Chorley Council

Executive Cabinet

Thursday, 21st March 2024, 6.30 pm
Council Chamber, Town Hall, Chorley, and YouTube

Agenda

Apologies for absence

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 Thursday, 22 February 2024 of Executive Cabinet**   (Pages 5 - 8)

3   **Public Questions**

Members of the public who have requested the opportunity to ask a question(s) on an item(s) on the agenda will have three minutes to put their question(s) to the respective Executive Member(s). Each member of the public will be allowed to ask one short supplementary question.

Matters Referred by the Overview and Scrutiny Committee (introduced by the Chair of the Overview and Scrutiny Committee, Councillor Aidy Riggott)

4   **Final Report of the Overview and Scrutiny Task Group - Recruitment and Staff Retention**   (Pages 9 - 50)

To receive the report of the Overview and Scrutiny Task Group and accept it for consideration, with a view to the Executive Cabinet's recommended response to the recommendations being reported to a future meeting.

Item of Executive Leader and Executive Member (Economic Development and Public Service Reform) (Introduced by Councillor Alistair Bradley)

5   **Procurement Strategy - Levelling Up Fund**   (Pages 51 - 60)

To receive and consider the report of the Director of Planning and Property.

Item of Executive Member (Customer, Streetscene and Environment) (Introduced by Councillor Adrian Lowe)

6   **Water Safety Policy update**   (Pages 61 - 78)

       To receive and consider the report of the Director of Customer and Digital.

7   **Food waste collections**   (Pages 79 - 86)

       To receive and consider the report of the Director of Customer and Digital.

8   **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 1972.

       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).

Item of Deputy Executive Leader and Executive Member (Resources) (Introduced by Councillor Peter Wilson)

9   **New Letting - Unit 13 - Market Walk**   (Pages 87 - 94)

       To receive and consider the report of the Director of Planning and Property.

Item of Executive Member (Planning and Development) (Introduced by Councillor Alistair Morwood)

10   **Allocation of Community Infrastructure Levy (CIL) Funds and   (Pages 95 -
       Amendments to the Infrastructure Funding Statement (IFS)**   104)

       To receive and consider the report of the Director of Planning and Property.

11   **Any urgent business previously agreed with the Chair**

Chris Sinnott
Chief Executive

Electronic agendas sent to Members of the Executive Cabinet Councillor Alistair Bradley (Chair), Councillor Peter Wilson (Vice-Chair) and Councillors Beverley Murray, Terry Howarth, Alistair Morwood, Margaret France and Adrian Lowe.

If you need this information in a different format, such as larger print or translation, please get in touch on 515151 or chorley.gov.uk

To view the procedure for public questions/ speaking click here and scroll to page 119

To view the procedure for "call-in" of Executive Decisions click here

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Chorley Council

Minutes of	**Executive Cabinet**
Meeting date	**Thursday, 22 February 2024**
Committee Members present:	Councillor Alistair Bradley (Chair), and Councillors Alistair Bradley, Beverley Murray, Adrian Lowe, Terry Howarth and Alistair Morwood
Committee Members present virtually (non-voting):	Councillor Peter Wilson (Vice-Chair)
Observers present:	Councillors Mark Clifford, Danny Gee, Tommy Gray and Alex Hilton and Michelle Beach, Alan Cullens, Hasina Khan, Jean Sherwood and Craige Southern (attended virtually)
Officers:	Sarah Bullock (Deputy Chief Executive), Chris Moister (Director of Governance/Monitoring Officer), Louise Mattinson (Director of Finance/Section 151 Officer), Caroline Wolfenden (Director of Change and Delivery), Gayle Wootton (Director of Planning and Property), Hollie Walmsley (Head of Human Resources) and Polly Patel (Performance and Partnerships Manager)
Apologies:	Councillor Margaret France

A video recording of the public session of this meeting is available to view on YouTube here

57   Minutes of meeting Thursday, 18 January 2024 of Executive Cabinet

Resolved: that the minutes of the Executive Cabinet meeting held 18 January 2024 be confirmed as a correct record for signature by the Executive Leader.

58   Declarations of Any Interests

There were no declarations of any interests.

59   Public Questions

There were no public questions.

60   **Final Report of the Overview and Scrutiny Task Group - Recruitment and Staff Retention**

Councillor Aidy Riggott, Chair of the Overview and Scrutiny Committee, was not in attendance.

Resolved: That the item be deferred to the next meeting to enable the Chair of the Overview and Scrutiny Committee to present the report.

61   **Revenue Budget Monitoring Report Q3**

Councillor Peter Wilson, Exectuvie Member for Resources, presented the report of the Director of Finance, which set out the revenue and reserves forecast for the 2024/25 for the Council, based on the position at 31 December 2024.

In summary, based on the position at 31 December 2023, the forecast outturn, including the unfunded budget pressure of £146,000 following the payment of the 2023/24 pay award in November 2023, is an overspend of £780,000.

It was highlighted that forecasts were based on actual income received and expenditure incurred for the 9 months to 31 December 2023, with the final months of the year based on assumptions and projections, the position could change however.

The council was committed to keeping net costs contained within the budget and reduce overspend. The minimum level of general fund reserve should be maintained at £4 million to cushion against future financial risks. Based on the forecast overspend, the general fund balance as at 31 March should be £3.991m. The financial position would continue to be monitored and reported to members accordingly.

Resolved:
1. **To note the 2023/24 forecast outturn for revenue and the level of reserves, based on the position at 31 December 2023**
2. **To note the virements made to and from the revenue budget during the period, as detailed in Appendix 2 of the report.**

Reasons for recommendation
To ensure the Council's budgetary targets are achieved.

Other options considered and rejected
None, it is a requirement to report quarterly on the Revenue Budget Monitoring and Reserves.

62   **Capital and Balance Sheet Monitoring Report Q3**

Councillor Peter Wilson, Exectuvie Member for Resources, presented the report of the Director of Finance which set out to report the outturn financial position of the Council in resect of the capital programme at 31 December 2023, highlighting key issues and explaining key variances, and to provide an overview of various elements of the Council's Balance Sheet at 31 December 2023.

It was highlighted that the Capital Budget for 2023/24 was set at £21.103m by Council in February 2023. Following approval of the 2022/23 outturn, this was increased to £22.998m, then amended further in the Quarter 1 and Quarter 2 Capital Monitoring

Reports, which covered the first 7 months of the year to £13.930m, as approved at Executive Cabinet in November 2023. From the changes detailed within the report, the total programme now stood at £15.822m.

Resolved:
1. **To approve the revised capital programme, attached at Appendix A, which includes an amendment to the programme of £6.754m, as detailed at point 11 of the report.**
2. **To note the variations to the programme (which are detailed by scheme at Appendix B and referenced within the body of the report);**
3. **To note the position in the Balance Sheet monitoring section of the report, in respect of cash, investment and loan balances, and debtors, at 31 December 2023.**

Reasons for recommendation
To ensure the Council's Capital Programme is monitored effectively.

Other options considered and rejected
None.

63   **Chorley Quarter Three Performance Monitoring Report 2023/24**

Councillor Peter Wilson, Exectuvie Member for Resources, presented the report of the Director of Change and Delivery which set out the performance against the delivery of the Corporate Strategy and key performance indictors during the third quarte of 2023/24, which covered the period between 1 October 2023 to 31 December 2023.

Overall performance of the Corporate Strategy projects was excellent with 84% of the projects completed or were on schedule. Three projects were rated amber, which was an early warning sign of potential delays, the three of these reports each had an action plan to return the project to schedule. The performance of the Corporate Strategy indicators and measures of key service delivery were monitored closely. 69% of the Corporate Strategy measures, and 100% of key service delivery measures were performing on or above target, or within the 5% threshold.

Resolved:
1.   **That the report be noted.**

Reasons for recommendation
To ensure the effective performance monitoring of the Corporate Strategy and safeguard its delivery across 2023/24

Other options considered and rejected
No other options have been considered or rejected. This is because the report does not present any items for decision.

64   **Exclusion of the Public and Press**

Resolved: To exclude the public and press for the following item of business on the grounds they involve the likely disclosure of exempt information as defined in paragraph 1 and 3 of Part 1 of Schedule 12A to the Local Government Act 1972.

65   Deliver Improvements to Local Service Centres

Councillor Alistair Bradley, Executive Leader, and Executive Member for Economic Development and Public Service Reform presented the report of the Director of Planning and Property which set out to determine the most appropriate way to spend the allocated UK Shared Prosperity Funding (UKSPF) in order to achieve a commitment made by members regarding improvements to local service centres.

It was noted that some of the properties were privately owned.

Resolved:
1.   **That the proposed approach to improvements to local service centres allowing the Council to spend allocated UK Shared Prosperity Funding (UKSPF) is agreed.**
2.   **That Members note that the proposed approach is dependent on a bit for Community Infrastructure Levy funding being successful.**
3.   **That the Director of Planning and Property is given delegated authority to enter the relevant agreement with Euxton Parish Council to enable a new project.**

Reasons for recommendations
1.   These works will achieve an item on the corporate strategy.
2.   The works align with the Council's corporate priorities.
3.   Chorley Council needs to spend its UKSPF allocation by March 2025

Other options considered and rejected
Consideration has been given to an alternative approach whereby minor public realm improvements would be delivered across the Borough. However, this approach would not meet the criteria for the intervention or achieve the desired outputs and outcomes and therefore could not be funded via the UKSPF programme.

Chair   Date

Chorley
Council

Overview and Scrutiny Task Group – Recruitment and Staff Retention
September – December 2023

Contents

Introduction

From the Chair of the Task Group Councillor Michelle Le Marinel and Vice Chair Councillor Ryan Towers.

Following the Overview and Scrutiny Committee held on 1 August 2023 (at which the annual workplan was agreed), this Task Group was set up in September 2023.

The aim was to identify any underlying issues relating to recruitment and staff retention, and if so, to address them ensuring the Council has an excellent workforce, providing quality services to residents and a reputation as a good employer.

The Task Group met on several occasions over the course of 4 months from September to December, gathering evidence from a range of witnesses and sources including Hollie Walmsley, Head of Human Resources (the lead officer for the study), UNISON branch secretary Lesley Miller, survey responses from the Council's Senior Management Team and an interview with the Executive Member for Resources.

We would like to thank all the Members involved with this Task Group and to the officers, including Hollie Walmsley, Head of Human Resources and Clare Gornall, Democratic and Member Services officer for their time, knowledge and support.

We hope the recommendations made within the report are acknowledged and accepted by the Executive Cabinet.

Councillor Michelle le Marinel
Chair

Councillor Ryan Towers
Vice Chair

Summary Recommendations

The recommendations in this report are informed by the views and documentary evidence provided by the range of witnesses and sources engaged throughout the review.

1. That the Council's Senior Management Team be requested to investigate the feasibility of the Council working towards the Living Wage Accreditation, and if promising, present their proposals to Executive Cabinet

2. That the Council actively promotes health and wellbeing (including mental health) support available as part of its overall employee benefits package

3. That the Executive Member for Resources monitor recruitment and retention figures over the next 6 – 12 months especially in identified key risk areas

4. That a member learning session be arranged on an annual basis to update on workforce planning

5. To include performance reporting data on recruitment and staff retention on the new members portal from the new recruitment system

Membership of the Task Group
Councillor Michelle le Marinel (Chair)
Councillor Ryan Towers (Vice-Chair)
Councillor Karen Derbyshire
Councillor Gordon France
Councillor Christine Heydon
Councillor Alex Hilton
Councillor Samantha Martin
Councillor June Molyneaux
Councillor Dedrah Moss
Councillor Kim Snape

(please note Cllr Karen Derbyshire was part of the Task Group until 14 November 2023)

Officer Support
Hollie Walmsley, Head of Human Resources
Clare Gornall, Democratic and Member Services Officer

Scoping the review

The objectives the Task Group were:

- To ensure service delivery is maintained

- To identify service areas at risk of failure and to look at how we can make recommendations to address this

- To identify aspirations and capacity for improving services

The Desired Outcomes Were (not in preferential order):

- To achieve accreditation and   awards   for staffing
- To improve organisational reputation
- To maintain service delivery
- To retain staff
- Work to achieve the real living   wage accreditation
- Attract and retain the best workforce

Terms of Reference

Members of the Task Group will be clearly focussed on the high level, policy and strategic aspects of the retention and recruitment of staff, which is within the scope of councillors' role in decision making as per Governance arrangements within the Constitution.

The Task Group will only scrutinise operational processes (which is within the remit of officers) insofar as they may be impacting service delivery and/or impacting our role as councillors.

Witnesses

The following witnesses met with the task group and/or provided information.

Hollie Walmsley, Head of HR
Emily Monk, Transformation Officer (Organisational Development)

Lesley Miller, Branch Secretary, UNISON

Executive Member for Resources

Consultees

Senior Management Team / Directors (via questionnaire / survey)

Meetings

The minutes of each meeting can be found here
Meetings of the Overview and Scrutiny Task Group

Background and Context

The Overview and Scrutiny Work Programme was agreed on 1 August 2023. Recruitment and Staff Retention was agreed as one of the Task Group topics.

It had been noted that recent meetings of the Overview and Scrutiny Performance Panel, some Heads of Service had cited lack of staffing as an issue affecting performance. As part of this review members wanted to investigate in more depth whether issues with recruitment and retention of staff were impacting service delivery and / or if there were any wider issues to consider in this regard.

The Task Group held its first meeting on 6 September 2023. Councillor Michelle le Marinel was appointed Chair, and Councillor Ryan Towers was appointed Vice Chair.

6 September 2023

Scoping the Review

When considering the scope of the review, members identified the importance of ensuring that the review focussed on strategic issues, which were in the remit of councillors, rather than operational issues, which were in the remit of officers. It was also acknowledged that currently employer-trade union relations were very good. The Task Group sought to be clear about its objectives for this piece of work.

The Task Group therefore requested clarification on the role of councillors (i.e. making strategic policy decisions) and role of the Chief Executive (as Head of Paid Service) as defined by the Constitution. It was acknowledged that statistical information was useful in informing decision making.

The Task Group made the distinction between recruitment and staff retention and whether either of these presented an issue. Hollie Walmsley indicated that at Chorley there was no issue as regards staff turnover (retention). She said that when high quality staff leave, often it is not personal, and if there are any concerns there are procedures in place to address this.

As regards recruitment, she indicated that there were challenges nationally and globally in the modern labour market. She informed members that the Council do have a strategic approach to workforce planning, which includes a reduction in spend on agency staff over the next 2 - 5 years. To meet this objective, a Recruitment and Talent Advisor had recently been appointed with Human Resources.

The Task Group discussed the scoping document and agreed upon the aims and objectives of the review, which included maintaining service delivery, identifying areas of risk and what can be improved. It was noted that the scoping document was a "living document" which could be amended during the course of the review.

To assist the review, members requested a number of policies and documents relating to recruitment and retention to provided for consideration at the next meeting.

A copy of the scoping document can be found at appendix A to this report.

