

EXECUTIVE CABINET

THURSDAY, 20TH NOVEMBER 2014, 6.00 PM
COUNCIL CHAMBER, TOWN HALL, CHORLEY

AGENDA

APOLOGIES FOR ABSENCE

1 **MINUTES OF MEETING THURSDAY, 23 OCTOBER 2014 OF EXECUTIVE CABINET**

(Pages 5 - 12)

2 **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.

3 **PUBLIC QUESTIONS**

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

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

4 **CHORLEY COUNCIL PERFORMANCE MONITORING SECOND QUARTER 2014/2015**

(Pages 13 - 22)

Report of Chief Executive.

5 **REVENUE AND CAPITAL BUDGET MONITORING 2014/15 REPORT 2**

(Pages 23 - 42)

Report of Chief Executive.

**ITEM OF EXECUTIVE MEMBER (CUSTOMER AND ADVICE SERVICES)
(INTRODUCED BY COUNCILLOR GRAHAM DUNN)**

- 6 **FLEET STREET MASTER PLAN - EXTRA CARE SCHEME** (Pages 43 - 50)

Report of Director of Customer and Advice Services.

- 7 **DIGITAL CHANGES TO BUSINESS PROCESSES** (Pages 51 - 60)

Report of the Director of Customer and Advice Services.

- 8 **EXCLUSION OF THE PUBLIC AND PRESS**

To consider the exclusion of the press and public for the following items of business on the ground that it involves the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972.

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

Condition:

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

The Companies Act 1985

The Friendly Societies Act 1974

The Friendly Societies Act 1992

The Industrial and Provident Societies Acts 1965 to 1978

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

The Charities Act 1993

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

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

**ITEM OF EXECUTIVE MEMBER (CUSTOMER AND ADVICE SERVICES)
(INTRODUCED BY COUNCILLOR GRAHAM DUNN)**

- 9 **LANCASHIRE COUNTY COUNCIL RECOMMISSIONING OF INTEGRATED HOME IMPROVEMENT SERVICES (IHIS)** (Pages 61 - 66)

Report of Director of Customer and Advice Services.

- 10 **ANY URGENT BUSINESS PREVIOUSLY AGREED WITH THE CHAIR**

GARY HALL
CHIEF EXECUTIVE

Electronic agendas sent to Members of the Executive Cabinet Councillor Alistair Bradley (Chair), Councillor Peter Wilson (Vice-Chair) and Councillors Beverley Murray, Graham Dunn, Adrian Lowe and Paul Walmsley.

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

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<https://democracy.chorley.gov.uk/ecSDDisplay.aspx?NAME=SD852&id=852&rpId=0&sch=doc&cat=13021&path=13021>

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<https://democracy.chorley.gov.uk/ieListMeetings.aspx?CId=117&Year=0>

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MINUTES OF	EXECUTIVE CABINET
MEETING DATE	Thursday, 23 October 2014
MEMBERS PRESENT:	Councillor (Chair), Councillor Peter Wilson (Vice-Chair) and Councillors Beverley Murray, Graham Dunn, Adrian Lowe and Paul Walmsley
MEMBER RESPONSIBLE:	Councillors Steve Holgate and Danny Gee
COUNCIL CHAMPIONS:	Councillors June Molyneaux, Jean Cronshaw and Julia Berry
OFFICERS:	Gary Hall (Chief Executive), Lesley-Ann Fenton (Director of Customer and Advice Services), Chris Moister (Head of Governance), Simon Clark (Head of Health, Environment and Neighbourhoods), Jamie Dixon (Head of Streetscene & Leisure Contracts), Asim Khan (Head of Customer, ICT and Transactional Services), Rebecca Huddleston (Head of Policy (Communications)) and Dianne Scambler (Democratic and Member Services)
APOLOGIES:	Councillor Alistair Bradley
OTHER MEMBERS:	Councillors Charlie Bromilow, Mike Handley, Marion Lowe, Matthew Lynch, Alistair Morwood, Mick Muncaster and John Walker

14.EC.65 Minutes of meeting Thursday, 28 August 2014 of Executive Cabinet

RESOLVED – The minutes of the meeting of the Executive Cabinet held on 28 August 2014 be confirmed as a correct record and signed by the Executive Leader.

14.EC.66 Declarations of Any Interests

There were no declarations of any interests.

14.EC.67 Public Questions

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

14.EC.68 Chorley's Economic Development Strategy Refresh 2014

The report of the Chief Executive was presented by the Deputy Leader and Executive Member (Resources), Councillor Peter Wilson.

The report updated Members on the Council's refreshed Economic Development Strategy and summarised the main changes. Following a four week consultation period the Strategy would be subject to minor amendments before its formal adoption delegated to the Executive Leader and Executive Member (Economic Development and Partnerships).

The refreshed strategy identified new actions to continue the delivery of the Inward Investment Action Plan and the Town Centre Action Plan which were two of the administrations five priority themes.

It also provided a strategic framework to develop the Chorley economy within the context of an updated evidence base, challenges, priorities and funding opportunities and funding opportunities at local, sub-regional, national levels and beyond.

The draft Strategy will be circulated to all key partners and stakeholders for a four week consultation in November. Feedback from this process will be used to finalise the Strategy.

Decision:

- 1. That the refreshed Economic Development Strategy set out in Appendix A be adopted.**
- 2. Delegated authority be granted to the Executive Leader and Executive Member for Economic Development and Partnerships for final approval following any changes made through the consultation process.**

Reasons for decision: To ensure that the priorities and actions contained within the refreshed Strategy are clearly aligned to current issue and strengths facing the borough.

Alternative options considered and rejected: None

14.EC.69 Trial Reopening of Market Street

The report of the Chief Executive was presented by the Deputy Leader and Executive Member (Resources), Councillor Peter Wilson.

The trial re-opening of Market Street had been identified, along with other initiatives, by the Town Centre Team to kick-start the Town Centre. The scheme was opened in November 2013 and had operated successfully without issue for the past 10 months.

Traffic Speed monitoring surveys had been carried out by Lancashire County Council and the results were contained within the report. The average speed over the week was less than 10mph and 97% of all vehicles are travelling at less than 15mph. Other surveys included Traffic Cut Through monitoring and Air Quality readings.

Feedback from all representatives on the Town Team was that they are fully in favour of keeping the trial scheme in its current format and Lancashire County Council were recommending permanent adoption in its current format.

Decision:

To recommend that Lancashire County Council formalises the trial reopening of Market Street as a permanent arrangement.

Reasons for decision: The scheme has helped to revitalise the top end of Market Street and Chorley Town Centre, by providing additional parking which has attracted more shoppers and boosted trade in the area.

Alternative options considered and rejected:

1. To revert back to closing Market Street to traffic between 11am and 4pm as with the remaining pedestrianised area. Due to the overwhelming success of the trial this was not considered to be an option worth further consideration.
2. To revise the trial scheme. No elements of the scheme have been problematic or caused issue so this was not considered to be an option.

14.EC.70 Review of Open Space Byelaws - Consultation

The report of the Director of Public Protection, Streetscene and Community was presented by the Executive Member (Public Protection), Councillor Paul Walmsley.

As the byelaws relating to the use of Council owned spaces has not been reviewed since 2004, it was thought appropriate to review and consult on any changes to the byelaws to ensure that they are up to date, reflect changes in use and include all site owned by the Council.

To ensure that the byelaws are available for comment and input from a wide range of stakeholders a consultation will be undertaken using a questionnaire over an 8 week period from 10 November 2014 to 5 January 2015.

Decision:

That the Council's Open Space Byelaws be reviewed following the consultation detailed within the report.

Reasons for decision: It is over 10 years since the byelaws were reviewed and given the changes in open space during this period it is now appropriate to review them.

Alternative options considered and rejected: Not to review the byelaws.

14.EC.71 Anti Social Behaviour - Community trigger and additional tools and powers

The report of the Director of Public Protection, Streetscene and Community was presented by the Executive Member (Public Protection), Councillor Paul Walmsley.

The report advised Members of the introduction of new tools and powers to deal with anti-social behaviour (ASB) under the Anti-Social Behaviour Crime and Policing Act 2014 and sought approval for the adoption of proposed 'community triggers' when a review of an anti-social behaviour case was being sought by victims of ASB.

The purpose of the community trigger provision is to provide recourse to victims who believe that the relevant agencies have failed to deal with their case properly, using a community risk assessment approach.

Trigger levels have been agreed across the Lancashire County footprint in order to ensure consistent approach and ease on the administrative burden on agencies and authorities that operate on a wider area than district councils. The proposed trigger levels are in accordance with Home Office guidance and were set out within the report.

The Act also provides a number of new tools and powers that were summarised, and the report sought approval for the granting of delegated authority to be granted to the appropriate officers to ensure that these new powers are available to use.

Decisions:

1. **Adoption of the community trigger thresholds as detailed in paragraph 12 of the report.**
2. **Delegate authority was granted to the Director of Public Protection, Streetscene and Community in consultation with the appropriate Executive Member to adjust the community trigger thresholds following any future review by the Lancashire Community Safety Partnership.**
3. **To recommend to Full Council that the appropriate delegations be granted to the Director of Public Protection, Streetscene and Community to exercise new powers available to district councils and to the Head of Governance to delete from the constitution references to redundant powers which have been superseded by the Anti-Social behaviour, Crime and Policing Act 2014.**
4. **Delegated authority was granted to the Director of Public Protection, Streetscene and Community in consultation with the appropriate Executive Member for the reasons detailed in paragraph 7 of the report.**

Reasons for the decision: To ensure that the Council has the appropriate delegations and authorisations in place to utilise the tools and powers available to them to deal with anti-social behaviour.

Alternative options considered and rejected: None

14.EC.72 Executive Cabinet response to Overview and Scrutiny recommendations on CCTV Infrastructure

The report of the Director of Public Protection, Streetscene and Community was presented by the Executive Member (Public Protection), Councillor Paul Walmsley.

The Executive Cabinet had received a report in August 2014 from the Overview and Scrutiny Committee relating to a task group inquiry that had investigated the Council's CCTV service, including the appropriateness of operation and the state of infrastructure.

The task group had made six recommendations that included a phased capital works programme to upgrade the current CCTV infrastructure.

In particular the investigation had focussed on the impact that the provision of CCTV had in relation to public reassurance and the deterrence, prevention and detection of crime.

Investment in the CCTV infrastructure would ensure that the system is updated, utilises current digital technology and reduces the revenue budget demand on repair and maintenance.

The restructure undertaken in Health Environment and Neighbourhoods during late 2013 had reviewed the operator levels required to provide the CCTV monitoring and support service during periods of high volume activity. The task group had undertaken a further review in light of police data and analysis of crime and disorder and determined the operator levels to be appropriate. Whilst the Executive Cabinet noted and understood the recommendation to maintain current staffing levels within the CCTV suite they were unable to provide a guarantee that staffing level would not change in the future, particularly given that technology is improving all the time.

The Chair, thanked the Task Group for the work that had been undertaken on this review.

Decision:

- 1. The recommendations made by the Overview and Scrutiny Committee Task Group on the CCTV Infrastructure in Chorley were accepted.**
- 2. To recommend to Full Council that a capital budget of £250,000 be established to fund the capital works over a period of three years.**
- 3. Delegated authority was granted to the Director of Public Protection, Streetscene and Community in consultation with the Executive Member for Public Protection to develop and commence the procurement programme to select a suitable contractor to deliver the infrastructure upgrade programme.**

Reasons for decision: To ensure the current CCTV infrastructure is upgraded and fit for purpose and that the hours of operation and staffing levels are appropriate to the service demands.

Alternative options considered and rejected: The report details a number of infrastructure options which will be rejected dependant on the Executive Cabinets preferred option.

(The Executive Member (Public Protection), Councillor Paul Walmsley left the meeting)

14.EC.73 Astley Park Destination Play Area

The Vice Chair of Executive Cabinet, Councillor Peter Wilson AGREED that the following additional agenda item could be considered as a matter of urgency - In order that the Astley Park Destination Play Area is delivered in time for spring next year, work needs to commence prior to Christmas 2014.

The report of the Director of Public Protection, Streetscene and Community was presented by the Deputy Leader and Executive Member (Resources), Councillor Peter Wilson.

The report sought approval to depart from the Council's contract procedure rules to allow for direct negotiation with Newground Landscape services for the delivery of a destination play area at Astley Park and to delegate the authority to appoint

Newground Landscape Services to deliver the Astley Park Destination Play Area to the Executive Member for Resources.

The Streetscene and Leisure Contracts Team have been working with Newground Landscape Services to develop design proposals for the play area after planning permission was granted in September 2014. To ensure that value for money is achieved, independent quantity surveyors have been appointed to audit the bills of quantities prepared for the job, ensuring that competitive quotes have been obtained for the supply of materials and that labour rates are competitive and is contained within the overall budget of £253,583.45.

The appointment of Newground Landscape Services was sought for a number of social benefits outlined within the report that would be delivered alongside the scheme.

