

Special Council

Tuesday, 21st November 2023, 6.30 pm
Council Chamber, Town Hall, Chorley and YouTube

Agenda

Apologies

1 Declarations of Any Interests

Members are reminded of their responsibility to declare any pecuniary interest in respect of matters contained in this agenda.

If you have a pecuniary interest you must withdraw from the meeting. Normally you should leave the room before the business starts to be discussed. You do, however, have the same right to speak as a member of the public and may remain in the room to enable you to exercise that right and then leave immediately. In either case you must not seek to improperly influence a decision on the matter.

2 Minutes of meeting Tuesday, 19 September 2023 of Council

(Pages 3 - 8)

3 Mayoral Announcements

4 Public Questions

Members of the public who have requested the opportunity to ask question(s) on any item(s) on the agenda will have three minutes to put their question(s) to the relevant Councillor. Members of the public will be allowed to ask one short supplementary question.

[To view the procedure for public questions/ speaking click here and scroll to page 119](#)

5 Corporate Strategy Refresh 23/24

(Pages 9 - 40)

To receive and consider the report of the Chief Executive.

6 Committee appointments

To consider any changes to Committee appointments.

7 Review of Members' Allowances Scheme 2023

(Pages 41 - 48)

To receive and consider the report of the Director of Governance.

8 Healthy Weight Collaboration

(Pages 49 - 66)

To receive and consider the report of the Director of Communities.

9 Exclusion of the Public and Press

To consider the exclusion of the press and public for the following items of business on the ground that it involves the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act.

By Virtue of Paragraph 3: Information relating to the financial or business affairs of any particular person (including the authority holding that information)
Condition:

Information is not exempt if it is required to be registered under-

The Companies Act 1985

The Friendly Societies Act 1974

The Friendly Societies Act 1992

The Industrial and Provident Societies Acts 1965 to 1978

The Building Societies Act 1986 (recorded in the public file of any building society, within the meaning of the Act)

The Charities Act 1993

Information is exempt to the extent that, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Information is not exempt if it relates to proposed development for which the local planning authority may grant itself planning permission pursuant to Regulation 3 of the Town & Country Planning General Regulations 1992(a).

10 Woodlands Site

(Pages 67 -
218)

To receive and consider the report of the Deputy Chief Executive.

11 Any urgent business previously agreed with the Mayor

Chris Sinnott
Chief Executive

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Minutes of Council

Meeting date Tuesday, 19 September 2023

Committee Members present: Councillor Gordon France (Mayor), and Councillors Gordon France, Sarah Ainsworth, Aaron Beaver, Julia Berry, Alistair Bradley, Michelle Brown, Mark Clifford, Alan Cullens, Karen Derbyshire, Margaret France, Danny Gee, Christine Heydon, Alex Hilton, Terry Howarth, Hasina Khan, Samir Khan, Michelle Le Marinel, Roy Lees, Adrian Lowe, Samantha Martin, Pauline McGovern, June Molyneaux, Alistair Morwood, Dedrah Moss, Beverley Murray, Alan Platt, Debra Platt, Aidy Riggott, Jean Sherwood, Chris Snow, Craige Southern, Arjun Singh, Ryan Towers, Neville Whitham, Alan Whittaker and Peter Wilson

Officers: Chris Sinnott (Chief Executive), Kim Rennie (Interim Deputy Chief Executive), Chris Moister (Director of Governance/Monitoring Officer), Louise Mattinson (Director of Finance/Section 151 Officer), Asim Khan (Director of Customer and Digital), Jennifer Mullin (Director of Communities and Leisure) and Ruth Rimmington (Democratic Services Team Leader)

Apologies: Councillor Tommy Gray, Zara Khan, Matthew Lynch, Kim Snape, Jenny Whiffen and Joan Williamson

One member of the public

A video recording of the public session of this meeting is available to view on [YouTube here](#)

38 Minutes of meeting Tuesday, 18 July 2023 of Council

Resolved (unanimously) that the minutes of the Council meeting held on 18 July 2023 be approved as a correct record for signature by the Mayor.

39 Declarations of Any Interests

No declarations of interests were declared.

40 Mayoral Announcements

The Deputy Mayor updated members on fundraising activities and charity events, including a cricket match and a forthcoming Christmas Tea Dance.

41 Public Questions

There were no public questions for consideration.

42 Executive Cabinet

Members considered a general report of the meeting of the Executive Cabinet meeting held on 13 September.

The Executive Leader, Councillor Alistair Bradley proposed and the Deputy Leader, Councillor Peter Wilson seconded, and it was **Resolved (unanimously) that the report be noted.**

43 Governance Committee

Members considered a general report of the Governance Committee meeting held on 2 August.

The Chair of the Governance Committee, Councillor Alan Platt proposed the report and the Vice Chair of Governance Committee, Councillor Mark Clifford seconded, and it was **Resolved (unanimously) that the report be noted.**

44 Overview and Scrutiny Committee and Task and Finish Groups

Members considered a general report of the Overview and Scrutiny Committee held on 1 August, the Overview and Scrutiny Performance Panel held on 27 July and Task Group update.

The Chair of the Overview and Scrutiny Committee, Councillor Aidy Riggott proposed the report and the Vice Chair, Councillor Roy Lees seconded, and it was **Resolved (Unanimously) that the report be noted.**

45 Scrutiny Reporting Back - Chorley Council's Annual Report on Overview and Scrutiny 2022/23

The Chair of the Overview and Scrutiny Committee, Councillor Aidy Riggott, presented Scrutiny Reporting Back, a summary of the work of the Committee in 2022/2023.

The Chair of the Overview and Scrutiny Committee, Councillor Aidy Riggott proposed the report and the Vice Chair, Councillor Roy Lees seconded, and it was **Resolved (Unanimously) that the report be noted.**

46 Committee appointments

The Returning Officer, Chris Sinnott, reported that Councillor Debra Platt had been elected at the by election on 14 September 2023.

The Leader of the Opposition, Councillor Alan Cullens proposed and the Deputy Leader of the Opposition, Councillor Alan Platt seconded, and it was **Resolved (unanimously)**

1. **To note the election of Councillor Debra Platt at the by election on 14 September 20223.**
2. **To note the following committee appointments**

Overview and Scrutiny Committee	Councillor Debra Platt
Planning Committee	Councillor Debra Platt
Licensing and Public Safety Committee	Councillor Debra Platt
Local Plan Working Group	Councillor Debra Platt
3. **To note Cllr Craige Southern as the Planning Shadow spokesperson.**

47 Polling station relocation

The Deputy Leader, Councillor Peter Wilson presented the report of the Chief Executive and Returning Officer.

The report advised that, due to increasing pupil numbers, the headteacher at St Peter's CE Primary School had asked that an alternative venue be found to site polling station 31. This was due to the room, that would normally be used as a polling station, had been turned into a permanent classroom.

The Deputy Leader, Councillor Peter Wilson proposed and the Executive Leader, Councillor Alistair Bradley seconded, and it was **Resolved (unanimously) That polling station 31 which related to polling district CHN&A04 currently hosted at St Peter's CE Primary School, Eaves Lane, Chorley be relocated to St Joseph's Parish Centre, Harpers Lane, Chorley.**

48 Members Allowances - Appointment of Independent Remuneration Panel

The Executive Leader, Councillor Alistair Bradley presented the report of the Director of Governance.

The Council is required to appoint and instruct the Independent Remuneration Panel (IRP) to review the current Members Allowances Scheme and make recommendations on any changes to the Scheme for determination by Council.

The Executive Leader, Councillor Alistair Bradley proposed and the Deputy Leader, Councillor Peter Wilson seconded, and it was **Resolved (unanimously)**

1. **To appoint**
 - **Lorraine Norris, former Chief Executive of Preston City Council**
 - **Phil Davies, former Elections Manager at Chorley Council**
 - **Diane Gradwell, Chief Executive Officer, Citizens Advice Lancashire West****as members of the Independent Remuneration Panel for a period of three years.**
2. **To reappoint Dennis Benson as the Chair of the Panel for the next three years.**
3. **That the Panel be requested to consider particularly a new role within the Members Allowances Scheme, to review the annual uprate mechanism and make recommendations on any changes to the Scheme for Council approval.**

49 Change of Working Group Name and Updated Terms of Reference

The Executive Leader, Councillor Alistair Bradley presented the report of the Chief Executive.

The report requested to change the name of the Wholly Owned Company and Projects Working Group, to the Development and Assets Working Group, and to update the Terms of Reference accordingly.

The Leader of the Opposition, Councillor Alan Cullens, welcomed the report and the clarity regarding the positive function undertaken by the working group.

The Executive Leader, Councillor Alistair Bradley proposed and the Deputy Leader, Councillor Peter Wilson seconded, and it was **Resolved (unanimously)**

- 1. To approve the change of name of the Wholly Owned Company and Projects Working Group, to the Development and Assets Working Group.**
- 2. To approve the updated Terms of Reference for the Working Group.**

50 Leisure Company Additional Support

The Deputy Leader, Councillor Peter Wilson presented the report of the Director of Finance.

The report detailed a request from the Council's wholly owned subsidiary company, Chorley Leisure Ltd, for financial support due to the extraordinary and unbudgeted increases in energy costs, an assumed increase in salary costs over the 5% budgeted (based on the latest offer made in the 2023/24 LJNCC pay negotiations), and a shortfall in income levels.

Members noted the work undertaken by the Council since taking the leisure function back in house, including an app. Memberships had continued to increase and were now at 73% of pre-pandemic figures and swimming lessons were at 104% of these levels.

It was noted that the funding would come from a specific reserve for the Leisure Company.

The Deputy Leader, Councillor Peter Wilson proposed and the Executive Member (Early Intervention), Councillor Bev Murray seconded, and it was **Resolved (unanimously) To approve the request from Chorley Leisure Ltd for financial support of £1.122m, a breakdown of which is included in the body of the report.**

51 Questions Asked under Council Procedure Rule 8

No questions were asked.

52 To consider the Notices of Motion given in accordance with Council procedure Rule 10

No Notice of Motion were received.

53 To consider petitions presented in accordance with Council procedure Rule 23

No petitions were received.

54 Exclusion of the Public and Press

The Executive Leader, Councillor Alistair Bradley proposed and the Deputy Leader, Councillor Peter Wilson seconded and it was **Resolved (unanimously) that the press and public be excluded from the meeting for the following item of business on the grounds that it involves the disclosure of exempt information as defined by paragraph 3 of Part 1 of schedule 12A to the Local Government Act.**

55 Plan Making

The Executive Leader, Councillor Alistair Bradley presented the confidential report of the Chief Executive.

Members noted the current position and that the current target date for the submission of the Local Plan was June 2025.

The Executive Leader, Councillor Alistair Bradley proposed and the Deputy Leader, Councillor Peter Wilson seconded, and it was **Resolved (unanimously)**

- 1. The Council reaffirms the commitment to the Central Lancashire Local Plan and to having a new Local Plan.**
- 2. The Council to seek to use reasonable endeavours via the plan making system to retain employment need within the borough, allocating sufficient future land supply to accommodate that need, as opposed to relying on provision being made by South Ribble or Preston.**

Mayor

Date

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Report of	Meeting	Date
Chief Executive (Introduced by Executive Member (Resources))	Council	21 st November 2023



Corporate Strategy Refresh 2023/2024

Is this report confidential?	No
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Is this decision key?	Not applicable
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Purpose of the Report

- To seek approval for the refresh of the Corporate Strategy 2023/2024.

Recommendations

- That the Corporate Strategy 2023/2024 be approved.

Reasons for recommendations

- To ensure that the Corporate Strategy reflects the needs of the borough and that council resources are directed towards key priorities.

Other options considered and rejected

- The other option is to not review the strategy. However, this would mean that the Corporate Strategy may no longer reflect the needs of communities and businesses within the Borough, as well key projects and measures no longer being relevant.

Executive summary

- The report provides a summary of the performance of the Corporate Strategy in 2022/23 and the changes proposed as part of the Corporate Strategy refresh for 2023/24.
- The delivery of the Corporate Strategy over the last 12 months has continued to deliver improved outcomes for the borough and its residents, communities and businesses.
- This includes opening a second extra care scheme at Tatton Gardens offering 62 high quality assisted living apartments with a range of facilities supporting independent living. Tatton Gardens has also provided a much needed new community centre, GP surgery and café in one of the most deprived areas of Chorley. Strawberry Meadows

Business Park completed, creating employment space in a prime location, offering a range of office and light industrial units to meet the needs of local businesses. A household energy support scheme was launched to support residents across the borough through the energy crisis. To contribute towards climate change objectives, green spaces and local habitats around the borough including canals and waterways have been enhanced including more tree planting and wildflower meadows. Several projects have supported safe and healthy communities by providing pathways into diversionary and wellbeing focussed activities. This includes the launch of a health and wellbeing programme; family support to enable the best start in life plus jobs skills to ensure meaningful employment. A full summary of the achievements by priority is provided within this report.

8. The Corporate Strategy is the key strategic plan for the council, and that means that it is important for it to remain relevant to the needs of the borough and its residents, recognising the challenges that they face. This includes, for example increases in the cost of living and unprecedented levels of inflation.
9. For the Corporate Strategy 2023, the vision, priorities and long term-outcomes remained the same to ensure that the long term impacts of strategic activity and investment are maintained. This strategy continues to progress on action to address the economic impact of unprecedented inflation rates and high cost of living including support for businesses and activity to increase jobs and skills. The strategy responds to the needs of communities, moving health and wellbeing initiatives into their next phase of delivery and doing more for neighbourhoods right across the borough. Housing and homelessness prevention remain key themes for the strategy with specific council action to ensure that everyone is able to live in good quality, energy efficient and suitable homes. The four priorities continue to be:
 - Housing where residents can live well,
 - A green and sustainable borough,
 - An enterprising economy with vibrant local centres in urban and rural areas,
 - Healthy, safe and engaged communities.
10. In response to challenges facing residents, the key projects in the refreshed strategy for the forthcoming 12 months are focused on home energy, delivering the cost of living action plan and support services for families and young people. Major projects such as improvements to Chorley Bus Station and the development of a Destination Management Plan for the borough will seek to attract visitors to the borough and support economic growth. Delivery of the Jobs and Skills Programme will seek to support access to skills and support job creation across the borough. Action to address and mitigate climate change is cross cutting to ensure that all activity reinforces a commitment to becoming net zero, with specific projects to support energy efficiency for homes and businesses, as well as work to investigate options for future energy creation.
11. The performance measures that help us to know how we are getting better and whether we are achieving our long-term goals have also been reviewed and updated. Indicators have been amended and targets updated to reflect performance over the past months as well as to better align to future priorities.

