



HYNDBURN

The place to be
an excellent council

Regeneration and Housing Services Business Plan Ending 2016

2009 – 2013 (Updated - May 2012)

2014 – 2016 (Updated - November 2014)

2014 – 2016 (Updated – August 2016)

Regeneration and Housing Services Business Plan 2009 - 2013

Section 1 – Service Description

1. Who we are

Regeneration and Housing Service comprises the following areas: -

- Housing Advice and Homelessness
- Housing and Environmental Standards
- Regeneration and Development
- Housing Strategy and Needs
- Town Centre and Markets
- Haworth Art Gallery
- Property Services
- Facilities Management

Service Chart attached at Appendix 1

2. What our aims are

The regeneration function supports the Corporate Strategy by maximising regeneration programmes and development opportunities in the Borough including the town centres. The Council’s regeneration priorities are as follows: -

- i. To create a place with a thriving economy and sustainable market towns
- ii. To create a place where everyone has the opportunity for a healthier and longer life
- iii. To create a place with a strong and balanced housing market

Collectively, we knit together to provide a comprehensive regeneration and housing service to help deliver the Council’s vision for Hyndburn to be a series of floral market towns and “the place to be¹”

The Council’s housing priorities are: -

- i. To achieve a balanced housing market where people choose to live
- ii. To reduce unfitness and disrepair and deliver decent homes
- iii. To prevent homelessness and meet the needs of vulnerable households
- iv. To help build sustainable communities

3. What we do and who our customers are

The table below summarises our principle areas of activity and identifies the people we service and support: -

Service Area	What we do	Customers
Housing Advice & Homelessness	<ul style="list-style-type: none"> • Statutory homeless duties • Homelessness prevention • Access to emergency accommodation for homeless households • General housing advice/options • Social housing allocations via B-with-us, sub regional CBL scheme 	<ul style="list-style-type: none"> • The public • ‘Socially excluded groups’ • A range of public and voluntary bodies including RSL’s & accommodation providers • Homeless in Hyndburn Forum & sub groups

¹ The Corporate Strategy for Hyndburn 2008 to 2018

<p>Regeneration and Development</p>	<ul style="list-style-type: none"> • Management and delivery of major regeneration projects • Regeneration project management and delivery • Refurbishment, project management and delivery • Contractor/constructor procurement • Appointment of consultants • Develop and monitor regeneration strategy • Regeneration and Housing Funding • Co-ordinates and monitors regeneration and housing programmes • Operational link with Regenerate Pennine Lancashire • Regeneration Policy and Strategy • Co-ordinate regeneration activity • Support partners with key regeneration projects • Procure regeneration and housing funding • Delivery of Disabled Facilities Programme • Provide housing renewal assistance eg refurbishment loans refurbishment grants group repair schemes facelift schemes DFG's • Monitor and manage housing capital programme 	<ul style="list-style-type: none"> • Housing Renewal Team • Regenerate Pennine Lancashire • HMR staff • The public • Elected members • Most Council Depts • All HBC HMR and Regeneration staff • Lead RSLs • Keepmoat • Neighbourhood Management • The public • LCC • Area Councils • Neighbourhood Management Boards • PLLACE • PLDC
<p>Housing Strategy and Needs</p>	<ul style="list-style-type: none"> • Develop and monitor the Council's Housing Strategy • Identify housing needs, including supported housing needs of the Gypsy and Traveller Community and of victims of domestic abuse • Monitor the housing market and housing market assessments • Link housing to the Council's wider objectives and priorities • Identify affordable housing requirements • Support the development & implementation of the Homelessness Strategy to reflect the needs of all socially excluded groups • Develop and manage the Private Sector Housing Renewal Policy • Private landlord accreditation and licensing • Develop and deliver Empty Property Strategy • Engagementt & joint working with the private rented sector • Selective licensing 	<ul style="list-style-type: none"> • The public • Socially excluded groups • VCFS • Housing Advice and Homelessness Team • HMR Team • Planning Team • RSL's • Capital Programme Team • Private landlords • Private owners

Town Centre and Markets	<ul style="list-style-type: none"> • Manage and promote Hyndburn's town centres • Manage the Borough's CCTV system • Manage Accrington and Great Harwood Markets • Support the development of the Borough's retail offer 	<ul style="list-style-type: none"> • The public • The police • Town Centre Regeneration Board • Retailers
Haworth Art Gallery	<ul style="list-style-type: none"> • Visitor attraction • Permanent exhibition of the Tiffany Glass collection • Regular art and crafts exhibitions • Provides school holiday workshops 	<ul style="list-style-type: none"> • The public • Education providers
Housing & Environmental Standards	<ul style="list-style-type: none"> • Investigating complaints from private sector tenants about conditions and standards of accommodation, where necessary taking appropriate enforcement action including works in default. • Investigating complaints and taking necessary enforcement action in relation to Harassment & Illegal Evictions. • Determination of suitability & issuing House Condition Reports as part of the immigration process. • Investigating complaints and taking necessary enforcement action in relation to domestic Statutory Nuisance under the Environmental Protection Act 1990 (Premises). • Ensuring Houses in Multiple occupation (HMO's) comply with minimum standards in relation to fire safety, facilities, overcrowding, repair and management. • Administration and enforcement of the HMO Licensing Scheme. • Provision of advice and guidance to landlords and managing agents. • Ensuring vacant domestic premises are effectively secure against unauthorised entry. • Bringing empty properties back into use through a range of solutions by balancing assistance and enforcement. • Investigating complaints from members of the public about Land / Buildings Detrimental to Amenity of the neighbourhood, where necessary taking appropriate enforcement action including works in default. • Manage LCC's traveller site. 	<ul style="list-style-type: none"> • Private tenants • Private landlords • Managing agents • The Public • Private tenants • Fire Service • Private owners • Elected Members • Lancashire County Council • Gypsy Site Residents • Site Owners

Asset Management	<ul style="list-style-type: none"> • Management of industrial estates, allotment and garage sites, grazing licences and other income generating property. • Acquisition and disposal of land and property. • Negotiation and enforcement of terms relating to property transactions. • Valuations of property for accounting purposes, rating, lettings, sales and acquisitions. • Maintenance of the Council's land/property ownership records. • Review of the Council's property assets in order to ensure best use of operational space, reduction in overheads, maximisation of income and effective public use in order to support community needs. 	<ul style="list-style-type: none"> • Elected Members • HBC Departments • Leaseholders • Tenants • Community/Resident Groups • Management Committees • Private Sector
Facilities Management	<ul style="list-style-type: none"> • Repair, maintenance and improvement of the Council's buildings and service installations. • Ensuring that the Council's buildings are energy efficient and that the organisation can take an active role in ensuring that the carbon footprint of the Borough is reduced. • Compliance with statutory obligations by ensuring that the Council's public buildings are accessible and safe to use. • Provision of technical support and assistance to various service areas within the Council, such as Area Management and Parks and Open Spaces. • Management of the securing of acquired properties and termination of utility services in the Housing Market Renewal Programme. • Facilitating and managing the logistics of staff and office re-locations as part of the Council's continuous review of corporate accommodation. • Management of the repair and maintenance of buildings leased to/managed by the leisure trust. 	<ul style="list-style-type: none"> • Elected Members • HBC Departments • Leisure Services

