

## **SPECIAL COUNCIL**

**TUESDAY, 22ND NOVEMBER 2016, 6.30 PM  
COUNCIL CHAMBER, TOWN HALL, CHORLEY**

### **AGENDA**

#### **APOLOGIES**

##### **1 DECLARATIONS OF ANY INTERESTS**

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

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

##### **2 MINUTES OF MEETING TUESDAY, 20 SEPTEMBER 2016 OF COUNCIL**

(Pages 5 - 12)

##### **3 MAYORAL ANNOUNCEMENTS**

##### **4 PUBLIC QUESTIONS**

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

##### **5 CHALLENGES FACING LOCAL GOVERNMENT**

(Pages 13 - 20)

To consider the attached report of the Director of Policy and Governance on recommendations of the Public Services Transformation Working Group on 9 November 2016.

##### **6 CORPORATE STRATEGY 2016/17 TO 2018/19**

(Pages 21 - 50)

To consider the attached report of the Director of Policy and Governance.

7	<b>ALTERNATIVE CORPORATE STRATEGY</b>	
	To consider a report of the Conservative Group (to follow).	
8	<b>REVENUE AND CAPITAL BUDGET MONITORING REPORT 2016/17 REPORT 2 (END OF SEPTEMBER 2016)</b>	(Pages 51 - 70)
	To consider the attached report of the Chief Executive following consideration at Executive Cabinet on 17 November 2016.	
9	<b>CHORLEY TOWN CENTRE PUBLIC REALM PROPOSALS AND MASTERPLAN</b>	(Pages 71 - 106)
	To consider the attached report of the Chief Executive.	
	Please note that Appendix A of this report is not attached due to the size of the file. This information is almost exactly as considered at the last Council Meeting under the Market Walk Extension agenda item. Hard copies are available to view in the Members Room – or to view an electronic version, please contact <a href="mailto:carol.russell@chorley.gov.uk">carol.russell@chorley.gov.uk</a> or 01257 515196.	
10	<b>GROWTH LANCASHIRE APPOINTMENT TO DIRECTOR ROLE</b>	(Pages 107 - 108)
	To consider the attached report of the Director of Policy and Governance.	
11	<b>CHANGE OF POLLING STATION</b>	(Pages 109 - 110)
	To consider the attached report of the Chief Executive, as Returning Officer.	
12	<b>GAMBLING ACT 2005 - STATEMENT OF PRINCIPLES POLICY REVIEW AND CONSULTATION</b>	(Pages 111 - 160)
	To consider the attached report of the Director of Early Intervention and Support on amendments to the Statement of Principles required under the Gambling Act 2005 following consideration by Licensing and Public Safety Committee.	
13	<b>LICENSING ACT 2003- STATEMENT OF LICENSING POLICY REVIEW</b>	(Pages 161 - 184)
	To consider the attached report of the Director of Early Intervention and Support on the statutory review of the Council's Licensing Policy Statement following consideration by the Licensing and Public Safety Committee.	
14	<b>AMENDMENT TO SCHEME OF DELEGATION FOR LICENSING</b>	(Pages 185 - 188)
	To consider the attached report of the Director of Early Intervention and Support proposing amendments to the scheme of delegation for licensing functions following consideration by the Licensing and Public Safety Committee.	

15 **COUNCIL APPOINTMENTS**

- To appoint a Councillor to the vacant position of Council Champion (Young People).
- To create a further position of Council Champion (Animal Welfare) on a six month trial basis (none remunerated) to look at the increasing demands on the Council's animal welfare service.
- To make any changes to committee membership.

16 **ANY URGENT BUSINESS PREVIOUSLY AGREED WITH THE MAYOR**

GARY HALL  
CHIEF EXECUTIVE

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To view the procedure for public questions/ speaking click here

<https://democracy.chorley.gov.uk/documents/s60977/Appendix%203%20Standing%20Orders%20Jan%2016.pdf> and scroll to page 49

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**MINUTES OF****COUNCIL****MEETING DATE****Tuesday, 20 September 2016****MEMBERS PRESENT:**

Councillor Doreen Dickinson (Mayor), Councillor Mark Perks (Deputy Mayor) and Councillors Aaron Beaver, Eric Bell, Martin Boardman, Alistair Bradley, Charlie Bromilow, Terry Brown, Henry Counce, Paul Clark, Jean Cronshaw, Alan Cullens, John Dalton, Graham Dunn, Christopher France, Gordon France, Margaret France, Jane Fitzsimons, Anthony Gee, Danny Gee, Keith Iddon, Mark Jarnell, Hasina Khan, Zara Khan, Paul Leadbetter, Margaret Lees, Roy Lees, Sheila Long, Adrian Lowe, Marion Lowe, Matthew Lynch, June Molyneaux, Greg Morgan, Alistair Morwood, Mick Muncaster, Steve Murfitt, Beverley Murray, Debra Platt, Kim Snape, Richard Toon, John Walker, Paul Walmsley, Alan Whittaker and Peter Wilson

**OFFICERS:**

Gary Hall (Chief Executive), Jamie Carson (Director (Early Intervention and Support)), Asim Khan (Director (Customer and Digital)), Chris Moister (Head of Legal, Democratic & HR Services) and Carol Russell (Democratic Services Manager)

**APOLOGIES:**

Councillors Tom Gray, Joyce Snape and Ralph Snape

**16.C.364 Declarations of Any Interests**

There were no declarations of interest received.

**16.C.365 Minutes of the Council meeting held on Tuesday, 19 July 2016**

**RESOLVED – That the minutes of the last Council meeting held on 19 July 2016 be approved as a correct record for signature by the Mayor.**

**16.C.366 Mayoral Announcements**

The Mayor updated Members of the Council on her fundraising activities including her Charity Skydive in aid of the Alzheimer's Society on 26 September 2016.

She was also organising a Tea Dance on 18 October in the Lancastrian and provided dates for her Christmas by Candlelight event at Astley Hall and her Charity Ball at Park Hall Hotel in February 2017.

**16.C.367 Public Questions**

There were no public questions for consideration.

**16.C.368 Executive Cabinet**

Members considered a general report of the meeting of Executive Cabinet held on 25 August 2016.

The Executive Leader, Councillor Alistair Bradley proposed and the Deputy Leader, Councillor Peter Wilson seconded and it was **RESOLVED – that the report be noted.**

**16.C.369 Governance Committee**

Members considered a general report of the meeting of Governance Committee held on 14 September 2016.

The Chair of Governance Committee, Councillor Paul Leadbetter proposed and the Vice Chair, Councillor Anthony Gee seconded and it was **RESOLVED – that the report be noted.**

**16.C.370 Efficiency Plan**

Members were advised in a report of the Chief Executive that as part of the December 2015 Spending Review, the Government had offered local authorities a four year funding settlement subject to the publication of an Efficiency Plan by 14 October 2016. This was for the funding period 2016/17 to 2019/20.

The report set out the benefits of a four year funding settlement which would create much greater certainty of resources and would allow consistency with the Council's Medium Term Financial Strategy (MTFS). In presenting the report, Councillor Peter Wilson indicated that whilst he did not agree with the changes and reduction in funding, if the Council did not accept the four year offer it would be exposed to a major risk that levels of funding would reduce. A table setting out Revenue Support and Transitional Grant for the years 2016/17 to 2019/20 was included in the report and showed a steep decline in support from Central Government to be met in part by business rates retention.

The proposed Efficiency Plan for the Council was appended to the report and drew together existing corporate plans and strategies including the Transformation and Corporate Strategies; the MTFS; the Chorley Local Plan and the Economic Regeneration Strategy.

The Executive Member for Resources, Councillor Peter Wilson proposed and the Executive Leader, Councillor Alistair Bradley seconded and it was **RESOLVED –**

- 1. That Council approves the Efficiency Plan set out in Appendix 1 of the report.**
- 2. That it be agreed that the Council should submit the Efficiency Plan to satisfy the conditions of acceptance of the four year funding settlement for the period 2016/17 to 2019/20; and**
- 3. It be noted that the budget gap and savings identified in the Efficiency Plan are subject to change and will be updated and refined during the budget setting process.**

**16.C.371 Draft Householder Design Guidance Supplementary Planning Document**

Members considered a report of the Chief Executive proposing a revised draft Householder Design Guidance Supplementary Planning Document. This was to replace the previous version adopted in 2008 and provided guidance to those wishing to extend or alter their property to achieve high quality extensions which respect their surroundings and protect the amenity of neighbours.

The draft document would be subject to a period of consultation and be brought back for Council approval in January 2017.

The Executive Member for Public Protection, Councillor Paul Walmsley proposed, Councillor June Molyneaux, Chair of the Development Control Committee seconded and it was **RESOLVED – that the draft Householder Design Guidance Supplementary Planning Document be approved for public consultation for a 6 week period from 4 October to 15 November 2016.**

#### **16.C.372 Footpath No 1 Croston: Proposed Confirmation of Public Path Extinguishment Order Section 118 Highways Act 1980**

The Director of Policy and Governance submitted a report on a longstanding issue regarding the need to legally divert a footpath at Croston. A report had been considered by the Council on 6 November 2012 on this matter but the legal extinguishment of the previous path had not been progressed to completion. This report proposed actions to rectify this and formally divert the footpath which would then allow it to be maintained by Lancashire County Council as the responsible body for footpaths.

The Executive Member for Public Protection, Councillor Paul Walmsley proposed, Councillor Chris France, Vice Chair of the Development Control Committee seconded and it was **RESOLVED –**

1. **That it be noted that a public footpath dedication agreement had been completed on 24 May 2016 under Section 25 Highways Act 1980, between the landowners and Lancashire County Council, adjacent to a ditch under the railway line at Croston, as shown between the points A - B on the map attached as Appendix B to the report.**
2. **That Members approve the certification of the footpath diversion order made by Chorley Council under Section 257 Town and Country Planning Act 1990 in 1996 and confirmed in 2011 in light of the fact that the works requested by Lancashire County Council notified to the landowner have been completed following a satisfactory inspection by officers of the Public Rights of Way Team at Lancashire County Council. The section of footpath between the points A - B - C on the plan in Appendix C to the report shall not be so certified as this section is subject of the extinguishment order.**
3. **That Members approve the confirmation as an unopposed order of the public path extinguishment order made by Chorley Borough Council under Section 118 Highways Act 1980 on 14 May 2015, in respect of a short length of newly diverted Footpath No.1 Croston, subject of the 1996 Order once the 1996 order has been certified in accordance with paragraph 3 above; and**
4. **That Members approve the placing of any notices required under legislation to effect the above, including advertisement in the local press.**

#### **16.C.373 Questions Asked under Council Procedure Rule 8**

There were no questions for consideration under Procedure Rule 8.

#### **16.C.374 Notices of Motion given in accordance with Council procedure Rule 10**

There were no motions for consideration under Procedure Rule 10.

#### **16.C.375 Member Appointments**

A number of changes were proposed to Council appointments.

The Executive Leader, Councillor Alistair Bradley proposed and the Deputy Leader, Councillor Peter Wilson seconded and it was **RESOLVED – that the following Councillors replace Councillor Mark Jarnell on Committees and other positions:**

- Councillor Adrian Lowe on Licensing and Public Services Committee with Councillor Aaron Beaver as a substitute member.
- Councillor Gordon France on Overview and Scrutiny Committee.
- Councillor Anthony Gee on General Purposes Committee
- Councillor June Molyneaux on the Chorley, South Ribble and West Lancs Children's Partnership Board
- Councillor Beverley Murray to take on the duties of the Council Champion for Young People until the next Council meeting.

#### 16.C.376 Exclusion of the Public and Press

**RESOLVED** – that the press and public be excluded for the remaining items of business on the grounds that it involves the disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act.

#### 16.C.377 Fleet Street Extra Care Scheme

Councillor Graham Dunn, Executive Member for Customer and Advice Services presented a report with a detailed update on the proposal to develop the Fleet Street Extra Care Scheme, and seeking approval to proceed with the project.

Councillor Dunn indicated that demographic forecasts showed a clear need for this type of supported accommodation both now and into the future to avoid over use of residential care. The type of retirement village proposed would provide additional care and support for older people, and was still a fairly new concept, with only a few similar schemes in existence elsewhere.

It had taken some time to get the proposals to this point, but funding was now in place with Government support through a Homes and Community Agency grant of almost £3m and support from Lancashire County Council of £1m in return for this Council's commitment to a Partnership Agreement and associated grant conditions. LCC would procure the care and support provider for the scheme, linked to their adult social care responsibilities.

