

08 January 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, 16th January 2014 commencing at 6.00 pm.**

## AGENDA

1. **Apologies for absence**

2. **Minutes (Pages 5 - 10)**

To confirm as a correct record the minutes of the meeting of the Executive Cabinet held on 12 December 2013 (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 DEPUTY EXECUTIVE LEADER AND EXECUTIVE MEMBER (RESOURCES, POLICY AND PERFORMANCE) (INTRODUCED BY COUNCILLOR PETER WILSON)**

5. **2014/15 Budget and summary Medium Term Financial Strategy (MTFS) (Pages 11 - 92)**

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

6. **Review of the council tax support scheme and discounts and exemptions (Pages 93 - 100)**

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

7. **Member Information Systems (Pages 101 - 108)**

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

8. **GIS Strategy 2014-2017 (Pages 109 - 120)**

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

9. **Digital Strategy 2014-2017 (Pages 121 - 132)**

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

10. **Approval for the Contract Award Procedure and Evaluation Criteria: Skate Park on Jubilee Recreation Ground, Adlington (Pages 133 - 136)**

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

11. **Exclusion of the Public and Press**

To consider the exclusion of the press and public for the following items of business on the ground that it involves the likely disclosure of exempt information as defined in Paragraph 1 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)**

12. **Creating a Single Front Office: Staffing Review of Revenues, Benefits, Customer Services and Planning Business Support (Pages 137 - 170)**

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

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

13. **Strategic Housing Restructure (Pages 171 - 182)**

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

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

Yours sincerely



Gary Hall  
Chief Executive

Ruth Rimmington  
Democratic and Member Services Officer  
E-mail: [ruth.rimmington@chorley.gov.uk](mailto:ruth.rimmington@chorley.gov.uk)  
Tel: (01257) 515118  
Fax: (01257) 515150

### **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), Chris Moister (Head of Governance) 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](http://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 10 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: <http://chorley.gov.uk/Pages/AtoZ/K-O/Overview-and-Scrutiny.aspx>
- 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](mailto:ruth.rimmington@chorley.gov.uk)) or  
Carol Russell (Tel: 01257 515196, E-Mail: [carol.russell@chorley.gov.uk](mailto:carol.russell@chorley.gov.uk))  
in the Democratic Services Section.

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## Executive Cabinet

### Minutes of meeting held on Thursday, 12 December 2013

**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 June Molyneaux and Julia Berry

**Other Members:** Councillors Eric Bell, Henry Counce, John Dalton, Alison Hansford, Harold Heaton, Paul Leadbetter, Marion Lowe, Greg Morgan and Mick Muncaster

**Officers:** Gary Hall (Chief Executive), Lesley-Ann Fenton (Director of Partnerships, Planning and Policy), Jamie Carson (Director of People and Places), Susan Guinness (Head of Shared Financial Services), Simon Clark (Head of Health, Environment and Neighbourhoods), Jamie Dixon (Head of Streetscene & Leisure Contracts), Asim Khan (Head of Customer, ICT and Transactional Services), Chris Moister (Head of Governance), Chris Sinnott (Head of Policy and Communications) and Ruth Rimmington (Democratic and Member Services Officer)

**Members of the public:** None.

#### 13.EC.115 APOLOGIES FOR ABSENCE

No apologies for absence were received.

#### 13.EC.116 MINUTES

**RESOLVED - The minutes of the meeting of the Executive Cabinet held on 21 November 2013 be confirmed as a correct record and signed by the Executive Leader.**

#### 13.EC.117 DECLARATIONS OF ANY INTERESTS

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

#### 13.EC.118 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.

#### 13.EC.119 CHANGING PLACES TOILET PROPOSAL

The Executive Member for Resources, Policy and Performance presented the report, enclosed separately to the main agenda, which sought authority to site a Changing Places Toilet within the Town Hall reception area.

The Council were a supporter of the Changing Places Toilet Campaign to promote the provision of toilets that were accessible to all, including those who could not use standard accessible toilets. The Council became aware that LCC were providing grants for the provision of such facilities and secured funding of up to £50'000.00.

The Council considered the provision in Council owned buildings and identified the reception area of the Town Hall as having the necessary space and accessibility to the public, as being a suitable location. The Council undertook some design work and had an estimate of £35'000.00 to deliver this, which was well within the budget set by LCC.

Members noted that the Council would be working with ASDA to facilitate a similar provision within their new development. There were currently Changing Places Toilets at All Seasons Leisure Centre and at the Arts Partnership.

**Decision made**

1. **Authorisation granted to the building of a Changing Places Toilet within the Town Hall reception area.**
2. **Agreement to the budget provision at £50'000.00 to build the toilet facility and remodel the reception area.**

**Reason(s) for decision**

The provision of this facility will enhance the quality of life for people who are unable to use standard accessible toilets. There will be little cost to the Council and the on-going maintenance and cleaning will be absorbed in to Council budgets. It is also in line with the intention of the Council to increase the use of Council buildings and accessibility by the public.

**Alternative option(s) considered and rejected**

None.

**13.EC.120 REVIEW OF CHORLEY COUNCIL CORE FUNDING AND PROCESS FOR 2014/15**

The Executive Member for People advised that core funding was allocated to voluntary, community and faith sector organisations within Chorley. In order to ensure that the Council were achieving the maximum impact with the core funding budget, as well as supporting the voluntary community and faith sector, a review had been undertaken.

The review drew a number of conclusions, ensuring funding meets needs, issues with the project funding and lengths of contracts. Based on the conclusions within the review, it was recommended the Council move towards a commissioning model, which would enable Members to decide which were the areas of greatest need within Chorley, and prepare invites to tender for organisations to deliver services to meet these needs.

The benefit of this approach was to direct funding towards services that meet the needs of the community, whilst continuing to support the whole of the vcf sector. This would be done both through the combination of commissioning and small community funding, and through the Council's on-going commitment to support the VCFS Network.

Members noted that the funding would include the entire Borough, not just the Town Centre, in respect of Community Safety. It was noted that where there were problems these would be targeted, including alcohol admissions and domestic violence, suffered by both women and men.

It was noted that the amount of money set aside for core funding was set each year, rather than being linked to inflation.

**Decision made**

1. **Authorisation granted to change the process of allocating the core funding budget to a commissioning model as outlined in paragraph 14 of the report.**
2. **Authorisation granted to distribute the budget in the service areas as outlined in paragraph 21 and 26 of the report.**
3. **Authorisation granted to give the Executive Member for Resources, Policy and Performance and the Executive Member for People the delegated**

**authority to approve the preferred provider for each service following a commissioning process**

**Reason(s) for decision**

The recommendations are proposed to maximise the impact of the core funding budget to ensure that it is allocated where needs are greatest. Providing a similar level of budget is allocated at Council, the recommendations ensure that the same level of investment will be made in the voluntary, community and faith sector but with greater influence by the Council to choose the services provided by the investment. This will ensure these services complement the current offer provided in the borough.

**Alternative option(s) considered and rejected**

The alternative option would be to make no changes to the current process. This has been rejected on the basis that the Council currently has little ability to direct the funding to the areas where the needs are greatest and to ensure services complement current provision.

**13.EC.121 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 Paragraphs 1 and 3 of Schedule 12A to the Local Government Act 1972.**

**13.EC.122 INSOURCING PROPERTY SERVICES - PROPOSAL**

The Executive Member for Resources, Policy and Performance presented the confidential report which updated Members on and sought approval of the proposed structure of a Property Services team within the Council following the termination of the contract with Liberata Property Services.

**Decision made**

- 1. Authorisation granted to the outline proposal for the staffing of an insourced property services contract at paragraphs 17-23 of the report.**
- 2. Authorisation granted to the further investigation of the proposed structure at paragraphs 24 and 25 of the report.**

**Reason(s) for decision**

The proposal will provide a fit for purpose property service and greater flexibility and resilience in service provision across the council.

**Alternative option(s) considered and rejected**

1. It continues to be an option to extend the existing contract with Liberata for a further 2 years. However, this is not being pursued unless greater savings can be offered by Liberata.
2. Collaborative or shared working is not being completely discounted and may form part of any final proposal brought to Council for the establishment of this service. However there would need to be demonstrable benefits in terms of cost, efficiency and service improvement in order for this to be considered as a viable option.

**13.EC.123 APPROVAL TO PURCHASE ONE LARGE (15T) AND TWO COMPACT MECHANICAL SWEEPERS**

The Executive Member for Resources, Policy and Performance presented the confidential report which recommended approval to the purchase of one large (15 tonne) and two compact mechanical sweepers for Chorley Council following a joint procurement process with South Ribble Borough Council.

**Decision made**

**Authorisation granted to place an order for one large (15 tonne) and two compact mechanical sweepers for Chorley Council.**

**Reason(s) for decision**

Under the Council's contract procedure rules approval by the Executive Cabinet of contract award procedure and evaluation criteria for tenders greater than £75,000 in value is required.

**Alternative option(s) considered and rejected**

To not approve the purchase of the replacement sweepers and incur additional cost through higher rental charges.

**13.EC.124 ICT TEAM - RESTRUCTURE**

The Executive Member for Resources, Policy and Performance presented the confidential report which sought approval for the restructure of the ICT team within the Customer, ICT and Transactional Service.

Members noted this restructure was the first step in ensuring that the service had the right skills and capacity in place to deliver the ICT Strategy over the next three years.

**Decision made**

1. **Authorisation granted to the proposed staffing structure detailed in the report, for formal consultation.**
2. **Authorisation granted to delegate authority for approval of the final structure to the Executive Member for Resources, Policy and Performance.**

**Reason(s) for decision**

To ensure the service has a fit for purpose staffing structure with the right capacity and skills to deliver the ICT and associated GIS and Digital Strategies over the next three years.

**Alternative option(s) considered and rejected**

1. To not change the staffing structure and compromise the effective delivery of the ICT strategy.
2. Attracting and retaining the skills needed to deliver the service and the ICT strategy may not be without challenges and outsourcing some of the more complex aspects of the Council's technical infrastructure goes some way to transferring the risk to a third party. In addition a number of alternative options have been considered, including shared services with South Ribble Borough Council and outsourcing parts of the service to LCC's one connect service. At this time neither has been found to be a suitable alternative.

**13.EC.125 APPROVAL FOR WORK TO ASTLEY FARMHOUSE**

The Executive Member for People presented the confidential report which sought approval to appointment Speakman Contractors to undertake work to modernise and refurbish Astley Farmhouse and create an exhibition space.

During the detailed design and specification stage additional work was identified to bring the building up to modern standards and meet current building legislation. This included mechanical and engineering work to fit a steel frame internally to provide structural stability and new electrics, lighting and heating systems.



**Decision made**

**Authorisation granted to the appointment of Speakman Contractors to undertake work to modernise and refurbish Astley Farmhouse and create an exhibition space as detailed in the report.**

**Reason(s) for decision**

To create a new exhibition space and to bring the whole farmhouse building up to a modern standards. It is more cost effective to undertake all of the work together and it would also ensure the building was ready to be utilised for other potential purposes in the future.

**Alternative option(s) considered and rejected**

None.

**13.EC.126 UPDATE ON THE WASTE MANAGEMENT CONTRACT**

The Executive Member for Places presented the confidential report which provided an update on the performance of the waste contract and plans for future service improvement and efficiencies. The report sought approval from Members for an extension of the existing waste management contract by a further two years in order to realise a saving of £400,000 over the remainder of the contract.

**Decision made**

- 1. The continuing good performance of the waste contract and the plans for future service improvements and efficiencies be noted.**
- 2. Authorisation granted to the two year contract extension so the contract would now end on 31 March 2021.**

**Reason(s) for decision**

To ensure the Council benefits from the £400,000 contract saving offered by Veolia over the remaining years of the contract.

**Alternative option(s) considered and rejected**

To not agree the contract extension means the Council would not achieve this saving.

Executive Leader

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Report of	Meeting	Date
Chief Executive (Introduced by the Executive Member for Resources, Policy and Performance)	Executive Cabinet	16 January 2014

## **2014/15 BUDGET AND SUMMARY BUDGET POSITION OVER THE MEDIUM TERM**

### **PURPOSE OF REPORT**

1. To set out the budget position for 2014/15 including the forecast for the following 2 years to 2016/17 and also present the relevant proposals in respect of:
  - Potential investment in the Council's Corporate Strategy priorities in 2014/15.
  - Increasing budget resilience in the longer term.
  - Budget Consultation.

### **RECOMMENDATION(S)**

2. That Members agree the contents of this report in order to start the Budget Consultation process and note the following proposed budget items in particular:
  - Council Tax to be frozen in 2014/15.
  - The proposed New Investments for 2014/15 and 2015/16.
  - The balanced budget position for 2014/15.
  - The forecasted budget position to 2016/17.

### **EXECUTIVE SUMMARY OF REPORT**

3. The budget forecasted over the next 3 years have been updated to take account of the following changes:
  - Council Tax will be frozen in 2014/15.
  - Local Government Settlement 2014/15 – provisional round published 18<sup>th</sup> December 2013.
  - Progress against the Medium Term Financial Strategy (MTFS) budget efficiency objectives.
  - Triennial Review of the Pensions Fund.
4. The recent Local Government Finance Settlement for 2014/15 continued the programme of Central Government core grant reductions for the years 2014/15 and 2015/16, adding to the previous cuts since the Comprehensive Spending Review in 2010 as follows:-

Year	Reduction £000	%
2011/12	1,154	-13.6
2012/13	857	-11.7
2013/14	435	-7.4
2014/15	879	-13.5
2015/16	874	-15.6
<b>Total</b>	<b>4,199</b>	

5. Due to the successful implementation of the MTFS budget efficiency savings totalling £0.903m have been applied to the budget to achieve a balanced budget position for 2014/15. It is important to note however, this is not a sustainable position. The projected budget position in future years shows there remains a significant budget gap in 2015/16 and 2016/17 as in the table below together with heightened uncertainty and risk in the form of year on year variable new funding regimes. A more detailed breakdown is contained in Appendix One.
6. **Updated Budget Deficit as at December 2013**

	2014/15	2015/16	2016/17
Updated Budget Deficit – December 2013	0	1,547	2,709

7. It is important to note that the latest budget position is based on the following key assumptions:

Key Budget Assumptions	2013/14	2014/15	2015/16	2016/17
Reduction in Government Grant	£435k	£879k	£874k	£350k
Profiled Reduction in Grant Settlement	(7.4%)	(13.5%)	(15.6%)	(7.4%)
Payaward	1%	1%	1%	1%
Pension Fund Employers' Contribution – Future Service	n/a	11.1%	11.1%	11.1%
National Insurance Contributions	10.4%	10.4%	10.4%	13.8%
Increase in Council Tax	0%	0%	0%	0%
Grant for freezing Council Tax in 2014/15 & 2015/16	-	£65k	£65k	-
Use of New Homes Bonus (NHB) in the base budget to date	£1,044k	£1,044k	£1,044k	£1,044k

8. In addition to the above assumptions the following approach has been taken:-

- Council Tax will be frozen at its current level in 2014/15.
- NHB receipts in respect of 2013/14 and 2014/15 have not been built into the base budget as recurring core funding to enable the Council to improve budget resilience and flexibility to respond to future annual uncertainty inherent in the new public finance funding regimes. Future years awards will be dependent upon the level of housing development.

- No Business Rates retained income has been included in the budget forecast at this stage as forecasted receipts will only be finalised later in the year. At this point in time the final outcome will be dependent on movements in the local tax base and also collection performance including the outcome of appeals. Additionally the technical calculations with regard to the levy paid to Central Government have yet to be confirmed.
  - The triennial review of pensions has been issued which has resulted in a change to the way the Council pays its Employers Contributions.
  - The assumed reduction in Government Grant in 2016/17 is estimate and will be subject to change as part of CSR 2014.
9. Despite the additional funding cuts announced on 18<sup>th</sup> December 2013 a planned early budget preparation process has enabled the Council to apply New Homes Bonus (NHB) funds to invest in the corporate strategy priorities in 2014/15, these aim to:
- **INVOLVE RESIDENTS IN IMPROVING THEIR LOCAL AREA AND EQUALITY OF ACCESS FOR ALL.**
  - **CLEAN, SAFE AND HEALTHY COMMUNITIES.**
  - **AN AMBITIOUS COUNCIL THAT DOES MORE TO MEET THE NEEDS OF RESIDENTS AND THE LOCAL AREA.**
  - **A STRONG LOCAL ECONOMY.**
10. Potential investment proposals are summarised in the report and set out in detail in project mandates detailed in Appendix Two. Funding has been achieved by not building 2013/14 and 2014/15 New Homes Bonus income into the base budget. This approach has been taken to enable the council flexibility and resilience in order to address the variable nature of future core funding. New homes bonus is top sliced from the government grant pot, and whilst recurrent for a number of years, it is not guaranteed in the future and is of course dependent on future housing development.
11. The current Medium Term Financial Strategy (MTFS) sets out options over a 3 year period that effectively addresses the budget deficit position over the longer term to secure financial resilience and sustainability. This timeframe is considered the maximum period whereby reasonable forecasts can be made. Options that will be considered over the next three year MTFS period are:
- Re-engineering of services to fundamentally review service provision to reduce net expenditure and improve efficiency.
  - A programme of reducing the Council's debt position which has an impact on the revenue account including a possible accelerated rate at which the Pension Fund deficit is clawed back.
  - Income generation schemes as a continuation of the projects implemented to date.
  - Increases in Council Tax.
12. Consultation on the proposed budget for 2014/15, which includes a freeze on Council Tax, will commence following approval of the proposals by Executive Cabinet at this meeting. The consultation will focus on obtaining feedback on the key investment areas in order to help prioritise activity. It will also highlight the impact of a reduction in Council funds and ask residents to give us their views on the budget. The consultation will invite responses from residents, partners, parish groups and other stakeholders through a variety of methods including a short survey (available both in hard copy and online). Results will be analysed and published in February for consideration as part of budget finalisation.

<b>Confidential report</b> Please bold as appropriate		<b>No</b>
<b>Key Decision?</b> Please bold as appropriate	<b>Yes</b>	
<b>Reason</b> Please bold as appropriate	(1) <b>A change in service provision that impacts upon the service revenue budget by £100,000 or more.</b>	(2) A contract worth £100,000 or more.
	(3) A new or un-programmed 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)**

- 13. To progress the Council’s 2014/15 Budget Setting process to achieve an approved and balanced budget.

**ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

- 14. Setting the budget is a statutory responsibility.

**CORPORATE PRIORITIES**

- 15. 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	X
Clean, safe and healthy communities	X	An ambitious council that does more to meet the needs of residents and the local area	X

**BACKGROUND**

- 16. The Medium Term Financial Strategy (MTFS) approved in February 2013, covering the period 2013/14 to 2014/15, contained the budget deficit projection below. This being estimated on the basis of information published in the Government’s Comprehensive Spending Review (CSR) 2010 and the subsequent Local Government Finance Settlement announcements. As settlements are now published periodically during the four year period and not upfront, the MTFS is increasingly based on estimates and key assumptions. This issue is currently exacerbated as some technical elements of the new Business Rates Retention Scheme have still to be clarified making accurate forecasting problematic.

- 17. **Budget Gap in the MTFS approved February 2013**

	<b>2014/15 £000</b>	<b>2015/16 £000</b>
Estimated Forecasted Budget Gap – February 2013	946	1,590

18. In addition to Business Rates Retention, 2013/14 was the first year of the new Council Tax Support Scheme. As neither of these two schemes have completed their first year since implementation their full and detailed impact on the budget has still to be quantified. This has also meant that the degree in estimating budget forecasts has increased.
19. The provisional stage of the last settlement round within the 2010 CSR period was announced recently on 18<sup>th</sup> December 2013. The changes from that previously issued are:
  - Council Tax Freeze Grant applicable to freezing prior to 2013/14 has been removed.
  - There was a marginal positive change from the anticipated grant reduction of £10k.
  - The provisional grant reduction in 2015/16 is £0.874m.
20. In addition to the settlement the Employers' Contributions to the Pension Fund has also been updated. In addition to the fund undergoing its triennial review and revaluation, employers' contributions are being structured in a different way. Both events impact on the budget both in terms of budget provision and also reducing the budget savings that can be realised from reducing employee costs. In summary, the two elements of the contribution made i.e. future service (for current membership) and deficit recovery (to bring back to a fully funded status) have previously been rolled into one contribution based on a percentage of the pay bill. These two elements have now been separated out with the future service contribution remaining as a percentage of the pay bill and the second deficit contribution now to be paid as a total cash sum that will not reduce if establishment or pension fund membership reduces.
21. Due to the fact that significant reductions in core funding are expected for the foreseeable future, a robust budget preparation process has been progressed using reasonable financial assumptions where actual data is absent. Despite the settlement only being announced on 18<sup>th</sup> December this approach has enabled a balanced budget position to be achieved in advance of the next financial year, this serves to mitigate the risk to service provision inherent in such a significant and complex process.
22. This approach has also secured a balanced budget in 2014/15 without incorporating any further NHB funds into the base budget for a further year. This makes NHB received in 2013/14 and 2014/15 available to finance one-off investments projects that support and enhance the delivery of the Corporate Strategy priorities.

## **THE PROPOSED BUDGET POSITION**

23. Council Tax will be frozen and will not increase in 2014/15. This will be the second consecutive year that the current administration has achieved a balanced budget position for the forthcoming financial year without increasing Council Tax.
24. The publication of the Local Government Finance Settlement now completes the CSR 2010 4 year period. It has resulted in large scale reductions in Central Government grant placing significant pressure on the Councils budget. For 2014/15 this being £0.879m (equating to -13.5%). This is in addition to the reductions in the previous three years: 2011/12 £1.154m (-13.6%); 2012/13 £0.857m (-11.7%); and 2013/14 £0.435m (-7.4%). Thus making the four year reduction in grant total £ 3.325m.
25. The provisional figures published for 2015/16 indicates that a further £0.874m will be reduced from Central Government Grant in 2015/16. Announcements have been issued stating austerity measures will continue after 2015/16 and beyond, therefore, a reduction in the region of £0.350m has been assumed in 2016/17 although this will be subject to change as part of the CSR 2014. This results in a forecasted budget deficit totalling £2.709m as in the table at paragraph 28 below.