Workforce Planning pro-forma

Workforce Numbers	
In order to deliver the business plan and meet targets are staff numbers likely to increase, decrease or stay the same?	<ol style="list-style-type: none"> 1. Staff numbers have reduced significantly particularly in Development and Regeneration. 2. Staffing still dependent on level of external funding with significant reductions likely over the next two years.
How are changes likely to be achieved?	Redundancy programme and freezing vacancies. Priority remains to secure external funding to retain existing levels.
What recruitment difficulties are there?	None at the moment.
How might these be overcome?	N/A
How many staff are likely to leave?	Not known.
How will this be dealt with?	Re-organisation and staff review
What issues do you have with staff turnover?	Very low turnover.
How might this be dealt with?	N/A

Workforce Skills	
What new skills or knowledge are required to meet the coming challenges?	Private sector partnerships and procurement.
What skills/knowledge gaps do you perceive there to be with your staff?	Valuation Surveyors, Architectural.
How will the knowledge/skills be acquired?	Valuation Surveyors – recruitment underway; Architectural – employ consultants.
Are training courses readily available or will they need sourcing?	This issue is more fundamental than training courses, albeit many training courses are available in this area.
Do you perceive these gaps to be a departmental or corporate need?	Both.
If new staff are required. Are the skills available elsewhere in the organisation?	N/A – focus is on managing staff reductions
What gaps do you think there are when considering management skills necessary to achieve targets set?	Gaps in economic development can be filled via Regenerate Pennine Lancashire.
In terms of staff development needs what do you perceive to be the priority areas for this year?	<ol style="list-style-type: none"> 1. Programme and project management. 2. Funding procurement.
What processes do you currently have in place to evaluate the effectiveness of learning and development within your service area?	<ol style="list-style-type: none"> 1. Discussion at team meetings. 2. PDR's and review meetings.
How often does this evaluation take place?	Opportunity every 2 weeks.
How do you evidence this? (eg. On work plans/own training records/plans etc)	Work plans, training records, Managers Meetings.

Legislation	
What impact will any known or very likely changes in legislation have on your service requirements?	Adopting a combined authority approach may have implications for Regeneration and Housing staff.
How will this affect staff numbers?	Not known
How will it affect the structure of the service?	Not known
What new skills or training will be required?	Not known

Succession Planning	
Are people available with the skills to fill posts that may become available?	In the current economic climate there is a surplus of regeneration and housing staff.
If not, what plans are in place or need to be in place to develop the skills?	-

Joint working	
What considerations have there been around collaborative/joint working?	<ol style="list-style-type: none"> 1. CCTV contract with BwD. 2. Partnership work across Pennine Lancashire. 3. Closer working with developers, contractors and suppliers to reduce surveying time on site. 4. Economic Regeneration Services provided by Regenerate Pennine Lancashire. 5. Informal joint working with LCC.
If this has been considered, how will this affect staff numbers, skills etc.?	Help to manage and cope with staff reductions.

Other Issues	
Are there any other issues that will require workforce planning in order to meet the targets set?	

Section 2 – Action Plans for Key Service Priorities

This section contains action plans for the following service areas: -

	Lead Officer
<input type="checkbox"/> Head of Service	Mark Hoyle
<input type="checkbox"/> Housing Advice and Homelessness	Denis Aldridge
<input type="checkbox"/> Housing Market Renewal	Sarah Whittaker
<input type="checkbox"/> Housing Strategy and Policy	Fiona Goodfellow
<input type="checkbox"/> Regeneration & Development	Helen McCue-Melling
<input type="checkbox"/> Town Centre and Markets	Rob Grigorjevs
<input type="checkbox"/> Haworth Art Gallery	Vacant (Lead Contact Mark Hoyle)
<input type="checkbox"/> Property Services	Ian Hoole
<input type="checkbox"/> Facilities Management	Craig Elliott

Section 2 – Delivery Plan for Key Service Priorities

Supported Sustainable Community Strategy / Corporate Strategy Priority	Objective	Action	Lead Officer	Output	Outcome	Resources	Timescales and progress to end August 2016
<i>We will create a place with a thriving economy and sustainable market towns</i>							
<i>Regenerate the Borough</i>	<p>Ensure the Church Gateway Project to regenerate the Borough is 10% complete by 2010 and 100% complete by 2015</p> <p>(amended from 2013)</p>	<ol style="list-style-type: none"> 1. Resolve PADHI implications for development proposals 2. Planning Application 3. Anchor business 4. Development appraisal 5. Detail art design and cost appraisal 6. Development Agreement 	Mark Hoyle	<p>10%:-</p> <ul style="list-style-type: none"> • Planning approval - Ongoing • Signed development agreement - Ongoing • Development appraisal - Ongoing <p>100%:-</p> <ul style="list-style-type: none"> • 6000m² brownfield for mixed use - Ongoing • Clear or refurbish a number of derelict buildings - Ongoing • Create 180 jobs in the first 3 years – Ongoing • Resolve PADHI status - Ongoing 	<ul style="list-style-type: none"> • Private sector finance levered in • Higher paid jobs created 	<ul style="list-style-type: none"> • Regeneration & Development Team • Planning Team • Sykes International 	<ul style="list-style-type: none"> • Project remains a priority but progress slow due to PADHI implications • However, the PADHI rings surrounding Blythes have been reduced by the HSE which releases the Walmsley Close site for development • Commercial Hotel demolished • Development Agreement in place with Commercial Partner (Chilton Accrington Ltd and Sykes International Trading Limited) to promote and redevelop the site

Supported Sustainable Community Strategy / Corporate Strategy Priority	Objective	Action	Lead Officer	Output	Outcome	Resources	Timescales and progress to end August 2016
							<ul style="list-style-type: none"> Listed status of Hargreaves Warehouse makes intervention very difficult. Awaiting development of possibility of further reductions to PADHI rings Some interest in the site, however, PADHI rings plus Hargreaves Warehouse continue to blight the site.
	Regenerate Blackburn Road Corridor by 2013	<ol style="list-style-type: none"> 1. Appoint Project Manager 2. Business Needs Survey Project Manager 3. Shop front design 4. St Andrews Square Design 5. St Andrews Square land assembly 6. Finalise rapid transit route 	Helen McCue-Melling	<ul style="list-style-type: none"> Finalise regeneration plan - Achieved Secure funding - Achieved Introduce alternative shop front shutters - Squashed Design for St Andrews Square - Squashed Programme/funding agreed for facelift scheme - Achieved 	<ul style="list-style-type: none"> Improve quality of place Investment in transport infrastructure 	<ul style="list-style-type: none"> Regeneration & Development Team HMR DoT/LCC Keepmoat 	<ol style="list-style-type: none"> 1. Completed 2. Completed 3. Completed 4. Squashed – insufficient grant funding 5. As above 6. Completed <p>In addition:</p> <ul style="list-style-type: none"> Shop front facelifts completed New pharmacy completed