Corporate priorities

12. The report sets out the Corporate Priorities.

Background to the report

13. The Corporate Strategy provides a clear statement of what the Council aims to achieve over the coming years. The strategy sets out not only the Council's vision, priorities, and long-term outcomes for 2023/24, but also priority activity to be delivered through the corporate projects and how we intend to measure success over the year ahead.

Performance of the Corporate Strategy in 2022/23

14. Progress in implementing the Corporate Strategy has been reported on a regular basis over the last twelve months. The quarterly performance reports set out the performance and focus on areas where delivery is off track, seeking to address any issues.
15. At quarter two, performance against the Corporate Strategy projects was excellent, with 90% (17) of the projects rated as green or complete. A full review of the performance of the Corporate Strategy (including measures) has been completed and is summarised below.

An enterprising economy with vibrant local centres in urban and rural areas

16. The Strawberry Meadows Business Park has been completed. The employment site provides a mixture of light industrial units, hybrid units containing workshop and office space, and larger units capable of being expanded, helping to provide a strong and expanding business sector across the borough. This state-of-the-art facility, will enable the council to continue to succeed in attracting people to do business in Chorley. Demand for the units has been positive attracting a variety of tenants, which include a florist, an online auctioneer, a scaffolder, and an engineering firm promoting the diversity of businesses in Chorley and future job opportunities.
17. Feasibility work has been undertaken for enhancements to local service centres in areas such as Euxton, Coppull, Adlington, Whittle, and Clayton. Site investigations have taken place to evaluate the potential improvements that can be undertaken by the council to improve the identified local areas, with a view of bringing forward a plan for implementation.
18. Following the reopening of Astley Hall, wider improvements to other areas complex have been undertaken, including the reopening of the gallery space to showcase the Hall's art collection and refurbishment of the walled garden glasshouse. Activities have been undertaken to further enhance the visitor experience with the development of a programme linked to UKSPF funding for wider improvements, including the conversion of the Conference Room into a new Workshop and Activity Room for educational visits, and opening of the servants' rooms and oak dressing room in the Hall.
19. To promote future career pathways and provide a local skills pipeline, work has been undertaken with partners to support skills, development, and innovation with the launch of a skills and job programme. Several events have been hosted in partnership with local schools aimed at promoting training opportunities to broaden the career aspirations of young people. Careers events have taken place supporting individuals into employment and training opportunities from a variety of sectors. The

comprehensive Skills and Jobs Programme for Chorley will allow aspiring local businesses to stay and grow in the borough.

A green and sustainable borough

20. A bus shelter improvement plan has been developed, which is part of the council's commitment to improving public transport networks. The programme covers a five-year programme to replace 83 bus shelters. A tender process has been undertaken and a contract award presented for approval. The replacement of the shelters will seek to encourage public transport use by transforming bus stops into modern, safe, and inviting spaces that all residents throughout the borough can utilise.
21. Delivering natural green initiatives to tackle climate change has moved forward with the Westway Nature Reserve enhancement scheme completed, making improvements to the pathways and implementation of natural enhancements to the pond. The launch of a new tree giveaway initiative has taken place this year, with the successful promotion at the Chorley Flower Show. The annual wildflower meadows programme was completed, with meadows planted at high profile sites throughout the borough as part of the initiative to promote biodiversity.
22. To address the challenge of rising energy costs for businesses and contribute to the council's carbon neutral ambitions, a package of support was launched offering grants that can support energy efficiency measures and adaptations. The scheme provides a grant of up to £2,000 towards the costs of purchasing energy reduction equipment identified by free certified energy audits. It also provides information for businesses on the energy saving and net zero support available in addition to a directory of local companies offering products and services related to energy saving measures. A full launch event took place on 1 November and included the introduction of the council's Climate Change Accreditation Scheme, to ensure that businesses continue to survive and thrive despite the economic landscape.
23. The improvement to council buildings has progressed with an Accommodation Officer Working Group being established, bringing together different services across the council to provide a consistent and co-ordinated approach to drive forward all non-routine improvements to the council's working accommodation to ensure a modern and fit for purpose environment that supports the workplace strategy.
24. To support the council's carbon neutral ambitions, the exploration of the feasibility of green energy production in Chorley has progressed with the completion of a low carbon technology options report. The options paper provided an overview of the available low carbon and renewable technologies for the council. Additionally, an electric vehicle (EV) charge point study has been drafted and will enable the council to set a future budget and ensure that a definitive plan is in place for future electric vehicle charging points to be installed across the borough.

Housing where residents can live well

25. Tatton Gardens has now been completed and provides vital amenities for local residents, including improved health care provision delivered through an onsite GP surgery and pharmacy, assisted living accommodation units and recreation ground improvements, supporting wellbeing outcomes and wider benefits such as community cohesion and reduced anti-social behaviour.

26. A two-year home energy programme has been developed to provide energy advice and practical support to install energy saving measures supporting residents with the increasing cost of energy. In collaboration with partners, the scheme offers visits to households who are vulnerable or in fuel poverty to undertake a home audit and provide advice on efficiency measures and is linked to the existing council-based services.
27. Work to progress the new Central Lancashire Local Plan has continued. The first phase of consultations on the preferred Local Plan options concluding in February 2023, with over 2,000 responses received providing feedback. An outline structure of the new Central Lancashire Local Plan has been developed and a desktop assessment of all remaining and new sites for housing and employment has been undertaken. The sites have been mapped and provided to the various consultants and statutory consultees/public bodies for assessment. Work is being undertaken with all stakeholders to conclude the site assessment and viability work and bring forward a report to Council which will include a revised Local Development Scheme (LDS) setting out the time frame for the plan making process.
28. Affordable and flexible housing remains a challenge and key priority for the council. Work has been undertaken to prepare for the development of a new Housing Strategy and action plan to develop further options for the delivery of solutions for high quality, affordable and green housing.

Healthy, safe and engaged communities

29. The Cost of Living Action Plan continues to deliver a range of activities that will be support residents with pressures on food and energy prices. Since its launch, the action plan has delivered the warm spaces programme, providing warm and friendly places for over 2,800 residents at key venues across the borough in response to rising energy costs. The Warm Spaces Programme was expanded to cover the summer months and the Welcome Spaces Programme, supporting residents to access cost of living support alongside social inclusion activity. The uniform swap shop scheme was expanded with schools and the Household Support Fund phase 3 was completed, with 6,744 households being supported financially to a total value of £426k.
30. The project to increase digital connectivity in rural areas has been changed during the year to the development of the Rural England Prosperity Fund, which seeks to help support specific challenges in rural areas by offering a rural grants scheme to enable eligible businesses to make capital improvements to their operations. To ensure that the scope of the scheme is aligned to local needs and priorities, a consultation has been undertaken with local businesses to understand the level of demand and identify potential applicants. The scheme was launched on 15 September for rural businesses across the borough to apply for grant funding.
31. Health and wellbeing remain a key priority and progress has been made working closely with local providers to develop a community-based health and wellbeing programme. The programme employs different locally delivered initiatives focused on improving mental and physical health. This includes the Holiday Activities and Food (HAF) where the summer programme has engaged with 1,409 individuals; a Suicide Prevention Action Plan to increase awareness of support and reduce stigma; and the Adult Health and Wellbeing Grant continues to be distributed with a wide range of activities being delivered across the borough, examples include walking netball, walking football and seated yoga.

32. To support families and young people to start and live well, several events were delivered aimed at networking with partners and stakeholders as well as strengthening pathways for support. This included a Big Early Help event in partnership with the Children and Young Family Wellbeing Service. A Winter Play Day was also hosted in collaboration with Inspire Youth Zone. Additionally, a plan for a parenting programme, which will deliver sessions at the local level in order to provide reassurance, tips and guidance to young families was developed.
33. To ensure high quality and responsive services, the council has progressed the delivery of its ambitious transformation programme with the implementation of a single shared operating model for Property and Development and Pest Control. This forms part of the wider programme of shared services, which will provide greater capacity, more resilience, and create development opportunities for staff. Work is underway to implement new technology and review the council's website to ensure that services are more accessible for residents.

Project Delivery

34. As well as delivering major schemes, the 2022/23 Corporate Strategy included a number of projects that focused on progressing priorities over multiple years. Some projects will be completed within the year, however there are a number of projects that will continue with future delivery plans to be developed.
35. The projects that are yet to be completed have identified clear timescales for delivery and will continue to be monitored through to completion alongside the new Corporate Strategy projects and reported through quarterly monitoring reports. A full list of projects, along with a current position statement is available in Appendix B.

Performance

36. The 2022/23 strategy also included 24 key measures to make it possible to monitor progress towards achieving the priorities and long-term outcomes. The measures were selected to demonstrate progress made in achieving the ambitions of the council. At the end of quarter two, 79% of Corporate Strategy measures were performing on or above target or within the 5% threshold. Further details are available in the quarter two performance monitoring report, which was presented to the November Executive Cabinet.

Development of the Corporate Strategy 2023/24

37. In line with the priorities set out in the Corporate Strategy the council has delivered significant achievements for Chorley over the last few years. Large scale capital projects, community-based activities and economic support have accomplished better outcomes for residents, communities, and businesses. The council continues to take action to support its residents when they face challenges, from the pandemic through to the cost of living crisis and inflationary pressure. Work already in place, such as social prescribing and community development has been supplemented by new programmes such as HAF and energy schemes. It is important, however, to ensure that the council continues to review its work and ensure that it responds to new challenges.
38. The Corporate Strategy for 2023/24 has been refreshed to reflect the future ambitions and objectives of the Council. Building on progress made over the last few years, the strategy will concentrate on ensuring that Chorley is in the best possible position for the future. Key issues include housing, climate change, community resilience and wellbeing.

39. The vision continues to be: *Enabling strong communities, a resilient economy, excellent services, a greener future and successful people.*

The four priorities are:

- Housing where residents can live well,
- A green and sustainable borough,
- An enterprising economy with vibrant local centres in urban and rural areas,
- Healthy, safe and engaged communities.

40. Each of the four priorities is supported by a number of commitments from the Council:

Priority	Our Commitment
Housing where residents can live well	<ul style="list-style-type: none"> • Deliver affordable and energy efficient housing, • Strive for good quality housing for all, • Work with partners supporting new ways to prevent homelessness, • Support our most vulnerable residents.
A green and sustainable borough	<ul style="list-style-type: none"> • Work towards our commitment to be carbon neutral by 2030, • Support waste reduction, reuse and recycling, • Work with partners to retain natural habitats and improve air quality, • Promote sustainable transport and infrastructure.
An enterprising economy with vibrant local centres in urban and rural areas	<ul style="list-style-type: none"> • Support business growth and expansion across the borough, • Work with partners to support skills development and innovation, • Work with partners to promote the district as a visitor destination and attract investment in our local service centres, • Promote the green economy.
Healthy, safe and engaged communities	<ul style="list-style-type: none"> • Support and encourage active lifestyles and health and wellbeing, • Support development of leisure services and facilities meeting the needs of residents, • Deliver events and places to go for everyone, • Ensure all residents of all ages can access the services they need, physically and digitally, • Promote resilient, cohesive neighbourhoods by listening and responding, • Work with partners to join up public services so that they make sense for everyone.

Projects

41. Projects will build on the successful delivery of key schemes in recent years, as well as refocusing activity to make progress in new areas such as destination management. New projects have been included, for example, to ensure the borough continues to thrive, attracting visitors through more effective marketing of the borough's amazing assets, and improving the welcome to the town centre by taking on the management of the bus station. These activities will ensure that the council continues 'Making it Happen' for communities across the borough.
42. The council recognises the importance of everyone being able to live in a suitable and affordable home. The Prevention of Homelessness Strategy will be refreshed, working with partners to address existing and emerging issues that mean that homelessness is an increasing challenge within the borough and across the country. The Housing Strategy will also be refreshed to ensure that the council continues to have a clear vision and priorities to ensure everyone in the borough is able to live in good quality and suitable homes. A household energy support scheme will be delivered to support residents through the energy crisis including practical support to install energy saving measures. This will also contribute towards climate change objectives. The council will develop and deliver a plan to improve housing standards across the borough to ensure that everyone is able to live in a home that is safe
43. Tackling climate change continues to be a key priority for the borough, with the council working towards our commitment to be carbon neutral by 2030. Improving biodiversity and open spaces not only supports mitigating the impact of climate change, it also encourages the use of parks and open spaces and improves the wellbeing of residents. The council will increase the number of parks with a Green Flag status in order to enhance local parks and natural habitats. The council will continue to encourage use of public transport as bus shelters are improved and green shelters introduced to boost biodiversity. Chorley Bus Station will be improved under the council's management in order to transform it into a key transport hub to welcome visitors. The council will maintain and improve council buildings to create a modern environment and attractive workspace to support the way we work. As well as considering its own assets, businesses will be supported through the delivery of the Business Energy Support Scheme. This will boost businesses across the borough providing support and advice on energy adaptations and potential improvement grants. Specific support packages will be created for rural businesses through a Rural Business Support and Grant Scheme.
44. A strong local economy across the borough is vital to ensuring that the borough remains a vibrant place. The council will deliver a jobs and skills programme to upskill residents to ensure that our residents have the skills they need to succeed and our businesses the talent available for them to grow.. To ensure the borough's economy continues to grow over the long term, there will be a refresh of the Economic Development Strategy.
45. The borough already has a visitor economy worth over £130 million each year, with assets that attract visitors. More can be done to support the visitor economy and to ensure that Chorley is better known and recognised as a place to visit. Work will be undertaken to develop a Destination Management Plan to enhance reputation of the borough, and to ensure that the destinations and attractions across the borough, including rural areas, are well connected and marketed.
46. The Council has a strong track record of supporting communities. This will continue as the council will launch an enhanced social prescribing service focussed on supporting family and early years. We will deliver a health and wellbeing programme to support the

needs of residents across the borough. There will be further provision as we deliver the cost of living action plan by providing a range of support and intervention including food and fuel poverty, debt, and housing. The council will work with our partners and businesses to tackle anti-social behaviour issues across the borough quickly and effectively.