Previous reports to Council had considered the detail of the proposals including location and consultation; community facilities including dance hall and café; and the public realm proposals including car parking. The report submitted, provided detailed financial implications for the capital scheme and also ongoing revenue financing. There was an element of financial risk linked to both the take up of the accommodation and any changes in welfare reform as well as the need for prudential borrowing if the expected level of S106 funding was delayed. Overall it was felt that there would be significant demand for tenancies and in the long term the scheme would generate income for the Council.

Councillor Paul Leadbetter, Leader of the Conservative Group expressed his group's support for the scheme and queried whether any early stage deficit would be shared with LCC. This was not likely to be the case as the Council's preference would be for Chorley Borough residents to be offered tenancies.

Councillor Graham Dunn, Executive Member for Customer and Advice Services proposed and Councillor Bev Murray, Executive Member for Early Intervention seconded and it was **RESOLVED (subject to the removal of reference to the Camelot site in paragraph 68 of the report)** –

1. **That the Care and Specialised Care Grant be accepted in the sum of £2,868,750 from the HCA and the Council be authorised to enter into a grant agreement with the HCA.**
2. **The income and expenditure in the financial models outlined in Appendix One at both LHA and affordable weekly rental levels be noted. The overall financial impact (para 72) including the revenue deficit identified in early years of occupation under both models be also noted.**
3. **That the use of temporary prudential borrowing of approximately £5.9m with consequent revenue costs of £223k per annum be approved. It be noted that this will**

- be replaced with offsite Section 106 contributions that have been identified but not yet realised.
4. That an increase of £275k of the extra care capital budget from £9.472m to £9.747m be approved to fund estimated additional project management and quantity surveyor fees.
  5. That the Lancashire Regeneration Property Partnership be used as the procurement route for the main contractor for the development of the building.
  6. That the award of the contract for the construction be made at a future General Purposes Committee if required.
  7. That the scheme be named as 'Primrose Village' and described as 'Retirement Living'.
  8. That delegated power be granted to the Director of Business, Development and Growth (or the Chief Executive in the event that the appointee is not in post) in consultation with the Head of Legal, Democratic and HR Services to negotiate and complete various agreements including:
    - a. with local residents on shared use and maintenance of the unadopted street along the northern boundary of the development;
    - b. an agreement with local residents and any other interested parties regarding improvement and landscaping of land to the rear of properties along Gillibrand Walks;
    - c. an agreement with the owner of the Job Centre and any other interested parties for the improvement of the land between the southern boundary of the development and the Job Centre; and
    - d. any other necessary legal documentation.
  9. That the Council elects under Section 124 of the Housing Act 1996 to operate an introductory tenancy regime.
  10. That authority be delegated to the Head of Legal, Democratic and HR Services to effect appropriation of the part of the site used as a car park away from purposes under the Road Traffic Regulation Act 1984 to purposes under the Housing Acts.
  11. That a Variation of the Off Street Car Parking Order made by Chorley Council in 2008 be made, to remove the Fleet Street Car Park, subject to consultation with the Police and Lancashire County Council and publication of the proposal.
  12. That a tender be developed to secure a commercial tenant for the café.
  13. That the arrangements for the temporary decant of the St John building users be noted.

#### **16.C.378 Market Walk Extension**

The Executive Leader Councillor Alistair Bradley presented a report updating Members on the work undertaken to progress the Market Walk Extension proposals and wider town centre plans since the last report to Council in September 2015. The report sought approval to proceed with the extension and the first phase of the town centre plans. A number of appendices with comprehensive information as background and supporting documentation accompanied the report as follows:

- Appendix A - Planning approval and conditions
- Appendices B1, B2 and B3 - Layout plans
- Appendix C - Chorley Markets Strategy 2017/26
- Appendix D - Markets Consultation Plan

- Appendix E - Gerald Eve: Review of Covenants
- Appendix F - Estimated Rental Value Schedule
- Appendix G - High Level Cost Estimate
- Appendix H - Phasing and Programme Plans
- Appendix I - Town Centre Car Parking Strategy
- Appendix J - Public Realm Images
- Appendix K - Initial Design: Existing Market Walk

Councillor Bradley asked in considering this important decision, that Members focus on why the Council was proposing to invest in Market Walk with a 7 unit retail and leisure extension; what the effects would be in the short term; and what the impact would be for the longer term. He referred to the shift of retail focus from Market Street towards the bypass and the revamped draft Masterplan proposals for the town centre and proposals for car parking.

The Market Walk extension would bring in much needed national chains for the long term viability and vitality of Market Walk and the rest of the town centre along with a cinema and more food outlets to provide evening attraction. The proposals would importantly also bring in income for the Council through rental and business rates in future years when government support would reduce significantly. It would increase the value of the shopping centre as a key Council asset.

In the short term there would be disruption to the town centre and plans to mitigate this were contained in the report but the longer term outcomes would be worthwhile. Surrounding towns were starting to revamp their town centres and it was important that Chorley did so to give it the best chance of a thriving future.

In seconding the proposals, the Deputy Leader, Councillor Peter Wilson referred to the importance of the proposals before Members, building on the Council decision of 2013 to go ahead with the purchase of Market Walk Shopping Centre. That decision had proved to be financially advantageous for the Council and these proposals would reinforce that position. Significant work had gone into looking at both the short term and the longer term financial viability of the scheme using outside expertise.

Councillor Paul Leadbetter, Leader of the Conservative Group acknowledged the extensive work that had gone into the proposals which he felt amounted to 5 distinct projects: the actual extension; the improvements to the existing Market Walk; the relocation of the Flat Iron; the creation of a civic square; and other public realm work. He referred to the impact of online shopping on the high street leading to the closure of many major and minor stores. Whilst he accepted that town centres needed to change and become more socially and economically vibrant, in his opinion the proposals under consideration provided too great a risk to Chorley Council taxpayers and he felt unable to support them.

Councillor Greg Morgan also spoke against the proposals, referring to the need for a more detailed risk assessment for the project, and queried the pre let agreements and whether these should take the form of a contractual agreement. In clarification, Councillor Wilson said the pre let contract agreements were agreements to enter into a contract - rather than a formally agreed contract at this stage.

Councillor Bradley said the Council needed to generate income to be financially viable for the future and so was investing in a number of schemes, spreading the risk - the Digital Health Village; Fleet Street Extra Care Scheme; and other commercial development. Market Walk added to that list. The national retailers interested in coming to Market Walk were fully aware of how online shopping was changing their business – the Council needed to also move with the times. Retail experts had indicated that in the private sector the level of pre let interest was more than enough to go ahead with the project.

Councillor Martin Boardman challenged the development proposals and referred to the impact of potential development at Botany Bay and the effect this may have on the town centre.

Councillors Paul Clark, Zara Khan, Danny Gee, Jane Fitzsimons and Chris France spoke in favour of the Market Walk proposals in terms of income generation; job creation and bringing the town up to date with a better offer for young people and the growing population in the borough.

Councillors Alan Cullens and Eric Bell spoke against the proposals in relation to the level of risk for Council taxpayers and the loss of Flat Iron car parking.

In summing up, Councillors Alistair Bradley and Peter Wilson, expressed their disappointment that the Conservative Group had chosen not to support the Market Walk proposals but also that the opposition had not provided any alternative income generation proposals. The Council was seeking to address the long term financial stability of the Council as well as creating a more viable and vibrant town centre for residents and visitors.

The Executive Leader, Councillor Alistair Bradley proposed and the Deputy Leader, Councillor Peter Wilson seconded and it was **RESOLVED –**

1. **That the following changes and updates be noted to the:**
  - a. **site and development plans for the extension;**
  - b. **phasing and programme plans for the extension;**
  - c. **latest position on securing tenants to the scheme;**
  - d. **progress made to date in developing options to relocate Shopmobility;**
  - e. **the latest position with regards to the negotiations with the United Reformed Church on a land swap deal which would enable the Council to secure the site to develop additional car parking and the Church to build a new Church and affordable housing scheme on Friday Street;**
  - f. **negotiations with regards to the Flat Iron covenant and the plans regarding the appropriation of the land for retail use; and**
  - g. **initial proposal for improving the existing Market Walk centre.**
  
2. **That subject to:**
  - 2.1 **Planning approval of minor amendments through a S73 application; and**
  - 2.2 **Pre-let contract agreements being in place for 75% or more of the new units.**

**Members agreed to:**

- a. **Proceed with the development of a new retail and leisure extension to Market Walk, the delivery of associated highways improvements and public realm works, at a cost of up to £12.643m excluding VAT.**
- b. **Approved the use of prudential borrowing to finance £9.965m of the development.**
- c. **Approved a budget increase of £3.035m for additional Chorley Town Centre Public Realm works bringing the total capital budget to £4.035m and noted the further proposed phases and budget estimates.**
- d. **Delegated responsibility to the Executive Member (Resources) to either procure the services of an employer's agent through an OJEU compliant framework or to create and recruit to a new temporary post.**
- e. **Created a new permanent scale 6 post of Market Walk, Markets and**

Town Centre Officer, to provide additional capacity within the Market Walk, Markets and Town Centre team, freeing up more senior officers to concentrate on the delivery of the major projects as outlined in this paper.

- f. Approved the 'Chorley Markets – Outline Strategy' for consultation on the temporary relocation of the Flat Iron market.
- g. Extended the terms of reference of the Market Walk Steering Group meeting to include reviewing the terms of any contract awarded through the Lancashire Regeneration Property Partnership and make a recommendation to Council on their acceptance or otherwise.
- h. Approved for consultation, the town centre car parking strategy 2017 – 2018 and the changes set out within it, to mitigate the impact to businesses, traders and visitors of all the developments which are planned to start during this period.
- i. Approved the progression of the phase one and some phase two actions in the draft town centre masterplan and public realm proposals for delivery alongside the Market Walk extension.

#### **16.C.379 Appropriation of Part of Flat Iron Car Park to Facilitate the Market Walk Extension**

Further to the previous decision to proceed with the Market Walk Extension, Members considered a report of the Chief Executive on the appropriation of part of the Flat Iron car park for planning purposes and to authorise the Council to exercise power under S203 of the Housing and Planning Act 2016 should it be necessary to facilitate the Market Walk extension.

The Executive Leader, Councillor Alistair Bradley proposed and the Deputy Leader, Councillor Peter Wilson seconded and it was **RESOLVED –**

1. That the appropriation of the land edged red on the plan attached as Appendix 1 to the report be approved for planning purposes for retail use; and
2. That the use of statutory power under S203 of the Housing and Planning Act 2016 be authorised in respect of that land in the event that a negotiated settlement with Axa/Booths is not reached.

Mayor

Date





Report of	Meeting	Date
Director of Policy and Governance	Council	22 November 2016

## CHALLENGES FACING LOCAL GOVERNMENT

### PURPOSE OF REPORT

- To provide an update on developments since the council considered the reports on future governance models for public services in Chorley, and to seek to clearly establish the council’s priorities and intentions if local government structures change in Lancashire.

### RECOMMENDATION(S)

- To note that the recommendations accepted following the future governance models report remain relevant to the emerging challenges in Lancashire.
- That the council will seek to work with local authorities within Lancashire to change local government structures so they are sustainable and enable public service reform.
- That the council agrees that a new model authority (as set out at paragraph 27) based on the borough boundaries, working with other local authorities within central Lancashire is the most advantageous in terms of achieving sustainable public services while retaining community identity and local accountability.

<b>Confidential report</b> Please bold as appropriate	Yes	<b>No</b>
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### CORPORATE PRIORITIES

- This report relates to the following Strategic Objectives:

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

### BACKGROUND

- The challenges facing local government and public services in Chorley was one of the key reasons for the work undertaken to examine future governance models and the viability of unitary government for Chorley. These challenges have continued to increase and become more immediate since the council considered the future governance models report last November.
- The future governance models report concluded with a series of recommendations. The most relevant for this report were:

- Chorley Council should adopt a clear statement of purpose that it sees itself as a community leader that will work across organisational boundaries to improve and protect public services
  - Chorley Council should have a clear ambition to achieve integrated public services in Chorley, using the integrated district governance model as a foundation.
  - Chorley Council should work with neighbouring areas to explore the development of opportunities for radical public service reform across a wider geographic area.
8. The report suggested five potential models for public services. They were:
- Status quo
  - A 'traditional' unitary authority on the borough boundaries
  - Integrated district council
  - Integrated district councils over a larger footprint
  - Integrated public services, based on a new model of unitary local government
9. Since last November, there have been a number of further developments and challenges facing public services. This report provides an update on the key issues, and seeks to agree an updated position for the council with relation to public service governance models.