Supported Sustainable Community Strategy / Corporate Strategy Priority	Objective	Action	Lead Officer	Output	Outcome	Resources	Timescales and progress to end August 2016
				<ul style="list-style-type: none"> • Rapid transit route agreed – Achieved • Shop fronts facelifted – Achieved • Mound Environmental Scheme – new design submitted • New pharmacy – Completed 			<ul style="list-style-type: none"> • Phoenix – Phase 2 on site (103 units) and near completion • Mound works near completion
	Secure a transport interchange in Accrington town centre by 2015	<ol style="list-style-type: none"> 1. Planning approval bus station 2. DoT funding application 3. Solution for Peel Street 4. Identify new town centre parking 5. Blackburn Road traffic solution 6. Funding secured for rail station upgrade 	To be determined	<ul style="list-style-type: none"> • Finalise plans in agreement with LCC (3, 4 & 5) - Ongoing • Planning approval – Achieved • Secured DoT funding – Ongoing • Develop new bus station - Ongoing 	<ul style="list-style-type: none"> • Investment in transport infrastructure • Improved connectivity for Accrington town centre 	<ul style="list-style-type: none"> • DoT funding • Regeneration and Development Team • Planning • LCC 	<ol style="list-style-type: none"> 1. Sept 2009 - Completed 2. Sept 2009 - Completed 3. Design to be agreed 2015 4. New parking to be incorporated into '3' above 5. Blackburn Road traffic design agreed 6. Completed <p>* Project complete</p>
	Encourage investments and improvements to Arndale Shopping Centre by 2015	Partnership work with Arndale	Rob Grigorjevs	<ul style="list-style-type: none"> • Improvement to the Arndale • Good retail offer 	<ul style="list-style-type: none"> • Increased shoppers 	<ul style="list-style-type: none"> • Private sector 	Ongoing New food court constructed.

Supported Sustainable Community Strategy / Corporate Strategy Priority	Objective	Action	Lead Officer	Output	Outcome	Resources	Timescales and progress to end August 2016
	Encourage investments and improvements to the Victorian Arcade by 2015	Partnership with owners	Rob Grigorjevs	Improvement to Arcade retail offer increasing footfall	Increased business, thriving town centre	<ul style="list-style-type: none"> Private sector 	In new ownership and some investment taking place
Make best use of space	Develop a high quality civic square in the centre of Accrington by 2015	1. Develop as part of above action to introduce new bus station i.e. development of Peel Street	Mark Hoyle	<ul style="list-style-type: none"> Provision of high quality public square - Ongoing 	<ul style="list-style-type: none"> Improved quality of place Visitors attraction 	<ul style="list-style-type: none"> Regeneration and Housing Planning HLF LCC 	<ul style="list-style-type: none"> HLF funding secured (£1.5m) HBC to match HLF investment - £3m in total IBI Architects appointed Final design ready by December 2016 Works to be carried out in 2017
Improve the appearance of the environment	Bring 40 empty homes back into use by 2010 and 100 by 2013	<ol style="list-style-type: none"> Refresh empty property strategy - Achieved Maximise resources via public and private sector 	Ian Halliday	<ul style="list-style-type: none"> Minimum 40 vacant dwellings re-occupied – Achieved 	<ul style="list-style-type: none"> Reduction in the number of empty dwellings 	<ul style="list-style-type: none"> Regeneration and Housing Environmental Health Housing Capital Programme Private finance Empty Homes Funding 	<ul style="list-style-type: none"> 2010/11 – 31 properties brought back in to use 2011/12 – 63 increase 2013/14 – 269 brought back into use <p>* Project complete</p>

Supported Sustainable Community Strategy / Corporate Strategy Priority	Objective	Action	Lead Officer	Output	Outcome	Resources	Timescales and progress to end August 2016
Create more jobs and reduce worklessness	Commence development of the strategic employment site at Whitebirk by 2012 to provide significant high value employment opportunities by 2015	<ol style="list-style-type: none"> 1. Finalise S106 Agreement 2. Demand Study 3. Business Plan 4. Refresh site surveys 5. Produce masterplan 6. Select developer 	Mark Hoyle	<ul style="list-style-type: none"> • 3,000 jobs • 21,000 sq m light industrial space • 25,500 sq m knowledge park • 6,000 sq m general industrial unit • 9,000 sq m warehouse distribution 	<ul style="list-style-type: none"> • Provision of strategic employment site • Encourage investment 	<ul style="list-style-type: none"> • Regeneration and Development Team • Regeneration Pennine Lancashire • Planning 	<ol style="list-style-type: none"> 1. Aug 2009 - Complete 2. Nov 2009 – Site has been marketed 3. Dec 2009 – Private sector to action - 4. Sept 2009 – as above 5. Dec 2009 - Completed 6. Jan 2010 – N/A <p>Progress:</p> <ul style="list-style-type: none"> • Outline planning approval granted for 1 mil' sq ft of mixed development • S106 Agreement now signed • Site acquired by Euro Garages <p>* Project complete</p>

Supported Sustainable Community Strategy / Corporate Strategy Priority	Objective	Action	Lead Officer	Output	Outcome	Resources	Timescales and progress to end August 2016
	Commence development of the strategic employment/commercial site at Huncoat	<ol style="list-style-type: none"> 1. Identify partners 2. Develop Agreement 3. Solution to Link Road 4. Any CPO required? 5. SPD for development 	Simon Prideaux and Mark Hoyle	<ul style="list-style-type: none"> • Mix of employment and housing 	<ul style="list-style-type: none"> • Encouraging investment • Provision of strategic employment site 	<ul style="list-style-type: none"> • Regeneration • Planning • Private Sector • LCC 	<ul style="list-style-type: none"> • Land owners identified • Key landowners express enthusiasm for development • Private sector interest in the site including Countryside Homes • Options being considered to increase housing allocation from 500 up to 2,000 • SPD brief for development complete April 2016 • Housing Zone submission to CLG made with decision expected September 2016
	Review contract for management of enterprise haven in the Market Hall with Hyndburn Enterprise Trust	Undertake a process to establish how the Haven will be managed in the future	Rob Grigorjevs	Renewed/new management arrangements	<ul style="list-style-type: none"> • Space fully let 	<ul style="list-style-type: none"> • Internal 	<ul style="list-style-type: none"> • Lease granted to LCC • HBC managing Haven <p>* Project complete</p>

