Sheffield City Council. Incorporated October 2004.
Funding	Funded by Yorkshire Forward, Sheffield City Council, English Partnerships and ERDF Objective 1.
Accountability	Accountable principally to its board, comprising a private sector chair and other public and private partners, including both Sheffield universities. Accountability also derived from the Local Strategic Partnership group and open to Council's scrutiny process.
Principal activities	<ul style="list-style-type: none"> • Economic masterplanning • Coordinating and implementing physical regeneration projects • Inward investment • Marketing and branding the city • Supporting key knowledge-intensive growth sectors and university – business links
Website	www.creativesheffield.co.uk ⁴

For many decades Sheffield's economy was based on the outputs of coal, steel and manufacturing. Since the decline of these industries in the 1970s and 1980s, Sheffield has, in the last six years, experienced an economic revival driven by strong local authority leadership and a number of special purpose bodies, including Sheffield One, the city's Urban Regeneration Company and Sheffield First for Investment. It has been one of England's fastest growing major city economies, unemployment has fallen to a level in line with the national average, and there has been a significant improvement in investor confidence. Sheffield has a range of significant economic assets on which to build and these need to be exploited to the full to bring about a step-change in the levels of economic growth and city competitiveness.

Creative Sheffield has been set up to spearhead the city's efforts in transforming its economy. It builds on the success of existing approaches and will lead on the development and implementation of an Economic Masterplan to guide public and private investment within the city. Creative Sheffield is currently in the set-up phase until March 2008, during which time the functions of Sheffield One, Sheffield First for Investment and the Cultural Industries Quarter Agency will be integrated to form a single economic development company for the city. Creative Sheffield will work within the overall City Strategy to ensure that there are close connections with other programmes addressing skills, worklessness and social equity.

⁴ At the time of publication, the website was undergoing a refresh to reflect developments since it was established

Case Study: Manchester Enterprises and Manchester Solutions

Territorial Coverage	The 10 local authorities within the Association of Greater Manchester city-region. Population 2.5 million.
Status	Group of non-profit companies.
Funding	Publicly funded. The Manchester Solutions companies secure funding to deliver services through competitive processes from a range of sources.
Accountability	Both Manchester Enterprises and Manchester Solutions have boards comprising public and private representatives, including AGMA ⁵ authorities and the North West RDA. Both are private sector chaired. As the strategic body, Manchester Enterprises is accountable directly to the Greater Manchester Forum – an assembly comprising public and private sector stakeholders – and AGMA.
Principal activities	<p>Manchester Enterprises</p> <ul style="list-style-type: none"> • Strategy formulation • Implementation of the Regional Economic Strategy for the city region • Inward investment promotion (through MIDAS) <p>Manchester Solutions</p> <ul style="list-style-type: none"> • Skills development including work related learning • Connexions service • Business advice • Creative industries network development • Social enterprise support
Websites	www.manchester-enterprises.com www.manchester-solutions.co.uk

The Manchester Enterprises Group was established in 1999 as a not-for-profit group of specialist companies. Between 2000 and 2004, the Group's geography expanded from the original four local authority areas to all ten in Greater Manchester.

From 2006, the Group has been separated to reflect strategic and delivery functions. Manchester Enterprises, working closely with MIDAS, concentrates on strategic functions. The eight other former Manchester Enterprises companies that now form the new Manchester Solutions Group manage a range of economic development services, tendering to deliver programmes on behalf of a range of funding partners.

⁵ Association of Greater Manchester local authorities

Case Study: Toronto Economic Development Corporation

Territorial Coverage	City of Toronto, Canada. Population 2.5 million.
Status	Self-financing special purpose body, 100% owned by the city authority. Founded in 1986 as an urban development corporation.
Funding	Self-financing
Accountability	Board is selected by the City Council. It includes the Mayor or designate, council representation and business representatives.
Principal activities	<ul style="list-style-type: none"> • The implementation of a remediation strategy for both soil and groundwater • The provision of new infrastructure to support new leasing activity, including an emphasis on the 'green environment' • The leasing of vacant lands to support economic development • The construction of new building space in partnership with public and private partners • Property management of over 400 acres of land and 580 000 square feet of building space • Sponsorship of general and sector-specific business incubators • Environmental business management
Website	www.tedco.ca

Toronto is the banking and stock exchange centre of Canada and the third largest financial centre in North America. The Greater Toronto Area is one of North America's fastest-growing economic regions and has been widely recognised as a key city-region of the future, including by www.citymayors.com and the Financial Times.

The City of Toronto Economic Development Corporation (TEDCO) is strategically aligned with the City's Economic Development Division and works to advance various elements of the City's Economic Development Strategy. Its role includes the preservation of employment lands, redevelopment of brownfield sites and underutilized lands, sustainable development, excellence in design and job creation. It enjoys the authority to explore, pilot, and implement incentives and redevelopment tools. TEDCO's objective is to work closely with the City of Toronto and strategic partners to pursue business and redevelopment opportunities to retain, expand and attract businesses. TEDCO helps create and retain employment within the City of Toronto, operating within the context of the Toronto Economic Development Strategy. Its board comprises several high profile private sector representatives alongside council and labour representatives.