Decision:

- 1. Approval granted for the Council to depart from the corporate contract procedure rules on the award of high value contracts to allow for direct negotiation with a nominated contractor, Newground Landscape Services.**
- 2. Delegated authority was granted to the Executive Member for Resources to appoint Newground Landscape Services to deliver the Astley Park Destination Play Area.**

Reasons for decision:

1. There is urgency in this matter. In order that the play area is delivered in time for spring next year, work needs to commence prior to Christmas 2014. If this matter was brought to Cabinet in November this timetable would not be met. Also approving the scheme before November will provide more time for local recruitment (via the Job Centre) before the Christmas period closedown.
2. Newground Landscape Services will work alongside independently appointed Quantity Surveyors and open book accounting will operate during construction of the scheme to ensure that value for money is achieved. Newground Landscape Services will deliver numerous social benefits during the construction of the scheme including arrangements of local works placements, creating training opportunities for clients of Brothers of Charity and pupils at Parklands High School. In addition the proposed construction programme does not allow for a full tender process to be undertaken enabling the scheme to be delivered in Spring 2015.

Alternative options considered and rejected: Undertaking a full tender exercise to obtain competitive quotes for the construction of the scheme. The proposed construction programme does not allow for the delay which this process would require therefore this option was disregarded.

14.EC.74 Exclusion of the Public and Press

The press and public were excluded the for the following items of business on the ground that it involved the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972.

14.EC.75 Future management of Market Walk

The report of the Chief Executive was presented by the Deputy Leader and Executive Member (Resources), Councillor Peter Wilson.

Decision:

The recommendations within the report were approved.

Reasons for decision:

1. The Council is continually looking at options to address the budget deficit through either identifying savings or new ways to generate income. The work undertaken by Deloitte, particularly in relation to financial services and operational management functions can be discharged by officers of the Council. As these are services that can be charged back to the service charge or are costs to the Council by discharging the functions ourselves the council will be able to income and decrease expenditure.
2. The strategic management could be opened up to a procurement exercise. However, due to Deloitte's knowledge and experience of the centre which has been demonstrated over the last 12 months, and to enable a level of continuity it is proposed to seek a waiver to enable to enter into a new contract with Deloitte for strategic management advice specific to Market Walk. It is estimated the advice will cost no more than £12k per annum.
3. It is felt that this mix of delivering the financial and operational management in house, and continuing to outsource the strategic management advice would give the best balance of income generation and risk management.

Alternative options considered and rejected: At this point the Council could continue to outsource the management of Market Walk. Whilst continuing with the existing management agreement provides some continuity this is at best cost neutral for the council neither generating any significant savings or income. A tender exercise may lead to low level savings, but not to the extent that could be achieved through in house management.

14.EC.76 Universal Credit Delivery Partnership Agreement

The report the Director of Customer and Advice Services was presented by the Executive Member (Customer and Advice Services), Councillor Graham Dunn.

Decision: Approval granted for Chorley Council to be a Delivery Partner in accordance with the Delivery Partnership Agreement detailed in Appendix 1 of the report.

Reasons for decision: All local authorities where Universal Credit is being rolled out have been approached by the Department of Works and Pensions to enter into a Delivery Partnership Agreement to the end of the 2014/15 financial year, to ensure that claimants of Universal Credit can readily obtain the support they need to access universal credit services. Council's signing up to the agreement is reimbursed for a range of services provided. As far as the Council are aware, all local authorities to date where the roll-out has occurred including neighbouring authorities have entered into a Delivery Partnership Agreement.

Alternative options considered and rejected: Universal Credit is a new central government policy which is now rolling out across the North West. The Council could refuse to enter into the agreement. However, this would not stop the roll-out of Universal Credit in Chorley and would impact negatively on Chorley claimants as there would be less support on offer to those claimants than Universal Credit claimants in neighbouring authorities.

Chair

Date



Report of	Meeting	Date
Chief Executive (Introduced by the Executive Member for Resources)	Executive Cabinet	20 November 2014

CHORLEY COUNCIL PERFORMANCE MONITORING - SECOND QUARTER 2014/2015

PURPOSE OF REPORT

1. This monitoring report sets out the performance against the delivery of the Corporate Strategy, and key performance indicators during the second quarter of 2014/15, 1 July to 30 September 2014.

RECOMMENDATION(S)

2. That the report be noted.

EXECUTIVE SUMMARY OF REPORT

3. This report sets out performance against the Corporate Strategy, and key performance indicators for the second quarter of 2014/15, 1 July to 30 September 2014. Performance is assessed based on the delivery of key projects, against the measures in the 2013/14 – 2016/17 Corporate Strategy and key service delivery measures.
4. Overall performance of key projects is excellent, with the majority of projects either complete or on track. Two projects; deliver the Chorley youth zone, and Friday Street health centre have been rated amber due to issues relating to timescales in delivering initial actions however work is now underway to bring these projects back on track.
5. Overall performance on the Corporate Strategy indicators and key service delivery measures is excellent. 71% of the Corporate Strategy indicators and 90% of the key service measures are performing above target or within the 5% tolerance.
6. The Corporate Strategy measures performing below target are; the number of long term empty properties in the borough, and the percentage of customers dissatisfied with the way they were treated by the Council. Action plans have been developed to outline what action will be taken to improve performance.
7. The key service delivery measure performing below target is; the time taken to process all new claims and change events for Housing and Council Tax benefit. Again, action plans are included within the report which outline what actions are being taken to improve performance.

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

(If the recommendations are accepted)

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

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

9. None.

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	✓

BACKGROUND

11. The Corporate Strategy is the key strategic document for the authority and includes performance indicators and key projects which focus on delivering the Council's four priorities.
12. The Corporate Strategy includes 20 key projects, which support the delivery of the Council's priorities.
13. Key performance measures have been set so that targets remain challenging and reflective of the Council's ambitions.

PERFORMANCE OF KEY PROJECTS

14. The Corporate Strategy includes 20 key projects. At the end of the second quarter overall performance of key projects is excellent. 18 of the 20 projects (90%) are either complete, or on track and therefore rated 'green'.
15. At the end of the second quarter, fifteen projects (75%) were rated green, meaning that they are progressing according to timescale and plan:
 - Deliver the Welfare Reform Action Plan
 - Extend Chorley's time credits (Year 1)
 - Implement initiatives to overcome social isolation/Connecting communities through food
 - Develop the offer at Chorley's credit union
 - Deliver the Chorley Works unemployment project
 - Carry out improvements to the town centre (Town centre master plan)
 - Deliver the inward investment campaign
 - Market Walk

- Implement Astley 2020
- Host Chorley element of cycling tour of Lancashire
- Year 1 of the play, open space and playing pitch strategy
- Deliver environmental improvements as part of the Cleaner Chorley campaign
- Deliver Chorley Council energy advice and switching service
- Change working practices to fit neighbourhood working and public health priorities
- Deliver a project to improve customer satisfaction

16. Two projects (10%) are currently rated as 'amber', which is early warning that there may be a problem with the project:

Project Title		Project Status
Deliver the Chorley Youth Zone		Amber
Explanation	Further detailed discussions have taken place with Lancashire County Council and other partners in order to deliver a Youth Zone in Chorley. The discussions have focussed around the location, the offer, funding and operational detail. It had been hoped that a report could have been brought to the Executive in this quarter. Unfortunately, this was not possible.	
Action Required	<ul style="list-style-type: none"> • Discussions are ongoing with partners • Regular briefings are being held with cabinet members • Project is under weekly review 	

Project Title		Project Status
Friday Street health centre		Amber
Explanation	<p>The project mandate sets out an objective to consolidate the list of services to be provided from the Health Centre. This has proved to be quite complex due to the numbers of partners involved and the commissioning arrangements within the NHS.</p> <p>Further progress has been made within the last month, agreeing to jointly commission a feasibility study, an impact assessment and develop a schedule of accommodation; however this process has taken longer than desired causing delays to the original project timetable as a result.</p>	
Action Required	All governance structures are now in place and work is ongoing with partners towards submitting a planning application in June 2015. If sufficient progress is made with partners towards this schedule over the next quarter, it is anticipated that by the end of quarter three the project will return to a green status.	

PERFORMANCE OF CORPORATE STRATEGY MEASURES

17. At the end of the second quarter, it is possible to report on 7 of the key performance indicators within the Corporate Strategy. 4 indicators (57%) were performing on or better than target. The full outturn information for the performance indicators is included at Appendix A.
18. The following indicators are performing better than target:
 - The percentage of 16-18 year olds who are not in education, employment or training (NEET)
 - The number of visits to Council's leisure centres
 - Number of young people taking part in 'Get Up and Go' activities
 - Number of Homelessness Preventions and Reliefs
19. One indicator (14%) is performing slightly below target, but is within the 5% tolerance threshold:
 - Overall employment rate
20. Two indicators (29%) performed below target; the number of long term empty properties in the borough, and the percentage of customers dissatisfied with the way they were treated by the Council.
21. The table below gives the reasons why performance is currently below target, and the steps that are being taken to improve performance. A brief analysis of trend has also been provided to give some context to the performance value:

Performance Indicator		Target	Performance
The number of long term empty properties in the borough		195	210
Reason below target	It should be noted that performance of this indicator is affected by fluctuations in the housing market and delays in probate cases. The increasing volume of new build development in Chorley can also have an impact on the market for older properties, particularly those requiring modernisation.		
Action required	<p>The number of long term empty properties will continue to be monitored on a monthly basis and if there is a further increase action will be taken to advise owners how they may market their property for sale and or obtain loans from financial institutions, including Credit Unions.</p> <p>The work to reduce the number of long term empty properties will be further supported from November by the newly appointed empty homes officer who will work with individual property owners to explore how they might bring their property back into use.</p>		
Trend: At quarter two 2013/14 performance was 217; which is 3% worse than current performance.			

Performance Indicator		Target	Performance
% of customers dissatisfied with the way they were treated by the Council		20%	21.5%
Reason below target	<p>Customer dissatisfaction continues to focus around issues with the progress of requests rather than problems with individual services such as:</p> <ul style="list-style-type: none"> • Not letting customers know the outcomes of their requests • Not keeping customers informed of progress • Not responding within a reasonable time frame <p>This is often in relation to more complex enquiries and requests where officers need to consult with other agencies to determine an accurate response.</p>		
Action required	<ul style="list-style-type: none"> • Survey response rates continue to be monitored to ensure we are maximising the number of responses; the survey has recently been optimised to ensure that respondents are able to quickly and easily give their views • Customer dissatisfaction levels are available via the loop and articles continue to appear on a regular basis reminding staff of the importance of customer call backs • Service heads and managers have been challenged to make significant improvements to ensure that customers are kept informed of progress – this work is ongoing and will be followed up individually with service managers • Customers continue to be able to track the progress of their requests online 24/7 via the My Account system. • Facilities such as reporting on call backs are to be utilised by managers to improve their service call back response rate. <p>Overall this work is ongoing and actions and priorities are being identified and implemented in order to reduce levels of customer dissatisfaction</p>		
<p>Trend: In comparison at the end of quarter two 2013/14 dissatisfaction was 28.2%. In month for September 2014 the overall dissatisfaction was 17.7%.</p>			

22. It is no longer possible to report on one of the key performance indicators within the corporate strategy; the percentage of domestic violence detections, target 70%.
23. The Home Office have introduced a new classification for the recording of crimes which is based on a positive outcomes framework. This has resulted in changes to the way Domestic Violence is measured; positive outcomes are now recorded rather than the number of detections. The possibility of using alternative measures for this indicator is currently being explored.

PERFORMANCE OF KEY SERVICE DELIVERY MEASURES

24. There are some important indicators that are not included within the Corporate Strategy, but are measured locally as indicators of service performance. There are ten indicators that can be reported at the end of the second quarter. The full outturn information for this is included at Appendix B: Key Service Delivery Measures
25. Nine (90%) of the Key Service delivery measures are performing better than target:

- Processing of planning applications as measured against targets for 'major' application types
- Processing of planning applications as measured against targets for 'minor' application types
- Processing of planning applications as measured against targets for 'other' application types
- Number of households living in Temporary Accommodation (NI 156)
- Number of missed collections per 100,000 collections of household waste
- Supplier Payment within 30 days
- Average working days per employee (FTE) per year lost through sickness absence
- Vacant Town Centre Floor Space
- Percentage of Council Tax collected

26. There is currently one indicator (10%) that is performing below target. This indicator relates to the time taken to process all new claims and change events for housing and council tax benefit.

27. The table below gives the reasons for this worse than anticipated performance, and the steps that are being taken to improve performance:

Performance Indicator		Target	Performance
Time taken to process new claims and change events for Housing and Council Tax benefit		10 days	12.5 days
Reason below target	The year to date performance is still impacted by the high work volumes which occurred during the first quarter after the annual billing. While this peak in work load is an annual occurrence and overtime has been and continues to be offered to help manage the work load, performance has been further impacted on due to the ongoing single front office training and mentoring programme.		
Actions required	The programme of staff training and mentoring in this area is ongoing, but will be scaled down to release resources. Service managers will continue to closely monitor demand. Capacity grid will also be used to outsource the processing of some benefits claim during busy periods.		
Trend: Performance at the end of quarter two 2013/14 was 11.67 days			

28. It should be noted that there has been a change to the way the processing of planning applications is now calculated. This is to align reporting with the planning performance submitted through government returns to the DCLG and also to reflect the actual performance of the service in determining applications within all agreed timescales. The change is that applications where an extension of time has been agreed or where a Planning Performance Agreement is in place and agreed before the submission of the application are now excluded from planning processing times for majors, minors and others and instead will

be reported separately under two new measures which will be reported on from Q3 onwards. These new measures are:

- The number of applications where extensions have been agreed;
- The percentage of extended applications determined in the agreed time.