Supported Sustainable Community Strategy / Corporate Strategy Priority	Objective	Action	Lead Officer	Output	Outcome	Resources	Timescales and progress to end August 2016
	Establish a 'Green Business Park' for new environmental based businesses by 2013 (On hold)	<ol style="list-style-type: none"> 1. Planning approval 2. Business Plan 3. Project Manager 4. NWDA funding 5. Private sector investment to be engaged 	Mark Hoyle	<ul style="list-style-type: none"> • 90+ jobs • 19 business start ups or growth • 10 new industrial units • 8 new workshops • 4 demonstration eco homes 	<ul style="list-style-type: none"> • Demonstrator environmental business site 	<ul style="list-style-type: none"> • Regeneration & Housing • NWDA • Private sector 	<ol style="list-style-type: none"> 1. Commercial development on hold due to infrastructure costs. Alternative eco-residential option under consideration 2. On hold <p>* Project closed – not progressing</p>
	Establish a project that gets homeless and workless people into housing and employment (Recycling Lives) by 2014 (Delay due to no match public sector funding)	<ol style="list-style-type: none"> 1. Secure funding ERDF, RGF, Growing Places 2. Planning application and approval 	Mark Hoyle	<ul style="list-style-type: none"> • 1.5 ha of brownfield for mixed use • 1,500m² residential accommodation • 4,000m² recycling facility • 3,000m² office accommodation 	<ul style="list-style-type: none"> • Training and skills provision • Employment • New housing provision 	<ul style="list-style-type: none"> • Regeneration & Housing • ERDF • RGF • Growing Places • Private finance 	<ol style="list-style-type: none"> 1. Dec 2012 2. Dec 2012 <ul style="list-style-type: none"> • On hold needs approx £1.5m gap funding • Private sector still keen to bring project forward subject to gap funding <p>* Project closed – not progressing</p>

Supported Sustainable Community Strategy / Corporate Strategy Priority	Objective	Action	Lead Officer	Output	Outcome	Resources	Timescales and progress to end August 2016
Create a place where people choose to live	Improve sustainability of Haworth Art Gallery whilst providing a range of exhibitions for visitors and residents	<ol style="list-style-type: none"> 1. Produce a programme of exhibitions and promote them through planned PR 2. Undertake staffing structure and costs review 3. Explore alternative uses for stables 4. Identify catering partner for Haworth Café/tearooms. 5. Improved marketing or weddings facility 	Mark Hoyle	<ul style="list-style-type: none"> • A minimum of 6 exhibitions annually in addition to the Tiffany collection • Staffing and operating costs review undertaken • New use for Stables identified • External caterer runs café/tearooms • Three separate marketing campaigns implemented • Increase use as a wedding venue 	<ul style="list-style-type: none"> • Cultural offer delivered to visitors and Hyndburn residents • Savings and efficiencies made where possible • Stables brought back into use reversing the deterioration of the building • Improved visitor experience due to improved catering offer. • Increased awareness of Haworth as a wedding venue with increased enquiries 	<ul style="list-style-type: none"> • Existing resources 	<ol style="list-style-type: none"> 1. 6 Exhibitions annually 2. Staffing and costs review completed. New staffing structure introduced April 2011 delivering 33% increased opening times to public 3. Stage 1 HLF to convert Stables to artist studios approved 4. £600K bid for HLF submitted. Design to be made December 2014 5. New tea room with catering to open from February 2015 6. Stables conversion to artist studios complete (August 2016) <p>* Project complete</p>

Supported Sustainable Community Strategy / Corporate Strategy Priority	Objective	Action	Lead Officer	Output	Outcome	Resources	Timescales and progress to end August 2016
<p>Create more jobs and reduce worklessness</p> <p>Increase housing choice</p>	Commence redevelopment of Juncation 7 business park/housing development	<ol style="list-style-type: none"> 1. Masterplan 2. Planning approval 3. Development Agreement 	Mark Hoyle	<ul style="list-style-type: none"> • Redevelopment of underutilised existing employment sites 	<ul style="list-style-type: none"> • Encourage investment • Increased employment numbers on a Strategic employment site • New housing providing improved housing offer for Hyndburn residents 	<ul style="list-style-type: none"> • Private Sector • Regeneration & Housing 	<p>Complete:</p> <ol style="list-style-type: none"> 1. Outline planning consent for commercial and housing (50:50 split) 2. Outline planning approval expired. Project has now stalled 3. Site acquired by Adham Group, March 2016 4. Adham propose £50m investment and up to 500 new jobs <p>* Project complete</p>
<p>Create more jobs and reduce worklessness</p>	Assist companies to grow and create employment opportunities	<ol style="list-style-type: none"> 1. Provide businesses with access to growth funding 	Mark Hoyle	<ul style="list-style-type: none"> • Engage with Borough's top 10 high growth companies 	<ul style="list-style-type: none"> • Employment opportunities created 	<ul style="list-style-type: none"> • Private sector and RGF (Regional Growth Fund) • Regenerate Pennine Lancashire 	<p>10 Hyndburn companies assisted to grow by March 2013</p> <p>* Project complete</p>

Supported Sustainable Community Strategy / Corporate Strategy Priority	Objective	Action	Lead Officer	Output	Outcome	Resources	Timescales and progress to end August 2016
<i>We will create a place with a strong and balanced housing market where people choose to live</i>							
<i>Increase housing choice</i>	Ensure 60% of new build housing will be 3, 4 or 5 bed houses by 2010 and 70% by 2013	1. LDF planning policy / Core Strategy 2. Partnership with developers	Fiona Goodfellow in partnership with Planning Colleagues	<ul style="list-style-type: none"> Minimum 120 units per annum minimum 3 bedroom 	<ul style="list-style-type: none"> Balanced housing market Increased housing choice 	<ul style="list-style-type: none"> Regeneration & Housing Planning Policy 	<ul style="list-style-type: none"> Core Strategy now adopted (2012) All new residential planning applications now subject to new Core Strategy <p>* Project complete</p>
	64 new homes to be built by 2011	Partnership with Lead developer	Mark Hoyle	<ul style="list-style-type: none"> Minimum 64 new homes by March 2011 	<ul style="list-style-type: none"> Balanced housing market Increased housing choice 	<ul style="list-style-type: none"> Developer match funding Kickstart Programme 	82 completed by March 2011 80 have sold * Project complete
	Make sure 20% of new housing is 'affordable' up to 2013	1. LDF – Affordable housing policy / Core Strategy	Fiona Goodfellow	<ul style="list-style-type: none"> Maximum 35 new dwellings per annum affordable 	<ul style="list-style-type: none"> Increased housing choice 	<ul style="list-style-type: none"> NAHP S106 	2011/12 – 13 affordable units delivered 2012/13 – 29 units planned * Project complete
	Maximise opportunities via New Homes Bonus	1. Review recording of exemptions 2. Reduce long term empties 3. More new build	Mark Hoyle	<ul style="list-style-type: none"> Maximise funding available 	<ul style="list-style-type: none"> High quality housing and reduced empties 	<ul style="list-style-type: none"> NHB Regeneration & Housing 	Focus on bringing empty properties back into use and enabling new house building Ensure council tax records up to date * Project complete