Case Study: Baltimore Development Corporation

Territorial Coverage	City of Baltimore, United States of America. Population 636,000.
Status	Corporation contracted with the City of Baltimore to provide economic development services. Founded 1991 (though predecessor companies date from 1959).
Funding	Self-financing.
Accountability	14 board members, including the Mayor, city officials and representatives of the private sector.
Principal activities	<ul style="list-style-type: none"> • Liaison between public and private sectors • Inward investor support, including site selection assistance • Administering the State of Maryland Enterprise Zone scheme • Direct development on city property • Support for business in obtaining public and private grant, loan or investment funding • Workforce development support
Website	www.baltimoredevelopment.com

Baltimore is one of the most important cities on the East Coast of the United States, with world port, government offices, significant medical and educational institutions, and major tourist attractions. The region is a well-established centre of medicine and biosciences, international finance and banking, aerospace and defence systems, information technology, hospitality and entertainment, maritime commerce, and manufacturing.

The Baltimore Development Corporation is a self-financing special purpose body of the city authorities. Board membership includes the Mayor, city officials and business interests. It focuses predominantly on business growth, delivered largely through support and guidance functions, including advice on obtaining various permits, accessing funding streams, site preparation, new construction, and working capital needs. It also plays an important ‘interface’ role between public and private sectors, and analyses and recommends individual public – private partnership proposals.

Case Study: Greater Washington Initiative

Territorial Coverage	Greater Washington city-region, encompassing the District of Columbia, Northern Virginia and Suburban Maryland. Population 5.9 million
Status	A non-profit affiliate of The Greater Washington Board of Trade.
Funding	Financially supported by all local public jurisdictions and more than 70 area companies.
Accountability	Board of Trustees comprises private and public representatives.
Principal activities	<ul style="list-style-type: none"> • Provision of key industry and location data for potential investors • Identification of strategic sites, and site tours • Advice on a wide variety of business service providers
Website	www.greaterwashington.org

Greater Washington is the fourth largest US metropolitan area, with a population of nearly 6 million, expected to grow a further 8.5% by 2010. It also has the fourth largest gross regional product in the United States, and has the nation's highest median income. In 2005, 54 local companies had a market capitalisation of over £1 billion. Greater Washington has seen its economy grow by 19.6% over the last 5 years (compared to a US average of 14.5%).

GWI is a marketing organisation created by the Greater Washington Board of Trade. It focuses on positioning Greater Washington as a top choice location for both businesses and employees by identifying strategic partners and venture capital contacts; meeting public and private sector leaders; arranging site tours; and obtaining demographic and real estate information about Greater Washington and its partner jurisdictions.

Case Study: The Stuttgart Region Economic Development Corporation

Territorial Coverage	Stuttgart city-region, Germany. Population 2.6 million. Established 1995.
Status	Subsidiary limited company of the Verbrand Stuttgart (city-region assembly)
Funding	Part public funded part self financing.
Accountability	Verbrand Stuttgart, the democratically elected assembly, chooses 7 members of the supervisory board, including the Regional Director, for 2 year terms.
Principal activities	<ul style="list-style-type: none"> • Research and analysis of market developments, benchmarking against competition. • Identifying suitable real estate for investors • Extending growth markets and building up business networks • Assistance for companies with new products and production methods • Marketing and press campaigns relating to successful city-region businesses
Website	http://www.region-stuttgart.de/sixcms/sr_home/

Stuttgart is the third largest urban region in Germany. It is often cited as a leading model for city-region interaction. Stuttgart is an industrial city with world famous automobile companies, state-of-the-art science and research facilities, and a renowned cultural offer. The city region has a GDP of 116% of the EU average, higher than all UK cities bar London. The Verband Region Stuttgart draws up and finalizes a Regional Plan, with a time-horizon of 10 to 15 years. It formulates the goals, basic principles, and suggestions from which the planners at municipal level have to take their line.

Business promotion, tourism marketing, and the co-ordination of local public passenger transport are handled, in collaboration with other regional organisations and companies, by a number of private-sector subsidiary companies. This includes the Stuttgart Region Economic Development Corporation Ltd, founded in 1995 to act as the central point of contact for all enterprises interested in doing business in and around the city. The Corporation analyses market strengths, trends and technology clusters, benchmarking Stuttgart against other economic regions. It also provides support for potential investors, helps to develop business networks, coordinates initiatives to safeguard employment, undertakes territorial marketing and advises businesses on securing grants.

ANNEX

The Consultation Criteria

The Government has adopted a code of practice on consultations. The criteria below apply to all UK national public consultations on the basis of a document in electronic or printed form. They will often be relevant to other sorts of consultation.

Though they have no legal force, and cannot prevail over statutory or other mandatory external requirements (e.g. under European Community Law), they should otherwise generally be regarded as binding on UK departments and their agencies, unless Ministers conclude that exceptional circumstances require a departure.

- 1. Consult widely throughout the process, allowing a minimum of 12 weeks for written consultation at least once during the development of the policy.**
- 2. Be clear about what your proposals are, who may be affected, what questions are being asked and the timescale for responses.**
- 3. Ensure that your consultation is clear, concise and widely accessible.**
- 4. Give feedback regarding the responses received and how the consultation process influenced the policy.**
- 5. Monitor your department's effectiveness at consultation, including through the use of a designated consultation co-ordinator.**
- 6. Ensure your consultation follows better regulation best practice, including carrying out a Regulatory Impact Assessment if appropriate.**

The full consultation code may be viewed at:

www.cabinet-office.gov.uk/regulation/Consultation/Introduction.htm

Are you satisfied that this consultation has followed these criteria? If not, or you have any other observations about ways of improving the consultation process please contact Albert Joyce, Communities and Local Government Consultation Co-ordinator, 6 H/10, Eland House, Bressenden Place, London SW1E 5DU; or by e-mail to: albert.joyce@communities.gsi.gov.uk.

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