29. The existing planning processing was measuring planning performance against the standard determination periods of 13 weeks for major applications and 8 weeks for minor and other applications, even where extensions had been agreed and met. This resulted in performance appearing to be well below target and not reflective of the true situation.

IMPLICATIONS OF REPORT

30. 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	


GARY HALL
CHIEF EXECUTIVE

There are no background papers to this report.








Report Author	Ext	Date	Doc ID
Louise Wingfield	5061	30 October 2014	Second Quarter Performance Report 2013/14

Appendix A: Performance of Corporate Strategy Key Measures

 Performance is better than target




 Worse than target but within threshold











 Worse than target, outside threshold

Indicator Name	Polarity	Target Value	Performance Value	Symbol	Trend*
Overall employment rate	Bigger is better	80%	77.5%		↑
The % of 16-18 year olds who are not in education, employment or training (NEET)	Smaller is better	5%	3.1%		↑
Number of long term empty properties in the borough	Smaller is better	195	210		↓
The number of visits to Council's leisure centres	Bigger is better	500,000	557,223		↑
Number of young people taking part in 'Get Up and Go' activities	Bigger is better	7,000	12,393		↑
Number of Homelessness Preventions and Reliefs	Bigger is better	100	413		↑
% of customers dissatisfied with the service they received from the council	Smaller is Better	20%	21.5%		↑

**Trend shown is for change from quarter 1 2014/15*

Appendix B: Performance of key service delivery measures

 Performance is better than target
  Worse than target but within threshold
  Worse than target, outside threshold

Indicator Name	Polarity	Target Value	Performance Value	Symbol	Trend
Time taken to process all new claims and change events for Housing Benefit and Council Tax Benefit	Smaller is better	10 days	12.5 days		↓
Processing of planning applications as measured against targets for 'major' application types	Bigger is better	70%	73.33%		-
Processing of planning applications as measured against targets for 'minor' application types	Bigger is better	65%	66.40%		-
Processing of planning applications as measured against targets for 'other' application types	Bigger is better	80%	84.16%		-
Number of households living in Temporary Accommodation (NI 156)	Smaller is better	25	6		↑
Number of missed collections per 100,000 collections of household waste	Smaller is better	49	44		↓
Supplier Payment within 30 days	Bigger is better	99%	99.37%		↑
Average working days per employee (FTE) per year lost through sickness absence	Smaller is better	3.03 days	2.88 days		↓
Vacant Town Centre Floor Space	Smaller is better	6%	4.18%		↑
% Council Tax collected	Bigger is better	56.01%	56.12%		↓

**Trend shown is for change from quarter 1 2014/15*

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Report of	Meeting	Date
Chief Executive (Introduced by the Executive Member for Resources)	Executive Cabinet	20 th November 2014

REVENUE AND CAPITAL BUDGET MONITORING 2014/15 REPORT 2 (END OF SEPTEMBER 2014)

PURPOSE OF REPORT

1. This report sets out the provisional revenue and capital outturn figures for the Council as compared against the budgets and efficiency savings targets set for the financial year 2014/15.

RECOMMENDATION(S)

2. Note the full year forecast position for the 2014/15 revenue budget and capital investment programme.
3. Following the success of the Chorley in Bloom and buy-in from the community, Council is requested to approve the setting aside of £40,000 from in-year underspend to develop proposals surrounding the in bloom concept.
4. Request Executive approves the use of £30,000 from budget savings in 2014/15 to fund the additional cost of borough-wide campaigns and events.
5. Request Council approve the use of £112,000 from budget savings achieved on the Property Services contract in 2014/15 to contribute a sum of £65,000 towards the Town Hall refurbishment works and £47,000 towards the capital cost of Christmas attractions and events. It is further proposed that any additional saving achieved in 2014/15 against this budget is transferred to the Buildings Maintenance Reserve to fund future asset improvement works.
6. Note the transfer of a sum of £30,000 received from Chorley Community Housing to an Earmarked Reserve to fund continuation of the Employability Officer post in 2015/16.
7. Note the forecast position on the Council's reserves.
8. Request Council approve the following additions to the capital budget all externally funded from Section 106 receipts: £120k for the programme of improvement works at Ranglett's Recreation Ground; £63k for the improvement of the boroughs playing fields; and £2k from three small contributions to the Eaves Green development.
9. Note the addition of a £10k contribution received from Lancashire County Council to the Buttermere Play and Recreation budget.
10. Request Council approve the transfer of budgets between the capital and revenue budgets to better reflect future delivery of schemes – for further information see paragraph 59.
11. Request Council approve the removal of a £80k budget in the capital programme originally earmarked to fund the Council's contribution to a future highway improvement scheme which is no longer going ahead.

- 12. Request Council approve the removal from the capital programme of £25k for IT Projects. This element of the project will be funded from in-year revenue savings rather than borrowing, which will save the Council the cost of repayment in future years.
- 13. Note the addition to the capital programme of £1.1m to fund the agreed Council contribution to the Croston Flood Prevention Scheme approved at Council on 23rd September 2014.
- 14. Request Council approve the proposed re-profiling of the Capital Programme to better reflect delivery in 2014/15.

EXECUTIVE SUMMARY OF REPORT

- 15. The projected revenue outturn currently shows a forecast underspend of £217,000 against budget (excluding additional net income from Market Walk). No action is required at this stage in the year. It is proposed elsewhere on the agenda that part of this underspend will be used to fund design and appraisal of the Extra Care scheme at Fleet Street.
- 16. The latest forecast excludes any variation to projected expenditure on investment items added to the budget in 2014/15. These projects are forecast to fully expend in 2014/15 and should there be any balances remaining at year end they will be transferred into specific reserves and matched to expenditure in future years.
- 17. In the 2014/15 budget the expected net income from Market Walk is £543k. The latest projection – after taking into consideration £190k reserved to fund feasibility costs of the proposed extension and £100k transferred to fund further Town Centre Investment – is £707k. It is proposed that the £164k surplus be transferred to reserves, allocated 80:20 between the change management reserve and the Market Walk income equalisation reserve. This will bring Market Walk reserves to £198k by 31st March 2015.
- 18. The forecast of capital expenditure in 2014/15 is £5.767m.
- 19. The Council expected to make overall target savings of £130k in 2014/15 from management of the establishment. Excellent progress has been made in this area and I am pleased to report that the full savings target for 2014/15 has been achieved.
- 20. The Council’s Medium Term Financial Strategy proposed that working balances were to be maintained at a level no lower than £2.0m due to the financial risks facing the Council. The current forecast to the end of September shows that the General Fund balance could be around £2.406m.

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

REASONS FOR RECOMMENDATION(S)**(If the recommendations are accepted)**

21. To ensure the Council's budgetary targets are achieved.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

22. None.

CORPORATE PRIORITIES

23. 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	√

Ensuring cash targets are met maintains the Council's financial standing.

BACKGROUND

24. The Council's current net revenue budget is £15.850m.

25. Set out in Appendix 1 is the provisional outturn position for the Council based upon actual spend in the first six months of the financial year and adjusted for future spend based upon assumptions regarding vacancies and service delivery.

26. The 2014/15 budget included additional revenue and capital investment which focused on the Council's corporate priorities, together with major investment budgets carried forward from 2013/14. A sum of £0.660m (revenue) and £0.424m (capital) was approved for new investment. Details of the revenue costs incurred and expenditure committed to date can be seen in Appendix 2.

27. The Council's approved revenue budget for 2014/15 included target savings of £130,000 from management of the staffing establishment.

28. It was recommended in the June budget monitoring report that £100k of additional income from Market Walk be transferred to invest in the Town Centre Grants Programme and that any surplus additional income, currently forecast to be around £164k, be divided on a 80:20 basis between two reserves: the equalisation reserve to smooth any fall in forecast income from Market Walk in future years; and the change management reserve which would assist in funding future organisational change.

29. The latest forecast of capital expenditure in 2014/15 is £5.767m. Explanations for the changes to the previously reported position to Cabinet in August 2014 are expanded on in Section B of this report. The latest three year capital programme is shown in Appendix 4 based upon actual and committed expenditure during the first half of the financial year and adjusted for future spending based upon the latest timescales for project delivery.

SECTION A: CURRENT FORECAST POSITION – REVENUE

30. The projected outturn shown in Appendix 1 forecasts an underspend compared to budget of around £217,000 (excluding any additional net income from Market Walk). The significant variances from the last monitoring report to Executive are shown in the table below. Further details are contained in the service unit analysis available in the members' room.

ANALYSIS OF MOVEMENTS**Table 1 – Significant Variations from the last monitoring report**

Note: Savings/underspends are shown as ().

	£'000	£'000
Expenditure:		
Staffing Costs	(44)	
Management of the Establishment	(30)	
Citizens Advice Bureau (Debt Advice)	(30)	
Campaigns & Events	30	
Computer Equipment/Software - ICT Services	(40)	
Leisure Services Contract	(20)	
Transport Fleet	(33)	
Chorley Local Plan	42	
Bengal Street Depot – Business Rates	<u>10</u>	
		(130)
Income:		
Bengal Street Depot – Rent/Service Charge	<u>23</u>	
		23
Other:		
Development of in bloom concept	40	
Housing & Council Tax Benefits	(35)	
Pensions Account	(12)	
Other minor variances	<u>(15)</u>	
		(22)
Net Movement		(129)

31. The forecast saving of £55,000 on staffing costs shown in the table above is in addition to a further contribution of £30,000 made this quarter to meet the corporate savings target for 2014/15. The additional savings have been as a result of vacant posts from both the Chief Executive and Customer & Advice Services directorates remaining in the establishment following the departmental restructures being implemented.

32. In setting the estimates for 2014/15 the Council identified a budget provision of £30,000 to help support third sector advice organisations (in particular the Citizens Advice Bureau) who provide advice and support to residents in need of help with managing finances and debt. The council has worked closely with local advice organisations over the past two years to identify potential gaps in service provision and ensure that the required support is available to residents. Partner organisations are redirecting their advice to provide the necessary support and as a result, the budget provision of £30,000 is no longer required giving a saving in 2014/15.

33. The Council is to invest further on the campaigns and events scheduled for in and around the town centre leading up to Christmas. This year there is an opportunity to bring a number of

attractions together to encourage people to visit the town and stay for longer. It is anticipated that the additional cost of these attractions will be in the region of £30,000 and as a result it is recommended that the Council approve the budget transfer from the saving on debt advice outlined above to cover this additional cost in 2014/15.

34. The current budget forecast for Computer Equipment/Software is for an underspend of around £40,000 in the current year. This includes a provision of £27,000 included in the base budget for 2014/15 to help cover the increase in contract costs for Microsoft Licences. It is now anticipated that the increase will not come into effect until 2015/16. A further saving of around £13,000 is forecast on ICT contracts, with one of the main savings being the reduction in costs for Members internet charges following the roll-out of Members iPads.
35. In the June monitoring report, a budget shortfall of around £20,000 on the Council's leisure centre's contract was outlined. This was as a result of a reduction in the recharge of staff time to the Capital Programme as the main roof works are now anticipated to start towards the end of the financial year. I am pleased to report that the forecast deficit of £20,000 has now been offset by a reduction in the contract costs following recent negotiations with Active Nation. Although negotiations are still ongoing and the revised contract is yet to be signed off, the ongoing monthly charges have already been revised to reflect this reduction.
36. The Council recently acquired a number of new grounds maintenance vehicles (mowers, sweepers, tractors) for use in the Streetscene Delivery teams and these have now been placed on lease with effect from late August of this year. As the lease only commences mid-year there will be a one-off saving against budget as only charges for August to March will be incurred in 2014/15. In addition, the fleet of vehicles are relatively new at three years old and therefore require minimum maintenance allowing for further fleet savings. Assuming that any further vehicle acquisitions will only be placed on lease with effect from April of 2015, the current forecast is for a saving on fleet transport costs of around £33,000 this year.
37. One issue still to be resolved is the proposed site allocation for Gypsy and Traveller and Travelling Showpeople under the Chorley Local Plan 2012-26. The Council's proposed allocation has recently been approved for submission to the Local Plan Inspector for examination, due to reconvene on 23 and 24 September. The Council will likely incur significant costs following the re-opening of the examination hearing, with initial estimates of around £42,000 required to cover potential costs of the Programme Officer, Inspector and Barrister. Previous budget provision to cover costs associated with the Council's Local Development Framework have been fully utilised in 2013/14 but considering the current forecast revenue outturn position these costs can be met from current year underspends.
38. A report to Executive Cabinet on 21st March 2013 outlined the benefits of sharing the Bengal St Depot site with registered charity Recycling Lives. The proposals detailed the potential budget savings of £86,000 going forward from shared site costs and rental income. Based on these proposals, the Council's budget for 2014/15 included a total sum of around £45,000 for the first year savings on shared business rates and rental income. As the final details of the lease have still to be agreed, the full year savings will not be realised this financial year. As a result, the anticipated saving from shared business rates will not be achieved resulting in a cost of around £10,000 and there will be a loss of rental income of around £23,000 assuming the lease is finally signed off for a commencement date of 1 January 2015.
39. Following the success of the Chorley in Bloom and buy-in from the community, we are proposing to set aside £40,000 to develop proposals surrounding the in bloom concept. This will be funded from in-year underspends.
40. As outlined in previous monitoring reports, one budget that could have a significant impact on the Council's year-end position is the budget for housing benefit payments. Figures for the second quarter continue to show an increase in the level of costs recovered as a result of proactive investigation work. As a result, the revised forecast is for a further additional income sum of around £35,000 against the 2014/15 budget.