Supported Sustainable Community Strategy / Corporate Strategy Priority	Objective	Action	Lead Officer	Output	Outcome	Resources	Timescales and progress to end August 2016
	Develop a Tenancy Strategy for Hyndburn & Pennine Lancs	Draft strategy. Full consultation adoption	Fiona Goodfellow	<ul style="list-style-type: none"> Guidance for RP's on the type of tenancies to be issued 	<ul style="list-style-type: none"> Increased housing choice 	<ul style="list-style-type: none"> Existing 	<p>Strategy adopted by Jan 2013</p> <p>* Project complete</p>
Improving housing conditions and deliver the outcomes of the Housing Market Renewal (Regenerate Pennine Lancashire) programme	Improve 200 private sector houses by 2010 and 400 by 2013	<ol style="list-style-type: none"> Develop guidelines for renewal tools and assistance Use of enforcement powers Empty Homes/Capital Programme funding 	Fiona Goodfellow	<ul style="list-style-type: none"> Minimum 200 facelifts by March 2011 Minimum 50 facelifts in subsequent years 	<ul style="list-style-type: none"> Improved housing conditions 	<ul style="list-style-type: none"> Housing Capital Programme Empty Homes funding 	<p>Outturn:-</p> <ul style="list-style-type: none"> 2010/11 – 176 improved 2011/12 – 77 improved (final) 400 plus achieved Empty Homes investment will contribute to output <p>* Project complete</p>
	Improve the condition of homes in the private sector by introducing selective licensing of private landlords by Autumn 2012	<ol style="list-style-type: none"> Obtain Cabinet approval Finalise budget Establish SL team Implementation 	Fiona Goodfellow	<ul style="list-style-type: none"> Selective Licensing scheme implemented 	<ul style="list-style-type: none"> Improved management/ Conditions in the private rented sector Contribute to a reduction in low housing demand 	<ul style="list-style-type: none"> License fees Self financing 	<ol style="list-style-type: none"> Selective Licensing of private landlords implemented December 2012 <p>* Project complete</p>

Supported Sustainable Community Strategy / Corporate Strategy Priority	Objective	Action	Lead Officer	Output	Outcome	Resources	Timescales and progress to end August 2016
	Redevelop Woodnook	<ol style="list-style-type: none"> 1. Masterplan – Achieved 2. Land assembly 3. Developer partners 4. Development plan 5. Investment Plan 6. Empty Homes funding 	Mark Hoyle	<ul style="list-style-type: none"> • New housing development • Empty Homes brought back into use 	<ul style="list-style-type: none"> • Improved neighbourhood 	<ul style="list-style-type: none"> • HMR • HBC • NAHP • Private sector 	<p>Progress:</p> <ul style="list-style-type: none"> • PlaceFirst appointed as private sector lead partner • Contracts for Phase 142 empty homes, Phase 1 facelift in place • £10m private finance secured • Target 139 empty homes to bring back into use • Target 139 empty homes achieved • Refurbishment scheme ongoing
	Land assembly Steiner Street area	<ol style="list-style-type: none"> 1. Reduction in oversupply of 2 bed terraced properties 2. Land assembly 	Helen McCue-Melling	<ul style="list-style-type: none"> • Reduction in oversupply of 2 bedroomed houses 	<ul style="list-style-type: none"> • Improved neighbourhood • Site ready for remediation & future redevelopment 	<ul style="list-style-type: none"> • HMR • HBC • Regen & Dev Team 	<ul style="list-style-type: none"> • Land assembly complete • Keepmoat considering viability of site for housing
	Demolish 27 – 71 Pendle Street	<ol style="list-style-type: none"> 1. Acquire and demolish 23 properties that have Category 1 hazards 	Helen McCue-Melling	<ul style="list-style-type: none"> • Demolish 23 sub-standard houses 	<ul style="list-style-type: none"> • Improved neighbourhood • Eliminates serious health and safety risks to households living in the properties 	<ul style="list-style-type: none"> • HBC 	<ul style="list-style-type: none"> • 21 have been acquired • CPO required for remaining 2 properties • CPO delay due to lack of legal capacity

Supported Sustainable Community Strategy / Corporate Strategy Priority	Objective	Action	Lead Officer	Output	Outcome	Resources	Timescales and progress to end August 2016
	Disabled Facilities Grants	1. Delivery of DFG Programme	Helen McCue-Melling	<ul style="list-style-type: none"> • DFG Programme delivered annually 	<ul style="list-style-type: none"> • Disabled residents have improved living conditions allowing them to remain living independent in their own homes • Reduces need for care homes and hospital beds 	<ul style="list-style-type: none"> • Regen & Dev Team • Capital Programme 	<ul style="list-style-type: none"> • Expend annual budget and any carry-over – annually • DFG programmes successfully delivered year on year to approximate value of £500K <p>* Project complete</p>
Improving Housing conditions	To administer the Statutory duties and functions under the Housing Act 2004 in respect of category 1 & 2 hazards present in rented houses.	Investigate complaints and carry out assessments of dwellings using HHSRS	Ian Halliday	<ul style="list-style-type: none"> • Take appropriate and measured enforcement action against landlords who fail to comply with minimum legal requirements including enforcement notices and taking legal proceedings in accordance with the enforcement policy and works in default necessary for the protection and safety of occupiers 	<ul style="list-style-type: none"> • Reduce the number of hazards / raise standards in rented accommodation 	<ul style="list-style-type: none"> • Housing & Environmental Standards Team 	<ul style="list-style-type: none"> • Ongoing monitoring <p>* Project complete</p>

Supported Sustainable Community Strategy / Corporate Strategy Priority	Objective	Action	Lead Officer	Output	Outcome	Resources	Timescales and progress to end August 2016
	To administer the provisions of Hyndburn's House in Multiple Occupation Licensing Scheme / Identify non licensed HMOs	Inspection of and enforcement on non-licensed HMOs / Implement licensing Review existing information, Housing Benefit information and surveys of particular streets.	Ian Halliday	<ul style="list-style-type: none"> ensure all properties covered by the Scheme are licensed and comply with minimum standards 	<ul style="list-style-type: none"> control standards in certain HMOs. 	<ul style="list-style-type: none"> Housing & Environmental Standards Team 	<ul style="list-style-type: none"> Ongoing monitoring * Project complete
	Implement risk based HMO inspection programme Identify HMO's in the borough	Under take a risk assessment on all known HMOs in order to prioritise inspection regime Review existing information, Housing Benefit information and surveys of particular streets.	Ian Halliday	<ul style="list-style-type: none"> Ensure HMO's comply with minimum standards in relation to fire safety, facilities, Overcrowding, repair and management 	<ul style="list-style-type: none"> Improve standards in HMOs. 	<ul style="list-style-type: none"> Housing & Environmental Standards Team 	<ul style="list-style-type: none"> Ongoing monitoring * Project complete