26. The updated budget position forecasted over the longer term is summarised below, together with the key budget assumptions that have been applied. The table below identifies that a balanced budget position has been achieved in 2014/15 following the successful implementation of the Medium Term Financial Strategy (MTFS). Additionally, as NHB has not been applied to the base budget, funds are available for non-recurring new investment in 2014/15. It should be noted, however, that as a result of the grant reduction above a significant budget gap is expected thereafter. More details are included in the Four Year Budget Summary in Appendix One.
27. An outline financial strategy to achieve a balanced position over the longer term is summarised later in the report and will be set out in detail within the Budget Report to Council in February 2014.
28. **The current forecasted budget deficit to 2016/17**

Budget Assumptions	2014/15 £000	2015/16 £000	2016/17 £000
Revised Budget Deficit – December 2013	903	1,547	2,709
Recurring Budgetary Savings Already Achieved	(903)		
<b>Budget (Surplus)/Deficit</b>	<b>(0)</b>	<b>1,547</b>	<b>2,709</b>
Uncommitted/Surplus NHB	(1,054)	*(1,704)	*(2,589)
<b>Funds available for new investment in 2014/15</b>	<b>1,054</b>		

\*assumes some NHB growth in future years but this is not guaranteed.

#### KEY BUDGET ASSUMPTIONS AND NEW EVENTS

29. As increasingly more critical and high value components of the total budget becomes uncertain more elements of the budget forecasts are based on assumptions that may well need to be adjusted at a later date. These are set out below for information and to also provide some scale to the possible movement that can still occur, either prior to the budget being finalised or during the relevant financial year.

Key Budget Assumptions	2013/14	2014/15	2015/16	2016/17
Reduction in Government Grant	£435k	£879k	£874k	£350k
Profiled Reduction in Grant Settlement	(7.4%)	(13.5%)	(15.6%)	(7.4%)
Payaward	1%	1%	1%	1%
Pension Fund Employers' Contribution – Future Service	n/a	11.1%	11.1%	11.1%
National Insurance Contributions	10.4%	10.4%	10.4%	13.8%
Increase in Council Tax	0%	0%	0%	0%
Grant for freezing Council Tax in 2014/15 & 2015/16	-	£65k	£65k	-
Use of New Homes Bonus (NHB) in the base budget to date	£1,044k	£1,044k	£1,044k	£1,044k



30. NHB monies received prior to 2013/14 in the sum of £1.044m have been factored into the base budget as recurring funding. With effect from 2013/14, however, NHB receipts have not been incorporated into the base budget on a permanent basis. This is based on the fact that NHB is only received over a 6 year period. The purpose of this approach is to maximise the Council's ability to adjust its budget to respond more quickly to future variations in funding levels. Within the last few years public sector finance has become increasingly exposed to year on year uncertainty with annual fluctuations now built in permanently to the total core funding regime. Both core grants have undergone extraordinary change in the form of significant reductions and how they are structured, for example, Business Rates Retention. Therefore it is important the Council's budget is able to demonstrate resilience and flexibility in order to respond to annual fluctuations in core funding levels. It is for these reasons that new NHB received will not be built into the base budget as permanent recurring funding in 2014/15.
31. With regard to the Business Rates Retention our projected additional retained income, over and above the Start-Up Funding Assessment remains to be finalised. Unfortunately the precise calculation that will be applied to Business Rates collected in the form of a levy paid to Central Government is still to be clarified. The forecasted budget is also informed by performance within 2013/14 against to some high value factors and therefore no reliable assumptions can be quantified at this stage. As not all the calculations are known and income is subject to potential large scale change in the form of appeals made against property valuations, assessing the out-turn position and subsequent financial impact on 2014/15 is problematic. Therefore the budget contains some assumptions on the income level to be achieved in 2014/15 onwards.
32. The triennial review of the Pension Fund is due to impact on the budget with effect from 2014/15. The impact is complex with two applicable factors within the review impacting on the budget:
- Firstly, the fund's valuation has suffered negatively due to the current valuation criteria meaning progress in making up the fund's deficit position has not been as effective as originally expected.
  - Secondly the Employers' Contribution, which is a budgeted cost to the Council, is to be calculated in a different way. Up until now it has been calculated as a straightforward percentage applied to the pay bill of pension fund members. The contribution paid has been a consolidation of both elements due to be paid that is, (i) the contribution for current members (future year's contribution) and (ii) a contribution to make up the fund's deficit and achieve a fully funded position over a period of 19 years. Due to widespread reductions in public sector pay bills, deficit contributions have by default been eroded slowing down the deficit's rate of recovery. To overcome this issue the deficit element of the contribution will now be paid as a pre-determined cash amount that will not fluctuate in accordance with pension fund membership numbers and will total £2.500m over the triennial review period.

### **BALANCING THE BUDGET FOR 2014/15**

33. The current MTFs set out ways in which the budget pressures and deficit could be addressed over the longer term by achieving cost reductions and increasing income. The successful implementation of the strategy has secured a balanced budget position in advance of the next financial year by reducing the budget requirement by £0.903m. This is mainly attributable to the following key projects:
- **Market Walk (£0.433m)** – Purchase of Market Walk shopping centre provides a net income positive contribution to the budget in the sum of £0.433m. This occurs on an annual basis and is achieved after making a provision, in the form of an equalisation account, to mitigate against the risk of future temporary fluctuations in income.

- **Base Budget Review (£0.094m)** – Continual robust challenge and update of the base budget to ensure it fully reflects changing levels of requirement.
- **Productivity Gains, Efficiency Savings and Pay Policy (£0.376m)** – Reviews carried out to realised budgetary efficiency savings from improved productivity and also the revision of the Pay Policy to reduce direct costs. (Single Front Office £175k; HEN Review £119k; Pay Policy £36k; Strategic Housing Review £25k; Cotswold House Rent £12k; Streetscene vehicles £9k).

**AN OPPORTUNITY FOR SUBSTANTIAL INVESTMENT IN CORPORATE PRIORITIES**

34. In a similar approach to last year, early planning and preparation has enabled the Council to address the forecasted budget deficit well in advance of 2014/15. Also consistent with last year’s budget setting process, a balanced budget position has been achieved with no further permanent use of NHB to fund the financial commitments within the base budget.
35. This presents an opportunity to invest in the Council’s Corporate Strategy for a further year despite the significant reductions in grant funding. The investment projects link to the Corporate Strategy and the priorities contained within it. The New Investment Programme, now in its second year, supports the delivery of the Corporate Strategy priorities. The potential new programme of investments is summarised below and also set out in Appendix Two with more detailed individual mandates for each proposal in Appendix Three.

Corporate Priority	2014/15 New Investment Revenue £m	2014/15 New Investment Capital £m
<b>INVOLVE RESIDENTS IN IMPROVING THEIR LOCAL AREA AND EQUALITY OF ACCESS FOR ALL</b>	<b>0.108</b>	
<b>CLEAN, SAFE AND HEALTHY COMMUNITIES</b>	<b>0.120</b>	<b>0.424</b>
<b>AN AMBITIOUS COUNCIL THAT DOES MORE TO MEET THE NEEDS OF RESIDENTS AND THE LOCAL AREA</b>	<b>0.055</b>	
<b>A STRONG LOCAL ECONOMY</b>	<b>0.347</b>	
<b>Total</b>	<b>0.630</b>	<b>0.424</b>
<b>Funded by New Homes Bonus (NHB)</b>	<b>£1.054m</b>	

<b>Corporate Priority: INVOLVING RESIDENTS IN IMPROVING THEIR LOCAL AREA AND EQUALITY OF ACCESS FOR ALL</b>	
<b>Investment</b>	<b>Overview – Total Revenue Investment 2014/15 £0.108m</b>
1. Deliver agreed neighbourhood priorities	This project will deliver priorities established through the neighbourhood group meetings and agreed by Executive Cabinet To provide additional funding supporting works over and above business as usual.
2. 16/17 young person's drop in	This budget will enable the continuation for another year of the drop-in service for 16/17 year olds that provides housing advice, family mediation and counselling for young people
3. Britain in Bloom	The Council won the Gold Award for the Best Small City category at the 2013 North-West In-Bloom Awards and has subsequently been entered to represent the North-West for this category in the national Britain In-Bloom awards in 2014. Additional features / improvement have been identified that will improve the Council's offer as part of the In-Bloom judging process and this budget will support their delivery.
4. Connecting communities through food to overcome social isolation	This project will review activity to alleviate social isolation including the 6 month pilot scheme launched in November 2013 to deliver warm meals to older vulnerable people at home. The project will investigate solutions, develop options and implement actions to take the work forward in order to help overcome social isolation in the borough through food based initiatives.
5. Expand the Food Bank	The Living Waters Storehouse currently operating in Chorley has seen a significant increase in demand over the past 12 months attributed to various factors including the changes as a result of Welfare Reforms. This project will look to enhance the existing facility to enable it to cope with future demand.
<b>Corporate Priority: CLEAN, SAFE AND HEALTHY COMMUNITIES</b>	
<b>Investment</b>	<b>Overview – Total Revenue Investment 2014/15 £0.120m</b>
6. Extension and Improvement of Street Furniture	This project is the continuation of the street furniture /litter bin replacement with a further 150 bins over a two year period 2014/15 and 2015/16. The bins will be replaced with larger litter bins that can accept both litter and dog waste 75 by December 2014 and 75 by December 2015.
7. Play and Open Space Strategy	The project will provide financial support to deliver some of the currently unfunded year 1 actions. This will in turn support the delivery and implementation of the strategy together with the associated benefits set-out in the Play, Open Space and Playing Pitch Strategy Executive Summary.

8. Free Swimming	This budget will deliver free swimming for 16 year olds and under during the summer school holiday period (Monday to Friday) to support health and wellbeing priorities through making council leisure facilities more accessible.
9. British Cycling Lancashire event	This project and associated budget investment will support the development and delivery of a cycling and sporting programme of activities and events in Chorley in partnership with British Cycling.
10. Mediation service for anti-social behaviour disputes	Investigations into cases of anti-social behaviour can often be dealt with and de-escalated using mediation techniques between the parties affected. This project will introduce a scheme to refer parties into mediation where appropriate and will be assessed over the course of the year in terms of success and impact.
<b>Corporate Priority: AN AMBITIOUS COUNCIL THAT DOES MORE TO MEET THE NEEDS OF RESIDENTS AND THE LOCAL AREA</b>	
<b>Investment</b>	<b>Overview – Total Revenue Investment 2014/15 £0.055m</b>
11. Employee Health Scheme	<p>This project is a continuation of a Health Cash Plan funded by the council. The council pays a fixed contribution per employee which then enables employees to claim back the costs of health related treatments such as dental charges, eye tests and glasses, consultant appointments, professional therapy and many other benefits.</p> <p>The scheme has proved to be very successful in its first year, and this project would extend the scheme for a further 12 months</p>
12. Campaigns and Events	<p>The investment would support identified campaigns and promotional activity for the town centre and the borough. This includes:</p> <ul style="list-style-type: none"> <li>• A promotional campaign of the civic pride campaign and neighbourhood working (including as necessary, advertising, printed materials and other materials)</li> <li>• A promotional town centre marketing campaign (including as necessary, advertising and printed materials)</li> <li>• A promotional campaign to help make Chorley a cleaner place to live</li> <li>• A promotional campaign to promote our assets and attract more visitors to Chorley</li> </ul>
13. Deliver Chorley Council energy advice switching service	This project will develop and implement an in house energy advice switching service as part of a proactive approach to ensuring that residents of Chorley are on the most cost effective energy tariff. The project should contribute to reducing fuel poverty in the borough.

<b>Corporate Priority: A STRONG LOCAL ECONOMY</b>	
<b>Investment</b>	<b>Overview – Total Revenue Investment 2014/15 £0.347m</b>
14. Inward Investment Delivery	Following the preparation of the inward investment plan, this project will focus on actions to be delivered during 2014.
15. Town Centre Master Plan	This project will deliver a number of specific actions in line with the Town Centre Masterplan.
16. Support the Expansion of Local Business	Extension of a business advice and support service for existing businesses in the Borough who have been trading for more than 3 years in order to help them to survive and grow.
17. Support the Expansion of Local Business (BIG Grant and Loans)	<p>A business support service to assist existing businesses to grow and develop is provided by a dedicated business adviser within Chorley Council.</p> <p>As part of the service for existing businesses a reward scheme to support their expansion was launched in April 2013. This scheme is called the Chorley Business Investment for Growth grant (Chorley BIG) and this aims to support businesses that are creating or safeguarding jobs with capital investments or works. This project will support the delivery of the scheme in 2014/15.</p>
18. Town Centre & Steeley Lane Pilot Action Plans	This budget will support the development and delivery of a two year programme of local area projects within the town centre/Steeley Lane areas of Chorley. This is a pilot programme which will be evaluated by feedback from town centre stakeholders including shoppers, residents and traders.

36. The one year projects above will be added to the three years projects below that were approved in the budget and commenced last year which totalled £0.235m.

<b>Continued New Investment Projects from 2013/14</b>	
Neighbourhood Working – Building Capacity in Local Communities	£70,000
Support to the VCFS Network	£15,000
Unify Credit Union	£50,000
Play Area Improvements	£100,000
<b>Total</b>	<b>£235,000</b>

#### **FINANCIAL STRATEGY AND OPTIONS TO BE CONSIDERED TO ACHIEVE SUSTAINABLE AND RECURRING BUDGET RESILIENCE**

37. As set out in the paragraphs above the Council still needs to address a significant budget deficit in the longer term to 2016/17 brought about in the main by cuts to core funding and Central Government's austerity measures. Despite a balanced budget being achieved for 2014/15 further action is required to achieve the same budget status in future years.
38. 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. This timeframe is considered the maximum period whereby reasonable forecasts can be made.
39. Options that will be considered over the next three year MTFS period are:
- Re-engineering of services to fundamentally review service provision to reduce net expenditure and improve efficiency.
  - A programme of reducing the Council's debt position which has an impact on the revenue account including a possible accelerated rate at which the Pension Fund deficit is clawed back.
  - Income generation schemes as a continuation of the projects implemented to date.
  - Increases in Council Tax.
40. A key action of correcting a forecasted budget deficit is to carry out a fundamental review of all activities undertaken by the Council in order to seek ways in which the cost of providing services can be reduced. Within this process, priority is given to mitigating risk within the assessment and decision making criteria to highlight and focus on any possible impact on front line services.
41. The revenue budget contains costs associated with servicing debt. Debt will have been incurred appropriately in previous years to fund Capital Projects but as time moves on changing circumstances can present new opportunities to achieve lower cost options by proactively restructure debt repayment plans.

- 42. In addition to debt incurred to finance some capital works the Council also has to make contributions from its budget to make good the deficit position within the Pension Fund. In summary, by clawing back the deficit more quickly by making upfront lump sum contributions, the reduced cost of the deficit contribution may be beneficial and it could exceed the loss of interest received on such sums.
- 43. As above, additional income has been realised with the acquisition of Market Walk in the Town Centre. The benefits of the purchase include a sizeable net income contribution to the Council's budget which is a significant boost to total income received. This serves to offset some of the erosion in Central Government Revenue Support Grant and also reduces the Council's reliance on external funding.
- 44. An option that is also available to the Council is to increase Council Tax. An increase, together with further savings options, would not only help to address the budget deficit but also be used to invest in projects that support delivery of the Council's new priorities and generate further revenues for the Council.
- 45. The table below shows the impact of increasing Council Tax between 0.5 % and 2% in each of the three years, 2% is the current cap before needing to undertake a referendum.

<b>% Each Year</b>	<b>2014/15 £</b>	<b>2015/16 £</b>	<b>2016/17 £</b>
0.5	30,000	59,000	89,000
1.0	59,000	119,000	179,000
1.5	88,000	178,000	269,000
2.0	118,000	238,000	361,000

- 46. The table shows that below inflationary increases do have a significant, cumulative and permanent effect, something that the Council Tax Freezing Grant option lacks as it is awarded for a short term temporary period after which it is lost. Even over a short term period approximately £361,000 can be raised.
- 47. The sum of £118,000 generated by the 2.0% increase can also be put into context with regard to its impact per household in the borough. For example, based on the 2014/15 Band D tax base this amounts to approximately £3.55 per household or 7 pence per week in 2014/15 (based on Council Tax Base). This increase facilitates a significant cumulative sum, therefore, small sustainable council tax increases can generate significant levels of income that can be used to bridge the budget gap. As a balanced budget position has been achieved for 2014/15, however, it is proposed that Council Tax is frozen in 2014/15 at its current level.

**OTHER RELEVANT ISSUES**

- 48. This report has dealt with the Council's revenue budget, however, implicit in the investment programme set out above are financial implications for the Capital Programme, for example, regeneration projects and Astley Hall and Park Development. Therefore the Capital Programme will be dealt with when the final budget proposals are made.

**BUDGET CONSULTATION**

49. Consultation on the proposed budget for 2014/15 will commence following approval of the proposals by Executive Cabinet. The consultation will focus on obtaining feedback on the potential key investment areas in order to help prioritise activity. It will also highlight the impact of a reduction in Council funds and ask residents their views on the budget. The consultation will invite responses from residents, partners, parish groups and other stakeholders through a variety of methods including a short survey (available both in hard copy and online). Results will be analysed and published in mid-February for consideration as part of budget finalisation.

**IMPLICATIONS OF REPORT**

50. 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**

51. The financial implications of the above report are all contained in the text above but to clarify all proposals are funded and can be accommodated within the 2014/15 Budget. The report does contain some assumptions on some future budget elements and also what the final out-turn position will be for 2013/14, however, should this change due to unforeseen significant circumstances arising before 31<sup>st</sup> March 2014 this will be reviewed and reported.

**COMMENTS OF THE MONITORING OFFICER**

52. There are no legal implications in adopting the Budget proposals for consultation.

**GARY HALL**  
**CHIEF EXECUTIVE**

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Susan Guinness	5101	06/01/14	

OR

Background Papers			
Document	Date	File	Place of Inspection
***	***	***	***
Report Author	Ext	Date	Doc ID
***	***	***	***



Analysis of Budget Variations 2014/15 - 2016/17

	2013/14 ESTIMATE £'000	2014/15 ESTIMATE £'000	2015/16 ESTIMATE £'000	2016/17 ESTIMATE £'000
<b>CASH BASE BUDGET REQUIREMENT</b>	<b>13,727</b>	<b>14,303</b>	<b>12,679</b>	<b>13,305</b>
<b><u>Cash Movements:</u></b>				
Transfers between Directorates				
Other Virements (Transfer below the line)		38		
Inflation				
Pay	71	74	83	254
Pensions	64	63	16	15
Pensions Rate Adj.	0	33	121	116
Non-Pay	106	(8)	37	41
Contractual	195	233	208	189
Income	(12)	62	31	28
Increments	67	41	19	4
Volume Expenditure	(133)	175	(54)	11
Volume Income	128	(20)	134	31
Savings Identified 2011/12	(4)	(2)	0	0
Savings Achieved for 2012/13	(2)	0	0	0
Additional Savings Achieved for 2012/13	(6)	0	0	0
Mainstream Growth Items 2012/13 (recurrent)	(93)	0	0	0
Growth Items 2012/13 & 2013/14	0	(65)	0	0
Growth Items 2012/13 (Non-recurrent)	(445)	0	0	0
Base Budget Review Savings 2013/14	(133)	0	0	0
Transformation Strategy Savings 2013/14	(537)	0	0	0
Mainstream Growth Items 2013/14	80	0	0	0
Growth Items 2013/14 to 2015/16	235	(235)	0	0
One-Off Non-Recurrent Growth 2013/14	994	(994)	0	0
PCSO's		(297)	0	0
Car Parking Tariffs		100	0	0
Mainstreaming of 3 Posts		80	0	0
Market Walk - Net Income/Equalisation Account		(433)	0	0
Base Budget Review Savings 2014/15	0	(94)	42	0
Transformation Strategy Savings 2014/15	0	(377)	(12)	0
<b>DIRECTORATE CASH BUDGETS</b>	<b>14,303</b>	<b>12,679</b>	<b>13,305</b>	<b>13,995</b>
Contingency:				
- Management of the Establishment	(200)	(130)	(130)	(130)
- Other Corporate Savings Targets	0	0	0	0
<b>Directorate &amp; Corporate Budgets</b>	<b>14,103</b>	<b>12,549</b>	<b>13,175</b>	<b>13,865</b>
<b><u>Net Financing Transactions:</u></b>				
- Net Interest/Premiums/Discounts	(45)	16	(17)	6
- MRP less Commutation Adjustment	346	336	384	425
<b>sub total</b>	<b>301</b>	<b>352</b>	<b>366</b>	<b>430</b>
<b>TOTAL EXPENDITURE</b>	<b>14,404</b>	<b>12,901</b>	<b>13,541</b>	<b>14,295</b>

**Analysis of Budget Variations 2014/15 - 2016/17**

	2013/14 ESTIMATE £'000	2014/15 ESTIMATE £'000	2015/16 ESTIMATE £'000	2016/17 ESTIMATE £'000
<b>Financed By:</b>				
Council Tax - Borough	(5,810)	(5,898)	(5,925)	(5,952)
Grant for freezing Council Tax in 2013/14	(65)	0	0	0
Potential Grant for freezing Council Tax in 2014/15	0	(65)	0	0
Potential Grant for freezing Council Tax in 2015/16	0	0	(65)	0
Parish Precepts	568	530	530	530
Council Tax Parishes	(530)	(530)	(530)	(530)
<b>Revenue Support Grant</b>	<b>(3,862)</b>	<b>(2,998)</b>	<b>(2,051)</b>	<b>(1,824)</b>
<b>Baseline Funding Level</b>	<b>(2,569)</b>	<b>(2,619)</b>	<b>(2,692)</b>	<b>(2,569)</b>
Estimated Growth in Business Rates Retained	(171)	(171)	(171)	(171)
New Homes Bonus 2011/12 & 2012/13	(1,044)	(1,044)	(1,044)	(1,044)
New Homes Bonus 2013/14	(739)	0	0	0
Additional New Homes Bonus (Top-Sliced)	(22)	0	0	0
New Burdens Grant	(16)	(16)	0	0
Council Tax Transition Grant	(20)	0	0	0
Collection Fund (Surplus)/Deficit	(77)	(27)	(7)	(7)
Transfers to/(from) Earmarked Reserves	68	(63)	(39)	(19)
Transfer to/(from) General Balances	(115)	0	0	0
<b>TOTAL FINANCING</b>	<b>(14,404)</b>	<b>(12,901)</b>	<b>(11,994)</b>	<b>(11,586)</b>
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>1,547</b>	<b>2,709</b>
Analysis of Net Expenditure (Budget Gap)				
<b>Net Expenditure in Year</b>	<b>0</b>	<b>0</b>	<b>1,547</b>	<b>1,162</b>
New Homes Bonus 2011/12	(302)	(302)	(302)	(302)
New Homes Bonus 2012/13	(742)	(742)	(742)	(742)
New Homes Bonus 2013/14	(739)	(739)	(739)	(739)
New Homes Bonus 2014/15	-	(847)	(847)	(847)
New Homes Bonus 2015/16	-	-	(650)	(650)
New Homes Bonus 2016/17	-	-	-	(650)
<b>Total New Homes Bonus</b>	<b>(1,783)</b>	<b>(2,630)</b>	<b>(3,280)</b>	<b>(3,930)</b>
Less Topslice Reduction	-	-	-	-
<b>New Homes Bonus Receivable</b>	<b>(1,783)</b>	<b>(2,630)</b>	<b>(3,280)</b>	<b>(3,930)</b>
Use of New Homes Bonus in Base Budget	1,783	1,044	1,044	1,044
Use of NHB for Growth Items 2013/14 to 2015/16	-	235	235	-
Use of New Homes Bonus for PCSO's	-	297	297	297
<b>New Homes Bonus Available Balance</b>	<b>-</b>	<b>(1,054)</b>	<b>(1,704)</b>	<b>(2,589)</b>
<b>Key Assumptions</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>
Reduction in Government Grant Settlement (AEF)	£435k	£879k	£874k	£350k
Profiled Reduction in Grant Settlement	-7.4%	-13.5%	-15.6%	-7.4%
Pay Award	1%	1%	1%	1%
Future Service Pension Rate	n/a	11.1%	11.1%	11.1%
National Insurance Contributions	10.4%	10.4%	10.4%	13.8%
Increase in Council Tax	0%	0%	0%	0%
NHB in Base Budget	£1,044k	£1,044k	£1,044k	£1,044k
Grant for freezing Council Tax in 2014/15 and 2015/16	-	£65k	£65k	-

