

12 March 2014

Executive Cabinet

You are invited to attend a meeting of the Executive Cabinet to be held in Council Chamber, Town Hall, Chorley on Thursday, 20th March 2014 commencing at 6.00 pm.

AGENDA

1. **Apologies for absence**

2. **Minutes** (Pages 5 - 12)

To confirm as a correct record the minutes of the meeting of the Executive Cabinet held on 13 February 2014 (enclosed).

3. **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.

4. **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.

ITEM OF EXECUTIVE LEADER AND EXECUTIVE MEMBER (ECONOMIC DEVELOPMENT AND GOVERNANCE) (INTRODUCED BY COUNCILLOR ALISTAIR BRADLEY)

5. **Replacing the 3 Tier Forum** (Pages 13 - 20)

To receive and consider the report of the Chief Executive (enclosed).

ITEM OF DEPUTY EXECUTIVE LEADER AND EXECUTIVE MEMBER (RESOURCES, POLICY AND PERFORMANCE) (INTRODUCED BY COUNCILLOR PETER WILSON)

6. **LGA Peer Challenge Feedback** (Pages 21 - 64)

To receive and consider the report of the Chief Executive (enclosed).

7. **Legal Restructure** (Pages 65 - 68)

To receive and consider the report of the Chief Executive (enclosed).

8. **Review of the Meals on Wheels pilot** (Pages 69 - 88)

To receive and consider the report of the Chief Executive (enclosed).

ITEM OF EXECUTIVE MEMBER (PLACES) (INTRODUCED BY COUNCILLOR ADRIAN LOWE)

9. **Neighbourhood Priorities** (Pages 89 - 114)

To receive and consider the report of the Director of People and Places (enclosed).

10. **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 Paragraphs 1 and 3 of Part 1 of Schedule 12A to the Local Government Act 1972.

ITEM OF DEPUTY EXECUTIVE LEADER AND EXECUTIVE MEMBER (RESOURCES, POLICY AND PERFORMANCE) (INTRODUCED BY COUNCILLOR PETER WILSON)

11. **Key Partnerships Monitoring Report** (Pages 115 - 122)

To receive and consider the report of the Chief Executive (enclosed).

12. **Property Services Contract**

To receive and consider the report of the Chief Executive (to follow).

ITEM OF EXECUTIVE MEMBER (PEOPLE) (INTRODUCED BY COUNCILLOR BEV MURRAY)

13. **VCFS Commissioning 2014 – Approval of Providers** (Pages 123 - 128)

To receive and consider the report of the Chief Executive (enclosed).

ITEM OF EXECUTIVE MEMBER (HOMES AND BUSINESS) (INTRODUCED BY COUNCILLOR TERRY BROWN)

14. **Cotswold Supported Housing: Phase 5 of the Capital Investment Programme - approval to accept the successful tender and proceed** (Pages 129 - 132)

To receive and consider the report of the Director of Partnerships, Planning and Policy (enclosed).

15. **Any other item(s) that the Chair decides is/are urgent**

Yours sincerely



Gary Hall
Chief Executive

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Distribution

1. Agenda and reports to all Members of the Executive Cabinet (Alistair Bradley (Executive Leader), Peter Wilson (Deputy Executive Leader) and Beverley Murray, Terry Brown, Dennis Edgerley and Adrian Lowe for attendance.
2. Agenda and reports to Gary Hall (Chief Executive), Lesley-Ann Fenton (Director of Partnerships, Planning and Policy), Jamie Carson (Director of People and Places), Alex Jackson (Senior Lawyer) and Ruth Rimmington (Democratic and Member Services Officer) for attendance.

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

PROCEDURE FOR PUBLIC QUESTIONS/SPEAKING AT EXECUTIVE CABINET MEETINGS

- Questions should be submitted to the Democratic Services Section by midday, two working days prior to each Executive Cabinet meeting to allow time to prepare appropriate responses and investigate the issue if necessary.
- A maximum period of 3 minutes will be allowed for a question from a member of the public on an item on the agenda. A maximum period of 30 minutes to be allocated for public questions if necessary at each meeting.
- The question to be answered by the Executive Member with responsibility for the service area or whoever is most appropriate.
- On receiving a reply the member of the public will be allowed to ask one supplementary question.
- Members of the public will be able to stay for the rest of the meeting should they so wish but will not be able to speak on any other agenda item upon using their allocated 3 minutes.

PROCEDURE FOR 'CALL-IN' OF EXECUTIVE DECISIONS

- Each of the executive decisions taken at the Executive Cabinet meeting are subject to the adopted 'call-in' procedure within five working days of the Executive Cabinet meeting at which the decision is made, unless the decision has been implemented as a matter of urgency.
- Guidance on the 'call-in' procedure can be accessed through the following internet link:
<https://democracy.chorley.gov.uk/mgCommitteeDetails.aspx?ID=117>
- If you require clarification of the 'call-in' procedure or further information, please contact either:
Ruth Rimmington (Tel: 01257 515118; E-Mail: ruth.rimmington@chorley.gov.uk) or
Carol Russell (Tel: 01257 515196, E-Mail: carol.russell@chorley.gov.uk)
in the Democratic Services Section.

Executive Cabinet

Minutes of meeting held on Thursday, 13 February 2014

Present: Councillor Alistair Bradley (Executive Leader in the Chair), Councillor Peter Wilson (Deputy Leader of the Council) and Councillors Beverley Murray, Terry Brown, Dennis Edgerley and Adrian Lowe

Also in attendance

Lead Members: Councillors Steve Murfitt, June Molyneaux, Christopher France, Julia Berry and Danny Gee

Other Members: Councillors Eric Bell, Henry Caunce, John Dalton, Anthony Gee, Steve Holgate, Keith Iddon, Hasina Khan, Paul Leadbetter, Marion Lowe, Greg Morgan and John Walker

Officers: Gary Hall (Chief Executive), Lesley-Ann Fenton (Director of Partnerships, Planning and Policy), Chris Moister (Head of Governance), Simon Clark (Head of Health, Environment and Neighbourhoods), Jamie Dixon (Head of Streetscene & Leisure Contracts), Mark Chambers (Principal Management Accountant), Michael Coogan (Strategic Housing Officer), Victoria Willett (Partnership Officer) and Ruth Rimmington (Democratic and Member Services Officer)

Members of the public: None.

14.EC.14 APOLOGIES FOR ABSENCE

No apologies for absence were received.

14.EC.15 MINUTES

RESOLVED - The minutes of the meeting of the Executive Cabinet held on 16 January 2014 be confirmed as a correct record and signed by the Executive Leader.

14.EC.16 DECLARATIONS OF ANY INTERESTS

No Members declared an interest in respect of items on the agenda.

14.EC.17 PUBLIC QUESTIONS

The Executive Leader reported that there had been no requests from members of the public to speak on any of the meeting's agenda items.

14.EC.18 FINAL REPORT - HEALTH AND WELLBEING BENEFITS OF THE PLAY, OPEN SPACES AND PLAYING PITCH STRATEGY

Councillor Steve Holgate, Chair of the Overview and Scrutiny Committee, presented the report of the Overview and Scrutiny Task Group – Tourism and Promoting Chorley.

The purpose of the Inquiry had been to review the Council's Integrated Impact Assessment, which was the tool which was used to ascertain whether the Council's policies and procedures were robust and fit for purpose. The Health Impact Section of the document was used to assess whether or not, health and wellbeing opportunities were being maximised.

The inquiry focused on the emerging Play, Open Spaces and Playing Pitch Strategy as a way of testing the current health impact arrangements contained within the Integrated Impact Assessment tool.

Councillor Berry, Chair of the Task Group, highlighted the need for training on the Council's Integrated Impact Assessment.

Decision made

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.

Reason(s) for decision

To review the Council's Integrated Impact Assessment, which was the tool which was used to ascertain whether the Council's policies and procedures were robust and fit for purpose.

Alternative option(s) considered and rejected

Not to review.

14.EC.19 REVENUE AND CAPITAL BUDGET MONITORING 2013/14 REPORT 3 (END OF DECEMBER 2013)

The Executive Member for Resources, Policy and Performance presented a report which set out the provisional revenue and capital outturn figures for the Council as compared against the budgets and efficiency savings targets set for the financial year 2013/14.

The projected revenue outturn currently showed a forecast underspend of £118k against budget.

The forecast of outturn excluded several special items, including any underspends on committed items expected to be carried forward into 2014/15; income generated from Market Walk and Section 31 grant received to compensate the Council for loss of Business Rates as a result of Small Business Rate Relief.

The Council had expected to make overall target savings of £200k in 2013/14 from management of the establishment and a total saving of £150k had been achieved to the end of December. Further savings should be made as the year progresses but if the remaining target was not achieved, budget efficiencies would be identified elsewhere to ensure the target for the year was achieved.

The Council's Medium Term Financial Strategy proposed that working balances were to be maintained at a level no lower than £2.0m due to the financial risks facing the Council and the current forecast to the end of December showed that the General Fund balance would be £2.152m.

In response to a query Councillor Wilson explained that the latest projection of net income to be received from Market Walk was £160k in 2013/14. It was recommended that the final surplus at year end be divided between two reserves: an equalisation reserve to smooth any fall in forecast income from Market Walk in future years; and a Change Reserve which would assist in funding future organisational change.

Decision made

Recommendations to Council:

1. **Note the forecast position for the 2013/14 revenue budget and capital investment programme.**
2. **Approve the transfer to a change reserve and equalisation account, based on a 50:50 split, net income received from Market Walk in 2013/14.**
3. **Approve a budget virement of £31k from the 2013/14 budget growth item Supporting the Expansion of Local Businesses (Business Improvement Growth Grant) to Starting in Business Grants.**
4. **Note the forecast position on the Council's reserves.**

5. **Approve the transfer of residual budget from the Leisure Centres capital improvement works to Astley Hall and Park Development Plan.**
6. **Request Council approve the proposed re-profiling of the Capital Programme to better reflect delivery in 2013/14.**
7. **To approve the use of revenue funding from the Small Business Rate Relief to replace borrowing as funding for short life capital schemes to achieve revenue savings in 2014/15 and beyond.**

Reason(s) for decision

To ensure the Council's budgetary targets are achieved.

Alternative option(s) considered and rejected

None.

14.EC.20 CHORLEY COUNCIL PERFORMANCE MONITORING QUARTER THREE 2013/14

The Executive Member for Resources, Policy and Performance advised that the report set out performance against the Corporate Strategy and key performance indicators for 1 October to 31 December 2013.

Overall performance of key projects was excellent, with the majority of the projects now complete. Of those that were yet to be completed, 100% were rated as green and scheduled for completion by the end of quarter four. Performance of projects from the new Corporate Strategy, approved in November 2013, would be reported formally from quarter four.

Overall performance of Corporate Strategy and key service measures remained strong. 72% of the Corporate Strategy measures and 71% of the key service measures were performing above target or within the 5% tolerance.

The Corporate Strategy measures performing below target were; the percentage of customers dissatisfied with the way they were treated by the council, the percentage of domestic violence detections and the number of affordable homes delivered. The key service delivery measures performing below target were; the time taken to process housing and council tax benefit new claims and change events and the percentage of major planning applications determined within 13 weeks. Action plans had been developed to outline what action would be taken to improve performance.

Members discussed the detection rates for domestic violence and noted that a partnership approach was essential in tackling domestic violence. The Police were the lead agency on this indicator and further information had been requested on this complex problem. It was noted that the way Lancashire County Council commissioned services in this area would be changing over the coming months.

The indicator relating to customers dissatisfied with the way they were treated by the council was discussed. The key was to find the reasons why customers were dissatisfied and put solutions in place. These solutions would be outlined in the next performance report. There would be instances where the customer would not be happy with the outcome, but this might not be because they had received bad service, but because they weren't happy with a decision e.g. a planning decision.

It was noted that future reports would show the trend and the change from the previous report.

Decision made

That the report be noted.

Reason(s) for decision

To facilitate the on-going analysis and management of the Council's performance in delivering the Corporate Strategy.

Alternative option(s) considered and rejected

None.

14.EC.21 CHORLEY PARTNERSHIP PERFORMANCE MONITORING QUARTER THREE 2013/14

The Executive Member for Resources, Policy and Performance presented a report which set out the priorities and performance of the Chorley Partnership for 1 October to 31 December 2013.

The report presents the priorities of the partnership groups and how successfully they had been delivering against those priorities. This was a move away from using performance indicators towards providing some contextual information regarding the work that had been delivered and what impact and outcomes this had achieved.

Overall progress against priorities was excellent, of the eighteen priorities identified across the partnership, seventeen were rated green and one was rated amber.

Members noted the Meals on Wheels pilot with volunteers from Runshaw College and Help Direct to support socially isolated older people. A model of 'community kitchens' had been developed and piloted in western parishes, whereby pubs and garden centres were turned into luncheon clubs, supported by Runshaw College and Help Direct volunteers

Members supported the establishment of a project group with health partners including Lancashire Care Foundation Trust and Chorley and South Ribble CCG, to progress the delivery of the Friday Street Health centre. Lancashire Care Foundation Trust was leading on the development and this group would hold partners to account to ensure that progress was being made.

In response to a query it was noted that the Working Together With Families programme was currently working with 133 families across Chorley, not Lancashire as stated in the report. This was ahead of programme target and the Chorley model had been recognised by the Government as good practice.

Members noted the figures in relation to the reducing young people not in Education, Employment or Training (NEETs) target and that the Scheme with Runshaw College had had a positive impact on getting young people into apprenticeships.

Decision made

That the report be noted.

Reason(s) for decision

To facilitate the on-going analysis and management of the Chorley Partnership's performance.

Alternative option(s) considered and rejected

None.

14.EC.22 ASTLEY DEVELOPMENT PLAN

The Executive Member for People presented the report which provided an update on development work in Astley and sought approval for the five year development plan - Astley 2020.

Consultation regarding the future development of the site had taken place during August 2013 together with discussion with key stakeholders. A five year development plan from 2014-19, known as Astley 2020, had been produced that detailed actions covering five key areas:

1. Astley Hall and Park conservation.
2. Improving the visitor offer and experience.
3. Business development to support a sustainable business model.
4. Heritage partnership development.
5. World War I commemoration.

The consultation had received 176 responses from a diverse audience and key stakeholders including Astley Advisory Group, Friends of Astley Park, Chorley Natural Society and the Town Centre Forum. The results clearly demonstrated support for a number of the proposals with strong support for events infrastructure, destination play area, sensory garden, fountain feature and temporary events car parking.

Existing and proposed funding would support the delivery of some elements of the development. However, significant funding would be required to fully deliver Astley 2020. This would require external funding through a suitable source such as the Heritage Lottery Fund. Preliminary discussions had taken place and a joint HLF bid together with Chorley Remembers would provide the best option for a further funding submission.

Members queried plans for WWI commemoration and noted these would be shared with Members when available.

It was confirmed that all of the items within the museum at Astley Hall had been catalogued electronically as part of the museum accreditation process.

A report would be presented to Executive Cabinet in the new municipal year updating Members on the work being undertaken in those Parks and open spaces managed by the Council across the Borough.

Decision made

1. **To note the update on development outlined in the report.**
2. **Approval granted to the five year development plan, Astley 2020, and the further development work as detailed in the action plan be implemented, subject to funding.**
3. **Approval granted for an initial expression of interest including a first round Heritage Lottery Fund (HLF) bid be prepared and submitted together with Chorley Remembers to support the delivery of Astley 2020.**

Reason(s) for decision

To maximise the use of Astley Hall and Park by improving the facilities for visitors and residents together with conserving and maintaining the site.

Alternative option(s) considered and rejected

Not to develop Astley Hall and Park on the scale outlined.

14.EC.23 RENEWABLE AND LOW CARBON ENERGY SUPPLEMENTARY PLANNING DOCUMENT

The Executive Member for LDF and Planning presented a report which sought endorsement of the draft Renewable and Low Carbon Energy Supplementary Planning Document (SPD) for consultation.

The SPD expanded on Core Strategy Policy 28 and provided further guidance on the implementation of this policy. Details were provided on various renewable and low carbon energy technologies, their requirements and the planning issues associated

with each technology that would need to be addressed as part of any planning application.

The technologies covered by the SPD were; wind turbines, solar power, hydropower, biomass, heat pumps and combined heat and power

Guidance on each of the technologies had been brought together from a variety of sources in accordance with the National Planning Policy Framework (NPPF) and the guidance set out in Planning Practice Guidance for Renewable and Low Carbon Energy, DCLG, July 2013.

In accordance with both of these documents, buffer zones or separation distances had not generally been applied as many factors needed to be taken into consideration when determining whether the impact of a proposal was acceptable, not just distance. There were separation guidelines associated with the safety of wind turbines.

Members noted that the SPD highlighted supplementary information that would be necessary to submit with a planning application for any of the technologies covered within the SPD, such as an Environmental Impact Assessment.