## **KEY DEVELOPMENTS**

### Lancashire County Council statutory services budget review

10. Key arguments in the decision to start work around future governance models for public services focussed around the financial challenges faced by the county council and the potential impact that meeting those challenges would have on services.
11. Since the future governance models work, the county council has started to implement its budget strategy, most tangibly in its assets review and reduction to bus subsidies.
12. The county council has also commissioned PWC to undertake work to develop a new public sector operating model for Lancashire. The first element of that work was to examine the financial challenges facing the county council, and the report has been recently published.
13. Some of the key points in that report include:
- The county council is forecast to have a cumulative deficit of £398m by the end of 2020/21 and an in year deficit that year of £148m. This is predicated on all savings plans being achieved with no slippage. The review by PWC of the Council's savings portfolio and has identified that a significant proportion of planned savings are at risk of slippage.
  - Even if the Council were to reduce its expenditure to the median of lowest quartile within the timescale of this MTFs, it would still be facing an in year deficit of £79m and a cumulative deficit of £227m by 2020/21.
  - The Council has budgeted to make significant use of reserves within the next three years. In 2016/17 budgeted use of reserves stands at £139m, a reduction of 44% of available reserves, at current planned rates the Council will have exhausted its reserves by the end of 2018/19.
  - The Council is not currently in a sustainable financial position. Even moving the Council to lower cost comparators across all services areas does not sufficiently close their financial gap over the four year period.
14. The report also mentions that the combined authority may provide an embryonic governance context for considering pan-Lancashire public service issues. PWC have also been commissioned by the county council to develop a public sector operating model. The financial case for the work will be completed in December.

15. The PWC report notes that if the county council cannot change enough and close its budget gap or deliver its statutory functions, there is a risk that the Secretary of State could intervene and direct that they will exercise council functions. In other areas where this has happened (normally following major service failings), the Secretary of State has put in place a team of commissioners who run the council, taking the decision making responsibilities from Councillors.

#### National discussion and developments

16. Since the council considered the future governance model report, there have been a number of other parts of the country that have made various proposals for local government reorganisation. These include:
- Oxfordshire: in February district councils mainly in Oxfordshire proposed creating three unitary authorities. The county councils affected opposed the idea. However, in September, the districts ended their proposals based on feedback from DCLG that they needed to secure agreement from the county council as well.
  - Buckinghamshire: the county council has published a report claiming that a county unitary would make massive savings. The district councils in the area oppose that suggestion and have commissioned Deloitte to produce a separate report.
  - A Conservative MP for Elmet and Rothwell has proposed replacing two-tier areas with county unitaries.
  - The county councils' network has published a report commissioned from EY that argues that creating single county-wide unitaries in existing two-tier areas would save £2.9 billion over five years. In response, the district councils' network has disputed the report's findings.
17. There are other developments within public services of note over the last twelve months. This includes a requirement of NHS England for local areas to develop Sustainability and Transformation Plans (STP). The aim of the plans is to make health services more focussed on the needs of local populations; and changed to become more sustainable. For Chorley, the STP is across Lancashire and South Cumbria, with local plans being developed in support of this. Chorley's Local Delivery Plan is based on the local health economy of Chorley, South Ribble and Preston.

#### Cities and Local Government Devolution Act 2016

18. A provision was made in the Cities and Local Government Devolution Act 2016 for the Secretary of State to agree to proposals for local government reorganisation. Although there has not at yet been any public progress on areas using it, it does provide a period to the end of March 2019 for the Secretary of State to make changes for an area even if one council objects.
19. The provision seems to be at odds with the feedback that districts within Oxfordshire have received from CLG civil servants, but it potentially remains an opportunity to start discussions locally and with central government about reorganisation.

#### Letter from Lindsay Hoyle MP

20. The Executive Leader has recently received a letter from Chorley's MP. It is attached as Appendix A. In it, he calls upon the council to consider how best to safeguard the people of Chorley from cuts in services.

#### **ISSUES FOR CHORLEY AND THE BOROUGH'S RESIDENTS**

21. The issues facing local public services remain the same as those presented in the future governance models report last November. They have, however, become more acute in the

last year and include; reduction and withdrawal of services; less investment on services related to prevention and early intervention and a greater fragmentation in service delivery.

22. The council decided last year that it would have an ambition to achieve integrated public services for the borough and acknowledged that this would likely need radical changes to local government structures. If the council decided that it should consider pushing for local government reorganisation, there remain a number of issues that would need to be addressed:
- Scale: it is extremely unlikely that Chorley acting on its own would have the scale that the government would be seeking to achieve in creating new unitaries.

In March, CLG officials gave to Dorset that the government would prefer population sizes of between 300,000 and 700,000.

- Track record in public service reform: the council needs to demonstrate that it is able to deliver on public service reform. This would mean that it needs to demonstrate that it can deliver new models of working with the NHS, most notably the integrated community wellbeing service with LCFT, which would mean keeping on track to deliver the integrated community wellbeing service in line as far as possible with the timescales agreed at council in July.

#### **BEST ROUTE TO SUSTAINABLE PUBLIC SERVICES?**

23. It is unlikely that public services are going to be successfully transformed and become more sustainable in the current governance structures. The timescales available for change and complexity of the system make it highly challenging.
24. **Local government reorganisation is likely to provide the best catalyst for change** – with a clear ambition to create public services that are able to meet the challenges and demands ahead.
25. Different functions are best suited to different population sizes and spatial levels. Some need larger scale, while others are better able to deliver efficiently and effectively at a smaller scale. However, working across different areas should not mean that democratic accountability should become confused.
26. The table below sets out a possible approach to achieving sustainable public services for Chorley. It is based on the conclusions and recommendations of the council's future governance models report. Further work is now being undertaken to model the broad financial implications of changing the structures of public services across Lancashire. This will be shared with the working group when it is available.
27. It is important to note that the recommendation to use a model of an integrated district council as the basis for change was predicated on the existence of a functioning county council. The financial challenges facing the county council would now appear to make that model unrealistic beyond the short term.

Spatial level	Structure and focus
Borough level	<p>A <b>new model single tier local authority</b>.</p> <p>A focus on prevention and early intervention, with local government services related to the wider determinants of health integrated with NHS community and mental health services.</p>
Networked boroughs – based on the local health economy of Chorley, South Ribble and Preston	<p>Shared back office and customer services across the boroughs.</p> <p>Commissioning and provision of health and social care services based in an <b>accountable care organisation</b>.</p>
Pan-Lancashire	<p>A <b>combined authority</b> responsible for economic growth, skills and education, transport and waste disposal.</p> <p>A trust for Children’s Services, accountable to the combined authority.</p>

- 28. The **key element of the proposal above is that the new model local authorities would be built on the premise of working together** across clusters in shared service delivery and across Lancashire through the combined authority. Accountability would be maintained through the local authorities, who would make up each of the larger groupings. The authorities that make up the networked boroughs would each be sovereign organisations, but would deliver functions jointly.
- 29. This would represent a radical change to public services. It is, however, important that these options are considered as there is otherwise a risk that the collective decline of public services is managed by individual organisations making decisions that help them balance their budgets over the short term but damage services in the long term.
- 30. While there is uncertainty following the recent changes to national government, the best route to reorganisation is still likely to be through a devolution deal.
- 31. This means that the majority (if not all) of the Lancashire district councils need to agree to a single proposal for change. The reason for this is that it is likely that the government would want to contain reorganisation within the existing county boundaries.
- 32. A starting point for further discussions about local government reorganisation will be for the council to clearly state its position and to seek to build support and engagement from other Lancashire local authorities.

**IMPLICATIONS OF REPORT**

- 33. 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**

34. No comments

**COMMENTS OF THE MONITORING OFFICER**

35. No comments

CHRIS SINNOTT  
DIRECTOR (POLICY AND GOVERNANCE)

There are no background papers to this report.

<b>Report Author</b>	<b>Ext</b>	<b>Date</b>	<b>Doc ID</b>
Chris Sinnott	5337	10 October 2016	Local government challenges Nov 16

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Our Ref: MG

HOUSE OF COMMONS  
LONDON SW1A 0AA

5<sup>th</sup> October 2016

Councillor Alistair Bradley  
Executive Leader  
Chorley Council  
Town Hall  
Lancashire  
PR7 1DP

Dear Alistair

**Re: Local Government in Lancashire**

I am writing to you following Lancashire County Council's Statutory Services Budget Review which set out the financial context for the authority's ability to deliver services across Lancashire.

The report provided to two key considerations for Lancashire County Council:

1. Is the current funding model of the Council disadvantaging the place of Lancashire and disproportionately contributing to the Lancashire funding gap.
2. Will more radical options for transformation across the Lancashire public sector sufficiently close the funding gap by 2021 to minimise the risk of intervention.

These are two very important points for discussion and have implications for all levels of local government in our area. I believe that Chorley Council and the indeed Labour Group should consider how best the authority can position itself to respond to inevitable changes to the structuring of local government in Lancashire in order to safeguard the people of Chorley from damaging cuts by the Conservative government.

As ever, I stand ready to assist with representations and lobbying at Westminster.

I would welcome your thoughts and comments.

Yours Sincerely

Rt Hon Lindsay Hoyle MP

Member of Parliament for Chorley

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Report of	Meeting	Date
Director Policy and Governance	Full Council	22 <sup>nd</sup> November 2016

## **CORPORATE STRATEGY 2016/17 TO 2018/19**

### **PURPOSE OF REPORT**

1. To seek approval for the refresh of the Corporate Strategy 2016/17 to 2018/19.

### **RECOMMENDATION(S)**

2. That the Corporate Strategy 2016/17 to 2018/19 be approved.

### **EXECUTIVE SUMMARY OF REPORT**

3. The report provides a summary of the performance of the Corporate Strategy in 2015/16 and the changes proposed as part of the Corporate Strategy refresh for 2016/17.
4. In 2015/16 the Corporate Strategy delivered even more towards making Chorley a great place to live, work and invest through progressing schemes that will transform the borough including Market Walk, the Extra Care scheme and the Youth Zone. Enhanced local attractions such as the new glass house in Astley Walled Garden and events like the Chorley Grand Prix and Flower Show have supported visitor numbers to the borough to increase by 2.2% year on year. Residents are more able to access Council services online as a result of digital skills sessions; communities are safer following the installation of upgraded CCTV; and more people are encouraged to lead healthy lifestyles with visits to leisure centres up 3.2%. New community facilities have been delivered in Buckshaw Village and vital services have been protected for residents including rural bus routes and community libraries.
5. For the 2016/17 Corporate Strategy, the vision, priorities and long term outcomes will be retained to reflect the aspiration of the Council to remain at the forefront of proactive leadership during challenging financial and economic times, ensuring the long term impact of strategic activity and investment. The projects identified within the strategy have been refreshed to focus on construction or delivery of large flagship schemes that will achieve economic growth to increase the prosperity of Chorley and generate opportunities for all. New projects have been included to respond to the financial and demographic challenges facing the Council and aim to sustain positive outcomes for Chorley through initiatives such as the Chorley Public Service Reform Partnership and by exploring ways in which we can work differently as a Council.
6. The performance measures which help us to know how we are getting better and whether we are achieving our long term goals have also been reviewed and updated. Nine targets have been amended so that they remain challenging in the light of positive performance and continue to demonstrate council ambitions. Amendments have also been made to the way in which one indicator is measured to give a more robust and accurate indication of performance and the definition for one has been amended to reflect national changes.

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

**REASONS FOR RECOMMENDATION(S)**

**(If the recommendations are accepted)**

7. The Corporate Strategy is the main document within the Council’s corporate business planning process and is a key driver for delivering the Council’s long-term vision, priorities, strategic outcomes and targets. To ensure the document remains relevant, the Corporate Strategy is reviewed and refreshed on an annual basis and where appropriate changes are recommended, including the introduction of new key projects to support delivery of the strategy and deliver real improvements for the community.

**ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

8. None.

**CORPORATE PRIORITIES**

9. 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**

10. The Corporate Strategy provides a clear statement of what the Council aims to achieve over the next three years. The strategy sets out not only the Council’s vision, priorities, and long term outcomes for the period 2016/17 to 2018/19 but also priority activity to be delivered through the corporate projects and how we intend to measure success over the year ahead. The Corporate Strategy identifies our key priorities as a Council which are:

- a. Involving residents in improving their local area and equality of access for all;
- b. Clean, safe and healthy communities;
- c. A strong local economy; and
- d. An ambitious council that does more to meet the needs of residents and the local area.