47. The key projects that will be delivered under each priority, to support the Council to meet its commitments are:

Housing where residents can live well	
Refresh the Prevention of Homelessness Strategy	Homelessness continues to provide an increasing challenge for our residents, with increases in the cost of living, a reducing private sector rental market and a lack of access to specialised support being key issues. The refresh of the Prevention of Homelessness Strategy will seek to further the council's work in working closely with partners to address existing and emerging issues.
Develop and Deliver a Plan to Improve Housing Standards Across the Borough	This project will guide the work of the council's Housing Standards Officer and wider teams to drive improvement in housing standards, particularly in social and private rented housing across the borough, providing support to residents to live in housing that keeps them healthy and safe.
Deliver the Home Energy Support Scheme	This project will deliver energy advice and practical support to install energy saving measures, so that residents are able to address increasing energy costs and support action to tackle climate change.
Refresh the Housing Strategy	<p>Housing is a varied and diverse subject, ranging from the delivery of new homes and supporting those in need of housing, through to supporting people to live independently for longer and to stay safe in high quality and warm. It is widely acknowledged that housing has a direct and substantial impact on the health and wellbeing of individuals.</p> <p>Our Housing Strategy will provide guiding priorities and actions to ensure that the council is proactive in ensuring that everyone in the borough is able to live in good quality, energy efficient and suitable homes. It will build on the work already undertaken over the current strategy period.</p>
Deliver the Local Plan	Work on the development of a new Local Plan for central Lancashire continues. It will provide a clear plan for development in the coming years, supporting effective locally led decision making.

A green and sustainable borough	
Continue to deliver improvements to Chorley's Bus Shelter Network	Encouraging the use of public transport as well as improving the borough's public realm, this project will replace over 80 Chorley Council owned bus shelters over the coming five years. The project will also introduce five 'living roof' shelters to the borough, highlighting the need for increased biodiversity and awareness of the challenges posed by climate change.
Increase the Number of Parks with a Green Flag Status	<p>In 2023, six Chorley parks have been awarded the prestigious Green Flag status. Astley Park, Withnell Linear Park Nature Reserve, Harpers Recreation Ground, Ranglelts Recreation Ground, Yarrow Valley Country Park, and Coronation Recreation Ground.</p> <p>The award recognises and rewards well managed parks and green spaces, setting the benchmark standard for the management of recreational outdoor spaces. In the forthcoming year we will focus on gaining Green Flag status for two additional parks, Carr Brook Linear Park and Tatton Recreation Park.</p>
Deliver the Business Energy Support Scheme to Boost Businesses Across the Borough	<p>Following a successful launch, the council will now deliver a package of support for businesses to undertake energy adaptations including an energy audit, recommending actions and potential grant support towards improvements.</p> <p>The project will provide an audit scheme that can support businesses to identify opportunities for reducing energy costs through green technologies</p> <p>A small grants scheme will be developed to initiate improvements whilst also collating and publishing a range of resources that will support businesses to access larger grants, advice, and tips.</p>
Deliver a Rural Business Support and Grant Scheme	This project will deliver the rural business grants scheme to support business based in rural areas to grow and thrive. This could include, for example, farm diversification, rural tourism or community infrastructure.
Maintain and Improve Council Buildings	The council's main office building and leisure centres need to remain fit for purpose to ensure that they continue to support the delivery of high-quality services. This project will develop plans for the future use and maintenance of the main office buildings and

	leisure centres, and also ensure that opportunities to decarbonise are identified and pursued.
Develop and Deliver a Plan to Improve Chorley Bus Station	Chorley bus station is a vital asset for the town and wider borough. It should provide a key transport hub as well as welcoming visitors to the town centre. The council has taken over its management from the county council, and this project will focus on ensuring that the bus station is better managed and developed to secure those benefits - including, increased use of public transport, reduced anti-social behaviour, increased utilisation of the space within the bus station and the benefits to the town centre.
An enterprising economy with vibrant local centres in urban and rural areas	
Develop a Destination Management Plan for the Borough	<p>Chorley already has a visitor economy worth over £130m per year. It has great assets that attract visitors. This project recognises that more can be done to exploit the opportunities that Chorley's location and assets presents to improve place recognition and create a cohesive offer that encourages more visitors to the borough.</p> <p>The project will work with destination management and visitor economy experts to develop a destination management plan for the borough, with the objective of improving the visitor offer and economy.</p>
Deliver a Jobs and Skills Programme to upskill residents across the borough	<p>Deliver new initiatives to promote future career pathways and develop the future skills pipeline to meet the needs of local enterprise. The programme to be developed will focus on engagement with businesses.</p> <p>Delivery would include the provision of career day showcase/roadshows for businesses to target recruitment and careers at job seekers. We will also engage in partnership working with Myerscough College</p> <p>Providing businesses with a hub/space for promoting careers/pathways and enable prospective/interested candidates to register interest and connect the two together</p>
Refresh of the Economic Development Strategy to promote growth across the borough	The strategy refresh will focus on the future for economic growth, investment and business support, identifying priority areas and sectors to secure the future growth of Chorley's economy.
Healthy, safe, and engaged communities	
Launch an Enhanced Social Prescribing	This project will develop, with local partners, an enhanced social prescribing service that expands to

<p>service focussed on supporting family and early years</p>	<p>target support at family and early years, taking an approach to early action and prevention.</p> <p>Aligning with the UK Shared Prosperity Fund, this project will increase capacity within the social prescribing team to provide support for early years and family. The intention is that it supports early action to give children the best start, particularly those impacted by health inequalities.</p> <p>The service will seek to develop and work with key partners such as the LCC family hubs and other providers so there is a defined package of support that can help families.</p>
<p>Deliver the cost of living action plan</p>	<p>This project will deliver the cost of living action plan to provide a range of support and intervention including food and fuel poverty, debt, and housing.</p> <p>The action plan includes a range of support and intervention, with a particular focus on fuel poverty, debt and housing. The activity outlined in the action plan falls within five key themes:</p> <ul style="list-style-type: none"> • Partnerships, • Communication, • Data, evaluation, and monitoring, • On ground activity, • Psychological and wellbeing support. <p>The principles around the project are to ensure that the council mitigates as far as possible the impacts of the cost of living on residents.</p> <ol style="list-style-type: none"> 1. Communities are better informed about their options and available support services/funding. 2. The household support fund is targeted at those in need. 3. Providing digital support/training to those adversely impacted by being digitally excluded. 4. Local grants are targeted towards those most in need to ensure impact is maximised.
<p>Deliver a Health and Wellbeing Programme to support the needs of residents across the borough</p>	<p>The council will work with local providers to develop a community-based health and wellbeing programme that can provide support around mental health as well as physical health.</p> <p>Building on the success of the Couch to 5k scheme, the council will work with local providers to develop a community-based health and fitness programme such as bootcamps or outdoor gyms.</p> <p>Given higher than average rates of suicide in Chorley, this activity could be tailored to support the needs of 'at risk' groups with referrals into diversionary based</p>

	health activities such as walking or cycling groups.
Delivery of a Borough anti-social behaviour action plan	Chorley is a safe place to visit, but anti-social behaviour has the potential to discourage visitors and damage businesses. The borough wide centre anti-social behaviour action plan will ensure we work with our partners and businesses to tackle issues quickly and effectively and give a clear message that poor behaviour is not tolerated in Chorley.
Refresh and deliver the Transformation Programme	The council continues to face significant challenges - from increasing costs, uncertain funding arrangements and a competitive jobs market. The transformation programme ensures that the organisation responds to these challenges effectively. It will be refreshed to support budget planning and high quality service delivery.

Measuring Progress

- 48. The strategy includes a suite of performance indicators that will be measured and reported against to demonstrate success and progress towards achieving the priorities and long-term outcomes. All the measures and targets have been reviewed and updated to ensure that they remain challenging to reflect the council’s ambition.
- 49. Two new indicators will be included to help measure the delivery of the strategy:

Indicator	Priority	Target	Reason
Average improvement wellbeing score following support from the council	Healthy, safe and engaged communities	70%	This measure will assess the impact of the council’s social prescribing service, to ensure that it is supporting improved outcomes for residents.
Average % reduction in GP appointments following support from the council	Healthy, safe and engaged communities	Baseline	Improving individual outcomes, as measured in the indicator above, is important. The work of the social prescribing service also has additional benefits in reducing demand on other public services. This indicator will measure the impact of the service in that regard.

- 50. Four indicators are proposed to be removed from the corporate indicator list to reflect changes in delivery or where a more appropriate indicator has been substituted to better reflect performance. The reason for the change is indicated in the below table:

Indicators	Reason
Number of people who participate in a volunteering opportunity (as a result of an intervention by the Employment Service)	The service provided by the council will continue, but the way in which the main source of referrals (which is the DWP) now works means that the demand for this particular element is significantly reduced. In addition, the new indicators proposed provide better measures of the outcome of the council's work.
Number of volunteer community groups supported to improve by the Council	The council continues with its extensive programme of support for community groups, including funding and advice. The new indicators proposed, however, provide a better indicator of how well the council is achieving its priority and long-term outcomes.
Number of people referred to social prescribing, including Population Health Management	The new proposed performance indicators provide a better measure of the long-term improvements and outcomes to communities' health and wellbeing following support from the council.
Percentage of the population with NVQ level 3 and above	The data for this indicator is no longer available on the Office National Statistics (ONS) website and therefore cannot be reported.

51. Five indicators have targets amended to reflect service changes or better align to future priorities. This includes the following:

Indicators	Action	Reason
Number of affordable homes delivered	Change the target from 111 annually to 75 to ensure this remains realistic	The delivery of affordable homes is dependent on developers. This is based on analysis of the sites coming forward, but continues to ensure that the council works hard to secure the affordable housing that should be delivered through the development process.
Number of Bus Shelters improved	The target has been increased from 19 annually to 26	The target is in line with the Corporate Strategy project and the next phase of delivery.
Number of improvements to parks, open spaces and playing pitches linked to strategy delivery	This target has been change from 10 annually to 6 in line with the programme.	The council has delivered significant improvements to parks, open spaces and playing pitches over the last decade. The change to the target better reflects the required improvements in the forthcoming year.

Number of visits to council leisure centres	Reduce the target from 468,000 annually to 340,000	The baseline used to set the previous target was based on data from the previous operator and then significantly affected by the pandemic. The new target has now been based on the updated baseline and provides a target that will increase visits to the leisure centres by 15,000 visits per annum (4.4%).
Number of Trees Planted	New target to plant 23,000 trees	The council has exceeded its original target to plant 116,875 trees across the borough by 2025. A new target to plant a further 23k trees has been set for 2024/25 and a plan is to be brought forward to establish a long term tree planting target for the future years.

Proposed Corporate Strategy Indicators

Priority	Indicator	Frequency	Annual Target
Housing where residents can live well	Number of long-term empty properties in the borough	Quarterly	Less than 150
	% of households living in fuel poverty	Annual	Better than regional average
	Number of affordable homes delivered	Annual	75
A green and sustainable borough	Number of Bus Shelters Improved	Bi- Annual	26
	Number of Trees Planted	Bi-Annual	23,000
	Number of improvements to parks, open spaces and playing pitches linked to strategy delivery	Annual	6
	% of household waste sent for reuse, recycling or composting	Quarterly	46.04%
An enterprising economy with vibrant local centres in urban and rural areas	Number of projected jobs created through Chorley Council support or intervention	Quarterly	200
	The % of 16-17 year olds who are not in education, employment or training (NEET)	Quarterly	3%
	Number of Business Engagements by the Council	Quarterly	900
	Growth in business rate base	Annual	0.50%

Priority	Indicator	Frequency	Annual Target
Healthy, safe and engaged communities	% of service requests received online	Quarterly	50%
	% of customers dissatisfied with the service they have received from the Council	Quarterly	Less than 17%
	% increase in visitor numbers	Annual	+2%
	Average improvement in wellbeing score following support from the council		70%
	Average % reduction in GP appointments following support from the council	Quarterly	Baseline
	Number of visitors to council leisure centres	Quarterly	340,000

52. In addition to delivery indicators, the Council also measures outcomes compared to national and regional performance indicators. The proposed indicators are:

Indicator	Frequency	Annual Target
Overall employment rate	Quarterly	Better than Regional Average
The number of claimants as a proportion of resident population of the area aged 16-64	Quarterly	Better than Regional Average
Town Centre Vacancy Rate	Quarterly	Better than National Average
Median Workplace Earnings	Annual	Better than Regional Average
Earnings by place of residence	Annual	Better than Regional Average

Climate change and air quality

53. In particular the report impacts on the following activities:
- net carbon zero by 2030,
 - energy use / renewable energy sources
 - waste and the use of single use plastics,
 - sustainable forms of transport,
 - air quality,
 - flooding risks,
 - green areas and biodiversity.

Equality and diversity

54. The review of the strategy each year provides the opportunity to consider the latest demographic information, policy context and implications for services. The strategy sets out support for those in communities who may have unfair disadvantages in accessing support, services, and opportunities.
55. As the strategy is delivered over the next 12 months and each project is implemented, an equality impact assessment will be undertaken to consider the equality and diversity implications.

Risk

56. The Council maintains a strategic corporate risk register which sets out the main risks to the organisation and delivery of its services and strategy. In considering the key risks to the delivery of the corporate strategy, the main risks will be related to resourcing and finance, particularly the impacts of the poor economic forecasts and predictions at a national level, including the cost of living crisis. To manage these risks there are mitigation plans in place and each project listed in the strategy is required to undertake and maintain its own risk register.

Comments of the Statutory Finance Officer

57. There are no direct financial implications of this report but the Corporate Strategy forms a key element of producing the Medium Term Financial Strategy presented each Spring. The direction provided by this report will be following into budget setting.

Comments of the Monitoring Officer

58. The matters and priorities to be addressed within the Corporate Strategy relate to statutory duties or are within the general power of competence and can lawfully be adopted for delivery. The measures proposed will enable the council to properly consider whether the priorities and associated interventions have delivered value for money which will in turn serve to inform future decision making.

Background documents

There are no background papers to this report.

Appendices

Appendix A Chorley Council Corporate Strategy 2023/2024

Appendix B Corporate Strategy Projects Position Statement

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CORPORATE STRATEGY 2023/24



OUR VISION

Enabling strong communities, a resilient economy, excellent services, a greener future and successful people.