Decision made

1. **Approval granted to the draft Renewable and Low Carbon Energy Supplementary Planning Document, for consultation.**
2. **Approval granted that delegated authority be granted to the Executive Member for LDF and Planning to approve minor changes and amendments prior to the consultation.**

Reason(s) for decision

To ensure that guidance is produced to provide advice on how the climate change and renewable and low carbon energy scheme policies as set out in the Core Strategy are to be implemented.

Alternative option(s) considered and rejected

None.

14.EC.24 PERMISSION TO CONSULT ON THE REFRESHED PRIVATE SECTOR HOUSING ASSISTANCE POLICY

The Executive Member for Homes and Business presented a report which sought to consult on the refreshed draft Private Sector Assistance Policy.

Disabled Facilities Grants (DFGs) remained a statutory duty to provide for qualifying customers to enable them to live independently in their current homes. The refreshed policy now also looked at how applications from all tenures were prioritised, the relationship with Registered Providers, and had more detail on the role of Lancashire County Council. Service standards, conditions and eligibility for DFGs were also covered.

Following the withdrawal of Regional Housing Pot money, the Council was no longer able to offer the Energy Efficiency Assistance scheme or the Minor Repairs Assistance grant. However, the Council carried out an enabling, assistance and signposting role to connect customers up to new and existing schemes both nationally and locally which could improve the energy efficiency or general condition of their homes.

The refreshed policy was planned to last for a year, April 2014 to March 2015, after which it would be reviewed. National and local policy and budgets were currently subject to change beyond March 2015. The Council were monitoring these impending

changes, seeking to influence where possible, to ensure Chorley was not disadvantaged.

It was noted that an Overview and Scrutiny inquiry was ongoing into the delivery of DFGs at Lancashire County Council.

Information in relation to housing standards and fuel poverty would be included within the Policy as context prior to publication. Information was sought on whether there would be people in adapted social rented properties who would be affected by the Under Occupancy (Spare Room Subsidy) Regulations and if so how was this being addressed. It was confirmed that those tenants would be eligible to apply for Discretionary Housing Payments (DHP) if they were struggling to maintain the tenancy. Information on the number of applicants in adapted social rent properties would be forwarded to Councillor Leadbetter.

Decision made

1. **Approval granted to publish the draft Private Sector Housing Assistance Policy for consultation 28 February to 19 March 2014 so it may be adopted in time for the 2014/15 financial year.**
2. **Approval granted that any minor changes to the draft policy following the consultation can be approved by the delegated authority of the Executive Member for Homes and Business in consultation with the Director of Partnerships, Planning and Policy. Any significant changes to be brought back to the Executive Cabinet.**

Reason(s) for decision

Due to national and local policy changes it has become necessary to have a renewed strategy and the document requires to be consulted on before it can be adopted. The refreshed draft policy reflects the current services on offer which have changed since the 2012-14 version due to national legislation and funding changes.

Alternative option(s) considered and rejected

Due to changes in national and local policy not refreshing the policy was considered inappropriate.

14.EC.25 EXCLUSION OF THE PUBLIC AND PRESS

RESOLVED – To exclude 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 Schedule 12A to the Local Government Act 1972.

14.EC.26 APPROVAL FOR THE CONTRACT AWARD FOR RESURFACING OF THREE TOWN CENTRE CAR PARKS

The Executive Member for Resources, Policy and Performance presented a report which sought approval to award the contract for resurfacing and improvements to the Portland Street and Flat Iron car parks. The report also sought approval to award the contract for tarmacing the Fleet Street “free” car park behind the former McDonald’s site to become a pay and display car park (an additional 70 spaces) with a small number of free spaces.

Once the recommendations for contract award were approved discussions would start with the contractor to agree a suitable programme of work. Work would not take place on Portland Street and the Flat Iron at the same time and the Tuesday market would remain on the Flat Iron.

Once an initial programme had been agreed the Town team, which includes local businesses and traders, would be informed. Although there would be some disruption

to the car parks whilst this work takes place it was necessary to improve standards and should result in a long term boost to the town centre.

Decision made

1. **Approval granted to the award of the contract for the resurfacing of Portland Street and Flat Iron car parks.**
2. **Approval granted to the award of the contract for the tarmacing of the Fleet Street “free” car park behind the former McDonald’s site and improvements to the Fleet Street short stay car park.**

Reason(s) for decision

Under the Council’s Contract Procedure Rules approval by the Executive Cabinet of contract award for tenders greater than £75,000 in value is required.

Alternative option(s) considered and rejected

To not agree contract award procedure and evaluation criteria would fail to comply with the Council Procurement rules.

Executive Leader



Report of	Meeting	Date
Chief Executive (Introduced by the Executive Leader)	Executive Cabinet	20 March 2014

REPLACING THE 3 TIER FORUM

PURPOSE OF REPORT

- To seek approval to establishing pilot arrangements with Lancashire County Council to replace the current 3 Tier Forum.

RECOMMENDATION(S)

- That approval be given to the proposed pilot arrangements with Lancashire County Council to replace the existing Lancashire County Council 3 Tier Forum and Chorley Borough/Parish Council Liaison Meeting with a new body which includes all three levels of local government in Chorley, entitled the Chorley 3 Tier Liaison.
- That the terms of reference and procedural details for this new body be as set out in Appendix 1 to this report.
- That subject to Lancashire County Council also agreeing this proposal at their Cabinet meeting on 8 May 2014, full Council be asked to agree the necessary Constitutional changes to replace the Borough Parish Liaison with the new joint arrangements and Annual Council in June 2014 be asked to appoint Members to the new body.
- Should Lancashire County Council, in considering this proposal at their Cabinet meeting in May, make comment or disagree with any element of these proposals then the Executive Leader, in consultation with the Chief Executive be given delegated authority to discuss and resolve matters with the County Council and report back.

Confidential report Please bold as appropriate	Yes	No
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Key Decision? Please bold as appropriate	Yes	No
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Reason Please bold as appropriate	1, a change in service provision that impacts upon the service revenue budget by £100,000 or more	2, a contract worth £100,000 or more
	3, a new or unprogrammed capital scheme of £100,000 or more	4, Significant impact in environmental, social or physical terms in two or more wards

REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

- 6. This proposal aims to allow meaningful consultation and discussion about strategic issues across the full three tiers of local government. It builds LCC inclusion and involvement into a successful existing borough parish liaison meeting in Chorley.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

- 7. Discussions have taken place with Lancashire County Council on alternative options and this appears to best meet the requirements and resources available at both Councils to support meetings.

CORPORATE PRIORITIES

- 8. This report relates to the following Strategic Objectives:

Involving residents in improving their local area and equality of access for all	X	A strong local economy	
Clean, safe and healthy communities		An ambitious council that does more to meet the needs of residents and the local area	X

BACKGROUND

- 9. The 3 Tier Forum is a Lancashire County Council meeting of the 7 County Councillors and 7 Borough Councillors and one Parish Councillor which was introduced by the County Council in 2011/12, across all districts as a replacement to the Lancashire Locals. At the time, Parish Councils expressed considerable concern that they did not have sufficient representation on the new forum.
- 10. In recent months the County Council has indicated that it wishes to review existing 3TF arrangements and has invited views and ideas on alternatives, including looking at different arrangements for different districts.
- 11. Chorley and Lancaster Councils have been approached to pilot new arrangements and discussions have taken place between the leadership of both Chorley and Lancashire County Councils and a proposal has now been developed.

A NEW 3 TIER CONSULTATIVE BODY

- 12. Chorley’s proposal is to take the best of current successful liaison arrangements with the parish and town councils, build in existing neighbourhood working provision and integrate County Council representation. This minimises duplication and will hopefully ensure full involvement and participation from the three Council tiers. Detailed terms of reference and membership details which have been developed by LCC are set out in the attached Appendix, however in summary:
 - This new joint body would primarily be a consultative forum and would consider strategic issues which impact on local communities.
 - It would meet 4 times a year in Chorley Town Hall – dates are suggested later in this report.
 - Membership would be: all 7 County Councillors; the 8 Borough Councillors which Chair the 8 Neighbourhood Area meetings; an additional Councillor who represents Chorley town (as a non parished area); and one councillor representative from each of the Parish and Town Councils in the Borough.

- The Chair and Vice Chair would alternate between the County and the Borough Councils and they would work together to agree agenda items.
 - Meetings would start with a 20 minute public speaking or public question session – this aspect is still under discussion, pending the views of the existing forum.
 - The arrangements would be reviewed after 12 months.
13. The new body would aim to achieve genuine consultation on strategic issues before decisions are made and will build on existing relationships with neighbourhoods and parish/town councils with a move towards greater neighbourhood working in the longer term.
14. In terms of procedure, the current Borough Parish Liaison Meeting would be replaced with the new joint body and would be incorporated into the Council's Constitution with the membership being appointed at Annual Council in June 2014. Existing Parish and town Councillor Members on Borough Parish Liaison are aware of the potential change to the 3 Tier Forum and as soon as new arrangements have been agreed in principle, they will be advised accordingly. The existing 3 Tier Forum will consider the proposals at their meeting on 8 April 2014.
15. It is proposed, however, that the Council retains the option to call ad hoc meetings of the Borough Parish Liaison, should the need be identified.

PROPOSED MEETING DATES IN 2104/15

16. Provision dates had already been made in the calendar for Borough Parish Liaison but these need to be revised in order to accommodate 4 rather than 3 meetings for the year. Suggested meeting dates are therefore as follows:

16 July 2014;
17 September 2014;
21 January 2015; and
15 April 2015, all at 6.30pm.

17. Member's views are requested on the proposal. The terms of reference and protocol for the meeting are suggested in the attached Appendix.

IMPLICATIONS OF REPORT

18. This report has implications in the following areas and the relevant Directors' comments are included:

Finance	✓	Customer Services	
Human Resources		Equality and Diversity	
Legal	✓	Integrated Impact Assessment required?	
No significant implications in this area		Policy and Communications	

COMMENTS OF THE STATUTORY FINANCE OFFICER

19. There are no budgetary issues arising from this report, apart from staffing resources to be used that are already included in the Council's base budget

COMMENTS OF THE MONITORING OFFICER

20. No comments.

GARY HALL
CHIEF EXECUTIVE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Carol Russell	5196	11 March 2014	

Appendix 1**Chorley Three Tier Liaison Forum -Terms of Reference****Role and Purpose**

The Chorley Three Tier Liaison Forum is a joint meeting of the County Council, Chorley Borough Council, and the Parish and Town Councils in the Chorley district area.

The Forum will be a consultative meeting held in public at which the three tiers of local government in the Chorley area consider issues of shared priority and concern, and through which all three tiers can seek the views of others on strategic issues which impact on the local community.

Functions

The key functions of the Chorley Three Tier Forum are:-

- To allow elected representatives to have an overview of Borough and County strategic priorities
- To enable Parish and Town Councils to engage with the County and Borough Council on issues of strategic importance which impact on the local community within the Chorley borough area.
- To provide a forum for significant issue facing all three tiers of government to be raised and debated in advance of decisions being made

Membership

The membership of the Chorley Three Tier Forum shall be

- All seven Chorley County Councillors.
- One Borough Councillor from each of the eight Neighbourhood Areas.
- One additional Borough Councillor to represent Chorley town area
- One Parish/Town Councillor from each of the 22 Parish/Town Councils in Chorley Borough

Any County Council or Borough Council Executive Member may attend and speak at any meeting of the Forum, at the invitation of the Chair.

The officer(s) supporting the meeting must be notified of any changes in membership, prior to a meeting. Political balance rules do not apply to the Three Tier Forum

Meetings

The Chorley Three Tier Forum shall meet four times a year at Chorley Town Hall, unless otherwise agreed by the Chair of the Forum.

Agendas

- The Forum will discuss issues that are of joint interest across the three levels of local government in the area. Agenda items will focus on strategic matters that impact on the local community.
- Any member of the Forum can request that an item is considered at a future meeting of the Forum. The Chair and Deputy Chair are jointly responsible for agreeing the agenda and deciding whether an issue raised by a member will appear on an agenda. Where an issue

raised does not fall within the remit of the Forum these will be dealt with via the appropriate mechanism and the member advised accordingly.

- Urgent business is allowed in exceptional circumstances and with the consent of the Chair and Deputy Chair. Any member wishing to raise a matter of urgent business should advise the Chair via the officer support for the Forum as soon as possible.

Officer Support

Secretarial support to the Chorley Three Tier Forum will be provided by an officer nominated by the Chief Executive of Chorley Borough Council.

Officers of the County Council and the Borough Council may attend the Forum if appropriate.

Public Speaking (or Public Questions – to be determined)

The Protocol for public speaking/public questions is below.

Debate

The Chair of the meeting is responsible for managing the debate at the Forum. The Chair's ruling on any aspect of a member of the committee's right to speak will be final. Members who persistently ignore the ruling of the Chair may be asked to leave the meeting.

Voting

As a Consultative Forum it is expected that decisions will be taken mainly by consensus, however where a vote is required, decisions are by simple 'show of hands' majority with the chair having a casting vote.

Access to Information

The Forum is not a formal committee of the County, District or Parish Councils, therefore Access to Information provisions do not apply. However, as it is a public meeting, agendas and minutes will be available on the website of the County Council and the Borough Council and by request can be obtained in person at County Hall, Preston and Chorley Town Hall.

Chair and Deputy Chair

The Chair and Deputy Chair will be elected at the first meeting in the Council year from amongst the membership of the Forum. Should a vacancy arise during the year, a new Chair or Deputy will be elected. A Chair or Deputy may be removed from their position by a vote of the Forum.

The Chair shall alternate each year between the County Council and the Borough Council. The Deputy Chair will always be from the County or Borough Council not represented by the Chair.

The Chair shall preside at all meetings of the Forum. In the absence of the Chair, the Deputy Chair shall preside. In the absence of both the Chair and Deputy, the members present, as the first item of business, appoint one of their number to be Chair of the meeting.

Protocol for Public Speaking (*please note that an alternative approach being considered is public questions on notice – the views of the existing forum will be sought in which case the detail below may change*)

In order to allow members of the Forum and members of the public to raise issues of local concern, a period of 20 minutes has been set aside at the beginning of the meeting.

For the purpose of this protocol, "members of the public" includes members of the press and parish and district councillors who are not members of the Forum. It does not include officers of county or district authorities who are in attendance to support and advise the meeting.

A member of the public may speak for no more than 3 minutes. Members of the public are not required to give notice of the issue they intend to raise, although it is expected in the case of service issues that the appropriate mechanisms for resolving the issue have been explored. Where a question is raised which cannot be answered at the Forum, a record will be kept by officers supporting the Forum and it will be responded to via the appropriate mechanism.

Whilst a member of the public is speaking, no interruption shall be allowed from either a member of the Forum or another member of the public.

However, the Chair of the meeting may intervene in the speech of a member of the public. This includes the right of the Chair to terminate a speech if it is felt appropriate to do so. The Chair's judgement will be informed by the following provision:

Members of the public must not

- Speak at a point in the meeting other than those specified
- Interrupt another speaker
- Speak for longer than the allotted time
- Reveal personal information about another individual
- Make a personal complaint about a service provided by County, District or Town / Parish Councils in the area
- Make individual or personal complaints against any member of the authority
- Reveal information which they know or believe to be confidential
- Use offensive, abusive or threatening language
- Ignore the ruling of the Chair of the meeting

Members of the public who breach these guidelines may, following a warning, be asked to leave the meeting.

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Report of	Meeting	Date
Chief Executive (Introduced by the Executive Member for Resources, Policy and Performance)	Executive Cabinet	20 March 2014

LGA PEER CHALLENGE FEEDBACK

PURPOSE OF REPORT

1. To share the findings of the LGA peer challenge.

RECOMMENDATION(S)

2. That the letter and next steps be noted.

EXECUTIVE SUMMARY OF REPORT

3. This report presents the findings of the LGA peer challenge which took place in January.
4. The challenge team was made up of six senior officers and members from other authorities who carried out a 'health check' around five 'core component areas' and one focus area, economic development.
5. Following initial background research, the peer challenge team met with over 50 officers, councillors, partners and stakeholders. The findings of the review are set out in a presentation and letter which are attached to this report. The letter is extremely positive, identifying strengths in terms of leadership, ambitions, staff culture, performance, partnership working, delivery and more. Also included in the letter are six key suggestions and ideas for consideration.

Confidential report Please bold as appropriate	Yes	No
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Key Decision? Please bold as appropriate	Yes	No
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REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

6. To support the council's long terms outcome of being an ambitious council that continually strives to improve.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

7. None.

CORPORATE PRIORITIES

8. This report relates to the following Strategic Objectives:

Involving residents in improving their local area and equality of access for all		A strong local economy	✓
Clean, safe and healthy communities		An ambitious council that does more to meet the needs of residents and the local area	✓

BACKGROUND

9. The LGA developed a package of offers to councils following the abolition of CAA. The 'taking the lead' package aims to help councils to strengthen local accountability and tackle the way they evaluate and improve services. A major part of the package is the offer to each council to have a free peer challenge.
10. The peer challenge offer is not an inspection like CAA or CPA. It is a forward looking challenge carried out to individual authorities specification, aimed at improving, not judging.
11. The council accepted this offer, and the challenge took place between the 14th and 16th January 2014. The peer challenge team was made up of six senior officers and members from other authorities who were selected on the basis of their relevant experience and expertise.
12. Prior to the challenge, the peer challenge team were provided with a range of documents and information, including a position statement which set the scene for the challenge. While on site the team spoke to more than 50 people, including a range of council staff, councillors, external partners and stakeholders through over 20 meetings and focus groups.
13. On the final day the team presented their initial findings, with these findings being summarised further in the letter. The presentation and the letter are attached to this report in appendix A.