Background information

Hollie Walmsley, Head of Human Resources presented background information to provide context to the review which included details of organisational turnover 2022-23 and year to date 2023-24. The data included statistical information presented by Directorate and by reason for leaving (voluntary resignation, end of fixed term contract, retirement/ERVS, or dismissal / agreed exit):
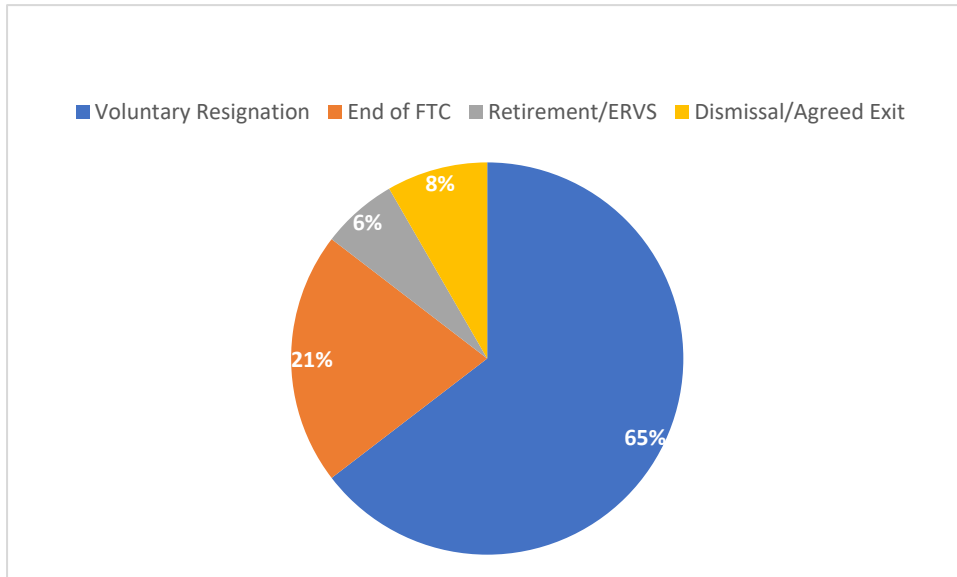
Turnover

1. Organisational turnover for 2022-23 was 16.11%. 48 people left the organisation.
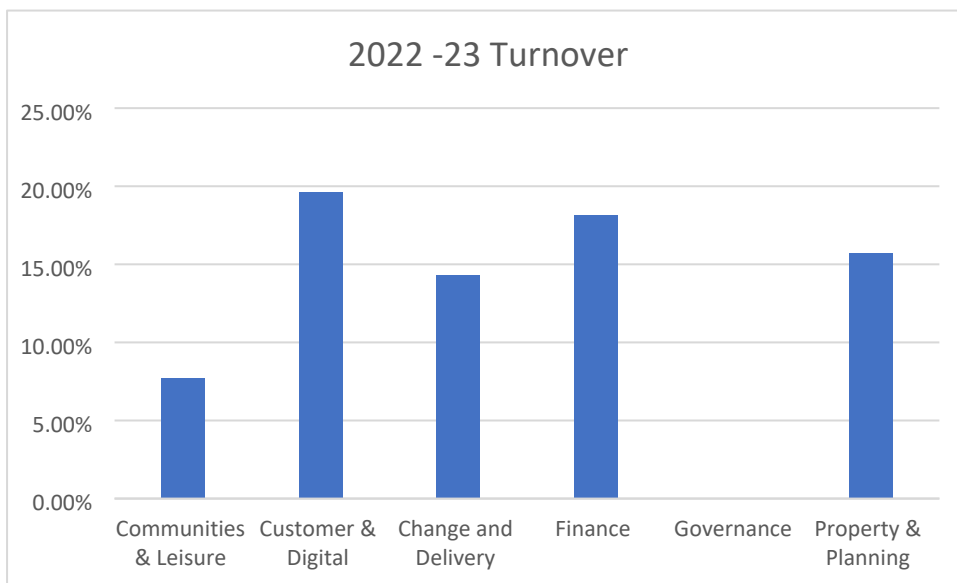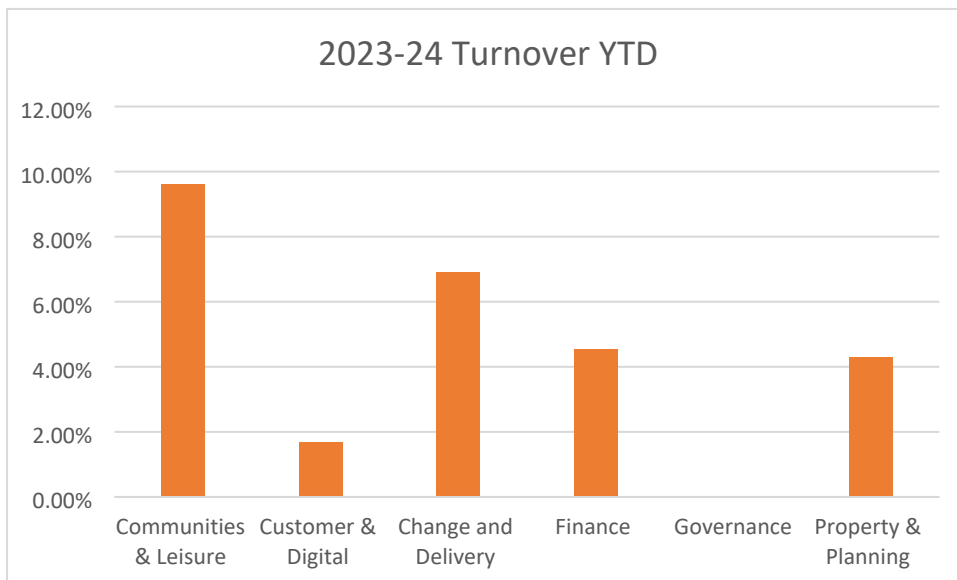

2. Within Customer and Digital 22 people exited:
a. 8 fixed term posts ended including 5 Seasonal Streetscene Operatives. Streetscene operates with an annual seasonal workforce.
b. 2 exits due to ERVS (Early Redundancy/Voluntary Severance)
c. 1 retirement
d. 11 resignations of which 5 were within Streetscene, 5 in Customer Services, and 1 in ICT.

3. Change and Delivery saw 4 people exit, all within HR:

e. 2 resigned
f. 2 fixed term posts ended

4. Voluntary resignations made up the leavers in both Communities and Finance, with 4 and 4 respectively.

5. Across Property and Planning 14 people left:
    a. 10 resigned of which 4 were in Spatial Planning, 6 were in Property (1 person moved to a new role employed by SRBC).
    b. 3 were managed exits

c. 1 person was dismissed

6. There were no leavers in Governance for Chorley as this is a function fully employed by SRBC as part of shared services.

7. Leavers by reason for 22/23 are demonstrated below.

1. Year to date for 2023-24 turnover is 4.71%. The total leavers are 15.

2. Communities and Leisure have seen 4 people leave, 3 voluntarily and 1 on an agreed basis.

3. Customer and Digital have had 2 exits, both the end of fixed term contracts.

4. Across Change and Delivery 4 people have exited:
   a. 2 voluntarily (1 person moved to a role employed by SRBC)
   b. 1 redundancy
   c. 1 due to the end of a fixed term contract

5. 1 person left Finance due to the end of a fixed term contract.

6. 4 people exited Property and Panning, all within the operational Assets function:

   a. 2 resignations
   b. 2 dismissals

8. There were no leavers in Governance for Chorley as this is a function fully employed by SRBC as part of shared services.

9. Leavers by reason for 23/24 to date are demonstrated below.
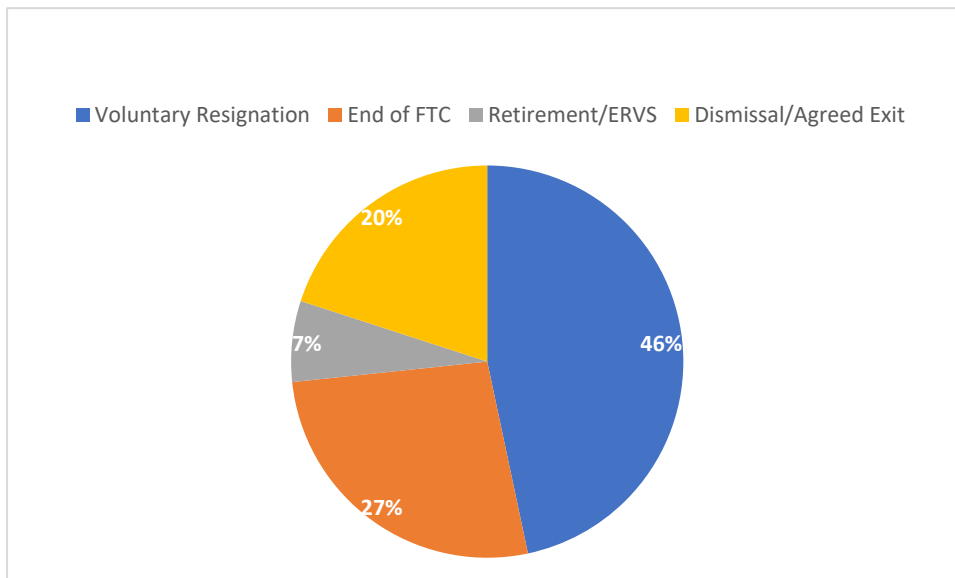
Hollie Walmsley explained that the corporate Recruitment and Selection Policies had been jointly agreed with UNISON.

She stressed that the Council wanted to minimise turnover, however it was equally important to have a steady influx of new employees to maintain a healthy organisation. She indicated that as regards the year to date, she would expect the final end of year turnover to be lower (i.e.14-15%). In comparison with other Lancashire councils, Chorley usually comes in about the mid-range. Compared with the private sector, the public sector generally has a lower turnover. However there are exceptions e.g. NHS which has a very high turnover.

Hollie clarified that staff moving to other areas within the organisation does not count as turnover.

Meeting - 3 October 2023

At the second meeting, held on 3 October 2023, Members were provided with the following information:

Behaviour policies – Grievance policy, Code of Conduct, Social Media policy, Disciplinary policy, Conduct Policy

Benefits policies – ERVS guidance, Pensions & long service, flexible retirement, Reservist Policy, Sustainable Travel Policy, Expenses policy.

Changes policies – Change policy and Written Statement of Particulars (examples with/without flexi etc).

Recruitment and Development policies – Capability policy, Recruitment Selection and Onboarding, Leavers Guidance, Probation form.

Website Recruitment Pages (job applications) - How to apply, People with Disabilities, Recruitment Equality Monitoring Guidance

Wellbeing Policies – Managing the effects of the menopause, Emotional wellbeing policy, Smoke free and substance use policy, Improving attendance policy

Work-Life Policies – Homeworking policy, Flexible working policy, Parental leave, Leave policy.

The background documents above and those relating to equality monitoring and people with disabilities were provided to councillors via the modern.gov. library.

A note was also provided which clarified the respective roles of elected members and the Chief Executive with regard to staffing and recruitment. (See Appendix B).

Detailed information was provided regarding the following:

1. Exit interview data analysis and an example exit interview
2. Living Wage Accreditation summary and next steps.
3. 2023/24 Recruitment Strategy report to SMT and project plan
4. Workforce planning summary

Exit interviews

The exit interview process was refreshed and relaunched in July 2023. All leavers were offered an exit interview, however this was not compulsory and as such only 8 people had so far engaged.

Reason for Leaving

	Relocation	Promotion	Career Change	Unhappy with role
Value	2	3	2	1
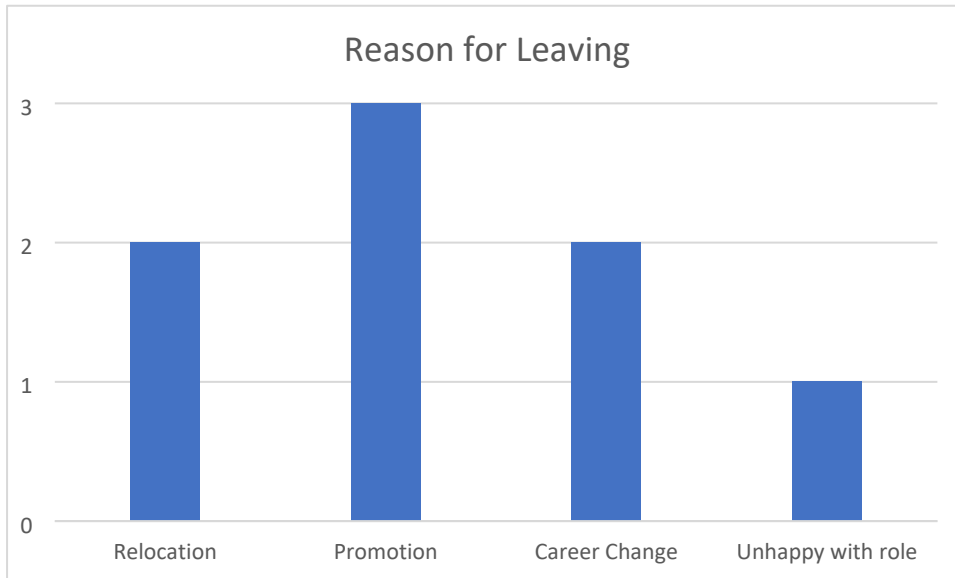
The report summarised that reasons for leaving were due to relocation, promotion, other opportunity in a different sector and one was unhappy with working for the council.

The responses to the subsequent exit interview questions were as follows:
7 would recommend the council as an employer one would not;
7 would work for the council again one would not;
7 agreed that the council is a good employer and 1 does not.
The negative responses were all from the same person

The Task Group noted that due to the extremely small sample size it was not useful to identify service level trends or issues, so the information was considered in conjunction with other employee feedback including staff surveys and PDR comments to provide a broader picture.

A summary of the data received so far demonstrated the following positives:
- The majority of the people surveyed thought our benefits in relation to leave, pension, allowances, work life balance are either good or very good.
- Mainly positive feedback about support from line managers throughout their career with the council.
- Positive about colleagues, working together, friendly teams and staff.

The following negative comments demonstrated areas of for improvement:

- Some negative feedback regarding our learning and development offer and our office accommodation. Some leavers feel this can be improved.
- We received feedback that our benefits are good but we could advertise them better so more people know about them and use them.
- Lots of snippets of information regarding the line manager and some feedback that workloads are too heavy. Some people had been promised things which didn't materialise.
- Leavers feel that recognition could be better and communicated to the wider business, but some teams do this well.
- Some negative feedback about the burden of bureaucracy and politics.
- Communication across teams could be better.

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Hollie Walmsley explained that people who had already raised issues previously were more likely to complete exit interviews, which tends to be reflected in the figures. However, Human Resources try and get as much feedback as possible either in person or in writing.

The Council also obtains feedback from its employees throughout their employment, via regular one to one meetings with line managers, and personal development reviews.

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Living Wage Accreditation

Requirements

The Living Wage Foundation has two main criteria:

1. The Organisation in question pays its employees a 'Living wage', to avoid confusion with the national minimum wage this is referred to as the Real Living Wage. The Council pays all employees the Real Living Wage, other than apprentice employees in their first year, who are all paid the top rate of national minimum wage. This is accepted as good practice due to the amount of training a first year apprentice is expected to undertake, in comparison with working time.