41. The 2014/15 revenue budget for compensatory added years pension costs was based on an estimate of the charges due from both Lancashire County Council and Tameside Council, and also included a provision for additional pension costs arising from any future early retirements. Details of the actual charges for 2014/15 have now been received from LCC and are lower than anticipated in budget. This should result in a budget underspend of around £12,000 in the current year.
42. One area excluded from the forecast figures detailed in Appendix 1 is the potential savings achievable on the property services contract now that the Liberata contract has ended and the service brought in-house. It is estimated, based on costs to date in the current year that a budget saving of over £120,000 should be achievable in 2014/15. It is proposed that the budget saving in 2014/15 is used to contribute a sum of £65,000 towards the cost of the Town Hall refurbishment works and also a sum of £47,000 towards the additional cost of Christmas lighting in 2014. Any remaining saving should be transferred to the Buildings Maintenance Reserve to fund future asset improvement works.
43. Earlier this year the Council launched an employability service to help unemployed local people, aged 25 to 49, to increase their chances of finding work. With funding from the Department for Work and Pensions, the new post of Employability Officer was created to help deliver the service, initially for a period of nine months. Subsequently, additional funding of around £30,000 has since been received from Chorley Community Housing to enable continuation of the service. It is therefore proposed that the CCH funding is transferred to a specific earmarked reserve to fund this post into 2015/16.

MARKET WALK

44. The budgeted net rental income from the Market Walk in 2014/15 is £543k. The latest forecasts estimate the Council will receive an additional £454k. This improved position is due to the letting of three units over the summer, savings to operational costs and reduced costs of financing the acquisition.
45. Of the additional income forecast £190k is to be used to fund design, planning and feasibility costs in relation to the extension to Market Walk and £100k has been transferred to finance further investment in the Town Centre through the Town Centre Grants Programme, continuing the Council’s support of new local businesses through the award of shop front and shop floor grants.

Table 2: Market Walk Income Forecast (September 2014)

	2014/15 Budget	2014/15 Sep-14 Forecast	2014/15 Variance
Income Budget			
Gross Income	(1,759,827)	(1,795,580)	(35,753)
Expenditure Budget			
Operational costs and financing	1,216,630	798,295	(419,546)
	(543,197)	(997,284)	(453,213)
Commitments			
Market Walk Extension - design / feasibility costs	0	190,000	190,000
Transfer to Reserve for Town Centre Investment	0	100,000	100,000
Net Income	(543,197)	(707,284)	(163,213)
Transfer to reserve as per 2014/15 Budget Report			
Equalisation Reserve (annual contribution)	50,000	50,000	0
Asset Management re Market Walk	50,000	50,000	0
Revised Net Income	(443,197)	(607,284)	(163,213)

46. The approved budget made provision for a £50k transfer to reserve to fund asset maintenance costs outside of the service charge agreement and a £50k transfer to an equalisation account to build up a reserve to fund any future reduction to income levels. Should these amounts remain unchanged, based on current forecasts the revised net income will exceed budgeted estimates by £164k in 2014/15.
47. It is proposed that the additional income of £164k is transferred to reserves, allocated on the 80:20 basis in line with previous allocations, between the Market Walk income equalisation reserve and the change management reserve.

GENERAL FUND RESOURCES AND BALANCES

48. With regard to working balances, and as per Appendix 1, we started the year with a balance of £2.189m. The approved MTFs proposes that working balances are to be no lower than £2.0m given the budgetary challenges facing the Council. The current forecast to the end of September shows that the General Fund closing balance will be around £2.406m as detailed in the table below.

Table 3 – Movement in General Fund Balance

General Balances	£m
Opening Balance 2014/15	2.189
Provisional revenue budget underspend	0.217
Forecast General Fund Balance 2014/15	2.406

49. Appendix 3 provides further information about the specific earmarked reserves and provisions available for use throughout 2014/15.

RETAINED BUSINESS RATES

50. The Business Rates Retention (BRR) scheme was introduced in April 2013. It provides a direct link between business rates growth or decline, and the amount of money the council has to spend on local people and local services. The Council is able to keep a proportion of business rates revenue, as well as growth generated on that revenue, within their local area. Conversely any decline in Business Rates revenue levels reduces the income received by the Council.
51. The calculation of the Business Rates expected to be retained (which was included in the 2014/15 approved budget) and a comparison with our latest forecast for the year is outlined below. The council receives resources for the year based on the initial estimate of business rates income included in the budget at the start of the financial year. Any change, be it a surplus or deficit, will normally be realised in the following two years.

Table 4 – Business Rates Income Projection

	Budget 2014/15 £000	June Forecast 2014/15 £000	Variance £000	
Net Rate Yield (after deducting reliefs, cost of collection and appeals)	27,015	27,547	532	1% growth forecast in 2014/15 and small reduction in reliefs (mirrored by reduction in section 31 grant below)

Calculation of Chorley retained income:

Retained by Chorley (before tariff/levy)	10,806	11,019	213	CBC retain initial 40% of income collected before further deductions
Tariff to Central Government	(7,646)	(7,646)	0	Fixed deduction to Central Government
Levy to Central Government	(620)	(694)	(74)	Reduction calculated against excess collected over base funding level
Estimated retained business rates	2,540	2,679	139	
Section 31 Grant	753	681	(72)	S31 grant compensates councils for an increase in reliefs – currently forecasting a slight reduction in line with reduced reliefs
Retained Rates and Section 31 Grant	3,293	3,360	67	

Budget split:

Base Funding Level	2,619	2,619	0	
Growth included in base budget	171	171	0	
Growth earmarked for Business Rates Reserve	503	570	67	Included in the budget to smooth future years fluctuations in income
	3,293	3,360	67	

52. The latest forecast of the income yield – net of costs for reliefs, cost of collection, bad debt and estimated appeals – is an increase in Chorley's share of retained rates of £67k. At this stage the monitoring of performance against budgeted estimates for the local retention of business rates is subject to change due to the volatility of variables such as the outcome of outstanding appeals. These latest estimates indicate we are meeting expectations included in the budget however further fluctuations will be closely monitored and any significant variances reported in the next monitoring report to Cabinet.
53. Central Government is committed to refunding Local Authorities for their loss in income from Retained Business Rates as a result of temporary changes to Small Business Rate Relief, Empty Property Relief and Retail Relief. DCLG have confirmed that the Council will receive compensating payment in the form of a section 31 grant in relation to reliefs in 2014/15.
54. In the latest forecast above the projected section 31 grant to the Council has reduced but there has been an equal reduction in the number of reliefs, which accounts for some of the increase in net yield.

SECTION B: CURRENT FORECAST POSITION – CAPITAL

55. The Capital Budget for 2014/15 to 2016/17 as approved at Special Council in February and taking into account amendments reported to the Executive in June and August is as follows:
- 2014/15: £13.014m (includes £6.65m for Chorley East Health Centre)
 - 2015/16: £1.228m
 - 2016/17: £0.390m
56. Capital expenditure and commitments raised as of 30th September 2014 are £1.668m. This represents 30% delivery against the latest forecast for 2014/15. It is expected that with many schemes now on site that expenditure will accelerate throughout the second half of the year.

Amendments

57. Executive Cabinet is asked to approve the following additions to the capital budget:

- The improvement works at Ranglett's Recreation are being funded from section 106 contributions received in relation to the former Lex Autologistics site. The balance of funding following the initial cost plan for the scheme was £120k. It is proposed to add the remaining funding to the capital budget.
- £63k has been received for improving playing pitches in the borough.
- We have received a contribution of £10k from Lancashire County Council to add to the budget already in place for work on a new ball court and play area enhancement at Buttermere Green.

58. Executive Cabinet is asked to note the addition to the budget of the Croston Flood Prevention scheme. The Council is financing the funding gap of £1.1m and the budget has provisionally been profiled into 2015/16. This will mean the repayment of borrowing, over 50 years, will commence in 2016/17. The Council is continuing to lobby partners and third parties to raise additional funding in order to minimise this sum.

59. Executive Cabinet is asked to approve the following budget transfers between the capital and revenue budget to better reflect delivery:

59.1. The budget of £15k for an HR IT system, funded from a revenue reserve, will fund the new employee benefits software and is best categorised as revenue expenditure.

59.2. A contribution of £13,500 from Places for People is to be transferred to the capital programme.

59.3. In 2013/14 a three year recurring budget of £100k per annum was approved as part of the Play and Open Space Strategy. The scale of the schemes are such that the budget is more suitable to be classified as capital and so it is proposed to transfer the full allocation of £300k to the capital programme and reserve for schemes to improve play provision at parks as follows:

- £100k Astley Park (matched with an additional £75k from the existing Astley Park improvements capital budget);
- £50k King George V playing fields;
- £50k Tatton Recreation Ground;
- £50k Harpers Lane Recreation Park;
- £50k Coronation Recreation Ground.

60. The budget for the Chorley East Health Centre is to be re-profiled to reflect the latest timetable of delivery. The estimated cost is £6.650m and this will be split with approximately one quarter costs in 2015/16 and the remainder in 2016/17.

61. The budget for the scheme improving play facilities at the Jubilee recreation ground in Adlington has increased by £30k following a transfer of section 106 funding from the repair and renewal of playing fields budget.

62. The replacement bin capital programme has already utilised the initial budget profiled for this financial year. £40k of the 2015/16 budget has been accelerated to deal with the increase in demand. Bin stocks will be closely monitored for the remainder of the year with a view to increasing the annual budget going forward should the current level of activity continue.

63. The programme of improvement works to Ranglett's Recreation Ground is funded from section 106 contributions. The section regarding the increase to the budget is explained above, however £150k of the funding has been held on another budget line. This report brings together all the funding required to complete the scheme. The main elements and

costs are listed below; the full scheme is now budgeted to cost £705k; £605k this financial year.

- £100k Mineshaft and ground treatment works (completed 2013/14);
- £32k Mineshaft and ground treatment works and other preliminaries;
- £278k Phase 1 – footpath, lighting, installing car parking and other hard/softworks;
- £125k Phase 2 – creation of a MUGA and extension of existing play area;
- £100k Phase 3 – construction of a wheeled sport area;
- £70k towards enhanced parking works on Bolton Road.

64. The budget of £726k reserved for a project at the Buckshaw Railway Station and funded from section 106 contributions has been re-phased to 2015/16.

65. The final recommendations with regards to the capital programme are:

- (i) The removal of the £80k budget for the Council's contribution to a future highway scheme at Eaves Green Link Road. The scheme has not materialised and the funding from a section 106 contribution has not been received.
- (ii) The IT Projects budget of £47k included £25k to be financed from borrowing. Given the projected underspend within the Customer Services and ICT department this will now be funded from in-year revenue savings and in addition save on the cost of borrowing in future years.

66. If all the recommendations above are approved the revised capital programme will be as summarised below and as presented in Appendix 4:

- 2014/15: £5.767m
- 2015/16: £4.977m
- 2016/17: £5.378m

Capital Financing

67. The capital programme is financed using different sources of funding. The table below shows the latest proposed financing based on the forecast of expenditure in 2014/15. This in line with budget and will be reviewed at year-end to best manage the Council's own resources.