FEEDBACK

14. The peer challenge was structured around the five core components of:
 - a. understanding of the local context and priority setting;
 - b. financial planning and viability;
 - c. political and managerial leadership;
 - d. governance and decision making; and
 - e. organisational capacity.
15. In addition, we asked the team to explore economic development and regeneration.
16. The feedback given by the peer challenge team is extremely positive. Overall they noted that the council is well led, ambitious, understands its context and seeks to address the local challenges and community aspirations.
17. The letter provides feedback and points to consider for each of the review areas, along with six overall suggestions and ideas for consideration. These points will be discussed further and where appropriate included within an action plan.

IMPLICATIONS OF REPORT

18. This report has implications in the following areas and the relevant Directors' comments are included:

Finance	✓	Customer Services	
Human Resources		Equality and Diversity	
Legal	✓	Integrated Impact Assessment required?	
No significant implications in this area		Policy and Communications	✓

COMMENTS OF THE STATUTORY FINANCE OFFICER

19. There are no financial implications associated with this report.

COMMENTS OF THE MONITORING OFFICER

20. There are no comments.

COMMENTS OF THE HEAD OF POLICY AND COMMUNICATIONS

21. As noted in the main body of the report, the peer challenge identified areas of strength for the council and gave some areas for the council to consider. This recommendations will be considered as part of the council's business planning process for 2014/15 and in the development of the corporate strategy refresh.

GARY HALL
CHIEF EXECUTIVE

Background Papers			
Document	Date	File	Place of Inspection
Position Statement Final	10/01/14	Web	https://democracy.chorley.gov.uk/documents/s43024/PositionStatementFINAL.pdf

Report Author	Ext	Date	Doc ID
Rebecca Huddleston	5779	04/03/2014	Peer Challenge EC Report March 2014

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Gary Hall
Chief Executive
Chorley Borough Council
The Town Hall
Market St,
Chorley,
Lancashire
PR7 1DP

17th February 2014

Dear Gary,

Chorley Borough Council - Corporate Peer Challenge – 14-16 January 2014

On behalf of the peer team, I would like to say what a pleasure and privilege it was to be invited into Chorley Borough Council to deliver the recent corporate peer challenge as part of the LGA offer to support sector led improvement.

Peer challenges are delivered by experienced elected member and officer peers. The make-up of the peer team reflected your requirements and the focus of the peer challenge. Peers were selected on the basis of their relevant experience and expertise and agreed with you. The peers who delivered the peer challenge at Chorley were:

- Lead Peer – Ian Fytche, Chief Executive, North Kesteven District Council
- Member Peer – Cllr Simon Greaves, Leader of Bassetlaw District Council
- Senior Officer Peer – Jackie Smith, Director of Environmental and Customer Services, South Staffordshire District Council
- Senior Officer Peer – Steve Capes, Head of Regeneration and Organisational Development, Derbyshire Dales District Council
- Peer Challenge Manager: Darienne Law, LGA
- Shadowing role: Jonathan Yeates, NGDP Graduate Trainee, LGA

Scope and focus of the peer challenge

You asked the peer team to provide an external 'health-check' of the organisation by considering the core components looked at by all corporate peer challenges:

1. Understanding of the local context and priority setting: Does the council understand its local context and has it established a clear set of priorities?
2. Financial planning and viability: Does the council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?

3. Political and managerial leadership: Does the council have effective political and managerial leadership and is it a constructive partnership?
4. Governance and decision-making: Are effective governance and decision-making arrangements in place to respond to key challenges and manage change, transformation and disinvestment?
5. Organisational capacity: Are organisational capacity and resources focused in the right areas in order to deliver the agreed priorities?

In addition, the council asked the team to explore:

- ❖ Economic Development and Regeneration: The economic strategy is due to be reviewed and consideration of how your work on economic development is progressing particularly with regard to: -
 - Are the priorities in the economic development strategy still relevant?
 - Is there anything more that can be done to engage partners to support improving Chorley's local economy?

The peer challenge process

It is important to stress that this was not an inspection. Peer challenges are improvement-focussed and tailored to meet individual councils' needs. They are designed to complement and add value to a council's own performance and improvement focus. The peer team used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read.

The peer team prepared for the peer challenge by reviewing a range of documents and information in order to ensure they were familiar with the Council and the challenges it is facing. The team then spent 3 days onsite at Chorley, during which they:

- Spoke to more than 50 people including a range of council staff together with councillors and external partners and stakeholders.
- Gathered information and views from more than 20 meetings, visits to key sites in the area and additional research and reading.

This letter provides a summary of the peer team's findings. It builds on the feedback presentation provided by the peer team at the end of their on-site visit. In presenting feedback to you, they have done so as fellow local government officers and members, not professional consultants or inspectors. By its nature, the peer challenge is a snapshot in time. We appreciate that some of the feedback may be about things you are already addressing and progressing.

Summary of feedback: overall observations and messages

Chorley Borough Council is a well led, ambitious council that understands its context and seeks to address the local challenges and community aspirations. The Council has a strong track record of delivery. Chorley is a high performing organisation with good levels of customer satisfaction, and well regarded as a partner.

Chorley has some excellent people passionate about making a difference, benefiting from good member/officer relationships there is an open transparent culture. The Chorley Council brand is trusted – it is a ‘can-do’ council, it gets things done and delivers good services.

Economic Development is the council’s top priority. Ambitions in this area are clear and investment has been made in the service, and this is starting to deliver the foundations for growth.

You have a strong track record of sound financial management achieving your savings targets and delivering a balanced budget and a robust approach to your medium term financial planning .

Chorley has shielded the community from service cuts through sound financial management, delivering transformation in back office functions and from the benefits of planned growth attracted significant New Homes Bonus. This has meant that despite reductions in RSG funding you have been able to continue your investment in priorities such as developing the town centre, creating new jobs, supporting new and existing businesses and neighbourhood working.

Can you keep adding more to your agenda? There is a need to take stock, review and consider whether the making it happen approach and organisational plan is now sustainable given your capacity and resources.

The financial challenge is a game changer for local government, Chorley is no exception. The council now needs to agree long term sustainable plans to establish what kind of council you want to be, what the future community needs are, where you can add the most value within your new financial envelope address the budget position over the longer term.

Current relationships communication and decision making processes between the senior management team and the political leadership are good. It is recognised that there are difficult decisions to be taken in the coming years about future budget reductions and the potential impact in the organisation. To aid this a greater focus on longer term planning is needed.

The council has clear and ambitious plans for regeneration and economic development of the Borough, by investing in its teams, facilitating local businesses and seeking innovative partnerships considerable momentum has been built up over the last eighteen months. Tangible outcomes are now being delivered providing a platform for engagement with the LEP and the County Council in mutually beneficial areas. Given the MTFs it will be vital to review how you prioritize between the different elements of the strategy, allocate your resources to the different development options to ensure a return on your own investment and keep up momentum.

Key factors for success are in place, creating a brief window of opportunity to meet the financial challenge – the time to make the big decisions is now, robust governance, ‘joined up’ leadership with the capacity to focus priorities and make the big decisions is essential. Lead in times can be long and informing and engaging with your customers and communities of the options to ensure you meet their changing needs will ensure Chorley’s continued success.

Summary of feedback: current performance, ability and capacity to deliver future ambitions

Understanding of local context and priority setting

The council has wide ranging ambitions for the borough, has an impressive set of recent achievements, is seen as an excellent partner with a strong track record of delivery and a clear drive to make a difference and innovate.

There is a detailed understanding of the people and place supported by a well-documented evidence base resulting in a good analysis of the needs of the borough.

The new corporate strategy for the council was set by the new administration in 2012 and is based on a vision to be “An ambitious council that achieves more by listening to the whole community and exceeding their needs.”

The Council has four priorities and a series of strategic objectives which support the Council in planning how it is going to achieve its vision. The priorities are:

- ❖ a strong local economy;
- ❖ clean, safe and healthy communities;
- ❖ involving residents in improving their local area and equality of access for all;
- ❖ and an ambitious council that does more to meet the needs of residents and the local area.

The reputation of the council and its satisfaction levels are good e.g. satisfaction with the way the council runs things has improved from 51% in 2008 to 73% in May 2013. Performance is generally at a high level with 73% of the Corporate Strategy measures and 71% of the key service measures performing at target by the half year review.

The annual planning process creates a ‘golden thread’ from the council’s corporate strategy through a single organisational plan, which incorporates service delivery and improvement activity, this is linked through the performance frameworks to individual employee objectives and was adopted to promote cross-service and directorate working and a clearer sense of direction across the organisation.

The corporate strategy is refreshed as part of the annual process updating the projects and measures that support the delivery of the vision. With over 20 corporate strategy projects, 80 business improvement actions and 25 neighbourhood priorities further rationalisation would appear to be in order, to set out a clear and unambiguous set of priorities and clearly define the scope of the strategic objectives.

The council recognises there is a need to refine the future corporate strategy to ensure sustainable outcomes given the reducing resource base. This will include the options to fundamentally review service provision and to re-engineer services. In seeking to

design sustainable services the questions that will need to be addressed include; can you afford to aim to “exceed needs”? What do residents and customers really need from you? and framing the conversation in the context of your role as a Borough Council.

In reviewing the corporate strategy it will be important to:

- revisit what sort of council you want to be – how the council’s role will need to change and adapt e.g. will you be a council who does a smaller number of things really well and what type of operating model will you have to deliver that?
- establish what your responsibilities are and don’t always step in when partners and other agencies fail to deliver – you are not funded for and don’t have the capacity to do all things for all residents,
- align your reducing resources to the resulting priorities, and determine an exit strategy for the non-priority areas,
- start a conversation with the community about the shape of things to come, determine what the appropriate levels of service are, finding alternative ways of meeting customer needs, which will change the respective roles.

Financial planning and viability

Alongside all local authorities Chorley faces increased financial pressure due to the economic downturn and reduction in central government funding. Financial resilience will be essential for local authorities so that they can continue to deliver cost-effective services and manage the changes required.

There is strong financial management at the council, budget pressures and risks are identified and accounted for in your Medium Term Financial Strategy (MTFS) and regularly updated for known and anticipated changes.

The council has a good track record of delivering its financial savings targets, delivering a balanced budget, and has a robust approach to your medium term financial planning, receiving from your external auditors an unqualified VFM conclusion and a judgement of having proper arrangements in place to secure financial resilience.

Chorley has shielded the community from service cuts through sound financial management, delivering transformation in back office functions and the benefits of planned growth attracting New Homes Bonus (NHB) been able to continue investment in council and community priorities.

The council has done well from New Homes Bonus (NHB) and on the back of that its settlement compares favorably with some of your neighbours. You are taking a prudent approach to NHB, receipts in respect of 2013/14 and 2014/15 have not been built into the base budget as recurring core funding, to stimulate the council to improve budget resilience and flexibility, to plan for and respond to future annual uncertainty inherent in the new public finance funding regimes.

The financial challenge is a game changer for local government, Chorley is no exception. You have been successful at maintaining investment in projects by making efficiency and transformational savings, this approach has also enabled the council to achieve a balanced budget position for 2014/15. You recognise that this is not a sustainable position, the projected budget position in future years shows there remains a significant budget gap in the region of £1.5M for 2015/16 and £2.5M in 2016/17.

The Medium Term Financial Strategy (MTFS) aims to set out options that will effectively address the budget deficit position over the longer term to 2016/17 and secure financial resilience and sustainability.

In reviewing future priorities and in order to address the anticipated budget deficit it will be important to:

- seek early consensus on how you will meet the longer term financial challenges;
- reflect on the time it will take to address some of the politically acceptable options;
- define what “re-engineering of services” and “fundamentally review service provision” means and link this to the council’s future role and priorities;
- be realistic about how long it takes to deliver change and the lead times;
- start a conversation with the community about the shape of things to come and the options available to you;
- revisit and reinvigorate shared service opportunities with neighbouring authorities and agencies.

Political and Managerial Leadership

Political vision and values are clear and include plenty of ambition and aspiration for Chorley and “making things happen”. There is a detailed corporate plan to give expression to these.

The council benefits from a high level of member engagement across all parties, with structured information sharing at executive and non-executive level.

Leadership is seen as visible and approachable and strengthens the loyalty and motivation of the workforce. There is a real focus and drive on delivery – making things happen and this momentum drives your “can do” culture. The administration is supported by a well-regarded chief executive and a strong and cooperative relationship between senior members and senior officers is demonstrated.

The council is well regarded by external partner agencies who value your “can do” approach who view you as innovative and exemplar partners.

With so much energy and focus, member and officer time is currently invested in delivery and making things happen now. It will be important to invest time on scoping and developing a consensus about the future.

Can you keep adding more to your agenda? There is a need to take stock, review and consider:-

- whether the making it happen approach and organisational plan is now overambitious and sustainable given your capacity and resources;
- how you plan to achieve consensus about the need to reduce priorities and focus on meeting the financial challenges;
- how you will lead and drive the next phase of changes and secure clear ownership across the authority?

Governance and decision-making

The council has elections by thirds and has adopted a strong leader model, with the leader appointing cabinet members and assigning 'portfolio' responsibilities.

The governance arrangements are regularly reviewed, including consideration of all out elections, reducing the number of members and consideration of committee versus cabinet structures, however at this time none of the alternative options are being pursued.

The challenge team found a strong governance structure in place at Chorley. There is a good working relationship between members and officers which exhibit characteristics of trust and openness, with a member driven agenda. There are regular weekly meetings with the leader and deputy leader supplemented by 'Portfolio exchange meetings' held between Executive Members and senior officers providing an opportunity to brief and support members on complex issues.

There are regular meetings with the opposition leader and deputy leader and support is given to the main opposition party to develop their priorities and budget proposals.

Scrutiny is effective in both keeping a check and balance on decisions, and is developing its role in policy formation through task groups.

The council has a member development strategy and training programme and is committed to the principles of the North West Employers' Charter, providing members with learning and development opportunities to support them in fulfilling their various roles. Recent work has included support and guidelines and advice about the use of social media to engage with residents.

The council receives a relatively low number of complaints about the behaviour of members, and has adopted a local code of conduct following the national changes to standards regime. The nature of the complaints received and the approach taken to responding to them has been recently reviewed by the Governance Committee.

The Chief Executive and two directors form the strategy group which meets weekly and fortnightly with the heads of service that make up the next tier of management to exchange information. This provides a good framework for effective decision making and communication.

Current relationships, communication and decision making processes between the senior management team and the political leadership are good. It is recognised that

there are difficult decisions to be taken in the coming years about future budget reductions and the potential impact to the organisation. To aid decision making in this context you may wish to consider:-

- a more frequent cycle of member meetings.
- a greater focus on longer term planning
- a frequent meeting of all statutory officers and strategy group to add rigor to your decision making
- how corporate ownership of decision making can be maximized to ensure transformation is fully embedded across all areas by refining the performance management suite and your project /programme approach.

Organisational capacity

The council has been successful in transforming and improving services, delivering efficiency savings and maintaining high staff morale for a number of years. There is a very strong commitment from members and employees to the organisation and its future. Chorley is seen by partners, elected members and employees as having a “can do” attitude, the culture is described as positive, innovative and having an open approach.

The internal communication channels are good and employees understand the key issues within the organisation through bulletins, team briefings, and chief executive feedback sessions. This has resulted in high employee satisfaction levels (recent survey 85%) a regional reputation as a good place to work, and is underpinned by 100% completion of employee annual appraisals.

Recognised as a Beacon Council for transforming services Chorley has a good track record of reshaping and redesigning its services. The council aims to balance customers’ requirements, improve services and realise efficiency savings through: sharing services, more fit for purpose structures and leading edge ICT enabled process transformation.

Considerable change has already been successfully delivered, recent examples, targeted through rough cut activity, include:

- fit for purpose structures in Development Control and Health, Environment and Neighbourhoods services
- reviews of ICT, Revenues and Benefits, Customer Services and Housing
- shared services developed for some support services e.g. Finance and Audit which are embedded into the organisation and working effectively

It is clear that understanding customers’ needs is important to the council; it has driven much of your transformation work. However, the recent customer experience survey identified mixed results with dissatisfaction levels of 30% against a target of 20%. Customer expectations are continually changing, and particularly when significant changes to services are required, it is important that you continue to listen to and engage customers and do not become complacent about how their needs can best be met.

The council has recognised that new skills and competencies are required and have recently developed a new management framework “Leading Edge” to prepare for the future and changing needs. Training and development offers have included change management and commercial awareness.