2. The Organisation has a plan in place to ensure that its contractors are paid a 'Living Wage'
   - The Living Wage Foundation casts a 'wide net' in who is considered to be contracted, essentially all staff the organisation comes into contact with must be paid the Real Living wage (e.g. if you rent space in a Building with other organisations, that Buildings cleaners must be paid the Living Wage)
   - The Foundation does allow some leeway by allowing accreditation through a phased implementation approach, provided that at some point contracts are renewed include the Real Living Wage. Similarly, sub-contractors can continue at their agreed rate provided there are plans in place to source alternate contractors at some point who do pay the Real Living Wage.

- Chorley Council does not currently require contractors to pay a Real Living Wage. The scale of this would need to be understood.

Hollie Walmsley explained that at present although the Council paid the Living Wage to all its directly employed staff, its sub-contractors were not all meeting that criterion. Hence the Council currently did not have the Living Wage Accreditation.

It was suggested that options be explored to address this e.g. via the procurement route. This would be a long term project as would involve a review of the Council's contracts once they were due to expire.

The next steps would be:

- Commence an assessment of rates paid by contractors. Undertake an analysis of the scale and gap.
- Seek approval to commence the accreditation process.
- Work with Procurement and individual contract managers to develop a plan for phased implementation.

The Task group agreed that one of its recommendations would be to investigate the feasibility of working towards a Living Wage Accreditation.

Recruitment Strategy

Hollie Walmsley outlined a number of improvements the Council was making with regard to recruitment, including use of LinkedIn, and developing a dedicated front-end micro website for job vacancies. This would reduce recruitment costs as the Council would not be relying on outside agencies.

Hollie Walmsley also outlined other recruitment initiatives such as promoting the Council at careers events (e.g. for school leavers) and investing in the local community via apprenticeships / opportunities to gain professional qualifications with the Council. This "upskilling" approach was something the Council also promoted to its partners. It was noted that a "careers day" was due to be held on 9 October.

The Task Group enquired about learning agreements, where people must stay with the Council for a certain length of time after gaining a qualification (this doesn't apply to apprenticeships, however). Hollie Walmsley stressed that where a learning agreement was in place, employees would be provided with a clear pathway of career development. She also stressed that this approach ensured that new employees quickly move off the "bottom rung" of the organisation, freeing up space for new recruits and refreshing the workforce.

A copy of a report to Senior Management Team, outlining the new approach to the recruitment and action plan, was provided to the Task Group.

The report explained:

1. How we intend to ensure an intelligent approach to recruitment
2. The projects and tasks that will constitute the upgrade in our approach.
3. The priorities for upgrading our current recruitment processes.

It was identified that over half of employers have "hard-to-fill" vacancies and a third anticipate significant problems in filling roles (CIPD, 2023). Amongst rising inflation pushing salaries higher, and an increase in the availability of hybrid roles, recruitment has becoming increasingly challenging.

Both South Ribble BC and Chorley BC had experienced this over the past 12 months. 23%, almost 1 in 4 of external recruitment campaigns across the councils were unsuccessful in appointing someone. This sample size was taken from the 7 months between May – Dec 22.

The Council had already taken action to improve recruitment methods including a dedicated recruitment and talent advisor and procurement of a new recruitment system to enhance the applicant experience. These measures were already achieving benefits with improvement in roles appointed to. There were further opportunities to improve the current recruitment approach to make it more efficient and effective as part of a cohesive strategy to support building our workforce for the future.

The objectives were as follows:

What	How	When
Implement a recruitment system with a focus on candidate experience and manager self-service.	Update on recruitment system procurement to be presented to SMT.	Implementation Q3 2023\24
Develop an employer brand to increase proactive recruitment ability and communicate this brand.	Define our brand and intensively communicate using digital channels including social media.	From June – October 2023
Use a data-based approach to support workforce planning and recruitment trends	Monitor and report on recruitment metrics, using intelligence in discussions with managers. Develop reporting and dashboard functionality in the new recruitment system.	From June – October 2023

Develop a diverse talent pool	Develop talent pool functionality in the new recruitment system. Signpost job seekers to register with the talent pool. Work with OD to develop and support internal talent.	From June – October 2023
Upskill managers to be confident and capable recruiters	Use training, masterclasses, coaching, and drop-ins to develop a cohort of skilled managers.	By December 2023.

Workforce Planning

Workforce planning is the process of assessing current and future workforce needs, taking into account internal and external factors and establishing a strategy. This is undertaken by the Council at service level on a quarterly basis. There are a number of considerations with workforce planning, however the following focusses on recruitment and retention, specifically difficult to fill roles.

The following demonstrates the number of services by risk level, based on the difficulty to fill roles due to a known skills gap. Red services are those which, should no interventions be implemented, would experience significant short and long-term service disruption. Amber services are those where there are established plans already in place to mitigate risks. Green services are considered unlikely to be impacted by skills gaps.

A breakdown by Directorate and Service revealed the following:

Directorate	Service	RAG
Change and Delivery	Investment and Skills	G
Change and Delivery	Economic Growth	G
Change and Delivery	HR	G

Change and Delivery	Performance and Partnerships	G
Change and Delivery	Transformation and Change	G
Change and Delivery	Communications and Visitor Economy	G
Communities	Public Protection	A
Communities	Communities and Housing (Ch)	A
Communities	Leisure (CH)	A
Customer and Digital	Neighbourhoods and Waste	G
Customer and Digital	Streetscene and Waste	G
Customer and Digital	Customer Services	R
Customer and Digital	ICT	R
Finance	Finance	A
Governance	Audit and Risk	A
Governance	Democratic Services	G
Governance	Legal	A
Planning and Property	Planning and Development	A
Planning and Property	Operational Assets	G
Planning and Property	Major Projects	G
Planning and Property	Planning and Enforcement (Ch)	R
Planning and Property	Spatial Planning	R

Service plans

In the majority of services, it is a small number of specific roles which can present difficulties should they be vacant.

Service	Issues	Solutions
Spatial Planning	Shortage of planning policy officers. Historic approach to recruitment. Local Plan.	Graduate roles Contractors as an alternative to employees Direct approach recruitment search
ICT	Skills gaps – cyber security, software developers, senior technician.	Recruitment and talent advisor – CV search, LinkedIn. Have filled 3 roles. Graduate and apprentice roles. Career pathways.
Planning and Enforcement	Building control – competition from private sector.	Shared services. Development role with qualifications at all levels.
Customer Services Officers	Specialist skills within local government. Ageing workforce. Internal recruitment – internal talent pool	Apprentice first approach to recruitment. Cohorts of developing employees.
Environmental Health	Ageing workforce Skills shortage	Influenced local educational providers to set up course Graduates and apprentices.

	Lack of local training providers	
Housing	Competition from housing providers.	Developing internal staff e.g. customer services officers into housing officers. Career pathways.
Finance	Management and financial accountants skills shortage nationally – require specific public sector knowledge.	Career pathway approach – graduates, apprentices, professional apprentices.
Leisure	National shortage of swimming teachers Anti-social and part-time hours	Roles with training full and qualifications Generic roles to create full-time hours across contract
Legal	Procurement in public sector skills shortage	Graduate role.
Audit and Risk	Ageing workforce Skills shortage – audit	Trainee auditor role with full training and qualification.

The Task Group enquired about the impact of staffing levels on the performance of the Council (for example, recently members had been informed the Statement of Accounts was published late due to staffing levels). Hollie Walmsley explained that staffing structures are very lean, and it was the responsibility of Shared Leadership Team to manage resources in line with service need.

Members highlighted "pinch points" at certain times of year which could be predicted and form part of business planning e.g. garden waste is seasonal.
Hollie Walmsley explained that this detail would be addressed at Service Plan level. She stressed that transferring staff from other services is generally not practicable, because skill sets are different and teams do not have the capacity.

People Strategy

Emily Monk, Transformation Officer (Organisational Development) gave a presentation on the People Strategy, which included the feedback from staff via the Pulse Survey carried out in 2021/22 and May 2023.

It was noted that some feedback, i.e. in relation to job descriptions related to South Ribble due to Shared Services. Hollie Walmsley also confirmed that there were no back pay issues (which had affected some other Councils nationally).

It was noted that staff had recently experienced a lot of fast paced change which had generated a substantial amount of internal communications. The Task Group were assured that the approach would now be more engagement with the Pulse Survey. Emily Monk indicated that the response rate had increased and so had staff satisfaction levels.

A copy of the presentation can be found at Appendix C.

Meeting – 19 October 2023

Interview with Lesley Miller, UNISON Branch Secretary

The Task Group invited Lesley Miller, UNISON Branch Secretary, to make representations on behalf of her members regarding recruitment and staffing levels as part this review.

Lesley was asked if, in her discussions with Chorley Council staff who were UNISON members, there had been any general patterns / trends in respect of views expressed on recruitment and staff retention.

Lesley referred to a meeting held the previous day where she had been chatting to apprentices and the following trends were identified from the feedback given:

- There appeared to be some inconsistency when comparing the apprentices' experiences in different departments, for example comparing customer services with 'back office' functions such as revenues and benefits.
- Customer services apprentices felt that due to more experienced staff leaving, staff training was being left to less experienced staff.
- Customer services apprentices felt that pressure to meet performance indicators (e.g. in relation to answering phone calls) was impacting on their capacity to learn effectively. They also said that they did not feel sufficiently confident or experienced enough to deal with the volume of calls.

Hollie Walmsley, Head of HR acknowledged some of the issues associated with Customer Services, provided some context and explained ways in which the Council had addressed those issues. She indicated that there had been a planned review of customer services at Chorley, which was then delayed due to the move to shared services. During that period, a number of people left the Council and in addition, as the experience gained in customer services was often in high demand, staff in the team tended to quickly move on to other areas in the organization.

Hollie indicated that the shared services arrangement had now been implemented, and a number of vacancies had been filled. The Council had identified the need, and now appointed, a dedicated Training Officer for the customer services team. She also stressed that this year was the first time a cohort of 18 apprentices had been taken on, and the lessons learned will lead to an improved experience next year as part of long term plan.

A member of the Task Group asked Lesley if she was aware of any situation where lack of staff in post; wrong skill mix / level training; terms and conditions, pay or morale - have led to service failure or poor level of service that have affected the running or reputation of this Council.

Lesley indicated that she was not aware of any specific instance where the above issues had led to service delivery failure. However, she was aware of instances where staff had left the council for increased pay and that subsequently services had suffered due to staff leaving. She said that a lot of services had been cut right to the

bone. She cited the example of Housing Options, where experienced staff had been lost. Salaries at Chorley were often less competitive than other local councils e.g. Preston City Council.

Lesley stressed that dedicated staff work very hard to prevent service delivery failure. The feedback from staff was a general feeling that some services were close to the edge.

The Chair enquired as to whether figures could be obtained regarding staff sickness and where this attributed to staffing levels. Hollie Walmsley indicated that absences due to mental ill health are complex and often there are a combination of factors. The Vice Chair however felt strongly that the information would be helpful to the Task Group.

Lesley indicated that the feedback she had received from apprentices in customer services was that that they were just about managing to meet their time allocation for learning and development associated with their apprenticeship, compared to other departments such as Council Tax and Revenues and Benefits where apprentices were allocated specific time for this purpose (which should be 20% - about 1 day per week).

Lesley acknowledged that for the first cohort of apprentices, there was less paperwork whereas for the second cohort, a training officer had introduced personal development plans so it was an improved experience, however some of it was being completed in their own time not work time.

Hollie Walmsley indicated that the 20% time allocation was part of their employment contract and she would prioritise addressing this following the feedback received. It was also planned that apprentices would meet with their line manager to see what their aspirations are and how the Council can better support them e.g. if they want to move to another service area.

The Task Group then discussed issues arising from Aged Debts (which had been identified in a report to Governance Committee). Hollie Walmsley explained that the Council had been pulled up on its ineffective processes in that individual services had not been chasing up / collecting on their debts, and it was customer services' role to keep a record of those debts. The Council was to implement a solution where ownership was taken by each service of their debts – the issue was not specifically related to recruitment or retention of staff.

The Task Group also discussed staffing levels in procurement; Hollie Walmsley informed members that this had been addressed with the creation of two extra posts.

The Task Group discussed the issues of recruitment and retention more generally, with a view to identifying positive measures the Council was not already taking. It was noted that Chorley Council offered an excellent benefits package e.g. discounts at local businesses. It was acknowledged that due to the current financial climate and cost of living crisis some people would prioritise salary over other benefits. However, in comparison with other Lancashire Councils, Chorley offered very good

terms and conditions particularly in the area of mental health and wellbeing. Hollie Walmsley informed members that this included the following:

- Signposting
- Emotional wellbeing support
- Cognitive Behavioural Therapy, Counselling
- 1-2-1 discussions with line manager, identifying what we can do as an organisation to support employees, and to try and remove any barriers

The Task Group requested that figures be obtained regarding staff sickness to indicate where this linked to issues with recruitment and retention in specific services.

The Task Group agreed that one of its recommendations would be that the Council actively promotes health and wellbeing (including mental health) support available as part of its overall employee benefits package.

Recruitment Strategy Update – New Recruitment Website

Hollie Walmsley presented a working draft of the new recruitment website which will go live on 8 January 2024.

During the presentation Hollie explained that:

- the site will contain job descriptions, videos, and employee stories;
- applicants will be able to register, login and upload their CVs, allowing the Council to search for skills;
- enable monitoring of equality and diversity information. The Council had also been assisted in its Recruitment Strategy by the learning experiences of Leicester University, which had spotted trends e.g. on interview panels, and how they were able to improve their recruitment practices by having more mixed and diverse panels.

Overall, members were very positive about the website.

You can view the new recruitment website here (About Us - Chorley South Ribble)

Data on Pulse Survey (Staff Survey)

Emily Monk, Transformation Officer provided the following Pulse Survey data for Chorley Council:

Response Rate:
June 2022 – 103
May 2023 – 103

Employee satisfaction:
June 2022 – 68%
May 2023 – 82.52%

Meeting – 30 November 2023

<u>Staff Sickness Figures – specifically where they are linked to recruitment and retention issues</u>

The Task Group was provided with the following information:

In total, since April 2023 for services shared with SRBC (regardless of the employer of the person) or Chorley council employees:

788 days of absences recorded for mental ill health - 30 instances in total

181 days lost attributed wholly or in part to work - 6 instances, 5 people

Of the 181 days wholly or in part attributable to work, two absences of 19 and 20 days respectively were attributed to workloads.

These two absences were both within customer services, both are South Ribble employees working within a shared service.

Arising from queries from members, Hollie informed members that there was not one service disproportionately represented, the figures just highlighted overall trends. She confirmed that in some service areas, (e.g. relating to the Local Plan), staffing issues related to difficulty to recruit rather than sickness.

<u>Responses to Survey Questions – Senior Management Team</u>

At the request of the Task Group, Hollie Walmsley circulated a survey to members of the Senior Management Team regarding recruitment and staff retention.

Hollie Walmsley gave a presentation on the survey responses received. The responses reflected issues and trends already identified during the course of the study, but they also detailed what measures had been taken to address and hopefully resolve those issues.