Supported Sustainable Community Strategy / Corporate Strategy Priority	Objective	Action	Lead Officer	Output	Outcome	Resources	Timescales and progress to end August 2016
	To ensure licensed caravan/ mobile homes sites are maintained in accordance with model standards and owners and occupiers are aware of their rights and responsibilities.	Inspection and licensing of sites.	Ian Halliday	<ul style="list-style-type: none"> Ensure licensed caravan/ mobile homes sites are maintained in accordance with model standards and owners and occupiers are aware of their rights and responsibilities. 	<ul style="list-style-type: none"> Programmed inspection of sites to commence 	<ul style="list-style-type: none"> Housing & Environmental Standards Team 	<ul style="list-style-type: none"> Ongoing monitoring * Project complete
Improve the appearance of the environment	Bring 40 empty homes back into use by 2013 through assistance, advice and enforcement	Use of all actions (within Empty Property Strategy) to bring properties back into use	Ian Halliday	<ul style="list-style-type: none"> Analysis and verification of properties vacant cross-referenced with CT database 	<ul style="list-style-type: none"> Reduction in number of empty dwellings, Increase the supply and Range of affordable housing, enhance the environment, help tackle homelessness and reduce anti-social behaviour 	<ul style="list-style-type: none"> Housing & Environmental Standards Team 	<ul style="list-style-type: none"> Ongoing monitoring and achieved * Project complete

Supported Sustainable Community Strategy / Corporate Strategy Priority	Objective	Action	Lead Officer	Output	Outcome	Resources	Timescales and progress to end August 2016
	Improve 40 sites (Land & Buildings) detrimental to the amenity of the neighbourhood by 2013	Minimum 40 sites improved	Ian Halliday	<ul style="list-style-type: none"> Take appropriate and measured enforcement action against owners who fail to comply with minimum legal requirements including enforcement notices and taking legal proceedings in accordance with the enforcement policy and works in default necessary for the protection and safety of occupiers & residents. 	Reduction in number of blighted sites / enhance the environment and reduce anti-social behaviour	<ul style="list-style-type: none"> Housing & Environmental Standards Team 	<ul style="list-style-type: none"> Ongoing monitoring and achieved * Project complete
<i>Homelessness has reduced and the housing support needs of vulnerable households have been met</i>							
	Look at possible alternatives for CLG funded court desk	Discuss options with possible partners to work with HBC deliver court joint court desk (Shelter,) with the new funding secured from CLG	Denis Aldridge	Identified objectives in repossessions action plan	Prevention of homelessness Success , measured through BVPI 213	CLG funding secured and Officer time from Housing Advice	<ul style="list-style-type: none"> Court Desk contract with CAB ended September 2012 Court Desk now run by Shelter via national contract * Project complete

Supported Sustainable Community Strategy / Corporate Strategy Priority	Objective	Action	Lead Officer	Output	Outcome	Resources	Timescales and progress to end August 2016
	Look at contingency plans for any possible reductions in the housing advice and funding for homeless prevention initiatives service due to any possible funding cuts in 2012/13	Look at funding for 2012 to ascertain any identified savings to carry forward. In case of funding cuts. Map & review funding initiatives for next financial year. Review the structure of the housing advice team	Denis Aldridge		Identify any 'carry over' funding for 2012/13.	Housing Advice Team	Service review complete and new structure finalised and implemented * Project complete
<i>We will create a borough where all people have the opportunity for a healthier and longer life.</i>							
<i>Reduce number of those suffering poor health</i>	Maintain Hyndburn BC minimum investment of £75K per year towards energy efficiency grants for the most vulnerable households						Funding ceased due to reduction in Housing Capital funding * Project closed

Supported Sustainable Community Strategy / Corporate Strategy Priority	Objective	Action	Lead Officer	Output	Outcome	Resources	Timescales and progress to end August 2016
<i>We will create a borough where people are safe, confident and proud to live</i>							
<i>Make the Borough a safer place to live</i>	Work with partners to provide secure provision within the Borough for victims of domestic abuse by 2013	<ul style="list-style-type: none"> • Develop partnership model • Renovate properties 	Fiona Goodfellow	<ul style="list-style-type: none"> • Two safe homes for victims of domestic violence 	<ul style="list-style-type: none"> • Safe provision of housing for victims of domestic violence 	<ul style="list-style-type: none"> • LDAAT funding • RSL partner – Eaves Brook • Partnership with HARV 	<ul style="list-style-type: none"> • Two houses secured • X 1 house refurbished and brought back into use • 2nd house on hold
<i>We will create a borough which values and embraces diversity</i>							
<i>Promote community cohesion</i>	In partnership with the mosque committee develop a new mosque in West Accrington by 2015	<ul style="list-style-type: none"> • Site assembly • Planning approval • Sell site • Development Agreement/Building Licence 	Mark Hoyle	<ul style="list-style-type: none"> • New Mosque development 	New improved community facility including multi faith meeting place	<ul style="list-style-type: none"> • HBC land • Mosque Committee 	<ul style="list-style-type: none"> • HBC land transferred to assist with land assembly in West Accrington • Planning approval for new Mosque granted in West Accrington <p>* Project complete</p>
	Maintain a cohesive and integrated community	<ul style="list-style-type: none"> • Ensure partners continue to meet 	Rob Grigorjevs	<ul style="list-style-type: none"> • Together in Hyndburn Group 	A cohesive community	<ul style="list-style-type: none"> • Partner input 	Ongoing * Project complete

Supported Sustainable Community Strategy / Corporate Strategy Priority	Objective	Action	Lead Officer	Output	Outcome	Resources	Timescales and progress to end August 2016
Corporate Governance & Customer Care							
	Maximise income from Market	<ul style="list-style-type: none"> • Monitor arrears levels and reduce current and former tenant arrears. • Reduce number of void stalls in the Market Hall and units on the Balcony 	Rob Grigorjevs	<ul style="list-style-type: none"> • Quarterly performance indicator reports to CMT • Reduced voids • Increase in income 	Increased income and footfall	<ul style="list-style-type: none"> • Existing resources 	<ul style="list-style-type: none"> • Inside Market Hall complete • Plans for investment to the outside market to be concluded by December 2016

NB – Asset Management and Facilities Management Action Plans need to be brought up to date

Supported Sustainable Community Strategy / Corporate Strategy Priority	Objective	Action	Lead Officer	Output	Outcome	Resources	Timescales and milestones
<i>We will create a place which safeguards the environment</i>							
<i>Reduce the carbon footprint of the Borough</i>	Assess all relevant Hyndburn Borough Council operational buildings for energy efficiency by 2010 and take energy efficiency measures to reduce carbon emissions by 2013	To identify those buildings where energy efficiency improvements can be made and to reduce the Council's carbon footprint accordingly.	Facilities Manager	<p>Prepare a work programme to ensure that all Council-owned buildings are inspected and that a clear set of recommendations is prepared for each building, setting out those measures that will be needed to reduce carbon emissions</p> <p>Implement a series of building improvements to undertake the recommendations made in the current Display Energy Certificates reports and any further energy usage surveys.</p> <p>Appointment of Facility Services and Energy Officer</p>	Reduction of energy consumption and harmful CO2, NOx and PM10 emissions	Internal Staff Resources	<p>Ongoing</p> <p>Scaitcliffe House is all but exhausted in terms of improvements that can be made</p> <p>It is now the intention to role out the same methodical approach at all other relevant buildings</p> <p>The next building to be comprehensively assessed will be Accrington Town Hall and Extension as part of the rolling programme up until 2013</p> <p>Completed – No further action necessary</p> <p>By deadlines stipulated by Policy Team</p> <p>* Project complete</p>