Housing where residents can live well

OUR COMMITMENT

- Deliver affordable and energy efficient housing
 - Strive for good quality housing for all
- Work with partners supporting new ways to prevent homelessness
 - Support our most vulnerable residents



A green and sustainable borough

OUR COMMITMENT

- Work towards our commitment to be carbon neutral by 2030
 - Support waste reduction, reuse and recycling
- Work with partners to retain natural habitats and improve air quality
 - Promote sustainable transport and infrastructure



An enterprising economy with vibrant local centres in urban and rural areas

OUR COMMITMENT

- Support business growth and expansion across the borough
- Work with partners to support skills development and innovation
- Work with partners to promote the district as a visitor destination and attract investment in our local service centres
 - Promote the green economy



Healthy, safe and engaged communities

OUR COMMITMENT

- Support and encourage active lifestyles and health and wellbeing
- Support development of leisure services and facilities meeting the needs of residents
 - Deliver events and places to go for everyone
- Ensure all residents of all ages can access the services they need, physically and digitally
 - Promote resilient, cohesive neighbourhoods by listening and responding
- Work with partners to join up public services so that they make sense for everyone



Housing where residents can live well

OUR COMMITMENT

- Deliver affordable and energy efficient housing
- Strive for good quality housing for all
- Work with partners supporting new ways to prevent homelessness
- Support our most vulnerable residents

“Access to clean, safe and decent homes should be the starting point, not an aspiration”

WE WILL

Refresh the Prevention of Homelessness Strategy

By working with partners to address existing and emerging issues

Develop and Deliver a Plan to Improve Housing Standards Across the Borough

To drive improvements in housing standards

Deliver the Home Energy Support Scheme

Including practical support to install energy saving measures

Refresh the Housing Strategy

To ensure that everyone in the borough is able to live in good quality and suitable homes

Deliver the Local Plan

Provide a clear plan for development

MEASURING SUCCESS

- Number of long-term empty properties in the borough
- % of households living in fuel poverty
- Number of affordable homes delivered





A green and sustainable borough

“Green is about being responsible now for tomorrow’s future”

OUR COMMITMENT

- Work towards our commitment to be carbon neutral by 2030
- Support waste reduction, reuse and recycling
- Work with partners to retain natural habitats and improve air quality
- Promote sustainable transport and infrastructure

WE WILL

Continue to deliver improvements to Chorley’s Bus Shelter Network

Improve bus shelters and introduce green shelters to enhance biodiversity

Increase the Number of Parks with a Green Flag Status

Enhance local parks and natural habitats

Deliver the Business Energy Support Scheme to Boost Businesses Across the Borough

Providing support and advice on energy adaptations and potential improvement grants

Deliver a Rural Business Support and Grant Scheme

Create specific support packages for rural businesses

Maintain and Improve Council Buildings

To create a modern environment and attractive workspace to support the way we work

Develop and Deliver a Plan to Improve Chorley Bus Station

Provide a key transport hub as well as welcoming visitors to the town centre

MEASURING SUCCESS

- Number of Bus Shelters Improved
- Number of Trees Planted
- Number of improvements to parks, open spaces and playing pitches linked to strategy delivery
- % of household waste sent for reuse, recycling or composting





An enterprising economy
with vibrant local centres
in urban and rural areas

OUR COMMITMENT

- Support business growth and expansion across the borough
- Work with partners to support skills development and innovation
- Work with partners to promote the district as a visitor destination and attract investment in our local service centres
- Promote the green economy



*“Working with businesses
and people to realise
their potential”*

WE WILL

Develop a Destination Management Plan for the Borough

Encourage more visitors to the borough

Deliver a Jobs and Skills Programme to Upskill Residents Across the Borough

Promote future career pathways and develop the future skills pipeline to meet the needs of local enterprise

Refresh of the Economic Development Strategy to Promote Growth Across the Borough

Enabling and promoting a strong economy

MEASURING SUCCESS

- Number of projected jobs created through Chorley Council support or intervention
- The % of 16-17 year olds who are not in education, employment or training (NEET)
- Number of Business Engagements by the Council
- Growth in business rate base



Healthy, safe and engaged communities

OUR COMMITMENT

- Support and encourage active lifestyles and health and wellbeing
- Support development of leisure services and facilities meeting the needs of residents
- Deliver events and places to go for everyone
- Ensure all residents of all ages can access the services they need, physically and digitally
- Promote resilient, cohesive neighbourhoods by listening and responding
- Work with partners to join up public services so that they make sense for everyone



“Across the borough communities have the tools and ability to achieve their best”

WE WILL

Launch an Enhanced Social Prescribing Service Focussed on Supporting Family and Early Years

Taking an early action and prevention approach to support at families and children

Deliver the Cost of Living Action Plan

By providing a range of support and intervention including food and fuel poverty, debt and housing

Deliver a Health and Wellbeing Programme to Support the Needs of Residents Across the Borough

Develop a community-based health and wellbeing programme

Delivery of a Borough Anti-Social Behaviour Action Plan

Work with our partners and businesses to tackle issues quickly and effectively

Refresh and Deliver the Transformation Programme

Respond to significant national, regional and local challenges effectively

MEASURING SUCCESS

- Number of visits to Council Leisure Centres
- Average improvement in wellbeing score following support from the council
- Average % reduction in GP appointments following support from the council
- % of service requests received online
- % of customers dissatisfied with the service they have received from the Council
- % increase in visitor numbers



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Appendix B: Chorley – Corporate Strategy Projects 2022/23

Project	Status	Position Statement (Q2)
Housing where residents can live well		
Open the extra care scheme at Tatton Gardens	COMPLETE	<p>The new extra care facility at Tatton Gardens was officially opened in February 2023 by Sir Lindsay Hoyle MP, the Mayor of Chorley, and the Chair of the Lancashire Enterprise Partnership. The facility features 62 assisted living apartments for those aged 55 and above. The development includes a community centre, which is now welcoming community organisations such as youth, dance, and baby groups, as well as a fully operational GP surgery and nursery, supporting our residents to start, live, and age well. The site also has units for a community café and a hair salon. The project is now completed, and its day-to-day operations are part of normal service delivery.</p> <p>Since the completion and official opening the project was shortlisted for three awards in this year’s Northwest Regional Construction Awards and was awarded Sub-regional Project of the Year Lancashire.</p>
Implement a home energy support scheme	GREEN	<p>This project provides energy advice and practical support to install energy saving measures, so that residents are able to address increasing energy costs and support action to tackle climate change.</p> <p>A two-year programme has been developed and will offer visits to high risk / fuel poverty households to undertake a home audit and provide advice on efficiency measures. The scope includes working with partners such as Preston Care and Repair and will be aligned to the existing council-based service/scheme i.e., winter warmth. Actions have now commenced to deliver the programme and include:</p> <ul style="list-style-type: none"> • A Home Energy Support Adviser has been successfully appointed. • A home energy questionnaire has been developed, along with a list of addresses targeting residents with low energy efficiency. • The council website has been updated to include information about the scheme and how individuals can participate. • Promotional materials for the scheme will be distributed at community events and posted on social media. <p>Work will continue with more scheduled community events and the commencement of home visits.</p>
Deliver the Local Plan	RED	<p>The objectives of this project are to progress the new Central Lancashire Local Plan which replaces the existing Core Strategy and three respective Local Plans in one single Development Plan for central Lancashire for a 15-year period.</p> <p>The first phase of consultations on the preferred Local Plan options concluded in February 2023, with over 2,000 responses received providing feedback. The consultation involved drop-in sessions at sites across the borough such as community centres, libraries, and schools, an online survey, email and telephone enquiries, and representations from key stakeholders, statutory bodies, and partners. The analysis of the Preferred Options Consultation responses has now been completed and the statement produced, which will go to the Local Plan Working Group and the Joint Advisory Committee before being published.</p> <p>Discussions have taken place to agree the process for assessing the heritage impact of sites. An outline structure of the new Central Lancashire Local Plan has been developed and a desktop assessment of all remaining and new sites for housing and employment has been undertaken.</p> <p>The sites have been mapped and provided to the various consultants and statutory consultees/public bodies for assessment. The Preferred Options Consultation response data has been collated and analysed and a Consultation Statement has been prepared and will be published in due course.</p> <p>Work is being undertaken with all stakeholders to conclude the site assessment and viability work and bring forward a report to Council which will include a revised Local Development Scheme (LDS) setting out the time frame for the plan making process. Timescales for the development of the Local Plan will then be assessed and reprofiled to ensure that sufficient progress is achieved.</p>
Deliver affordable housing	GREEN	<p>Following completion of major schemes like Tatton, the Council has committed in its Corporate Strategy to develop further options for the delivery of solutions for high quality, affordable and green housing.</p> <p>This project is closely linked and co-dependent on the Deliver Flexible Housing Solutions project and will develop options and proposals that can be taken forward to support delivery of affordable and specialist housing. Options that are being developed for further consideration include the direct development or acquisition of properties to increase</p>

		the availability of affordable housing and investigation into the requirements for specific housing types to accommodate unique needs and prevent homelessness, such as transitional accommodation and specialist housing.
Deliver flexible housing solutions	GREEN	<p>The aim of this project is to understand the requirement for specific types of housing to support different needs such as transitional accommodation or specialist housing. The project will inform recommendations and actions to respond to identified needs. The proposal is to take forward this priority through a new Housing Strategy and action plan.</p> <p>A Housing fact file has been produced and includes key information and statistics to inform wider discussions on housing related activity. The development of a new Housing Strategy and action plan will take place, initially identifying priorities that can be developed into more tangible actions and projects.</p> <p>Work on this project has also included a review of the data and intelligence around housing to enable effective discussions with stakeholders and to shape future plans.</p>
A green and sustainable borough		
Deliver improvements to public transport network	GREEN	<p>This project focusses on delivery of year one of a five-year bus shelter improvement plan across the borough. Improving the look and feel of the area and providing better facilities to encourage public transport, including the implementation of 'living roof' bus shelters. The project will also bring forward an options paper identifying opportunities for a community car-based scheme for areas where bus services are limited.</p> <p>The Bus Shelter improvement plan has been developed, and the programme will cover a 5-year phased programme to replace 83 bus shelters, with the replacement of 19 in year one. The procurement route was identified, and tender documents drafted for year one. Tender responses have been evaluated with a contract award presented for approval.</p> <p>Following the decision to install five living roof bus shelters next year (2024/25), site meetings have taken place to review the 10 potential viable locations identified.</p> <p>Scoping work has also taken place to develop an options paper identifying opportunities for a community car-based scheme in areas where bus services are limited.</p>
Deliver natural green initiatives	GREEN	<p>As part of the council's commitment to the corporate priority of "a green and sustainable borough" this project focusses on outdoor green habitats and biodiversity, delivering environmental improvements such as increasing the number of mini meadows, improving the wildlife corridors through the planting of wildflowers and bulbs, and planting additional trees to increase the commitment made in 2019 to plant a tree for every resident.</p> <p>At the end of 2022/23 the council reached and exceeded its target of planting a tree for every resident, with over 117,000 trees now planted or provided to residents and groups. The launch of a new tree giveaway initiative has taken place this year, with the successful promotion of the tree giveaway at Chorley Flower Show, which not only engaged residents but also generated substantial interest. As a result, people have already signed up for the giveaway.</p> <p>The Westway Nature Reserve enhancement scheme has been completed, which involved improvements to the pathways, removal of dead trees, as well as the implementation of natural enhancements to the pond, and the installation of information boards on the site to promote engagement in the natural environment.</p> <p>Annual wildflower meadows programme was completed, with meadows planted at high profile sites throughout the borough as part of the initiative to promote biodiversity, such as at Ackhurst Lodge and along Preston Road. The preparation and sowing of wildflower meadows and planning has begun for the wildflower bulb locations for autumn planting ready for next spring with wildflower bulbs ordered and suitable locations identified.</p>
Launch sustainable energy package for business	GREEN	<p>This project will provide a package of support for businesses to undertake energy adaptations, addressing the challenge of rising energy costs for businesses by launching grants that can support energy efficiency measures as well as support business in distress.</p> <p>The scheme provides a grant of up to £2,000 towards the costs of purchasing energy reduction equipment identified by free certified energy audits and provides information for businesses on the energy saving and net zero support available in addition to a directory of local companies offering products and services related to energy saving measures. This will ensure that small businesses continue to survive and thrive despite the economic landscape and contribute to the Council's carbon neutral ambitions.</p> <p>Discussions have taken place with the Chamber of Commerce to establish a new streamlined grant process ensuring that businesses can quickly access grant funding and implement the energy saving measures recommended from the energy audit. A soft launch of the grants scheme took place in June with a press release and promotion on social media, and the Council website has been updated with details of the grant. A full launch event took place on 1 November and included the introduction of the council's Climate Change Accreditation Scheme.</p>

Improve our Council buildings	AMBER	<p>The improvement to council buildings project is one of many projects as part of the Workplace Strategy 2021-2024. The strategy aims to transform how we work as a council, allowing for a more flexible and agile working model.</p> <p>The project has been rated as Amber due to delays in advancing the heating system options and the need for more comprehensive exploration of wider improvements to the council's buildings.</p> <p>An officer Accommodation Working Group has also been established, bringing together different services across the council and will provide a consistent, co-ordinated approach to drive forward all non-routine improvements to the council's working accommodation to ensure a modern and fit for purpose environment that supports the workplace strategy.</p> <p>The scope of the project is now being reviewed and reprofiled to ensure that it meets the needs of the council.</p>
Develop use of green energy in the Borough	GREEN	<p>This project is to explore the feasibility of green energy production in Chorley, and includes investigating opportunities for energy production through water, hydrogen, wind and solar. It will also continue to deliver infrastructure improvements such as electric vehicle charging points.</p> <p>The low carbon technology options report has been completed and has been presented to the Climate Change Working Group for review. The options paper provided an overview of the available low carbon and renewable technologies for the council.</p> <p>The Electric Vehicle (EV) Charge Point Study looking at further Electric Vehicle (EV) Charge Point across the council's assets (commercial, residential and car parks) has progressed with all required data collected and reports drafted for review by the Climate Change Working Group. This study will enable the council to set a future budget and ensure that a definitive plan is in place for future Electric Vehicle charging points to be installed.</p>
An enterprising economy with vibrant local centres in urban and rural areas		
Open Strawberry Meadows	COMPLETE	<p>This project is a continuation of the 2022 Corporate Strategy project, to complete the final delivery of the Strawberry Meadows employment site through the completion of the construction, marketing and handover.</p> <p>Strawberry Meadows employment site was completed in quarter four, following the official opening of the new facility in October 2022. Its day to day operation has now been handed over to the Property Management Team, who will ensure the long-term management of the facility and tenants. The new state of the art business and industrial hub hosts a mixture of light industrial units, hybrid units containing workshop and office space, and larger units capable of being expanded, helping to provide a strong and expanding business sector across the borough.</p> <p>This facility will enable us to continue to succeed in attracting people to do business in Chorley. Demand for the units has been high with leases offered to a variety of tenants, which include a florist, an online auctioneer, a scaffolder, and an engineering firm promoting the diversity of businesses in Chorley and future job opportunities.</p>
Deliver improvements to local service centres	GREEN	<p>This project will focus on delivering physical enhancements to Local Service Centres in areas outside the Town Centre such as Euxton, Coppull, Adlington, Whittle, and Clayton.</p> <p>Progress has been made with initial site investigations taking place to evaluate the potential improvements that can be undertaken by the council to improve the identified local areas. A project plan will be developed with a view to presenting the schemes and options for consideration.</p>
Continue development at Astley Hall	GREEN	<p>Following Astley Hall's extensive two-year restoration to preserve the Grade two listed building, this project focusses on further enhancing the visitor experience and deliver wider improvements to other areas of the Hall complex.</p> <p>Feedback collected from visitors since the reopening of the hall has been used to further enhance the visitor journey and experience. This will influence the content of the information boards and signage to make the hall informative but accessible. Work has also been undertaken to reopen the gallery space to showcase the Hall's art collection and refurbish the walled garden glasshouse.</p> <p>Work has been undertaken to develop and cost a plan of wider improvement works to the Hall to further enhance the experience, and activities within the improvement programme, include the conversion of the Conference Room into a new Workshop and Activity Room for educational visits, and opening of the servant's rooms and oak dressing room in the Hall.</p> <p>Preparatory work has been completed to finalise a list of improvement projects, which will utilise UK Shared Prosperity Funding (UKSPF) to fund the project, and the list of projects will be brought forward to be delivered with detailed timescales.</p>