Some examples were:

- Finance – issues had been resolved by the implementation of a longer term strategy including the creation of 'career grade' posts.
- Use of consultants for planning policy and planning enforcement;
- ICT – using external partners / consultancy where appropriate;

- ICT – career progression – as individual skills develop, salary and expectation increase. So the more basic level tasks are delegated to another person (e.g. at entry level) or are automated through use of technology
- Director of Communities – re-examined their approach to graduate positions, in terms of career progression

Hollie explained that sometimes using a consultant was better value for money, for instance where recruitment costs are high and the post is required less than five days a week. In such instances, the monies would be re-allocated from the staffing budget to another budget.

In some circumstances, outsourcing is more appropriate (having a "bank" of agency staff). The most important thing is to ensure that whatever approach is used, it demonstrates best value for money.

It was important to acknowledge that in some sectors, such as building control and ICT, there would be a higher turnover of staff due to the attraction of better pay in the private sector. In addition, ICT had an extra level of competitiveness due to the fact the industry can recruit internationally as often roles can be performed remotely. One option would be to become a sponsored employer and so recruit non UK residents. It was also noted that as yet not all the vacancies had been filled following the ICT restructure. Arising from the discussion, Hollie clarified that all staff who attend late/evening meetings outside the flexi time bandwidth are entitled to time off in lieu.

Hollie summarised that the issues cited in the survey were being addressed as part of shorter or longer term plans (such as in the examples given) and/or as part of a new recruitment strategy.

Meeting – 14 December 2023

One member highlighted that the latest version of the corporate risk register was made available to the Governance Committee at the last meeting on 29 November 2023 (Agenda page 98) Risk 5, directly related to lack of resources money and staff to deliver services. Hollie Walmsley, Head of Human Resources was asked to provide a risk update to give a full picture of the current position and any mitigating actions currently being taken.

Hollie Walmsley indicated that the initial report presented to the Task Group in September 2023 outlined 5 main objectives:
  a. Implement a recruitment system with a focus on candidate experience and manager self-service;
  b. Develop an employer brand to increase proactive recruitment ability and communicate this brand;
  c. Use a data-based approach to support workforce planning and recruitment trends;
  d. Develop a diverse talent pool;
  e. Upskill managers to be confident and capable recruiters.

She informed members that since September 2023 progress made was as follows:

Implement a recruitment system with a focus on candidate experience and manager self-service.

The new Eploy system has now been implemented and will go live on 8 January 2024 to capitalise on the increased numbers of active job searchers in the new year.

Eploy has been fully tested with managers across the councils and the feedback has been overwhelmingly positive.

The front end of the system is the recruitment microsite which was demonstrated to the task group in November. The enhanced functionality of this system will enable a data-based approach to recruitment, and to manage our talent pool.

Develop an employer brand to increase proactive recruitment ability and communicate this brand.

Activity to develop the employer brand includes the use of LinkedIn and other externally focussed media channels.

Additionally, since October 2023:

a. A series of LinkedIn masterclasses have been delivered to Shared Leadership Team (SLT) – following which we have seen increased use and posting on LinkedIn by SLT.
b. Two articles have been published in the Management Journal to aid senior recruitment.

Upskill managers to be confident and capable recruiters

A series of masterclasses are planned to follow the implementation of the new system, to support the processes around it. These masterclasses will include:

- Advert writing
- Interview techniques
- Passive vs active job seekers and the differing approaches

In-person training on the recruitment system has taken place.

Coaching with managers has improved the outcomes of recruitment drives.

Benefits

From September -December 2023, across both councils, 69 roles have been advertised and 64 have been filled, a success rate of 93%.

The use of direct approaches to passive candidates has enabled the appointment of 2 software developers, a cyber security officer, and a bio-diversity net gain officer. These are very difficult posts to fill.

The average time to hire has reduced from 53 days to 29 – time to hire is defined as the time from when a vacancy is created to when a formal offer of employment is made.

The Council has appointed 5 senior leaders on the first attempt and the quality of the applicants was extremely high.

The Task Group thanked Hollie for the updated information. She was also requested to obtain comparative information from other local authorities which will be provided on an annual basis, in line with other local authority reporting frequency.

<u>Interview with the Executive Member (Resources), Councillor Peter Wilson</u>

The Executive Member (Resources), Councillor Peter Wilson, attended the meeting to relate his views and perspective on the issues raised during the course of the review.

He highlighted the following points in relation to recruitment and staff retention at Chorley:

- As a relatively small district – we do very well to recruit and retain high quality candidates especially in respect of shared services, where there is more responsibility and expectations of the candidates appointed. For example, we recently carried out a recruitment to vacancies within Senior Management Team and were able to attract and appoint very good candidates to the posts. This was reflected in both shared and non- shared services and could be attributed to the key elements of pay and employee benefits / support forming part of the attractive Chorley offer.
Chorley Council compares favourably with its neighbouring local authorities.

- It was acknowledged that certain teams (e.g. ICT, planning) experience certain recruitment challenges due to the pay being higher in the private sector. The gaps in specialist areas like planning are a concern.
- In respect of customer services, it was noted that the team had recently moved to shared services and there were challenges, however the situation was moving in the right direction. Councillor Wilson acknowledged that the issue regarding apprentices being put under pressure had been identified and there was a need to allow time for people to develop skills balanced against the demands of the service.

Arising from questions by the Task Group, Councillor Wilson made the following further points:

- Despite reports in the national media about some Councils experiencing financial difficulties, Chorley is fortunate to be in a financially stable position. It therefore has the advantage to promote itself as an employer able to offer a good career in local government.

- Councillor Wilson saw his role as Executive Member (Resources) to hold officers to account and provide challenge to ensure that human resources were in place to deliver the Corporate Strategy and the Council's Policies.

- The Council is committed to quality apprenticeships, and going forward we will ensure that our stated aims, development plans, mentoring etc. are all specified as part of the package we offer. The Council does not want to rely on apprentices to deliver a service and will ensure a blend of apprentices and experienced staff within teams.

The Task Group thanked the Executive Member (Resources) for his attendance.

Conclusions

The Task Group reviewed all the evidence, interviews and discussions that had taken place. It then considered its conclusions in light of the aims and objectives of the scrutiny review.

The conclusions were as follows:

1.The Task Group are satisfied that the new Recruitment Strategy is tackling the issues identified in the report.

2.That service delivery is being maintained; however it should be highlighted that there are challenges in certain service areas as identified during the course of the review.

3.That Executive Members and Directors hold heads of service to account where on occasion performance gaps are being attributed to lack of staffing, when there are other identifiable reasons.

4.That the Task Group recognises the dedication of all its employees and thanks them for their hard work.

Recommendations

1.   That the Council's Senior Management Team be requested to investigate the feasibility of the Council working towards the Living Wage Accreditation, and if promising, present their proposals to Executive Cabinet

2.   That the Council actively promotes health and wellbeing (including mental health) support available as part of its overall employee benefits package.

3.   That the Executive Member for Resources monitor recruitment and retention figures over the next 6 – 12 months especially in identified key risk areas

4. That a member learning session be arranged on an annual basis to update on workforce planning

5. To include performance reporting data on recruitment and staff retention on the new members portal.

Appendices

Appendix A -Scoping Document

Appendix B – Briefing note regarding the role of the Chief Executive and Elected Members
Appendix C – People Strategy presentation

All background documents presented to the Task Group are available to councillors on the modern.gov extranet.

Appendix A

Scrutiny Inquiry Project Outline

Overview and Scrutiny Inquiry Project Outline

Review Topic:
Retention and Staff Recruitment

Objectives:	**Desired Outcomes:**
To ensure service delivery is maintained **To identify service areas at risk of failure and to look at how we can make recommendations to address this** **To identify aspirations and capacity for improving services**	**To achieve accreditation and awards for staffing** **To improve organisational reputation** **To maintain service delivery** **To retain staff** **Work to achieve the real living wage accreditation** **Attract and retain the best workforce**

Terms of Reference:
Members of the Task Group will be clearly focussed on the high level, policy and strategic aspects of the retention and recruitment of staff, which is within the scope of councillors' role in decision making as per Governance arrangements within the Constitution. **The Task Group will only scrutinise operational processes (which is within the remit of officers) insofar as they may be impacting service delivery and/or impacting our role as councillors.**

Equality and diversity implications:

Oversight into recruitment processes, which impact on equality and diversity issues (e.g. accessibility for people with a disability or neurodivergent)

Risks:

- **To identify instances, if any, where service delivery is at risk due to recruitment and staff retention issues**

- **Manage expectations**
- **Ensure activities of the task group do not impede and impact ongoing work or relationships.**
- **Avoid scope creep.**

Venue(s):

Town Hall, Market Street, Chorley.

Chair: Councillor Le Marinel

Timescale:

Start: September 2023

Finish: December 2023

Information Requirements and Sources:

Documents/evidence:

- **Clarification on role of head of paid service as regards recruitment and staff retention and the role of councillors**
- **Breakdown of recruitment – vacancies**
- **Full set of standard employee Terms and Conditions**
- **Recruitment Strategy & Process**
- **Oversight of workforce planning**
- **Benchmarking retention, recruitment figures**
- **Selection training (for managers)**
- **Exit interview data – themes**
- **HR policies**
- **Oversight into recruitment processes – Accessibility, Equality and Diversity**
- **Process of accreditation to become a Living Wage Employer**
- **Staff surveys/pulse surveys**

Witnesses:

- **Directors and relevant Executive Members**
- **Unison representative**

Consultation/Research:

- **External benchmarking**

Site Visits

  n/a

Officer Support:

Lead Officer: Hollie Walmsley (Head of HR)

Democratic and Member Services Officers: Clare Gornall

Likely Budget Requirements:

Purpose	£
Total	_____

Target Body [1] for Findings/Recommendations

Executive Cabinet

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[1] All project outcomes require the approval of Overview and Scrutiny Committee before progressing

Appendix B

Recruitment and Staff Retention Task Group

Clarification regarding Role of Councillors and Role of Chief Executive / Head of Paid Service with regard to staffing and recruitment

Elected members and officers have distinct, but complementary roles in the way the Council is run and managed.

Elected members are responsible for taking decisions about strategy and policies of the Council. Officers are responsible for implementing those policies and carrying out the day-today functions of the Council.

The Local Government and Housing Act 1989 sets out that the Council must have an officer designated as Head of Paid Service responsible for:

a) the manner in which the discharge of different functions is co-ordinated;

b) the number and grades of staff required by the authority for the discharge of their functions;

c) the organisation of the authority's staff; and

d) the appointment and proper management of the authority's staff.

This statutory role and distinction is also enshrined in the Council's constitution, outlined below.

Role of Councillors

The role of councillors, as set out in Part 1 of the Council's Constitution is as follows.

Councillors main roles are:

• To act as champions for the community, representing and advocating for the whole community but with a particular responsibility for the residents of their Ward, including those who did not vote for them.

 • *To contribute to setting the policies and budget of the Council.*

 • Where they are Executive Members or members of regulatory committees, to take or participate in decision making on behalf of the Council.

 • Either as members of Overview and Scrutiny Committees or individually to hold decision makers to account and to contribute to policy development

• *To promote improvements in services which benefit the Community.*

• To demonstrate high ethical standards and, in particular, to abide by the Council's Code of Conduct

Role of the Chief Executive

The Chief Executive (and Head of Paid Service) has overall corporate management and operational responsibility (including overall management responsibility for all officers). He or she gives professional advice to all parties in the decision-making process.

The Council's Employees

The Council's employees (usually called Officers) are responsible for the day-to-day delivery of Council services. Council Officers also offer advice to the Council's decision-making bodies and on the development and implementation of Council policies. Some Officers have powers delegated to them on behalf of the Council. Usually those will be decisions of a managerial nature or the more routine regulatory decisions. Some officers have a specific duty to ensure that the Council acts within the law and uses its resources wisely.

Extracts from the Constitution

Part 2, Article 9 of the Constitution states:

9.02 Functions of the Chief Executive as Head of Paid Service

(a) The statutory functions of the Chief Executive as Head of Paid Service are to report to the Council on:

(i) the manner in which the discharge of the Council's functions is coordinated;

(ii) the number and grade of staff required for the discharge of the Council's functions; and

(iii) the organisation and proper management of those staff.

(b) Restrictions on functions. The head of paid service may not be the monitoring officer but may hold the post of chief finance officer if a qualified accountant.

Part C - Council Functions which the Council has delegated to an Officer of the Council under Section 101 of the Local Government Act 1972 -

With regard to the Chief Executive, paragraph 1.2 states "Appointment of all staff below Director level, including power to authorise other officers to make such appointments on his or her behalf, whether generally, to posts within certain categories or descriptions or to specific posts on particular occasions, and to vary or withdraw any such authorisation given."

These principles are also referenced in **Part D – Executive Functions -**
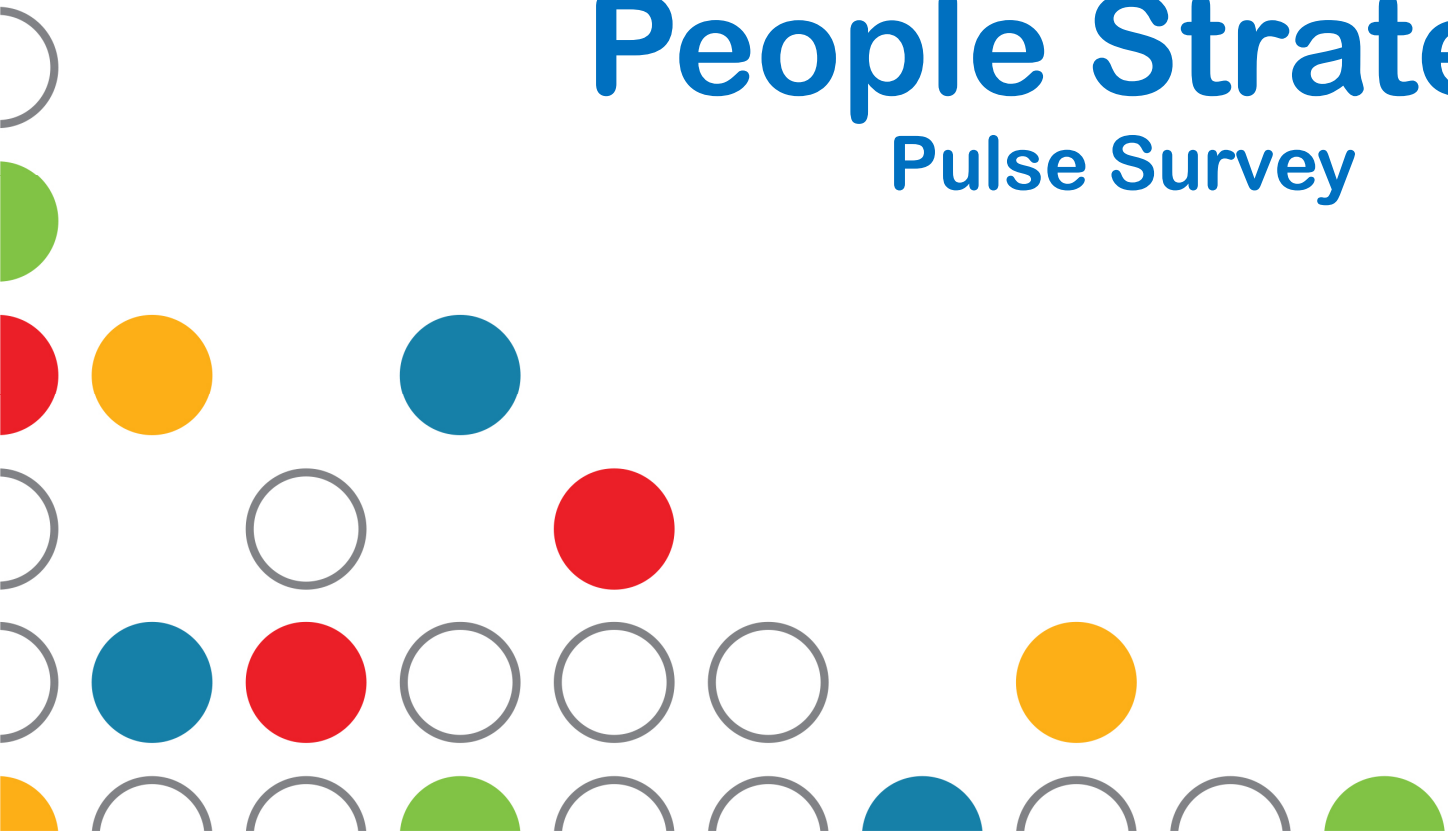
PRINCIPLES OF DECISION MAKING as follows:

"Decisions of an operational or managerial nature should normally be made by Chief Officers. Decisions of a strategic nature would normally be made by Members."