The relentless pace of change and level of ambition is beginning to impact on staff good will, has reduced capacity and the appetite for more changes. It is important to recognise this and consider this as the next phases of change are embarked upon.

Chorley is going through significant change and to maintain success the organisational culture and capacity will need to change and develop to meet future challenges; there is a need to manage change effectively in the context of a more strategic approach to corporate workforce planning, widening the current approach to look at, for example,

- a framework to consider options for future service delivery: e.g. in-house, shared services, stopping, voluntary sector or joint ventures;
- clarity of what will need to be done differently , how behaviours will need to change at all levels, to support the new ways of working;
- new leadership, management and employee skills to support new ways of working;
- organisational design, approaches to managerial and supervision layers;
- a support programme to assist employees through change as options and decisions get increasingly difficult and ways of working are further changed;
- workforce development including a skills audit in order to: identify possible key capacity and skills gaps across the organisation, career paths are identified and supported through training opportunities, succession planning is recognised and appropriately funded;
- continue the positive momentum of ICT strategy, ensuring the benefits are tested and embedded into the organisation meeting your internal customer needs and match the business requirements.

Economic Development and Regeneration

The council has clear and ambitious plans for regeneration and economic development of the Borough. By investing in its teams, facilitating local businesses and seeking innovative partnerships considerable momentum has been built up over the last eighteen months. Tangible outcomes are now being delivered including:

- Town centre vacancy rate below 5% (reported NW average is 18%) helped by the use of vacant property grants,
- Town Centre masterplan published,
- Offering a range of grant packages to support local businesses and encourage inward investment.

The council has a thorough, balanced economic development strategy that is backed by resources. This aims to grow indigenous businesses, boost town centre vitality, attract new employers, and stop the leakage of high value jobs and spend from out-commuting.

There is widespread recognition that growth is the top council priority: there is clear member leadership of the agenda and a determination to deliver. This is backed up with resources and an understanding of how it can positively impact on both the area and the council e.g. Market Walk operating surplus and potential NNDR uplift.

The council is positively engaging with the private and business sector including through the economic development working group which includes business representatives and a successful "Choose Chorley" business event.

There are a number of growth opportunities linked to Chorley's location and accessibility and you are working up a 'pipeline' of investment sites being prepared with potential for a significant number of jobs over the next fifteen years.

Strategically located between Manchester and Preston Chorley has a number of motorway junctions that could be spurs for development. Coupled with the good quality of life in Chorley, the area has an inward investment USP that the council can exploit, if it is prepared to tackle the planning issues associated with opening up new investment sites.

With regard to the Local Enterprise Partnership (LEP), Chorley does not have its own seat on LEP Board (a share of two district seats) and this is unlikely to change. Consider how the council can shape and influence the LEP by means other than direct representation. The LEP wants growth. Even though its focus will be on larger firms and sites there is synergy with Chorley's aspirations. Whilst realistically the LEP may not put substantial funding to Chorley, you can engage pragmatically with the LEP: continue to invite them in, showcase what you have achieved, and look to build relationships based on your track record of delivery. Chorley can deliver for the LEP, and the LEP knows it can. This is a good basis for negotiating what you deliver in Chorley and how.

The recent economic development achievements of the council are highly regarded by the LEP and the County Council. They see you as ahead of the game: ambitious, innovative and determined to deliver. Partly as a result of this, the legacy of difficult relationships with the County Council is changing. The council's focus on growth and the hard work you have been doing over the last eighteen months, alongside other changes, is increasing officers and now members mutual respect. There is scope for collaboration with the County Council and LEP building on schemes such as Market Street re-opening, which although not without problems has set the scene for future successful collaboration.

The substantial recent investment in economic development may not be sustainable given the MTFs, and that officer capacity is stretched, so it will be vital to review how you prioritize between the different elements of the strategy, allocate your resources to the different development options to ensure a return on your own investment and keep up momentum.

In order to have a solid business case for continuing the investment in economic development you may wish to consider:-

- evaluating future investment sites at the early planning stage.
 - do sites have planning permission (or at least LDF allocation)?
 - how realistic are they are? are you geared up to address ownership issues, valuations, and provide site briefs?
- identify and speed up the work on investment site pipeline and Town Centre masterplan to take advantage of forthcoming funding opportunities;
- consider how best you can use and coordinate all related resources and allocate officer capacity e.g. planning policy, development briefs, valuers, property;
- create opportunities for joint work with the County Council (and other boroughs) including the development of a “District Deal” – protocol with the County Council;
- allocate relationship management responsibilities for key businesses.

Key suggestions and ideas for consideration

The peer team developed some key recommendations for you to consider. These are based on what we saw, heard and read. Drawing on our experience of the sector and knowledge of local government improvement, the following are things we think will help you to make best use of your skills and experience, deliver some quick wins, and develop the strengths you will need to see your change agenda through:

1. Fundamentally review your corporate plan and the type of council you want to be in line with your financial challenges. You may want to develop and agree a clear operating model to guide future priorities and focus
2. Review and define the purpose of the authority leading to the development of a framework to consider options for future service delivery models, to translate the excellent progress in delivery into long term sustainable plans.
3. Start a conversation with the community about the shape of things to come, continuing to listen to and engage customers in what their needs using this customer insight to shape future services.
4. Further align the budget planning process and corporate strategy development in order to strengthen the links and future proof plans.
5. Review across the organisation the actual capacity available, support the development of the new business acumen skills and ICT infrastructure to ensure consistent realisation of the business benefits.

6. Review the councils work on economic development to provide a solid business case for continuing the investment based on a Return on Investment approach.

We have attached a set of slides that summarise the above feedback. The slides are the ones used by the peer team to present its feedback at the end of the onsite visit. We will provide signposting to examples of the above and other information that will help inform your thinking.

Next steps

You will undoubtedly wish to reflect on these findings and suggestions made with your senior managerial and political leadership before determining how the council wishes to take things forward. As part of the peer challenge process, there is an offer of continued activity to support this. In the meantime we are keen to continue the relationship we have formed with you and colleagues through the peer challenge to date. We will endeavour to signpost you to other sources of information and examples of practice and thinking.

I thought it helpful to provide contact details for Gill Taylor who, as you know, is our Principal Adviser for the North West . Gill can be contacted via email at gill.taylor@local.gov.uk or tel. 07789512173 . She is the main contact between your authority and the Local Government Association. Hopefully this provides you with a convenient route of access to the Local Government Association, its resources and any further support.

All of us connected with the peer challenge would like to wish you every success going forward. Once again, many thanks to you and your colleagues for inviting the peer challenge and to everyone involved for their participation.

Darienne Law
Peer Challenge Manager
On behalf of the peer challenge team

Chorley Borough Council – Corporate Peer Challenge

**Feedback from the peer challenge team
January 2014**

The Team

- **Lead Peer** – Ian Fytche, Chief Executive, North Kesteven District Council
 - **Member Peer** – Cllr Simon Greaves, Leader of Bassetlaw District Council
 - **Senior Officer Peer** – Jackie Smith, Director of Environmental and Customer Services, South Staffordshire District Council
 - **Senior Officer Peer** – Steve Capes, Head of Regeneration and Organisational Development, Derbyshire Dales District Council
 - **Peer Challenge Manager:** Darienne Law, LGA
 - **Shadowing role:** Jonathan Yeates, NGDP Graduate Trainee, LGA
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Challenge - Principles and Thoughts

- This is not an inspection – the team has been invited into Chorley as ‘critical friends’
 - Peer challenge is part of LGA offer to support local government self-regulation and improvement.
 - The confidentiality of information shared with the team is fully respected
 - What we share here is what we have read, heard and seen
 - We are grateful to Rebecca Huddleston for the efforts she and her team have put in to preparing for and supporting our visits.
 - People here have been welcoming and willing to use this as an opportunity for learning and they have made themselves readily available to members of the team
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The Peer Challenge Process

- Pre on-site documents submitted and reviewed
 - Case study literature
 - Observations, interviews and focus groups
 - Feedback presentation
 - More detailed letter to follow
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Scope and purpose of the peer challenge

The core components that all corporate peer challenges cover:

1. Understanding of local context and priority setting:
2. Financial planning and viability:
3. Political and managerial leadership:
4. Governance and decision-making:
5. Organisational capacity:

With an additional focus on

6. Economic Regeneration

Headlines – Current Reality (1)

- **Chorley understands its context** – local challenges and community aspirations well known
 - Chorley has a **strong track record of delivery**
 - Chorley is a **well led, ambitious** council
 - **The Chorley Council brand is trusted** – it is a ‘can-do’ council, it gets things done and delivers good services
 - Economic development – ambitions are clear, clear evidence of delivery
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Headlines – Current Reality (2)

- Chorley is a **high performing organisation** with good levels of customer satisfaction, well regarded as a partner
 - Chorley has **good member/officer relationships** with an open transparent culture
 - Chorley has some **excellent people** passionate about making a difference
 - **Chorley has shielded the community from service cuts** through sound financial management, investment in priorities, and the benefits of growth (New Homes Bonus)
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Headlines – Looking Ahead (1)

- The financial challenge is a **game changer** for local government, Chorley is no exception
- Excellent progress in delivery – neighbourhood working and economic development – now needs to be translated into **long term sustainable plans**

Headlines – Looking Ahead (2)

- **Key factors for success are in place**, creating a brief window of opportunity to meet the financial challenge – the time to make the big decisions is now
- Robust governance, ‘joined up’ **leadership with the capacity** to focus priorities and make the big decisions is essential

Local Context and Priorities

Headline Findings

- Context and local challenges are understood, supported by data and analysis
- The annual planning process creates a 'golden thread' from priorities through to delivery plans, performance frameworks and individual objectives
- There is a strong track record of delivery

Local Context and Priorities

Challenges

- The need to translate recent achievements into **long term sustainable change** – neighbourhood working and economic development
 - The need to **ensure priority setting is focused**, and takes account of financial challenges
 - The need to test priorities with the community through **consultation** on an ongoing basis
 - The need to ensure the new **vision and priorities are clearly articulated and communicated**
 - The need to work with others – **partnership building is challenging**
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Local Context and Priorities

Opportunities

- Through the annual planning process, **refine and communicate vision and priorities** with a long term sustainable focus, building on track record
 - **Establish a clear USP** for Chorley in the wider regional context – build on location and connectivity
 - **Prioritise...and prioritise again** – the financial outlook demands focus and difficult choices
 - **Define the role of Chorley Council** in service delivery and meeting community aspirations
-

Local Context and Priorities

Opportunities

- Start a conversation with the **community about the shape of things to come**
- Partnerships take time – **add value through partnership working** with LCC, LEP and Central Lancashire authorities – through leadership, influence and track record

Financial Planning and Viability

Headline Findings

- There is strong financial management at the council
 - Budget pressures and risks are identified and accounted for in MTFP and updates
 - The Council has done well from New Homes Bonus and on the back of that its settlement compares favourably with some of its neighbours
 - You have been successful at maintaining investment in projects by making efficiency and transformational savings
 - Your opportunities to generate income and savings are considerable and you are prepared to innovate
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Future financial challenges and opportunities

- Seek early consensus on how you will meet the longer term financial challenges – e.g. NHB
 - Be realistic about how long it takes to deliver change and the lead times
 - Revisit your savings and income options, further develop them, test and risk assess them.
 - Consider how and when you will communicate and seek engagement with your community and stakeholders on future priorities and service changes,
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Leadership and Management

- Leadership is seen as visible and approachable and strengthens the loyalty and motivation of the workforce
 - There is a making things happen approach which is valued by your partners and you are viewed as innovative and exemplars
 - Politically ambitious
 - Focus and drive on delivery – huge momentum
 - Can do Council – positive culture
 - High level of member engagement (all parties)
 - Structured information sharing at Executive and non executive level
-

Future leadership opportunities and challenges

- Member and Officer time invested in delivery
 - Moving on - invest time on scoping the future
- Develop a consensus about the future and how to get there
- Can you keep adding more to your agenda?

Governance and Decision Making

- There is a **strong governance** structure in place at Chorley.
- There is a **good working relationship between members and officers** which exhibit characteristics of trust and openness, with a member driven agenda.
- **Scrutiny is effective** in both keeping a check and balance on decisions, and its role in policy development through task groups.

Governance Challenges & Opportunities

- The heavy agenda ahead may require a more robust structure and frequent cycle of member meetings.
 - Need to focus on long term planning.
 - Consider a frequent meeting of statutory officers and strategy group to add rigour to decision making.
 - More corporate ownership of decision making to ensure transformation is fully embedded.
 - The volume of performance indicators could be made more concise to increase focus.
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Organisational capacity

- ‘**Can do**’ organisational culture - open, innovative and very positive
 - **Staff morale** is generally good .
 - You have the huge **asset** of the massive **commitment** of members and staff
 - Authority has recently developed a new **management framework** “Leading Edge” to prepare the authority for the future
 - Internal **communication** channels are generally good
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Organisational capacity (2)

- Change has already been delivered and you have invested in IT as a **key enabler**
- Good examples of transformation, targeted through rough cut activity.
- Shared services developed for some support services which are embedded into the organisation and working effectively.

Future organisational challenges

- Chorley is going through significant change; it is now timely to review before embarking on the next part of the journey **has the organisation got the capacity**, support, and skills consistently across the organisation and ICT infrastructure to deliver and realise it's ambitions.
- To support the ambitions of the authority **review and define the purpose of the authority**, distinguish the transactional/operational priorities and strategic objectives.
- Develop a framework to consider **options for future service delivery**: including a range of options e.g. in-house, shared services, stopping, voluntary sector or joint ventures.

Organisation Capacity - Challenges

- **Continue the positive momentum of ICT strategy** ensuring the benefits are tested and embedded into the organisation meeting your needs.
- Recognise the well regarded and **positive branding of Chorley** as an employer, ensuring part of the organisational development, career paths are identified and supported through training opportunities, succession planning is recognised and appropriately funded.
- **Pace of change and level of ambition** could potentially impacting on capacity and goodwill and .
- During times of change it is difficult to maintain **customer satisfaction levels** and this should be a key focus

Economic Development

- **Thorough, balanced Economic Development strategy** that is backed by resources
 - Considerable momentum built up over 18 months, with **tangible outcomes** delivered
 - Widespread recognition that ED is **top council priority**: well led with determination to deliver
 - Borough council now **highly regarded** by County Council and LEP – ahead of the game
-

Economic Development (2)

- Growth opportunities linked to **location and accessibility** – Chorley's USP?
- **'Pipeline' of investment sites** being prepared with potential for 3,000-19,000 jobs
- **Scope for collaboration** with County Council and LEP – success follows success

Economic Development Challenges

- Current strong investment in economic development – **how can it be sustained?**
 - Future investment sites at early planning stage – **do they have support?**
 - LEP strategy bound to focus on ‘big’, but there is some **synergy with Chorley’s aspirations**
 - **Legacy** of difficult relationships and lack of direct representation needs to be left behind
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Economic Development Opportunities

- Keep up momentum on economy: **resources** to stay with it if it remains top priority
 - Speed up investment site pipeline and **Town Centre masterplan** to take advantage of forthcoming funding opportunities
 - Engage pragmatically with **LEP**
 - Create opportunities for joint work with **County Council** (and other boroughs)
 - Relationship Management for **Key businesses**
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QUESTIONS?



Report of	Meeting	Date
Head of Governance (Introduced by the Executive Member for Resources, Policy and Performance)	Executive Cabinet	20 March 2014

LEGAL SERVICES RESTRUCTURE

PURPOSE OF REPORT

- To inform and seek the authority of Members to restructure the Legal Services Team.

RECOMMENDATION(S)

- That the proposed structure, outlined at paragraph 18 be approved for consultation.
- That authority be delegated to the Executive Member to receive the consultation responses and subject to their being no opposition agree to the implementation of the new structure.
- That the proposed changes to solicitors implied terms and conditions of employment be agreed.

EXECUTIVE SUMMARY OF REPORT

- At present the Legal Services Team sit with the Governance service and individually report directly to the Head of Governance. The team consists of 2 senior solicitors and 2 senior paralegals.
- In late 2013 both the paralegals completed their training contracts and qualified as solicitors. They have however, continued to be employed as paralegals, albeit taking on a heavier workload.
- One of the senior solicitors has handed in their notice having obtained employment elsewhere. This, along with the qualification of the 2 paralegals has presented an opportunity to make the legal service more robust.
- The proposal at paragraph 18 provides a greater resilience to the team increasing the number of solicitors to 3. The provision of a team leader role with responsibilities for day to day staffing issues provides an immediate “in-room” management presence and support, as well as providing a more incrementally progressive structure. The need for this post arises as the Head of Service has taken on additional duties in relation to Market Walk and is unable to continue to provide the level of day to day management support as previous.
- The retention of a paralegal post provides an opportunity to further develop an employee as has been the case within the team previously.
- There will be an additional cost of the new structure of £283 which can be contained within existing budget.