**Summary of New Investment Areas for 2014/15**

New Investment Area (Revenue)		2014/15 Revised Projects £000	2015/16 Revised Projects £000	Further Information
1	Deliver Agreed Neighbourhood Priorities	50		In addition to c£40k to be carried forward
2	16/17 year old drop in scheme	21		Scheme to continue
3	Britain in Bloom	10		Cost for National Assessment
4	Connecting Communities through food to overcome social isolation	12		Extension to Meals on Wheels project
5	Expand the food bank	15		Proposed new corporate strategy key project
6	Extension & improvement of street furniture	35		Continued scheme
7	Play and Open Space Strategy	50		To support year one actions of the Play Open Space & Playing Pitch Strategy
8	Free Swimming	8		Continued scheme
9	British Cycling, Tour of Lancashire	20	45	To be staged in 2015/16
10	Mediation service for Anti Social Behaviour disputes	7		Mediation between two parties to facilitate resolution of ASB
11	Employee health scheme	20		Continued scheme
12	Campaigns and events	20		Continued scheme
13	Deliver Chorley Council energy advice switching service	15		New corporate strategy key project
14	Inward investment delivery	100		Continued scheme - £100k new investment; £100k plus any available carry over from 2013/14
15	Town Centre masterplan	35		Budget requirement for prospectus
16	Support the expansion of local businesses (BIG grant)	40		Continued scheme - new proposed allocation £40k plus any available carry over from 2013/14
	Support the expansion of local businesses	5		Continued scheme - new proposed allocation £5k
17	Business Start-up (Grant £22.5k / Loan £44k)	67		Two-thirds loan to replenish budget for future years
18	Town Centre & Steeley Lane Pilot Action Plans	100	100	Phased over two years - can re-phase over 3 and first call on NHB in 2015/16
<b>Total (Revenue)</b>		<b>630</b>	<b>145</b>	

New Investment Area (Capital)				
Regeneration Projects		100		Phase 2 of Youth Community Zone
Astley Hall & Park Development (Capital works to be phased over two years)		50	25	• Astley Play area – extra
		100	100	• Event Parking – 442 / 741 spaces (Cost dependent on spaces)
		5	5	• Events Staging
		40	40	• Footpath Lightning
		15	15	• Sensory Garden
		18	18	• Street Furniture
		15	15	• Steps & footpath improvements
		81		Additional Astley
		<b>324</b>	<b>218</b>	<b>Sub total - Astley Hall</b>
	<b>Total (Capital)</b>		<b>424</b>	<b>218</b>
<b>TOTAL</b>		<b>1,054</b>	<b>363</b>	<b>Maximum £1.054m NHB available for new investment in 2014/15; £363k from 2015/16 NHB allocation</b>

**2013/14 Regeneration Programme - Budget £1.143m**

Projects	Forecast 2013/14
Car Park Resurfacing	225
Market Street Refurbishment	368
Phase 1 - Youth Zone	200
<b>Total 2013/14</b>	<b>793</b>

Projects (re-phased to 2015/15)	Forecast 2014/15
Public Realm (ASDA site) - £200k	200
Regeneration Projects (balance) - £150k	150
<b>Total 2014/15</b>	<b>350</b>
<b>TOTAL</b>	<b>1,143</b>
<b>Funded by:</b>	
Borrowing	1,000
Town Centre Reserve	143

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**Project Mandates****Appendix Three**

1. Deliver agreed neighbourhood priorities
2. 16/17 young person's drop in
3. Britain In-Bloom
4. Connecting communities through food to overcome social isolation
5. Expand the food bank
6. Extension and improvement of street furniture
7. Play and open space strategy
8. Free swimming
9. British Cycling Lancashire event
10. Mediation service for anti-social behaviour disputes
11. Employee Health Scheme
12. Campaigns and promotions
13. Deliver Chorley Council energy advice switching service
14. Inward investment delivery
15. Town centre master plan
16. Support the expansion of local business
17. Business start-up grants and loans
18. Town centre and Steeley Lane pilot action plans

**PROJECT DOCUMENTATION**

**PROJECT MANDATE**

- 1. Deliver agreed neighbourhood priorities*

Date: December 2013

Author: Simon Clark

Responsible Directorate: People and Places

Project Mandate

## **Project Overview**

This project will deliver priorities established through the neighbourhood group meetings and agreed by Executive Cabinet.

## **Project Background**

This project is the continuation of enabling neighbour areas to determine priorities for delivery in year through their ward councillor, parish council and county councillor representatives.

## **Corporate Priorities**

This project supports the Council's priorities to involve residents in improving their local areas and equality of access for all and clean, safe and healthy communities.

## **Objectives**

The objectives of this project are:

- Members and neighbourhood area representatives have significantly more control and say in what happens in their area and potentially direct access to resources to deliver.
- Increase in the percentage of people satisfied with their neighbourhood as a place to live.

## **Scope**

The scope of the project is limited to delivering a programme of a maximum of 24 neighbourhood priorities as determined by the neighbourhood area groups in Jan/Feb 2014 and agreed by Executive Cabinet.

## **Constraints**

- The project will be delivered during 2014/15 and will be subject to Executive Cabinet approval.
- Other constraints will be the level and extent of partner engagement where priorities are dependent on them to contribute and deliver.

Project Mandate

## **Impact on other Directorates/Projects**

Neighbourhood working is not just the responsibility of Health, Environment and Neighbourhoods. Other services will also have a role to play, including:

- Democratic Services
- Streetscene and Leisure Contracts
- Policy and Communications
- Planning
- Housing
- Economic Development



Project Mandate

**PROJECT DOCUMENTATION**

**PROJECT MANDATE**

*2. 16/17 young person's drop-in*

Date: 19th December 13

Author: Fiona Daniels

Responsible Directorate: Partnerships, Planning and Policy

Project Mandate

## Project Overview

The drop-in service is for 16/17 year olds only and operates two days a week on Tuesdays and Fridays from Lord Street in Chorley. It is the gateway (single point of access) for referrals of 16/17 year olds from the Chorley area that are at risk of becoming homeless. The drop in also provides mediation and support to 16/17 year olds at risk of homelessness

## Project Background

The service has been delivering outcomes since January 2012 and was developed following a one-off payment of £30,000 from the Department for Communities and Local Government. The service has been funded for a further 9 months as a growth item which is due to expire in March 2014.

The funding received and the subsequent commissioning of the service followed significant issues arising during 2011 when Chorley Council and LCC Children's Social Care were in conflict regarding the support requirements for young people. At that time, the number of 16/17 year olds presenting as homeless was increasing and resulting in a reactive response where the approach taken by the different agencies was in conflict and often resulted in young people being placed inappropriately in temporary accommodation.

Following extensive discussions with Children's Social Care (CSC) led by Chorley Council it was agreed that the focus should be on prevention and that this service would be a single gateway for referral which would focus on trying to keep the young people at home.

## Corporate Priorities

The project supports two of the four priorities:

- Involving residents in improving their local area and equality of access for all, and
- Clean, safe and healthy communities.

The project also supports the Council's prevention of Homelessness Strategy, the Working with families' project, the Council's work on Children's safeguarding and contributes to the reduction in NEETS and improving life chances of young people.

## Objectives

From the information available (January – October 2013) 56 16/17 year olds have used the service and the majority were helped to either stay at home, stay with other members of their family in settled accommodation or accessed supported accommodation.

The number of 16/17 year olds accommodated in Cotswold has also reduced as this service works with the young person to try and eliminate the need for temporary accommodation. Previously young people would be referred directly into Cotswold by CSC.

It is anticipated that the continuation of the service would:

## Project Mandate

- Provide support to 100 young people (based on current performance).
- Keep the number of 16/17 year olds referred into Cotswold at a minimum.
- Maintain the positive working relationship that has been established between CBC and CSC.

**Scope**

To fund £21,000 for the cost of the service to be delivered until March 2015. The funding would be used to pay for the two part time mediation/support workers, the hiring of the venue, equipment and some materials.

**Constraints**

LCC currently provide an officer from CSC to attend the drop-in and we would look to LCC to continue to provide that resource

**Impact on other Directorates/Projects**

The main impact will be on the Housing Options and Supported Housing Services.

Project Mandate

**PROJECT DOCUMENTATION**

**PROJECT MANDATE**

*3. Britain In-Bloom*

**Date:** 17-12-2013

**Author:** Jamie Dixon

**Responsible Directorate:** People & Places

Project Mandate

## Project Overview

This investment is additional funding to support the Council in the 2014 Britain In-Bloom awards with objectives to win both North West and Britain In-Bloom.

## Project Background

The Council won the Gold Award for the Best Small City category at the 2013 North-West In-Bloom Awards and has subsequently been entered to represent the North-West for this category in the national Britain In-Bloom awards in 2014.

Additional features / improvement have been identified that will improve the Council's offer as part of the In-Bloom judging as follows:

### **£6,500 – Willow People Figures to enhance horticultural displays**

- Five willow people figures outside Union Street offices.
- Two willow people figures on the seven roundabouts between Harpers Lane and Morrison's – 14 in total.
- The theme would be Chorley, why it was established, its history, market town, mining etc. Will consult further on this idea in the New Year.

### **£3,500 for additional planting to enhance horticultural displays**

- Additional plants / containers to enhance the horticultural displays and to support groups such schools, town centre pubs and the bus station.

## Corporate Priorities

This project will contribute to the following objectives:

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

## Objectives

- To win Britain In-Bloom.
- To win North-West In-Bloom.

## Benefits

- Contributes to all of the four corporate priorities.
- Taking part in the In-Bloom competition raises the profile of the Chorley area and town centre making it a place where people want to live, shop, work and visit.
- The additional investment will provide new additional features and a much enhanced horticultural display.

## Project Mandate

- Working together with local people and businesses to improve the local area.

**Scope**

The project includes investment in new additional features / planting that will directly support and enhance the Council's entry in 2014 Britain In-Bloom.

**Key Project Milestones**

- *New willow people figures installed May 2014*
- *New planting schemes agreed and installed - Apr/May 2014*
- *Britain-Bloom judging – July-Aug 2014 (TBC)*
- *North-West In-Bloom judging – July-Aug 2014 (TBC)*
- *Britain In-Bloom results – October 2014*
- *North-West In-Bloom results – October 2014*

**Constraints**

£10,000 budget to be allocated during quarter 1 of 2014-15.

**Impact on other Directorates/Projects**

The project will require the support of the town centre and economic development teams.

**PROJECT DOCUMENTATION**

**PROJECT MANDATE**

*4. Connecting communities through food to overcome social isolation*

Date: 04 December 2013

Author: Victoria Willett

Responsible Directorate: Chief Executives Office

Project Mandate

## Project Overview

This project will review activity to alleviate social isolation including the 6 month pilot scheme launched in November 2013 to deliver warm meals to older vulnerable people at home. The project will investigate solutions, develop options and implement actions to take the work forward in order to help overcome social isolation in the borough.

## Project Background

Work completed by the Chorley Partnership in 2012 identified that social isolation is an issue in Chorley as in many other areas and can have a significant impact on health and wellbeing, particularly for older people. The physical and mental health implications are significant, both for the individual and for the resources within the community.

Chorley has the most rapidly ageing population in the North West with 20.6% of the population estimated to be aged 65 or over by 2020. Research has shown that the likelihood of social isolation increases with age and is therefore most common in those groups who are older, have chronic health or mobility problems, do not have access to a car and whose family networks are geographically dispersed.

Social Isolation is a complex issue and therefore the solutions are complex. In order to support people who may be more at risk of becoming socially isolated, a steering group has been set up to consider how we can better enable communities to connect through food including supporting those who, due to chronic health or mobility problems may not be able to access services such as luncheon clubs. As a result of this work, a pilot scheme was launched in November 2013 for 6 months to deliver warm meals to older vulnerable people at home. The introductory subsidised pilot which will run in the Western Parishes (including Croston, Bretherton, Mawdesley, Eccleston and surrounding areas) is linked to one of their neighbourhood working priorities to reduce social isolation.

The corporate strategy project for 2013/14 will review the outcomes of work to date and incorporate this into action going forward.

## Priorities

This project supports the following corporate priorities:

- Involving residents in improving their local area and equality of access for all.
- Clean, safe and healthy communities.

## Objectives

The aim of the project is to put in place interventions to support a reduction in the level of social isolation across the borough. This will support healthier and more engaged communities and prevent some of the downstream consequences of being socially isolated such as emergency hospital admissions and need for more acute health care.

The project will also align with the Chorley Time Credits programme to encourage community engagement and increased levels of volunteering. This will help to provide additional resource and capacity to support a sustainable approach to tackling social isolation.



## Benefits

Additional support will be available to those residents who may be at risk of social isolation, helping to overcome feelings of loneliness and promote better overall health and wellbeing. There should also be longer term benefits in terms of acute health care costs.

## Scope

The scope of this project is to:

- Review initial activity and the outcomes of the pilot
- Investigate alternative solutions such as casserole and luncheon clubs, community transport and community kitchens
- Develop options for the way forward
- Agree a programme of initiatives
- Implement initiatives and monitor success.

Out of the scope of this project:

- Ongoing delivery and management of any initiatives beyond the life of the project
- Embedding time credits to support reduced social isolation – this will be run as a separate but closely linked project.

## Key Project Milestones

Review of the meals on wheels pilot programme and collation of social isolation intelligence (including work completed by LCC)	March 2014
Investigation of solutions including benefits, costs and outcomes	March 2014
Development of options for the way forward in terms of solutions and approval where necessary	April 2014
Solution put in place	May 2014
Delivery and monitoring of initiatives	Oct 2014

## Constraints

- The current meals on wheels pilot will conclude in March 2014 and subsequently reviewed although alternative options and solutions could start to be considered in advance of pilot completion.
- The project may target particular locations or groups given the complexity of the issue and need to deliver focussed activity.
- A budget of £12,000 has been identified to support the delivery of key actions related to proposed solutions.

#### Project Mandate

- The project will be led by Policy and Communications and external partners where appropriate. Support may also be required from Health, Environment and Neighbourhoods to ensure delivery aligns with neighbourhood priorities.
- Risks with the project include some reliance on external partners and suppliers to deliver some of the initiatives such as meals on wheels. Also, directing activity to specific neighbourhoods and target populations may prompt queries and potential negative feeling in other areas although this has not been the case to date.

### **Impact on other Directorates/Projects**

This project aligns with a neighbourhood priority action for Western Parishes and also has wider implications for health and wellbeing of residents across the borough. Therefore support may be required from Health, Environment and Neighbourhoods in terms of assessing need and ensuring coordination at a neighbourhood level through neighbourhood officers.

Project Mandate

**PROJECT DOCUMENTATION**

**PROJECT MANDATE**

*5. Expand the food bank*

Date: 04 December 2013

Author: Victoria Willett

Responsible Directorate: Chief Executives Office

Project Mandate

## Project Overview

The Living Waters Storehouse currently operating in Chorley has seen a significant increase in demand over the past 12 months attributed to various factors including the changes as a result of Welfare Reforms. This project will look to enhance the existing facility to enable it to cope with future demand.

## Project Background

Living Waters Church, in partnership with Chorley Churches Together, operates Storehouse. It is run by volunteers and operates out of the Living Waters base at Bolton Street in Chorley. Clients are referred into the service by partner agencies and when someone comes to the centre to collect their parcel, they are offered a free hot meal and drink as well as a listening ear to talk about their issues.

Food is donated from a variety of sources including all the churches in the borough, Brothers of Charity, schools, Runshaw College and they have made connections with Asda and Tesco as well as the local market traders.

Since April 2012, the Storehouse has received 371 referrals for food parcels. These requests have steadily increased over the past twelve months from 7 in April 2012 up to 63 in June 2013. There has been a particular influx from April 2013 onwards which the Storehouse attributes to a number of factors but say that client feedback cites the changes to the Social Fund as one of the main reasons for this increase.

## Priorities

This project supports the following corporate priorities:

- Involving residents in improving their local area and equality of access for all.

## Objectives

This project will support the existing food bank provision to extend the existing its service and capacity so that it is able to meet future and potentially increasing local demand.

The objectives of this project are:

- To ensure that the Storehouse is able to meet local demand through capacity and resources
- To increase the number of volunteers supporting the Storehouse facility through using time credits
- To make sure that anyone in Chorley in need of a food parcel is able to access the service
- To reduce the number of families and children experiencing poverty

The project will also develop and embed links with Chorley Time Credits to increase the number of volunteers as well as developing links with the credit union facility to ensure joined up services.

Project Mandate

## Benefits

Key benefits include:

- Increased capacity for the Storehouse to meet local demand.
- Local residents able to access food and essentials in times of crisis.
- Additional support to mitigate some of the impact of the Welfare Reforms.

## Scope

The scope of this project is to assess, identify and deliver improvements to the Storehouse including:

- Understanding local need and demand for food related assistance including engaging with local partners.
- Identifying how best the Storehouse can meet these needs whether through additional physical space or extending the service to different areas.
- Supporting the Storehouse to develop a plan as to how they will develop the current provision.
- Consideration of the necessary resources including financial assistance that may be required. A budget of £15,000 has been identified to support delivery related to this project.
- Supporting the Storehouse in carrying out any improvements or developments.
- Ensuring that support reaches those in the borough who need it most through the development of necessary checks and balances.

Any changes implemented as part of this project should contribute to and support the future sustainability of the food bank facility.

The project will be led by Policy and Communications with a view to achieving the main objectives in early 2014.

## Key Project Milestones

Consultation/liaison with key stakeholders and partners including Living Waters and Lancashire County Council to understand local need	February 2014
Development of proposed support to the Storehouse, whether this is resource, capacity, physical space or something else	March 2014
Preparation of a development plan to extend/enhance the current provision	April 2014
Delivery of development actions	May 2014

## Constraints

A budget of £15,000 has been identified to support the identified improvement works. This may be to cover the costs of securing additional capacity through another building or unit or an extension to the current facility.

Risks include close dependencies on an external partner which may affect the overall level of control that we are able to achieve in terms of project direction. Timescales for delivery will also be reliant to some extent on partner involvement and capacity, particularly given that the Storehouse is run mainly by volunteers.

Project Mandate

### **Impact on other Directorates/Projects**

Support may also be required from Health, Environment and Neighbourhoods in terms of assessing need and ensuring coordination at a neighbourhood level. Planning advice may also be required should any structural work be required.

**PROJECT DOCUMENTATION**

**PROJECT MANDATE**

*6. Extension and improvement of street furniture*

**Date:** 17-12-2013

**Author:** Jamie Dixon

**Responsible Directorate:** People & Places

Project Mandate

## Project Overview

This project is the continuation of the street furniture /litter bin replacement over a two year period 2014-15 and 2015-16 with a further 150 replacement litter / dog waste bins.

## Project Background

The current bin stock includes approximately 1,115 litter bins (this includes 189 dog bins). During 2012 and 2013, 500 bins were replaced in the town centre and along the main arterial routes and main roads through the various towns and villages. The new bins have improved capacity by 10% which helps reduce litter and supports the operational efficiency of the Streetscene service. The new bins are also signed up as litter / dog waste bins and this supports initiatives to encourage residents to dispose of dog waste responsibly.

Replacement of a further 150 bins will targeted at the remaining high use sites such as parks, play areas and car parks and to replace the old style red dog bins. The red dog bins offer limited capacity and often appear to be full, when they aren't, due to the opening mechanism trapping bags of dog waste. Litter bin capacity will be improved by 10% and it will also be much easier for residents to dispose of their dog waste.

## Corporate Priorities

This project will contribute to the following objectives:

- Clean safe and healthy communities.
- An ambitious Council that does more to meet the needs of residents and the local area.

## Objectives

To replace 150 litter bins with larger litter bins that can accept both litter and dog waste by December 2015 (75 by December 14 and 75 by December 15).

## Benefits

The new bins will:

- Increase capacity by at least 10% to manage street waste including replacing some sites that currently have multiple litter / dog bins with a litter bin that can also take dog waste.
- Include a sticker to educate people that dog waste can now be included in normal litter bins.
- Rationalise litter bin provision which improves operational efficiency and provides more effective emptying arrangements.
- Replace existing red dog bins with larger capacity bins that can accept dog waste and litter.
- Provide greater convenience for customers – less problems with overflowing bins and more litter bins will be sited closer to bus stops.



Project Mandate

## Scope

<i>Included</i>	<i>Not Included</i>
<ul style="list-style-type: none"> <li>• Replacement of Council owned litter and dog bins.</li> </ul>	<ul style="list-style-type: none"> <li>• Replacement of litter bins owned by other organisations</li> </ul>
<ul style="list-style-type: none"> <li>• Replacement to improve litter bin capacity</li> </ul>	<ul style="list-style-type: none"> <li>• Additional litter bins</li> </ul>

## Key Project Milestones

- 75 Litterbins installed            December 2014
- 75 Litterbins installed            December 2015

## Constraints

- £35,000 budget to be split over two years (£17,500 per year).