**PERFORMANCE OF THE CORPORATE STRATEGY IN 2015/16 AND 2016/17**

11. A full review of the performance of the Corporate Strategy (including measures) has been completed and overall performance over the last 12 months has been very good.
12. This year, work has continued to support economic development both in and around the town centre, with a number of large scale projects continuing to be progressed. Both the Extra Care Scheme and Market Walk development have recently gained Full Council approval to progress and will move into the next stage of delivery over the coming year. Good progress has been made with the Market Walk scheme and interest from prospective tenants; if the current interest is secured, 79% of the development will be filled. These developments will see areas of the borough transformed and will really enhance Chorley's profile as a place to live, work, and invest.
13. Work has also continued on ensuring residents are both engaged and involved within the local area and that the borough's rural communities are well connected through both digital access and accessibility to local transport. We have delivered digital sessions to 79 learners since April 2016, giving people the skills to get online and do more online. More residents are choosing to make service requests online and the second quarter of this year saw an increase of 34.8% more requests received online than the same time last year. Chorley Council also continues to work hard to mitigate the impact of budget cuts to county council services on residents by stepping in to save vital local services where we can, such as bus routes and library provision. Local, accessible facilities continue to be a priority and work has progressed towards completion of the Buckshaw Community Centre which will see the delivery of a valuable local facility for residents in and around this area.
14. Ensuring residents are both safe and healthy has remained a top priority for the Council through delivery of projects such as the upgrade of the CCTV control room and replacement of all cameras to HD to make our town centre and communities as safe as possible. Residents have been encouraged to be healthier as the number of visitors to council leisure centres continues to increase, with 3.2% more visits during quarter two than the same period last year. The number of young people engaging in Get Up and Go activities so far this year has totalled just over 16,000.
15. Work has focused on developing Chorley's town and rural tourism economy, with the aim of making Chorley a great place to come and visit and experience what we have to offer. Figures released by Marketing Lancashire (2015) show that visitor numbers have increased for Chorley by 2.2% year on year and that a total of £167.7 million was generated within the local economy through visitor and tourism expenditure (an increase of 4.3% year on year). Other highlights this year have included the delivery of another successful Chorley Grand Prix event and Chorley Live event. The Flower Show held in June was once again a huge success and around 13,000 visitors from across the North West came to see the country's top exhibitors put on displays. The event also saw the unveiling of the Victorian Glasshouse which has received extremely positive feedback and offers another asset to the park and borough.
16. As an authority, we have continued to work hard to ensure that we tackle both economic and demographic pressures head on through programmes of work to transform public services and encourage partnership working. The Chorley Public Service Reform Partnership has completed and evaluated the first year of activity which demonstrated that through strong commitment, pace and agility, the partnership has been able to bring organisations together in new and innovative formats. Work has continued on reviewing the way we operate as a Council, shaping new models of governance and making changes internally to ensure efficiency and value for money.

17. The Corporate Strategy for 2015/16 initiated a number of significant projects to be delivered over multiple years. Performance is strong with six projects progressing into the delivery or construction phase in 2016/17 and therefore being carried forward; these are:
  - Explore and deliver the Westway integrated sports offer
  - Deliver the Extra Care Scheme
  - Deliver the Market Walk Extension
  - Public Realm town centre improvements
  - Reform Public Services in Chorley
  - Deliver the Chorley Youth Zone
  
18. Two projects have delivered activity that will be built upon in 2016/17 as part of wider programmes of work within the corporate strategy:
  - Delivery of Community Action Plans
  - Improve Chorley's town and rural tourism economy
  
19. Five projects have been completed or are on track to deliver outcomes by the end of April 2017; these are:
  - Deliver the Buckshaw Community Centre
  - Increase connectivity with rural areas
  - Deliver improvements to the Astley Walled Garden
  - Deliver improved CCTV provision
  - Review the way the Council operates and make changes
  
20. Two projects are programmes of work scheduled to be delivered over a number of years and will continue to be delivered and monitored through the council's organisational plan:
  - Deliver the skills framework
  - Progress the delivery of the Chorley East health centre
  
21. The projects that are yet to be completed have identified clear timescales for delivery and will continue to be monitored through to their completion alongside the new Corporate Strategy projects, and reported through quarterly monitoring reports. A full list of projects, along with a current position statement is available in appendix A.
  
22. The 2015 strategy also included 32 key measures to make it possible to monitor progress towards achieving the priorities and long term outcomes. The measures were selected to demonstrate progress made in achieving the ambitions of the Council. At the end of quarter two, 83% of indicators are performing on target or within 5% tolerance. Further details are available in the quarter two monitoring report which was presented to Executive Cabinet in November.

**DEVELOPMENT OF THE CORPORATE STRATEGY 2016/17 – 2018/19****Vision and priorities**

23. The vision for the council was amended in the previous refresh last year to reflect the future challenges facing public services and the need to work differently to ensure the best outcomes for the people of Chorley. The vision will remain the same as it continues to reflect the aspirations of the Council to remain at the forefront of proactive leadership during challenging financial and economic times, ensuring that the needs of residents remain our priority. The vision is for the Council to be:

‘A proactive community leader, supporting the borough and all its residents to reach their full potential through working in partnership to deliver services that achieve the best outcomes and protect vulnerable people.’

24. The current priorities and long term outcomes have been retained for 2016/17 to reflect a continued commitment to the priorities under which the administration were elected, ensuring the long term impact of strategic activity and investment. Resident feedback continues to positively reinforce activity towards meeting the priorities which remain critical given the current climate of budget reductions and change.

**Projects**

25. The 14 Corporate Strategy projects for 2016/17 are designed to achieve sustainable local growth and reform in the way that we deliver services to meet the challenges set out in future years, with a focus on achieving benefits for all areas of the borough.
26. Many large, high impact projects will move into a construction or delivery phase to produce significant tangible results; this includes projects to deliver the Youth Zone as a state of the art facility for young people, and Primrose Gardens Retirement Village Extra Care facility to meet the needs of older people in a community setting. Progression of the Market Walk extension into the construction phase will improve the town centre offer and establish essential future income for the borough. It will be enhanced by the delivery of street level improvements in the town centre and Steeley Lane Gateway project.
27. The local economic benefits of this activity will be further supplemented by the delivery of economic opportunities at Botany and new projects to highlight Chorley as a great place to live, work and invest. This includes a specific project to deliver initiatives to attract more visitors to the borough which will include delivery of the third Chorley Flower Show.
28. We will continue to improve the look and feel of local neighbourhoods and invest in providing important new community facilities such as the Westway sports complex so that people can take pride in Chorley. We will also set out how we hope to work together with our residents to shape and deliver services in future through the development of a Coproduction and Community Action strategy. Ensuring that all residents are able to contribute to their local area and experience positive outcomes is vital and therefore we will undertake targeted activity to get people ready for work through the Chorley Future’s project.
29. Given the challenges ahead for public services, project activity will include a focus on addressing future organisational sustainability through progressing new and innovative ways of working. The Chorley Public Service Reform Partnership will continue to work for more joined up public services, and the enabling phase of the Integrated Community Wellbeing Service will make early intervention and prevention part of mainstream working. Improving the way we operate as an organisation remains a top priority through making services more efficient and easier to access; the Work Smart programme aims to achieve a

step change in organisational culture and work practices to meet changing customer expectations.

- 30. A copy of the refreshed Corporate Strategy is attached as appendix C. It should be noted that the projects will be delivered within existing resources where possible, however the scope and scale of some will be determined based on the availability of additional funding, either from external funding or through the council’s budget setting process.
- 31. The key proposed projects for 2016 and an overview of what they will deliver is shown below:

<b>Involving residents in improving their local area and equality of access for all</b>		
<b>1</b>	<b>Progress delivery of the Westway integrated sport facility</b>	<p>This project will progress the 2015 Corporate Strategy into the project delivery phase.</p> <p>The project is focused on transforming the Westway playing fields in Astley Village. The development will include proposals for a pavilion, MUGA, pitches and car parks on the site.</p> <p>The next phase of work will include interpreting the outcomes of the public consultation and planning application development and approval.</p>
<b>2</b>	<b>Improve the look and feel of local neighbourhoods across the borough</b> <b>NEW</b>	<p>The project will see existing neighbourhood working arrangements enhanced and amalgamated with community action planning initiatives across all areas of Chorley.</p> <p>The project aims to understand the needs of local communities and engage with local residents and community stakeholders to achieve improvements across the borough.</p>
<b>3</b>	<b>Develop new ways to deliver services with communities</b> <b>NEW</b>	<p>This is a new project that will support the Council vision to be a proactive community leader, supporting the borough and residents to reach their full potential.</p> <p>This vision will be fulfilled through the Council working in partnership with community stakeholders, parish councils, the third sector and local residents to deliver effective and sustainable public services together.</p>

<b>A strong local economy</b>		
<b>1</b>	<b>Deliver the Steeley Lane Gateway project</b>	<p>This project will deliver the Steeley Lane Gateway, following the completion of railway works.</p> <p>The project aims to achieve connectivity between the Bus Station, Railway and Steeley Lane areas, delivering physical and signage improvements to these gateway areas and ultimately creating a more cohesive town centre experience for shoppers and visitors.</p>
<b>2</b>	<b>Deliver economic opportunities at Botany</b>	<p>This project will progress the 2015 Corporate Strategy project to develop a Botany Masterplan into the delivery phase.</p> <p>The project is on track to deliver the development of the masterplan this year and will look to begin masterplan delivery over 2016. It will provide important inward investment opportunities through optimising the geographic and strategic position of the site and working with landowners to bring development sites forwards so that investors see Chorley as a forward thinking borough and a place they want to locate their business.</p>

3	<b>Deliver street level improvements in the town centre</b>	<p>This project will deliver public realm improvements in line with Market Walk extension project. The work will see a revamp of shopping streets and wider public areas to improve pedestrian experience and provide a consistent town centre identity. The project will form part of the wider £17million investment into Market Walk which will include improvements to shopping streets, new cinema and introduction of high end retailers into Chorley town centre.</p> <p>This phase will be focused on beginning the delivery of the masterplan, including consultation with local stakeholders.</p>
4	<b>Develop activity to promote Chorley as a visitor destination including the Chorley Flower Show</b> <b>NEW</b>	<p>This project will build on extensive work undertaken in recent years to promote Chorley as a visitor destination. This will include continuing to promote the Choose Chorley website, continuing with improvements to Astley Hall and Park and also implementing the new marketing campaign.</p> <p>It will also incorporate the development, planning and delivery of the Chorley Flower Show 2017.</p>
5	<b>Deliver the extension to Market Walk</b>	<p>This project will continue with the delivery phase of the 2015 Corporate Strategy project to extend Market Walk to accommodate a cinema, restaurants and retailers which were approved by Full Council in September.</p> <p>The focus to date has been on securing 75% of lettings for the development and has resulted in achieving interest in around 79%. The 2016 Corporate Strategy project will see the project move into the construction phase.</p>

**Clean, safe and healthy communities**

1	<b>Deliver the Primrose Gardens Extra Care Facility for Chorley</b>	<p>This project will progress the delivery of the Extra Care scheme in Chorley as the Primrose Gardens retirement living. The 2015 Corporate Strategy Project has been aimed at finalising site acquisitions, securing planning permission for the build and securing capital contributions.</p> <p>The next phase of work will incorporate the construction of the facility, with the estimated start date on site being around February 2017.</p>
2	<b>Deliver the enabling phase of Integrated Community Wellbeing Service</b> <b>NEW</b>	<p>This is a new project for 2016 to deliver the enabling phase of delivery of the Integrated Community Wellbeing Service which will bring together two organisations (Chorley Council and LCFT) to focus on early intervention and prevention to achieve wellbeing.</p> <p>This will involve the service being established, with a key focus on engagement with key stakeholders and organisations, communications and the establishment of governance arrangements. The new service aims to be in place and operational by April 2017.</p>
3.	<b>Deliver a project to get people ready for work</b> <b>NEW</b>	<p>This project will support residents who are seeking work in Chorley to move closer to the labour market and into a job.</p> <p>The Chorley Futures project aims to reduce economic inactivity by providing disadvantaged target groups resident in Chorley with access to a programme of support measures to help them progress towards and/ or into employment and be 'Chorley Works' ready. <b>Note.</b> This project is subject to an application submitted by Chorley Council for funding from the European Social Fund (ESF).</p>



An ambitious council that does more to meet the needs of residents and the local area		
<b>1</b>	<p><b>Improve access to council services by making services more efficient</b></p> <p><b>NEW</b></p>	<p>This is a new project for 2016 which will deliver the WorkSmart programme that should achieve a step change in the way the Council operates to enable it to meet increasing customer expectations. The project includes changes to the office environment, workforce behaviour and culture and improved technology to facilitate smarter working.</p> <p>The project will also include the delivery of digital inclusion initiatives to enable people to get online, do more online and therefore gain the benefits of IT in order to enhance their access to public services and their quality of life.</p>
<b>2</b>	<p><b>Integrate public services through the Chorley Public Service Reform Partnership</b></p>	<p>This project will focus on delivery of year two of the Chorley Public Service Reform Partnership Strategy.</p> <p>The 2015 Corporate Strategy project has focused on building community capacity, establishing the consistent front line and enhanced multi-disciplinary approaches.</p> <p>The 2016 project will include a focus on integrated provider partnerships, developing new forms and functions of provider organisations to enable them to formalise new ways of working together.</p>
<b>3</b>	<p><b>Deliver the Chorley Youth Zone</b></p>	<p>This project will see the progression of the 2015 Corporate Strategy project to deliver the Chorley Youth Zone. The Youth Zone will provide state of the art facilities for young people from across the borough including a sports hall, performing arts area, fitness suite and a football pitch. Young people will also be able to have access to relevant support and advice. The current project is on track with the main contractor to be appointed in the near future.</p> <p>The 2016 phase of the project will see the construction of the Youth Zone building beginning.</p>

**MEASURING PROGRESS**

- 32. The strategy includes 32 performance measures that will be measured and reported against in order to demonstrate success against achieving the priorities and long term outcomes. All of the measures have been reviewed and updated to ensure that they remain challenging to reflect council ambition. No indicators have been removed.
- 33. Targets have been amended for nine measures. The collection procedure for one measure has been amended which is the number of town centre visits, and the definition for one has been amended which is the percentage of 16-17 year olds who are not in education, employment or training (NEET). The proposed changes to the measures are either because the targets were being easily achieved or the factors determining performance have changed.
- 34. The measures, which are subject to finalisation, are set out in the table below with full list of final indicators to support the monitoring of the 2016 Corporate Strategy included at appendix B:



Involving residents in improving their local area and equality of access for all				
Indicator Name	Current Target Value	Current Performance Value	Proposed new target	Comment
% increase in digital access points for residents across the borough	Baseline	Current number of access points is 9	<b>11% increase</b>	At present there are 9 digital access points across the borough. Target is to be set at 11% increase annually.