Confidential report Please bold as appropriate	Yes	No
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Key Decision? Please bold as appropriate	Yes	No
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Reason Please bold as appropriate	1, a change in service provision that impacts upon	2, a contract worth £100,000 or more
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1 x Legal Assistant

Scale 6 (subject to job evaluation)

- 19. It would be intended to ring fence the Senior Solicitor for the Legal Services Team Leader post. The additional duties would involve the day to day management of the team to include work allocation, undertaking 121's and appraisals. It would still be envisaged that the Head of Service would have an active management role in this team. Appointment to the post would require an interview process.
- 20. The paralegals would be ring fenced to the solicitor roles and would be interviewed for them.
- 21. It would be intended to recruit to any unfilled positions.

INFORMAL CONSULTATION

- 22. Affected staff (all of Legal Services including the member of staff leaving) were informally consulted and asked to express any views or opinions on the proposals. There was one response in support and one which raised queries about the operation of the changes but there were no views expressed in opposition to the changes.
- 23. The Union were consulted and indicated no opposition to the proposed changes.

ADDITIONAL CHANGES

- 24. Historically, although it has not formed part of their terms and conditions, the Council has paid for solicitors practicing certificates. This is at odds with other services within the Council and in order to bring Legal in line the positions offered in the proposed structure will not include the payment of the solicitors Practising Certificate.

COST TO THE ESTABLISHMENT

- 25. The increased cost of this structure can be met by the savings on the budget in relation to practising certificates and internalising the spend on external advice for employment matters.

IMPLICATIONS OF REPORT

- 26. This report has implications in the following areas and the relevant Directors' comments are included:

Finance	X	Customer Services	
Human Resources	X	Equality and Diversity	
Legal	X	Integrated Impact Assessment required?	
No significant implications in this area		Policy and Communications	

COMMENTS OF THE STATUTORY FINANCE OFFICER

- 27. The increased costs to the establishment arising from the proposed changes to the Legal Services Team outlined in this report can be accommodated within the existing budget resources.

COMMENTS OF THE MONITORING OFFICER

- 28. The proposed structure will ensure that the legal service continues to meet the need of the Council.

COMMENTS OF THE HEAD OF HUMAN RESOURCES AND OD

- 29. Subject to approval to consult with staff on the proposals, Human Resources will inform and support all employees on the implications of the report. The council's agreed restructure

policy will be followed and should any staff be at risk of redundancy all appropriate support will be provided. The two officers whose posts are being deleted will be ring-fenced for the two solicitor posts which are being created and recruitment to the posts will be through competency based interviews. The Trade Union will be fully consulted and provided opportunity to make comments on the proposals and support their members throughout the period of consultation and change. Whilst there is a slight increase to the overall staffing costs, it is recognised that the proposals ensure that the legal team is able to effectively carry out its functions and meet the demands placed upon it.

Chris Moister
Head of Governance

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Chris Moister	5160	6 March 2014	



Report of	Meeting	Date
Chief Executive (Introduced by the Executive Member for Resources, Policy and Performance)	Executive Cabinet	20 March 2014

REVIEW OF THE MEALS ON WHEELS PILOT

PURPOSE OF REPORT

1. This report is presented to provide the Executive Cabinet with an overview of the findings of the recent evaluation of the Meals on Wheels pilot service. It provides recommendations on the way forward and seeks approval to undertake a procurement exercise to enable the continuation of the service.

RECOMMENDATIONS

2. It is recommended that the Executive Cabinet agree;
 - a. To approve the proposal for the continuation of the Meals on Wheels Service subject to successful completion of the pilot period on the 4 April 2014.
 - b. To approve the completion of a procurement exercise, the proposed approach and associated evaluation criteria.
 - c. To give the Executive Member for Resources, Policy and Performance authority to approve the preferred provider.

EXECUTIVE SUMMARY OF REPORT

3. This report provides a summary of the background to the 6 month Meals on Wheels pilot service and the outcomes of the recent 10 week evaluation. It then goes on to outline potential options and proposals for the continuation of the service, subject to the successful conclusion of the pilot. The report outlines the costs and benefits of this option and also details the proposed approach to procurement. The report seeks approval for a number of recommendations and next steps.

Confidential report Please bold as appropriate	Yes	No
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Key Decision? Please bold as appropriate	Yes	No
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Reason Please bold as appropriate	1, a change in service provision that impacts upon the service revenue budget by £100,000 or more	2, a contract worth £100,000 or more
	3, a new or unprogrammed capital scheme of £100,000 or more	4, Significant impact in environmental, social or physical terms in two or more

		wards
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REASONS FOR RECOMMENDATIONS

- It is estimated that the overall value of the Meals on Wheels contract over a period of 4 years will be worth more than £100k, therefore it is important, in order to conform to procurement rules and demonstrate transparency that Member approval is obtained.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

- The alternative option would be to let the pilot run to its conclusion without any consideration of future service provision. This has been rejected on the basis that the pilot has clearly demonstrated a demand and a need for the service with benefits for both the customer, the organisation and wider partners.

CORPORATE PRIORITIES

- This report relates to the following Strategic Objectives:

Involving residents in improving their local area and equality of access for all	x	A strong local economy	
Clean, safe and healthy communities	x	An ambitious council that does more to meet the needs of residents and the local area	x

BACKGROUND

- The Meals on Wheels pilot was implemented as part of a larger piece of work to address social isolation amongst older people in Chorley by connecting communities through food. This work identified that some people, due to chronic health or mobility problems, will be unable to attend activities in the community. Therefore some provision is needed to support the most vulnerable residents, to ensure that they get a hot meal and some company during the day.
- The Meals on Wheels project looked to develop a pilot Meals on Wheels service, building on current provision by developing a service that not only delivers hot meals to people’s homes but also provides some extra support and safety checks, along with a level of company and social interaction. The service was targeted at the more vulnerable members of the community who need more support and are most at risk of becoming socially isolated.
- The following outcomes were the intended impact of running the pilot;
 - Meals delivered hot to residents who may be otherwise unable to cook for themselves
 - Affordable and accessible meals delivered at a convenient time
 - Better health outcomes by having a balanced diet with nutritious meals
 - Safe and sound check – providing additional support around the home, some company and peace of mind for next of kin
 - Vulnerable older residents able to live independently in their own homes
 - Option for additional support such as home shopping service
- A subsidised service model was agreed with a set subsidy amount of £1 per person, per day for 3 days a week, towards a meal or a meal and a dessert. This brought the overall cost to the customer down to £2.25 or £2.75 for a meal and dessert.

11. The pilot was to be open to residents of Western Parishes as those most at risk of social isolation and targeted at customers who may be particularly vulnerable. A number of customers from other rural wards such as Brinscall were also targeted.
12. The 20 week pilot commenced in November 2013 with an evaluation to be completed after 10 weeks and then on conclusion of the pilot after 20 weeks on the 4th April 2014.

SERVICE EVALUATION

13. The evaluation sought to understand the response to the pilot, the current user profile and the performance of the service. It also looked to gather some initial feedback on future proposals for the service following the conclusion of the pilot. The evaluation method comprised of a customer satisfaction survey to all of the subsidised Meals on Wheels service users and also a review of key performance indicators collated by the provider organisation.

The evaluation report is included at appendix 1. Key findings from the evaluation are:

- To date, approximately 38 customers have taken up the Meals on Wheels service which reflects prior research that suggested average national take up of around 2% of the population aged over 65.
 - Overall, the service has been very well received and levels of customer satisfaction are high across the board; 100% of customers stated that they were very or fairly satisfied with 78% very satisfied. The majority of customers would choose to continue with the current service if it was available.
 - The pilot reached key customers within the target group and achieved objectives in relation to supporting a feeling of reassurance with 100% of customers stating that they felt reassured to know that someone would be visiting to deliver the meal.
 - Customers accessing the service ranged from those who were still relatively independent but in need of some care and assistance, through to a number of others who had more critical and complex needs and may otherwise remain unknown to service providers.
 - In terms of the cost of the meals, customers indicate that they are happy with the current subsidised rate and a proportion would consider making a greater contribution to the cost if necessary.
14. The evaluation puts forward a number of options for the future of the service following the conclusion of the pilot which include: discontinuing the service, continuing the current subsidised pilot in limited areas, or extending the service to cover the entire borough. The evaluation also considers the level of subsidy which could either be removed, remain the same or be reduced.

PROPOSAL FOR THE CONTINUATION OF THE SERVICE

15. The pilot has shown significant benefits and positive outcomes for those customers who have been involved through improved health and wellbeing as well as increased access to wider support services. Importantly, it provides a key early intervention mechanism for customers who may be at risk of longer term, more serious issues linked to being or becoming socially isolated.
16. Whilst this type of provision would usually fall within the remit of upper tier authority social care provision, there are benefits to the council of supporting this service as it provides the opportunity to engage with a key target population, coordinate local partnership provision and prevent more complex issues with more significant downstream costs for the Council and its partners.

17. Subject to the successful conclusion of the pilot, the proposal is to extend the service to the entire borough. The service provision will be based on the same model used within the pilot whereby the service is outsourced to a third party provider responsible for the preparation and delivery meals with the council subsidising the cost of each meal to a fixed amount. The service should also include the additional services included within the pilot such as customer interaction, general assistance with basic duties and a safe and sound check.
18. Given positive customer feedback in relation to the cost and also to ensure that the service is as widely available as possible, the proposal is to offer a subsidy of 50p per meal rather than £1 per meal. The total cost annually to subsidise the service is estimated at between £25,000 and £30,000 depending on the level of take up; this will support between 350 and 400 customer to receive hot meals. The contract for the service will be subject to a formal procurement process in order to identify a suitable provider.
19. Budgetary provision for the Meals on Wheels service was made in the 2014/15 budget, approved by Council on the 25th February 2014.

PROCUREMENT APPROACH

20. The contract will be offered for one year with the option to extend annually. Where a contract has the option to be extended on a recurring basis, the contract value is taken over a period of 4 years. This brings the total contract value to over £100,000 and makes it a high value procurement.
21. The procurement process will be an open advertisement through The Chest, asking for tenders from providers who can deliver the service as set out in the specification. An evaluation team will then assess and evaluate the tenders with further clarification meetings as necessary.
22. Tenders will be assessed and evaluated using the criteria of 60% quality and 40% cost. The quality criteria will be assessed using the information that tenderers provide in their method statements and a taste test may also be requested. Evaluation criteria will cover the following proposed elements:
 - Supplier delivery model for provision of a hot meal delivery service with additional provision of basic household duties including mobilisation arrangements
 - Supplier knowledge and experience of dealing with vulnerable older people including Safeguarding policies and procedures
 - Ability to deliver outcomes related to health and wellbeing including supporting people to remain independent
 - Ability to meet the diverse and individual needs of customers including specific dietary and lifestyle requirements
 - Ability to deliver outputs related to service performance including service quality and customer satisfaction
 - Quality and performance monitoring arrangements
 - Food preparation, storage and transport procedures in line with current legislation
 - Hygiene control procedures and compliance with current legislation

Note that these criteria may be subject to change as part of specification development.

23. Subject to the procurement process, it is anticipated that the contract will be awarded to start at the beginning of May 2014. Given the timescales and need to get the service up and running with minimal break in provision for those already receiving the service,

approval is requested for the decision on the preferred provider to be delegated to the Executive Member for Resources, Policy and Performance. Delegated authority is also requested to approve any necessary extension to the existing pilot service in order to ensure continuity of service until any new service is in place.

24. If these proposals and recommendations are agreed, the following next steps will apply;

Action	Outline timescale
Develop 'invitation to tender' documentation for the contract and advertise on the chest	March
Evaluation of tenders received and decisions on preferred provider to be taken by Executive Member for Resources, Policy and Performance and Executive Member for People	April
Contracts to be developed and signed for service delivery to begin on 1 st May	April

IMPLICATIONS OF REPORT

25. This report has implications in the following areas and the relevant Directors' comments are included:

Finance	x	Customer Services	
Human Resources		Equality and Diversity	
Legal	x	Integrated Impact Assessment required?	
No significant implications in this area		Policy and Communications	

COMMENTS OF THE STATUTORY FINANCE OFFICER

26. The details of the financial implications were considered in the 2014/15 budget papers presented to Council in February. A provision of £30,000 was made in the base budget and should the recommendation be accepted this budget would fund the continuation of the scheme.

COMMENTS OF THE MONITORING OFFICER

27. The processes and proposals within the report are compliant with the Council's Contract Procedure Rules and national legislation

GARY HALL
CHIEF EXECUTIVE

Report Author	Ext	Date	Doc ID
Victoria Willett	5248	21 st February	Meals on Wheels

Background Papers			
Document	Date	File	Place of Inspection
Special council budget papers	25 th February	Council papers	https://democracy.chorley.gov.uk/documents/s42622/APP%20C1%202014-15%20Budget%20Investment%20Mandates.pdf page 15

Meals on Wheels

10 Week Evaluation Report

February 2014



Introduction and Context

The Meals on Wheels pilot was implemented as part of a larger piece of work to address social isolation amongst older people in Chorley by connecting communities through food. This work identified that some people, due to chronic health or mobility problems, will be unable to attend activities in the community and therefore some provision is needed to support the most vulnerable residents, to ensure that they get a hot meal and some company during the day.

The Meals on Wheels project looked to develop a pilot Meals on Wheels service, building on current provision by developing a service that not only delivers hot meals to people's homes but also provides some extra support and safety checks, along with a level of company and social interaction. The service would be targeted at the more vulnerable members of the community who need more support and most at risk of becoming socially isolated.

Project objectives:

The following outcomes are the intended impact of running the pilot;

- Meals delivered hot to residents who may be otherwise unable to cook for themselves
- Affordable and accessible meals delivered at a convenient time
- Developing better health outcomes by having a balanced diet with nutritious meals
- Safe and sound check – providing additional support around the home, some company and peace of mind for next of kin
- Enable vulnerable older residents to live independently in their own homes
- Option for additional support such as home shopping service

A subsidised service model was agreed with a set subsidy amount of £1 per person per day for 3 days a week, towards a meal or a meal and a dessert. This brought the overall cost to the customer down to £2.25 or £2.75 for a meal and dessert. The pilot was to be open to residents of Western Parishes as those most at risk of social isolation and targeted at customers who may be particularly vulnerable. A number of customers from other rural wards such as Brinscall were also targeted.

The 20 week pilot commenced in November 2013 and the project plan states that a review of the pilot service is to be undertaken after 10 weeks and then on conclusion of the pilot after 20 weeks on the 4th April 2014.

This report details the method, findings and outcomes of the initial 10 week evaluation. It also puts forward conclusions to support the development of options for the future delivery of the service. Although the pilot will continue to run to its conclusion, a decision on future service provision will need to be taken before this time to enable preparatory work and any procurement processes to be undertaken.

Evaluation methodology

The evaluation aims to understand the response to the pilot, the current user profile and the performance of the service. It also looks to gather some initial feedback on future proposals for the service following the conclusion of the pilot. It covers the 10 week period from the 18 November 2013 to the 25 January 2014. There are two key elements to the evaluation:

1. Customer feedback survey to all customers currently taking part in the pilot programme

Officers from the council's Community team have visited each of the customers receiving the subsidised Meals on Wheels service to complete a very brief satisfaction questionnaire. This provides the opportunity to gain unbiased feedback on the provider and also to signpost to any wider council or partner services that may be appropriate for the customer.

Of 33 current subsidised service users, 23 completed the satisfaction survey. 4 customers were unavailable due to being in hospital or away from home and a further 6 customers were not surveyed due to being relatively new to the service or not able to respond to a survey. As far as possible, if customers had specific issues such as dementia then the next of kin was contacted to respond to the survey or be present when it was carried out.

2. Provider performance evaluation

A number of key performance measures have been developed based on those defined in the project plan and the provider has completed a short report containing both quantitative and qualitative information.

It should be noted that the aim of the evaluation isn't to assess the performance of the provider, rather the service that was provided and the overall Meals on Wheels customer experience.

Summary of the findings:

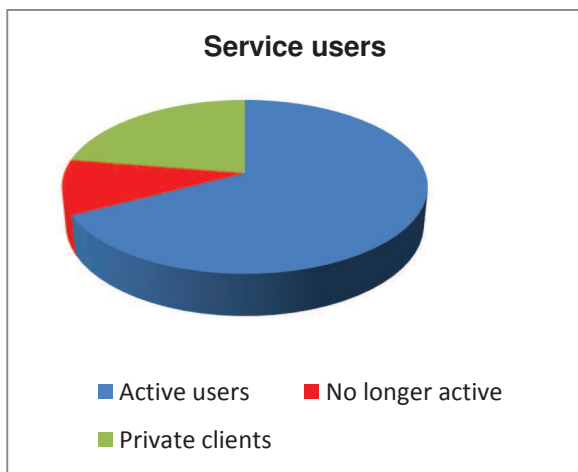
Overall, the service has been very well received and levels of customer satisfaction are high across the board; most customers would choose to continue with the current service if it was available. The pilot reached key customers within the target group and achieved objectives in relation to supporting a feeling of reassurance and increasing access to wider partner services, although the wider impact on social isolation requires further monitoring. Customers indicate that they are happy with the current subsidised rate and a proportion would consider making a greater contribution to the cost if necessary.