## Impact on other Directorates/Projects

- This project links into the work undertaken by the Neighbourhoods team to improve litter and dog fouling and supports work by Policy and Communications on the Cleaner Chorley campaign.

Project Mandate

**PROJECT DOCUMENTATION**

**PROJECT MANDATE**

*7. Play & Open Spaces Strategy*

**Date:** 17-12-2013

**Author:** Jamie Dixon

**Responsible Directorate:** People & Places

Project Mandate

## **Project Overview**

To support year one actions of the Play Open Space & Playing Pitch Strategy.

## **Project Background**

The draft Play, Open Spaces and Playing Pitch Strategy sets out how Chorley Council plans to protect, manage, enhance and secure its open spaces over the next five years and beyond. It focuses on sites that need to be improved and sustained to mitigate against negative trends and recommends how any identified deficiencies in provision of open space should be addressed through a five year action plan.

The strategy is being consulted on until 17<sup>th</sup> January 2014 and it will then be revised and taken forward for approval.

A number of actions detailed in the action plan will require additional funding.

## **Corporate Priorities**

This project will contribute to the following objectives:

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

## **Objectives**

- To support the year 1 priorities outlined in the action plan.
- Where possible use this funding to lever in further external funding.

## **Benefits**

- The project will provide £50,000 of financial support to deliver some of the currently unfunded year 1 actions.
- This will in turn support the delivery and implementation of the strategy together with the associated benefits set-out in the Play, Open Space and Playing Pitch Strategy Executive Summary.

## **Scope**

- A number of actions within the strategy will be funded through the 3 year recurring £100,000 budget allocated as part of the 2013/14 budget setting process along with some Section 106 monies.

## Project Mandate

- This budget of £50,000 will support the delivery of currently unfunded year one actions (2014-15) as outlined in the strategy action plan. This will enhance delivery and extend the impact of the strategy.

**Key Project Milestones**

- |   |         |
|---|---------|
| • Strategy approved   | May-14  |
| • Year one actions confirmed                                  | May-14  |
| • Agree actions to be funded with Executive Member for People | June-14 |
| • Year 1 actions implemented.                                 | Mar-15  |

**Constraints**

£50,000 for year one (2014-15)

**Impact on other Directorates/Projects**

The improvements to public open space this will bring about will benefit and support the work undertaken by the Council's leisure team and wider health and well-being initiatives.

Project Mandate

**PROJECT DOCUMENTATION**

**PROJECT MANDATE**

*8. Free swimming*

**Date:** 17-12-2013

**Author:** Jamie Dixon

**Responsible Directorate:** People & Places

Project Mandate

## **Project Overview**

This budget will deliver free swimming for 16 year olds and under during the summer school holiday period.

## **Project Background**

Free swimming was offered in 2013 for a 7 week period over the summer holidays in July and August for those aged 16 or under.

The scheme was offered in conjunction with Active Nation and for 2013 the offer also included Brinscall pool which offered sessions twice a week at no additional cost to the council.

Attendances were 3,426 across the two sites which is a 9% increase on last year's figures and could have been higher had the weather not been as good given that indoor pools are usually busier in poorer weather.

Publicity about the scheme started earlier this year and was more widespread which helped attendances along with Active Nation providing a better registration and entrance system.

The scheme encourages young people to take part in health and wellbeing activity by making swimming accessible and increasing visitor numbers to the council leisure facilities.

## **Corporate Priorities**

This project contributes to the following corporate priorities:

- Clean, safe and healthy communities.

## **Objectives**

- To provide free swimming to children aged 16 or younger at All Seasons Leisure Centre and Brinscall Swimming Pool throughout the school Summer holidays.
- To promote use of leisure centres, exercise and healthy lifestyles.

## **Benefits**

The free swim offer supports the Council's Corporate Strategy of providing clean, safe and healthy communities. Free swimming is a popular activity, helps reduce health inequalities and provides a diversionary activity for young people during the holidays.

Project Mandate

## Scope

Provide free swimming opportunities to children aged 16 or younger at All Seasons Leisure Centre and Brinscall Swimming Pool throughout the school Summer holidays. Work with Active Nation to agree this year's offer and any improvements to the project based on last year's scheme.

## Key Project Milestones

Task	Duration	Start	Finish
Work with AN to define scope of offer	2 months	April 14	May 14
Develop Communications strategy	1 month	June 14	June 14
Scheme goes live	7 weeks	July 14	Sept 14
Review scheme	1 month	Oct 14	Nov 14

## Constraints

- Budget of £8,000.
- Swimming to be provided during summer holidays.

## Impact on other Directorates/Projects

This supports the work undertaken by the council's leisure team to promote sport, exercise and healthy lifestyles.

Project Mandate

**PROJECT DOCUMENTATION**

**PROJECT MANDATE**

*9. British Cycling Lancashire event*

Date: 17 December 2013

Author: Victoria Willett

Responsible Directorate: People and Places



Project Mandate

## Project Overview

This project and associated budget investment will support the development and delivery of a cycling and sporting programme of activities and events in Chorley in partnership with British Cycling.

## Project Background

British Cycling has approached Chorley Council and put forward an initial proposal regarding the introduction of a cycling event to take place in Lancashire.

The event package would present a range of opportunities for Chorley to be involved ranging from smaller sporting events for all ages and abilities in 2014 through to a larger, weekend long event in 2015. The proposal also includes a package of sports development activity that utilises cycling and its national infrastructure to deliver work in local communities with people of all ages.

Initial discussions are underway with British Cycling and this project will look to develop a package of activity and deliver the programme in 2014/15.

## Priorities

This project supports the following corporate priorities:

- Clean, safe and healthy communities
- Involving residents in improving their local area and equality of access for all
- A strong local economy

## Objectives

Key objectives of this project are to:

- Deliver an event in Chorley that will promote local assets
- Encourage community engagement
- Promote health and wellbeing priorities
- Raise awareness of cycling and the associated health benefits

## Benefits

The project could have significant and wide ranging benefits for local residents and the local area. Depending on its scale, the cycling event could help to raise the profile of Chorley not just within the sporting community but also on a wider scale in terms of economic development and inward investment. The project supports health and wellbeing priorities and any legacy activity would strengthen the resource available for community development and engagement locally.

Project Mandate

## Scope

This project will develop and deliver a programme of cycling events and activity in partnership with British Cycling.

The scope of this project includes:

- Investigating options and liaising with British Cycling
- Developing a package of activity and defining the cost and governance model
- Liaison and consultation with local stakeholders
- Delivery of the programme of activity (including marketing, promotion and events management where appropriate)
- Monitoring delivery and reviewing activity

The exact scope and scale of the project including costs, timescales and resources will be defined following the conclusion of discussions with British Cycling.

## Key project milestones

Indicative milestones are shown below however more detailed milestones will be prepared following further discussions with British Cycling.

Finalise discussions and agree the programme of activity with British Cycling	January 2014
Develop the package/event programme including costs, timescales and other key details	March 2014
Liase with local stakeholders	March 2014
Deliver the programme of activity	April 2014
Potential weekend cycling event	April 2015

## Constraints

A budget of £25,000 has been identified to support the delivery of the project based on initial proposals.

Constraints include the ability to negotiate a cost effective and mutually beneficial package with British Cycling whereby Chorley is able to achieve maximum value for money from any investment. This may impact upon the size and timing of the event which may be re-scoped to reflect available resources.

## Impact on other Directorates/Projects

The scale and scope of the project will influence the level of involvement and resource required from the council to support delivery. If a substantial programme, significant support may be required from Policy and Communications along with support from Health, Environment and Neighbourhoods, Planning, Economic Development and Streetscene.

Project Mandate

**PROJECT DOCUMENTATION**

**PROJECT MANDATE**

- 10. Mediation service for anti-social behaviour disputes*

Date: December 2013

Author: S Clark

Responsible Directorate: People and Places

Project Mandate

## Project Overview

Investigations into cases of anti-social behaviour can often be dealt with and de-escalated using mediation techniques between the parties affected. This project will introduce a scheme to refer parties into mediation where appropriate and will be assessed over the course of the year in terms of success and impact

## Project Background

A number of anti-social behaviour complaints can be more appropriately dealt with and a resolution reached between parties by using mediation techniques. However mediation is particularly resource intensive and requires specialist skills to deliver. There are a number of external agencies who provide mediation services in a neighbour to neighbour setting and where anti-social behaviour or perceptions of it are at issue.

The project will introduce a new service to the council that parties who meeting pre-determined criteria will be referred into a mediation setting by agreement.

## Corporate Priorities

This project meets the following corporate priorities:

- Clean safe and healthy communities
- An ambitious Council doing more to meet the needs of residents in a local area

## Objectives

The project will:

- Identify and engage a contractor to act as an on call mediation service
- Set criteria for referral into a mediation process
- Utilise the service if appropriate and where parties meet the referral criteria
- Measures will be established to record the use and impact of the service throughout the year

## Benefits

Benefits include:

- Parties are able to access professional mediation services
- Internal resources are released from engaging in this highly specialised work.

## Scope

The scope of this project is confined to the introduction, for one year, of a mediation service where specific cases of anti-social behaviour can be referred into the service. Referrals would need to need specific access criteria. It is not intended to provide the service for other areas where mediation might provide a solution such as general noise or nuisance complaints or neighbour disputes at this stage.

Project Mandate

## **Key Project Milestones**

Key Milestones are:

- Selection and procurement of a mediation service
- Establish referral criteria for access to service
- Measure and monitor service use
- Measure outcomes and determine success

## **Constraints**

The number of cases that meet referral criteria will be a constraint on delivery of the service.

The number of mediation sessions will act as a constraint on the success of mediation in each case

## **Impact on other Directorates/Projects**

No impact is anticipated on other service areas.

Project Mandate

**PROJECT DOCUMENTATION**

**PROJECT MANDATE**

**11. *Employee health scheme***

Date: 11<sup>th</sup> December 2013

Author: Jane McDonnell

Responsible Directorate: Chief Executives Office

Project Mandate

## **Project Overview**

This project is a continuation of a Health Cash Plan funded by the council. The council pays a fixed contribution per employee which then enables employees to claim back the costs of health related treatments such as dental charges, eye tests and glasses, consultant appointments, professional therapy and many other benefits.

The scheme has proved to be very successful in its first year, and this project would extend the scheme for a further 12 months.

## **Project Background**

An employee health scheme was introduced in 2012/13 following two years of no pay award for staff.

Although there had been little apparent impact of having no pay award, it was felt that continued pay freezes could lead to disengagement, lower productivity and morale. The health scheme was therefore introduced in an effort to offer some reward and benefit to staff during this period.

Since January 2013 the scheme has had 449 claims totalling £17,598.58 for services including dental care, optical care, hospital stays, prescriptions and wellbeing such as physiotherapy and acupuncture.

## **Corporate Priorities**

This project supports the council's priority to be an ambitious council that does more to meet the needs of residents and the local area.

## **Objectives**

The key objective is the continuation of this scheme for a further 12 months, which would support:

- Improved employee health;
- Increased staff satisfaction and engagement;
- Improvements in staff benefits, creating a more attractive package for potential employees

## **Benefits**

The key benefit of this project is increased employee health and wellbeing which will support a wide range of related benefits to individuals and the organisation.

## **Scope**

The scheme would be applied to all employees, including agency workers who have worked for more than 12 weeks, and temporary staff that are employed within the year.

Project Mandate

## **Constraints**

The cost to the Council equates to approximately £1 per employee per week, which over a period of 12 months could be contained within a budget of £20,000.

## **Key Project Milestones**

It is anticipated that the scheme will follow a similar format to previous years.

## **Impact on other Directorates/Projects**

The scheme is accessible to all staff, but has no specific impact on services other than HR&OD who are responsible for coordinating the scheme.

This scheme would run alongside other health and wellbeing initiatives we are running in the next 12 months which include:

- Running Club
- Pedometer Challenge
- Flu Vaccinations
- Health related fun activity



Project Mandate

**PROJECT DOCUMENTATION**

**PROJECT MANDATE**

**12. *Campaigns and promotions***

Date: 19 December 2013

Author: Chris Sinnott

Responsible Directorate: Chief Executives Office

Project Mandate

## Project Overview

The investment would support identified campaigns and promotional activity for the town centre and the borough.

## Project Background

Over the past 12 months the Policy and Communications service has successfully changed its focus to support, strengthen and reinforce the council in achieving its priorities based on clearly defined campaign areas. This includes leading on initiatives to drive civic pride, improvements to the town centre, increasing volunteering and improving resident engagement.

A campaigns and engagement strategy has been developed and we will continue to see the actions delivered throughout 2014. Most of the campaigns will be resourced from existing budgets. However, there are some areas where an additional budget would mean that more could be achieved.

## Corporate Priorities

The revised policy would contribute to the following objectives:

- A strong local economy.
- Involving residents in improving their local area and equality of access for all.
- An ambitious Council that does more to meet the needs of residents and the local area.

## Objectives

- To promote and increase engagement in the changed approach to neighbourhood working and civic pride campaign.
- To support the economic development strategy, with a campaign to promote the town centre – with an aim to; increase visitor stay, and diversify the reasons for visiting the town centre.
- To improve the way we communicate directly with residents
- To help create a Cleaner Chorley targeting in particular litter, dog fouling, flytipping and graffiti
- To better promote our assets and attract more people into Chorley

## Scope

Included within the scope of this investment would be;

- A promotional campaign of the civic pride campaign and neighbourhood working (including as necessary, advertising, printed materials and other materials)
- A promotional town centre marketing campaign (including as necessary, advertising and printed materials)
- A promotional campaign to help make Chorley a cleaner place to live
- Cost
- A promotional campaign to promote our assets and attract more visitors to Chorley

Project Mandate

The staff costs of developing and managing these campaigns is already available.

## **Constraints**

This would be delivered from a £20,000 budget.

## **Impact on other Directorates/Projects**

These campaigns link closely with the work of Economic Development and Health, Environment and Neighbourhoods. It links closely with the following projects and initiatives:

- Carry out improvements in the town centre (Corporate Strategy key project)
- Deliver the civic pride campaign
- Deliver environmental improvements as part of the Cleaner Chorley campaign (Corporate Strategy key project)
- Extend Chorley's time credits (Corporate Strategy key project)

**PROJECT DOCUMENTATION**

**PROJECT MANDATE**

13. *Deliver Chorley Council energy advice switching service*

Date: 04 December 2013

Author: Victoria Willett

Responsible Directorate: Partnerships, Planning and Policy

Project Mandate

## Project Overview

This project will develop and implement an in house energy advice switching service as part of a proactive approach to ensuring that residents of Chorley are on the most cost effective energy tariff. The project should contribute to reducing fuel poverty in the borough.

## Project Background

Under the new low income high cost definition a household is considered to be fuel poor if they have required fuel costs that are above average (the national median level), and were they to spend that amount, they would be left with a residual income below the official poverty line. The key elements in determining whether a household is fuel poor or not are:

- the energy efficiency of the dwelling
- the cost of energy
- household income.

Chorley performs well in comparison to Lancashire and the North West although fuel poverty remains a concern for large parts of the population such as older people and vulnerable families.

Earlier in 2013 the Council, along with other District Councils across Lancashire, participated in its first Collective energy switch campaign. Promotional activity in support of the project was boosted by the provision of funding from DECC, which helped to pay for extensive marketing using various platforms including local radio advertisements on Rock FM. 664 households in Chorley registered with People Power (out of 10,718 registrations across Lancashire) but only 53 Chorley households actually switched (out of 857 households who switched across Lancashire.)

## Priorities

This project supports the following corporate priorities:

- An ambitious council that does more to meet the needs of residents and the local area

## Objectives

The aim of the project is to develop and implement an in house, home energy advice service.

Key objectives include:

- Raising awareness of the alternative energy tariffs available through a proactive approach
- Supporting residents through the switching process
- Increasing the number of residents
- Increasing the number of residents switching to cheaper energy tariffs
- Maximising income through reducing fuel bills where possible
- Supporting a reduction in fuel poverty across the borough.

## Benefits

The main benefit is that residents are able to access impartial and trustworthy energy advice that could help them to reduce their fuel bills and increase their overall household income. The project should also support a reduction in fuel poverty and the associated positive outcomes for health and wellbeing.

## Scope

This project will develop and deliver a new service initially for a period of 1 year at which point the service will be reviewed and options developed for the way forward.

The scope of this project includes:

- Identification of how best a new service could support residents to reduce their fuel bills
- Development of the service including performance measures
- Implementation of the service including staff training as necessary.
- Promotion of the new service via appropriate marketing channels
- Monitoring and review of the service

The project will complement other local initiatives to reduce fuel poverty locally such as collective energy switching, home energy efficiency measures and Warm Homes Health People; although they will be managed outside the scope of this project.

## Key project milestones

- Identify key needs and target groups and develop options for the most appropriate service whether this is face to face, over the phone or a combination of both.
- Develop the service offer and key performance measures
- Prepare to implement the service and carry out the necessary staff training.
- Launch the new service including promotion and marketing
- Deliver and manage the service
- Monitoring and review including way forward

## Constraints

- The project will be led by Housing with support from Customer Services and Policy and Communications. The project may also require support from external partners.
- A budget of £15,000 has been identified to support the delivery of this project which could be used to fund additional resource or promotion of the service.
- The project should be fully defined and any new service designed ready in early 2014 to enable implementation and initial monitoring to be completed by October 2014.

## Project Mandate

- Risks to the project include the capacity within Customer Services to support and resource any additional service provision. Being unable to meet potential demand would have a negative impact on both the success of the project and the reputation of the organisation if waiting and abandoned call rates increase.
- There is also a risk that this project duplicates existing services such as USwitch. The project should look to add value through local knowledge and also identify ways to overcome any barriers that may prevent or deter customers from using USwitch.

**Impact on other Directorates/Projects**

This project could have a significant impact on Customer Services if they are to provide the resource to deliver the energy switching advice and frontline staff could require additional training in order to offer an effective service. Policy and Communications may be called upon to provide support with promoting the service through the media and marketing materials.

**PROJECT DOCUMENTATION**

**PROJECT MANDATE**

**14. *Inward Investment Delivery***

Date: 18/12/2013

Author: Cath Burns

Responsible Directorate: Partnerships, Planning and Policy



Project Mandate

## Project Overview

Following the preparation of the inward investment plan, this project will focus on actions to be delivered during 2014.

## Project Background

A key priority within the 2012 Economic Development Strategy is to promote and increase inward investment in Chorley to support economic growth in the borough and provide a mix of well paid, high and low skilled jobs.

Following a thorough procurement process, Breeze Strategy was appointed in November 2012 to recommend a series of activities to articulate a compelling Chorley offer to attract inward investors to key development sites and premises

The Chorley Local Plan will provide a future supply of employment land in Chorley up to 2026. Prior to the local plan hearing, 17 employment sites have been identified and 11 of these are larger than 1 hectare and have significant inward investment potential. Chorley Council has a responsibility and has a role as facilitator to ensure that there is a continuous supply of land for employment uses. Whilst it is impossible to predict with any degree of accuracy the number of jobs which might be attracted through inward investment, based on industry-standard guidelines, over the next 15 years there is potential to create between 3,000 and 19,000 jobs.

The main messages and recommended activities of the inward investment action plan are detailed below.

- **Inward Investment Market Place** – Lancashire is an under-performing area in inward investment terms, Chorley has the opportunity to compete for many projects that are choosing similar locations.
- **Barriers to Inward Investment** – The lack of available property, lack of awareness of Chorley and lack of distinctive offer are identified as barriers which need to be addressed.
- **Target Audiences** – Our target audiences include existing businesses, intermediaries and advisors in Manchester, Liverpool and Preston, partner organisations like the LEP and UKTi, and potential investors such as growth companies in the North West and Midlands.

## The Chorley Offer

The key elements of the Offer are:

- **Lancashire** – reinforcing the wider positive connotations of the county and giving Chorley a more familiar context to external audiences that may not be aware of its location. Communication should mention 'Chorley, Lancashire'.
- **Manchester** – leveraging the great city-brand that is only 30 minutes away, in particular using proximity to assets like the Airport, universities and wider supply-chains. Using phrases like 'on the doorstep of Manchester'.

Project Mandate

- **Chorley is a City Gateway** – not only to Manchester, but also to Preston and Liverpool. Its geographic location and connections mean that its real offer to inward investors is far bigger than the advantages of the district itself. The Chorley Offer can be communicated through several key messages relating to accessibility and these are shown on the next page.



**Pipeline of Employment Sites** – Acting as facilitator to bring forward a pipeline of employment sites.

**Choose Chorley Grant** – A local incentive scheme for inward investors looking to locate in Chorley would be a significant help in promoting the town to potential investors and offers the possibility of making a real difference to companies deciding on new locations.

**Choose Chorley Web Site** – A business-facing promotional web site is fundamental.

**Social Media** – Using tools such as LinkedIn and Twitter to initiate, facilitate and amplify conversations and relationships with business people and the inward investment community.

**Downloadable Marketing Materials** – A Choose Chorley Folder and presentation slides to promote the Chorley offer are recommended.

**Sectoral Propositions** – Use broad-based sectoral propositions to flexibly target potential investors.

## Project Mandate

**Signage** – Bespoke ‘Choose Chorley for Business’ signage at key entry points to Chorley.

**Chorley Business Inward Investment Event** – An annual event to showcase the town’s assets and sharing of the story, propositions and activity programme.

**Chorley Soft Landing Scheme** – Bringing together reputable local companies to provide free initial advice (tax, law, HR) to potential investors. Senior players assisting in site visits or discussions over investment projects.

**Target Intermediaries** – Explaining the offer to a selection of intermediaries and build relationships.

During 2013 the following activities have been delivered:

- A Choose Chorley Grant
- Broad based sectoral propositions
- A database of target intermediaries
- A soft-landing scheme and ‘Red Carpet’ introduction
- An inward investment campaign which will include the production of associated marketing material.
- The commissioning of an inward investment web site for launch in February 2014.
- The commissioning of photography for inward investment marketing material.

## Corporate Priorities

Delivering the inward investment plan will support the Corporate Strategy’s priority theme on ‘A strong local economy’, by helping to create a strong business sector and providing access to high quality employment.

## Objectives

The project will aim to deliver the following key actions identified in the inward investment action plan; including, but not limited to:

- Completing the inward investment web site.
- Developing social media platforms
- Developing associated marketing material.
- Gateway signage & posters
- Chorley in Manchester Day
- Intermediary contact
- Delivering the Choose Chorley Grant
- Bringing forward a pipeline of employment sites.

## Scope

Whilst this project is about the delivery of the overall inward investment plan, there are elements within it that are funding the Corporate Strategy project to ‘Deliver an Inward Investment Campaign’.