People Strategy
Pulse Survey

Pulse Survey feedback 2021/22

Employees Feedback	
To support employees with hybrid working	Passport to People Management Programme
Pockets of workload and capacity issues, primarily within harder to recruit to areas	End to end review of the recruitment and onboarding process Targeted recruitment in difficult to recruit to areas New apprenticeship and graduate offer
Consistency around 1-2-1s and team meetings	Management Framework
Access to well-being initiatives	Well-being resources, training and well-being activities
Improving internal communications – communication between teams and feedback mechanisms	Internal communication strategy Refresh of the staff intranets for better staff experience Leadership Development Programmes
ICT support around new systems and ways of working	ICT Project Programme
Develop managers to ensure consistent management and to support our employees	Passport to People Management Programme
Support employees through training and development opportunities and employee engagement	Through a range of People Strategy employee engagement initiatives
To more clearly define roles and responsibilities in some areas	Full review of terms and conditions and job descriptions
Understand more about SLT's role – increase their visibility	Director action plans
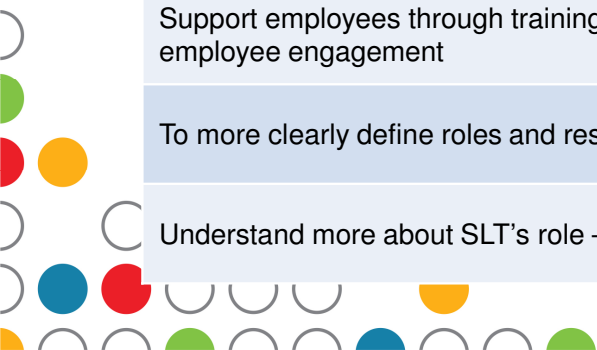
Latest Pulse Survey - May 2023

| Strengths	
Social Activities • The new social activities were raised as a positive opportunity for employees to engage with new activities.	**Resilience and Support** • Employees indicated that their immediate teams support them in meeting current workloads.
Hybrid Working • Hybrid working was positively mentioned, indicating it helps with work-life balance.	

Latest Pulse Survey - May 2023

Employee Feedback	Initiatives
Pockets of workload and capacity issues, primarily within harder to recruit to areas	• Service-led improvement programme will identify capacity needs within services and consider succession planning and vacancies. • Review of recruitment and onboarding projects • Targeted recruitment in difficult to recruit to areas • New apprenticeship and graduate offer to build our talent pool and to support with succession planning
Improving internal communications, how we communicate change and how we communicate across different teams	• The development of the internal communication strategy and initiatives • New staff intranets to improve employee experience • Embedding the Management Framework • Digital Feedback Box promoting two-way communication • The new monthly staff email to replace Core Brief
ICT development and know more about how to access wider support services	• The introduction of the new IT helpdesk to support employees
Support employees through training and development opportunities	• Support employees through the new performance review process • The introduction of new training principles to support employee development
To more clearly define roles and responsibilities in some areas	• The full review of terms and conditions and job descriptions.
Understand more about SLT's role – increase their visibility	• Senior Leadership Team Development Programme
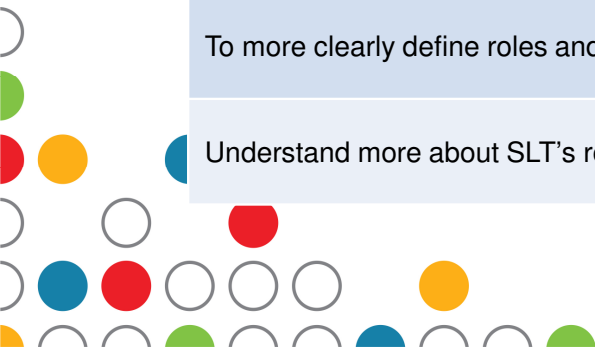
Key Initiatives - Communication

Internal Communication Strategy initiatives

Digital Feedback Box promoting two-way communication

New staff intranets to improve employee experience

The new monthly staff email to replace Core Brief

Embedding the Management Framework

Key Initiatives - Capacity

Service-Led improvement programme

Recruitment and onboarding projects

Apprenticeship and graduate offer

Building our talent pool and succession planning
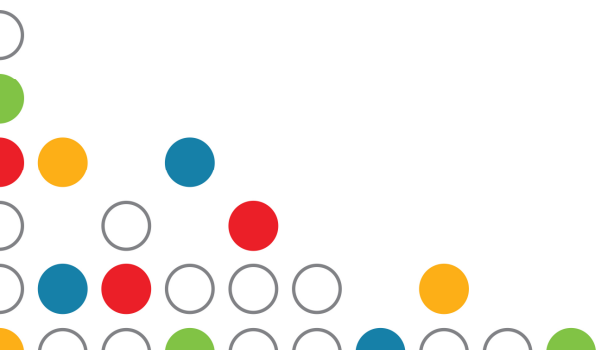
Key Initiatives – Ways of Working

Re-setting our culture through the It's All About us through the values & behaviours discovery

The introduction of new employee recognition initiatives

Cross Team Development Day initiative to support cross team learning and collaboration

Tailored People Strategy initiatives through engagement and well-being activities.

Plans for the Future

New Recruitment System

Manager Network

Employee Recognition Programme

Employee Conference

Values driven organisation

Chorley Council

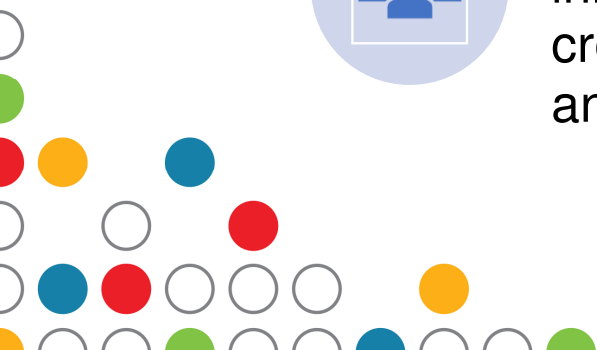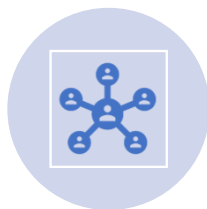| Report of	Meeting	Date
Director of Planning and Property Introduced by Executive Member Economic Development and Public Service Reform	Executive Cabinet	Thursday 21st March 2024

Procurement Strategy - Levelling Up Fund (CBC)

Is this report confidential?	No

Is this decision key?	Yes

Savings or expenditure amounting to greater than £100,000	Significant impact on 2 or more council wards

Purpose of the Report

1.   To present the detailed procurement strategy which will support the delivery of the Levelling Up Fund (LUF) projects.

Recommendations to Executive Cabinet

2.   To approve the procurement strategy.

3.   To delegate the contract award for consultants and main contractor(s) to Executive Member for economic development and public service reform for sign off.

Reasons for recommendations

3.   To progress the delivery of the Levelling Up Fund project.
4.   To mitigate any risk to £20m of Levelling Up Funding.

Other options considered and rejected.

5.   Options considered with regards to procurement have been outlined within the body of the report

Corporate priorities

6.   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

Project Summary

7.   Following a bid submission in June 2022, the Council has been successful in securing £20m from the Government's Levelling Up fund (third round) for the regeneration of Chorley Town Centre.

8.   The project will deliver urban regeneration to Chorley Town Centre. It will reinvigorate 3 no. central locations in the town centre, delivering 3 projects addressing long-term decline. The projects proposed and their constituent parts will bring a new economic purpose to the Town Centre by delivering highly visible transformational change. This will act as the catalyst for the longer-term revival of the Town Centre with a deadline of March 2026 for all Levelling Up Funding to be defrayed.

Location 1 - Bengal Street Residential Development

9.   Bengal Street development seeks to offer much needed residential units within the town centre. The proposed development will support the provision of 52 no. apartments and 10 no. duplex houses, responding to the town centre's residential needs within a strategic council-owned site. The scheme links into the interchange via high quality public realm works.

- 62 high quality residential units of which 30% (19 units) are affordable. Units are to be low energy/carbon houses.
- 157.7 m2 ground floor commercial unit.
- 310 m2 of public open space.
- 479 m2 of public realm area including connectivity works.
- New footfall and activity in the town centre produced from the occupation of new residential units.

Location 2 - Civic Square Mixed-Use Development

10.   The Civic Square regeneration project establishes and enhances the new town square for Chorley. It aspires to marry retail and commercial usage alongside residential usage, whilst coercing the cultural and heritage background of Chorley within a key community facility. Public realm works for this project will enhance accessibility for both locals and visitors alike, whilst the square itself will be used for a plethora of community activities throughout the year.

- 29 High quality residential units of which 30% (9 units) are affordable. Units are to be low energy/carbon houses.
- 820 m2 ground floor F&B units.
- 126 space public car park.
- 5,094 m2 of public open space where events can be held.
- 3,052 m2 of public realm area including connectivity works.
- New footfall and activity in the town centre produced from occupation of the new residential units.

Location 3 - Health and Wellbeing Hub

11. The creation of Chorley town centre's new NHS Hub on the site, from the refurbishment of former council offices, will form a key town centre utility and provide joined up services to people with the greatest health needs and lowest life expectancy in the borough.

    -   Creation of NHS health hub.
    -   New public realm area including connectivity works.
    -   New footfall and activity in the town centre produced by the new NHS facilities.

Procurement Strategy

Design Team

12. To achieve the above there are several design consultants that need to be appointed to facilitate the project. These include but not limited to:

    -   Architect
    -   Quantity Surveyor
    -   Structural engineer
    -   MEP Engineer
    -   Project manager
    -   Landscape Architect
    -   Civil engineer
    -   Fire engineer
    -   Acoustic consultant
    -   Planning consultant

13. Due to the challenging funding timescales, it is proposed the designs will be taken to RIBA stage 3 with planning permission sought. Following planning approval, tender exercises will be undertaken to procure Design and Build Contractors as this will allow for a streamlined and time-efficient approach to project delivery. The RIBA stage 4 design will be carried out by the selected contractor as part of a pre-construction services agreement. It is proposed due to the previous involvement of the architect and to ensure continuity that we look to appoint the same consultant through a direct award via the Bloom framework (or similar) which will look to provide both programme and cost benefits.

Further Design Disciplines

14. It is proposed that the project team will seek to procure the remaining design consultancy services through multiple mini competitions through a pre-procured framework.   This will allow for a quicker and more efficient process to conclude the tendering and allow for design development works to commence to meet the challenging funding constraints.

Framework Arrangement such as Bloom, CCS or similar:

PROS

    -   Fast, efficient, easy to use OJEU compliant procurement frameworks that remove the need to undertake costly and time-consuming full OJEU procurement processes.

- Significant reduction in procurement timescale
- Direct award or options to undertake mini competition.
- Reduced procurement costs
- Robust agreements resulting from thorough professional due diligence.
- Pre-agreed terms and conditions – Funds simply 'call off' the framework to meet their requirements.
- Detailed and easy to use guides, support, and templates.
- Reduced transaction costs
- Long-term relationships
- Performance measurement systems – designed to encourage continuous improvement and to verify that public money is being used wisely.
- Better Social Value and Greater Community Wealth.

CONS

- There are several frameworks.
- Competition tends to be suppressed.
- Rigidity in contract terms

15. The preferred option to procure the remaining design disciplines is via a framework given the challenging funding constraints. This option will allow for a quicker appointment process whilst still allowing for competition to justify Value for Money (VfM), however the option to open it out to the market will be considered should this need to be instigated.

Further Services

16. Further services are required to develop the design for planning and tender including but not limited to:

- Phase 1 Desktop Geo-technical Survey
- Phase 2 Site investigations
- Preparation of remediation strategy
- R&D Survey
- Topographical Survey
- GPR Survey
- Utility Search / Network Capacity Assessment
- Ecology / Invasive species
- FRA / Drainage strategy
- Transport Assessment & Travel Plan

17. It is proposed that the above services are procured by either:

- 3 quotes for services below the Council's standing orders threshold. This will be required where the services are deemed urgent to meet the tight timescales as set out by the funding body (LUF).
- The Chest is the Northwest e-portal for procurement will be utilised for all other services which exceeds the Council's standing orders threshold.
- In instances where local providers could be used in circumstances where a quick appointment is required to use a framework like 'Bloom' to procure the professional services. The framework uses its own procurement portal.

- The above options will give local businesses the opportunity to tender for professional services as set out above and also allow the Council to quickly appoint consultants necessary to develop and complete the works to meet the LUF funding requirements, the main one being completion of all Levelling Up Funding being defrayed by March 2026.

Tender Evaluation Criteria

18. An evaluation criterion of 40% cost and 60% quality (Inclusive of 15% SV) to be used as the assessment criteria for design team consultancy services.
19. An evaluation criterion of 100% cost to be used as the assessment criteria for assessment of further services (primarily for the undertaking of surveys). This may change if the proposed fees are higher than £25k following which the process utilised will be in line with the Council's contract procedure rules.

Main contractor procurement

20. The proposed procurement strategy is to procure a separate Design and Build Contractor for each project following the preparation of the RIBA stage 3 design.