Service user profile

When considering the subsidised model, initial estimates based on similar projects nationally and other local initiatives suggested that for the Western Parishes, take up would equate to approximately 40 people.

The research also suggested that customers would tend to be aged 75 years or over, female, living alone, less mobile, more socially isolated and to have lower incomes than the general older population as well as be more nutritionally vulnerable. Prior to the pilot, the uptake of meals on wheels across the borough was just 43 people.

Below is a breakdown of the profile of current service users:



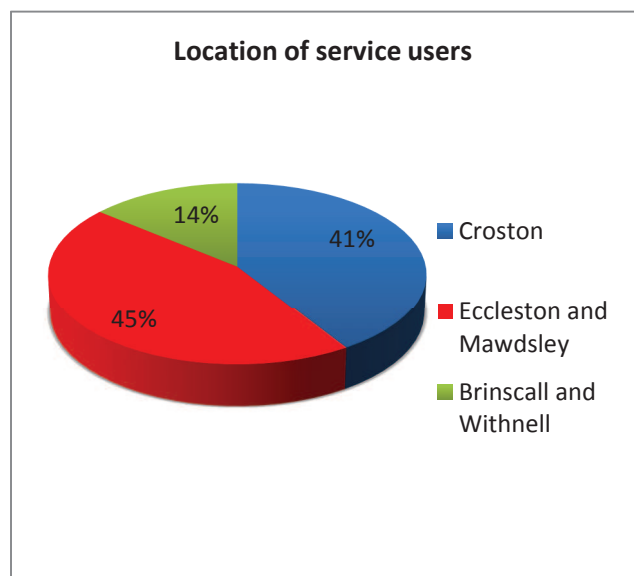
Number of service users:

Number of subsidised clients: 38 customers have used the service in total, 5 no longer use the service as they have passed away or chosen not to proceed beyond the initial trial.

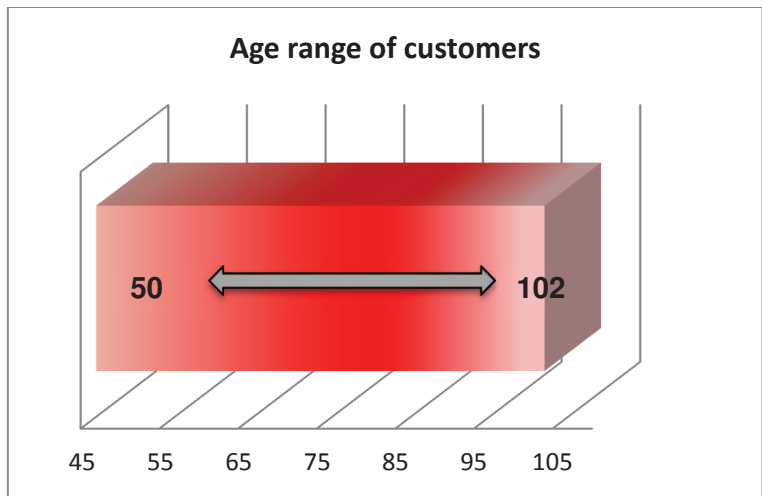
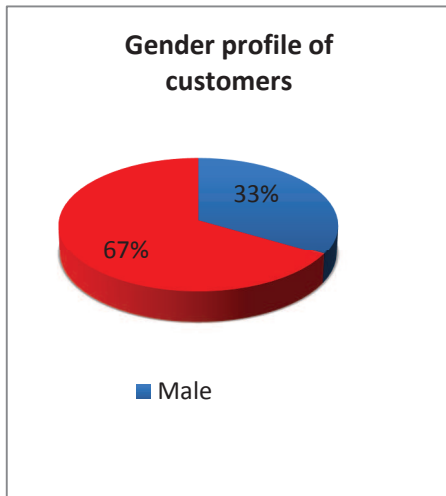
Number of private clients: 11
The service provider comments that this would be much higher given a number of requests from other areas of the borough but would not be cost effective given the current geographical constraints of the pilot area.

Location of service users:

All subsidised clients are from the pilot target areas and primarily Western Parishes. The provider also has private rounds in Charnock Richard, Coppull and Euxton. A number of requests for service have also been received from Adlington.



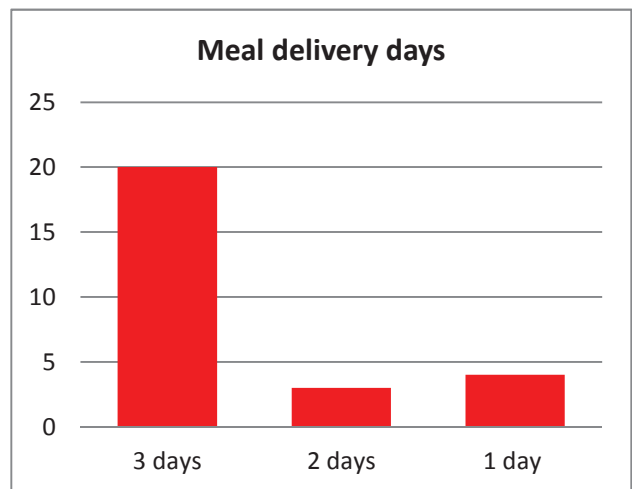
Gender and age range of service users:



The biggest proportion of service users are single females as suggested through the initial research although there are 4 couples that currently use the service. The client age ranges from 50 through to 102 years old.

Meal delivery days:

The service is offered on Mondays, Wednesdays and Fridays with most customers choosing to receive meals on all 3 days. However, some customers will only have meals on 2 days of the week whereas a smaller number may just have a meal on a single day which may be as a 'treat' for the week or on a day when they have limited other care.



Social isolation and wider customer needs

The survey looked to gain a broader understanding of social isolation and the needs of vulnerable older people.

Of the customers taking part in the pilot, around 35% commented that they already attend groups/clubs or spend much time at various appointments. A further 39% commented that they wouldn't be interested in groups or clubs. 26% said that they would or may consider taking part in a group or club and were signposted accordingly.

Feedback from the team carrying out the survey suggests that the vast majority of clients seemed to have good support networks from friends and family with many enjoying active social lives. However, a number of customers could be described as socially isolated with one or two customers living in particularly difficult conditions such as properties in need of repair or no longer suitable for their needs. For example, one lady was living in a house with leaking windows that was very cold and causing her a lot of anxiety. Through being able to access the home and observe an issue that might not otherwise have been reported, the lady was subsequently referred to the council and a number of other agencies for relevant support.

It is also worth noting that of the customers surveyed, 5 suffered from dementia, anxiety or other issues which made them particularly vulnerable and therefore in need of significant support from family members and/or carers.

Reassurance:

A key objective of the project was to enable residents to live more independently and also offer a sense of company during the day. Of the residents surveyed **100%** said that they felt reassured by knowing that someone was coming to deliver their meal during the day.

Follow-up assessment calls

A number of additional support needs were highlighted through follow up assessment calls to customers signing up for the pilot, carried out by Help Direct which enabled customers to access a range of wider services. Of the 15 customers contacted:

- 2 stated that they felt very lonely or socially isolated and were referred into appropriate support
- 4 were referred for home visits to understand additional support needs
- 3 were referred to other agencies such as the Falls Team, Safe Trader, the Winter Warmth scheme and volunteers to take to hospital appointments etc.

Several customers were referred for befriending support although currently provision in this area is limited. These added value aspects of the service have proved to be significant in terms of their impact and outcomes for customers.

Service performance and customer satisfaction

Service delivery performance

During the 10 week pilot period, the provider delivered 717 meals. Throughout this period the provider reports that no deliveries were missed and all meals were delivered on time.

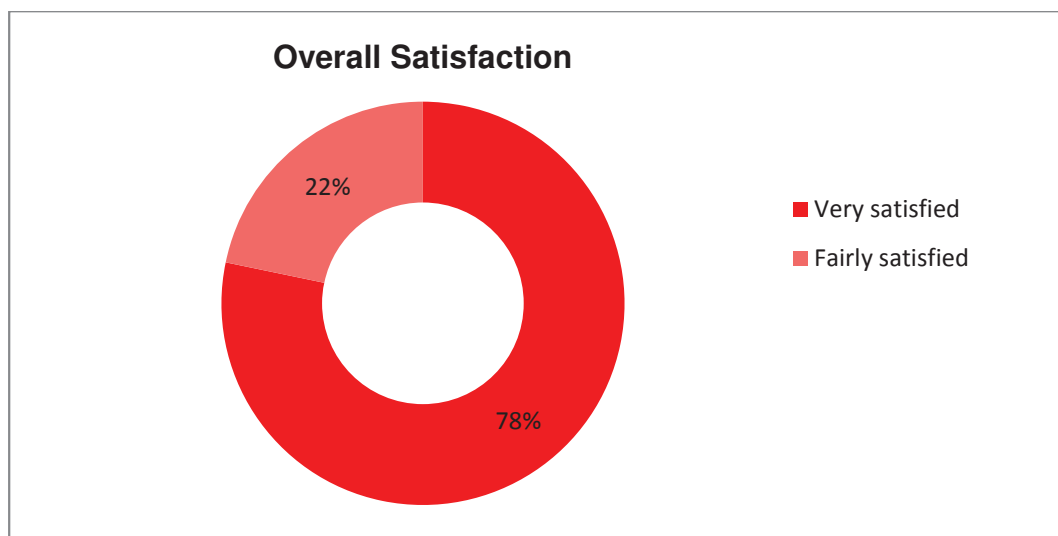
The current provider also offers a range of additional support services which to date have included:

- Cups of tea made
- Letters posting
- Stamps purchased
- Newspaper purchased
- light bulb changed
- Taken rubbish out
- Meal plated and chopped up
- Help reading letters
- Phone calls made for customers
- Wheelie bins in right place

Customer feedback - Quality

Customers were given the option to rate their experience as: very satisfied, satisfied, neither satisfied nor dissatisfied, dissatisfied or very dissatisfied.

Satisfaction overall with the Meals on Wheels service was very high with 100% of customers surveyed stating that they were very of fairly satisfied with the service overall; of those 78% were very satisfied.



Customers were also asked to rate their satisfaction across a number of other quality factors: quality, timing, temperature and helpfulness of the staff.



- 100% of customers were very or fairly satisfied with the **quality of the meals**, 65% were very satisfied
- 100% of customers were very or fairly satisfied with the **timing of the meals**, 87% were very satisfied
- 100% of customers were very or fairly satisfied with the **temperature of the meals**, 78% were very satisfied.
- 100% of customers were very or fairly satisfied with the **helpfulness of the staff**, 91% were very satisfied

When asked for general comments on the service or potential areas for improvement all responses were positive with key examples shown below. Where customers did suggest service improvements, they were mainly in relation to the menu choices and particular food preferences.

‘Good service, David very helpful’

‘Hope it continues, been very useful especially over winter.’

‘Liked the fact they can also bring a few bits like bread etc’

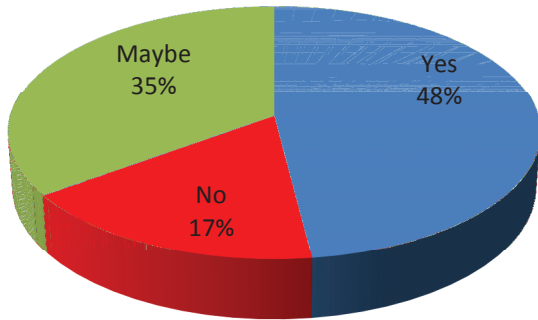
‘Very good when the weather is bad and relieves pressure on family members’

‘Would like more vegetarian choice’

Customer feedback – Cost:

100% of customers said that they were very or fairly happy with the cost of the meals at the subsidised rate and of those, 65% were very satisfied.

Would you consider contributing £1 to the cost of each meal?



When asked if they would consider contributing £1 to the cost of the meal, almost 50% said that they would consider this contribution. For those that answered ‘maybe’ (35%) the general feedback was that if the cost was to increase they would think about reducing the frequency of meals perhaps by reducing from 3 days per week to 2. Alternatively, a number indicated that they would choose not to have a pudding.

Future plans:

When asked if they would continue with the service if it was available, the vast majority (91%) of those customers surveyed said that they would continue. The remaining 9% said that they would maybe continue.

Pilot delivery costs

The table below shows the number of meals delivered each month and the total overall cost to the Council of subsidising the scheme which is on average around £300 per month. The table does suggest that the number of meals a customer chooses to have per week has an influence on the cost. For example, in February, there were fewer customers overall but each customer had more meals per week.

Month	Total meals delivered in month	Number of customers	Average meals per customer in month	Total cost
December	255 meals	35	7.3	£255
January	301 meals	35	8.6	£301
February	322 meals	33	10.4	£322

Marketing and promotion of the service was completed within the allocated budget of £1000 which included publicity, press, leaflets and direct communications. The administration costs have mainly been incurred by the provider although some set up and project management costs can be attributed internally.

Overall, the costs for the pilot have been manageable and within budget.

Conclusions

- Findings indicate that demand clearly exists for the service locally with a significant level of take up in the pilot area and many clients wishing to continue. The level of demand anticipated in advance of the project was 2% of the population aged over 65 which equates to approximately 40 people in Western Parishes. Average take up of the service is 38 customers which broadly reflects the original research.
- Targeting and marketing of the pilot service was effective with clients broadly representative of the type of customers that the service aimed to attract and support in terms of the age and gender profile.
- The service supported increased access to a number of added value services which might not otherwise have been utilised by the customer, in particular those offered by Help Direct.
- In the case of the pilot, eligibility checking was completed largely by the provider and reliant on their judgement. Should more stringent eligibility checks be required then this may create additional administration by either the provider or the Council.
- Customer satisfaction with all elements of the service is high, particularly the added value aspects such as additional duties/tasks and the feeling of reassurance which was highly valued by the customer.
- The pilot tested some specific aspects of service delivery such as the type of meals, timing and nature of provision. The outcomes of the evaluation confirm that these elements are correct and could be replicated in any future service provision.
- Whilst the evaluation didn't look to test the provider specifically, it did show that the role of the service provider is one that is critical to the overall value of the service in terms of being able to build up trust with the customers and good relationships with the family or carers.
- The pilot did have benefits in terms of reaching those who may be socially isolated, particularly a number of customers with significant additional needs which may otherwise not have been met. This may have value in terms of early intervention and preventing downstream costs to other agencies. However this must be weighed against the overall costs of the pilot and other mechanisms to reduce social isolation.

- Customers indicate that the current subsidised cost is very satisfactory with many giving a positive response to a possible increased in cost. However, for around 50% of customers the cost may influence their future continuation of the service and this may be particularly critical for those customers who are vulnerable.

Options

Following the first 10 weeks, the following options are put forward for consideration following the conclusion of the pilot on the 4th April 2014. Given the success of the service and operating model, a number of options relate to continuing the service and the format this might take. Consideration is also given to discontinuing the service. Any future contract for this service would be subject to an open and competitive tender process.

Of the options below, option 4 could be combined with either option 1, 2 or 3.

- 1. Continue the current subsidised service in the pilot area**
- 2. Continue the current subsidised service and extend to cover other similar areas where social isolation may be a risk amongst older people**
- 3. Continue the current subsidised service and make available borough wide**
- 4. Continue the service but reduce the level of subsidy**

Cost modelling

The following table indicates the potential cost of rolling out the Meals on Wheels scheme borough wide. Research suggests that nationally, uptake of meals is 2% of the over 65's population¹. For Chorley, this would equate to approximately 360 people based on the 2011 census figures. Estimates are provided for the annual cost to subsidise the scheme based on:

- 2% take up and 3% take up,
- The number of meals including the current weekly average for pilot customers (2.6)
- Subsidy of £1 per meal or £0.50 per meal

Level of take up	Number of meals per week	Annual cost £1 subsidy	Annual cost £0.50 subsidy
(2% uptake) 360	3 meals per week	£56,160	£28,080
	2.6 meals per week	£48,672	£24,336
	2 meals per week	£37,440	£18,720
(3% uptake) 540	3 meals per week	£84,240	£42,120
	2.6 meals per week/	£73,008	£36,504
	2 meals per week	£56,160	£28,080

¹ O'Dwyer and Timonen, 2008

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Report of	Meeting	Date
Director of People and Places (Introduced by the Executive Member for Places)	Executive Cabinet	20 March 2014

NEIGHBOURHOOD PRIORITIES

PURPOSE OF REPORT

1. To update Members on the delivery of the 24 neighbourhood priorities in 2013/14 and seek approval for the new 24 neighbourhood priorities to be delivered in 2014/15.

RECOMMENDATION(S)

2. Members are asked to approve the 24 priorities and actions identified through the recent round of Neighbourhood Area meetings and for delivery in 2014/15 as listed in Appendix 1 to this report.
3. Members are asked to note the successful delivery of neighbourhood priorities in 2013/14 as listed in Appendix 2 to this report.