#### Project Mandate

The delivery of the inward investment action plan will complement the work of partner organisations and agencies.

The development of the inward investment web site will complement Chorley Council's own web site.

The grant scheme to support the capital requirements of inward investment companies who are creating local jobs will complement existing provision.

### **Constraints**

A total budget of £200,000 comprises of £100,000 growth for 2014/15 and £100,000 unallocated from 2013/14.

### **Impact on other Directorates/Projects**

The development of the inward investment web site will complement Chorley Council's own web site and integrate with the information technology requirements of ITC.

Support will be required from the Communications Team in delivering the inward investment campaign.

Project Mandate

**PROJECT DOCUMENTATION**

**PROJECT MANDATE**

**15. *Town Centre Masterplan***

Date: 17<sup>th</sup> December 2013

Author: Cath Burns

Responsible Directorate: Partnerships, Planning and Policy

Project Mandate

## Project Overview

This project will deliver a number of specific actions in line with the Town Centre Masterplan, prepared by Deloitte in conjunction with Chorley Council and approved by Executive Cabinet in October 2013.

## Project Background

The Economic Development Strategy was adopted in November 2012 with a key priority “to create a vibrant town centre that attracts people from both the local community and visitors in the day and evening, for shopping, eating and entertainment”. A key action within the strategy was to develop a town centre masterplan.

Following a thorough procurement process, Deloitte was appointed in February 2013 to: define the changing town centre offer and the required retail element; identify significant land/property owners; define land use zones, masterplan investment ready locations; target investment in the public realm and; ensure adequate provision for car parking.

The Town Centre Masterplan provides a long term plan for the future development of Chorley town centre, providing a deliverable framework for investment at key development sites to ensure the viability and vitality of Chorley Town Centre going forward.

This project will implement the phase 1 actions identified in the town centre master plan in relation to the three key investment opportunities and the public realm improvements.

## Corporate Priorities

This project fits in with the Council’s Corporate Priority to achieve ‘A strong local economy’.

## Objectives

This project will deliver a number of visible improvements in the town centre and start to drive forward the longer term aims outlined in the Town Centre Masterplan.

## Benefits

- Improved street scape in town centre locations
- More attractive environment for potential new businesses
- Increased footfall in the town centre
- Increased resident satisfaction through visible indication of council investment

## Scope

This primarily relates to the following specific actions to be overseen by Economic Development:

- Masterplan and identify a development partner for South Market St/Fleet St residential development

## Project Mandate

- Design and deliver the upgraded ASDA junction
- Design and deliver upgraded Market St (south) public realm improvements
- Market St Shop Front Improvements
- Deliver 98-102 Market Street project
- Develop a prospectus for the civic quarter

## Key Project Milestones

The actions outlined above will be delivered in 2014.

## Constraints

This project will be led by the Economic Development team with support from a number of other services and external partners as necessary.

A budget of £35,000 has been identified to specifically deliver the following improvements:

- Masterplan and identify a development partner for South Market St/Fleet St residential development
- Develop prospectus for the civic quarter

## Impact on other Directorates/Projects

This project forms a key element of the wider programme of economic development activities including inward investment and other more discrete pieces of work such as the renovation of 98-102 Market Street and projects to improve outlying areas of the town centre. The project may impact upon the Planning service and also Policy and Communications.

**PROJECT DOCUMENTATION**

**PROJECT MANDATE**

**16. *Support the Expansion of Local Businesses***

Date: 16/12/13

Author: Cath Burns

Responsible Directorate: Partnerships, Planning and Policy



Project Mandate

## Project Overview

A business support service to assist existing businesses to grow and develop is provided by a dedicated business adviser within Chorley Council.

As part of the service for existing businesses a reward scheme to support their expansion was launched in April 2013. This scheme is called the Chorley Business Investment for Growth grant (Chorley BIG) and this aims to support businesses that are creating or safeguarding jobs with capital investments or works.

In order to further support the expansion of local businesses a Choose Chorley Business Network is facilitated on a quarterly basis.

## Project Background

Businesses in Chorley have access to a dedicated business adviser to support them with their development and growth plans. The provision of quality one to one business advice and information to our existing businesses is fundamental to the Chorley Economy for:

- Maintaining the existing business and employment base which is more vulnerable in these uncertain economic times. Clients receiving formal business support have a higher chance of business survival than those receiving no support.
- Improving competitiveness and supporting the growth of existing businesses.
- Many businesses remain unaware of the support which is on offer, as do intermediaries such as banks and accountants.
- Complements Chorley Council's new business start-up scheme. New businesses increase competition in the market place, forcing 'business churn'- existing businesses need to be able to raise their game if they are to compete in the market.

Through the business support work it became evident that although businesses had aspirations for growth these plans were being delayed, or cancelled, as businesses were finding it harder to raise funds through their normal channels. This was due to the adverse economic trading conditions and banks continued reluctance to lend.

Businesses in Chorley have access to a capital grant scheme which is designed to enable them achieve growth. This fund is delivered through Regenerate Pennine Lancashire and was the result of a successful bid into a national government programme called Regional growth Fund. Accelerating Business Growth (ABG) is a competitive grant scheme that helps growth projects which commit to significant job creation, additional investment from other sources and provide a major impact on the local economy.

Chorley Council consider ABG as a key, and valuable, resource for businesses - often filling a gap in project funding and enabling businesses to kick start their investments but the Authority continues to see a gap in this provision. This is due to the fact that the minimum project value which ABG will contribute to must exceed £100,000 leaving a large number of businesses looking to carry out investments below this value.

Chorley Council BIG grant scheme is designed to complement ABG and offer support to businesses investing in projects of any size.

Project Mandate

The BIG grant can be used for the construction of new buildings; the refurbishment/ adaptation of existing business premises; site engineering works; the purchase of plant and machinery; signage; hard/soft landscaping and security improvements. Grant contributions from the fund are based on the amount of jobs, and other outputs, that the business will create as a result of the overall investment.

Chorley BIG grant is currently a pure grant scheme and work is underway to review the options to develop this into a hybrid grant and repayment vehicle to provide either financial return into the scheme or enhanced community investment from grant recipients. In order to carry out this research officers are researching the grant environment, looking at areas of best practice, as well as discussing with previous grant applicants their experience and suggestions in relation to the Chorley BIG scheme's development.

In addition, to further support the expansion of Local Businesses, Chorley Council provides a quarterly networking event. This compliments the existing provision of private sector network groups and provides an opportunity for local businesses to develop their supply chains and facilitate their expansion plans.

## Corporate Priorities

This project fits in with the Council's Corporate Priority on 'A strong local economy' by supporting a 'Strong and expanding business sector' and providing 'Access to high quality employment'.

## Objectives

The project will aim to:

- Ensure businesses in Chorley have access to financial support to assist them realise their growth potential through a hybrid grant and repayment vehicle
- Deliver a range of economic benefits to Chorley including;
  - Improving floor space within businesses
  - Creation of jobs
  - Job opportunities for Chorley residents
  - Attracting private sector investment
  - Businesses signing up to Chorley Employment Charter
- Facilitate the 'Choose Chorley Business Network' which complements and integrates with existing business network provision.

## Scope

The development of the hybrid grant will be scoped based on Chorley BIG as follows;

- To provide support to businesses in Chorley Borough who are investing over £4,000 on capital equipment/ works that will generate job creation. Maximum contribution of £2,000 per job created or 50% of the project value with a maximum total grant available through the scheme being £10,000

Project Mandate

- Available to businesses defined as ‘Small and Medium Enterprises’ (SME’s) i.e. a Company which employs fewer than 250 persons (full time equivalent), and has a turnover of less than 50 million Euros and/or has an annual balance sheet of less than 27 million Euros. No more than 25% of the company’s voting rights may be held by a parent company which is not itself an SME
- All funds provided through Chorley BIG grant scheme comply with the EU state aid regulations. Due to these regulations Chorley BIG is unable to provide financial support to companies in the transport sector, or those involved in the production of agricultural equipment
- Applications must be made in advance of investments by businesses as support is not available retrospectively through this grant scheme

The Choose Chorley Business Network is open to businesses from within Chorley and surrounding areas with a focus on;

- Providing an environment for businesses to build their local supply chains, useful contacts and explore consortia working opportunities
- Enable businesses to be informed of the work Chorley Council is undertaking to support the Local Economy
- Introduce Chorley businesses additional sources of business support to ensure these businesses receive the most beneficial support package to their business

**Constraints**

**Timescales**

Key milestones include:

<b>Key Action</b>	<b>Milestone Date</b>
Determine the options for developing Chorley BIG to a grant/ loan scheme	February 2014
Deliver hybrid scheme	Ongoing
Facilitate quarterly Choose Chorley Business Network	Ongoing

**Resources**

A Business Advisor who has been appointed to deliver support to established businesses will administer the Chorley BIG grant scheme. Support from the Finance Team will be required during the grant appraisal process.

The business advisers within the Economic Development team will facilitate the Choose Chorley Business Network. Support will be required by the wider Economic Development team on the day of the event.

**Budget**

This project has a budget estimate of £45,000 which comprises as follows:

- £40,000 Chorley BIG reward hybrid scheme for capital expansion of existing businesses
- £5,000 Choose Chorley Business Network

Project Mandate

## **Impact on other Directorates/Projects**

Support from the Finance Team will be required during the Chorley BIG grant appraisal process.

**PROJECT DOCUMENTATION**

**PROJECT MANDATE**

**17. *Business start-up grant and loan scheme***

Date:18/12/2013

Author: Paul Heyworth

Responsible Directorate: Partnerships & Planning

Project Mandate

## **Project Overview**

This project will develop the current scheme to deliver a more sustainable support mechanism through moving away from a straight, non-repayable grant into a hybrid scheme which takes a much smaller grant to support those with minimal requirements before they can start a business, and backs this up with the availability of a more affordable loan to cover greater start-up costs.

## **Project Background**

The Starting in Business Grant was introduced in September of 2012 with a total budget of £117,000. To date, grants have been agreed, supporting 108 business start-ups, aiming to create a total of 221 jobs in the short to medium term. The scheme now needs to be reviewed to ensure that it is fit for purpose going forward through a combination of smaller grant and affordable loan

## **Corporate Priorities**

This project fits with the council's policy on "A strong local economy" by supporting new, sustainable start-up businesses.

## **Objectives**

This project would support up to a maximum of 90 new business start-ups either at the pre start stage, or within 6 months of commencing business. The scheme is anticipated to create a total of 140 jobs in total over the length of the advisor commitment to the new business which is 3 years.

## **Benefits**

The project is aimed at assisting the creation of new start-up businesses and would help those without significant capital available to them to create sustainable businesses and ultimately generate more jobs.

## **Scope**

- This grant/loan should be available to all new start businesses on completion of a viable business plan and it is not proposed to means test for need.
- The assessment process would involve a review of the clients plan by the Business Adviser, and completion of any actions resulting therefrom.
- The granting of the loan would be by way of applying the normal canons of lending
- The grant/loan provision is to be available over a 12 month period from April 2014

## **Key Project Milestones**

Project Mandate

Mechanisms are already in place for the grant scheme.

A protocol would need to be established with the loan provider for the loan part of the scheme

## **Constraints**

Budget required for £22,500 which would facilitate up to 90 grants and £44,000 loan fund to facilitate up to 88 £500 loans.

## **Impact on other Directorates/Projects**

Support needed from Exchequer if Chorley Council is to be the loan provider

**PROJECT DOCUMENTATION**

**PROJECT MANDATE**

**18. *Town Centre and Steeley Lane pilot action plans***

Date: 17<sup>th</sup> December 2013

Author: Conrad Heald/Gill Barton

Responsible Directorate: Partnerships, Planning and Policy



Project Mandate

## Project Overview

Developing and delivering a two year programme of local area projects within the town centre/Steeley Lane areas of Chorley. This is a pilot programme which will be evaluated by feedback from town centre stakeholders including shoppers, residents and traders.

## Project Background

Since June 2011 the Council has delivered a Town Centre/Local Service Centres grant programme offering shop floor refurbishment grants/business rate subsidies for vacant properties, and shop front improvement grants for existing businesses.

A new focus for town centre improvements has now been requested, and a two year pilot programme of local area projects is being developed. This programme will focus primarily on connectivity between the Bus Station, the Rail Station and Steeley Lane, delivering improvements to these gateway areas and creating a more cohesive town centre experience for shoppers and visitors.

## Corporate Priorities

This pilot project fits in with the Council's Corporate Priority on 'A strong local economy' by supporting a 'vibrant town centre and villages' and creating a 'strong and expanding business sector'.

## Objectives

The project aims to achieve the following:

- A Local Action Plan incorporating a series of worked up, costed projects as follows:
  - a. Gateway signage at bus station
  - b. Signage at underpass to Steeley Lane
  - c. Steeley Lane factory exterior
  - d. Steeley Lane station platform exterior
  - e. Steeley Lane car parking
  - f. Improvements to alleyway between Argos and Nat West, Market Street
  - g. Railings/lighting to underpass at Steeley Lane

## Benefits

The programme will deliver improvements to gateway areas to the town centre and link the Steeley Lane shopping area to the town centre through improvements to public realm and signage. This will benefit local businesses and create a more cohesive town centre experience for shoppers and visitors.

We will record footfall and premises vacancies at 6 monthly intervals from January 2014 to monitor the impact of improvements to Steeley Lane, underpass and Chapel Street.

We will monitor car park usage, revenue and PCN's issued on a monthly basis.

Project Mandate

## Scope

This two year pilot programme of development and delivery activity will incorporate detailed costings and partner involvement. The geographical areas to be addressed are those listed under paragraph 4 above. Partner involvement will include Northern Rail, the Arts Partnership and local businesses.

## Key Project Milestones

Task	Timescale
Working up Schemes including costing out and consultation processes	End May 2014
Cabinet processes	End June 2014
Tendering processes, including via the Chest for projects over £10,000 (specify works/evaluate tenders and select winning tenderer)	End August 2014
Deliver Year 1 projects a to f	End January 2015
Deliver Year 2 project g	End January 2016

## Constraints

### Timescales

The project is delivered over 2 years with completion early 2016.

### Staff Resources

The two year programme will be managed by the Town Centre and Markets Manager with support from the Economic Development Officer, and will require input from Planning, Streetscene, Neighbourhoods and Communications. In addition there will be consultation required with Network Rail, Arts Partnership and private sector businesses.

### Budget

The programme has a budget of £200,000; with £100,000 in 2014-15 and £100,000 in 2015-16.

### Risk

- Network Rail not giving timely authorisation or funding
- Maintaining the artwork over time
- Interjections with highways requiring LCC approvals

Project Mandate

## **Impact on other Directorates/Projects**

The programme complements the Town Centre Masterplan and will impact on the following Sections – any opportunities for joint working will be addressed as the programme is developed:

- Planning
- Streetscene
- Communications
- Neighbourhoods

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Report of	Meeting	Date
Chief Executive (Introduced by the Executive Member for Resources, Policy and Performance)	Executive Cabinet	16 January 2014

## **REVIEW OF THE COUNCIL TAX SUPPORT SCHEME AND DISCOUNTS AND EXEMPTIONS**

### **PURPOSE OF REPORT**

1. To present a review of the first year of the council tax support scheme and the discounts and exemptions for empty properties, which were implemented in April 2013; and to make proposals for 2014/15.

### **RECOMMENDATION(S)**

2. That the proposed council tax support scheme and discounts and exemptions for empty properties and second homes be presented for approval to the full Council in February.
3. That the other precepting authorities be consulted on the proposed scheme.

### **EXECUTIVE SUMMARY OF REPORT**

4. The council adopted a new council tax support scheme and changes to discounts and exemptions for council tax in January 2013. These changes came into effect on 1 April 2013. The effects of the changes have been reviewed and are presented in this report alongside with a recommendation for the approach for 2014/15.
5. Collection rates for council tax from council tax support recipients and those affected by the changes to discounts and exemptions have been better than modelled. The number of claims for council tax support has decreased during the financial year, and the number of long term empty properties has decreased.
6. It is recommended that the council tax support scheme and the discounts and exemptions for empty properties should continue unchanged. The schemes have been in operation for less than one year, and the review set out in this report outlines that the changes have been successfully implemented and the overall impact on individuals is difficult to fully estimate at this point, particularly with other changes being made nationally through welfare reforms.

<b>Confidential report</b> Please bold as appropriate	Yes	<b>No</b>
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<b>Key Decision?</b> Please bold as appropriate	Yes	<b>No</b>
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<b>Reason</b> Please bold as appropriate	1, a change in service provision that impacts upon the service revenue budget by	2, a contract worth £100,000 or more
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	£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)**

- The council is required to adopt a scheme for council tax support and discounts and exemptions for empty properties. In adopting the scheme last year, the council agreed to review the scheme after the first year and make any necessary changes.

**ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

- To not make change the schemes. This was rejected as the schemes are currently operating successfully and have only been in place since April 2013.

**CORPORATE PRIORITIES**

- 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**

- The Local Government Finance Act 2012 required local authorities to design and implement a local scheme to administer council tax support to replace the previous system of Council Tax Benefit from 1 April 2013. At the same time, billing authorities were given greater discretion over the reliefs from council tax available for second homes and some empty properties.
- In the spending review 2010, the government announced that the grant used to fund council tax support would be reduced by 10%. The government also set that people who are older than pensionable age could not be adversely affected by the new localised scheme and that the scheme should have regard to the council's existing duties such as the equality duty.
- The funding arrangements for council tax support were different to those of the previous Council Tax Benefit scheme. Previously, the benefit was awarded according to the number of claims made throughout the year and then the council claimed subsidy from DWP for the amount of expenditure. Council Tax Support funding is allocated as a fixed amount by the Department for Communities and Local Government (DCLG) in the Local Government Finance Settlement. The funding receivable by Chorley Council for 2013/14 was £0.753 million, but from 2014/15 onwards Council Tax Support funding is no longer identifiable as a separate allocation, as it is within the revenue support grant.
- Last year, the council agreed a new council tax support scheme and changes to the discounts and exemptions given to empty properties which would meet the need to identify savings to cover the estimated shortfall in funding. The additional savings required came from reducing the maximum amount of council tax support by 7.5% for working aged claimants and from reducing discounts and exemptions that applied to second homes and certain types of empty properties.

14. After a large consultation exercise from October to December 2012, a localised council tax support scheme and changes to discounts and exemptions for empty properties and second homes were approved by full council. This was implemented 1 April 2013.
15. Since April, all working aged tax payers have at least 7.5% of their council tax liability to pay. Chorley's scheme for 2013/14 is calculated the same way as the previous Council Tax Benefit scheme, which means that higher levels of support are awarded for households with disabilities, carer needs and families with children with the only change being that the final benefit award is cut by 7.5% for all claimants of working age.
16. At the same time, changes were introduced to the discounts and exemptions from council tax. These are summarised in the table below:

Class	Pre- April discount	Arrangements since April
Class A: a vacant property which requires, is undergoing, or has recently undergone major repair work to make it habitable, or structural alteration	100% for 12 months	50% for twelve months
Class C: Empty, unoccupied and unfurnished property	100% for 6 months	<ul style="list-style-type: none"> <li>• 50% for 0-6 months</li> <li>• 25% for 6-24 months</li> <li>• Full charge + 25% from 24 months</li> </ul>
Second homes: homes that empty but furnished and the owner has their main home elsewhere	50%	No discount

17. It was agreed that the council tax support scheme and changes to discounts and exemptions would be reviewed part way through the financial year to determine whether changes needed to be made for future years.

**REVIEW OF THE COUNCIL TAX SUPPORT SCHEME**

18. A review of the council tax support scheme which has been in operation since the beginning of April has been undertaken in terms of the number of claimants, the expenditure on the scheme and the amount of council tax that has been collected.

Current caseload and expenditure

19. The table below shows council tax support expenditure and caseload numbers for the four main claimant group types as at 7 Oct 2013. The expenditure figure is the amount of council tax support awarded. The 'count' is the number of recipients.

Group description	Count	Expenditure
Elderly – Non-passported	1,324	£901,462
Elderly – Passported	2,374	£2,146,056
Working age – Non-passported	1,502	£916,232
Working age – Passported	2,712	£2,132,607
<b>Total</b>	<b>7,912</b>	<b>£6,096,358</b>

**NB:**

Passported means those receiving Income Support, Jobseekers Allowance, Employment Support Allowance (Income Based). This group are households who are living below their needs level. Their needs level has been set for this group by DWP according to their household needs (for example needs for children, disabilities, carer needs).

Non-Passported means those who still qualify for help towards their Council Tax costs but who may have low income or receive other 'non-passported' benefits such as Jobseekers Allowance (Contribution based) or Employment Support Allowance (Contribution based). This group have low income but do not automatically receive maximum council tax support. This group would include those actively seeking work.

Change in demand and expenditure

20. As illustrated in the table below, council tax support caseload has reduced during the first half of 2013/14:

Caseload	April 13	Oct 13
Elderly – Non-passported	1,324	1,324
Elderly – Passported	2,440	2,374
Working age – Non-passported	1,580	1,498
Working age – Passported	2,775	2,736
<b>Total</b>	<b>8,139</b>	<b>7,932</b>

21. The expenditure for council tax support has also reduced:

Expenditure	April 13	Oct 13
Elderly – Non-passported	£902,098	£901,397
Elderly – Passported	£2,202,731	£2,1695,180
Working age – Non-passported	£956,212	£926,714
Working age – Passported	£2,177,221	£2,159,969
<b>Total</b>	<b>£6,238,264</b>	<b>£6,157,261</b>

22. The largest decrease in caseload has been from the working age non-passported claimant group.

Collection rates

23. The modelling undertaken during the development of the council support scheme estimated the collection rate for council tax due from the working age passported group would be 50%. This is the group that would previously have had received the maximum council tax benefit and so were not liable to pay council tax. Since April, under the new support scheme, they have been liable for 7.5% of their council tax. At the end of November, 40.8% of the council tax from that group has been collected, exceeding the estimates from the modelling.

24. In addition, monitoring has been undertaken of the collection rate for all council tax support claimants. This includes claimants who receive the maximum council tax support. The collection rate for all claimants at the end of November is 62.6%, compared to 75.77% for all tax payers.

Summons

25. Although the collection rate for council tax support has been better than estimated, there has been an increased volume of summonses issued for non-payment. There have been more summonses issued in the period to December than in the whole of 2012/13.