A strong local economy				
Indicator Name	Current Target Value	Current Performance Value	Proposed new target	Comment
Town Centre Visits	32,588	30,223 (at the end of 2015/16)	<b>310,000 per annum</b>	This indicator is currently reported annually in March using an average of the footfall count at nine locations over three days in two separate weeks. It is proposed to change the collection procedure of this indicator to use the data that is currently collected to record Market Walk footfall on a monthly basis. This data shows seasonal trends and can be reported more frequently.  Target set at 310,000 per annum, baselined on historical footfall data for Market Walk.
Number of projected jobs created through targeted interventions	128	185 (at the end of 2015/16)	<b>150</b>	The target was increased to 128 in 2015/16 and performance has continued to improve from 127 in 2014/15 to 185 in 15/16. Target increased to 150 to reflect this.
Number of projected jobs created through inward investment	50	59 (at the end of 2015/16)	<b>60</b>	This indicator has performed well over previous years with annual results achieving levels higher than the 50 target with 58 in 13/14 and 62 in 14/15. Target increased to 60 in order to remain challenging.
The % of 16-17 year olds who are not in education, employment or training (NEET)	4.8%	4.5% (at the end of 2015/16)	TBC%	Department for Education have changed the NEET methodology, and from 2016/17 will only be counting 16 and 17 year olds in their NEET, therefore the definition of this indicator has been amended to reflect this change. The proposed new target will be set by the end of quarter three.
Growth in business rate base	2%	0.64%	<b>1%</b>	This indicator compares the total rateable value at 31 March of one year to the total rateable value at 31 March the following year to ascertain growth. In 2016 the government announced changes to business rates which will come into effect in 2017; therefore the target has been reduced to 1% to take into account these changes which will have a further effect on growth. The procedure will also be amended to compare the rateable value at the start of the financial year to the total rateable value at the end of the financial year.
% increase in visitor numbers	2%	2.2%	<b>2.5%</b>	Data for this measurement is provided by the annual STEAM Tourism Economic Impact Annual Report for Chorley produced by Marketing Lancashire. The total visitor number for Chorley in 2014 was 3,486,000. The total visitor numbers for 2015 was 3,563,000. This is an increase of 77,000 visitors (2.2%), compared with 0.8% the previous year; therefore the target has been increased to 2.5% in order to remain challenging.

Clean, safe and healthy communities				
Indicator Name	Current Target Value	Current Performance Value	Proposed new target	Comment
Number of long term empty properties in the borough	190	167	180	210 empty properties at the end of 2014/2015, which reduced to 167 by the end of 2015/16. At Quarter 1, 2016/2017 performance is 172. The target has been reduced further in 2016/17 to 180 in order for it to remain challenging.

An ambitious council that does more to meet the needs of residents and the local area				
Indicator Name	Current Target Value	Current Performance Value	Proposed new target	Comment
% of service requests received online	18%	17.4% (at the end of 2015/16)	20%	Performance saw a steady increase from 11.23% in Q4 2014/15 to 17.4% in Q4 2015/16. The target has been increased for 2016/17 to 20% in order for it to remain challenging.

**IMPLICATIONS OF REPORT**

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

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

**COMMENTS OF THE STATUTORY FINANCE OFFICER**

36. The report sets out the administration's proposals for future years. In terms of resourcing, many of the projects will be delivered using existing resources, any additional resourcing requirements will be addressed during the 2017/18 budget process and adjustments made to the projects as required.

**COMMENTS OF THE MONITORING OFFICER**

37. No comments

**COMMENTS OF DIRECTOR POLICY AND GOVERNANCE**

38. An integrated impact assessment has been completed for the refreshed Corporate Strategy, and identifies actions to ensure that the council meets its obligations in line with the Equality Act (as well as serving all of its residents). This includes ensuring that projects undertaken through the strategy will have impact assessments undertaken as necessary to assess their particular impact on individuals or groups with protected characteristics.

CHRIS SINNOTT  
DIRECTOR POLICY AND GOVERNANCE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Kate Cronin	5348	November 2016	Corporate Strategy Council Report

## Appendix A – 2015/16 Corporate Strategy projects position statement

Project	Position
Develop a new Buckshaw Community Centre	The Buckshaw Community centre build is now nearing its completion. The build of the centre will see the delivery of a new facility built specifically for Buckshaw Village; the centre compliments the village in providing a facility which has state of the art sports facilities and facilities which can be hired for community use. The centre will ultimately be transferred into community ownership as per the Council's policy after a transition period with Chorley Council still retaining some caretaking facilities.
Delivery of Community Action Plans	Following the initial period of delivery, an evaluation of all Community Action Plans and associated outcomes was undertaken at the end of Year 1 to understand learning and impact. All CAPs have now been assigned to a Director to guide, lead, and implement each of the plans agreed by Executive Cabinet earlier on this year, alongside lead members with individual officers from a range of Chorley Council services supporting practical project delivery. Community action planning will be taken forward along with the enhancement of existing neighbourhood working arrangements through the 2016/17 Corporate Strategy project, 'Improve the look and feel of local neighbourhoods across the borough'.
Explore and deliver the Westway integrated sports offer	This project will contribute towards the development of new sports facilities for Chorley through the transformation of Westway playing fields in Astley Village. This phase of the project is on track and has seen the first phase of proposals be taken as far as public consultation. The next phase of the project will be taken forward through the 2016/17 Corporate Strategy Project 'Progress the delivery of the Westway integrated sports facility' and will include interpreting the outcomes of the public consultation and planning application development and approval.
Increase connectivity with rural areas	Over this year, the project has delivered 42 access sessions, 85 hours in total. 32 Visitors to Union Street have been supported to set up email addresses and use council systems on a one to one basis. Two self - serve points have been installed so residents can access useful online services at council offices, along with support being given to help people to set up and use email account, use the councils website and move to paperless billing. Chorley Council has continued to subsidise bus routes in Chorley to ensure that they are retained for the use of local residents, alongside exploring community transport initiatives. This project is due to complete and the end of March 2017.
Deliver improvement to Astley Walled Garden	This project is complete. The Glass House has been built in the Walled Garden and was unveiled by Joe Swift at the Chorley Flower Show in June. The Glass House has been a great success and has proved a very popular attraction with thousands of people passing over it that weekend. Since then, it has continued to receive very good feedback and new additions to the planting scheme such as the lemon trees are now in place. It is also being used for educational visits from schools and is open to visitors every day.
Deliver improved CCTV provision	This project has continued the up-grade of the Council's CCTV infrastructure. The vast majority of the installation including upgrade of the CCTV control room and replacement of all cameras to HD has now been completed. It is envisaged that the project, including quality checking of all equipment will be completed within quarter three of this financial year.
Progress the delivery of Friday Street (Chorley East) health centre	This project is to develop a new health centre in Chorley East (Friday Street). To date, the project is currently off track due to lack delays in the decision making process by NHS England to confirm the progression of the project and subsequent funding arrangements.
Deliver the Extra Care Scheme	At the end of quarter two, the project has seen the completion of further design and consultation work and has gained Full Council approval, including approval to change the name of the scheme to Primrose Gardens Retirement Village. This development will be progressed through the 2016/17 Corporate Strategy project 'Deliver the Primrose Gardens Extra Care facility for Chorley' which will see the construction of the facility, with the estimated start date on site being around February 2017.

<p>Deliver the Market Walk extension</p>	<p>This project has achieved key objectives for 2015/16, gaining Full Council approval of the scheme and budget in September following extensive work to secure prospective tenants for 79% of the development. The aim is to start work on the construction of the extension in the new year, to create a new leisure and retail offer for the town centre incorporating cinema, big name retailers and restaurants. This project will be progressed into the 2016/17 Corporate Strategy Project, 'Deliver the extension to Market Walk'.</p>
<p>Develop a Botany Masterplan</p>	<p>The project is on track to deliver the Botany Masterplan this year. The next phase will look to begin delivery of the masterplan and this will be taken forward through the 2016/17 Corporate Strategy Project, 'Deliver economic opportunities at Botany'. This project will provide important inward investment opportunities through optimising the geographic and strategic position of the site and working with Landowners to bring development sites forward so that investors view Chorley as a forward thinking borough and a place they want to locate their business.</p>
<p>Town centre public realm improvements-improve the look and feel of the town centre</p>	<p>A full public realm masterplan document has been produced and parts of the public realm proposal have been approved at Full Council alongside Market Walk development in September. The full proposal is being taken to Full Council in November for Members to approve adoption of the full masterplan for consultation. The project will be taken forward through the 2016 Corporate Strategy project, 'Deliver street level improvements in the town centre'.</p>
<p>Develop Chorley's town and rural tourism economy</p>	<p>Figures released by Marketing Lancashire (2015) show that visitor numbers have increased for Chorley by 2.2% year on year and that a total of £167.7 million was generated within the local economy through visitor and tourism expenditure (an increase of 4.3% year on year). The 'Check out Chorley' website has been launched successfully and continues to be developed between April and September 2016, the website has attracted 11,445 users generating 34,017 page views. The Chorley tourism group has been progressed and a marketing plan developed for the next twelve months. Elements of this project will be progressed through the 2016 Corporate Strategy project 'Develop activity to promote Chorley as a visitor destination including the Chorley Flower Show'.</p>
<p>Reform Public Services in Chorley</p>	<p>This Chorley Public Service Reform partnership has delivered new and innovative ways of working differently including a collaboration hub which brought together public service partners to deliver services from a single base in Chorley. Work has also been commissioned to understand how to increase resilience amongst residents as well as closer working with primary care in Chorley through a joint multi-disciplinary team. Future work planned for year two of the partnership includes a focus on integrated provider partnerships, developing new forms and functions of provider organisations to enable them to formalise new ways of working together. This project will continue to be delivered through the 2016/17 Corporate Strategy Project 'Integrate public services through the Chorley Public Service Reform Partnership'.</p>
<p>Progress the delivery of the Chorley Youth Zone</p>	<p>The project is currently on track and will see the appointment of the contractor in the near future. The next stage of the project which will be taken forward through the 2016 Corporate Strategy Project, 'Deliver the Chorley Youth Zone' will be construction to include client fit out, staffing and operational occupation and handover.</p>
<p>Review the way the Council operates and make changes</p>	<p>This project has resulted in the production of the Future Governance Models report and the outcomes of the Senior Management Review. The review and change element of the project will be taken forward through the implementation of the Council's Transformation Strategy.</p>
<p>Deliver the skills framework</p>	<p>The Chorley Skills Board has been established and has met twice and the action plan has been agreed. Year one projects have also been identified and stakeholders engaged. This is year one of a three year project and will continue to be delivered and monitored through the delivery of the organisational plan.</p>