Table 5: Capital Financing as at 30th September 2014

Fund	2014/15 £'000
External Contribution	2,507
Government Grant	929
New Homes Bonus	424
Revenue	498
Capital Receipts	159
Borrowing	1,250
Capital Financing 2014/15	5,767

IMPLICATIONS OF REPORT

68. 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

69. The financial implications are detailed in the body of the report.

COMMENTS OF THE MONITORING OFFICER

70. The Monitoring Officer has no comments.

GARY HALL
CHIEF EXECUTIVE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Dave Bond	5488	29/07/14	Revenue and Capital Budget Monitoring 2014-15 Report 1

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	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
General Fund Revenue Budget Monitoring 2014/15 Forecast to end of September 2014	Original Cash Budget	Impact of Council Restructure	Agreed Changes (Directorates)	Agreed Changes (Other)	Amended Cash Budget	Contribution to Corp. Savings (Staffing)	Contribution to Corp. Savings (Other)	Current Cash Budget	Forecast Outturn	Variance	Variance
	£	£	£	£	£	£	£	£	£	£	%
Chief Executive	5,715,980	(1,063,130)	(34,200)	119,132	4,737,782	(80,000)		4,657,782	4,629,340	(28,442)	-0.6%
Customer & Advice Services	1,048,820	985,900	55,840	113,860	2,204,420	(30,000)		2,174,420	2,062,840	(111,580)	-5.1%
Public Protection, Streetscene & Community	6,459,780	77,230	(21,640)	170,540	6,685,910	(20,000)		6,665,910	6,676,250	10,340	0.2%
Directorate Total	13,224,580	-	-	403,532	13,628,112	(130,000)	-	13,498,112	13,368,430	(129,682)	-1.0%
Budgets Excluded from Directorate Monitoring:											
Pensions Account	244,380				244,380			244,380	232,259	(12,121)	-5.0%
Pensions Deficit Recovery (Fixed Rate)	709,600				709,600			709,600	709,600	-	-
Benefit Payments	91,040				91,040			91,040	(12,549)	(103,589)	-113.8%
Market Walk	(542,000)				(542,000)			(542,000)	(542,000)	-	-
Corporate Savings Targets											
Management of Establishment	-			(130,000)	(130,000)	130,000		-	-	-	-
Reduction in Pension Rate	-			-	-			-	0	-	-
Efficiency/Other Savings	-			-	-			-	0	-	-
Total Service Expenditure	13,727,600	-	-	273,532	14,001,132	-	-	14,001,132	13,755,740	(245,392)	-1.8%
Non Service Expenditure											
Contingency Fund	-				-			-	0	-	-
Contingency - Management of Establishment	(130,000)			130,000	-			-	0	-	-
Efficiency/Other Savings	-				-			-	0	-	-
Revenue Contribution to Capital	424,000			503,000	927,000			927,000	927,000	-	-
Net Financing Transactions	357,240				357,240			357,240	357,240	-	-
VAT Shelter Income	-				-			-	0	-	-
Transfer to Earmarked Reserve - VAT Shelter Income	-				-			-	0	-	-
Parish Precepts	564,710				564,710			564,710	564,713	3	
Total Non Service Expenditure/Income	1,215,950	-	-	633,000	1,848,950	-	-	1,848,950	1,848,953	3	
Total Expenditure	14,943,550	-	-	906,532	15,850,082	-	-	15,850,082	15,604,693	(245,389)	-1.5%
Financed By											
Council Tax	(6,462,660)				(6,462,660)			(6,462,660)	(6,462,669)	(9)	
Grant for freezing Council Tax 2014/15	(66,250)				(66,250)			(66,250)	(66,138)	112	
Revenue Support Grant	(2,998,550)				(2,998,550)			(2,998,550)	(2,998,546)	4	
Retained Business Rates	(2,531,460)				(2,531,460)			(2,531,460)	(2,531,460)	-	
Government S31 Grants (Small Business Rate Relief)	(752,580)				(752,580)			(752,580)	(752,580)	-	
Business Rates Retention Reserve	502,940				502,940			502,940	502,940	-	
New Homes Bonus	(2,629,750)				(2,629,750)			(2,629,750)	(2,629,818)	(68)	
New Burdens Grant	(16,400)				(16,400)			(16,400)	(16,402)	(2)	
Collection Fund (Surplus)/Deficit	(35,840)				(35,840)			(35,840)	(35,848)	(8)	
Use of Earmarked Reserves - capital financing	-			(503,000)	(503,000)			(503,000)	(503,000)	-	
Use of Earmarked Reserves - revenue expenditure	47,000			(403,532)	(356,532)			(356,532)	(328,532)	28,000	
Budgeted Contribution to General Balances	-				-			-	-	-	
Total Financing	(14,943,550)	-	-	(906,532)	(15,850,082)	-	-	(15,850,082)	(15,822,053)	28,029	-0.2%
Net Expenditure	-	-	-	-	-	-	-	-	(217,360)	(217,360)	
General Balances Summary Position				Target	Forecast						
				£	£						
General Fund Balance at 1 April 2014				2,000,000	2,188,920						
Budgeted Contribution to General Balances					0						
Provisional (Over)/Under Spend					217,360						
Forecast General Fund Balance at 31 March 2015				2,000,000	2,406,280						

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Budget Growth Projects 2014/15

This is a summary of current spend to date and outcomes. This is an iterative process and as such is to be treated as a live document and subject to change. Further discussions will be undertaken with project managers to discuss progress and outcomes of the projects listed below. Spend is defined as actual spend and approved commitments.

Project	Investment 2013/14	Recurring investment	New Investment 14/15	Total Investment 2014/15	Spend 2014/15	Balance 2014/15	Key Outcomes
Involving residents in their local area and equality of access for all							
Deliver agreed neighbourhood priorities	44,760		104,500	149,260	52,845	96,415	This project delivers priorities established through the neighbourhood group meetings and agreed by Executive Cabinet. The budget investment provides additional funding to support works over and above business as usual. Approved budget carried forward of £54,500 has been transferred to this project.
Chorley in Bloom			10,000	10,000	10,000	0	In October 2013, Chorley was awarded a Gold Medal Award in the best Small City Category and for the first time was nominated to represent the North West finalists in the national In Bloom finals. A capital budget of £15,858 was raised for the project, £10,000 funding from Council and £5858 funding through sponsorship from local business. Actual expenditure as at project close, 5th August 2014, is £15,230, leaving a balance of £628. Judging took place on 6th August 2014, the National Judges advising that the improvements in Chorley for 2014 are the best they have ever seen, commenting on the excellent Community involvement. This reflects how the project has united partners in working together resulting in improved working with Schools, Friends Groups, Volunteers, Chamber of Commerce and Traders Alliance amongst many others. The project ran well with planned targets of improvement being met on time and within budget. The town centre was highlighted by the judges as an area of concern with the lack of quality planting, although the project has received considerable positive feedback from residents and visitors in Chorley.
Connecting Communities through food			12,000	12,000	2,000	10,000	The aim of this project was to review activity to alleviate social isolation following the findings from the successful 6 month meals on wheels pilot launched in November 2013. The aim of this project is to put in place interventions to support a reduction in the level of social isolation across the borough with initiatives such as <ul style="list-style-type: none"> • Develop options and agree a way forward • Implement the way forward which may include extension and/or expansion of the current meals on wheels scheme (see project below) • Investigate alternative solutions such as casserole and luncheon clubs, community transport and community kitchens • Develop a number of initiatives such as Wheels 2 meals • Implement initiatives and monitor success. £2,000 has been committed for food based initiatives in the Western Parishes
Meals on wheels service			30,000	30,000	2,089	27,911	After a successful pilot the Meals on Wheels service has now been launched across the whole of Chorley. So far 46 new customers have signed up for the service, with most customers committing to 3 meals a week. Weekly numbers are steadily growing and currently stand at 225 meals per week being administered. The service is being further developed with the intention to deliver an evening service towards the end of October. The budget spend is ongoing with the contractor raising an invoice every 4 weeks.
Expand the food bank			15,000	15,000	15,000	0	The focus of this project was to ensure the availability of short term food provision for individuals and families from across the borough in crisis situations. A budget of £15,000 was allocated to The Living Waters Storehouse who provide the main food bank facility in Chorley. This funding was provided to enable them to improve their existing facility and meet increasing local demand. 1143 food parcels were administered between December 2013 and September 2014. However it should be noted that overall performance for this project is not measured through the number of food parcels administered, as the overall aim of the project is to decrease the number of referrals into the Food Bank through preventive measures and this can be either into the council's employability and housing officers or external agencies. Numbers of referrals into the employability officer have been steadily increasing with just 5 referrals being made in April 2014 increasing to 20 referrals in August 2014. Review meetings are ongoing with all partners to improve the number of referrals and engagement with support services.
Community development and volunteering	28,230	70,000		98,230	18,175	80,055	Working with the social enterprise SPICE. 75 local government organisations/community groups using time credits involving 750 volunteers.
Support to the VCFS Network		15,000		15,000	15,000	0	This investment is paid to support the infrastructure of the VCFS network which supports the sector.
A strong local economy							
Inward Investment Delivery	253,600		100,000.00	353,600	159,798	193,802	This includes Market Street Shops refurbishment, inward investment events and Choose Chorley Grant funding. So far comprehensive visual improvements to Market Street have been completed with 27 shops taking part in the scheme. Whilst this work was underway several additional premises took the opportunity to improve without our help i.e. Argos, Outlet, Yorkshire Bank, DW Sports, Swinton Ins. 2 Choose Chorley grants have been awarded leveraging in £135,500 from the private sector and improving 870 sq.ft employment floor space with the potential to create an additional 40 jobs.
Support the expansion of local businesses	46,620		45,000	91,620	38,395	53,225	As part of the business support service for existing businesses a reward scheme was launched in April 2013 to support existing businesses in their expansion and growth plans. This scheme is called the Chorley Business Investment for Growth grant (Chorley BIG) and aims to support businesses that are creating or safeguarding jobs with capital investments or works. The scheme is delivered through a hybrid grant model with businesses undertaking to re-pay into the community for the funding they have received. 3 Chorley Business Investment for Growth grant applications have been approved with 21 jobs forecasted.
Business start-up scheme			67,000	67,000	3,210	63,790	The Starting Business Grant was introduced in September 2012 and has supported over 100 businesses to date. This project reviews the scheme in order to deliver a more sustainable support mechanism for business start-ups through moving away from a straight, non-repayable grant into a hybrid grant/loan scheme and provide a cost-effective means of continuing to financially support new start-up businesses in the borough. After reviewing the scheme the decision has been taken to no longer fund the loans through the council but to provide loans through the Credit Union. This provides a more cost effective means and provides savings for the council. So far 10 loans have been authorised by the Credit Union at a total cost of £910. Action - Discussions have taken place with Cath around carrying forward the budget next year to fund grant.
Town Centre and Steeley Lane pilot action plans			100,000	100,000		100,000	This is part of a two year programme of local area projects within the town centre and Steeley Lane areas of Chorley. Spend has been delayed, however to date 80k has been identified for CCTV, new pavements and public realm which are to be implemented this financial year.
Town Centre campaign			20,000	20,000	20,000	0	This campaign is focused on brining a more coordinated approach to events held in the town centre, providing a better experience for visitors. It is hoped this approach will also help us understand who is visiting the town centre and identify what we can do to increase town centre visits.
Promoting the council's assets campaign							The aim of this project is to encourage people to view the council's visitor attractions as a destination for spending their free-time
Town Centre master plan			35,000	35,000	35,000	0	The budget was also earmarked for the creation of a detailed master plan for Fleet St investment opportunity. This has now been prepared in house and details usage for residential and extra care. The savings generated through using in house resources will be used for initial costs of the proposed extra care scheme at Fleet Street and earmarked for other town centre masterplanning.
Joint Employment Initiative with Runshaw College	29,370			29,370	29,370	0	Two year programme assisting employers through grant assistance to help overcome some of the obstacles in employing an Apprentice i.e. IT Equipment and office resources
Clean, safe and healthy communities							
Free Swimming			8,000	8,000	7,500	500	This project offers free swimming to 16 year olds and under during the summer school holiday period (Monday to Friday). There were 3,579 free swimming attendances during summer 2014. That's a 5% increase on last year's figures. Of these 1403 were children who on average attended the All Season Pool 2.2 times and the Brinscall Pool 4.5 times. The average age of the children participating where between 10 and 12 years old.