Benefits of Design and Build Procurement.

a) **Single Point of Responsibility**

Design and build contracts consolidate responsibility under a single entity, typically the contractor. This minimises the potential for disputes between different parties, streamlining project management.

b) **Time Efficiency**

Combining the design and construction phases allows for overlapping workflows, reducing overall project duration. Novating the design to the contractor at RIBA Stage 3 facilitates early contractor involvement, potentially accelerating the entire process.

c) **Cost Certainty**

Design and build contracts often come with fixed-price agreements. This provides clients with greater cost certainty, as they are less susceptible to unforeseen expenses that may arise in traditional contracts with separate design and construction entities.

d) **Collaborative Innovation**

Novating the design at an early-stage fosters collaboration between the designer and the contractor. This collaboration can lead to innovative and practical solutions, ensuring that the design is not only aesthetically pleasing but also feasible and cost-effective.

e) **Risk Allocation**

Design and build contracts can shift certain project risks, such as design errors or omissions, from the client to the contractor. This encourages the contractor to take a proactive role in identifying and mitigating potential issues during the design stage.

f) Reduced Administrative

Clients experience a simplified procurement process with design and build contracts, as they only need to manage one contract and communicate with a single point of contact. This can significantly reduce administrative burdens and streamline decision-making.

g) Flexibility

Novating the design allows for flexibility during the construction phase. The contractor, being involved in the design, can make real-time adjustments based on on-site conditions, ultimately enhancing the adaptability of the project.

h) Value Engineering

Early contractor involvement enables value engineering, where cost-effective alternatives are explored without compromising the project's quality. This can lead to optimised designs and potentially lower overall project costs.

i) Improved Communication

Since the contractor is involved in the design process from an early stage, communication between the design and construction teams tends to be more effective. This can help in avoiding misunderstandings and ensuring that the project aligns with the client's expectations.

j) Faster Problem Resolution

With the design and construction teams integrated, any issues or changes can be addressed more promptly. This reduces the likelihood of delays and facilitates a more agile response to challenges that may arise during the project lifecycle.

21. It is proposed that the main Design and Build contractors to carry out the works are procured via a mini competition on:

A Construction Framework Arrangement such as the North-West Construction Hub, RISE, Pagabo or similar:

PROS

- Fast, efficient, easy to use OJEU compliant procurement frameworks that remove the need to undertake costly and time-consuming full OJEU procurement processes.
- Significant reduction in procurement timescale
- Reduced procurement cost
- Robust agreements resulting from thorough professional due diligence.
- Pre-agreed terms and conditions – Funds simply 'call off' the framework to meet their requirements.
- Detailed and easy to use guides, support and templates.

- Reduced transaction costs
- Long-term relationships
- Performance measurement systems – designed to encourage continuous improvement and to verify that public money is being used wisely.
- Better Social Value and Greater Community Wealth

CONS

- There are a number of frameworks about
- Competition tends s to be suppressed.
- Rigidity in contract terms.
- The specifications, price, etc. are fixed for the specified period. There is little scope left for innovation or change.
- Tend to be add more value on larger more complicated projects.

22. The preferred option for the main contractor is to appoint via a framework through a mini competition given the challenging funding constraints. This option will allow for a quicker appointment process and allow the contractor to start on site quickly however the option to open it out to the market will be considered should this need to be instigated.

Tender Evaluation Criteria

23. An evaluation criterion of 60% cost and 40% quality (inclusive of 15% SV) to be used as the assessment criteria for assessment of bids for the main contractor.

Local Supplier Engagement

24. Officers will look to put in place plans and processes to both promote and support local supplier engagement in advance of the procurement process commencement.
25. Engagement with both the business engagement and procurement teams will be co-ordinated to allow expressions of interest to be received from local businesses and support provided to assist with the registration process on the Council's procurement portal and other frameworks.

Indicative Delivery Programme

Project 1 – Bengal Street

Milestone	Start	End	Comments
Project Commencement	Jan 24	Dec 26	Dec 26 – construction completion date
Design Development	Apr 24	Aug 24	RIBA 3
Main contractor (2 stage tender)	Sept 24	Apr 25	Procurement and Contract Award
Technical Design	Aug 25	Dec 25	RIBA 4
Construction	Jan 26	Dec 26	RIBA 5-7

Project 2 – Civic Square

Milestone	Start	End	Comments
Project Commencement	Jan 24	Aug 26	
Design Development	Apr 24	Aug 24	RIBA 3
Main contractor (2 stage tender)	Aug 24	Dec 24	Procurement and Contract Award
Technical Design	Jan 25	June 25	RIBA 4
Construction	Jul 25	Aug 26	RIBA 5-7

Project 3 – Health Hub (Union St)

Milestone	Start	End	Comments
Project Commencement	Jan 24	Apr 26	
Design Development	Apr 24	Aug 24	RIBA 3
Main contractor (2 stage tender)	Sept 24	Feb 25	Procurement and Contract Award
Technical Design	Feb 25	Jun 25	RIBA 4
Construction	Jul 25	Apr 26	RIBA 5-7

Climate change and air quality

26. The work noted in this report does not impact the climate change and sustainability targets of the Councils Green Agenda at this stage, and all environmental considerations are in place.

27. All climate change and air quality considerations will be considered as part of the project delivery process.

Equality and diversity

28. An impact assessment has been completed and will look to be monitored to ensure all equality and diversity impacts are reviewed to ensure the commitments continue to be fulfilled.

Risk

29. The risks are summarised as follows:

Risk	Mitigation measures
Procurements process does not result in bids being submitted.	Procurement processes inc frameworks to be assessed and EOI's to be circulated where possible in advance of finalising the strategy
Programme delays	Procurement options considered allow for efficiencies in processes to mitigate any risk to programme delays
Funding risk – clawback	Risk to funding clawback primarily attributed to delays have been mitigated through outlining efficient procurement routes for appointment of consultants and contractors.

Increased project costs	Work has been done on project through appointment of cost consultants undertaking the due diligence and informing the process.

Comments of the Statutory Finance Officer

30.   There is no budget approval yet for the Levelling Up grant as this is yet to be confirmed. Any spend in advance of the budget approval will be funded from existing, approved, budgets for Town Centre or utilisation of relevant UKSPF funding.

Comments of the Monitoring Officer

31.   There are no concerns with what is proposed in this report. Everything appears to be in compliance with Contract Procedure Rules. Legal Services will be responsible for checking any contracts that need to be entered into. Advice on the specifics of each procurement activity will be provided by specialist procurement officers – whether in house or external.

Background documents

There are no background papers to this report.

Appendices

None

Report Author:	Email:	Telephone:	Date:
Looqman Mulla, Adam Nickson (Programme Manager, Head of Property and Development Projects)	looqman.mulla@chorley.gov.uk, adam.nickson@chorley.gov.uk	01257 515247	12.03.2024

This decision will come into force and may be implemented five working days after its publication date, subject to being called in in accordance with the Council's Constitution.

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Chorley Council

Report of	Meeting	Date
Director (Customer and Digital) (Introduced by Executive Member (Customer, Streetscene and Environment))	Executive Cabinet	Thursday, 21 March 2024

Water Safety Policy update

Is this report confidential?	No

Is this decision key?	No

Savings or expenditure amounting to greater than £100,000	Significant impact on 2 or more council wards

Purpose of the Report

1. To present the council's updated Water Safety Policy.

Recommendations to Executive Cabinet

2. It is recommended that Executive Cabinet approve the updated Water Safety Policy.

Reasons for recommendations

3. The revised policy is relevant, fit for purpose and meets legal and health and safety requirements as well as demonstrating our duty of care.

4. The policy better supports the effective management of these council assets and provides a greater degree of operational support.

5. The site assessment process has been reviewed and the risk scoring system amended to improve the risk assessments.

Other options considered and rejected

6. To not update the policy would potentially put the council at risk of breaching and/or failing to demonstrate our duty of care in relation to water bodies on council land.

Corporate priorities

7. 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

8.   A Water Safety Policy was originally adopted in 2017 following an external assessment of water bodies on council land. This policy is available here: CBC WATER SAFETY POLICY 2018.pdf (chorley.gov.uk)

9.   There has been an internal audit recommendation to update the Water Safety Policy. The proposed new policy is attached at Appendix 1.

10.   The revised policy and accompanying training will contribute to the council's commitment to invest in resourcing and infrastructure to support the effective management of assets.

Purpose of the policy

11.   The policy sets out the council's approach to site-specific risk assessments and management of the water bodies for which it is responsible.

12.   Based on risk management best practice, it formalises the process of water inspections and maintenance to demonstrate our duty of care and satisfy legal requirements with regards to public safety.

Notable changes

13.   Relevant legislation is more detailed to provide greater context to the council's responsibilities. (para 4 of the policy)

14.   There has been an expansion of roles and responsibilities to provide clarification and include important groups such as volunteers. (para 5)

15.   The risk assessment process has been included in HARRIET, the council's corporate risk assessment portal, to provide consistency and transparency and better facilitate mobile working.(para 6.3)

16.   The site assessment process has been reviewed and the scoring system amended. Site assessment ratings are now scored from 1 to 5 instead of 0 to 5. This has increased the scoring bands and overall risk rating which determines the site inspection frequency (para 7.1)

17.   References to specific safety campaigns have been removed although the council will continue to support and promote current campaigns. (Para 6.2.9)

18.   Frequency of review of scheduled risk assessments has been changed from 5 years to annually. (para 6.4)

19.   The list of water bodies for which the council is responsible has been updated. A recent review has identified a further 18 sites where water bodies correspond to council-owned land. These sites will require an initial assessment and then will be assigned an inspection schedule. A full list of sites is at Appendix 2.

20. Water bodies on council-owned leased land remain the responsibility of the leaseholder in accordance with leaseholder agreements.

Considerations

21. A review of all site-specific assessments is currently underway and it is anticipated this will be completed in full by the end of Quarter 2, 2024.

22. The inspection frequency of the newly identified sites will be finalised following conclusion of the above.

Climate change and air quality

23. 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

24. There are no equality implications or considerations that have potential impacts on individuals based on the proceed characteristics such as age, sex, disability etc.

25. An Impact Assessment has been completed.

Risk

26. The process for water safety inspections and maintenance is underpinned by a risk assessment and risk management process. All water body sites on council land have been identified and are subject to an initial assessment of hazards and risks. This generates a site risk rating and determines the frequency safety inspections.

27. Regular site inspections are carried out by trained officers to identify any defects or issues that compromise water safety. Inspections and defects are recorded on the Alloy system and any identified defects are rectified in accordance with the policy.

Comments of the Statutory Finance Officer

28. There are no direct financial implications arising from this report.

Comments of the Monitoring Officer

29. The need for an up to date policy here is obvious – it helps to demonstrate that we are acting in accordance with our duties of care and relevant legislation.

Background documents

Appendix 1 – Revised Water Safety Policy
Appendix 2 - List of water bodies

Report Author:	Email:	Telephone:	Date:
Doug Cridland, (Waste Services Manager), Chris	doug.cridland@chorley.gov.uk, chris.walmsley@chorley.gov.uk	Tel: 01257 515661,	29 Feb 2024

Walmsley (Head of Streetscene and Waste)			

This decision will come into force and may be implemented five working days after its publication date, subject to being called in in accordance with the Council's Constitution.

Chorley
Council

Water Safety Policy

February 2024

1. INTRODUCTION

On average, 400 people accidentally drown in the UK each year (National Water Safety Forum). Many of those people had no intention of entering the water, they are simply everyday mistakes such as a trip or fall into water or misjudgements such as underestimating the effect of swimming in cold open water. Others result from inherently risky activities like jumping/tombstoning from a great height into water.

This policy outlines the Council's approach to managing foreseeable risk and ensuring, as far as reasonably practicable, the safety of Council owned open water bodies.

2. SCOPE and DEFINITION

A water body or body of water is defined as any significant accumulation of water, the term most often refers to oceans, seas, and lakes, but it includes smaller pools of water such as ponds, wetlands, reservoirs, and lodges. Whilst rivers, streams and other forms of moving water are considered water bodies, the scope of this water policy extends to contained water only.

The Council have undertaken an exercise to identify water bodies across the authority and have mapped their location as an 'asset' on the Alloy asset management system. Water bodies within Chorley Borough are typically ponds, lodges and small reservoirs, only permanent water bodies have been defined as assets. Areas which are subject to water level changes i.e. not visible in dry weather but present after heavy rain or areas prone to flooding, are not included.

Water bodies located on Council owned land leased to a third party remain the responsibility of the leaseholder, which is included in leaseholder agreement.

3. POLICY AIMS and OBJECTIVES

The aim of this Water Safety Policy is to set out the Council's risk-based approach to the inspection and maintenance of water bodies on Council owned land and the promotion of the safe use of these areas.

The Council's duty of care requires that safety measures must be applied where this can reasonably be expected. This Water Safety Policy includes the Council's risk management, inspection and maintenance procedure and demonstrates how the Council has undertaken all reasonable measures to ensure the safety of its' water bodies.

The objectives of this policy are:

1. **Reduced risk** – a proactive approach to water safety management and risk assessment will seek to identify and manage any risks before accidents occur.
2. **Consistency** – a clear and consistent policy is available to all Council officers involved in water safety.
3. **Fewer accidents** – identification of hot spots and potential accident locations, allowing targeting of risk management measures such as enhanced inspection regimes, public rescue equipment and hazard warning signs.

4. LEGISLATION

The basis of health and safety law is the Health and Safety at Work etc Act 1974. The Act sets out the general duties, which employers have towards employees, members of the public, and those that employees have to themselves and to each other.

The Health and Safety at Work etc Act 1974 places a duty on employers to ensure, as far as is reasonably practicable, that in the course of their undertaking, members of the public are not put at risk. Furthermore, the Management of Health and Safety at Work Regulations 1999 require an employer to make a 'suitable and sufficient assessment of the risks to the health and safety of persons not in his employment arising out of or in connection with the conduct by him of his undertaking'. Therefore, the duty to carry out risk assessments extends to visitors as well as employees.

A further statutory duty towards visitors arises under the Occupiers Liability Act 1957. An occupier of premises has a duty of care to any visitors using the premises for the purposes for which they are permitted or invited to be there.

In addition, the civil law allows injured people to make a claim for damages where they can prove that they were owed a duty of care and that there was a breach of that duty that led to their injury. This is known as the 'common law duty of care'. Therefore, in the same way as ensuring the safety of employees whilst at work requires a pro-active management approach, this also extends to visitors.

Section 6 of this policy sets out how the Council will fulfil its duty in accordance with legislation and associated guidance.

5. ROLES and RESPONSIBILITIES

5.1 Chief Executive
The Chief Executive has overall responsibility for the implementation of this policy.

5.2 Director
The Director (Customer & Digital) is responsible for ensuring there are appropriate arrangements in place to support this policy, including resources. The Director must be aware of their duties and responsibilities in relation to the associated legislation.

5.3 Head of Service
The Head of Service (Streetscene & Waste) is responsible for ensuring the mechanisms are in place to facilitate the arrangements afforded by the Director and that the duties of staff under their control are being fulfilled. The Head of Service will play an active role in monitoring outcomes from this policy to provide assurance that water safety across the Borough is being suitably and sufficiently managed through a robust risk management system. The Head of Service must be aware of their role and responsibilities in relation to the associated legislation.

5.4 Team Leader
The Team Leader is responsible for directly managing the Ranger Team, who primarily undertake the duties involved in water safety management. The Team Leader will:
- Complete site-specific risk assessments in conjunction with the Rangers
- Undertake risk assessment reviews in conjunction with the Rangers.
- Monitor the completion of inspections to ensure the inspection schedule is maintained.
- Monitor the completion of remedial actions raised on inspection, including those associated with reservoir supervision observations and inspections.

- Ensure relevant information, instruction and training is made available to staff under their supervision and to volunteers as appropriate.
- Maintain training records.
- Make available the necessary resources.
- Visit site as required.