Total summonses issued April-December 2012/13	Total summonses issued April – December 2013/14	Total summonses issued 2012/13
2,423	3,400	3,255

26. 1,748 of the summonses issued during 2013/14 relate to people who have received council tax support. Of these, some pay the principle debt before the court hearing and so the summonses are cancelled. For claimants who receive certain benefits, an attachment can be



placed on those payments (of £3.60 per week) to recover the debt. 515 attachments of benefits have been made in this financial year.

27. No formal complaints have been received about the changes made to council tax support.

## REVIEW OF DISCOUNTS AND EXEMPTIONS

### Current numbers

28. The number of tax payers affected as at December 2013 by the changes to discounts and exemptions is set out in the table below:

Property type	Number affected
Class A changes (empty and undergoing major repair work) 100% charge	66
Class C changes (properties empty and unfurnished from 0-6 months) 50% charge	528
Class C changes (properties empty and unfurnished from 6-24 months) 75% charge	347
Class C changes (properties empty and unfurnished over 24 months) 125% charge	201
Second Homes (empty but furnished) 100% charge	154

29. One of the stated aims of the changes made to discounts and exemptions was to reduce the number of long term empty properties in the borough. There has been a significant reduction in properties that have been empty for more than two years; from 287 in March to 201 in December.

### Collection rates

30. The estimated collection rate used for modelling purposes during the development of the scheme for properties affected by the changes to discounts and exemptions was 80%.
31. The collection rate at the end of November was 63.8%, which should lead to a collection rate higher than 80% by the end of the financial year.

### Issues and complaints

32. Five formal complaints have been received during the year relating to the changes made to the discounts and exemptions for empty properties. Two of these related to the consultation on the changes, two were received from landlords about empty properties and the final one related to financial hardship that the change would cause. None of the complaints progressed beyond stage one in the complaints process.

## PROPOSALS FOR 2014/15

33. It is proposed that the council tax support scheme remains the same for 2014/15 as has been in operation for 2013/14. This uses the same calculations as the council tax benefit scheme, with a 7.5% reduction in support for working age claimants.
34. The discounts and exemptions for empty properties and second homes will also remain unchanged for 2014/15.
35. Given both elements of the scheme have been implemented successfully, and do not appear to have caused widespread issues with affected groups, the continuation of the schemes will allow some consistency over time and will enable the council to monitor and review the impact of the scheme once it has been in place for a full financial year.

**IMPLICATIONS OF REPORT**

36. 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**

37. In December 2013 the National Audit Office (NAO) published its report on the implementation of Council Tax Support by DCLG and local authorities. Within that report is a recommendation that DCLG should consider continuing to compensate local authorities for the cost of administering Council Tax Support schemes. This council receive £84,000 in 2012/13 towards the cost of implementing the scheme, and £58,978 "new burden" funding in 2013/14. At present, it is assumed that a similar figure would be receivable in 2014/15, but not subsequent financial years.
38. Also in 2013/14, this council qualified for a transitional grant of £19,890, which is not receivable in subsequent years.
39. Variances from budgeted Council Tax income, discounts and collection rates are dealt with in the calculation of the estimated surplus or deficit on the council's Collection Fund. During 2013/14 the budgeted precepts will be paid from the Collection Fund to Chorley Council's General Fund, the parish councils, Lancashire County Council, the Police & Crime Commissioner for Lancashire and the Lancashire Combined Fire Authority. The estimated 2013/14 surplus or deficit on the Collection Fund will be allocated to this council, county, police and fire in 2014/15.
40. In setting the Tax Base for 2013/14, and therefore the estimated net income from Council Tax, the budgeted cost of Council Tax Support discounts was increased to £6.510 million to allow for an increase in eligible claimants. The text of this report confirms that the forecast increase has not materialised and that the estimated cost in 2013/14 has actually reduced. In estimating the surplus for 2013/14, I have reduced the estimated cost of Council Tax Support discounts by £0.310 million to £6.200 million. This is a little higher than forecasts quoted in this report, but any year-end variance would be reflected in the surplus or deficit carried forward to 2014/15 for distribution in the following year.
41. In respect of the Collection Fund's Council Tax income before discounts, the budgeted total (including the effect of technical changes and growth) was £56.132 million. In estimating the surplus or deficit for the year on the Collection Fund, the forecast has been increased by £0.327 million to £56.459m. I have also reduced the provision for bad debts by £0.038 million. Finally the difference between the actual Collection Fund surplus brought forward from 2012/13 and the estimated surplus distributed in 2013/14 is £0.112 million.
42. Taking all of these changes together, I have estimated that there should be a Collection Fund surplus of £0.788 million in 2013/14, which would be distributed to this council, county, police and fire in 2014/15. The split of the surplus is £102k to Chorley Council and £686k to the other preceptors. This estimate has been provided to Lancashire County Council to assist in budget preparation.
43. Performance in 2013/14 indicates that implementation of Chorley's Council Tax Support scheme, and of the technical changes, has been achieved within budget. However, from

2014/15 onwards it is no longer possible to monitor the net cost of Council Tax Support because the Government funding is not identified as a separate resource allocation in the Local Government Finance Settlement.

44. If the scheme continues unchanged, and the change to the discount for empty and unfurnished properties is agreed, the Council Tax Base for 2014/15 would take this into account.

#### COMMENTS OF THE MONITORING OFFICER

45. The proposed scheme fulfils the statutory requirements by protecting those of pensionable age and having regard to the impact on groups categorised as vulnerable. The proposal is within the scope of the legislation.

GARY HALL  
CHIEF EXECUTIVE

There are no background papers to this report.

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<b>Background Papers</b>			
<b>Document</b>	<b>Date</b>	<b>File</b>	<b>Place of Inspection</b>
Local council tax support scheme and changes to discounts and exemptions	8 January 2013	Council report	<a href="http://cbc-us-mod/ieListDocuments.aspx?CId=114&amp;MId=3307&amp;Ver=4">http://cbc-us-mod/ieListDocuments.aspx?CId=114&amp;MId=3307&amp;Ver=4</a>

<b>Report Author</b>	<b>Ext</b>	<b>Date</b>	<b>Doc ID</b>
Julie Riding / Chris Sinnott	5337	7 January 2014	Localised council tax support Exec Cabinet report

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Report of	Meeting	Date
Chief Executive (Introduced by the Executive Member for Resources, Policy and Performance )	Executive Cabinet	16 January 2014

## MEMBER INFORMATION SYSTEMS

### PURPOSE OF REPORT

1. To seek approval for the members IT desktop and associated home package to be replaced entirely with data enabled tablet devices empowering members to access information systems beyond home and office boundaries.

### RECOMMENDATION(S)

2. That the proposals outlined in this report and Option 1 is accepted.
3. That upon issue of the tablet device, the current desktop and associated peripherals is withdrawn.
4. The use of tablet devices for officers is agreed if clear business benefits can be achieved in support of the councils Digital Strategy.
5. That procurement of iPad devices, data bundles and protective cases is agreed followed by a phased roll out and training in 2014.

### EXECUTIVE SUMMARY OF REPORT

6. Implementing new technology and tablet devices will enable council members to access information on the move, take advantage of secure Wi-Fi access in the main council buildings and contribute to the reduction in paper and printing costs outlined in the council's digital strategy plans.
7. The use of tablet devices by officers will also help improve the efficient delivery of services.

<b>Confidential report</b>	Yes	<b>No</b>
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<b>Key Decision?</b>	Yes	<b>No</b>
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### REASONS FOR RECOMMENDATION(S)

#### (If the recommendations are accepted)

8. The proposals are in keeping with the council's drive towards improving access to digital information. Option 1 is the favoured solution for business use and Public Service Network (PSN) requirements.

**ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

- 9. Option 2 would require contributions from member’s allowances and likely to cause security concerns for PSN compliance. A like for like replacement of the current desk top provision was also considered and rejected.

**CORPORATE PRIORITIES**

- 10. 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	X

**BACKGROUND**

- 11. The current member desktop package has been in place for a number of years and was initially designed to help promote the use of e-government. Significant changes in technology and the need for on demand access to information has led to a review of systems for members.
- 12. The drive for efficiencies has led to improvements in digital systems across the Council. The proposed roll out of tablet devices for members and officers will improve access to these systems.
- 13. Members will be empowered to access information on the move to support engagement with their communities. Specific focus on improvements to e-mails, calendars, internet (browser) and committee related information will be made.
- 14. The success of this initiative depends on replacement of the current desktop entirely with data enabled tablet devices. This means that if these proposals are accepted all aspect of the current package will be withdrawn including council funded broadband and the home telephone provision.
- 15. This functionality combined with secure Wi-Fi access at the main council buildings will also contribute to the council’s intention to reduce the cost of printing committee agendas which in future would only be produced, as necessary, on council premises.

**CURRENT POSITION**

- 16. Several members have volunteered to engage in a proof of concept exercise using tablet devices for a trial period. The project was facilitated by Member Support Working Group.
- 17. Two device types were trialled and a third rejected on lack of operational merit. The iPad is the most favoured and would present the least user issues which has also been the experience of other local Councils. A number of criterions were set and feedback gathered at the end of the trial period. Improvements suggested will contribute to the final configuration of devices before roll out.
- 18. Currently council members are entitled to home desktops which may include a Wyse laptop, printer (with consumables) support and access to broadband services and a cordless phone. There may be some variations to this package. Not all Council members exercise their entitlement.

19. Paper copies of committee agendas continue to be circulated to members. The current desktop/package is both costly and restrictive. Tablet devices will enable councillors to access information remotely in their work with residents, report issues and consult with officers and other council members in the convenient way that mobile devices would permit.
20. Existing equipment is also becoming dated and at some point is likely to be in need of a refresh making this is an ideal opportunity to explore new options

## PROPOSALS

21. The proposals outlined below are in keeping with the council's drive towards improving access to digital information and recommend;
  - That all councillors utilise mobile/tablet devices to:
    - a. Help improve remote working with residents
    - b. Promote the use of secure Wi-Fi facilities in the main council buildings
    - c. Minimise the printing of agenda papers for councillors, staff and members of the public as far as possible. This may impact particularly on Development Control committee and will be managed accordingly as captured during the trial period and general feedback
  - That tablet devices provide members full use of council information, Microsoft office products through the Citrix desktop
  - That email, calendar, browser and committee information through mod.gov is available through the tablet desktop
  - Downloading of additional apps will be restricted due to compliance with government security needs but agreed secure applications may be pre-loaded. Other applications may also be considered on merit
  - Additional desktops will be provided in the member's room
  - Members will be able to use a limited corporate printing facility when necessary and requested prints will be stored in the councillors MyPrint area and extended to 10 days. The use of tariffs may help members manage onsite printing needs
  - The hybrid mail solution will enable members to produce letters which will be printed and posted offsite in line with the procedure proposed for officers
  - A limited number of paper copies will continue to be provided at committee meetings for shared use by councillors, officers and members of the public
  - That after a period of 6 months the practice of providing paper copies of agendas by post to members of the public should cease once other arrangements are finalised
  - That ICT support will be available at evening committee meetings during the initial roll out phase to ensure continuity of service
  - That the pin number generator used for Citrix will be replaced by a mobile phone application (SecureEnvoy)
  - All information currently circulated to members will be reviewed gradually and replaced by digital systems and online provision
  
  - That upon issue of the tablet device, the current desktop including broadband, telephone, telephone call package, laptop, printer, the supply of ink cartridges and associated peripherals is withdrawn
22. The implementation of tablet devices will be supported by training as part of any phased roll out.

**OPTIONS**

23. There are two proposed options:

No	Option	Includes	Replaces	Cost to Member
1	Council supplied and managed iPad Air tablet device	iPad Air Data package (restricted to 1GB per month on 3G/4G network) Device case Office 365* Use of Lync for future calls (VOIP)**	Wyse Laptop Printer Broadband Home line and call package	Council pays for both the tablet and data package and retains ownership and control of device  Were 1G data usage has been exceeded the cost of this will be met from member allowance
2	As above	As above	As above	Approx £16.50 per month over two years from member allowance to pay for tablet  Data connection paid by Council  Were 1G data usage has been exceeded the cost of this will be met from member allowance

\* subject to Microsoft licence upgrade with necessary security in place and trial

\*\*part of phone review and successful extended use of Microsoft Lync following proof of concept

24. The move from Government Secure internet (GSi) to Public Services Network (PSN) this year has resulted in a zero tolerance approach by the Cabinet Office necessary to achieve trust across the public network.

25. Option 1 is proposed to meet increasing demands for compliance with PSN. Tablet devices will therefore be purchased, owned and managed by the Council. The use of apps for business or personal use can be considered effectively under this proposal.

26. This option will also help mitigate risk associated with requirements to review access to Council systems on privately owned computers and devices.

**SAVINGS/COST**

27. Cost of Current desktop

	Capital Cost 2013/14	Budgeted Revenue Costs 2013/14 £
Broadband/Internet Charges	-	9,220
Consumables	-	700
Postages (90% of budget)	-	3,690
Home telephone - rentals	-	8,100
- calls	-	3,050
Telephones – other	-	1,000
	-	
Printing of agenda papers - see Appendix A	-	13,450
<b>Current estimated annual cost of desktop</b>	-	<b>39,210</b>



28. Estimated Cost - Proposed Option 1

	Capital Cost	Annual Revenue
Tablet devices 47*£395 – estimated	18,565	
One off security contingency	6,435	
Data Package 47*£14*12 months – capped at 1GB		7,896
Insurance if not covered by main policy - 47@£7.50*12		4,230
Microsoft licence 47@£22		1,034
Microsoft apps for office 47*£41		1,927
Modern.gov restricted app ***		1,500
<b>Total estimated cost</b>	<b>25,000</b>	<b>16,587</b>

Note: Microsoft apps subject to further evaluation

29. Estimated Cost - Proposed Option 2

	Capital Cost	Annual Revenue
Tablet devices 47*£395 – estimated	18,565	
Less member contribution from allowance	(18,565)	
One off security contingency	6,435	
Data Package 47*£14*12 months – capped at 1GB		7,896
Insurance if not covered by main policy - 47@£7.50*12		4,230
Microsoft licence 47@£22		1,034
Microsoft apps for office 47*£41		1,927
Modern.gov restricted app ***		1,500
<b>Total estimated annual cost</b>	<b>6,435</b>	<b>16,587</b>

\*\*\* subject to final commercial discussions

30. The cost of ICT support provided to members is difficult to quantify and has not been taken into account in these calculations but will continue to be a provided service.

31. As a comparison the potential cost of refreshing existing equipment should all members require kit is as follows:

	Capital	Annual Revenue
Wyse Devices 47@ £450	21,150	
Home Printing devices 47@ £100	4,700	
<b>Total</b>	<b>25,850</b>	<b>39,210</b>

**IMPLICATIONS OF REPORT**

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

33.

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

**COMMENTS OF THE STATUTORY FINANCE OFFICER**

34. Option 1 as proposed will generate revenue savings of £14.5k (cashable) and £8.2k (non-cashable) and contribute to 2014/15 efficiency saving targets. The purchase of new tablet devices will come from the approved slippage in 2012/13 of £25k budget for Member IT systems.

**COMMENTS OF THE MONITORING OFFICER**

35. The provision of the IT kit assists members in the discharge of their Councillor duties. The type of equipment supplied is at the discretion of the authority but, should be considered in consultation with members and taking their views into account. There is no legal requirement to supply paper copies of agendas to members or indeed the public who attend the meetings, the obligation being to publish, which can be accomplished through the internet and display on the Council's website. If the tablet solution can provide members with a usable electronic agenda and will replace the functionality of the existing laptops there is no legal reason to prevent the implementation of the options.

**COMMENTS OF THE HEAD OF POLICY AND COMMUNICATIONS**

36. The introduction of mobile tablet devices should support the council's strategic objective to be a council that consults and engages with residents. It will build on the work undertaken over the past 18 months to make the council more open and accessible to residents. An integrated impact assessment will be undertaken following the trial period.

GARY HALL  
CHIEF EXECUTIVE

<b>Background Papers</b>			
<b>Document</b>	<b>Date</b>	<b>File</b>	<b>Place of Inspection</b>
Appendix A Estimated cost of agenda printing	11/12/2013	***	Union St

<b>Report Author</b>	<b>Ext</b>	<b>Date</b>	<b>Doc ID</b>
Asim Khan	5447	11/12/2013	***

Appendix A

**Estimated annual cost of Agenda Printing**

<b>Paper</b>	Pages	Sheets	
Paper required for attendees at committee and other meetings	311,599	155,800	
Additional paper required for public and officers at DC committee	94,577	<u>47,289</u>	
Total sheets of paper required		203,088	
500 sheets per ream of paper		406	reams
"@ £2.30 per ream (see note Agenda Breakdown below)		£934	
Less estimated cost of paper copies still available at meetings		<u>£117</u>	
<b>Estimated Cost of Paper</b>		<b><u>£817</u></b>	

**Printing**

Corporate support - total click costs	2,757		From printer reports
- estimated 80% member related		£2,205	
Possible saving on maintenance cost of one printer			
GQP52063 Colour £551.74/quarter		£2,207	
<b>Estimated Cost of Printing</b>		<b><u>£4,412</u></b>	

**Estimated Cost of Time Spent**

**£8,221**

From RCC 2010/11( Corporate support did not complete the 2012/13 exercise) less 10% for reduced printing

**Total Possible Annual Cost of Paper, Printing and Time**

**£13,450**

**Agenda Breakdown**

	<u>Paper</u>	<u>£2.30 for</u> <u>500 sheets</u>	
Papers available through internet	120,149	£552.69	
Members Restricted papers	32,166	£147.96	New App needed
Internal meetings	3,485	£16.03	
Additional DC papers mainly for members of the public	<u>47,289</u>	<u>£217.53</u>	Decision needed
	<b><u>203,088</u></b>	<b><u>£934.20</u></b>	

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Report of	Meeting	Date
Chief Executive (Introduced by the Executive Member for Resources, Policy and Performance)	Executive Cabinet	16 January 2014

## GIS STRATEGY 2014 - 2017

### PURPOSE OF REPORT

- To seek approval of the GIS Strategy 2014-17 and provide information on the work completed since approval of the last strategy in 2008.

### RECOMMENDATION(S)

- The GIS Strategy 2014-17 be approved.

### EXECUTIVE SUMMARY OF REPORT

- The GIS (Geographic Information System) Strategy 2014-17 replaces the previous strategy from 2008 and sets the use and development of GIS over the next three years. It will help provide more transparent information about council owned assets and service standards for customers.
- The strategy sets out how the council will use GIS to enable digital access to information and data, and how it can be used to improve service productivity and performance, enabling staff to work efficiently through the use of desktop and mobile systems. Business intelligence from the use of GIS will support day to day operational management of services and inform decisions on resource planning.
- The GIS Strategy will support the implementation of both the council's ICT Strategy 2014-17 and Digital Strategy 2014-17.

<b>Confidential report</b> Please bold as appropriate	Yes	<b>No</b>
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<b>Key Decision?</b> Please bold as appropriate	Yes	<b>No</b>
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<b>Reason</b> 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. The use of GIS is integral to the Council’s ICT infrastructure providing significant business intelligence and support for the delivery of day to day services. Approval of the strategy will continue to support the development and priorities for GIS over the period 2014-17.

**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 previous GIS Strategy 2008 highlighted a number of recommendations that were necessary to develop the use of GIS within the Council. All the recommendations have been successfully completed and are referenced at Appendix A of this report.
- 10. GIS technology and software has moved on considerably since 2008. A review of the strategy was necessary to incorporate into future plans and further develop software applications to provide a focus for the implementation of these opportunities.
- 11. The investment in skills since 2008 has enabled the Council to gain confidence in maximising the development of GIS to support service delivery.

**GIS STRATEGY 2014-17**

- 12. The proposed GIS Strategy 2014-17 has been updated and defines how the Council will use GIS to allow increased public access to data, and how it can be used to improve service productivity and performance, along with the provision of frontline business intelligence, enabling staff to work quicker, smarter and make more informed decisions about operational demand and customer service requests.
- 13. The strategy also proposes development of applications to support ward/parish based information that will be available online through the Council website. It is particularly pertinent to provide geographical insight for Council members about service requests such as Planning, Licensing applications and fly tipping.
- 14. A significant part of the new strategy will focus resources and development of applications to support the compilation and management of a comprehensive asset register necessary to enable digital access to GIS based information.

**IMPLICATIONS OF REPORT**

15. 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**

16. The cost of training and system upgrades will be met from existing budgetary resources.

**COMMENTS OF THE MONITORING OFFICER**

17. None

Gary Hall  
Chief Executive

<b>Background Papers</b>			
<b>Document</b>	<b>Date</b>	<b>File</b>	<b>Place of Inspection</b>
GIS Strategy 2014-2017	6 December 2013	***	***

<b>Report Author</b>	<b>Ext</b>	<b>Date</b>	<b>Doc ID</b>
Paul Sudworth/Asim Khan	5913	6 December 2013	***

**APPENDIX A**

Since the approval of the GIS Strategy 2008, the following actions have been taken in light of the recommendations made and the Action Plan agreed:

<b>Item</b>	<b>Recommendation</b>	<b>Action Taken</b>	<b>Completed?</b>
1	<i>Recruit, possibly via the apprentice scheme, a further member of staff within the GIS/LLPG team:</i>	This has been completed successfully and has continued with the recruitment of two additional apprentices currently working on the data layers to support the Street Scene project.	YES
2	<i>Continue with LLPG maintenance, Street Naming and Numbering processes and data cleansing exercises, in order to progress the use of the LLPG at the definitive address list for Chorley Borough Council:</i>	The Council's LLPG is still at Status 1 level (the highest) in regard to providing daily updates to the NLPG hub, and is maintained at BS7666: 2006 standard. The LLPG is used as the definitive address list within the Council, and is integrated into Planning, Council Tax and Benefits, Elections and Contact Centre via the IDOX, Academy, Eros and CRM systems.	YES
3	<i>Increase the use of ArcSDE to maintain secure and current data storage, and the use of the GIS Catalogue to inform officers of available datasets:</i>	All corporate GIS datasets are now stored within ArcSDE (currently using Oracle), providing secure storage of GIS information.	Yes
4	<i>Encourage the adoption of data capture and metadata guidelines, as published:</i>	All GIS users are aware of the guidelines and are encouraged to follow them.	YES
5	<i>Provide a Business Case and secure funding required to update the GIS software used in order to provide an improved architecture on which to further develop GIS within the Council, whether via desktop, browser or mobile platforms:</i>	ArcGIS Server and ESRI Local View have been approved and implemented within the Council, providing the platform for GIS applications to be developed for use on desktop, browser and mobile platforms.	YES
6	<i>Provide a business case to purchase software to assist in the shifting and cleansing of data affected by PAI (funding already approved):</i>	A business case was produced and approved for the purchase of software from Envitia for the shifting and cleansing of data affected by PAI (Positional Accuracy Improvement). All affected data has now been cleansed, and the project is completed.	YES
7	<i>Continue membership of Red Rose Collaboration, in order to maintain on-going provision of MapZone to Council officers:</i>	The Council continues as a member of the Red Rose Collaboration (now known as the District GIS Service, and run by One Connect on behalf of Lancashire County Council). Whilst MapZone is still available for officers, the use of in-house mapping developments is encouraged. These mapping developments use data supplied by LCC and reflect some of the data provided via MapZone	YES



# GIS Strategy

## 2014 - 2017



## 1. Introduction

The GIS (Geographic Information System) Strategy 2014-17 replaces the previous strategy from 2008 and sets the use and development of GIS over the next three years. It will help provide more transparent information about council owned assets and service standards for customers.