Project	Investment 2013/14	Recurring investment	New Investment 14/15	Total Investment 2014/15	Spend 2014/15	Balance 2014/15	Key Outcomes
16/17 young person's drop in centre			21,000	21,000	9,000	12,000	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. The service has been delivering outcomes since January 2012 and was developed following a one-off payment of £30k from the Department for Communities and Local Government. Funding of £21,000 has been allocated for the cost of the service to be delivered until March 2015. The funding will be used to pay for the two part time mediation/support workers, the hiring of the venue, equipment and some materials.
Street Furniture	6,340		35,000	41,340		41,340	In 2011 a replacement litter bin programme was implemented and investment over the last three years has totalled £130k to primarily invest in new combined litter bins. However the project has now been expanded to include cycle racks, further green litter bins and picnic benches in Astley Park as well as the purchase of further black litter bins with an investment of £35k for 2014/15. The following items have been purchased with delivery due towards the end of October 2014. <ul style="list-style-type: none"> • Eight cycle racks that will be installed at Tatton Rec, Coronation Rec, Harpers Rec, King Georges (double near changing rooms), Astley Park near walled garden and bowling hut, Jubilee Rec and Rangletts. • Twenty green litter bins for Astley Park. • Fifteen green picnic benches for Astley Park • One hundred black litter bins – to replace town centre car park bins, additional bins for the top end of Market Street when work completed and replacement of other old bins throughout the borough. Installation of the items will then be scheduled into Streetscene work taking into consideration that installation in development areas will take place after the work has been completed. Because of this some installations will not be completed until 2015. The project enhances our areas and through awareness campaigns encourages people to use the bins helping to keep our areas litter free and meet our corporate priorities.
Provide a mediation service for ASB case resolution (Mediation service for anti social behaviour disputes)			7,000	7,000		7,000	The aim of the project is to procure an external mediation service which can be used by the Intervention and Prevention Officers together with partner agencies to resolve antisocial behaviour and neighbour disputes where it is deemed appropriate.
Play and Open Play Strategy	100,000	100,000	50,000	250,000		250,000	The Play, Open Space and Playing Pitch Strategy builds upon the Opens Spaces Study undertaken in 2011-12 and covers three key areas, open spaces, playing pitches and play areas. Following approval at Executive Cabinet in August 2014 the strategy and associated action plan will be implemented from 2014-19, year 1 of the strategy will therefore now commence 2014/15. The budget has been transferred to the Capital Budget to best reflect project delivery.
British Cycling tour of Lancashire			20,000	20,000	10,000	10,000	This project supports the development and delivery of a cycling and sporting programme of activities and events in Chorley in partnership with British Cycling. Many actions have been completed including a cycling festival held in March and the launch of Sky Ride Local which has developed routes for community rides that impact on all neighbourhood areas. The project culminates with the promotion and delivery of a weekend long sporting event planned in April 2015; this event will help 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.
An ambitious Council that does more to meet the needs of residents and the local area							
Chorley Council Energy advice switching service			15,000	15,000	1,500	13,500	The Energy Switching Support contractor has provided services at Civic Offices on a weekly basis since Monday 2nd June and the service has been promoted to partner agencies including Help Direct, Age UK and Parish Councils.
Develop the offer at Chorley's Credit Union	9,000	50,000		59,000	30,900	28,100	This is a three year recurring budget from 2013/14 and contributes to rent and staffing costs of the Credit Union in the Town Centre
Private Property Improvement Scheme	48,030			48,030		48,030	This budget is being used to fund a new Empty Homes Officer post within HEN for a period of 18 months. Around 60 properties have been identified within the borough that have fallen into disrepair, the officer will work closely with owners to improve the appearance of the properties and bring them back into use. During the 18 months the work will be monitored assessing impact and reviewing how we have engaged with owners to improve properties and bring them back into use.
Employee health scheme			20,000	20,000	3,979	16,021	The Health Care Cash plan scheme proved to be very successful in its first year and this project sees the scheme extended for a further 12 months. The investment enables the council to pay a fixed contribution per employee, allowing employees to claim back costs of health related treatments. Claims for the period 1st January to date are at £15,192 with 392 claims being made. This is up from the same period last year when £14,123 was paid with 360 claims made, reflecting that the scheme is well used by staff.
	565,950	235,000	714,500	1,515,450	463,761	1,051,689	

Analysis of Reserves and Provisions 2014/15

Reserve or Provision	Purpose	Opening Balance 01/04/14 £	Other Transfers 2014/15 £	Forecast Use in 2014/15 £	Forecast Balance 31/03/15 £	Notes
Reserves						
General Fund Balance		2,188,920	217,360		2,406,280	(1)
Change Management Reserve	Unused balance from 2012/13	6,600			6,600	
Change Management Reserve	From Market Walk net income 2013/14	260,950	130,400		391,350	
VAT Shelter Income	Capital/revenue financing	121,340		(121,340)	0	
Provision for Pension Liabilities	Payment to Lancashire Pension Fund	1,750,000			1,750,000	
Non-recurring growth	Budgeted financing of new investment	0			0	
Market Walk	Income Equalisation Reserve	65,240	82,600		147,840	
Market Walk	Asset Management	0	50,000		50,000	
S31 Grant	Empty property/small business rate relief	331,770		(115,000)	216,770	
Business Rates Retention	Surplus on levy payment	30,470	502,940		533,410	
Non-Directorate Reserves		2,566,370	765,940	(236,340)	3,095,970	
Chief Executive						
	Slippage from 2012/13	0			0	
	Slippage from 2013/14	24,000		(24,000)	0	
Chief Executive's Office		24,000	0	(24,000)	0	
	Slippage from 2012/13	0			0	
	Slippage from 2013/14	9,000		(9,000)	0	
	PRG - capital financing	48,860		(48,860)	0	
	PRG - uncommitted	29,350		(29,350)	0	
	2013/14 New Investment Projects	9,000		(9,000)	0	
Policy & Performance		96,210	0	(96,210)	0	
	Town Centre Grants	92,900	100,000	(92,900)	100,000	
	Town Centre Reserve	158,300		(158,300)	0	
	2013/14 New Investment Projects	329,590		(329,590)	0	
Economic Development		580,790	100,000	(580,790)	100,000	
	Legal Case Mgt System	1,520		(1,520)	0	
	Town Hall Roof Safety Boards	16,000		(16,000)	0	
	Union Street Roof Safety Boards	10,000		(10,000)	0	
	Capital financing	73,760		(73,760)	0	
	2013/14 New Investment Projects	48,030		(10,000)	38,030	
	Slippage from 2013/14	26,140		(26,140)	0	
	Buildings Fund	176,680		(176,680)	0	
	Elections	85,000		(27,000)	58,000	
Governance		437,130	0	(341,100)	96,030	
	Slippage from 2013/14	5,000		(5,000)	0	
Shared Financial Services		5,000	0	(5,000)	0	
	Slippage from 2013/14	13,640		(13,640)	0	
	HR Reserve from 2013/14 underspends	20,000		(20,000)	0	
	Impact of 2014/15 Pay Policy	0	10,000	(10,000)	0	
	Additional NEETs	44,330		(21,265)	23,065	(3)
Human Resources & OD		77,970	10,000	(64,905)	23,065	
Chief Executive		1,221,100	110,000	(1,112,005)	219,095	
Customer & Advice Services						
	Slippage from 2013/14	10,610		(10,610)	0	
	Government Grants (Housing)	542,820	(3,170)	(257,000)	282,650	
	Handyperson Scheme	45,870		0	45,870	
	Capital financing	7,920	3,170	(11,090)	0	
Housing		607,220	0	(278,700)	328,520	
	ICT Projects	211,390	45,830	(257,220)	0	
	Slippage from 2013/14	116,270	(20,830)	(68,900)	26,540	(3)
	ICT Reserve from 2013/14 underspends	25,000	(25,000)	0	0	
	Capital financing	8,450		(8,450)	0	
ICT Services		361,110	0	(334,570)	26,540	
Customer & Advice Services		968,330	0	(613,270)	355,060	

Analysis of Reserves and Provisions 2014/15

Reserve or Provision	Purpose	Opening Balance 01/04/14 £	Other Transfers 2014/15 £	Forecast Use in 2014/15 £	Forecast Balance 31/03/15 £	Notes
Reserves						
Public Protection, Streetscene & Community						
	Environmental clean-ups/grot spots.	56,500		(56,500)	0	
	Neighbourhood Working (pump priming)	71,270		(71,270)	0	
	2013/14 New Investment Projects	72,990		(72,990)	0	
	Slippage from 2013/14	7,600		(7,600)	0	
	Health, Environment & Neighbourhoods	208,360	0	(208,360)	0	
	2013/14 New Investment Projects	106,340		(106,340)	0	
	Slippage from 2013/14	45,010		(45,010)	0	
	Astley Hall Works of Art	5,840			5,840	(2)
	Allotment Development	10,830		(10,830)	0	
	Maintenance of Grounds	62,200	10,000		72,200	(2)
	Streetscene & Leisure Contracts	230,220	10,000	(162,180)	78,040	
	Planning Appeal Costs	47,830		(47,830)	0	
	Government Grants (Personal Searches)	34,350		(34,350)	0	(2)
	Local Development Framework	0			0	
	Planning	82,180	0	(82,180)	0	
	Public Protection, Streetscene & Community	520,760	10,000	(452,720)	78,040	
	Directorate Reserves	2,710,190	120,000	(2,177,995)	652,195	
	Earmarked Reserves	5,276,560	885,940	(2,414,335)	3,748,165	
	Total Reserves	7,465,480	1,103,300	(2,414,335)	6,154,445	

Provisions

Insurance Provision	Potential MMI clawback	20,778		(20,778)	0	
Other Provisions	Asda re: land at Bolton Street	10,000		(10,000)	0	
	Total Provisions	30,778	0	(30,778)	0	

Notes

- (1) Based on forecast as at 30 September 2014.
- (2) Use of these reserves outlined in revenue budget monitoring reports during 2014/15.
- (3) Committed for use in 2015/16.

Appendix 4 - Capital Programme (September 2014)

	2014/15 Actuals	2014/15 Commitments	2014/15 Previous Forecast	2014/15 Current Forecast	2014/15 Variance	2015/16 Previous Forecast	2015/16 Current Forecast	2015/16 Variance	2016/17 Previous Forecast	2016/17 Current Forecast	2016/17 Variance	2014/15 to 2016/17 Previous Forecast	2014/15 to 2016/17 Current Forecast	2014/15 to 2016/17 Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Regeneration Programme														
Market Street Redevelopment			1,000	1,000	0	0	0	0	0	0	0	1,000	1,000	0
Other Regeneration Projects			300	300	0	0	0	0	0	0	0	300	300	0
Car Park Resurfacing	220	152	358	358	0	0	0	0	0	0	0	358	358	0
Market Street Refurbishment (98-102)	48		32	32	0	0	0	0	0	0	0	32	32	0
Asset Improvement Programme	19		200	128	-72	200	200	0	200	200	0	600	528	-72
Bengal Street Grant			40	40	0	0	0	0	0	0	0	40	40	0
Chorley East Health Centre			6,650		-6,650	0	1,663	1,663	0	4,988	4,988	6,650	6,650	0
HR Management System			15	0	-15	0	0	0	0	0	0	15	0	-15
Chorley Market Gazebo	8		10	10	0	0	0	0	0	0	0	10	10	0
Total Chief Executives	295		8,605	1,868	-6,737	200	1,863	1,663	200	5,188	4,988	9,005	8,918	-87
Affordable Housing Projects														
St George's Street		136	272	272	0	0	0	0	0	0	0	272	272	0
Halliwell Street		77	77	77	0	0	0	0	0	0	0	77	77	0
Beaconsfield Terrace	28		27	27	0	0	0	0	0	0	0	27	27	0
Housing Renewal	83		83	83	0	0	0	0	0	0	0	83	83	0
Disabled Facilities Grant	190		405	405	0	420	420	0	0	0	0	825	825	0
Cotswold House Improvements	206	65	466	538	72	0	0	0	0	0	0	466	538	72
Bengal Street Depot Accommodation			75	75	0	0	0	0	0	0	0	75	75	0
Home Energy Repair Grants			3	3	0	0	0	0	0	0	0	3	3	0
Climate Change Pot			7	7	0	0	0	0	0	0	0	7	7	0
IT projects			47	22	-25	0	0	0	0	0	0	47	22	-25
Unified Intelligent Desktop			3	3	0	0	0	0	0	0	0	3	3	0
Total Customer and Advice Services	507		1,465	1,512	47	420	420	0	0	0	0	1,885	1,932	47
Astley Hall & Park Development Programme														
Astley Hall & Park Development (carried forward)	167	13	438	438	0	0	0	0	0	0	0	438	438	0
Play Areas - Astley Park - 2013/14 Investment (Year 1)			0	0	0	0	100	100	0	0	0	0	100	100
Astley Hall & Park Development - New Investment	2		324	324	0	218	218	0	0	0	0	542	542	0
Adlington Play Facilities (s106)	42	58	133	163	30	0	0	0	0	0	0	133	163	30
Big Wood Reservoir			12	12	0	0	0	0	0	0	0	12	12	0
Clayton Brook Village Hall Extension	1		130	144	14	0	0	0	0	0	0	130	144	14
Eaves Green Play Development (s106)		1	178	180	2	0	0	0	0	0	0	178	180	2
Leisure Centres Improvements		5	59	59	0	275	275	0	75	75	0	409	409	0
Play & Recreation Fund (s106) [BUTTERMERE]			24	34	10	0	0	0	0	0	0	24	34	10
Play Areas - 2013/14 Investment (Years 2 and 3)			0	0	0	0	200	200	0	0	0	0	200	200
Play Area and Playing Pitch S106			155	188	33	0	0	0	0	0	0	155	188	33
Rangletts Recreation Ground (s106)	3	3	365	635	270	0	0	0	0	0	0	365	635	270
Recycling receptacles (bin replacement)	129	10	110	150	40	115	75	-40	115	115	0	340	340	0
Buckshaw Village Cycle Network (s106)			11	11	0	0	0	0	0	0	0	11	11	0
Buckshaw Village Rail Station (s106)			726		-726	0	726	726	0	0	0	726	726	0
Eaves Green Link Road - contbn to LCC - (s106)			80	0	-80	0	0	0	0	0	0	80	0	-80
Highway Improvements Pilling Lane Area (s106)			150	0	-150	0	0	0	0	0	0	150	0	-150
Puffin Crossing Collingwood Letchworth (s106)			48	48	0	0	0	0	0	0	0	48	48	0
Yarrow Valley Country Park Reservoir Work	2		2	2	0	0	0	0	0	0	0	2	2	0
Croston Flood Prevention Scheme			0	0	0	0	1,100	1,100	0	0	0	0	1,100	1,100
Total Public Protection, Streetscene and Community	346	90	2,945	2,388	-557	608	2,694	2,086	190	190	0	3,743	5,272	1,529
Total Capital Programme	1,148	520	13,014	5,767	-7,247	1,228	4,977	3,749	390	5,378	4,988	14,632	16,121	1,489

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Report of	Meeting	Date
Director of Customer and Advice Services (Introduced by the Executive Member for Customer and Advice Services)	Executive Cabinet	20 November 2014

FLEET STREET MASTERPLAN- EXTRA CARE SCHEME

PURPOSE OF REPORT

1. To provide the details of the outcome of the Fleet Street master plan consultation exercise.

RECOMMENDATION(S)

2. That the Council proceeds with developing the business case and design for an extra care scheme on Fleet Street.
3. That an options appraisal is incorporated into the project which includes exploring the option for a council owned and managed Extra Care Scheme.
4. That the Council authorises site accumulation works.
5. That the Council agrees to allocate sufficient resources in order to proceed with the project, which will enable the commission of an architect and if necessary professional fees to assist in the modelling of the scheme finances, including capital costs and income and expenditure.
6. That subject to the findings of the business case, a future report is submitted to Executive Cabinet which will seek permission to allocate the land, any capital funding and to progress the scheme.