EXECUTIVE SUMMARY OF REPORT

4. The recent round of Neighbourhood Area meetings in January and February 2014 has determined a total of 24 priorities across the eight neighbourhood areas.
5. The table attached as Appendix 1 to this report summarises the priorities and provides an indication of actions, resource and lead service area required for each priority.
6. It is recognised that there is a diverse range priorities and that some will require further consultation to fully understand and determine community needs.
7. Funding for the delivery of the priorities will be through existing budgets, business as usual resources, leveraging in partner resources and approaching Parish Councils to release a proportion of their precept.
8. The priorities cover a range of issues, however some priorities do have similarities across neighbourhoods and some also fall within programmes of work planned for 2014/15. Where this is the case the particular programmes of work will take into account the respective priorities and seek to deliver them in those terms.
9. Appendix 2 to this report outlines the neighbourhood priorities delivered in 2013/14.

Confidential report Please bold as appropriate	Yes	No
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Key Decision? Please bold as appropriate	Yes	No
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Reason Please bold as appropriate	1, a change in service provision that impacts upon the service revenue budget by £100,000 or more	2, a contract worth £100,000 or more
	3, a new or unprogrammed capital scheme of £100,000 or more	4, Significant impact in environmental, social or physical terms in two or more wards

REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

- 10. To progress the priorities determined by the neighbourhood area representatives for the benefit of the communities within their respective neighbourhood areas during 2014/15.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

- 11. None

CORPORATE PRIORITIES

- 12. This report relates to the following Strategic Objectives:

Involving residents in improving their local area and equality of access for all		A strong local economy	
Clean, safe and healthy communities	√	An ambitious council that does more to meet the needs of residents and the local area	√

BACKGROUND

- 13. Neighbourhood Areas were invited to submit three key priorities or actions for their areas during the round of neighbourhood area meetings in January/February 2014.
- 14. The 24 neighbourhood area priorities have been collated into a table and are attached as Appendix 1 to this report together with an indication of what actions might be required to deliver each priority, which service areas, partners and agencies might be involved in that delivery and an indicative cost. The table also indicates the service area best placed to lead on each priority.
- 15. Members will note that there is a range of priorities submitted by the neighbourhood areas from discrete work packages involving the installation of infrastructure to more developmental priorities involving engagement and support for communities. In addition some of the priorities identified are an extension of neighbourhood priority work begun on 2013/14.
- 16. It is believed that all the priorities are deliverable to a greater or lesser extent during 2014/15, although some will require a level of local consultation to establish exactly what the communities needs are. This may delay the ultimate delivery or even change the focus of the priority but it is anticipated that the priorities will be delivered in a phased approach during 2013/14 to ensure the best use of officer time and partner resources.
- 17. Participation at the neighbourhood meetings has continued to ensure engagement with parish councils, county council members and registered social landlords as well as Ward Councillors. The table below provides a summary of levels of attendance at each of the neighbourhood area meetings in Jan/Feb 2014.

<u>Neighbourhood Area</u>	<u>Ward Members</u>	<u>Parish Councils</u>	<u>County Councillors</u>	<u>Others</u>
Chorley Town East	8 of 9	n/a	2 of 2	CCH
Chorley Town West	5 of 6	n/a	1 of 2	CCH
Southern Parishes	4 of 5	0 of 3	none	CCH
Eastern Parishes	1 of 4	3 of 6	none	CCH
Western Parishes	3 of 5	2 of 5	1 of 1	CCH
Southeast Parishes	3 of 4	2 of 4	1 of 1	CCH
Clayton and Whittle	6 of 8	1 of 3	1 of 2	none
Euxton Astley and Buckshaw	5 of 6	2 of 2	1 of 2	CCH
Totals	35 of 47	10 of 23		

18. Officers will continue to work to encourage the widest engagement from these groups to ensure full representation.

DELIVERY OF 2014/15 PRIORITIES

19. Each neighbourhood area meeting has a nominated chairperson for the meetings and each priority has a lead service assigned to it. For a number of priorities the lead service will need to liaise closely with the chairperson of the neighbourhood area in order to properly scope the priority.
20. Each priority will be managed through the Councils internal project management process with a set of objectives and tasks against which the successful delivery of the priority can be measured.
21. There is currently a base budget of £50K in the Neighbourhoods budget to contribute to delivery.
22. Members will note that there are similarities and themes emerging across neighbourhood areas with respect to the 24 priorities as follows:
23. Alley gate provision – 3 schemes across 3 neighbourhood areas.
24. Allotments and community food schemes – figures in 5 priorities identified across 3 neighbourhood areas.
25. Footpaths and walks – figures in 6 priorities across 5 neighbourhood areas.
26. Play provision – figures in 3 priorities across 3 neighbourhood areas.
27. Car parking – figures in 3 priorities across 2 neighbourhood areas.
28. Enhanced planting schemes – figures in 4 priorities across 3 neighbourhood areas.

2013/14 NEIGHBOURHOOD PRIORITIES

29. Appendix 2 to this report tabulates the 24 neighbourhood priorities determined by the neighbourhood area meetings in January 2013 and agreed by the Executive Cabinet in March 2013.

- 30. Delivery of these priorities commenced in April 2013 with a lead office nominated to take the priority forward.
- 31. Of the original twenty four priorities twenty one have been delivered to the satisfaction of the neighbourhood area meetings held in January/February 2014.
- 32. One priority relating to the provision of a Youth Shelter in Whittle le Woods has not been delivered due to an apparent lack of demand by youths identified in the area. However at the recent Clayton and Whittle neighbourhood area meeting it was agreed that the Communities Team would explore the delivery of targeted activities for young people in the area as part of business as usual service delivery in 2014/15.
- 33. One priority expressed by Eastern Parishes neighbourhood area related to the repair and upgrade of a cobbled walkway in the Wheelton area. This priority was amended part way through the year to the repair and upgrade of infrastructure around a play/picnic area in Wheelton. This will be delivered within the 2013/14 priorities and the original cobbled walkway priority has been deferred to a future neighbourhood priority year.
- 34. A further priority relating to enhancement of land to create a public open space in Hoghton has been delayed whilst agreement with landowners is reached. This priority will continue to be pursued to the satisfaction of the Eastern neighbourhood area group.

IMPLICATIONS OF REPORT

- 35. This report has implications in the following areas and the relevant Directors' comments are included:

Finance	√	Customer Services	
Human Resources		Equality and Diversity	
Legal	√	Integrated Impact Assessment required?	
No significant implications in this area		Policy and Communications	

COMMENTS OF THE STATUTORY FINANCE OFFICER

- 36. The programme listed within Appendix 1 can be financed from the base budget provision in 2014/15 plus underspend carried over from 2013/14 estimated to be circa. £40k. Should this programme of spend continue after 2014/15 then budget virements from other existing budgetary resources will need to be identified.

COMMENTS OF THE MONITORING OFFICER

- 37. The statutory authority to proceed with these scheme rests within the General Wellbeing Powers and General Power of Competence provided by legislation

DIRECTOR JAMIE CARSON
 DIRECTOR OF PEOPLE AND PLACES

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Simon Clark	5732	21 Feb 2014	N'hood Priorities 2014

Appendix 1 2014/15 Neighbourhood Priorities

<u>N'hood Area</u>	<u>Priority</u>	<u>Outline</u>	<u>Possible Actions</u>	<u>Lead Service</u>	<u>Links to Partners and Other Agencies</u>	<u>Indicative Cost</u>
Chorley Town East Group Chair – Cllr M Lowe	Phase 2 Alley Gates	Alley gate scheme for : 29 -104 Geoffrey St 68-74 Seymour St Alteration to Alleygate scheme Pennine Rd- Rossall Rd	Scheme design followed by consultation and agreement with local residents	Health Env and N'hoods		£21K
Chorley Town East Group Chair – Cllr M Lowe	Phase 2 South Ave Allotments	Subject to the year 1 drainage survey, year 2 will produce a costed scheme design and delivery subject to budget	To be determined	Streetscene and Leisure Contracts		£1500
Chorley Town East Group Chair – Cllr M Lowe	Healey Nab	The aspiration is to have the site recognised as a heritage site. Initial work will be to define the Healey Nab area and determine the criteria and work required to meet this aspiration.	Establish the criteria for heritage status. Engage local community groups and organisations and liaise with LCC and other landowners to draft a plan of action and define the Healy Nab area. Explore funding opportunities to take the project forward.	Health Env and N'hoods	LCC, Groundwork	Officer time

Appendix 1 2014/15 Neighbourhood Priorities

<u>N'hood Area</u>	<u>Priority</u>	<u>Outline</u>	<u>Possible Actions</u>	<u>Lead Service</u>	<u>Links to Partners and Other Agencies</u>	<u>Indicative Cost</u>
Chorley Town West Group Chair – Cllr P Phipps	Coronation Recreation Ground	To establish a 'friends' group and support its development and greater utilisation of the recreation ground by local residents and community groups	To be determined	Health Env and N'hoods		Officer time
Chorley Town West Group Chair – Cllr P Phipps	Eaves Green Precinct	To establish land ownership and support improvements to footpath and car park infrastructure	To be determined	Streetscene and Leisure Contracts	LCC, CCH	Officer time £1000
Chorley Town West Group Chair – Cllr P Phipps	Hamilton Road	Complete the alley gate scheme to Hamilton Road area	Scheme design followed by consultation and agreement with local residents	Health Env and N'hoods		£1500

Appendix 1 2014/15 Neighbourhood Priorities

<u>N'hood Area</u>	<u>Priority</u>	<u>Outline</u>	<u>Possible Actions</u>	<u>Lead Service</u>	<u>Links to Partners and Other Agencies</u>	<u>Indicative Cost</u>
Eastern Parishes Group Chair – Cllr M Gray	Heritage signage across the Neighbourhood Area	Improvements to footpath signage for walkers using the Eastern Parishes and identification of places of interest.	To be determined	Health Env and N'hoods	Parish Councils, LCC, Groundwork	£1000
Eastern Parishes Group Chair – Cllr M Gray	Footpath improvements- Brinscall Bus stop	Brinscall Bus stop footpath	To be determined	Streetscene and Leisure Contracts	Landowner, LCC, Groundwork	£1500
Eastern Parishes Group Chair – Cllr M Gray	Footpath at Monks drive	Improvements to surface and steps.	To be determined	Streetscene and Leisure Contracts	LCC	£2500

Appendix 1 2014/15 Neighbourhood Priorities

<u>N'hood Area</u>	<u>Priority</u>	<u>Outline</u>	<u>Possible Actions</u>	<u>Lead Service</u>	<u>Links to Partners and Other Agencies</u>	<u>Indicative Cost</u>
Western Parishes Group Chair – Cllr D Dickinson	Mill Lane Ecclestone Footpath repairs	Undertake repairs to the Mill Lane country walk footpath	To be determined	Streetscene and Leisure Contracts	Woodland Trust, Groundwork	£1500
Western Parishes Group Chair – Cllr D Dickinson	Off Street Parking in Croston	Identify off street parking opportunities in Croston and explore the feasibility of delivering additional off street parking provision.	To be determined	Streetscene and Leisure Contracts	Landowners, Parish Council	Officer time
Western Parishes Group Chair – Cllr D Dickinson	Allotment provision in Ecclestone	Identify potential allotment sites in Ecclestone area and draw up a scheme to deliver them	To be determined	Streetscene and Leisure Contracts	Landowners	Officer time £1500

Appendix 1 2014/15 Neighbourhood Priorities

<u>N'hood Area</u>	<u>Priority</u>	<u>Outline</u>	<u>Possible Actions</u>	<u>Lead Service</u>	<u>Links to Partners and Other Agencies</u>	<u>Indicative Cost</u>
Southern Parishes Group Chair – Cllr H Heaton	Byron Crescent	Develop old garage site with a community food growing project	To be determined	Health Env and N'hoods	CCH	CCH funding Officer time
Southern Parishes Chair – Cllr H Heaton	Town Lane Heskin – work to car park and surrounding area	General tidy and repair of car park and planting of wild meadow	To be determined	Streetscene and Leisure Contracts	Groundwork, Woodland Trust	£1000
Southern Parishes Chair – Cllr H Heaton	Charnock Richard MUGA	Develop a scheme to provide a MUGA for Charnock Richard PC .	To be determined	Streetscene and Leisure Contracts		£1000

Appendix 1 2014/15 Neighbourhood Priorities

<u>N'hood Area</u>	<u>Priority</u>	<u>Outline</u>	<u>Possible Actions</u>	<u>Lead Service</u>	<u>Links to Partners and Other Agencies</u>	<u>Indicative Cost</u>
South East Group Chair – Cllr J Molyneaux	Car Parking in Adlington town centre	Extension of existing car parking provision behind town centre pharmacy. Improved signage to available car parks	To be determined	Streetscene and Leisure Contracts	LCC	£20,000
South East Group Chair – Cllr J Molyneaux	Health walks – extending provision and repairs to existing styles/gates	Increase participation and extend of available walks. Repairs and replacements to styles and gates to facilitate easier access	To be determined	Health Env and N'hoods	Woodland Trust, Groundwork, LCC	£1000
South East Group Chair – Cllr J Molyneaux	Park Rd Adlington alley gate scheme	Alley gate scheme to rear of Park Road Adlington	Scheme design followed by consultation and agreement with local residents	Health Env and N'hoods		£3000

Appendix 1 2014/15 Neighbourhood Priorities

<u>N'hood Area</u>	<u>Priority</u>	<u>Outline</u>	<u>Possible Actions</u>	<u>Lead Service</u>	<u>Links to Partners and Other Agencies</u>	<u>Indicative Cost</u>
Clayton & Whittle-le-woods Group Chair – Cllr E Bell	Blackburn Road planting and Church Hill allotments	Provide flower beds to Blackburn Rd WLW and repair/renew fencing to Church Hill Allotment area	To be determined	Streetscene and Leisure Contracts	Parish Council, Groundwork	£500
Clayton & Whittle-le-woods Group Chair – Cllr E Bell	WLW Healthy Streets initiative	Develop a healthy streets programme and community network to encourage walking and cycling in the area.	To be determined	Health Env and N'hoods	LCC, Lancashire Sport, Parish Council	Officer time
Clayton & Whittle-le-woods Group Chair – Cllr E Bell	Carr Brook Bridges and Camwood walkways	Repairs to the bridge treads around Carr Brook and explore methods of encouraging land/garden owners to cut back hedges/tress that overgrow onto Camwood walkways	To be determined	Streetscene and Leisure Contracts	Groundwork, LCC	£1000

Appendix 1 2014/15 Neighbourhood Priorities

<u>N'hood Area</u>	<u>Priority</u>	<u>Outline</u>	<u>Possible Actions</u>	<u>Lead Service</u>	<u>Links to Partners and Other Agencies</u>	<u>Indicative Cost</u>
Euxton, Astley & Buckshaw Group Chair – Cllr A Platt	Euxton Lane – enhancement to approach and environmental screening	Continuation of 2013 Priority to engage with landowners to soften the visual aspect of this important route	To be determined	Streetscene and Leisure Contracts	Landowners, LCC, Buckshaw developers	£1500
Euxton, Astley & Buckshaw Group Chair – Cllr A Platt	Refurbishment of area around Astley Community Centre	Renovations to this area and link in with the work carried out on the subway.	To be determined	Streetscene and Leisure Contracts	Parish Council, LCC, Places for People	£1500
Euxton, Astley & Buckshaw Group Chair – Cllr A Platt	Play pitch and sport development in Astley.	Long term lease for playing field, Chancery Road, for Astley & Buckshaw Jnrs FC to allow them to apply for funding from outside bodies for improvements to drainage etc. for the site.	To be determined	Health Env and N'hoods	Football Association, Sport England, LCC	Officer time

Appendix 1 2014/15 Neighbourhood Priorities

Total indicative costs: £63,500

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APPENDIX 2 – 2013/14 Neighbourhood Priorities Delivery – March 2014

<u>N'hood Area</u>	<u>Priority</u>	<u>Outline</u>	<u>Possible Actions?</u>	<u>Lead Officer</u>	<u>Action to Delivery</u>	<u>Cost</u>
Chorley Town East Group Chair – Cllr M Lowe	Alleys and Back Streets	Improve the cleanliness & environment through a combination of interventions including resurfacing; weed spraying, patrol and clean up and use of alley gates.	Prioritised list of alleys and back streets. Seek residents views on possible actions. Extent weed spray contract to include identified alleys	Paul Lowe - HEN	3 Year Programme agreed: Year 1- Rear of Mayfield Road, Briercliffe Road. Rear of Eaves Lane, alley between Kershaw St and Stump Lane. Rear of Stratford Road, alley entrance from rear of Stump Lane and rear of Primrose Street. Rear of Bannerman Terrace and Garfield Terrace. Gates installed	£13,329
Chorley Town East Group Chair – Cllr M Lowe	Improving health literacy and access to health/ wellbeing activities	Creating a health hub in the neighbourhood area using existing community assets. Using voluntary and expanding existing health provision to provide health and wellbeing services locally. Using a canal improvement activity to mobilise the community into exercise.	Engage PCT/CCG and CRT. Identify community assets – Tatton etc. Identify and support existing groups to extend their offer Create a programme of health related services using existing and new provision. Launch using a canal clean up as a starting community activity.	Paul Carter- HEN	A large variety of activity has been undertaken: We have met with LCC Public Health Professionals to further understand the concept of Health Literacy and the existing toolkits available. CBC supported Health Mela on Saturday 29th June at Tatton Community Centre. We have met with representatives at Tatton Community Centre to discuss the proposal to utilise it as a local health hub. The Health Calendar activities so far have focused on Chorley Town East wherever necessary. Q&A session with CCG and community carried out in November at Tatton. Activities arranged at Tatton to link with Health & Wellbeing. Healthy Newsletters for CTE issued- Edition 2 going to print Jan2014 for delivery end of the month focus on Fit Feb & range of activities available locally to signpost residents to. Discussed with LCC officer to consider CTE being a Healthy Streets area similar to Euxton & Clayton Brook projects. Agreed to submit a bid for a Community	£2500 plus within business as usual budgets