**Appendix B – Corporate Strategy 2016**

Indicator Name	Target Value
<b>Involving residents in improving their local area and equality of access for all</b>	
% people satisfied with their neighbourhood as a place to live	85%
% of people who regularly participate in volunteering	25%
% increase in number of volunteering hours earned	20%
% of people who feel they cannot influence decision making in their local area	25%
The number of SOA's in the worst 10%	3
% population with NVQ level 3 or above	57%
% increase in digital access points for residents across the borough	11%
<b>A strong local economy</b>	
Town centre visits	310,000
Median workplace earnings in the borough	Better than the North West average
Overall employment rate	80%
Number of projected jobs created through targeted interventions	150
Number of projected jobs created through inward investment	60
% of working age people on out of work benefits	Better than the National average
The % of 16-17 year olds who are not in education, employment or training (NEET)	TBC%
Growth in business rate base	1%
The number of employment sites being brought forward.	2
% increase in visitor numbers	2.5%
% of businesses ceasing to trade	Better than the North West average
<b>Clean, safe and healthy communities</b>	
Satisfaction with street cleanliness	70%
% of the population feeling safe during the day	90%
% of the population feeling safe at night	70%
The number of visits to Council's leisure centres	1,000,000
Number of young people taking part in 'Get Up and Go' activities	20,000
% of population satisfied with parks and open spaces	80%
Number of affordable homes delivered	200 for 2 years
Number of Homelessness Preventions and Reliefs	800
Number of long term empty properties in the borough	180
<b>An ambitious council that does more to meet the needs of residents and the local area</b>	
% Households living in fuel poverty	Better than the North West average
% residents satisfied with the way the council runs things	70%
% residents who feel that Chorley Council provide value for money	60%
% of service requests received online	20%
% of customers dissatisfied with the service they have received from the council	Less than 20%





# Our vision:

A proactive community leader, supporting the borough and all its residents to reach their full potential through working in partnership to deliver services that achieve the best outcomes and protect vulnerable people

## Corporate Strategy



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



**Clean, safe and healthy communities**



**A strong local economy**



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

**Chorley will have**

- Residents who take pride in where they live and their achievements
- All residents are able to take an active part in their community
- Easy access to high quality public services

- Clean and safe streets
- Reduced health inequalities
- A wide range of quality recreational activities
- High quality, affordable and suitable housing
- High quality play areas, parks and open spaces

- A vibrant town centre and villages
- A strong and expanding business sector
- Access to high quality employment and education opportunities

- A council that consults and engages with residents
- An ambitious council that continually strives to improve
- Cohesive communities in and around outlying areas

**We will deliver**

- Progress delivery of the Westway integrated sport facility
- Improve the look and feel of local neighbourhoods across the borough
- Develop new ways to deliver services with communities

- Deliver the Primrose Gardens Retirement Village for Chorley
- Deliver the enabling phase of integrated Community Wellbeing
- Deliver a project to get people ready for work

- Deliver the Steeley Lane Gateway project
- Deliver economic opportunities at Botany
- Deliver street level improvements in the town centre
- Develop activity to promote Chorley as a visitor destination including the Chorley Flower Show
- Deliver the extension to Market Walk

- Improve access to council services by making service more efficient
- Integrate public services through the Chorley Public Reform Partnership
- Deliver the Chorley Youth Zone

**How we will measure progress**

- 85% people satisfied with their neighbourhood as a place to live
- 25% people who regularly participate in volunteering
- 20% increase in volunteering hours earned
- 25% people who feel they cannot influence decision making in their local area
- Less than 3 SOAs in the worst 10%
- 57% population with NVQ level 3 or above
- 11% increase in digital access points across the borough

- 65% satisfaction with street cleanliness
- 90% population feeling safe during the day
- 70% population feeling safe at night
- 1,000,000 visits to Council leisure centres
- 20,000 young people taking part in 'Get Up and Go' activities
- 75% population satisfied with parks and open spaces
- 200 affordable homes delivered by March 2018
- 800 homelessness preventions and reliefs
- Less than 180 long term empty properties in the borough

- 310,000 town centre visits
- Workplace earnings better than North West average
- Overall employment rate greater than 80%
- 150 projected jobs created through targeted interventions
- 60 projected jobs created through inward investment
- % working age people on out of work benefits lower than the national average
- XX% 16-17 year olds who are NEET (not in education, employment or training)
- 1% growth in business rate base
- 2 employment sites brought forward
- 2.5% increase in visitor numbers
- % businesses ceasing to trade lower than the North West

- % households living in fuel poverty lower than the North West average
- 65% residents satisfied with the way the council runs things
- 55% residents who feel that Chorley Council provide value for money
- 20% service requests received online
- Less than 20% customers dissatisfied with the service they received from the council



# Integrated Impact Assessment

<p><b>Name of the service, policy, strategy or project being assessed</b></p>	<p>Chorley Council Corporate Strategy 2016/17-2018/19</p>
<p><b>What does the service, policy, strategy or project do?</b></p>	<p>The Corporate Strategy provides a clear statement of what the Council aims to achieve over the next three year period. The strategy sets out the Council’s vision, priorities and outcomes and also outlines the projects we will deliver to help us to achieve these outcomes and how we will measure our achievements.</p>
<p><b>Who is it intended to benefit and how?</b></p>	<p>The strategy affects all individuals living and working in the borough and also those visiting the local area.</p>

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**Officer responsible for completing the assessment**

Kate Cronin

**Date of Assessment**

04/11/16

**Date of Review**

04/11/17



Equality Impact Assessment	Yes	No	Evidence	Further action required
1. Have consultations with relevant groups, organisations or individuals indicated that this particular activity will create problems which are specific to them?		√		<p>Recent resident feedback, consultation activity and the resident's survey undertaken in 2015 inform the themes and priorities within the strategy. The themes and priorities have been retained from last year's strategy and continue to be relevant for delivery this year.</p> <p>Consultation will need to be undertaken as required on each of the individual projects to ensure that the needs of residents are considered. Involving residents and co-production continue to be key within the strategy.</p>

**What potential impact does this activity make to:**

	P	N	U	NI	Evidence	Further action required
1. Equality of opportunity amongst customers of different ages (Age)	√				<p>There are various projects within the strategy which are specifically targeted at those of a certain age, namely young people and older people which have been identified as two specific groups with levels of need within Chorley.</p> <ul style="list-style-type: none"> <li>• Deliver the Youth Zone – will deliver a facility for young people in Chorley</li> <li>• Deliver the Primrose Gardens Retirement Village – will deliver housing</li> </ul>	

				<p>support for older people in a community setting.</p> <p>Specific measures relating to age include:</p> <ul style="list-style-type: none"> <li>• The % of 16-17 year olds who are not in education, employment or training (NEET)</li> <li>• Number of young people taking part in 'Get up and Go' activities</li> </ul>	
2. Equality of opportunity amongst individuals with or without a physical or mental disability (Disability)	√			<p>One of the key priorities within the strategy is to ensure that residents are involved in improving their local area and equality of access for all. This priority will be delivered through the key projects identified within the strategy and will be measured through specific targets and indicators so we will be able to monitor our success.</p>	<p>The delivery of the refreshed Equality Scheme, including the Council's equality objectives and associated action plan will ensure the effective monitoring of equality issues.</p>
3. Equality of opportunity amongst customers of different gender backgrounds (Gender Reassignment)	√			<p>A key priority of the strategy is to involve residents in improving their local area and equality of access for all. This priority will be delivered through the key projects identified within the strategy and will be measured through specific targets and indicators so we will be able to monitor our success.</p>	<p>The delivery of the refreshed Equality Scheme, including the Council's equality objectives and associated action plan will ensure the effective monitoring of equality issues.</p>
4. Equality of opportunity amongst customers who are pregnant or parents (Pregnancy and Maternity)	√			<p>A key priority of the strategy is to involve residents in improving their local area and equality of</p>	<p>The delivery of the refreshed Equality Scheme, including the Council's equality objectives and</p>

				access for all. This priority will be delivered through the key projects identified within the strategy and will be measured through specific targets and indicators so we will be able to monitor our success.	associated action plan will ensure the effective monitoring of equality issues.
5. Equality of opportunity amongst customer groups of different racial backgrounds (Race)	√			A key priority of the strategy is to involve residents in improving their local area and equality of access for all. This priority will be delivered through the key projects identified within the strategy and will be measured through specific targets and indicators so we will be able to monitor our success.	The delivery of the refreshed Equality Scheme, including the Council's equality objectives and associated action plan will ensure the effective monitoring of equality issues.
6. Equality of opportunity amongst customers of different religions (Religion or Belief)	√			A key priority of the strategy is to involve residents in improving their local area and equality of access for all. This priority will be delivered through the key projects identified within the strategy and will be measured through specific targets and indicators so we will be able to monitor our success.	The delivery of the refreshed Equality Scheme, including the Council's equality objectives and associated action plan will ensure the effective monitoring of equality issues.

<p>7. Equality of opportunity amongst customers that live in different parts of Chorley (Rurality)</p>	√			<p>A key priority of the strategy is to involve residents in improving their local area and equality of access for all. This priority will be delivered through the key projects identified within strategy, those with a particular benefit to residents who live in different parts of Chorley include:</p> <ul style="list-style-type: none"> <li>• Improve the look and feel of local neighbourhoods across the borough – one area of focus will be rural wards</li> <li>• Improve access to council services by making service more efficient – this will involve the delivery of digital inclusion initiatives to enable people to get online and do more online – improving their access to services.</li> </ul>	<p>The delivery of the refreshed Equality Scheme, including the Councils equality objectives and associated action plan will ensure the effective monitoring of equality issues.</p>
<p>8. Equality of opportunity amongst male and female customers (Sex)</p>	√			<p>A key priority of the strategy is to involve residents in improving their local area and equality of access for all. This priority will be delivered through the key projects identified within the strategy and will be measured through specific targets and indicators so we will be able to monitor our success.</p>	<p>The delivery of the refreshed Equality Scheme, including the Councils equality objectives and associated action plan will ensure the effective monitoring of equality issues.</p>
<p>9. Equality of opportunity amongst customers of different sexual orientations (Sexual Orientation)</p>	√			<p>A key priority of the strategy is to involve residents in improving their local area and equality of</p>	<p>The delivery of the refreshed Equality Scheme, including the Councils equality objectives and</p>

					access for all. This priority will be delivered through the key projects identified within the strategy and will be measured through specific targets and indicators so we will be able to monitor our success.	associated action plan will ensure the effective monitoring of equality issues.
10. Equality of opportunity amongst customers who are married or in a civil partnership (Marriage and Civil partnerships)*	√				A key priority of the strategy is to involve residents in improving their local area and equality of access for all. This priority will be delivered through the key projects identified within the strategy and will be measured through specific targets and indicators so we will be able to monitor our success.	The delivery of the refreshed Equality Scheme, including the Councils equality objectives and associated action plan will ensure the effective monitoring of equality issues.
<b>Health Impact Assessment</b>	<b>P</b>	<b>N</b>	<b>U</b>	<b>NI</b>	<b>Evidence</b>	<b>Further action required</b>
<b>What potential impact does this activity make upon:</b>						
1. Promoting healthy lifestyles for Chorley residents. For the latest Health Observatory information please see the data on this link <a href="http://www.apho.org.uk/resource/item.aspx?RID=126958">http://www.apho.org.uk/resource/item.aspx?RID=126958</a>	√				A key priority within the 2016 strategy is to ensure that we have clean, safe and healthy communities. This includes having clean and safe streets and reducing health inequalities across the borough. Specific projects which will contribute towards this priority include: <ul style="list-style-type: none"> <li>• Deliver the Primrose Gardens Extra Care facility for Chorley</li> <li>• Deliver the enabling phase of the Integrated Community Wellbeing Service</li> <li>• Integrate public services</li> </ul>	

				<p>through the Chorley Public Service Reform Partnership</p> <p>An example of specific measures within the years Strategy relevant to promoting healthy lifestyles include:</p> <ul style="list-style-type: none"> <li>• Satisfaction with street cleanliness</li> <li>• % of people feeling safe during the day</li> <li>• % of people feeling safe at night</li> <li>• Number of visits to council leisure centres</li> </ul>	
<p>2. Enabling residents to Start Well (pre-birth – 19)</p> <p>Possible issues to consider are;</p> <ul style="list-style-type: none"> <li>• Promoting healthy pregnancy</li> <li>• Reducing infant mortality</li> <li>• Reducing childhood obesity</li> <li>• Supporting children with long term conditions</li> <li>• Supporting vulnerable families and children</li> </ul>	√			<p>A key priority within this year's strategy is to ensure that the borough has clean, safe and healthy communities. Other priorities also include ensuring a strong local economy, that we are an ambitious council that does more to meet the needs of residents and the local area and that we involve residents in improving their local area and equality of access for all. All of these priorities contribute to the overall health and wellbeing and enabling people to start well, live well and age well.</p> <p>Some specific projects contained within this year's strategy which will have outcomes contributing to starting well include:</p> <ul style="list-style-type: none"> <li>• Deliver the Chorley Youth</li> </ul>	