EXECUTIVE SUMMARY OF REPORT

7. Nationally and locally we face significant challenges in meeting the needs of a changing demographic profile, with increasing life expectancy and demands for housing which balance independence with varying levels of care and support.
8. With this in mind, Lancashire County Council published an Extra Care and Specialist Housing Strategy in May 2014 and this document provides the strategic context for this emerging issue, as well as a compelling argument for significant volume of new provision of older person's accommodation across Lancashire, to meet both need but also deliver efficiency savings from the use of residential care and also hospital admissions.
9. The Council welcomes this strategy, as we are committed to working with partners to influence 'place shaping' in the borough and identify opportunities for affordable housing, both general needs and specialist and the drive to make best use of our assets has provided a catalyst for this scheme.

- 10. Fleet Street was identified as a potential parcel of land suitable for housing development as part of the Town Centre Masterplan, which was produced in August 2013. A detailed consultation exercise was undertaken with local residents to engage them in the scoping and ensure they feel they have had a say in how Fleet Street is taken forward.
- 11. The outcome of the consultation was positive and demonstrated a support locally for older person’s accommodation.
- 12. Extra care in particular was identified as a suitable option as it is more than simply accommodation only for older persons, enabling care and support to be provided as part of an independent living environment, for those whose only other option is residential care.
- 13. This report sets out the detailed context and includes details of initial discussions with relevant stakeholders including LCC, the CCG and the HCA which have been very positive.

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

(If the recommendations are accepted)

- 14. To deliver appropriate housing for older persons and develop a scheme which will become a long-term council asset which will generate a revenue income stream.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

- 15. An alternative option is to transfer the site to an RP for use for general needs housing however this was rejected because there is a compelling case for new older persons accommodation and the Council needs to explore ways of combining the delivery strategic objectives with generating income.

CORPORATE PRIORITIES

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

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

BACKGROUND

- 17. It is well documented that life expectancy in the UK is increasing at a fast pace and yet the services provided for older people, including housing, care and support are not keeping up.
- 18. Population growth in Lancashire of those aged 65 years and over is projected as 22.6% between 2011 and 2021 (source:ONS). Generally we are living longer and therefore this increases the chances of developing one or more health conditions which require the support or intervention of either social care and or, a health professional.

19. This demographic change is regularly reported in the media with concerns raised about the impact on the NHS, Adult Social Care departments and extended families who may face the burden of caring for those in older age.
20. Statutory responsibility for the provision of care and support services for older people rests firmly with LCC however, as the local strategic housing authority, Chorley Council have a role to play in identifying local housing needs and enabling new development to meet those needs.
21. There are a number of benefits of this approach including making the best use of DFGs, freeing up family housing for new households who need them, reducing the energy costs for older persons who often cannot afford to heat large family homes, and managing demand for bungalows which may not always be appropriate for those with care needs.
22. LCC published an Extra Care and Specialist Housing Strategy in May 2014 and this document sets the scene for Chorley, providing both the level of need, looking at population projections and residential care admissions.
23. LCC states in the strategy that despite efforts to move away from the use of residential care, "the reality is that there is still a heavy reliance on residential care which has continued to grow". This is stated to be for a variety of reasons including growing demand for older person's services, a lack of well understood alternatives to residential care and relatively high capacity in the residential care system in Lancashire.

DESCRIPTION OF EXTRA CARE

24. Extra care is accommodation primarily for older people, although it can and is used to meet the needs of other customers such as those with physical or learning disabilities. There is no national standard age limit however generally the age of 55 years or over is reflected in many scheme allocation policies.
25. Extra care is very much about enabling independent living and so is a step down from residential care or nursing accommodation, with built-in flexibility to adapt to changing needs as customers grow older and health deteriorates. It differs from sheltered housing which may have some warden or alarm presence but this not necessarily 24 hours and no actual care is delivered, it's more a tool for engaging relevant support on behalf of the resident.
26. Extra care can also be a suitable option for those with early onset of dementia or other lower level mental illnesses. The key is to have a mix of customers with low to medium to high level care needs in order to have a balanced community and one which promotes integration and positivity about growing old. The service should not feel 'institutional' or hospital-like.
27. The accommodation is always self-contained and includes a private kitchen, bathroom, bedroom and living space. Usually these are apartments however larger complexes and sometimes provide bungalows. Generally the accommodation will be built to wheelchair housing design standards (i.e. incorporate widening doorways, circulation space, lower plug sockets etc.) and will include walk in showers and flexibility for future adaptation to accommodate future need such as lifting equipment.
28. Additionally, there are communal areas and facilities and these differ depending on the size and complexity of the scheme. Best practice in extra care design promotes schemes as a 'community hub' and therefore schemes often have commercial services on site such as hairdressers or cafés which are available to both the residential customers and also

members of the public. Some schemes also deliver essential local clinic services such as community mental health or day centres for those with early onset of conditions such as dementia.

29. There is always 24 hour care provided on site, with all residents obliged to pay for at least the minimum level of care (i.e. emergency only), and with the availability of a range of domiciliary care and support packages typically charged for as it is used. This can include help with domestic tasks such as cooking, cleaning, shopping, cooking and through to personal care and bathing. Often schemes provide a range of on-site group activities which promote a community feel and engagement, such as music, games, dancing and films.
30. The menu of services ensures that care and support can flex in accordance with the persons need and enables continued independent living for as a longer period as is feasible.
31. The landlord or owner of an accommodation based scheme is usually separate from the care provider. Often the landlords of an extra care scheme are Registered Providers of social housing (RPs), for example the Brookside scheme in Ormskirk is owned and managed by Yourhousing Group.
32. Your housing Group will let the rented properties, collect the rent and manage the overall building including arranging for any repairs and providing a reception service to manage the main entrance to the scheme.
33. The care and support service is commissioned by LCC under their statutory duties to adults who require and are eligible for additional support. This service will be commissioned to a Care and Quality Commission registered provider (CQC) and will have to demonstrate rigorous standards and procedures etc. because of the nature of the work.
34. LCC currently fund services to those who have a need defined as substantial or critical, in accordance with the statutory duty under Fair Access to Care Services (FACS). However given the need to move to a prevention focussed model, LCC have indicated they will fund extra care services which provide for a proportion customer with a minimum low level of need and whom anticipate a future need or change in personal circumstance for which, extra care would be a positive and appropriate choice.
35. It is unusual for a non-stock holding local authority to own and manage an extra care scheme (or any housing provision) however that is not to say it is not feasible and local authorities are well placed to deliver good quality extra care accommodation.
36. Chorley Council already deliver a successful supported accommodation service for homeless families and single people and the recent acquisition of Market Walk demonstrates an ability to transfer skills and adapt quickly to meet new challenges in order to deliver high quality services for local people.

BENEFITS OF EXTRA CARE PROVISION

37. There is evidence to demonstrate that consistent revenue savings can be achieved through promoting extra care rather than defaulting to residential or nursing care.
38. Inappropriate use of residential care often occurs simply because there is a limited supply of suitable alternatives yet can actually reduce the person's ability to live independently and result in an increase in dependency for care, which is to their detriment both in terms of health but also dignity and quality of life.

39. This overreliance on residential care means LCC face spiralling costs and is not making the best use of resources, which if redirected, could be used to facilitate more appropriate, lower level care and accommodation and that which delivers far better outcomes including promoting social inclusion and community engagement.
40. LCC forecast that by 2021, the net savings from making this switch from use of residential care to extra care (that is, savings exclusive of any additional cost to deliver the extra care provision) would be £3,420,406.
41. LCC estimate in the strategy that a minimum of 988 older people could be provided for in extra care as opposed to residential care by simply changing the commissioning model and providing extra care as an option.

FORECAST OF EXTRA CARE NEED IN CHORLEY

42. The Lancashire strategy uses two separate methodologies to assess need for extra care in each district. The first method looks at over admissions to residential care and suggests that an additional 49 units of extra care are required in Chorley in order to reduce over admissions to residential care.
43. The second dataset of need which is included in the strategy uses specialist consultants' HGO formula, utilising population, SHMA, benefit take-up and income rates, and mortality. This second method concluded that an additional 196 units of extra care are required in Chorley by 2013, a further 250 by 2023 and 303 by 2033.

FUNDING FOR EXTRA CARE SCHEMES

44. The Lancashire Strategy strongly suggests an appetite from LCC to provide capital funding to support the delivery of new extra care schemes in addition to the revenue funding required to commission the on- site support.
45. HCA grant is also available through a bid to the Affordable Homes Programme for 2015-2018 through continuous market engagement (CME) although a requirement of this funding would be a bid submission and funding allocated by 30th May 2016 and the scheme practically complete and ready for occupation by 31st March 2018.
46. Other funding may include NHS Clinical Commissioning Group (CCGs) given the strategic links to health outcomes and in particular, the need to prevent hospital admissions, reduce hospital admissions and facilitate appropriate hospital discharge.
47. Any funding will be in addition to capital contribution from the Council.
48. Details of the financial model including available funding will be explored as part of the project and detailed in a future executive cabinet report.

FLEET STREET SITE

49. The Chorley Town Centre Master plan identified an opportunity through a phased approach to introduce a medium density residential community at Gillibrand Street and Fleet Street. Four sites were included, with Fleet Street South (0.7ha), which is the biggest of the sites, being identified for an extra care scheme.
50. Fleet Street South is bounded to the west by mid-19th century terraced housing and to the East, 2 storeys terraced dwellings and therefore is well placed for residential development.

- 51. The Council does not own all the land in the development site. The next step will be for the Council to undertake site accumulation and as part of that process liaise with the affected landowners and where relevant consult users of the existing properties as the business case and design for the scheme is developed.
- 52. The master plan states that the Fleet Street South site can accommodate 70-80 one and two-bedroom apartments subject to design considerations. This will also depend on the number of facilities we decide to incorporate into the scheme.
- 53. A detailed consultation exercise was undertaken and the response from members of the public was positive, with support particularly for older person’s accommodation.
- 54. A project team comprising of colleagues from LCC, CCG, HCA, planning policy and property services has been established and had a very positive, inaugural meeting.

NEXT STEPS

- 55. Colleagues from LCC, HCA, CCG have all informally advised that they support the project and the next steps will be to obtain more formal commitment and detail of any financial commitment to the scheme, both capital and revenue. LCC and HCA in particular have advised in principle that capital funding is available and LCC are committed to ongoing revenue funding for extra care (support) element.
- 56. A project plan will be developed and this will include arranging for an architect to design a scheme in liaison with planning colleagues and developing a financial model to demonstrate viability and model costs including capital build costs and revenue costs associated with establishing the infrastructure and income likely to be generated from rental income.

IMPLICATIONS OF REPORT

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

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

COMMENTS OF THE STATUTORY FINANCE OFFICER

- 58. The report sets out the need for extra care to be developed, but this will require funding of approximately £30k up front for some of the work around design, planning and feasibility to be done. Should the development go ahead this cost would form part of the overall capital project. However if the scheme did not proceed these initial costs would need to be funded from the revenue in-year underspend, as identified elsewhere on the agenda.
- 59. The final budget and its impact on the Council’s budget will only be known once the business case is completed. Members will then need to make a decision about if and how to proceed.

COMMENTS OF THE MONITORING OFFICER

- 60. At this stage there are no legal restrictions on adopting the recommendations. Further consideration should be given at each stage to review any new legal obligations that arise.

LESLEY-ANN FENTON
DIRECTOR OF CUSTOMER AND ADVICE SERVICES

Report Author	Ext	Date	Doc ID
Zoe Whiteside	5771		

Background Papers			
Document	Date	File	Place of Inspection
Extra Care and Specialist Housing Strategy for Lancashire	May 2014	***	LCC Website

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Report of	Meeting	Date
Director of Customer and Advice Services (Introduced by the Executive Member for Customer and Advice Services)	Executive Cabinet	20 November 2014

DIGITAL CHANGES TO BUSINESS PROCESS

PURPOSE OF REPORT

- To inform members in respect of a number of service changes to improve access to services for customers whilst promoting digital access and to help effectively manage the demand for services.