APPENDIX 2 – 2013/14 Neighbourhood Priorities Delivery – March 2014

<u>N'hood Area</u>	<u>Priority</u>	<u>Outline</u>	<u>Possible Actions?</u>	<u>Lead Officer</u>	<u>Action to Delivery</u>	<u>Cost</u>
					Activation Fund in May 2014 for CTE following meeting at Tatton Lee Boyer to work on bid & arrange local consultation with schools & parents. The health literacy issue is now embedded in the business as usual work of the Community Team	
Chorley Town East Group Chair – Cllr M Lowe	South Ave – Environmental Improvements	Area of land requiring improvement through the provision of managed open space including the possible provision of allotments	Consult residents on a range of possible improvements Draw up a scheme that meets the results of the consultation. Plan the delivery of the scheme Undertake works	Jo Oliver-SLC	Land ownership enquiries have been made and this area of land is owned by the housing developer, Barratts. This parcel of land was not part of the S106 agreement for the nearby housing estate. An approach was made to Barratts to see if they would be willing to allow the Council to improve the land before any consultation with residents can start. Drainage survey undertaken and agreed to take forward into 2014/15 as a new priority	£4325
Chorley Town West Group Chair – Cllr P Phipps	Utilisation of existing recreation and open space with particular reference to Coronation Recreation Ground and Buttermere Green	Increase and encourage greater community use of space. Provide a programme of event and activity. Improve maintenance	Change in maintenance regime. Improvements for tennis courts -safety issues to be addressed. Consultation with residents about potential utilisation schemes	Bob Webster - SLC	Meeting with Cllr Phipps at Coronation and repair work to paths identified. Cllr Snape informed. Identified that £50k allocated to Coronation Rec 2014/15 to resurface and improve tennis courts as long term plan. Following detailed inspection of the drainage additional work was required to ensure the drains flow. This work has now been completed and a procurement process for the repair of the footpaths has been undertaken. As part of this contract a slurry seal is required over all the paths to finish the work and this is weather dependent but will be completed early	To be confirmed

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					2014. Work on pathways at Buttermere Green is being undertaken as part of wider project linked to development of Community Centre.	
Chorley Town West Group Chair – Cllr P Phipps	Action to improve hedge and trees on private land that give rise to light interference issues and anxiety in relation to safety.	Several areas of private land have overgrown trees/planting impacting on neighbouring land and property. Establish a FOC or subsidised tree service with info to landowners on impact of overgrown vegetation	Determine extent of issue. Review tree policy. Develop information programme. Consult LCC, RSL's and residents. Design service	Bob Webster - SLC	Completed. Business as usual within new tree policy, which has been accepted by Members.	Within business as usual budgets
Chorley Town West Group Chair – Cllr P Phipps	Improvements to Hallwood Allotments agreed at June 13 meeting as an alternative to original proposal.	Improvement to 3 plots so that they can be re-let	Plot number 262 – Complete clearance and get in good condition ready to let as 2 separate allotments Plot number 234 & 232 – Fell & remove 3 mature conifers, reduce other 4	Sarah Leach - SLC	Streetscene to carry out proposed works to 3 plots once agreed with local Cllrs/representatives. Works completed by Streetscene.	£3982

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Eastern Parishes Group Chair – Cllr M Gray	Business Map Website for Eastern Parish Villages	Develop a website that provides details and promotes local business in the Eastern Parishes	Consult with local business. Website design. Identify local community group or volunteer effort to engage. Establish control/editorship of site	Nuala Lewis – ECDEV	Economic Development worked with the IT Team to create a textual search facility available on Chorley Council website. This search facility enables residents in the Eastern Parishes to search for businesses by different fields such as address or business type, and the results would be displayed textually. This search facility does not include a mapping element at this stage, however progress toward providing a mapped search facility will be made next year after assessing how popular the textual search facility has been on the Chorley Council Website.	Within business as usual
Eastern Parishes Group Chair – Cllr M Gray	Provision of open space amenity on currently waste packet of land at Boars Head Hoghton	Create an area of seating and sympathetic planting on an area of waste ground to improve both visual amenity and create a useful open space for residents of the village	Consult with Cllr Dickinson on potential ideas and options. Draw up plans based on information gathered Consult wider community and cost up proposals. Implement works	Lesley Miller-HEN	Plans submitted to Cllr Dickinson for him to consult on options with land owner and PC. Options being priced. Project behind schedule due to delays in getting confirmation from landowner. Still planned for work to begin before end of March	To be confirmed

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<p>Eastern Parishes Group Chair – Cllr M Gray</p>	<p>Repair cobble/set walkway at Victoria Street Wheelton</p>	<p>Improvements to public open space between Village Hall and play area</p>	<p>Cobble/sett walkway is no longer a feature of the project proposal.</p> <p>Proposed new seating/picnic area at top of site; new footpath to link village hall and play area</p>	<p>Doug Cridland – SLC</p>	<p>An examination of the cobble/sett walkway has concluded that repairs/resurfacing are not practically possible to achieve within Neighbourhood Project remit (significant investment would be required, and would need to overcome considerable physical challenges)</p> <p>Site meeting and discussions with Cllr Hansford to define scope of project. Agreed to examine possibility of improving surfaces in vicinity of cobbled walkway for pushchairs (users of nursery), inc gates, enhance access to play area across grassed open space.</p> <p>Principle design for new footpath and a seating area has been produced, with quotation for work. A revised outline scheme has been produced (with costs), which needs to present options and costs to the Parish Council for a decision on whether to proceed.</p>	<p>Costs to be confirmed</p> <p>c. £7000</p>

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Western Parishes Group Chair – Cllr D Dickinson	Increasing community resilience to flood risk and improving community flood response in the event of a flood.	Croston is a flood risk area and is subject to proposals to improve flood defence both from surface water and river flooding through projects being undertaken by UU and the EA. There is an additional need to support the community resilience to flood events and response during a flood as well as in the recovery stage.	Bid into Community Pathfinder fund. Support establishment of FAG. Public meetings/ engagement. Support survey/mapping work. Improve sandbag provision	Simon Clark-HEN	Lower Yarrow Flood Action Group (LYFAG) established and in direct liaison with Croston Parish Council. Parish Council have agreed oversight of LYFAG spend as part of neighbourhood priorities. Env Agency in partnership with UU and CBC have held an initial consultation on flood defence options. LYFAG supported by CBC conducted a successful a ditch clearing day on 15 th June. Funding levered in from LCC to provide a community pump and additional equipment provided to the LYFAG for ongoing work	£750 Equipment £2000 contribution to locally sited pump
Western Parishes Group Chair – Cllr D Dickinson	Resolve the use of Back Lane/Sarah Lane/ Bamford Lane Bretherton as a 'Rat Run' past the village	This minor road is used repeatedly as a cut through Bretherton despite 'access only' signs. Action required to deter its use	Enforcement of existing traffic Order. Awareness raising of the status of the road. Deterrent measures installed	Paul Lowe - HEN	Site visited to identify the problem area and any residences or businesses that are accessible on the route. The 2 routes have also been timed and checked to determine if the cut through is the quicker option- it was not the faster choice. Key stakeholders are now being identified to include the elected members for the area for a meeting to be convened to discuss the project in more detail.	Officer time

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Western Parishes Group Chair – Cllr D Dickinson	Social Isolation - Increase participation in activities to reduce isolation particularly amongst the elderly population and young families.	Improve the range of village events and the ability to network between community groups across villages. Networking existing groups and activities; increasing volunteering capacity and publicising offers would address this	Establish the current offer and range of community groups. Transport links between villages at times of activities	Simon Clark-HEN	Survey of over 50's demographic undertaken. Identified majority of respondents engaged with local groups but a barrier to engagement is transport to events and the timing of events. Work starting on projects to address these issues. Work being undertaken to look at lunch club provision, meals on wheels etc. to ensure isolated individuals have access to healthy meals during the week. A variety of initiatives have been commenced or delivered and this work is now extended across the Borough and delivered through business as usual	Business as usual
Southern Parishes Group Chair – Cllr H Heaton	Play and Open Space provision in the area with particular reference to establishing a play area in Charnock Richard area and additional provision in Coppull	Proposal to create a parking area for the church and community centre and a woodland retreat area at Orchard Garden Charnock Richard. Additional provision of play equipment already recognised for Coppull- Longfield	Increase/encourage volunteer effort. Facilitate networking of groups. Review and extend activity offer	Bob Webster - SLC	Options presented to Parish Council and design agreed. CBC to assist in preparatory works including tree survey, eco survey and planning app. PC to find funds for implementation of works. Play provision in Coppull being considered as part of the Play and Open Space strategy. Tree and topographical surveys procured and scheduled for completion in early January.	To be confirmed

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Southern Parishes Chair – Cllr H Heaton	Redevelopment of land with garages at Byron Crescent.	Area of land with dilapidated garages being a source of ASB. Seek demolition of garages and establish future use of the land	Confirm land ownership and use of garages. Seek demolition of buildings and clear land. Consult on possible future uses of land.	Lesley Miller-HEN	Works completed to demolish garages. Cllrs asked to consider future development options for next round of Neighbourhood Working projects.	£6450
Southern Parishes Chair – Cllr H Heaton	Review and improve accessibility to the Southern parishes villages in relation to parking provision and accessibility of shops and amenities	Extend economic development activity to outlying villages with more targeted promotion of village centres.	Establish needs and consult on actions required to support villages. Provide small grants to enhance shop fronts Review accessibility and parking provision	Gill Barton – ECDEV	The Council is adding a Southern Parishes Shop Floor Refurbishment Grant/Business Rate Subsidy scheme to the portfolio of available Chorley grants, in the Local Service Centres of Charnock Richard, Heskin and Coppull. The project paperwork is in place and placed on the Chorley website, and additional marketing will be carried out.	Within business as usual budgets
South East Group Chair – Cllr J Molyneaux	Road Safety – Speed control and road safety awareness	Procure and deploy SPIDs on a programmed rota of sites using trained CBC, community and PC people. Develop a local speed awareness campaign utilising existing road safety resources	Purchase SPID machines. Develop programme for deployment, and train staff to fix at existing fitted locations. Start campaign to raise speed awareness in identified areas.	Paul Lowe - HEN	Multi-agency/ members meeting, four areas have been identified as requiring the devices, Rivington, Adlington, Anderton and Heath Charnock. The next stages for the project will be to arrange deployment and to develop and implement, along with the communications team, the road safety awareness campaign linked to this project. Training completed. Purchase orders raised for equipment	£7590

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South East Group Chair – Cllr J Molyneaux	Estate Parking	Joint work with LCC and CCH to tackle increasing parking issues on some estates in the area.	Identify priority estates/streets for action. Agree consistent policy for drop kerb and verge crossings. Awareness campaign for considerate parking	Jo Oliver- SLC	Members of the SE Parishes group have been contacted and asked for details of problem areas. These will be collated with a draft action plan circulated to the group by the end of July. CCH progressing estate parking issues. Design work for overspill parking at Fairview CC being undertaken.	Officer time and CCH funded
South East Group Chair – Cllr J Molyneaux	Community Food Growing	Chester Place identified as food growing area. Work with CCH and LWT to start a community food growing group	Provision of raised beds. Provision of equipment/plants Mobilise community group and volunteer effort	Lesley Miller-HEN	Housing officer from CCH leading on this. Planters have now gone in and the Lancs Wildlife trust are visiting the site weekly, and there will be some additional time spent by CCH and the wildlife trust and promotion for the venture in early spring. This project is now established and considered completed. CCH will continue to provide updates on activities through the liaison meetings.	CCH and Wildlife Trust funded
Clayton & Whittle-le-woods Group Chair – Cllr E Bell	Footpath network around Martins Farm WLW – path no.s 15, 16, 17 and 18. Area of path missing and requires making up.	Complete the footpath network in WLW area where the path is missing	Establish the extent of new path required and works involved.. Explore range of local community groups who would support work Cost the works required. Either contract works , utilise supervised volunteering effort or a combination	Simon Forster - SLC	Work scoped, quotations obtained and work completed.	£1903

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Clayton & Whittle-le-woods Group Chair – Cllr E Bell	Provision of a Youth Shelter in WLW area	Provide a youth shelter at an agreed location	Consult residents, youth groups and young people on preferred location; style and design of youth shelter. Draft a scheme. Seek external funded support	Lee Boyer-HEN	<p>Meets and discussions held with parish council and Cllr Bell prior to this, attended meeting 11th Nov and unclear if this particular project is what is really needed, there appears to be little evidence of demand or need, a request aimed at more activity for young people was made, therefore again need and demand to be ascertained. After further discussion it was agreed for the group to go away from this meet and report back with any findings and thoughts by December 11th. Sport and Play have agreed to do a sample survey where possible, and will promote and keep the parish informed of other opportunity's close by such as doorstep sport clubs at Clayton Green.</p> <p>Local PCSO has provided information in relation to a problem with local young people (although this appears to be in phases), this reported at Dec meeting. The location of the scheme is still undecided/ not clear. (LB) to make contact with the PCSO in question and arrange to engage directly with young people and gain further information as to the need etc.</p> <p>January 13th Parish Meeting PCSO invited and (LB) will attend the meeting as well/after discussing with Cllr Bell.</p>	<p>Agreed this won't be delivered in this format. Targeted activities to be developed for young people in 2014/15 through business as usual</p>

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Clayton & Whittle-le-woods Group Chair – Cllr E Bell	Tree maintenance programme in Clayton Brook	Utilise existing tree management capability to introduce a programme of tree maintenance and removal in Clayton Brook area	Establish partner tree maintenance programmes Seek to combine and coordinate programmes. Consult residents on additional tree work required. Implement programme	Bob Webster - SLC	Information regarding Council Tree policy and LCC enforcement went to the neighbourhood group for approval. Council tree team is now carrying out work as part of long term schedule. Arrangements have been made with People for Places and LCC to coordinate tree work on respective land	Within business as usual budgets
Euxton, Astley & Buckshaw Group Chair – Cllr A Platt	Enhancing the eastern approach to Euxton village with environmental screening.	Proposal to undertake some planting/ screening on the approach to Euxton from Ackhurst. Use of trees, planting and other environmental screening	Meeting arranged with Cllr Goldsworthy to scope. Explore orchard planting. Boundary 'welcome' stone	Bob Webster - SLC	Numerous land owners identified on Euxton Lane including Runshaw College and BAE Systems. Chorley Council do not own any of the land in question along Euxton Lane. Tarmac Co. have carried out landscape improvement work to quarry entrance on Dawbers Lane. CBC to carry out sympathetic planting to our land around junction with central Ave and other land owners to be approached. Planning to be approached regarding Euxton design guide to ensure future development is appropriately landscaped and existing screening is retained or replaced with similar- enquiries ongoing. BAE Systems confirmed as the owners of the land adjacent to Bolton Wanderers training ground. BAE have confirmed they will discuss scheme in the new year.	To be confirmed

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Euxton, Astley & Buckshaw Group Chair – Cllr A Platt	Improving the roadside planting to Chancery Road Astley including work to the green space at the school entrance.	Improve 'blind spot' on exit from school to Chancery Road. Assess current planting in area and replace some tree planting with low level plants	Scope applicable work Engage school, LCC, PC Scheme design implementation	Bob Webster - SLC	Plan developed to be circulated to group and site meeting to be organised.	To be confirmed
Euxton, Astley & Buckshaw Group Chair – Cllr A Platt	Review the parking, planting and footpath provision at Greenside Euxton with a view to developing a multi-agency scheme of improvements.	Assessment of area with respect to parking, pedestrian and open space provision.	Consult with CCH, LCC and residents on possible solutions	Lesley Miller-HEN	Tree work is completed. CCH has applied for planning permission for 6 additional parking spaces on the grassed verge no.56-64 Greenside. They also propose to reconfiguration existing parking to provide more parking capacity. These schemes will depend on planning being granted and budget approval, so no decision can be made until Feb 2014. NFA on this except for monitoring of progress with CCH as part of regular meetings.	To be confirmed and CCH funded

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