				<p>Zone</p> <p>Some specific measures contained within this year's strategy which contribute to starting well include:</p> <ul style="list-style-type: none"> <li>• Number of young people taking part in 'Get Up and Go' activities</li> <li>• % households living in fuel poverty</li> <li>• % 16-17 year olds who are not in education, employment or training</li> </ul>	
<p>3. Enabling residents to Live well (16 -75 years)</p> <p>Possible issues to consider are;</p> <ul style="list-style-type: none"> <li>• Promoting healthy settings, healthy workforce and economic development</li> <li>• Promoting mental wellbeing and healthy lifestyles</li> <li>• Reducing avoidable deaths</li> <li>• Improving outcomes for people with learning disabilities</li> </ul>	√			<p>A key priority within this year's strategy is to ensure that the borough has clean, safe and healthy communities. Other priorities also include ensuring a strong local economy, that we are an ambitious council who does more to meet the needs of residents and the local area and we involve residents in improving their local area and equality of access for all. All of these priorities contribute to the overall health and wellbeing and enabling people to start well, live well and age well.</p> <p>Some specific projects contained within this year's strategy which will have outcomes contributing to living well include:</p> <ul style="list-style-type: none"> <li>• Improve the look and feel</li> </ul>	

				<p>of local neighbourhoods across the borough</p> <ul style="list-style-type: none"> <li>• Deliver the enabling phase of the Integrated Community Wellbeing Service</li> <li>• Integrate public services through the Chorley Public Service Reform Partnership</li> </ul> <p>Some specific measures contained within this year's strategy which contribute to living well include:</p> <ul style="list-style-type: none"> <li>• % working age people on out of work benefits</li> <li>• % people who regularly participate in volunteering</li> <li>• % population with NVQ level 3 or above</li> <li>• Number of projected jobs created through targeted interventions and inward investment</li> </ul>	
<p>4. Enabling residents to Age Well (over 65 years). Possible issues to consider are;</p> <ul style="list-style-type: none"> <li>• Promoting independence</li> <li>• Reducing social isolation</li> <li>• Managing long term conditions and dementia</li> <li>• Reducing emergency admissions and direct admissions to residential care settings</li> <li>• Supporting carers and families</li> </ul>	√			<p>A key priority within this year's strategy is to ensure that the borough has clean, safe and healthy communities. Other priorities also include ensuring a strong local economy, that we are an ambitious council that does more to meet the needs of residents and the local area and we involve residents in improving their local area and equality of access for all. All of these</p>	



					<p>priorities contribute to the overall health and wellbeing and enabling people to start well, live well and age well.</p> <p>Some specific projects contained within this year's strategy which have outcomes that will contribute towards aging well include:</p> <ul style="list-style-type: none"> <li>• Deliver the Primrose Gardens Extra Care Facility for Chorley</li> </ul>	
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Reputational Impact Assessment	P	N	U	NI	Evidence	Further action required
<b>What potential impact does this activity make upon:</b>						
<p>1. Chorley Council's reputation. Possible issues to consider are;</p> <ul style="list-style-type: none"> <li>• Proving to local residents that we provide value for money</li> <li>• Informing and engaging with local residents</li> <li>• Building trust and confidence in Chorley Council</li> <li>• Improving customer satisfaction with council services</li> <li>• Chorley Council's role as a community leader</li> </ul>	√				<p>The Corporate Strategy is a public facing document and outlines the Councils priorities over the next year which will lead to the achievement of our long term vision 'an ambitious council that achieves more by listening to the whole community and exceeding their needs'.</p> <p>It outlines our priorities and projects for the year ahead including long term outcomes, it also outlines how we plan to measure our success – it is the main document used to demonstrate our commitment to our role as a community leader.</p>	

Reputational Impact Assessment	P	N	U	NI	Evidence	Further action required
<p>2. Our ability to deliver the Corporate Strategy. Issues to consider are;</p> <ul style="list-style-type: none"> <li>▪ A council that consults and engages with residents</li> <li>▪ An ambitious council that continually strives to improve</li> </ul>	√				<p>A key priority of the strategy is to be an ambitious council that does more to meet the needs of residents and the local area.</p> <p>Specific projects that enable the council to deliver this priority through the Corporate Strategy include:</p> <ul style="list-style-type: none"> <li>• Improving access to council services by making services more efficient</li> <li>• Integrating public services through the Chorley Public Service Reform Partnership</li> <li>• Delivering the Chorley Youth Zone</li> </ul>	

Sustainability Impact Assessment	P	N	U	NI	Evidence	Further action required
<b>What potential impact does this activity make upon:</b>						
<p>1. The effective protection of Chorley's environment. Possible issues to consider are;</p> <ul style="list-style-type: none"> <li>• Limiting waste generation &amp; encouraging recycling</li> <li>• Limiting factors that contribute to climate change</li> <li>• Protection of and improving access to the natural environment</li> </ul>				√	<p>One of the key strategic priorities is directly related to the effective protection of Chorley's environment:</p> <ul style="list-style-type: none"> <li>• Clean, safe and healthy communities</li> </ul> <p>Specific outcomes include:</p> <ul style="list-style-type: none"> <li>• A wide range of quality,</li> </ul>	<p>Services should consider the protection of Chorley's environment when delivering services in line with existing policies and processes.</p>

Sustainability Impact Assessment	P	N	U	NI	Evidence	Further action required
					recreational activities <ul style="list-style-type: none"> <li>high quality play areas, parks and open spaces</li> </ul>	
2. Prudent usage of natural resources. Possible issues to consider are; <ul style="list-style-type: none"> <li>Limiting use of non-sustainable energy, water, minerals and materials</li> <li>Reducing the need to travel and encouraging walking, cycling and low carbon modes of travel</li> </ul>				√	Whilst none of the priorities specifically relate to the prudent use of natural resources. It has been deemed that this year's strategy will have a neutral impact in this area.	Services should consider use of natural resources when delivering services in line with existing policies and processes e.g. procurement.
3. Social progress amongst all of Chorley's communities. Possible issues to consider are; <ul style="list-style-type: none"> <li>Opportunities for education and information</li> <li>Provision of appropriate and sustainable housing</li> <li>Reduced fear of crime and community safety</li> <li>Access to cultural and leisure facilities</li> <li>Encouraging engagement and supporting volunteering</li> </ul>	√				All priorities within this year's strategy contribute to social progress amongst Chorley's communities: <p><b>Involving residents;</b> specific outcomes include:</p> <ul style="list-style-type: none"> <li>Residents who take pride in where they live and their achievements</li> <li>All residents taking an active part in their community</li> <li>Easy access to high quality public services</li> </ul> <p><b>Clean, safe and healthy communities;</b> specific outcomes include:</p> <ul style="list-style-type: none"> <li>Clean and safe streets</li> <li>Reduced health inequalities</li> <li>High quality play areas and open spaces</li> </ul>	

Sustainability Impact Assessment	P	N	U	NI	Evidence	Further action required
					<ul style="list-style-type: none"> <li>High quality, affordable and suitable housing</li> </ul> <p><b>A strong local economy;</b></p> <ul style="list-style-type: none"> <li>A vibrant town centre and villages</li> <li>Strong and expanding business sector</li> <li>Access to high quality employment and education opportunities</li> </ul> <p><b>An ambitious council;</b></p> <ul style="list-style-type: none"> <li>A Council that consults and engages with residents</li> <li>An ambitious council that continually strives to improve</li> </ul>	
<p>4. A vibrant local economy in Chorley. Possible issues to consider are;</p> <ul style="list-style-type: none"> <li>Supporting better quality jobs and developing the skills of local residents</li> <li>Supporting local business by procuring goods and services locally</li> <li>Strengthening links with public, private and third sector partners</li> </ul>	√				<p>One of the priorities identified within the strategy includes a <b>strong local economy with a particular focus on delivery large scale, high impact project which will have an economic impact this year.</b> Outcomes include:</p> <ul style="list-style-type: none"> <li>A vibrant town centre and villages</li> <li>Strong and expanding business sector</li> <li>Access to high quality employment and education opportunities</li> </ul>	

Sustainability Impact Assessment	P	N	U	NI	Evidence	Further action required
					<p>Specific projects relating to this priority include:</p> <ul style="list-style-type: none"> <li>• Deliver street level improvements in the town centre</li> <li>• Deliver a project to get people ready for work</li> <li>• Deliver economic opportunities at Botany</li> <li>• Deliver the public realm masterplan</li> <li>• Develop activity to promote Chorley as a visitor destination including the Chorley Flower Show</li> <li>• Deliver the extension to Market Walk</li> </ul> <p>Examples of measures relating to this priority include:</p> <ul style="list-style-type: none"> <li>• Town centre visits</li> <li>• Overall employment rate</li> <li>• The number of employment sites being brought forward</li> <li>• % of working age people on out of work benefits</li> </ul>	

\* this equality strand is covered by the Public Sector Equality Duty in respect of which the s.149 requires only that due regard be paid to the need to eliminate discrimination, harassment or victimisation or other conduct which is prohibited by the Act.

## Integrated Impact Assessment Action Plan

If any further actions were identified through the Integrated Impact Assessment then these should be listed in the table below. These should be added to the relevant business/service plan to ensure that any actions are carried out.

Actions needed following Integrated Impact Assessment	Start Date	End Date	Lead Officer
Any projects requiring consultation/ engagement with local residents to undertake this as necessary	November 2016	November 2017	Project Managers
Ensure the delivery of the equality objectives 2016-2020, Equality Scheme and associated action plan	April 2016	April 2020	Performance and Partnerships/ Service Managers
Services should continue to consider the Council's Climate Change Strategy through their project delivery	November 2016	November 2017	Project Managers



Report of	Meeting	Date
Chief Executive (Introduced by the Executive Member for Resources)	Executive Cabinet	17 November 2016

## **REVENUE AND CAPITAL BUDGET MONITORING 2016/17 REPORT 2 (END OF SEPTEMBER 2016)**

### **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 2016/17.

### **RECOMMENDATION(S)**

2. Note the full year forecast position for the 2016/17 revenue budget and capital investment programme.
3. Note the forecast position on the Council's reserves.
4. Request Full Council approval for the use of £60,000 from the 2016/17 forecast revenue surplus on Market Walk to invest in the Public Realm works capital scheme, see paragraph 38.
5. Request Full Council approval for the transfer of £50,000 from in-year revenue underspends to the Local Development Framework (LDF) reserve to finance costs anticipated in 2017/18 and 2018/19, see paragraph 40.
6. Request Full Council approval for the use of £100,000 from in-year revenue underspends to invest in the Retail Grants Programme, see paragraph 41.
7. Request Full Council approval for the use of £307k of the LCC Transition reserve to fund the Chorley Employment Inclusion Project (CEIP), see paragraph 50.
8. Note the request sent to DCLG to reimburse the Council for its contribution to the Croston Flood Risk Management Scheme, see paragraphs 51 & 52.
9. Request Full Council approval for the additions to the capital programme summarised in paragraph 66 namely:
  - £200,000 increase in the Chorley Youth Zone budget to underwrite the shortfall in funding in 2017/18
  - £189,000 increase in Disabled Facility Grants budget, 100% grant funded, to bring in line with 2016/17 grant funding levels
  - £8.1m Digital Office Park capital budget be added to the capital programme with the £4.050m CBC match funding to be financed through prudential borrowing. As per the report approved by Full Council on 19th July 2016
10. Request Full Council note the changes to the capital programme to reflect delivery in 2016/17 to 2018/19

**EXECUTIVE SUMMARY OF REPORT**

- 11. The projected revenue outturn currently shows a forecast underspend of £237,000 against budget. No action is required at this stage in the year.
- 12. In the 2016/17 budget the expected net income from Market Walk after deducting financing costs is £0.942m. The latest projection shows that the forecast outturn is £1.002m.
- 13. The forecast capital expenditure in 2016/17 is £14.088m.
- 14. The Council set an overall savings target of £150k in 2016/17 from the management of the establishment. Excellent progress has been made in this area and I am pleased to report that the full savings target for 2016/17 has been achieved.
- 15. The Council’s Medium Term Financial Strategy proposed that working balances are to reach £4.0m over the 3 year lifespan of the MTFS to 2018/19 due to the financial risks facing the Council. A budgeted contribution into General Balances of £500k is contained within the new investment package for 2016/17. The current forecast to the end of September shows that the General Fund balance could be around £3.422m by the end of the financial year. Should the recommendations in this report be approved, the forecast balance would be £3.212m and broadly in line to achieve the target of £4.0m by 2018/19.

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

- 16. To ensure the Council’s budgetary targets are achieved.

**ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

- 17. None.

**CORPORATE PRIORITIES**

- 18. 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
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Ensuring cash targets are met maintains the Council’s financial standing.