Launch a skills and jobs programme	GREEN	<p>The aim of this project is to work with our partners to support skills, development, and innovation, to launch a skills and job programme to promote future career pathways and provide a local skills pipeline.</p> <p>Several events have been hosted in partnership with local schools aimed at promoting training opportunities to broaden the career aspiration of young people. Careers events have taken place supporting individuals into employment and training opportunities from a variety of sectors.</p> <p>An Employment and Skills Officer has been successfully recruited, who will support the delivery of the Skills and Jobs Programme for Chorley and enable the development of a comprehensive programme of support allowing aspiring local businesses to stay and grow in the borough. The mapping exercise has taken place to identify upskilling, training and employability provision that is currently available in the area. The key themes for the programme are being developed, and the Employment and Skills Officer will work in collaboration with partners to help build relationships and enable closer working.</p>
Healthy, safe, and engaged communities		
Deliver a health and wellbeing programme	GREEN	<p>This project works closely with local providers to develop a community-based health and wellbeing programme. The programme focusses on improving mental and physical health, employing different locally delivered activities.</p> <p>Progress has been made on the project with the launch of a range of initiatives such as the Suicide Prevention Action Plan, which aims to increase awareness of support and reduce stigma. Additionally, a delivery partner was successfully identified to deliver community-based suicide prevention training 'orange button', providing learners with the confidence and tools to understand the impact of suicide.</p> <p>The Holiday Activities and Food (HAF) summer programme was successfully delivered with 1,409 funded attendees engaged over the summer holiday period and an impressive attendance rate of 82%.</p> <p>The Adult Health and Wellbeing Grant continues to be distributed with a wide range of activity being delivered across the borough, including walking netball, walking football, seated yoga, photography, boxing for veterans, woodwork, cheerleading, gardening, and crafts.</p>
Deliver the Cost of Living Action Plan	GREEN	<p>This project delivered the Cost of Living Action Plan, which was approved by Executive Cabinet in October 2022 and ensured that efforts to reduce the burden of the cost of living impacts are coordinated and deployed effectively to make the best use of resources to achieve the best possible outcomes for our residents.</p> <p>Since its launch in October 2022, the action plan has delivered the warm spaces programme, which provided warm and friendly places for over 2,800 residents at key venues across the borough in response to rising energy costs. The Warm Spaces Programme was expanded to cover the summer months and the Welcome Spaces Programme, supporting residents to access cost of living support alongside social inclusion activity. The uniform swap shop scheme was expanded with schools, and a delivery partner identified for a confidence and independence course aimed at vulnerable residents and hosted at Chorley Sheds.</p> <p>The Household Support Fund phase three was completed, with 6,744 households supported financially totalling £426K, with the three biggest areas of support being energy and water (46%), food (21%), and wider essentials (18%).</p> <p>A comprehensive plan to deliver the Household Support Fund phase four (HSF4) was agreed at Council and a total value of £640k is currently being distributed.</p>
Provide support for families and young people to start and live well	GREEN	<p>Examples of some of the key initiatives delivered by this project include working with partners to deliver positive parenting workshops and events, such as:</p> <ul style="list-style-type: none"> • Launch a school speakers programme in partnership with local schools, • The Big Early Help event in partnership with the Children and Young Family Wellbeing Service, • A Winter Play Day was hosted in collaboration with Inspire Youth Zone • 'Empowering Parents, Guardians and Carers' event at the Town Hall • Delivery of a Train the Trainer Money Management Programme and a Parenting Programme.

<p>Increase digital connectivity in the rural areas (REPF)</p>	<p>GREEN</p>	<p>The Rural England Prosperity Fund seeks to help support specific challenges in rural areas including lower productivity, poor connectivity, and access to services. Options for the delivery of the rural element of the prosperity funding were considered including rural broadband to address gaps in connectivity and a rural grants scheme to promote growth and sustainability. Given the timescales for the funding and feedback received from local businesses, taking forward the digital connectivity was no longer feasible. The proposal was therefore to offer a rural grants scheme to enable eligible businesses to make capital improvements to their operations.</p> <p>Development of the Rural England Prosperity Fund project has taken place, which seeks to help support specific challenges in rural areas by offering a rural grants scheme to enable eligible businesses to make capital improvements to their operations. A collaborative agreement for the administration of the scheme has been secured with Lancashire County Council, ensuring agreed procedures and processes are in place to support the delivery, monitoring, and evaluation of the scheme. To ensure that the scope of the scheme is aligned to local needs and priorities, a consultation has been undertaken with local businesses to understand the level of demand and identify potential applicants.</p> <p>The scheme was launched on 15 September for rural businesses across Chorley to apply for grant funding.</p>
<p>Deliver high quality, responsive Council services</p>	<p>GREEN</p>	<p>The Council has an ambitious transformation programme that includes delivering improvements to ensure high quality and responsive services.</p> <p>A single operating model for Property and Development as well as Pest Control was successfully implemented, with both teams now operating on a shared basis with South Ribble Borough Council. This forms part of the wider programme of shared services, which will provide greater capacity, more resilience, and create development opportunities for staff.</p> <p>Delivery of the Property and Asset development plan has continued to enable a joint operating model.</p> <p>To ensure that services are more accessible for residents, external forms for the Council website have been reviewed and work is continuing with ICT and services to deliver channel shift improvements by enhancing the capability for online self-serve bringing forward new web forms and technology. A Customer Relationship Management (CRM) system will be procured, and new external website forms will now be developed.</p>

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Report of	Meeting	Date
Director (Governance) Introduced by (Executive Member (Economic Development and Public Service Reform))	Council	Tuesday, 21 November 2023

Review of Members' Allowances Scheme 2023

Is this report confidential?	No
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Is this decision key?	Not applicable
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Purpose of the Report

1. To consider the recommendations of the Independent Remuneration Panel to the Council in relation to Members' Allowances.

Recommendations

2. To add a new role within the Members Allowances Scheme 'Deputy Portfolio Holder' with a payment of £1,619.96.
3. To increase the payment for the Vice Chair of Governance from £56.70 (½ day) when they chair the meeting due to the absence of the Chair to a flat rate of £1,619.96 per annum.
4. To increase the payment for the Chair of Governance from £1,942.74 to £3,288.65.
5. To add an option to the annual uprate mechanism in the event of a lump sum payment to staff of the middle percentage of the salary scales, from the lowest – to the highest. The scales used would be the Shared Services pay scales, from the lowest scale up to the Chief Executive. The median percentage increase for 2022-23 and 2023-24 is 5.95% and 5.62% respectively.
6. To pay these new allowances with effect from the Annual Meeting in May 2023.
7. To authorise any consequential changes to the Constitution.

Reasons for recommendations

8. The Council is required under Regulation 20 of the Local Authorities (Members' Allowances) (England) Regulations 2003 to appoint and maintain an Independent Remuneration Panel, to review and make recommendations to the Council on the Members' Allowances Scheme.

9. The Council can choose whether or not to implement those recommendations.

Other options considered and rejected

10. There are no alternative options.

Corporate priorities

11. The report relates to the following corporate priorities:

Housing where residents can live well	A green and sustainable borough
An enterprising economy with vibrant local centres in urban and rural areas	Healthy, safe and engaged communities

Background to the report

12. The members of the Independent Remuneration Panel were appointed by the Council on 19 September 2023 for a three-year term of office. The members of the Panel are Dennis Benson (Chair), Lorraine Norris, former Chief Executive of Preston City Council, Phil Davies, former Elections Manager at Chorley Council and Diane Gradwell, Chief Executive Officer, Citizens Advice Lancashire West.
13. The current Members' Allowances Scheme was approved at the Council meeting on 18 May 2021 following a full review as required every four years and following the electoral review of Chorley to rectify voter equality across the borough.

Requirements of the Scheme

14. The Regulations state that each Authority must make a Scheme which includes a Basic Allowance and Special Responsibility Allowances (SRA) for special responsibilities. The current Scheme includes a schedule of allowances which Chorley Council pays to its Elected Members.
15. A scheme may also provide for:
- Dependants' carers' allowance
 - Travelling and subsistence allowance
 - Co-optees' allowance
 - Pensions
16. The request from Council for this review is to consider particularly;
- a new role within the Members Allowances Scheme 'Deputy Portfolio Holder',
 - to review the payment for the Vice Chair of Governance and
 - to review the annual uprate mechanism and
 - make recommendations on any changes to the Scheme for Council approval

New role of Deputy Portfolio Holder

17. At the Annual Meeting in May the Leader of the Council appointed Deputy Portfolio Holders, to support each of the seven Cabinet Members. This replaced the 'lead member' role, which were specifically for;
- Health Services,

- Shared Services, Joint Working & Community Wellbeing and
 - Equality and Diversity
18. The Panel role description for the new role of Deputy Portfolio Holder is set out as appendix 4 and is aimed at members who may become Executive Members in the future. There are seven roles, which mirror the Executive Cabinet portfolios;
 - Economic Development and Public Service Reform
 - Resources
 - Early Intervention
 - Homes & Housing
 - Planning & Development
 - Health, Wellbeing & Partnerships
 - Customer, Streetscene and Environment
 19. The IRP considered information on the rates paid by other Lancashire Authorities for a similar role and several authorities from outside Lancashire. The figures ranged greatly, which made comparison difficult.
 20. The Panel noted the role description for Deputy Portfolio Holders, and that the role recognised the need for succession planning for future Executive Cabinet members, particularly maintaining knowledge and awareness of those functions or matters relevant to the portfolio and of current activities and developments in relation to them.
 21. In addition, representing the Council on relevant partnerships and external bodies and championing the learning and development needs of Members in their area. It was acknowledged that the role did not have any formal decision-making responsibilities.
 22. The Panel noted the payment made to Executive Members as being £4,858.66 and the former Lead Member payment of £1,942.74. A suggestion was made to consider the midpoint between the Chairs and Vice-Chairs which was £2,454, but the Panel felt that the payment should be the same as the Vice-Chair being £1,619.96.

Vice Chair of Governance

23. Currently, the Vice Chair of Governance receives a payment of £56.70 (½ day) when they chair the meeting due to the absence of the Chair.
24. Governance Committee is responsible for reviewing the Council's accounts prior to publication, reviewing the external auditor's reports and the annual audit letter and internal audit's annual report. For the purpose of external audit this committee comprises "those charged with governance".
25. It also is responsible for ensuring high standards of conduct are promoted amongst members. It is possible that the Vice Chair may be asked to Chair a Standards hearing and it was important that members of the Council had confidence in that role.
26. The IRP considered information on the rates paid by other Lancashire Authorities for a similar role and several authorities from outside Lancashire. Again, the Panel noted significant variances in the payments made.

27. The Panel noted the payment made to the other Vice-Chairs (Planning, Licensing, Overview and Scrutiny) as being £1619.96 and agreed the role should be paid in line with the other Vice-Chairs.
28. The Panel noted that the Chair of Governance received £1,942.74 and felt this figure ought to be uprated to be in line with the Chair of the Planning and also Licensing and Public Safety Committee at £3,288.65. This recognised the greater role the Chair will have moving forwards, with monthly meetings with the Monitoring Officer and Head of Audit regarding any current issues as recommended by the Chartered Institute of Public Finance and Accountancy (CIPFA).

Annual uprate mechanism

29. Currently, the amounts payable as part of the Scheme are uprated on an annual basis at the same rate as the officer annual pay increase and will be implemented with effect from 1 April each year.
30. In most years the pay increase for staff is expressed as a percentage, for 2022/23 a flat rate increase was agreed for all staff of £1,925, regardless of their current grade or salary. The offer also included a permanent extra day's leave per year for all staff from 1 April 2023, and an uprating of 4.04% on allowances (such as travel, accommodation, overtime etc). This amount had also been agreed for the 2023-24 pay agreement.
31. As the main increase was not expressed as a percentage, it was necessary to convene a meeting of the Independent Remuneration Panel to consider what the appropriate increase for councillors would be.
32. The IRP considered information on the percentage increases paid by other Lancashire Authorities and noted these ranged from 2% to 4.04%.
33. An analysis of percentage increases in pay for 2022/23 shows that the top level of the NJC pay scale award at £1,925 is equivalent to 4.04%, whereas head of service pay rose by 3.01% or 3.21% depending on salary level. Directors pay increased by 2.22%.
34. The Panel agreed the percentage increase ought to be the middle percentage of the salary scales, from the lowest – to the highest. The scales used would be the Shared Services pay scales, from the lowest scale up to the Chief Executive. The median percentage increase for 2022-23 and 2023-24 is 5.95% and 5.62% respectively.

Climate change and air quality

35. The work noted in this report has no impact on the Councils Carbon emissions and the wider Climate Emergency and sustainability targets of the Council.

Equality and diversity

36. An Impact Assessment will be completed as part of the review of the Scheme. The Independent Remuneration Panel consists of male and female members.

Risk

37. The council needs to take account of the recommendations made by the Independent Remuneration Panel when determining the Members Allowances Scheme.

Comments of the Statutory Finance Officer

38. If the recommendations are agreed the likely cost is between £30-40k in 23/24. This is in line with what budgets would have increased should allowances have been increased alongside salaries. The pressure would be met in year from existing underspends or reserves then built into the budget on a recurring basis.

Comments of the Monitoring Officer

39. Prior to amending the Members Allowance Scheme, the Regulations require the Council to have regard to the recommendations made by the Independent Remunerations Panel.

Dennis Benson

Chair of the Independent Remuneration Panel

Background documents

[The Local Authorities \(Members' Allowances\) \(England\) Regulations 2003](#)

[Current Members' Allowances Scheme](#)

Appendices

Appendix A – Deputy Portfolio Holder role description

Report Author:	Email:	Telephone:	Date:
Ruth Rimmington (Democratic Services Team Leader)	ruth.rimmington@chorley.gov.uk	01257 515118	2 November 2023

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Role description - Deputy Portfolio Holders

Deputy Portfolio Holders, where they are appointed, are assigned special responsibilities by the Executive Leader and Executive Members. This is a mechanism to devolve tasks from Executive Member and can be a role where members can learn and develop skills that may be a pathway to becoming an Executive Member.