Supported Sustainable Community Strategy / Corporate Strategy Priority	Objective	Action	Lead Officer	Output	Outcome	Resources	Timescales and milestones
				Collection and timely reporting of NI 185 and 194			
Reduce the carbon footprint of the Borough (Contd)	Assess all relevant Hyndburn Borough Council operational buildings for energy efficiency by 2010 and take energy efficiency measures to reduce carbon emissions by 2013	To identify those buildings where energy efficiency improvements can be made and to reduce the Council's carbon footprint accordingly.	Facilities Manager	To ensure timely inputting and retrieval of energy invoice data into Facilities Team energy software package to assist with collection of data relating to NI 185, NI 194, NaPPMI PMI 2 a, b and c and PMI 6a and b.	Reduction of energy consumption and harmful CO2, NOx and PM10 emissions	Internal Staff Resources	<p>To date energy invoice data has been collected to allow CO2 emissions to be calculated for 2008/09 and 2009/10, with the exception of water data,</p> <p>CO2 emissions should be reported for 2010/11 by end June 2011 and this should give a clearer, more accurate position based on actual readings</p> <p>At present the energy management software has not been populated with any energy invoice data and it is not likely that this will happen in the near future</p> <p>* Project closed</p>

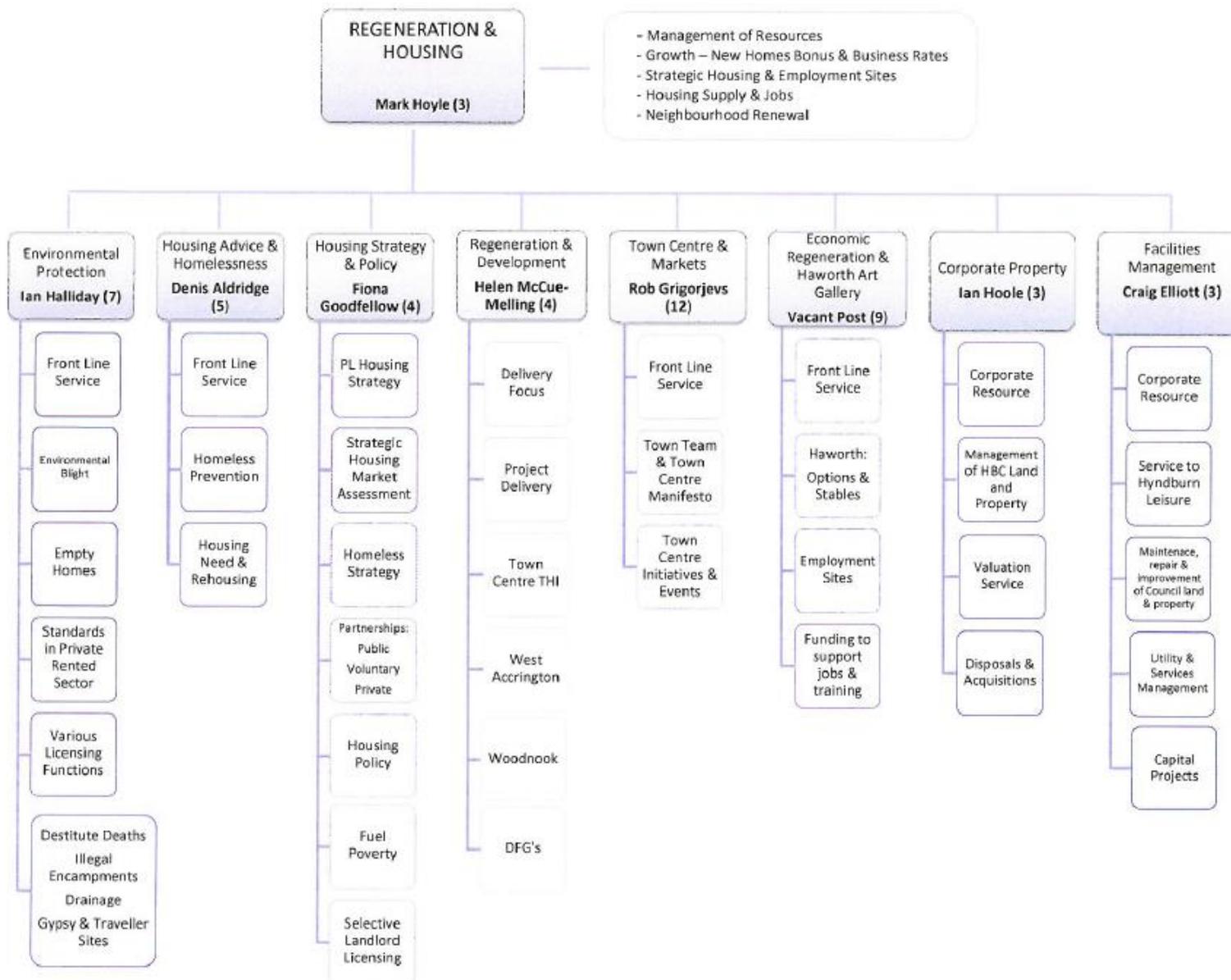
Supported Sustainable Community Strategy / Corporate Strategy Priority	Objective	Action	Lead Officer	Output	Outcome	Resources	Timescales and milestones
<i>We will create a place where people are Safe, Confident and Proud to live</i>							
Safe, Confident and Proud.	To protect service users and the Council's resources from crime	Introduce a visitor badge scheme for council offices	Corporate Property Manager	Provide a visitor badge scheme to each of the council's main office buildings	Visitor badges/scheme	Internal Staff Resource	Completed – no further action necessary'
		Control and secure access to Council CCTV Images	Corporate Property Manager	Develop a CCTV use policy for systems in and around Council buildings	To prepare and introduce a CCTV strategy.	Internal Staff Resources	Completed – no further action necessary
		Review the security of Council owned properties and to "target-harden" as necessary.	Corporate Property Manager	To identify potential problems with security and anti-social behaviour and how this affects council-owned land and buildings and to take positive steps to prevent crime.	Organise inspection of Council assets and to identify a list of measures that can be introduced to "target-harden" these assets. Prepare Capital Programme Funding bid for 2010-2011	Internal Staff Resources Lancashire Constabulary Crime Prevention Officer Internal Resources	By end of October 2009 Inspections and funding bid completed but abandon due to lack of capital resources to undertake improvements * Project complete