The strategy sets out how the council will use GIS to enable digital access to information and data, and how it can be used to improve service productivity and performance, enabling staff to work efficiently through the use of desktop and mobile systems. Business intelligence from the use of GIS will support day to day operational management of services and inform decisions on resource planning.

Further development of GIS will provide geographical insight through the use of digital mapped information based on ward, parish and neighbourhoods such as planning, licensing and fly tipping service requests.

The GIS Strategy will support the implementation of both the council's ICT Strategy 2014-17 and Digital Strategy 2014-17.

## 2. What is GIS?

A Geographic Information System (GIS) integrates hardware, software, and data for capturing, managing, analysing, and displaying all forms of geographically referenced information.

It allows us to view, understand, question, interpret, and visualise data in ways that reveal relationships, patterns, and trends in the form of maps, globes, reports, and charts.

It helps answer questions and solve problems by looking at data in a way that is quickly understood and easily shared. GIS technology can be integrated into any enterprise information system framework.

## 3. Benefits of GIS

The web is rapidly changing the face of GIS. Web services and new tools make it easier to develop geospatial applications for the web, share geographic content and collaborate on projects. The use of GIS also makes conducting research easier and helps with resource planning.

There is a growing awareness of the economic and strategic value of GIS. The benefits generally fall into five basic categories:

- cost savings and increased efficiency
- better decision making
- improved communication
- better record keeping
- managing geographically

The exposure of real time information online presents some risk to the council. The need to update, maintain and protect the integrity of council data is of paramount importance. By not keeping information current, the council risks using incorrect information in its decision making and providing inaccurate information to its residents.

#### 4. GIS Technology

Currently, the council has the following GIS Technologies in place:

- ArcView Desktop –provides the basis for data collection, editing, map production.
- ArcSDE – provides secure storage of corporate datasets
- ArcEditor – allows certain users to edit datasets stored in ArcSDE
- ArcPAD – allows mobile data collection via GPS device
- ArcGIS Server – allows development and provision of web maps for internal use, both for information sharing and editing of datasets without the need for a full ArcEditor licence.
- ESRI Local View Fusion – allows provision of web mapping for Internet and internal use, and online services for development using Javascript API, Flex API etc.
- ESRI GIS Online and Developer toolkit – allows access to online data held by ESRI
- All council mapping used within the GIS systems is provided by Ordnance Survey via the Public Sector Mapping Agreement (PSMA).

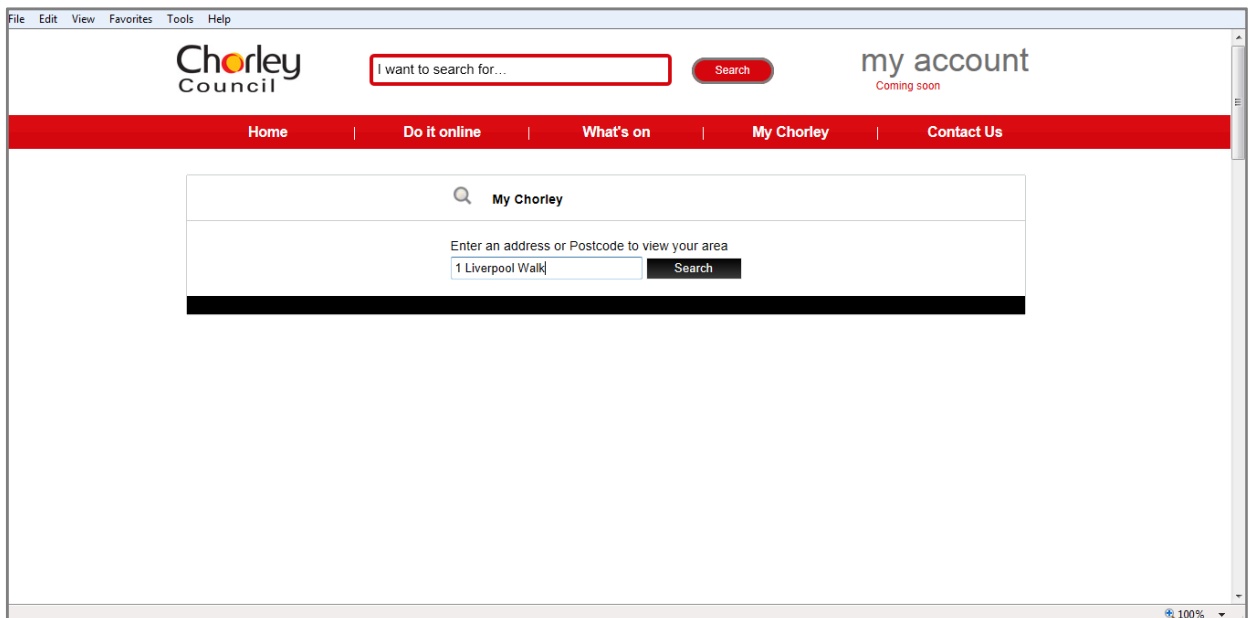
#### 5. Future Development using GIS Technology

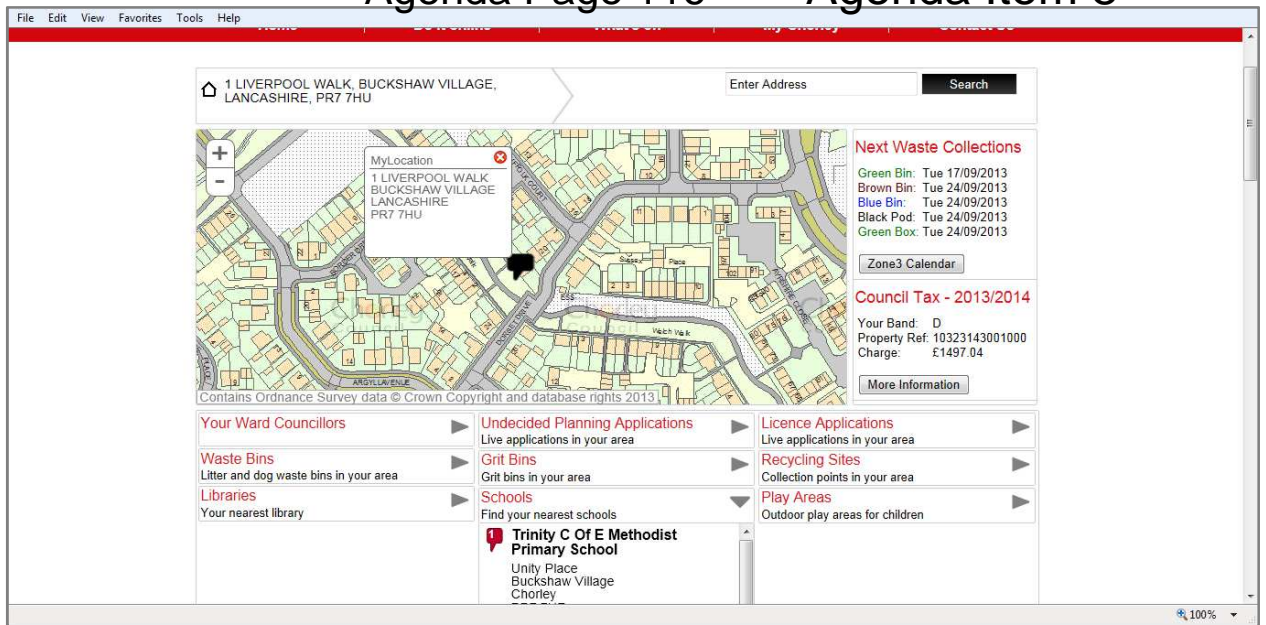
A number of key projects and solutions that have recently been developed have made use of GIS technology. For example:

##### a. MyChorley

MyChorley is already available online through the council's website and provides citizens with information about their property and services surrounding it. Customers are asked to enter their address or postcode (in the future this will pre populate for registered MyAccount users). The map opens centred on that location, providing a wealth of information about council and local service provision and details of the councilors in their local area. Some datasets provide links to external websites for further information. For instance, a link to a school's Ofsted report is provided, so users can see how the school is performing. Directions from the property chosen to local schools and grit bins are provided using Google Maps. Planning & Licensing application details can be obtained via a link to the council's IDOX Public Access system.

This application has been developed using ESRI Local View Fusion.



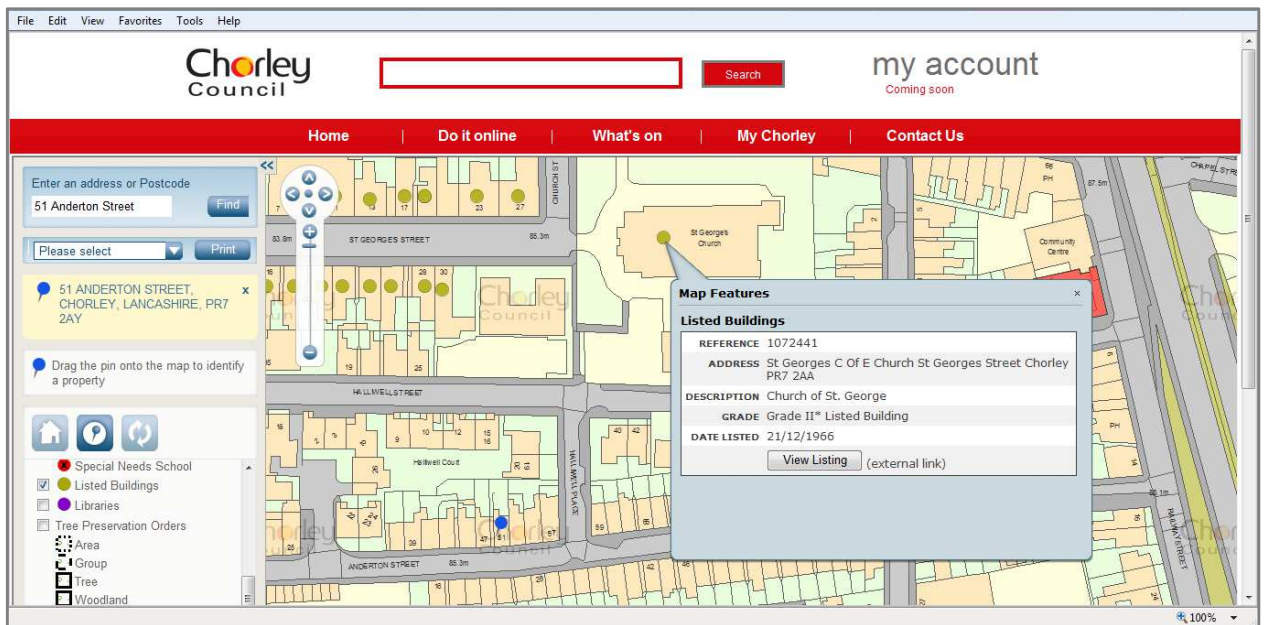


**b. MyMap**

MyMap is an extension of MyChorley and is available online through the council’s website, providing general information over a larger geographical area. MyMap has been developed to provide citizens with more information and transparency about service standards. The same information systems are also used internally for example within Customer Services.

Some datasets provide links to external websites for further information. For instance, the Listed Building dataset contains a link to the English Heritage website which provides the full listing detail for the property or monument.

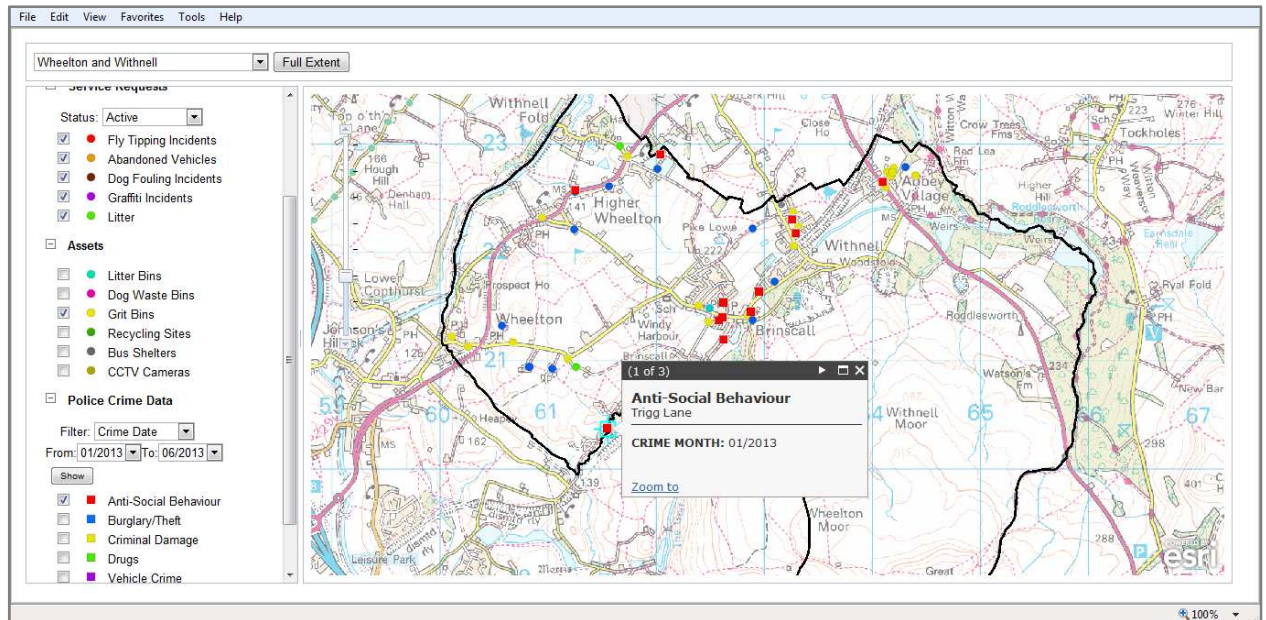
This application has been developed using ESRI View Fusion.



### c. MyWard

MyWard is an application available online through the council's website and is designed to provide information relevant to ward areas such as Planning & Licensing applications, customer service requests and crime data. It can provide councillors with specific insights about ward areas. Data can be retrieved using various filters to show information based on the status of the case or date ranges.

This application is in early stages of release and continues to be enhanced. It has been developed using ESRI developer tools and Arc GIS Server using Java code.



### d. Street Scene Services

This project is currently under way. It will provide software for the operational management of assets and service requests quickly and efficiently through the use of tablet and smartphone devices using GIS datasets. It will provide information and tools to improve the management of council assets, provide performance information and help with resource planning.

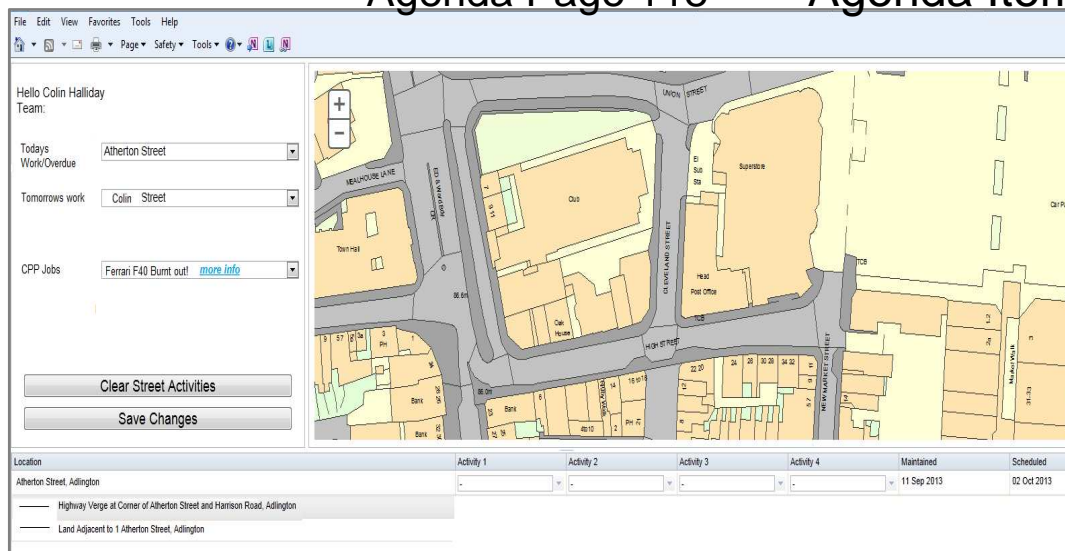
Both scheduled work and ad-hoc jobs that are requested via Customer Services will be recorded and completed via this application.

Information will be edited in real time and will update when land and assets owned by the council have been maintained and the type of work completed providing significantly greater transparency and service standards to customers. Information captured will also be published online via the council website through the MyWard application.

The project extends to capture additional asset based information such as litter bins, park benches and planters etc. There are in excess of 43 asset types with approximately 9,000 individual assets. This information will be captured either via desktop or using a GPS device.

The application has been built using ESRI Developer tools and Arc GIS Server using the ArcGIS Java Script API.

An early view of the application below for illustration purposes only:



### e. Customer Service Desktop

The current Customer Service desktop is due to be replaced with software developed by the council. The replacement system will use GIS maps and data to provide customers and staff with up to date service information that will also be published online.

Service forms via the MyAccount/GIS applications will empower customers to report incidents that will automatically be presented to the relevant teams for processing.

Significant enhancement in real time service related information will help keep customers informed about the expected delivery of services and ownership of council assets.

The application will be developed using ESRI Developer tools and ArcGIS Server using the ArcGIS Java Script API.

### f. Cemetery/Burial Records

This project will map the location of all grave plots in Chorley and Adlington cemeteries. It is intended that the use of GIS will improve and streamline the management of the cemetery service and provide digital information online via the council website.

The application will use a combination of applications already developed or in the pipeline.

### g. MyParish

Based on the MyWard application, MyParish will provide similar information on Parish boundaries. Development of the application is dependent on the capture/supply of Parish based assets.

This application will use ESRI developer tools and Arc GIS Server using Java code.

## 6. Objectives and Key Actions Overview

The objectives and key actions overview of the GIS strategy are summarised below:

Objective 1 – Strong infrastructure and well-used systems

Objective 2 – Easily accessible and high quality information

Objective 3 – Develop applications to support effective service delivery

Objective 4 – Use GIS to support the council's Digital Strategy

**Key actions overview**

**Objective 1:**  
Strong Infrastructure  
and well-sued  
systems

- 1. Maintain up-to-date technology: once released and with clear business benefits**  
Understand developments in GIS technology, including existing and other suppliers
- 2. Research the market : through the life of the strategy**  
To work with our suppliers/partners to ensure our GIS software and associated technology is up-to-date in order to provide the best GIS experience for our staff and customers

**Objective 2:** Easily accessible and high quality  
information

- 3. Launch MyWard: by December 2013**  
An application designed and developed internally. MyWard compiles and presents information for based on ward boundaries; ranging from service requests to planning applications and litter bin provision. Following the pilot the application will be made available online and developed further to provide reports and statistical information
- 4. Cemetery/burial records : by December 2014**  
This work will make use GIS to map burial plots and capture burial records so that they can be used in service management and make information easily accessible to customers and other stakeholders. It will also help with management of future plots. This links to key actions (5) and (23) of the ICT Strategy 2014-17.
- 5. Provide an agreed method of creating and updating asset data: by September 2014**  
An agreed method of creating new datasets and updating existing ones needs to be in place in order to ensure accurate and current information is provided to Customers and staff.
- 6. Update of GIS Catalogue: Ongoing**  
Update and maintain GIS Catalogue, to provide a current list of data held in GIS format.

## Key actions overview

**Objective 3:** Develop applications to support effective service delivery

**7. Customer Service Desktop: by April 2014**

The replacement system will use GIS maps and data to provide customers and staff with up to date service information that will also be published online and available through MyAccount.

**8. Asset data capture: by September 2014**

Working closely with services, work schedule information will be captured and mapped using GIS. This will make it easier to manage service delivery as well as making information available for customers. The application will concentrate on Street Scene services initially. In addition, other key business information on the empty property database will be captured through GIS to facilitate timely inspections of empty properties for Council Tax billing. This is linked to key actions (1) and (21) of the ICT Strategy 2014-2017.

**9. Street Scene Services - Management of Grounds Maintenance: by April 2014**

To develop an application that will capture and record information to help improve the management of Council assets. This will enable a “live” feed of up to date information regarding scheduled and ad hoc asset maintenance for customers, Customer Service Advisors and managers via web mapping applications.

**Objective 4:** Use GIS to support the council's digital strategy

**10. Provide training to staff and members: by March 2015**

Staff and members developing or using the GIS applications will have the necessary skills to use and interpret the published information.

**11. Increase use of online service provision (such as Consultee Access, PALC for Land Charge searches) by customers: increase in baseline from 2014**

External bodies should be encouraged to use online services (such as Consultee Access, PALC for Land Charge searches) by targeted communication of the benefits of a more efficient customer experience. Training on the systems should be offered in order to facilitate migration to online services.





Report of	Meeting	Date
Chief Executive (Introduced by the Executive Member for Resources, Policy and Performance)	Executive Cabinet	16 January 2014

## DIGITAL STRATEGY 2014 - 2017

### PURPOSE OF REPORT

- To present the Digital Strategy 2014 - 2017 to Executive Cabinet for consideration and agreement.

### RECOMMENDATION(S)

- The Digital Strategy 2014 - 2017 is approved.

### EXECUTIVE SUMMARY OF REPORT

- The strategy sets out the aims and objectives for the Council in adopting a 'digital first' approach. It includes a number of key actions to be delivered on a service by service basis over the next three years. During the next financial year these key actions will be delivered in respect of the consolidation of services already delivered from Customer and Transactional Services and the Revenues and Benefits service.
- Outlined are the changes that are required to ensure that customers are able to access services and information online whilst still supporting and making provision for those who cannot do so.
- Improvements in how the Council stores, processes and accesses information are required in order to realise the business benefits of these changes. Information will be stored in digital format so that it is easily accessible, more readily shared, managed more effectively and provides better business intelligence.