5.5 Employees

Whilst the principles of this policy are to be applied by all Council employees, those staff employed in the role of a Ranger have specific duties. These include:

- Completing inspection frequency assessments.
- Completing site specific risk assessments in conjunction with the Team Leader.
- Reviewing site specific risk assessments in conjunction with the Team Leader.
- Completing inspections using Alloy in accordance with the inspection schedule.
- Raising remedial actions and ensuring completion of those actions.
- Undertaking routine maintenance as set out in the programmed maintenance schedule.
- Complete any training required to undertake their role.
- Supervising volunteers.
- Accompanying supervising and inspecting (panel) engineers.
- Reporting any incidents, accidents or near misses in line with the Council reporting procedure.
- Have a presence at high-risk sites.
- As appropriate provide water safety information to visitors and members of the public, raise awareness of the dangers of open water and if safe to do so, challenge unsafe behaviours.
- Wear PPE provided.

5.6 Volunteers

The Ranger team support a healthy and active volunteer arrangement, so it is important both the Council and volunteers understand their roles and responsibilities. The general principles of volunteering are set out in the Volunteer Policy. In relation to volunteering with the Ranger team, volunteers must:

- Apply the information, instruction and training they have received.
- Only undertake tasks or use equipment they have been trained to do so.
- Report any incidents, accidents or near misses in line with the Council reporting procedure.
- Wear PPE provided.

5.7 Health and Safety Advisor

The Health and Safety Advisor will support the implementation of this policy as appropriate. The Health and Safety Advisor has a role in delivering health and safety training and monitoring the completion of risk assessments on the Harriet system.

5.8 Property Services Manager

The Property Services Manager will be responsible for arranging reservoir inspections and ensuring remedial actions identified during the inspection, are completed.

6. RISK MANAGEMENT

The risk assessment process will follow the five-step approach as outlined by the Health and Safety Executive (HSE):

1. Identify the hazards
2. Decide who might be harmed and how

3. Evaluate the risk and decide on precautions
4. Record the findings and implement them
5. Review the risk assessment and update if necessary

Risk assessments will be completed on the HARRIET risk assessment system and findings of the risk assessments communicated to staff involved with water safety management.

6.1 Hazard Identification

When undertaking risk assessments associated with water bodies, it is necessary to consider the hazards typically encountered when accessing these areas, particularly by members of the public. The table below includes water body characteristics and activities, authorised and unauthorised, which have been identified as foreseeable risks.

Consideration	Potential hazard / risk
Water temperature	Entering cold water suddenly can lead to cold body shock.
Proximity to/ demarcation of waters edge	Slips/trips/falls near water carry the risk of injury or drowning. Sloped banks may cause slips or hidden banks can give a false impression of the water edge.
Depth of water	Sheer drops from the edge (or close to the edge e.g. reservoirs) into deep water is a significant risk.
Unauthorised entry into water	Swimming/bathing in water, jumping/diving into water. Risk of injury and drowning. Hidden dangers: becoming trapped in deep silt/mud; entrapment or injury from fly-tipped objects. Poor water quality/contamination risk to public health through skin exposure or ingestion.
Person on frozen water/thin ice	Risk of injury and drowning from freezing water if ice breaks.
Waterside activity e.g. angling, animal rescue	Risk of injury and drowning from falling into or entering water.
Alcohol use in vicinity of water	Impairs abilities and can encourage dangerous risk-taking behaviour. Risk of drowning.
Currents	Moving water is hazardous and currents may not always be apparent from the bank. Heavy rain and floods can also drastically change the nature of the water body.
Remote locations	Many water bodies are situated in remote locations there may be a lack of immediate assistance available in an emergency.
Poor visibility	Many water bodies may not be clearly visible particularly at night in areas without light.
Authorised uses	Where there are authorised uses e.g. angling, any hidden dangers or hazards should be made explicitly clear to the site user.

6.2 Control Measures

There are number of control measures which can be applied to water safety management. These include but are not limited to:

6.2.1 Use of Byelaws

Chorley Council Byelaws (Part 5, Waterways) regulate or prohibit the following water activities on or around council owned water bodies:
1. Bathing or swimming
2. Ice Skating
3. Model Boats
4. Boats
5. Fishing
6. Blocking of watercourses

These byelaws are enforced by Council staff where applicable and appropriate. They are displayed where required or signs advise where the byelaws can be viewed on the Council's website.

6.2.2 Signage
Use of signage is important to improve awareness of dangers and warn of hazards. There are different types of sign and their use and size depends on site usage and profile.

- Access signs should be an informative sign/map at the entrances to a site e.g. carpark, or boundary gate explaining the risks and safety features of the site. This can include information on what to do in an emergency, nearest public phone, general advice, and warnings such as "No Swimming" or "Danger – Deep Water".
- Safety signs should be located at the risk area in a prominent position highly visible to visitors and should display key safety messages. The location for these should be strategic with appropriate locations selected.

6.2.3 Accessibility to the water
In some instances where the risk of water entry is high, physical barriers may be necessary, e.g. fencing. However, this option needs careful consideration. Whilst discouraging access is a safety control measure, there should be a focus on ensuring someone can easily get out of the water in the event they enter the water (intentionally or accidentally). The Council prioritises clear demarcation of a water body to prevent accidental entry but recognises it is not necessarily always practical or feasible to physically prevent deliberate access.

Where the risk of falling into deeper water is considered high, it is suggested that a gentle underwater gradient from the edge is maintained where possible. The shallow water should allow for protection from the deep water. As an alternative to grading where a steep gradient or shallow gradient (swimming temptation) exists, the planting of vegetation on banks can act as a deterrent.

6.2.4 Rescue equipment
Rescue equipment can reduce the consequence of accidental or unauthorised access into the water but is only useful as part of a drowning prevention strategy and not a key risk control measure in itself. The provision of public rescue equipment will be identified through the risk assessment process.

Life buoys are often seen by members of the public as a key element in lifesaving. However, they are difficult to use over a distance, rather they invariably serve as a visual reminder of the hazards associated with open water. It is recognised that despite their role in rescue attempts and as a warning reminder, life buoys are also subject to repeated vandalism and misuse.

Life buoys are intended to be dropped into the water from a height or thrown a short distance to a casualty who is in the water. In severe winter conditions, the water surface on most lakes and ponds freezes. These conditions significantly reduce the value of life buoys as rescue devices. In determining the provision of life buoys, particular attention is paid to locations where there have been previous incidents. Where lifebuoys are provided, they are subject to regular inspection and maintenance.

As an alternative, throw lines can be considered. Throw lines are designed to be thrown on the same level e.g. from a bank and reduce the risk of injury when thrown compared to life buoys.

6.2.5 Water quality
If there is any suspected problem with water quality (discolouration, malodour), or reports of blue-green algae or invasive species, this should be reported to the Environment Agency for investigation, and possible treatment or mitigation. It is possible additional signage may be required warning of the hazards.

6.2.6 Infrastructure around water bodies
The Council will continue to examine records of incidents associated with infrastructure around water bodies, particularly misuse or unauthorised access. This can identify trends and any deficiencies

can be addressed. For example, restricting access to or giving warning of areas considered unsafe, such as weirs and spillways that are known to be misused.

Rope swings over water will be removed, when safe to do so. Tree boughs/branches that overhang waters and are known to be used by children may be removed at the discretion of the Council.

The Council will inspect and maintain any fencing that is damaged or missing, particularly where this serves a protective or risk management function.

Footpaths are inspected for trip hazards and remedial action is undertaken in accordance with intervention level criteria for repairs (as per car park inspections, > 40mm depth of defect).

Where possible, pathways should be defined away from the water edge to create a distance of vegetation between the two. Where desire lines close to the waters edge have become apparent, these should be discouraged through the introduction of planting schemes.

6.2.7 Supervision
Full time supervision is deemed to be neither reasonably practicable nor the most effective response to a water hazard. During summer months, staff working at larger sites with areas of open water will have special regard to any open water activities taking place. In certain circumstances and when staffing levels and duties permit, Council staff may take a proactive role in preventing access to areas of open water for unauthorised activities such as swimming.

6.2.8 Trees around water bodies
The Council has a Tree Policy which covers risk management and intervention criteria where trees are deemed to be unsafe.

6.2.9 Water safety promotion
The Council will support water safety campaigns to raise awareness of the risks when visiting open water bodies. This will include the use of the Council website and social media to communicate key water safety messages, seasonal water safety risks and any specific site/location information. Staff involved in the management of open water bodies will routinely review information published by ROSPA and the National Water Safety Forum, in addition to working with local partner agencies e.g. Fire and Rescue service as appropriate.

6.3 Recording and Implementation
Site specific risk assessments are recorded on the Harriet risk assessment system and include a copy of the inspection frequency assessment (see section 7 below). Council employees have access to Harriet via the online portal, where all risk assessments are available in a read only format. Employees with responsibility for completing and reviewing risk assessments have editor permissions. Harriet is available to view on handheld, mobile electronic devices allocated to Chorley Council employees.

As noted in section 5, Roles and Responsibilities, the Head of Service has overall responsibility for the implementation of the risk assessment findings with duties delegated to the Team Leader, Supervisor and Rangers.

6.4 Review
Risk assessments are reviewed annually, after an incident, accident or near miss, as a result of any alteration to working practices or if the features of the water body undergo any notable changes.

The Harriet risk assessment system is set up to provide automated prompts to the risk assessment 'owner' to ensure the annual review is completed in a timely manner. All review activity is recorded within the system, the audit log feature provides a history of the changes to the risk assessment including when risk assessments have been viewed.

The annual risk assessment review will be undertaken in conjunction with a scheduled site inspection.

7. INSPECTION AND MAINTENANCE

Key to successful risk management is a robust inspection and maintenance schedule. Chorley Council use the Alloy system to plot, manage, inspect, and maintain assets across the Borough, including water bodies.

7.1 Inspection

To determine inspection frequency, each site has been categorised as low, medium, or high risk. An inspection frequency assessment is completed by the Ranger team who are also responsible for undertaking on-going inspections and maintenance. The findings of the inspection frequency assessment are added to the control measures within each site-specific risk assessment completed on Harriet. A copy of the inspection frequency assessment is also attached to the risk assessment.

Categorisation of each site is determined as follows:

Risk Category	Typical features	Inspection frequency
High Risk	Water bodies regularly and intensively used/visited; immediate access to water's edge; larger water bodies	52 times per year
Medium Risk	Other water bodies in regular but not intensive use/visits; some paths near water's edge	12 times per year
Low Risk	Typically, smaller ponds away from footpaths or only lightly visited; may be enclosed by fence/barrier	2 to 4 times per year (include seasonal variation)

The inspection frequency assessment is also influenced by the features listed below, each of which is given a score between 1 and 5, 1 being very low risk, 5 high risk. The scores for each feature are added together and the total equates to the overall risk rating.

1. Lit / borrowed light
2. Antisocial behaviour / drinking / drugs / unauthorised access / swimming / ice skating / incident history
3. Demarcation of edge / physical barriers
4. Depth / area / size / water quality
5. Attractions / weir / rafts / fountain
6. Signage adequate
7. Lifesaving equipment
8. Evidence of water safety promotion amongst the local community
9. Intentional access / authorised use at site / canoeing / open water swimming / fishing

SCORE	RISK RATING
<20	Low risk
20 - 30	Medium risk

>30	High risk

Inspection frequencies will be adjusted in the event of notable changes to a site identified during routine site inspections and annual risk assessment reviews or in the event of incidents, anti-social behaviour, or public/staff concern. If the Council is notified of an incident at any of its water bodies an inspection to check for defects will be made within 24 hours of the initial report.

Where the Council become responsible for new sites, they will be assessed using the inspection frequency assessment template after which, all on-going site risk management will be recorded, monitored, and reviewed using the site-specific risk assessment completed on Harriet.

Inspections are completed electronically by the Ranger team using handheld, mobile devices linking them into the Alloy asset management system. Reports generated in Alloy are 'tethered' to the asset thus providing a comprehensive history of inspection and maintenance for each water body. Any defects, concerns or required improvements reported by the Ranger generates a workflow within Alloy and a record of the remedial actions. The inspection reports on the following features:

1. Rescue equipment is present and suitable for use
2. Condition of water, visual check of water quality and hazards
3. Condition of banks and edges
4. Condition of infrastructure including raft, weir, jetty, fence, wall, bench
5. Condition of footpaths and trip hazards or erosion
6. Condition of trees and vegetation
7. Any other notable hazards or defects
8. Any evidence of unauthorised entry or use of water

The Council have responsibility for a small number of water bodies classified as reservoirs. Reservoirs are subject to supervision and inspection in line with the Reservoirs Act 1975. The Council will therefore appoint a civil engineer, also known as a panel engineer, to undertake the required supervision observations and inspections.

Supervising (panel) engineers complete an annual observation statement which is submitted to the Council and may include recommendations such as grass cutting and general maintenance. Inspection (panel) engineers are appointed at a frequency of not less than 10 years, they will:

• Produce a report and certificate of their inspection.
• Identify any safety measures that need to be carried out and set a deadline.
• Certify that recommended safety measures have been carried out.

The Council must complete any safety measures identified by the inspecting engineer within a set deadline. Supervision observation statements and inspection reports will be reviewed by the Property Services Manager and any recommended remedial actions completed and recorded.

It is also a legal requirement for the Council to prepare a reservoir flood plan and flood map, this will include the appointment of a supervising engineer to aid with the preparation of the plan.

7.2 Maintenance
Defects reported during routine inspection and scheduled maintenance are recorded and tracked on Alloy. Repairs and maintenance will typically be undertaken by the Ranger team and, where possible, as part of the scheduled maintenance and improvement programme. As required, the

Council will appoint relevant contractors to complete works which cannot be addressed by the Ranger team. Reactive requests and ad hoc repairs will be assessed according to the defect category (see table below) and remedied accordingly. Emergency 24-hour defects will be repaired by the Ranger team, an approved contractor or alternatively the area made safe. Details of reactive or ad hoc repairs will also be recorded on Alloy.

Defects fall into three repair categories:

Category 1	Safety defect within 1 working day	Defined as a significant risk to public safety; urgent action required. Emergency 24hr defects will be repaired by the internal workforce, contractor or alternatively the area made safe.
Category 2	Maintenance defect within 7 days	Defined as unacceptable risk to public safety; considered a priority but non-urgent repair.
Category 3	Maintenance defect within 1 month	Defined as acceptable risk to public safety but requires some attention/repair.
Condition Defect	Condition defect to be monitored	Defined as acceptable risk to public safety. No repairs required but condition should be monitored closely upon routine inspection.

9.   TRAINING

All Council employees receive information, instruction and training specific to their role. Rangers undertaking inspections and supporting with the completion of risk assessments, will undertake relevant training recommended or delivered by the Health and Safety Advisor. Rangers will also accompany the supervising and inspecting engineers during the completion of the annual supervision visit and the less frequent inspections, in order to increase or refresh their knowledge.

Training needs will be regularly reviewed, and refresher training completed at a frequency determined by awarding bodies or best practice. Training records are held on the Learning Hub, line managers are responsible for ensuring training for their team members is completed in a timely manner.

10. MONITORING

This policy is subject to annual review and on-going monitoring by the Head of Service responsible for the management of water bodies, as defined in section 2 of this policy.