Key duties will typically be as follows:

1. Maintaining knowledge and awareness of those functions or matters relevant to the portfolio and of current activities and developments in relation to them;
2. Liaising with the corresponding Executive Member and the responsible Chief Officer(s);
3. Communicating and representing to the Executive, the views of non-Executive Councillors on all matters relating to the Portfolio;
4. Assisting the Executive Member in promoting the efficient and effective delivery of the relevant services and the achievement of all relevant Council policy objectives in compliance with the approved budgets and providing all such other assistance, advice and support as the Executive Member may from time to time require;
5. Supporting the appropriate Executive Member in reviewing and developing, in conjunction with Officers and other Members of the Cabinet the policy framework and budget for recommendation to Council.
6. Representing the Council on relevant partnerships and external bodies as required;
7. Responding to and assisting the Overview and Scrutiny Committee or task groups as required;
8. Championing the learning and development needs of Members in their area and arranging suitable briefing and learning opportunities to take place
9. In the absence of the Executive Member, deputising for him or her at meetings of the Council and responding to questions; and
10. In the absence of the Executive Member, or when otherwise requested by the Executive Member, representing the Executive Member and leading for the Council politically and publicly in external dealings and relationships, including the media.
11. Reporting to Portfolio Exchange meetings on specific agreed projects undertaken and delivered by them as directed by the Executive Leader/Executive Member.
12. Undertaking training as required concerning specific Portfolio subjects and Council leadership skills and knowledge

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Report of	Meeting	Date
Director (Communities) Introduced by (Executive Member (Early Intervention))	Council	Tuesday 21 November 2023

Healthy Weight Collaboration

Is this report confidential?	No
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Is this decision key?	Not applicable
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Purpose of the Report

1. To provide details of the proposed collaboration agreement with LCC to delivery Healthy Weight Services in Chorley
2. To seek approval to receive associated funding for a period of 5 years and possible further 3 years. (£72,793 per year / 5 years - £363,965 / 8 years - £582,344 which has been allocated to Chorley.
3. To provide an overview of the proposed approach

Recommendations

4. To receive the funding amount (£72,793 per year / 5 years - £363,965 / 8 years - £582,344 40,000 and create an expenditure budget to administer the funding.
5. To proceed to further develop and implement the proposed delivery plan

Reasons for recommendations

6. To ensure the funding is best used to address unhealthy weight in Chorley and continuation of the existing work which has been successful developed and delivered.

Other options considered and rejected

7. To not receive the grant funding. This would mean that LCC would proceed to tender for delivery within Chorley and as a result there is no guarantee a provider with local insight will be awarded therefore standard of service for our residents will be compromised.

Executive summary

- 8. Addressing unhealthy weight and supporting people to sustain weight loss is complex, with multiple causes, and has significant implications beyond health. A flexible service is needed that adapts to meet need and promotes sustainability whilst contributing to a whole systems approach to tackling obesity, working closely and in partnership with stakeholders to improve outcomes for all.
- 9. To deliver the Healthy Weight Services across Lancashire, LCC have developed a collaboration agreement in which Local Authorities sign up to and work in partnership to facilitate relationships with key partners and work towards national and local ambitions.
- 10. The collaboration agreement has been developed to support Lancashire County Council commitment towards addressing the prevalence of being over overweight and obesity across Lancashire by delivering services that address the Healthy Weight agenda.
- 11. At a community level the healthy weight service will support a reduction in health inequity by engaging all eligible members of the local community. The venues used for delivery and methods will need to vary depending on the need in the community.

Corporate priorities

- 5. The report relates to the following corporate priorities:

Housing where residents can live well	A green and sustainable borough
An enterprising economy with vibrant local centres in urban and rural areas	Healthy, safe and engaged communities

Background to the report

- 12. Addressing unhealthy weight and supporting people to sustain weight loss is complex, with multiple causes, and has significant implications beyond health. It is recognised that just providing traditional weight management services is no longer enough. There is no one solution in tackling this problem and it requires a long-term, system wide approach to support change. A flexible service is needed that adapts to meet need and promotes sustainability whilst contributing to a whole systems approach to tackling obesity, working closely and in partnership with stakeholders to improve outcomes for all.
- 13. In 2017 Lancashire County Council adopted and signed the Healthy Weight Declaration (HWD). The HWD outlines commitments which tackle a range of issues influencing unhealthy weight. They will advocate for and actively work to support these commitments as part of a whole systems approach across Lancashire.
- 14. The prevalence of overweight and obesity across Lancashire was considerably worse than the English average, and therefore to halt the continued rise in unhealthy weight prevalence in adults, with a view to reversing that trend, created a weight management service which looked to work in partnership with local authorities.
- 15. In 2020, LCC commissioned Chorley Council to provide an accessible tier 2 adult weight management service, which supports obese adults to lose weight and improves knowledge and skills in maintaining healthy weight. The initial agreement commenced

in April 2020 for a period of 3 years. A further 12-month extension was awarded to continue delivery to March 31st, 2024.

16. Chorley Council created the 'Better Health, Better Self' programme which has been successful delivered over the last 4 years. (See appendix 1 on key data)
17. In 2022, further funding was made available to deliver a Childhood Weight Management programme (PASTA) which targeted the top three wards for overweight children in Chorley. The initial contract for 12 months and then extended for a further year to March 31st, 2024.
18. Evidence suggests a family based holistic approach to be more effective, acknowledging that working with whole families extends the reach of services and increases the likelihood of making and sustaining behaviour change.
19. Chorley Council commissioned Chorley School Sports Partnership to create and provide the programme. A term time 6-week programme has successfully been rolled out across the targeted wards within primary schools focussing mainly on Key stage 1 children (Age 5-8). The sessions are delivered to both child and parent and include physical activity, cooking, food education and making healthier lifestyle choices within the family.
20. Lancashire's Cardiovascular Disease (CVD) mortality rates are well above the England average which in part is likely to be associated with correspondingly high levels of deprivation. Two of the common modifiable risk factors of CVD is being overweight or obese and physically inactive. As such Lancashire County Council's Health and Wellbeing Board have made a commitment to prioritise Healthy Hearts as one of its initial three priorities. The Healthy Weight service will form a key part of supporting the Healthy Hearts Strategy and will report to the Healthy Hearts Steering group.
21. To deliver the Healthy Weight Services across Lancashire, LCC have developed a collaboration agreement in which Local Authorities sign up to and work in partnership to facilitate relationships with key partners and work towards national and local ambitions.

Collaboration agreement / service requirements

22. The collaboration agreement has been developed to support Lancashire County Council commitment towards addressing the prevalence of being over overweight and obesity across Lancashire by delivering services that address the Healthy Weight agenda.
23. At a community level the healthy weight service will support a reduction in health inequity by engaging all eligible members of the local community. The venues used for delivery and methods will need to vary depending on the need in the community.
24. The project scope/service specification will define the requirements for the delivery of the Healthy Weight service and the responsibilities of both LCC and Chorley Council.
25. The agreement would be placing the expectation on Chorley Council to commit to deliver services that support the following overarching key service outcomes:
 - To reduce overweight and obesity levels.
 - A whole system approach to healthy weight.
 - Reduce health inequalities.

- To support service users to feel healthier and have improved well-being.

Service Delivery Aims

26. Service must include components of a Tier 2 Weight Management Service for adults, a family programme that promotes and supports healthy weight behaviours, and a wider integrated support option for individuals who wish to access independent community services that support healthy weight behaviours.
27. Service will deliver family-based programme as a group intervention. This will be a programme that does not place a focus on weight and instead encourages and models healthy lifestyle behaviours; and a varied balanced diet, support, and encouragement to get involved with community activities. For example, learning practical skills such a cooking and play in a fun environment.
28. Further component requirements of Healthy Weight Service for individuals at a minimum should include:
 - A single point of assessment for all eligible individuals, whether self-referral or via health professionals.
 - Adult weight management/healthy weight interventions that are evidence based and support healthy nutritionally balanced diets and healthier lifestyles.
 - A family intervention based on the piloted programme known as PASTA (Play and skills at Teatime Activities) which will support healthy behaviours focusing on being active as a family, cooking healthy meals, playing out and reducing sedentary behaviour.
 - Provide programmes embedded in the principles of and delivery methods that support behaviour change.
 - Advice and support to access appropriate physical activity opportunities and reduce sedentary behaviours.
 - An integrated approach that offers support outside of own delivery, utilising a place-based approach that links with community assets.
 - Maternal nutrition, healthy eating, and physical activity advice during pregnancy.
 - Development of a network of place-based opportunities and encourage ongoing peer connection and support network.
29. Chorley Council will work with Lancashire County Council to develop all elements of the service and be responsive to local population health needs and diversity and will contribute to reducing health inequalities through treatment and prevention. The Healthy Weight service must offer options to Service Users throughout service delivery but particularly on exit of the programme to support ongoing/long-term behaviour change.
30. The interventions and pathways in place will be fully explained to Service Users, and options will be offered where appropriate for the Service User to make an informed choice. The Districts/Provider(s) will signpost and refer Service Users for continued community and peer support.
31. Service Users family/carers/supporting others will be engaged in their healthy weight journey to improve their wellbeing, by discussing goals and agreeing a co-produced plan for support, where appropriate.
32. Making Every Contact Count (MECC) should be integrated within service provision to ensure families are signposted to further ongoing support if required.

Population Need

District	Population aged 5+ years (2021) (count)	Adults overweight or obese (2021/22) (%)	Population aged 4-5 (2021) (count)	Population aged 10-11 (2021) (count)	Reception: Prevalence of overweight (including obesity) (NCMP 2021/22) (%)	Year 6: Prevalence of overweight (including obesity) (NCMP 2021/22) (%)	Deprivation (IMD) score 2019 (score)
Burnley	88,886	73.4	2,481	2,505	25.4	42.6	37.8
Chorley	111,670	61.5	2,762	2,860	22.0	34.2	16.9
Fylde	78,064	62.5	1,426	1,619	23.5	31.7	15.9
Hyndburn	77,308	71.7	2,006	2,194	24.6	42.4	34.3
Lancaster	136,192	60.7	2,865	3,060	24.0	36.6	24.2
Pendle	89,805	67.6	2,621	2,752	24.2	40.1	30.7
Preston	138,912	62.1	3,772	3,786	24.1	37.4	29.5
Ribble Valley	58,926	66.7	1,121	1,403	20.0	33.9	10.6
Rosendale	67,091	63.3	1,673	1,846	23.6	38.1	24.1
South Ribble	105,534	64.2	2,452	2,593	21.9	36.2	15.3
West Lancashire	112,183	68.6	2,246	2,564	26.5	37.9	18.6
Wyre	107,056	66.7	2,149	2,407	24.6	36.4	20.9

Funding

33. The length of the collaboration agreement will be for a minimum of 5 years. There will be the right to extend the agreements by a further 3 years, thereby making the overall term up to and including a maximum of 8 years.
34. The finance allocations for Chorley district are.
 - £72,793 per year.
 - 5-year = £363,965
 - 8-year = £582,344

35. The indicative finance allocations for districts have been calculated based on the percentage of overweight and obese adults, the NCMP data and index of multiple deprivation (IMD) deciles.

LCC Timescales / Next Steps

36. LCC have provided the following timescales.
- Individual meetings with Chorley Council to take place between November and mid-December to agree the details in the specification and other collaboration commitments on a district-by-district basis.
 - Completed collaboration agreements will be shared with districts mid-to-late-December 2023 for signing.
 - If Chorley Council do not agree to enter the collaboration by 1 January 2024, LCC will proceed with a formal procurement exercise for delivery of healthy weight services in Chorley and commission another provider.
 - Mobilisation for the new collaborations will take place between January and March 2024.
 - The new services will be launched with effect from 1 April 2024.

Chorley Proposed Approach

Adult Weight Management Programme

37. Due to the success of the Better Health, Better Self, it is recommended that Chorley Council continue to use this model as a foundation for delivery. The programme is well embedded within the community and participation levels have increased over the years. The service being delivered within the communities and housing team ensures wider holistic support can be given to residents who present to improving wellbeing.
38. Appendix 1 provides programme delivery data.
39. What is Better Health, Better Self? - This is Chorley Council's healthy lifestyle advice service which aims to support participants to lose weight and feel great! It is an accessible tier 2 adult weight management service, which aims to provide participants with the confidence and knowledge to make changes within your lifestyle which improves both your physical and mental wellbeing. It aims to give the knowledge, motivation, and supportive environment to keep on the right track to Better Health ... for a Better Self.
40. The programme consists of an initial assessment and welcome call and then participants begin with face-to-face sessions that will last for 10 weeks in total. Each face-to-face session will last approx. an hour (the first one will be ever so slightly longer, so that we can take some measurements of weight and height)
41. There is new topic discussed each week to give the tools to lead a healthier lifestyle without 'going on a diet', but hopefully losing weight. Topics covered include:
- | | |
|-----------------------|-------------------|
| Energy balance | Sleep |
| Portion sizes | Wellbeing |
| Food groups | Alcohol |
| New routines & habits | Physical activity |
| Food labelling | Maintenance |

42. Following on we stay in touch with participants monthly via, social media, email, or telephone to support further for 12 months in total. We provide opportunity to access low level activity sessions and ongoing signposting to physical activity opportunities.
43. Alongside the programme we offer low impact exercise, such as scheduled weekly walks. These are not compulsory, but we encourage participation. The activity sessions are held separately.
44. A minimum of three cohorts will be delivered per quarter, totalling a minimum 12 cohorts per year. It is anticipated each cohort will have on average 10 participants (suggested maximum recommended)
45. Four tiers of weight management services care pathway
 - Tier 1 - comprise of a broad spectrum of community-based interventions which are universally available to all adults living or working within the locality, for example, cook and eat sessions, walking for health, cycling highways and Change4Life.
 - Tier 2 - this collaboration forms the tier 2 pathway.
 - Tier 3 - Clinical based specialist multidisciplinary service
 - Tier 4 surgical interventions are available to adults meeting the necessary eligibility criteria, as specified by the Clinical Commissioning Groups.
46. This tier 2 service sits within the existing care pathway and link to tier 1 interventions aimed to prevent unhealthy weight and tier 3 interventions to support those with greater clinical needs. Individuals eligible to access this service must be aged 18 years and over, live in the district locality and have a BMI equal to or greater than 30 with a maximum of 39.9. There will be discretion if Chorley allow those that fall outside of this range to access the service. Furthermore, individuals meeting the following criteria should not be supported through this service:
 - Women who are pregnant or breastfeeding.
 - Those with a diagnosed eating disorder.
 - Those with an underlying medical cause for obesity, significant co-morbidity or complex needs as identified by their GP or other healthcare professionals.