<b>Confidential report</b> Please bold as appropriate	Yes	No
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<b>Key Decision?</b> Please bold as appropriate	Yes	No
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<b>Reason</b> 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. The Digital Strategy 2014 - 2017 sets out the principles and outcomes for the digital delivery of services and information provision over the coming three years. These principles and outcomes will ensure services are provided in a way that will meet customer expectations and allow the efficient delivery of those services.

**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. There have been a number of changes over recent years which have created a need for the formalisation of the Council's intention with regard to delivering services and adopting more efficient working practices. The Government's Digital Strategy endorses a 'digital by default' approach and is clear that redesigning services so that customers prefer to access them online is a priority.
- 10. Reductions in local government financing mean that services need to be delivered in a more efficient way and working practices need to be streamlined in order to reduce costs.
- 11. Much investment has been made in technology and the Council needs to make the most effective use of the digital opportunities available.

**ACHIEVEMENTS SO FAR**

- 12. Many services have already been successfully migrated to digital access channels and lessons have been learned as a result.
- 13. Applications for residents parking permits have been an online process for the last three years. Over 80% of resident permit applications are processed this way.
- 14. Housing benefit and council tax support applications are now made almost exclusively using an online claim form rather than a paper form. Support completing this form is still available face to face in Customer Services and through home visit support where required. This was a notably smooth transition suggesting that where customers need to access a specific service they will readily accept an alternative channel.
- 15. Railcard applications have also made the transition from paper forms to digital channels. Railcards are available to customers over 60, the age at which the propensity to use digital channels begins to fall. However, less than 12% of railcards have been applied for by other means in the last 12 months.

16. The majority of local land charge searches are also made online. Over 55% of searches are carried out via the Council website even though there is a small charge for this.
17. The transition in these examples, from paper-based applications involving staff-time collating information, processing applications, distributing permits and information, to streamlined digital processes has already allowed savings to be made.
18. From the progress achieved so far it is clear that customers are willing to adopt self-serve and digital access. There is a risk that customer expectations will outstrip the pace of change of development if significant progress on delivery of this strategy is not made.

#### **DIGITAL STRATEGY 2014 - 2017**

19. The Digital Strategy is included as Appendix A to this report.
20. The overall aim of the strategy is two-fold:
  - to ensure that customers are able to, and prefer to, **access services easily online** whilst also maintaining traditional channels and support for customers unable to benefit from self-service;
  - also to **ensure that changes continue to be made in the way the Council manages information** and conducts its business in order to deliver efficiencies.
21. There are a number of guiding principles which underline the implementation of the digital strategy which are as follows:
  1. The default approach will be on providing digital access to services and information
  2. There will be an emphasis on customer channel migration towards online channels
  3. The emphasis will be on achieving end to end digital completion of transactional processes
  4. Services will be designed to work seamlessly through the digital and non-digital stages of a process
  5. Processing and sharing information will make maximum use of technology available
  6. The need for non-digital storage of information will be removed
  7. Information will be up-to-date with service areas having clear responsibility for this
  8. New staff job descriptions will actively promote the use of digital systems in all aspects of work
22. The delivery of the strategy involves a focus on four key areas:
  - 1. Information:**

More accessible and well-managed information will be the base for improved delivery of services and better working practices.
  - 2. Redesign of service delivery:**

Access to services will shift to e-channels with speed and convenience being key.
  - 3. Cultural change:**

Raising awareness and promoting the benefits of a digital first approach to members, staff and customers.
  - 4. Ability and Capability:**

Consideration will be given both to customers' ability and propensity to use digital channels and the technical capability that is available to them.

23. The delivery of the strategy will be managed through the project management methodology and the organisational plan and will be reported on a regular basis to Members through overview and scrutiny and to Strategy Group and the Executive Member.

#### IMPLICATIONS OF REPORT

24. 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

25. There are no additional costs that will impact on the budget. Productivity and efficiency gains that can be realised from the strategy will be assessed as part of the implementation and project methodology.

#### COMMENTS OF THE MONITORING OFFICER

26. None.

#### COMMENTS OF THE HEAD OF POLICY AND COMMUNICATIONS

27. As integrated impact assessment will be undertaken on the strategy to assess its implications, particularly for different equality strands. The strategy's aim to make online the preferred channel for customers is not at odds with the council's Equality Scheme. The strategy will not preclude customers from using other channels to access services and, as outlined in the report, alternative approaches such as face to face support can be made available for customers.

Gary Hall  
Chief Executive

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Helen Sutton/Asim Khan	5449	12 December 2013	***

# **DIGITAL STRATEGY**

## **2014 - 2017**



## Introduction - Overall vision

The overall vision of the digital strategy is to ensure that customers are able to and *prefer to* access efficient services and information easily online, also to ensure the commitment and engagement of staff and members to enable the changes to take place. Changes in the organisation's approach to the way it delivers services will lead to corresponding changes in customer behaviour. Therefore it is important that the organisation can support and maintain these changes with the cultural change and the technology required.

Much technological progress has already been made and the principles in the digital strategy will enable the full benefits of this progress to be realised. As well as benefits for the customer, there will be business benefits to the organisation as a result of successfully encouraging more customers to transact online. The key to encouraging customers to access digital services is to make them easy to use, reliable and preferable to the alternative. Existing contact channels need to remain in place so that customers unable to benefit from self-service are still able to access information and services.

## Links to other strategies

The digital strategy will support the delivery of the priorities of the corporate strategy, most notably, an ambitious council that does more to meet the needs of the residents and the local area.

As a key corporate strategy, the digital strategy has close links to other strategies and corporate policies. Its precursor, the ICT Strategy, includes actions to ensure that we provide trusted and robust ICT that enables the delivery of high quality services to our customers and the driving down of costs through more efficient processes and more effective management of information.

The digital strategy also has close links with the Geographical Information Systems Strategy (GIS) which outlines how the Council will use GIS to allow increased public access to data and to improve productivity and performance and frontline business intelligence.

The Campaigns and Engagement Strategy aims to ensure effective campaigning and engagement with customers so that they understand services available and how to access them. The digital strategy can help achieve these aims and offer new methods of direct communication with customers

## Background and context

The changes required to achieve this vision will have huge implications for the way in which we deliver services. There have been a number of external and technological changes which have influenced the development of this strategy and some work has already been undertaken.

The advent of the Government's Digital Strategy emphasises the preference for the use of digital access channels over traditional channels. The 'digital by default' approach will serve to endorse the changes proposed in the Council's digital strategy.

The reduction in local government financing has meant that costs need to be reduced whilst still maintaining services. Greater use of digital capability will support this aim.

Customer expectations have altered over the past two decades with the development of the internet. Increasingly, customers are expecting to be able to request services and obtain information online at times and in places that suit them. The success of the move to online applications for parking permits and railcards shows that customers are happy with this transition when they want to access a service. Previously, customers had to wait a number

of weeks between applying for these services and receiving them and feedback indicated that some customers found this wait unsatisfactory. The permits and railcards are now issued within a day of application and negative feedback is no longer being received.

### **Aim**

The purpose of the digital strategy is to set out the objectives and outcomes which will be delivered in order to ensure that customers are able to and are encouraged to access services easily online whilst supporting those who cannot do so.

Digital channels have to be fit for purpose and easy to use. Access is required and the skills to use them. These services need to be reliable in order to build loyalty and confidence amongst users.

The strategy will also outline the changes required to allow effective management of information and online access to it for customers, members and staff. The way we store, process and access information is changing rapidly and the objectives in the digital strategy will help us to realise the benefits of these changes. This strategy will make digital services the services of choice, enabling us to redesign services to respond to customer need.

### **Underlying principles**

There a number of guiding principles which underlie the implementation of the digital strategy:

- The default approach will be on providing digital access to services and information
- There will be an emphasis on customer channel migration towards online services
- The emphasis will be on achieving end to end digital completion of transactional processes
- Services will be designed to work seamlessly through the digital and non-digital stages of a process
- Processing and sharing information will make maximum use of technology available
- The need for non-digital storage of information will be removed
- Information will be up-to-date with service areas having clear responsibility for this
- New job descriptions will actively promote the use of digital systems in all aspects of work

### **What it means for the organisation – customers, staff and the Council**

The digital by default approach will ensure that all services and information are, as far as possible, available fully online and are easy to use. The actions required to ensure delivery of the digital strategy will have an impact on customers, members, staff and partners. We need to give staff and members the knowledge, skills, tools and the confidence to maximise opportunities available in moving to digital delivery of services. It will mean changes to the way we use the technology available and changes to our working practices. It will also help to realise a number of benefits for the Council and for customers.

Consideration needs to be given to the types of information available as this information needs to be able to be accessed quickly and easily. Data quality and integrity needs to be ensured and the information available needs to be up-to-date. This will ensure the most effective use of this information and will help to foster confidence in those accessing it.

Digital information provides more effective business continuity in case of a disaster. The measures in the ICT strategy to upgrade disaster recovery provision will be more fully realised if all information is stored in a digital format. This will reduce risk to the Council.

Business benefits will be seen in productivity and performance improvements in a number of ways. There will be increased migration of customer contact away from the more traditional channels of face to face and telephone to the more cost-effective online and self-service channels. Better use of technology and management of information will also help to reduce costs. Back office transactions and processes will be more streamlined.

Digital information and ways of working will enable better business intelligence and so aid more effective service planning. Greater emphasis on capturing and storing information electronically will enable the development of online reporting and statistical analysis and the sharing of this information across services.

### Technical capability

An understanding of the capability of customers to use online services is key to providing services in the most effective way. Based on national comparisons, around 67% of households are likely to have internet access. Nationally, 83% of all households have online access either at home, work, school, via mobile devices or from other online centres such as libraries or in the workplace. For Chorley this would mean that 38,180 of all households have access to the internet. In addition, mobile internet usage has doubled between 2010 and 2013 from 24% to 53% of the population.

In a postal survey of residents, carried out in June 2013, respondents were asked about use of the internet and their preferred method of contacting the Council. The internet was the most popular means of contacting the Council to make a payment (44.1%) and to get information or advice about a Council service (40.3%). The majority of respondents accessed the internet through home broadband (77.8%), while smaller numbers did so via their mobile phone (38.6%) or at work or school (31.3%). Of respondents who contact the Council through the internet, the majority (60.8%) indicated that they use the internet to access Council services or information. Of respondents who reported having access to the internet but did not use the internet to access services or information from Chorley Council, 46.5% indicated that this was because they 'prefer to talk to people' and 43.5% that this was because they were 'not aware of services that are available on the website'.

Information from a recent Lancashire County Council survey suggests that significant access issues remain around technological knowledge and skills, basic skills and access to and costs of IT equipment.

All this information suggests that action to raise awareness of the online services available and where and how to access them will increase take-up and help to realise efficiencies. It is also clear that assistance and alternatives must remain available for those customers unable to use the online contact channels.

### Delivering the strategy

The delivery of the digital strategy revolves around four key areas.

1. **Information:** A review of the way information is held, accessed and presented is currently underway as part of the ICT strategy. These developments will provide more accessible and well-managed information on which to base the improved delivery of services. Information will also be shared internally across the organisation making it more easily accessible. The review includes the launch of My Ward, improvements to the Land Charges service, a reduction in printing, the extension of the use of GIS and EDMS, a review of information systems for Members and a review of letters to customers as part of the hybrid mail project.



2. **Redesign of service delivery:** The redesign of our service delivery based on how information is available and can be accessed. The ICT strategy will enable this change in service provision. There will be a shift from all channels to e-channels. The changes will be about more than merely replicating the current way of providing the information or service. Speed and convenience of access will be key.
3. **Cultural change:** Encouraging and inspiring the cultural change required to move to a digital first approach. We will need to raise awareness of what is available and promote the benefits for customers and staff.
4. **Ability and Capability:** A consideration of both the ability and the technical capability of customers. As well as being confident that customers are able to access services easily online we need to ensure that support is given to those customers unable to use digital channels and those customers without the technical capability are signposted to the relevant places. Consideration also needs to be given to the customer's propensity to use digital options.

### Key Actions

The delivery of the strategy will take place over three years. The key actions below will be incorporated into work packages on a service by service basis. The first year will concentrate upon two areas. These will be the consolidation of the services and processes which have already been migrated into Customer and Transactional services and the Revenues and Benefits service.

#### KEY ACTIONS

1. **Information will be stored digitally across all service areas**  
The detail of the technology which will enable this is outlined in the ICT strategy. Included will be extensive use of CRM, EDMS, MyShare and GIS. Work will be continued to ensure that storage of and access to customer and service information is on a digital basis.
2. **Introduce online applications for all services**  
A number of online application forms are already in use for high volume services. Where online application channels already exist these should be the default application method. Online forms will be developed in-house for service areas where it is not currently available.
3. **Review and redesign non-digital processes and transactions**  
Some remodelling and redesigning of current transactions and service delivery will be required to enable seamless end to end processes and the transition to online capability.
4. **Capture customer information digitally**  
Work will be undertaken to ensure that comprehensive customer details and information received by both self-service and assisted digital contact is easily and readily available and can be shared across services. Email contact will be replaced with structured information gathering via the use of website forms and My Account.
5. **Provide service related information in a digital format**  
The website and My Account will become the primary source of information for customers. The work done on removing leaflets will be extended. The website will also increasingly become the knowledge base for frontline staff dealing with customer queries.

**KEY ACTIONS**

- 6. Survey and consult with customers electronically**  
Extend the use of digital systems to market services and consult and gain feedback on services.
- 7. Maximise the use of legacy systems**  
Ensure that the technology available within any legacy systems is used to transact with customers and internally where this is the most effective and efficient manner.
- 8. Review all outgoing correspondence**  
Work closely with services to review whether outgoing correspondence is necessary and then whether it can be provided digitally. Review the value of multiple contacts to customers chasing up information.
- 9. Use external websites wherever possible**  
Where information or an application process is available on an external website this will be accessed rather than duplicating a process or maintaining a separate set of information. Further consideration will be given to working with third parties on service provision as has already been successful for parking permits and rail passes.
- 10. Customers will be signposted and referred to self-service options or other alternatives**  
This will include the extended self-service provision by way of the new terminals in the Customer Services area.
- 11. Remove non-digital options and alternatives where appropriate**  
Some paper forms have been successfully removed from the Revenues and Benefits service. This will be extended to other service areas ensuring that the impact on the customer and on other areas of the service is carefully managed.
- 12. Production and packaging of letters will be external**  
As part of the hybrid mail project the production and packaging of the letters for the revenues and benefits service is to take place off-site. This change is underway and will be implemented for all production of letters where digital communication is not possible.
- 13. Reduce onsite printing**  
The move to digital ways of working will reduce the requirement for documentation to be printed. The production of letters offsite will also reduce this need. This means that savings can be realised by reducing the print machinery currently in use and the associated costs.
- 14. Consider the exceptions and make provision for them**  
Provision needs to be made for those groups of customers who genuinely cannot access online or digital services. Face to face interaction and support will be provided where necessary. In terms of service provision, only a statutory or legislative reason will prevent the provision of digital capability first.
- 15. Review the sharing of customer information**  
Review the internal processes for accessing data so that customer information held by council teams can be shared by other teams.

## KEY ACTIONS

- 16. Extend digital working among visiting officers and officers in the field**  
Work already underway to enable mobile working and digital working by visiting officers will be extended into all services. Tablet devices will be considered if clear business benefits can be achieved.
- 17. Use the improved information captured to improve Customer intelligence**  
Capturing more customer and service information digitally will allow greater measurement and analysis of customer needs and service planning.
- 18. Internal communication and interactions will be digital**  
Following the launch of My Share, My Projects, and the new intranet, maximum use will be made of these systems to ensure digital communication within the Council. This will include electronic screens in meeting rooms.
- 19. Maximise the use of My Account, My Ward and My Parish internally & by members**  
All internal and member service requests and reports on progress of jobs will be made on a self-serve basis using the 'My' technology.
- 20. Maximise the use of GIS and mapping technology**  
The data sets and information being developed as part of the GIS Strategy will be used to provide better information and to improve frontline business intelligence

## Measuring the success

The delivery of the key actions will be managed through the project management methodology. This means that each action will identify the benefits that will be realised when the work is completed. There will be a series of key measures which will be used to monitor outcomes. Targets for these measures will be set and monitored as key local performance indicators:

- % of applications for services received online
- % of customer contact via online means
- % transactions completed end to end via digital means
- % customers satisfaction by access channel
- Number of customers registered for My Account
- Number of incoming paper-based application forms

## Reporting and Review

The detail of the project delivery will be managed through the project management methodology and the organisational plan. This means that it will be reported on a regular basis to Members through overview and scrutiny, to Strategy Group and the Executive Member. In addition, the progress in delivering the strategy will be reported on a six monthly basis to the Executive Member for Resources, Policy and Performance and to Strategy Group.

The strategy will be reviewed and refreshed at the end of 2014/15 to update the key actions and make any further changes that are necessary.

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Report of	Meeting	Date
Director of People & Places (Introduced by the Executive Member for Resources, Policy and Performance)	Executive Cabinet	16 January 2013

## **APPROVAL FOR THE CONTRACT AWARD PROCEDURE & EVALUATION CRITERIA FOR DESIGN AND INSTALLATION OF A SKATE PARK ON JUBILEE RECREATION GROUND, ADLINGTON.**

### **PURPOSE OF REPORT**

1. To seek approval for the award procedure and evaluation criteria for the tender of Design and Installation of a concrete skate park on Jubilee Recreation Ground in Adlington.
2. To seek approval for delegation for the Exec Member to award the contract to the winning tenderer.

### **RECOMMENDATION(S)**

3. To approve the procurement approach of advertising tenders through the Chest e-tendering system using an open invitation to all companies who specialise in free form concrete skate design and installation. It is a fixed price contract of a maximum of £100,000.
4. Tenders will have to pass the qualification questions first which assess their financial position, health and safety policies, insurance cover, previous experience and equality, upon which they will be evaluated to establish the best skate park submission based on:-
  - 25% fulfilment of the brief in the design.
  - 25% design quality, play value, robustness, safety compliance, functionality,
  - 10% user involvement proposals for company to work with young people,
  - 10% appropriateness of design in site context,
  - 10% contract management structure/ability to meet timescale,
  - 5% maintenance liability,
  - 5% warranty/guarantees,
  - 5% previous project references and experience,
  - 5% cost.

### **EXECUTIVE SUMMARY OF REPORT**

5. Chorley Council obtained S106 monies from the Grove Farm development in Adlington which specified that £103,000 be used to improve play facilities on Jubilee Recreation Ground in Adlington. In conjunction with Councillors from Adlington, an outline project plan was written to scope out the delivery of this project.
6. Extensive consultation was carried out with young people and residents from Adlington in three individual sessions throughout September and October 2013 and the results of this consultation analysed. 100% of those consulted agreed that the play area needs to be

improved, no one objected to the site being improved. Young people and surrounding residents were asked what they would like to see improved on site. A skate park was the most popular option along with improved surfacing, next was dynamic play equipment and football along with more seating. A further consultation was carried out with the young people to determine preference of the design of the skate park and to provide the brief that will be given to the tenderers.

7. Due to the limited budget an options paper was put to councillors and it was agreed to implement the skate park for £100,000 and use the remaining budget to create a new 5 v 5 grass football pitch. The funding to deliver the play equipment elements to the site will be delivered in a 2<sup>nd</sup> phase once the funding shortfall has been secured.
8. The tenders for the skate park design and installation will be advertised through open invitation on the Council's procurement website, Chest.
9. Contractors who submit a tender will have to pass the Qualification Questions stage before being put through to the evaluation stage. Tenders will be evaluated to establish the best skate park submission. These will be based on the following; does the submission meet the requirements as outlined in the brief? Is the design high quality, offer excellent play value, robust, safety compliant and functional? The chosen company will be asked to provide a workshop session with the young people to involve them in firming up the final design prior to construction on site. How well will the design sit in the wider park and how well have aesthetics been considered? How well is the tenderer set up for an effective contract management and good communication/working relationship with the client? What are the on-going maintenance costs for the proposed facility? How much confidence can we have in the facility lasting? How well has the tenderer performed on similar schemes? How well has the tenderer used the available budget?
10. It is expected that the tender will be sent out at the end of January for a period of 4 weeks, tenders will be returned at the end of February. Evaluation, final consultation with users and award of contract will be carried out in March. A detailed programme for works will need to be agreed with the successful tenderer. It is expected that installation will be completed for the end of summer.

<b>Confidential report</b> Please bold as appropriate	Yes	No
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<b>Key Decision?</b> Please bold as appropriate	Yes	No
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<b>Reason</b> 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)**

11. Under the Council's Contract Procedure Rules approval by the Executive Cabinet of contract award procedure and evaluation criteria for tenders greater than £75,000 in value is required.

**ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

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

**CORPORATE PRIORITIES**

13. 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**

14. The Council owns and maintains Jubilee Recreation Ground. The Council has a duty of care to users to ensure the play facilities are fit for purpose and safe to use. The play facilities and surfacing has deteriorated over the years and is in need of replacement. The estimate for the full site improvement is £153,000. This is broken down as £100,000 skate park, £50,000 play equipment and safety surfacing and £3,000 to create a football pitch playing surface. £103,000 S106 has been sought from Grove Farm Housing Development in Adlington. The additional £50,000 will be sought through external funding bids and partnership working with Adlington Town Council.

**IMPLICATIONS OF REPORT**

15. 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**

16. I can confirm that the S106 contribution was received from Bellway Homes, the developer of Grove Farm, in May 2012. The sum was earmarked in the Capital Programme for 2013/14 for provision of, or improvements to, play facilities in Adlington.
17. The contract award procedure is expected to continue until March 2014, which means that rephasing of expenditure to 2014/15 is likely. Of the budget total, £83,000 was rephased to 2014/15 in the last budget monitoring report. Completion of the project is now expected to be during the summer of 2014, so further rephasing of budget provision is to be expected. However, as funding is by use of the S106 contribution, any rephasing of expenditure would be matched by that resource without affecting the council's own resources.

**COMMENTS OF THE MONITORING OFFICER**

18. The procedure proposed is appropriate and whilst the cost element scores only 5% on the scoring matrix, other elements contained contribute to obtaining best value. There are no further comments save to support the content of the report.

Jamie Carson  
Director of People & Places

There are no background papers to this report.

<b>Report Author</b>	<b>Ext</b>	<b>Date</b>	<b>Doc ID</b>
Lindsey Blackstock	5218	20 December 2013	***



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