Site inspections and associated remedial works completed on Alloy will be monitored by the Team Leader and Head of Service using the Alloy reporting function. Monitoring will include:

- Inspections are completed at the frequency defined by the inspection frequency assessment.
- Evidence of remedial works completed within the determined timescales or as part of the scheduled maintenance programme.
- Any observations or safety recommendations made as part of the reservoir supervisory visits or inspections are completed within the allocated timescales.

Risk assessments completed on Harriet will be subject to an annual review by the risk assessment 'owner'. The Head of Service will monitor completion of the annual reviews using the Harriet reporting function. The Health and Safety Advisor will be responsible for monitoring the general use of the Harriet system which will include producing reports for the Senior Leadership Team (SLT) on the status of complete and incomplete risk assessment reviews.

11. FURTHER GUIDANCE

Use the links below for further guidance and information.

HSE: Information about health and safety at work

Reservoirs: owner and operator requirements - GOV.UK (www.gov.uk)

Report an environmental incident - GOV.UK (www.gov.uk)

Water safety - RoSPA

Home | National Water Safety Forum

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No.	Site name	Locality	Inspection Frequency
1	Birkacre - Big Lodge, Top Lodge, Small Lodge	Yarrow Valley	Weekly
2	Common Bank Lodge	Gillibrands	Weekly
3	Astley Park Lodge	Astley Park	Weekly
4	Astley Park Chinese Garden pond	Astley Park	Monthly
5	Westway Ponds	Astley Villlage	Monthly
6	Threlfall/Wymundsley Pond	Astley Village	6-monthly
7	Chorley Cemetery Pond	Chorley	6-monthly
8	Brinscall Lodge	Brinscall	Weekly
9	Shale Holes	Withnell	Monthly
10	Gillibrand pond	Gillibrands	6-monthly
11	Nightingale Way Pond	Gillibrands	6-monthly
12	Blainscough Pond	Coppull	6-monthly
13	Hic Bibi Ponds	Coppull	Monthly
14	Poplar Drive Pond	Coppull	6-monthly
15	Spring Meadow	Clayton-le-Woods	Monthly
16	Higher Meadow	Clayton-le-Woods	Monthly
17	Cunnery Meadow / Higher Meadow (x2)	Clayton-le-Woods	Monthly
18	Rowan Croft / Bearswood Croft (x3)	Clayton-le-Woods	Monthly
19	Manor Road allotments	Clayton-le-Woods	6-monthly
20	Badgers Walk/Clematis Close	Euxton	6-monthly
21	Milestone Meadow	Euxton	6-monthly
22	The Cherries	Euxton	6-monthly
23	Jubilee Way Reservoir	Croston	6-monthly
24	Cripplegate Lane	Hoghton	6-monthly
25	Drumhead Road	Chorley North	6-monthly
26	The Common ponds (x2)	Adlington	6-monthly
27	Dob Brow ponds (x2)	Gillibrands	6-monthly
28	Birkacre Pond, Burgh Hall Road / The Willows	Chorley	6-monthly
29	Filter beds at YVCP	Chorley	Monthly
30	Wilderswood Close	Clayton-le-Woods	tbc
31	Clover Road pond	Gillibrands	tbc
32	Mayflower Gardens	Chorley	tbc
33	Pilgrim Drive/Yew Tree Close pond	Chorley	tbc
34	Denham Hill Quarry, Holt Lane	Brindle	tbc
35	Common Farm, The Common	Adlington	tbc
36	Woodlands Meadow	Chorley	tbc
37	Saunders Wood/Big Wood	Chorley	tbc
38	The Farthings/Long Copse pond	Astley	tbc
39	TVS, Buckshaw Avenue	Buckshaw	tbc
40	John Wood ponds (off Myles Standish Way)	Duxbury	tbc
41	Woodside pond	Duxbury	tbc
42	Eller Brook pond	Coppull	tbc
43	Birkacre Road, opp garden centre	Coppull	tbc

44	Meadow Bank pond, Greenwood	Clayton-le-Woods	tbc
45	Chorley Rugby Club, off Westway	Astley / Euxton	tbc
46	Ponds west of Shady Lane	Cuerden	tbc
47	German Lane pond	Charnock Richard	tbc

![Chorley Council logo]

Report of	Meeting	Date
Director (Customer and Digital) (Introduced by Executive Member (Customer, Streetscene and Environment))	Executive Cabinet	Thursday, 21 March 2024

Food waste collections and waste service development

Is this report confidential?	No

Is this decision key?	Yes

Savings or expenditure amounting to greater than £100,000	Significant impact on 2 or more council wards

Purpose of the Report

1.   To approve changes to support the introduction of new statutory food collections.

Recommendations to Executive Cabinet

2.   Introduce statutory weekly food waste collections to all properties across Chorley by 31 March 2026.

3.   Proceed to procure non-vented food waste caddies and liners via public sector frameworks and further competition tender exercise.

4.   Proceed to procure specialised food waste collection vehicles via public sector frameworks and further competition tender exercise.

5.   Agree the tender evaluation criteria for food waste containers and collection vehicles, based on 80% cost and 20% quality ratio.

6.   Delegate to the Executive Member for Resources the authority to approve the award of contracts to the winning bidders.

7.   Undertake an options modelling exercise to ensure the waste and recycling service is fully reviewed and achieves the councils environmental and fiscal priorities through improvements to collection rounds and frequencies.

8. To present a further report for approval of capital budgets for this project including a decision on the operating model and any improvements to existing service delivery.

Reasons for recommendations

9. The Environment Act 2021 sets into legislation the requirement for waste collection authorities to provide weekly food waste collections to all households by 31 March 2026.

10. It is anticipated that large numbers of local authorities will implement new or extended food waste collection services between 2024 and 2026. There will be a very high demand for new vehicles, containers, and liners during this period and so an early decision on key service elements will confirm tender specifications and enable procurements via frameworks to proceed without delay.

11. Although a high value procurement usually requires a standard weighting of 15% for social value to be evaluated, it is proposed that this is exempted due to the nature of the assets to be procured.

12. Delegated approval for contract awards is requested to streamline the procurement process.

Other options considered and rejected

13. To not introduce separate weekly food waste collections would be in breach of statutory duties imposed by the Environmental Protection Act 1990.

14. To introduce co-collected food waste would undermine the financial integrity of services.

Corporate priorities

15. 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

16. The Resources and Waste Strategy for England was published in 2018 and sets out the Government's ambition to improve recycling rates and transition to a Circular Economy. The Government has set a target of 65% recycling by 2035.

17. The Environment Act 2021 sets into legislation the requirement for local authorities to collect a consistent range of dry recyclable materials and to collect food waste from all households and businesses.

18. In October 2023 reforms to household waste and recycling collections were published by Defra through their 'Simpler Recycling' plan with the aim to boost recycling rates and put an end to confusion over what can and can't be recycled.

19. Waste collection authorities are required to introduce weekly food waste collections to all households by 31 March 2026.

20. The requirement to collect food waste separately from all households no less frequently than weekly will be a new duty for local authorities and therefore fall under New Burdens funding.

21. Funding has recently been confirmed by Defra for capital costs (for new vehicles and containers), and will be provided for transitional costs, resource costs and ongoing service revenue costs, subject to future spending reviews.

22. Capital funding will be provided through Section 31 grants in this financial year on a non-ringfenced basis. Resource transitional funding will be provided from the 2024/25 financial year, and ongoing resource/revenue costs will be provided from 1 April 2026.

23. There are concerns that the capital funding allocation may fall short of the actual costs of procuring containers and vehicles. The Lancashire Waste Partnership on behalf of all district councils will write to Defra to seek assurances that all reasonable capital costs will be funded in full by Government.

Key service elements

24. The fundamental elements proposed for a new food waste service are:

Service Item	Specification (subject to modelling)
Kitchen caddies	Size/capacity: 7-litres Colour: Silver Grey Design: Solid (not vented)
Kerbside caddies	Size/capacity: 23-litres Colour: Silver Grey
Kitchen caddy liners	Compostable / polyethylene sacks
Food waste vehicles	7.5 tonne - 12 tonne with bin lifts and support bins A minimum diesel Euro VI specification with biofuel capability, or fully electric vehicle if feasible

25. A standard 7-litre and 23-litre container will be ample for most households on a weekly separate food collection cycle. This size of container is typically used in separate weekly food waste collection services across the UK.

26.   The initial provision of liners for the kitchen caddy is strongly recommended to ensure good uptake of the scheme. Evidence from food waste schemes show that residents prefer to use liners to keep their internal kitchen caddy and external container clean and hygienic, and transfer food waste from the kitchen caddy to the external container securely. Furthermore, participation in food waste recycling schemes is higher when liners are used and provided as part of the service.

27.   Specialised collection vehicles are available which have been designed for the collection of food waste. Small collection vehicles with a gross vehicle weight (GVW) of 7.5 tonnes with a 2.5 to 3 tonne payload, or 12 tonnes GVW with a 6 tonne payload, have proved highly effective in the UK.

28.   The preferred option is provisionally 12 tonne vehicles as they provide sufficient capacity to ensure the efficiency of a single tip off each day, plus an allowance for future growth in food waste performance and tonnages. This is subject to a detailed assessment of the required resources through service modelling and external validation.

Procurement

29.   Using established procurement frameworks rather than tendering separately should help to streamline procurement as suppliers will be familiar with the framework tender documents and templates.

30.   Suppliers awarded onto these frameworks will have been evaluated as capable of delivering the scope of requirements under the framework. There will either be a 'call off' from the framework or we can run further competition, often referred to as a 'mini competition', which is only open to the framework suppliers.

31.   The evaluation of tenders will be based on 80% cost and 20% quality ratio.

32.   Although a high value procurement usually requires a standard weighting of 15% for social value to be included in the evaluation, it is proposed that this is exempted due to the nature of the assets (purchase of fleet and containers) to be procured. The quality criteria will incorporate an evaluation of environmental benefits. Furthermore, the framework suppliers have already demonstrated elements of social value in order to be accepted onto the frameworks.

33.   Officers will evaluate the feasibility and benefits of jointly procuring containers and vehicles with South Ribble Council and potentially other district councils with the same requirements.

Service delivery options

34.   The following table indicates the potential options for service delivery of food waste collections.

Option	Chorley
1	FCC is invited to operate the new food waste service, as an addition to the current waste services contract (to 2029)
2	The new food waste service is put out to open tender for waste service providers to bid for
3	Food waste services are operated directly by Chorley Council

4	A new food waste service for both Chorley and South Ribble is operated by South Ribble Council
5	A new food waste service for both Chorley and South Ribble is put out to open tender for waste service providers to bid for

Depot space

35. Both Chorley and South Ribble waste collection fleets are based at South Ribble's Moss Side depot.

36. A separate review of the requirements to facilitate additional vehicles for food collections will be undertaken.

Food waste recycling

37. Lancashire County Council as the waste disposal authority has the responsibility for ensuring there are suitable facilities to process food waste collected by the districts.

38. LCC has plans to refurbish existing equipment already in place at the Farington Waste Recovery Park. The anaerobic digestion process will transform food waste into renewable electricity and a nutrient rich soil improver and liquid biofertiliser for agriculture.

39. The process provides a source of renewable energy, since the food waste is broken down to produce biogas (a mixture of methane and carbon dioxide) for electricity generation.

Other waste service changes

40. With a comprehensive range of recycling services including food waste, there is potential to drive up recycling rates and reduce waste even further.

41. The Government have specified that they 'expect a minimum service frequency for residual waste collections of fortnightly', however the council awaits the publication of new statutory guidance to confirm whether this will be mandated or if councils will be free to decide locally the frequency of waste collections.

42. The existing collection systems in Chorley are achieving ~46% recycling rate. With the addition of food waste this could increase by around 10%, but this is still a considerable way short of the 65% recycling target.

43. Waste collections service delivery options will be modelled and reported on further at a later date.

Climate change and air quality

44. 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.

45. In particular the report impacts on the following activities:

    a.   net carbon zero by 2030,
    b.   renewable energy sources
    c.   waste

46.   The following mitigation measures have been undertaken to limit the environmental impact:
- Consider electric vehicles if feasible for food waste collections.
- Specify compatibility with sustainable biofuels.
- Recycled plastic content of food waste caddies.

Equality and diversity

47.   The proposals within the paper will not have any impacts on individuals who have protected characteristics. However, an Impact Assessment for the new service will be completed when the key service elements, service delivery model, and service design have been agreed and finalised, but well in advance of implementing any service changes.

Risk

48.   The level of Government funding arising from the Government's waste collection and packaging reforms is not yet confirmed in full. However, Government has confirmed the allocation of capital funding for food waste containers and vehicles under New Burdens.

49.   It is anticipated that large numbers of local authorities will implement new or extended food waste collection services between 2024 and 2026. There will be a very high demand for new vehicles, containers, and liners during this period. There is a high likelihood of procurement bottlenecks which could create supply delays and impact the implementation timescales of a new service. The council must act quickly to determine requirements and to proceed with procurements as early as possible. Assurance has been sought from Government that in the event mandatory deadlines are not met due to factors outside our control, there will be no adverse financial or legal implications.

50.   The recycling rate target of 65% is ambitious and it is unclear what, if any, implications there will be on local authorities that fail to achieve this level of recycling. Introducing new weekly food waste collections to all households will make a significant contribution towards our target. A key consideration for the council will be whether to simultaneously restrict residual waste by reducing the frequency of collections, which drives higher recycling and waste reduction, and can also provide service cost savings. However, Government has stated that they expect a minimum service frequency for residual waste of at least fortnightly. It is hoped that council's will be afforded the freedom to choose the most suitable collection system which can meet our goals and provide best value services. This will be confirmed in forthcoming statutory guidance on waste collections.

51.   There are many interdependencies with Lancashire County Council (LCC) as the waste disposal authority. Waste collection authorities in Lancashire are reliant on sufficient food waste recycling capacity being put in place by LCC, although they have indicated facilities at Farington Waste Park should be ready to accept the county's food waste in 2025, albeit the facility may need to be ramped up to full capacity in phases.

52.   The introduction of food waste collections and potentially other service changes to every household carries a significant reputational risk. Service changes must be carefully designed and planned, comprehensively and clearly communicated to residents, and implemented and operated to a high standard to ensure resident satisfaction.

Comments of the Statutory Finance Officer

53.   The Council has received allocations of capital funding to support this project totalling £1.183m. This will require a Council report to add to the capital programme and until that point no budget is yet approved.

54.   While indications have been given by government that revenue resources will be made available for these new duties, as yet there has been no information provided as to how much this may be. Given the regulations come into force in 2026/27 there will likely be costs in 2025/26 in preparation for commencement of the service. The Council will continue to try and adhere to government requests to try and ensure sufficient revenue support is given.

Comments of the Monitoring Officer

55.   The report sets out the legal framework being introduced. The legislation places a new obligation on the council in relation to the collection of food waste. The recommendations enable the council to manage this new obligation appropriately and invite members to consider the most appropriate options to do so. The procurement methodology is appropriate for this type of contract.

Report Author:	Email:	Telephone:	Date:
Doug Cridland (Waste Services Manager)	doug.cridland@chorley.gov.uk	Tel: 01257 515661	29/02/24

This decision will come into force and may be implemented five working days after its publication date, subject to being called in in accordance with the Council's Constitution.

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