Childhood Weight Management Programme (currently named PASTA)

47. It is encouraged that districts include the delivery of a family intervention based on the piloted programme known as PASTA (Play and skills at Teatime Activities) which will support healthy behaviours focusing on being active as a family, cooking healthy meals, playing out and reducing sedentary behaviour.
48. Therefore, due to the successful model of delivery Chorley adapted over the last two years to deliver the PASTA programme, that we look to commission a trusted and experienced local partner to continue delivery using the existing model as a foundation.
49. Benefit of commissioning the delivery is clear, it has been identified that there is scope to provide additional value to Chorley residents, the VCFS sector and wider economy by contracting a provider to undertake delivery of the programme, encompassing additional responsibilities, allocating specific resource, and committing to developing the programme. Council resource will then be allocated to oversee and manage this contract.
50. Initially a two-year contract will be awarded with option to be able to extend if required on reviewing outcomes and performance.

51. PASTA clubs would aim to promote healthier eating and physical activity in a fun, interactive and safe environment. The programme empowers families and children to engage in active play and encouraged to integrated active play within daily activities to reduce sedentary or inactive behaviours.
52. The programme will increase child and family awareness of how nutritious foods and drink and physical activity can have positive effects on wellbeing, school attainment, emotional wellbeing and general health compared to unhealthier choices which can affect longer term health.
53. The programme will be offered to families who have children aged between 5-8 years, prioritising those eligible for free school meals, however we have the discretion to include children not eligible for free school meals.
54. This will be a programme that does not place a focus on weight and instead encourages and models healthy lifestyle behaviours; and a varied balanced diet, support, and encouragement to get involved with community activities. For example, learning practical skills such a cooking and play in a fun environment.
55. PASTA clubs will be offered after the school day to targeted families in identified wards. These will be selected on local data and intelligence. At least two PASTA clubs will be delivered every half term, and each programme will run for a minimum of six weeks.
56. Each session will include preparing and enjoying a nutritious meal with the families and active play elements, with active engagement of children and families as appropriate.
57. Sessions are fun and active and include some key messages about being the importance of being active. The children receive a healthy meal and given the opportunity to help to prepare the meal, discuss their eating habits at home and be given some key messages about a healthy diet.
58. At the end of the programme children receive participation 'certificates'. Families receive end of programme summary packs, for example healthy recipes, information regarding Healthy Start, Change 4 Life and local service contacts of support.

Budget / Expenditure

59. The below table provides details of the expected expenditure associated with proposed delivery of the Healthy Weight programme.

Spend	Details	Annual Cost
Management Hours	2 x hrs per week POB	£2,490
Weight Management Officer	4 x day per week Scale 6	£32,545
WM Project Support	15 hrs per week Scale 3	£12,925
Venue Hire	Various venues across borough	£2,000
Promotion	Leaflets, pop up banners etc	£500
Equipment	Weighing scales, workbooks etc.	£500
Childhood Programme	Commissioned Service	£20,000
Contingency	To react to Adhoc delivery needs	£1,833
Total Cost		£72,793

Annual Funding allocated from LCC	£72,793
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Wider Chorley Council work

60. To develop a whole system approach to obesity over the life of the collaboration agreement Chorley Council could investigate further ways in which we work towards addressing healthy weight agenda. This would involve many sections within the council and could include.
- Chorley Leisure Company developing low level activity opportunities.
 - To provide affordable activity opportunities to service users of the weight service
 - Healthy communities work to increase opportunities for increasing activity.
 - Play and Open Space availability.
 - Fast Food Outlets and planning
 - Community Activation plans (cycling and walking)
 - Section 106 agreements and funding
 - Invest in the health literacy of local citizens to make informed healthier choices; ensuring clear and comprehensive healthy eating and physical activity messages are consistent with government guidelines.
 - Engage with the local food and drink sector (retailers, manufacturers, caterers, out of home settings) where appropriate to consider responsible retailing such as offering and promoting healthier food and drink options, and reformulating and reducing the portion sizes of high fat, sugar and salt (HFSS) products.
 - Protect our children from inappropriate marketing by the food and drink industry such as advertising and marketing near schools; 'giveaways' and promotions at schools; at events on local authority-controlled sites.
 - Consider supplementary guidance for hot food takeaways, specifically in areas around schools, parks and where access to healthier alternatives are limited.
 - Review how strategies, plans and infrastructures for regeneration and town planning positively impact on physical activity, active travel, the food environment, and food security (consider an agreed process for local plan development between public health and planning authorities)
 - Review contracts and provision at public events, in all public buildings, facilities and 'via' providers to make healthier food and drinks more available, convenient, and affordable and limit access to high-calorie, low-nutrient foods and drinks (this should be applied to public institutions & scrutiny given to any new contracts for food & drink provision, where possible)
 - Increase public access to fresh drinking water on local authority-controlled sites; (keeping single use plastics to a minimum) and encouraging re-usable bottle refills.
 - Develop an organisational approach to enable and promote active travel for staff, patients & visitors, whilst providing staff with opportunities to be physically active where possible (e.g., promoting stair use, standing desk, cycle to work/school schemes)
 - Promote the health and wellbeing of local authority staff by creating a culture and ethos that promotes understanding of healthy weight, supporting staff to each well and move more.

Climate change and air quality

61. The work noted in this report has an overall positive impact on the Councils Carbon emissions and the wider Climate Emergency and sustainability targets of the Council.

Equality and diversity

62. An Impact Assessment will be completed prior to starting delivery.

Risk

63. Risk associated with this funding is the ability to ensure we can engage participants onto the programmes, or we can manage the demand. Through previous delivery we have establish good referral processes and we can adapt delivery to and increase number of cohorts delivered

64. Commissioning delivery of the Childhood programme could bring risk; however, this will be minimised with a robust process of choosing a provider that has the experience and standard in place. Partners for delivery will be scoped accordingly through previous working relationships and risks identified through appropriate policies and procedures.

Comments of the Statutory Finance Officer

65. As detailed within the report the recommendation is to establish a budget equivalent to the relevant grant funding in order to undertake the necessary works. There are no additional costs to the Council budget in accepting this grant.

Comments of the Monitoring Officer

66. The Council has power to administer the scheme under the general power of competence contained in the Localism Act 2011. Any contract awarded must comply with the best value duty in the Local Government Act 1999 and with Contract Procedure Rules. Officers will need to satisfy themselves that any processing of personal data is done in accordance with existing privacy notices and that participants' attention is drawn to the notice.

Appendices

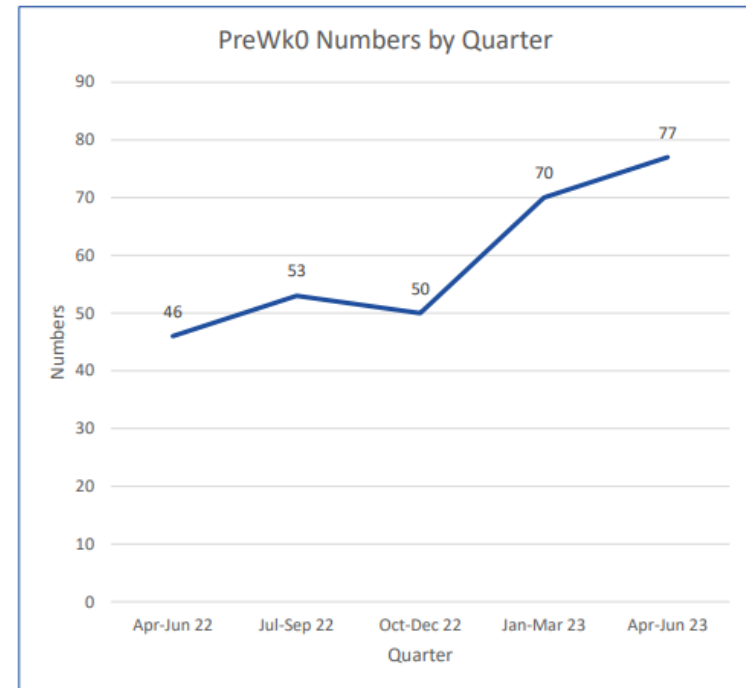
List the appendices in the order that they are attached to the report with titles as appropriate. Any spreadsheets/diagrams should be in pdf format and be headed up.

Appendix – Summary of Adult programme delivery data

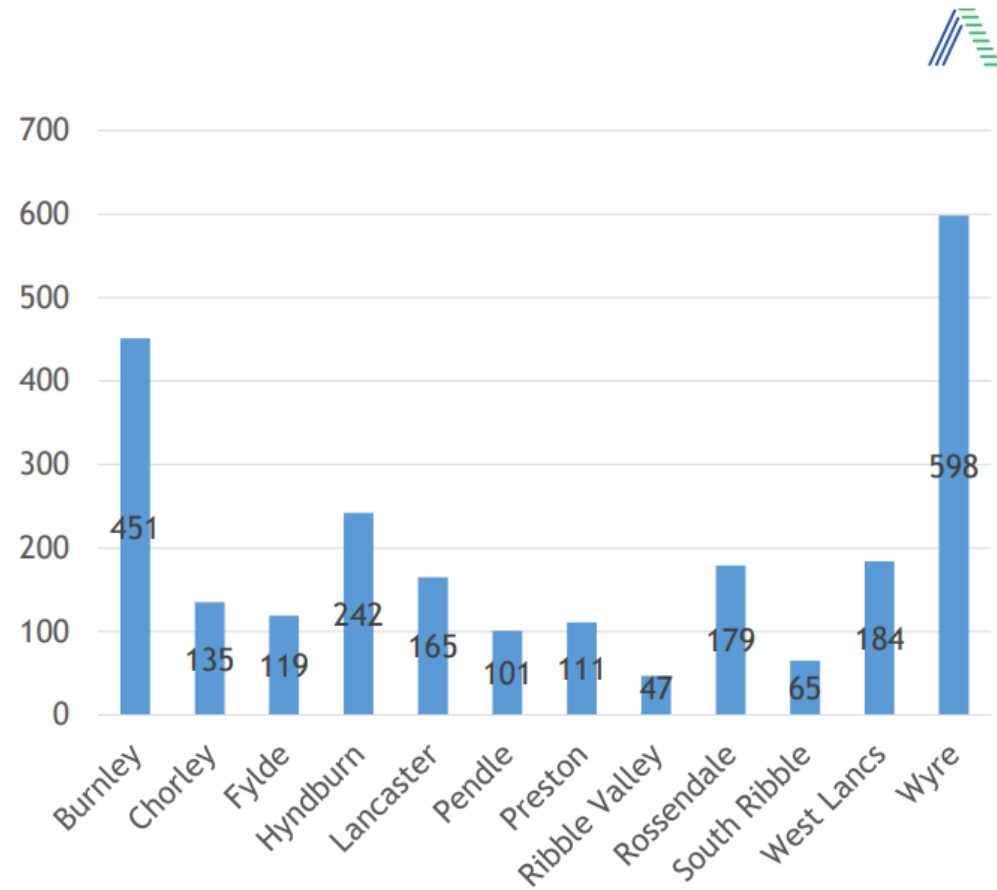
Report Author:	Email:	Telephone:	Date:
Bernie Heggarty (Neighbourhood Priorities Officer)	bernie.heggarty@chorley.gov.uk	01257 515818	10/11/2023

Appendix 1 – Adult Weight management Programme delivery data

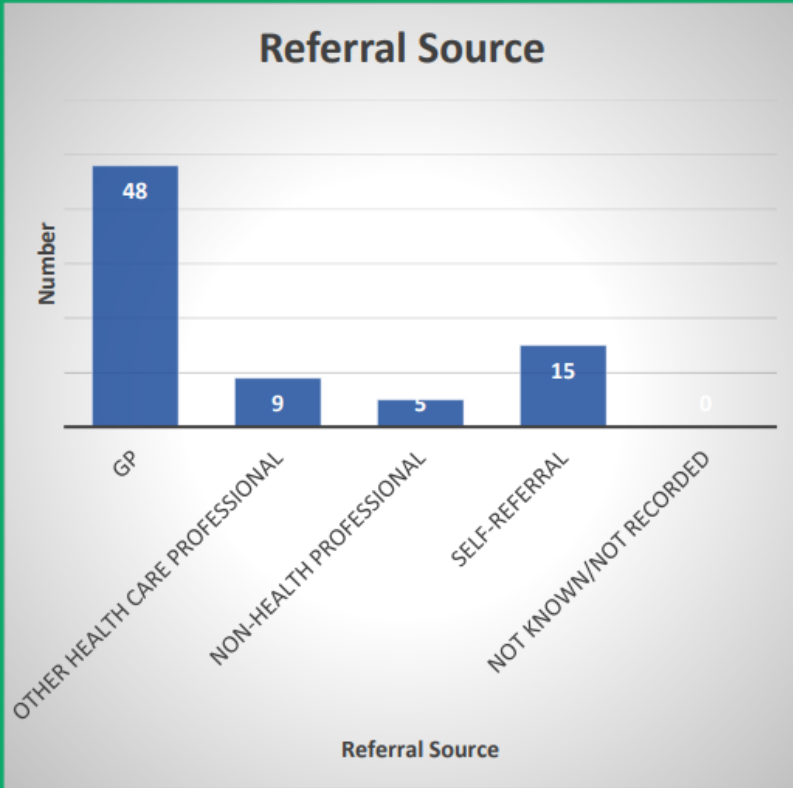
Between April - June 2023, **77** participants were recorded at **PreWeek 0** for Chorley.



Between April 22 & March 2023, **2397** participants were recorded at **Week 0**.