RECOMMENDATION(S)

- That the changes outlined in this report be noted.

EXECUTIVE SUMMARY OF REPORT

- The Councils Digital Strategy was approved by Executive Cabinet on 16 January 2014 to help residents/customers with digital access to services and information.
- Significant progress continues with the digital agenda and work is underway to promote digital inclusion for customers to access services online.
- Changes to services will be made aimed at speeding up digital access and digital inclusion which otherwise will require an increase in resources.
- 17 changes are listed at Appendix A which have been approved in principle by the Leader and Deputy Leader of the Council and by both the Executive Member (Customer and Advice Services) and Executive Member (Public Protection).
- The changes are in line with the aims and objectives of the council in adopting a 'digital first' approach helping to improve services, achieve further efficiencies and improvements in both business and management information.
- The Councils customer service centre will continue to support in person access to services and through its digital access points.
- Costs associated with implementing the changes will be contained within the Customer & ICT services budget.

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

(If the recommendations are accepted)

- Changes to how customers access services are necessary:
 - The changes improve access to services for customers whilst promoting digital access.

- b. There has been an increase in customer contact over the last 18 months due to a number of initiatives and external changes:
 - o There has been a high demand for waste collection services such as the free waste electrical and electronic equipment and recycling waste container service
 - o There have also been external factors such as the welfare reform changes, including the Council Tax Support Scheme and the expansion of Buckshaw Village that have led to an increase in the demand for services and information from the council
- c. Balancing resources without compromising services is at the forefront of these change proposals.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

11. No viable alternative options have been identified at this stage.

CORPORATE PRIORITIES

12. This report relates to the following Strategic Objectives:

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

BACKGROUND

- 13. The importance of increasing digital access to services is reinforced by the government who continue to emphasise the preference for the use of digital channels to access services and benefits, through the digital by default strategy.
- 14. The overall vision of the council’s approved 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.
- 15. The overall aim of the Digital Strategy is two-fold:
 - a. 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;
 - b. to ensure that changes continue to be made in the way the Council manages information and conducts its business in order to deliver services
- 16. Changes in the organisation’s approach to the way it delivers services will lead to corresponding changes in customer behaviour.
- 17. Much technological progress and changes to infrastructure has already been made and the principles in the digital strategy will enable the full benefits of this progress to be realised.
- 18. The implementation of additional customer terminals in the customer service centre will support changes to digital systems, customers will be able to access online services while getting any support or help they might need. This will help build customer confidence with migration to online services.
- 19. The ICT and GIS strategies emphasise the importance of digital access and make access to services as easy as possible for customers, with support and alternatives available for those who cannot use it including in person support at the Councils customer service centre in Union Street.
- 20. A desire to increase digital inclusion and support for residents is currently being developed and will be included in the councils Corporate Strategy.
- 21. However, in order to make significant strategic changes in the levels of direct customer contact we need to place this at the heart of every aspect of service delivery and consider making greater changes in the way we manage access to services. Self-service is the most

efficient access channel for the council and provides an improved service for the customer in many instances. Straightforward transactional requests such as those for waste receptacles and pest control appointments can be logged on the Councils website and appear as jobs in real-time for contractors.

PROPOSED CHANGES

22. We have already made some strides towards achieving digital access. Almost 100% of housing benefit applications are made using digital systems (excluding those circulated by partner/other public sector organisations). Other successes include online applications for railcards and parking permits where the majority of applications are made online.
23. We are mapping the digital access footprint across the borough and the customer service centre provides assisted and non-assisted digital access for customers.
24. Small changes to the Interactive Voice Recording messages on the council call centre telephone system have been made to provide customers with information or signpost them to an alternative channel, e.g. Election reform information and the automated payments line.
25. A total of 17 changes are listed at Appendix A, 2 of which are subject to approval by the Chief Executive.
26. A number of benefits will be derived from making these changes and these are detailed in the attached Appendix e.g.:
 - a. Migrating simple requests from the customer service centre online e.g. free waste electrical and electronic equipment collections and payment only requests is likely to free up phone lines for dealing with other more time consuming/complex service requests
 - b. The action of encouraging the submission of all application forms online will lead to significant savings in paper, scanning and indexing costs and staff time
 - c. The changes will help with managing the demand for services
 - d. The changes support and encourage the transition to digital systems building confidence and helping to achieve digital inclusion amongst customers
 - e. The changes will continue to further improve management and business information
27. Advance publicity regarding access to the service will be required and although customers may still telephone and visit they can quickly be advised of alternative options, lessening the impact on contact centre resources. Customers may also be directed to digital access points which will also be available in the Customer Service Centre.

RISK ASSOCIATED WITH THE CHANGES

28. There are risks associated with the requests for change which have been recognised. In any change to service there is a risk of an increase in customer dissatisfaction, however a decrease in the abandoned call rate, alongside anticipated efficiency savings and other service enhancements should compensate for any temporary increase in dissatisfaction.
29. Potential complaints regarding publication of personal data or potentially offensive comments on the website may surface which will need to be actively managed. There will be the option to remove personal data or comments from the web site.
30. Customers may not have access to the web to obtain digital services and some customers may not have broadband access or an email address to receive notifications. Digital access will be provided in the council offices to assist customers without easy online access. The corporate strategy project to increase digital awareness and inclusion will support the delivery of the changes.

SAVINGS AND COST OF IMPLEMENTING THE CHANGES

31. Costs and savings associated with the change requests have been estimated on the best available information and are difficult to estimate without detailed analysis. Costs relating to changes are largely contained within existing budgets and will not place an additional

financial burden on the council. Any software related costs may be absorbed in further commercial discussions with suppliers. Savings based on staffing resources are not cashable but intended to be used to enhance both single front office and planning services to the customer throughout the changes.

IMPLICATIONS OF REPORT

32. This report has implications in the following areas:

Finance		Customer Services	
Human Resources	X	Equality and Diversity	
Legal		Integrated Impact Assessment required?	
Chief Executive	X	Policy and Communications	

COMMENTS OF THE STATUTORY FINANCE OFFICER

33. There are no direct financial implications associated with this report as the report focusses on process changes. The wider message is about the introduction of changes such as these should lead to future efficiencies which will be required over the medium term to balance the Council’s budget.

COMMENTS OF THE MONITORING OFFICER

34. The obligation on the Council is to provide these services in an open and transparent manner. The proposals, whilst attempting to steer the public to on-line engagement with the processes, continue to allow for the use of none-digital channels if required. This satisfies the council’s obligations

LESLEY-ANN FENTON
DIRECTOR CUSTOMER AND ADVICE SERVICES

Background Papers			
Document	Date	File	Place of Inspection
Digital Strategy	16 Jan 2014	***	Union St
ICT Strategy	24 Oct 2013		
GIS Strategy	16 Jan 2014		
Report Author	Ext	Date	Doc ID
Asim Khan	5448	06/11/14	***

APPENDIX A - DIGITAL CHANGES TO BUSINESS PROCESS

Change No.	Service/Process	Current Process	Proposed Change	Benefits of change	Costs	Estimated Savings
					£	£
1	Waste Electrical and Electronic Equipment recycling service (WEEE collections).	Applications accepted online, by telephone and in person in the Customer Services Centre at Union Street.	Although applications will still be accepted in person, telephone customers will be referred to the online application. Vulnerable customers will always be assisted as will customers without ICT access.	Increase customer confidence in digital channels. Savings in staff time will support more demanding service requests.	None	Staff resources 0.21 FTE.
2	Recycling waste container requests.	Applications accepted online, by telephone and in person in the Customer Services Centre at Union Street.	Although applications will still be accepted in person, telephone customers will be referred to the online application. Vulnerable customers will always be assisted as will customers without ICT access.	Increase customer confidence in digital channels. Savings in staff time will support more demanding service requests.	None	Included in above.
3	Payment only customer contact.	Payment only requests are taken through all channels: <ul style="list-style-type: none"> ○ Telephone ○ In person at the council offices ○ Automated 	Payment only contact will be phased through to the automated telephone payment line. Other payment methods such as direct debit will continue to be promoted.	Increase customer confidence in digital channels. Savings in staff time will support more demanding service requests.	None	Staff resources 0.27 FTE.

		<p>telephone payment</p> <ul style="list-style-type: none"> ○ Bank ○ Post Office ○ Direct Debit 	Where a request for advice precedes a payment this will continue to be accommodated by telephone.			
4	Landlord notification letters.	Registered landlords currently receive paper notifications of awards, terminations and adjustments to their tenant's Housing Benefit entitlement each time a decision is made.	Digitise notifications to registered social landlords using e landlord software Agree charging SLA with landlords.	Reduction in printing and postage costs of at least 15,000 landlord notification letters per annum.	Software and annual support costs.	Reduced printing and postage costs. Increased revenue to the council.
5	Revenues and Benefits paper application forms.	Paper forms remain for some council tax and benefit applications.	Remove all Revenues and Benefits paper forms. Applications will still be accepted in person, by telephone and online. Vulnerable customers will always be assisted as will customers without ICT access.	Increase customer confidence in digital channels. Savings in staff time in processing paper application forms will support more demanding service requests.	Software changes will be managed through existing contracts where possible.	Staff resource.
6	Benefit e-claims process. (Subject to CEO approval)	Signed benefit e-claim declarations are required by post or in person which hinders digital take up.	To accept claims without a signed declaration. Changes in DWP policy support this change if approved by the CEO.	Improves digital access and streamlines the process for customers and the council.	None.	Staff resource.
7	Compliance with Verification Framework (VF).	VF requires sight of original documentation in support of benefit claims.	Replace the requirement to see original documentation with acceptance of digital	Improves digital access and streamlines the process for customers and the council.	None.	Staff resource.

	(Subject to CEO approval)		and/or photo copies. This change has already been implemented by some other Lancashire LA's. Changes in DWP policy support this change if approved by the CEO.			
8	Discretionary Housing Payment (DHP) applications.	DHP application process is a paper based form.	Remove DHP paper form. In the main these are completed with assisted support from council staff and partner organisations. Applications will still be accepted in person, by telephone and online. Vulnerable customers will always be assisted as will customers without ICT access.	Increase customer confidence in digital channels. Savings in staff time in processing paper application forms will support more demanding service requests.	Software changes will be managed through existing contracts where possible.	Staff resource.
9	Notifications of Housing Benefit decisions and other correspondence for claimants.	Notifications and other correspondence are printed and sent by post.	Encourage claimants to opt to receive information digitally e.g. email.	Improves digital access and streamlines the process for the customer and the council. Savings achieved through reduced printing and postage costs.	Software changes will be managed through existing contracts where possible.	Staff resource.

10	Planning and Building Regulation applications and supporting documentation.	Applications received on paper, online and on compact disc.	Applications received online and paper application forms will be removed. In person support will remain in the Customer Services Centre at Union Street for completing and submitting applications.	Significantly reduces the need to scan paper documents leading to a more streamlined process.	Software changes: £3,200	0.25 FTE.
11	Planning & Building Control outbound correspondence.	Correspondence produced, printed and enveloped in house, or sent via email.	All outbound mail processed through UK Mail in line with established procedures in the Single Front Office e.g. Council Tax and Housing Benefit correspondence.	Reduction in mail, printing cost and staff time.	None - absorbed into UK Mail contract.	£600.00
12	Incoming Planning and Building Regulations correspondence.	Correspondence received at Chorley Council, scanned and indexed on site into document management system.	All incoming postal correspondence to be diverted to off-site scanning bureau in line with established procedures in the Single Front Office e.g. Council Tax and Housing Benefit correspondence.	Reduction in staff resource to scan and index. Savings in staff time will support more demanding service requests.	Minimal but will be absorbed into bureau contract.	Staff resources.
13	Publication of all Planning application documents online.	Currently consultee responses and contributor letters and emails are the only documents not published online.	All planning application documents including contributor and consultee letters will be published online.	Improves transparency with planning application process. Will help reduce direct customer contact.	Software changes: £400	Staff resources.

14	Removal of Planning and Building Regulation application forms from council website.	Links to downloadable paper forms available via the council website.	Remove links.	Increase customer confidence in digital channels and reduction in paper forms.	None	Staff resources.
15	Publication of Building Control application details online.	No Building Regulation application details currently published online.	Publish application details (but not documents) online. Create Building Control portal for officers enabling remote access to documents.	Improves transparency with building control application process. Will reduce direct customer contact and support digital channels.	Software cost: £1,400	Staff resource.
16	Stop notification of decision to contributors.	We currently notify contributors of planning decision by letter or email.	Information available online. Initial neighbour notification letter will be amended to advise that further application information will be available online.	Reduction in mail cost, print cost and staff resources in enveloping mail.	None.	Staff resource.
17	Cheque payments for selected services.	Council currently accepts cheque payment for most services.	Stop taking payments by cheque for planning, building control, street naming and numbering and 'get up and go' activities. Other payment channels including online,	Will help streamline service. Savings in staff time will support more demanding service requests.	None.	Staff resource.

			telephone and in person are available for all these services.			
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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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