Supported Sustainable Community Strategy / Corporate Strategy Priority	Objective	Action	Lead Officer	Output	Outcome	Resources	Timescales and milestones
<i>We will continue to manage our finances responsibly, increase efficiency and provide high quality services</i>							
<i>Asset Management and Use of Resources</i>	To ensure that the Council's capital spending plans are supported through the generation of capital receipts from the sale of council-owned land and property.	To raise capital to support the Capital Programme	Corporate Property Manager	To sell those assets that are considered surplus to requirements where there is a need to generate capital receipts	To increase the funding available for capital projects through the sale of surplus assets.	Internal Staffing Resources	<p>To generate £220,000 of capital receipts during the course of 2010/11 financial year.</p> <p>To generate such further receipts for the duration of this Business Plan as may be determined by the Executive Director, Resources</p> <p>* Project closed</p>

Supported Sustainable Community Strategy / Corporate Strategy Priority	Objective	Action	Lead Officer	Output	Outcome	Resources	Timescales and milestones
Asset Management and use of Resources (Continued)	To ensure that the Council's public buildings are physically suitable for use by customers for the purpose of accessing services.	To audit the accessibility of the Council's public buildings and to undertake any adaptations necessary in order to ensure that they are suitable for use by disabled persons.	Facilities Manager	Suitability of all HBC- owned public buildings to all service users	To ensure that the Council's buildings comply with the Disability Discrimination Acts 1995 and 2005	Internal Staffing Resources Capital Programme funding	All public buildings to be 100% compliant in accordance with BVPI 156 by 31 st March 2011 The Council to be compliant with the DDA acts
		To consider the needs of all service users objectively when considering physical adaptation of buildings.	Corporate Property Manager	Suitability of all HBC- owned public buildings to all service users	To ensure that the Council's buildings are physically and aesthetically suitable for all service users irrespective of their race, disability, gender, sexual orientation, religion and age.	Internal Staffing Resources	To complete an Equality Impact Assessment by 30 th September 2009 * Project complete

Supported Sustainable Community Strategy / Corporate Strategy Priority	Objective	Action	Lead Officer	Output	Outcome	Resources	Timescales and milestones
Asset Management and use of Resources (Continued)	To ensure that the Corporate Property Team builds on the recent staffing changes and implements a programme of systems improvements for processing workload.	<p>To review the current filing system and implement improvements where necessary.</p> <p>To provide guidance note templates for the main workload tasks.</p> <p>To review forms and standard documentation.</p> <p>To investigate and improve the process of how incoming instructions are recorded, delegated to team members and to review and improve workload monitoring/feedback to clients.</p>	I Hoole	To improve tracking of case files, standardise workload performance, and provide improved feedback on service provision to customers.	To ensure that there is a logical and transparent process for disseminating instructions/good practice and to return to provision of a service with a more professional feel.	Internal Staffing Resources	<p>Overhaul filing system by 29th May 2009. (Completed)</p> <p>Provide guidance notes on five workload activities by 31st July 2009. (Completed)</p> <p>Review/revise standard forms by 30th September 2009 (Completed)</p> <p>Introduce new systems and produce workflow document, detailing how caseload is processed to reflect good practice by 27th November 2009 (Completed)</p> <p>* Project complete</p>

REGENERATION AND HOUSING SERVICE SUMMARY 2014/15



SERVICES: Regeneration & Housing Services														
DRAFT BUDGET 2016/17														
Budget Holder: M. Joyce/L. Elliot														
Code	Description	Budget 2015/16		Variance		Revised 2015/16		Y/over	Mktn	Under	Over	Budget Savings	Estimate 2016/17	
		£	£	£	£	£	£						£	£
64000	Town Centre		62,115	133		62,000	£	1,001	£	0	0		£	64,415
64000	Client Grant Referrals		104,031	66,214		102,000	£	1,000	£	0	0		£	104,207
660142	Market Business Unit		66,100	210		200,240	£	7,000	£	0	0		£	200,210
770100	Warrington Market Hall		(100,200)	(2,400)		(400,000)	£	0	£	0	0		£	(400,000)
770200	Street Market Market		(7,000)	2,200		0	£	0	£	0	0		£	0
702000	C.F.P.		(200,000)	0		(200,000)	£	0	£	0	0		£	(200,000)
640000	Private Landlords Scheme		61,000	0		41,000	£	0,000	(£)	40,000	0		£	0
700001	Homeless Families Unit		4,000	(4,000)		0	£	0	£	0	0		£	0
700100	Housing Advice		66,710	247		66,460	£	4,000	£	(3,000)	0		£	200
700101	Departmental Management		66,710	0		66,460	£	0,000	£	0	0		£	200,000
700102	Development		66,710	0,000		66,000	£	0,000	£	0	0		£	66,000
700108	Environmental Protection		240,011	(20,000)		(214,000)	£	24,000	£	0	0		£	66,000
740010	Environmental Improvements		0	0		0	(£)	0	£	0	0		£	(1,000)
790110	Copy Site		0	0,000		0,000	£	0	£	0	0		£	0,000
800000	Corporate Property		(204,000)	(0,000)		(200,000)	£	0	£	0	0		£	0,000
800111	Property Services Business Unit		(27,000)	24		(21,700)	£	0,000	£	0,000	0		£	(20,000)
800112	Facilities from Business Unit		0,000	(1,000)		0,000	£	0,000	£	0,000	0		£	0,000
800113	Corporate Repairs and Maintenance		14,700	0		14,700	£	0,000	£	0	0		£	14,700
800204	Structural Work and Alterity		0,000	4,000		0,000	£	0	£	0	0		£	0,000
841000	Alford Industrial Estate		1,000	(0,000)		(0,000)	£	0	£	0	0		£	0,000
841100	Hays Lane Industrial Estate		0,000	(0,000)		(0,000)	£	0	£	0	0		£	(0,000)
841200	Hunwell Industrial Estate		(20,000)	(11,000)		(100,000)	£	0	£	0	0		£	(100,000)
841300	Beller Street Industrial Estate		(14,000)	(0,000)		(7,000)	£	0	£	0	0		£	(7,000)
841400	Sevens Mill		(41,000)	(0,000)		(40,000)	£	0	£	0	0		£	(40,000)
700100	Alford Works Senior Citizens Centre		0,000	(0,000)		0,000	£	0	£	0	0		£	0,000
700110	Stave Mill House Senior Citizens Centre		7,000	(1,000)		0,000	£	0	£	0	0		£	0,000
700200	Eight Street Senior Citizens Centre		0,000	(0,000)		0,000	£	0	£	0	0		£	0,000
841001	Community for Health		1,000	0		1,000	£	0	£	0	0		£	1,000
	TOTAL		1,000,000	0,000		1,000,000	£	0,000	(£)	0,000	0		£	1,000,000