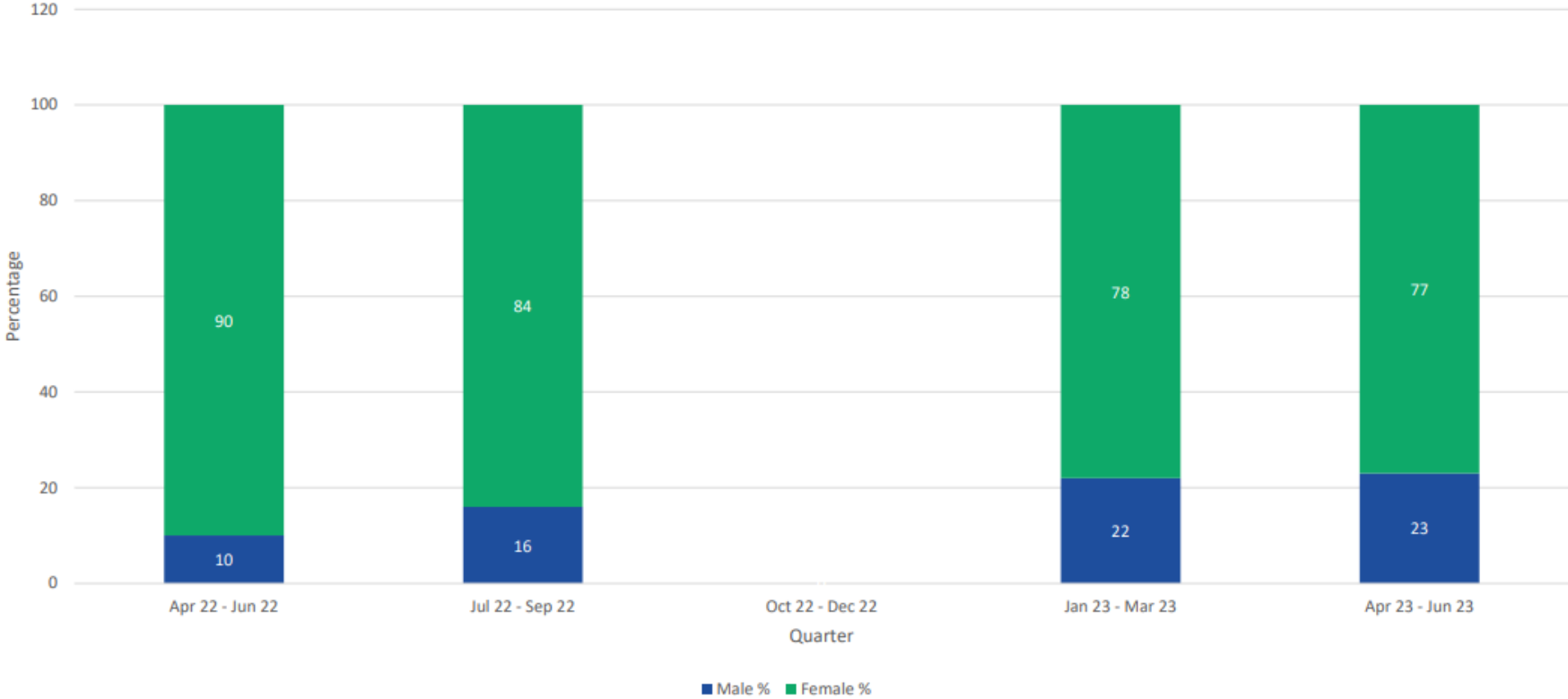
Referral Source



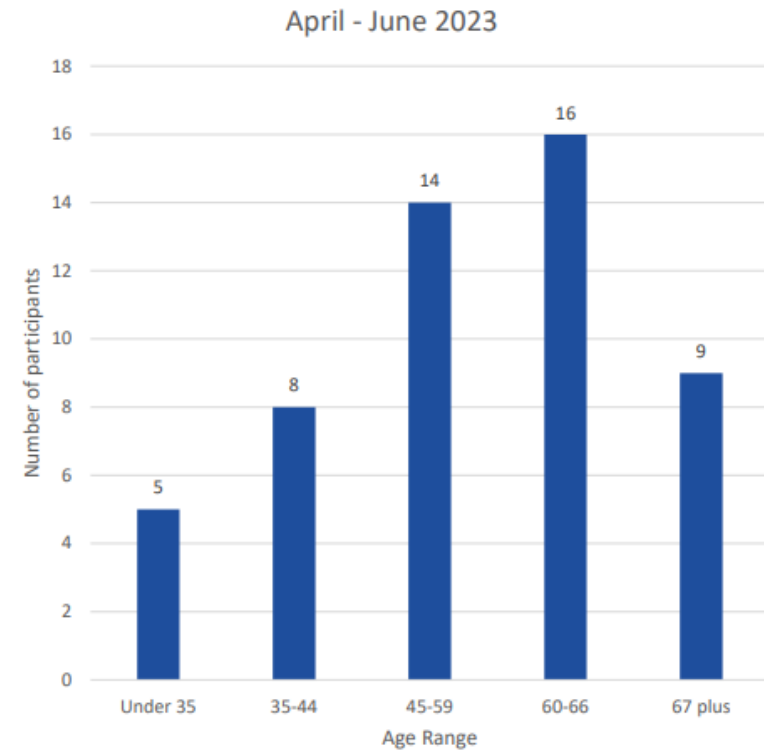
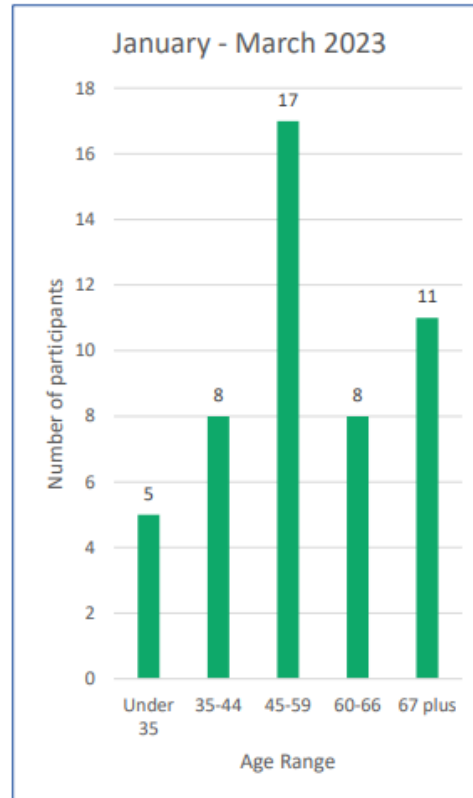
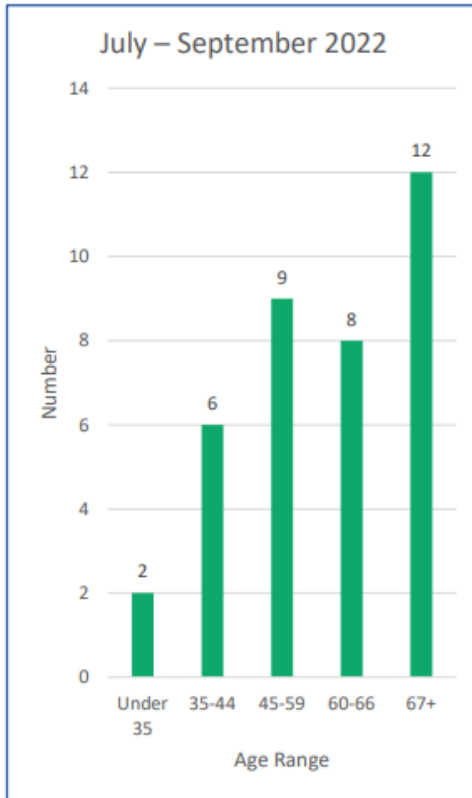
Referral Source	Percentage (%) April 21 - March 22	Percentage (%) April - June 22	Percentage (%) July - September 2022	Percentage (%) October - December 2022	Percentage (%) January - March 2023	Percentage (%) April - June 2023
GP	13.39	0	0	0	37.14	62.3%
Other Health Care Professional	85.71	100	100	100	44.29	11.7%
Non-health Professional	0.00	0	0	0	8.57	6.5%
Self-Referral	0.89	0	0	0	10.00	19.5%
Not known/not recorded	0.00	0	0	0	0	0.0%

Gender Split

Gender by Quarter

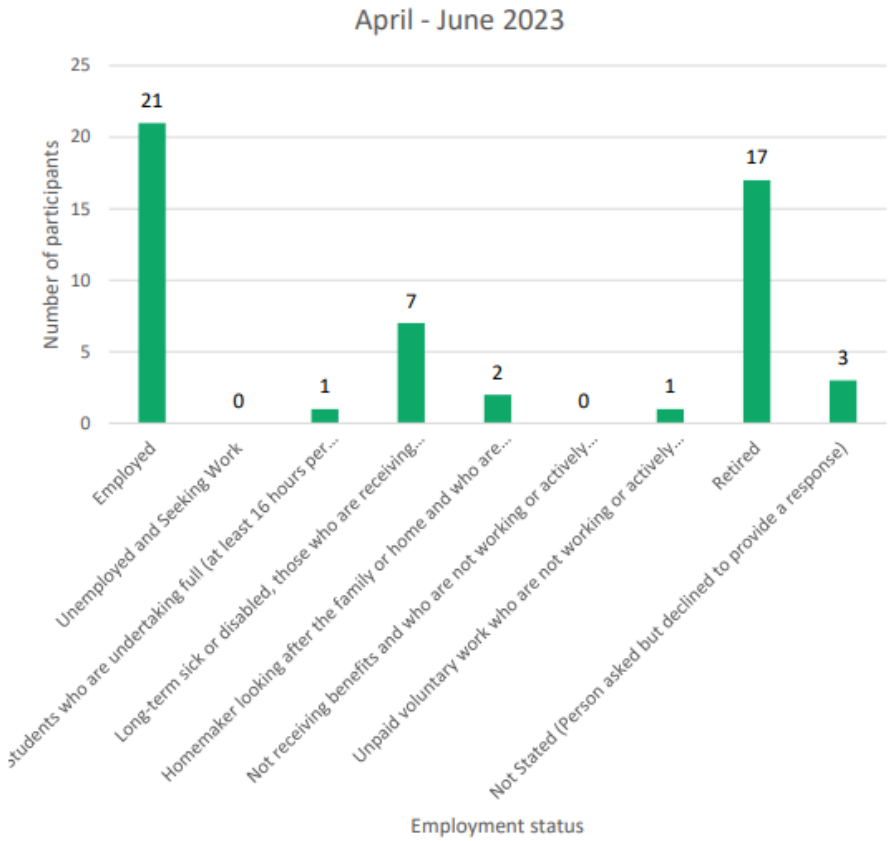
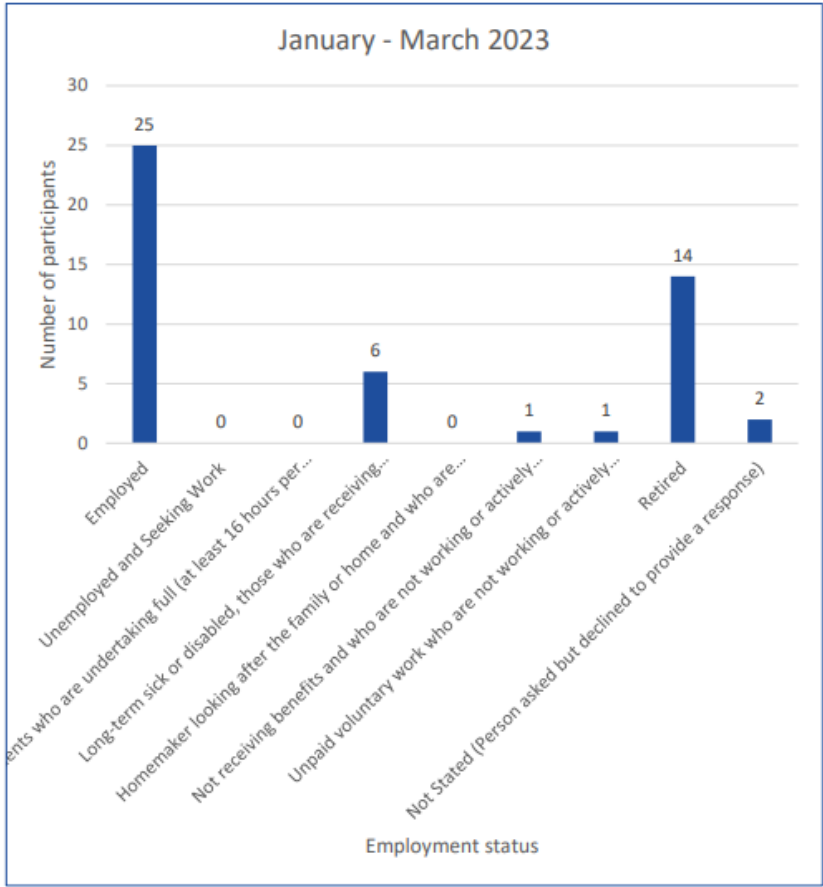


Age Profile



Age ranges have been changed to bring them in line with the ranges used nationally. 60+ category split to show those at retirement age (67+)

Employment Status



Lower Layer Super Output Areas



District	Ward	Number	Percentage	Quintile
Chorley	Adlington and Anderton	5	9.62	4
Chorley	Euxton	7	13.46	5
Chorley	Coppull	7	13.46	2
Chorley	Chorley North & Astley	3	5.77	4
Chorley	Chorley North West	10	19.23	4
Chorley	Chorley South East & Heath Charnock	1	1.92	4
Chorley	Chorley South West	4	7.69	2
Chorley	Clayton East, Brindle & Hoghton	8	15.38	4
Chorley	Clayton-le-Woods West and Cuerden	2	3.85	3
Chorley	Croston, Mawdesley & Euxton South	2	3.85	5
South Ribble	Farington East	1	1.92	3
South Ribble	St Ambrose	2	3.85	2

Quintile	Percentage Apr 23 - Jun 23	Percentage Jan 23 - Mar 23	Percentage Oct 22 - Dec 22	Percentage Jul 22 - Sept 22	Percentage Apr 22 - Jun 22	Percentage Apr 21 - Mar 22	
1	0.00	16.33		8.11	20.41	2.5	
2	25.00	30.61		51.35	32.65	7.5	
3	5.77	4.08		2.70	4.08	0	
4	51.92	34.69		24.32	40.82	25	
5	17.31	14.29		13.51	2.04	2.5	
Unknown	0.00	0.00		0.00	0.00	62.5	Least deprived

Out of district
5 participants for Chorley (5.8 %) came from other districts.

Week 10 Overview



To date between April - June 2023, 32 participants were then recorded at week 12.

Number of Weeks Completed													
	0	1	2	3	4	5	6	7	8	9	10	11	12
Number	0	0	1	1	1	0	4	5	6	8	6		
Percentage	0.00	0.00	3.13	3.13	3.13	0.00	12.50	15.63	18.75	25.00	18.75		

Weight Loss – all participants						
Number of participants	Chorley Average Weight Loss (kg)	Lancashire Average Weight Loss (kg)	Chorley Total Weight Loss (kg)	Lancashire Total Weight Loss (kg)	No. of participants losing over 5% of original weight	No. of participants losing 0% or gaining weight
32	3.33kg	2.49kg	106.50kg	1088.09kg	7	1

Weight Loss – participants completing 7 or more weeks of programme						
Number of participants	Chorley Average Weight Loss (kg)	Lancashire Average Weight Loss (kg)	Chorley Total Weight Loss (kg)	Lancashire Total Weight Loss (kg)	No. of participants losing over 5% of original weight	No. of participants losing 0% or gaining weight
25 78.13%	3.90kg	3.29kg	97.50kg	964.95kg	11	1

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