**BACKGROUND**

19. The latest net revenue budget is £20.285m. This has been amended to include approved slippage from 2015/16 and any transfers from reserves.
20. A full schedule of the investment budgets carried forward from 2015/16 and the new (non-recurrent) investment budgets introduced in the 2016/17 budget are shown in Appendix 2 together with expenditure to date against these projects (for capital items see Appendix 4).
21. The Council’s approved revenue budget for 2016/17 included target savings of £150,000 from management of the staffing establishment. Savings of £100,000 had previously been identified and reported in quarter 1.
22. Following the recommendations made in the June 2016 budget monitoring report, in-year revenue underspends have been set aside to fund the following items:
  - £67,000 to invest in the Retail Grants Programme.
  - £15,000 to contribute towards additional Christmas Lighting costs.
  - £25,000 to finance the empty homes review.
23. 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.
24. The latest forecast of capital expenditure in 2016/17 is £14.088m. The latest capital forecast is detailed in Appendix 4.

**SECTION A: CURRENT FORECAST POSITION – REVENUE**

25. The projected outturn shown in Appendix 1 forecasts an underspend compared to budget of around £237,000. The significant variances from the last monitoring report to Executive Cabinet are shown in the table 1 below.

**ANALYSIS OF MOVEMENTS**

**Table 1 – Significant Variations from the last monitoring report**

Note: Overspends/shortfalls in income are shown as ( ).

	£’000	£’000
<b>Expenditure:</b>		
Staffing costs/Contribution to Corporate Savings	(50)	
Council Tax refund – Cotswold House	26	
Energy Advice Service	15	
Gas & Electricity Charges	12	
Provision for new Surface Water Charges	20	
ICT Contracts	15	
Re-programme Car Park Pay & Display Machines	(15)	
Schools Mental Health Work	(11)	

Additional works to open space & church yards	(14)	
North West in Bloom	<u>22</u>	20
<b>Income:</b>		
LCC Contribution - Minor Adaptations (IHIS)	20	
CIL Judicial Case	30	
Car Park Pay & Display income	<u>(10)</u>	40
<b>Other:</b>		
Other minor variances	<u>(1)</u>	(1)
<b>Net Movement</b>		<b>59</b>

### Expenditure

26. The movement in staffing costs shown in table 1 reflects the changes made from the position reported to the end of June in the last monitoring report. The main change is a further contribution of £50,000 made from staffing savings previously identified, to meet the corporate savings target for 2016/17. I am pleased to report that the full savings target of £150,000 for the year has now been achieved.
27. The Council Tax entitlements have recently been reviewed for the homeless units at Cotswold House. After this assessment it has been determined that as the rooms are not self-contained they become eligible for a 50% discount. The discount has now been applied and backdated for previous years and this has resulted in a refund of around £26,000.
28. For 2016/17 the Council's budget included a one-off investment sum of £15,000 carried forward from previous years in reserves, to develop and implement an energy advice switching service. This budget provision will not be required in 2016/17 as the Council has also received an affordable warmth grant from Lancashire County Council which can be utilised to cover the costs of providing this service.
29. As reported to Executive Cabinet in the final monitoring report for 2015/16, the Council's annual costs for utilities (gas and electricity charges) had been lower than budgeted as the energy industries wholesale charges for gas and electrical supply have continued to fall over the last 12 months. This trend has continued into 2016/17 with costs forecast to be around £12,000 below budget by the end of the year.
30. After initial discussions with United Utilities in 2012, a budget of £20,000 was created for 2016/17 to cover new surface water charges that were to be introduced for parks and open spaces with effect from April 2016. United Utilities have since changed their stance on the proposals as a result of political pressure. The result is that the charges for parks and cemeteries have now been capped. The charges for 2016/17 can be met from existing budget resources without the need for the additional £20,000 budget.
31. The June monitoring report highlighted a budget saving of around £13,000 achieved on ICT Contracts following final negotiations with Capita Business Services. Further contract savings have since been achieved following negotiations with other suppliers including Mitrefinch Ltd (Time Management System) and Modern Mindset Ltd (Modern.gov). These together with other minor savings have resulted in additional forecast savings against the budget of around £15,000 in 2016/17.
32. Additional costs are anticipated later this year resulting from the need to re-programme the car park pay & display machines as part of the introduction of the new £1 coin in March

2017, and also to implement changes to the car parking tariffs as a result of the Council's new parking strategy. It is estimated that the cost of this work will be around £15,000.

33. The Council has recently been in discussions with the Youth Support Trust, an independent charity devoted to changing young people's lives through sport. The organisation was established in 1994 and aims to make a positive impact on the health and wellbeing of young people, including those with special educational needs and disabilities. The trust is working in partnership with local schools in 2016/17 to provide a tailored programme of work, and to help deliver this project the Council has agreed to make a contribution of £11,000.
34. One budget area that is forecast to overspend in 2016/17 is the cost of external contractors employed by the Streetscene department. This covers work contracted to a third party for maintaining Chorley's parks, gardens and open spaces including closed church yards. Major works to date include de-silting of Euxton Brook, welding repairs and repainting of perimeter fencing at Knowley Brow play area, and the rebuilding of a wall at St John's Churchyard. The current forecast is an overspend of around £14,000 against the 2016/17 budget and as such the Streetscene department will aim to minimise additional expenditure over the remainder of the year.
35. The Council's revenue budget for 2016/17 included an investment of £50,000 to build on the previous year's success in the North West in Bloom competition and support the Chorley in Bloom charity group. The majority of the costs for this project have now been incurred for the year, with total expenditure to date around £28,000. It is unlikely that any further significant costs will be incurred this year and as such, a budget underspend of around £22,000 is forecast for 2016/17.

#### *Income*

36. The Council is currently entered into a collaboration agreement with Lancashire County Council for the Integrated Home Improvement Service (IHIS). The arrangement provides a handyperson and mobility care service which came into effect from 1 July 2015 and replaces the previous Supporting People funding. Based on previous discussions with LCC, the Council's budgets for 2016/17 included an assumption that the funding would cease. However funding has since been agreed until 2017/18 and this should result in surplus income of around £20,000 for the current year.
37. In 2014 the court dismissed the case of Fox Strategic Land and Property regarding CIL charges and awarded costs after ruling in the Council's favour. Settlement costs of £95,000 have now been awarded to the Council, £30,000 more than budgeted for.
38. Income levels from car parking fees have been marginally below budgeted levels for the first six months of the year. The current forecast indicates a shortfall in income of around £10,000 for the full year.

#### *Budget Requests from Underspends*

39. It is proposed that the £60k surplus from market walk is set aside to supplement funding for the enhancement of the existing market walk shopping centre. Included in the public realm budget approved by Council on 20<sup>th</sup> Sep is £243k for the development of paving within the existing Market Walk mall. This additional £60k contribution, with further contributions when received, will fund works including cladding to the brick facia and tiled columns, improved lighting, new and increased canopy cover.
40. It is proposed that £50k of the Council's underspend is set aside to create a ring-fenced reserve to meet the expenditure relating to the planning policy department's work plan. This includes the review of the Council's Core Strategy, a key development plan document in the Local Development Framework (LDF). It also includes a transport plan for Chorley and CIL

review. Where possible this expenditure will be shared with the other two LDF partners, however the estimated cost of the work plan for CBC could exceed £200k in 2017/18 and 2018/19. As such further underspends when identified will need to be set aside to fund these requirements.

41. The continued success of retail improvement grants has resulted in the programme being fully committed in 2016/17. It is proposed that a further £100k is requested from in year underspends to fund the grants already identified in the pipeline for support to shop floor refurbishments, shop front improvements and business rates subsidies. A review will be undertaken in 2016/17 as to how the programme may continue and be funded in future years.

### *Other Items*

42. One further budget area to report on is the expenditure for the Chorley Flower Show and other Council run events in 2016/17. The flower show has been hailed a great success with a huge amount of positive feedback and has been nominated as a finalist in the Lancashire Tourism Awards for the second year running. The event attracted around 13,000 visitors over the weekend and although this was below the projected figure of 15,000 it was nevertheless a good increase from the 10,000 visitors in the first year.

As a result of not hitting the target for visitor numbers, income from ticket sales has been lower than budgeted, and together with an increase in purchases of advance ticket sales at a lower price, the reduction in income compared to budget has been around £14,000. Additional expenditure of around £8,000 has also been incurred for various issues at the event including additional infrastructure and the purchase of one-off items that can be used for future events such as signage and matting. The additional one-off costs, together with the lower income levels from ticket sales, has resulted in a total net overspend of £27,000 against the original budget. However, Streetscene overtime costs of around £5,000 for the event have been met from within the existing Streetscene staffing budget for 2016/17, reducing the budget overspend to £22,000. As there will be no Chorley Grand Prix cycling event in the 2016/17 financial year, (the next event is planned for April 2017), this shortfall can be met from within the overall budget package for Council events by utilising the saving on the Grand Prix. Budget forecasts for the other Council events are also looking positive as additional sponsorship has already been secured for the Bonfire night and Christmas activities. Members will be provided with a budget update on these events over the coming months.

### **MARKET WALK**

43. The budgeted net rental income from Market Walk after taking account of financing costs in 2016/17 is £0.942m. The latest forecast indicates a surplus of £0.060m and is detailed in the table below.

**Table 2: Market Walk Income Forecast (June 2016)**

	<b>2016/17 Budget</b>	<b>2016/17 Forecast</b>	<b>2016/17 Variance</b>
Rental & Insurance Income	1,724,100	1,784,100	60,000
Operational Costs (excluding financing)	152,950	152,950	0
<b>Net Income (excluding financing)</b>	<b>1,571,150</b>	<b>1,631,150</b>	<b>60,000</b>
Financing Costs	628,830	628,830	0

<b>Net Income (including financing)</b>	<b>942,320</b>	<b>1,002,320</b>	<b>60,000</b>
Income Equalisation Reserve (Annual Contribution)	50,000	50,000	0
Asset Management Reserve (Market Walk)	50,000	50,000	0
<b>Net Income</b>	<b>842,320</b>	<b>902,320</b>	<b>60,000</b>

44. The surplus income of £60k is due to a prudent income budget being set during the 2016/17 budget setting process. At the time there were a number of tenants whose rental agreements were being renegotiated and as such the income levels were uncertain. The results of these renegotiations have not resulted in the anticipated loss of income and therefore a surplus is forecast.
45. The approved budget made provision for a £50,000 transfer to reserve to fund asset maintenance costs outside of the service charge agreement and a £50,000 transfer to an equalisation account to build up a reserve to fund any future reduction to income levels. The forecast balances at the end of 2016/17 after the in-year contributions are £250k (income equalisation) and £136k (asset management reserve).

#### **GENERAL FUND RESOURCES AND BALANCES**

46. With regard to working balances, and as per Appendix 1, the Council started the year with a balance of £2.685m. The approved MTFS proposes that working balances are to reach £4.0m over the 3 year lifespan of the MTFS to 2018/19 given the budgetary challenges facing the Council. The current forecast to the end of September shows that the initial General Fund closing balance could be around £3.422m. Should the recommendations in this report be approved, this balance would be £3.212m as detailed in table 3 below and forecast General Balances would be broadly in line to achieve the £4.0m target by 2018/19.

**Table 3 – Movement in General Fund Balance**

<b>General Balances</b>	<b>£m</b>
Opening Balance 2016/17	2.685
Budgeted contribution to General Balances	0.500
Forecast revenue budget underspend	0.237
<b>Initial General Fund Balance 2016/17</b>	<b>3.422</b>
Funding for Public Realm capital works	(0.060)
Contribution to Local Plan Reserve	(0.050)
Funding for Retail Grants Programme	(0.100)
<b>Forecast General Fund Closing Balance 2016/17</b>	<b>3.212</b>
Budgeted contribution to General Fund 17/18	0.500
Budgeted contribution to General Fund 18/19	0.259
<b>Forecast General Fund Closing Balance 2018/19</b>	<b>3.971</b>

47. Appendix 3 provides further information about the specific earmarked reserves and provisions available for use throughout 2016/17.

48. The 2016/17 budget setting process set aside £603k of New Homes Bonus to create a reserve to fund investment projects that would earn revenue surpluses to the Council. To date £169k has been spent against this budget to develop the bid for £4m of European grant funding to construct a Digital Park. Further commitments relating to this project are forecast to be £50k including £25k procurement advice and further architectural and QS fees. Total commitments against this budget are therefore £220k leaving £383k remaining.
49. During the 2016/17 budget setting process it was agreed that £500k be set aside in 2016/17 towards enabling the Council and its residents to manage the future reductions in the services provided by LCC. To date £312k has been committed including the subsidising of bus routes and maintaining library services at Adlington, Coppull and Ecclestone. Included in the budget for 2017/18 is an additional £500k towards this reserve meaning a total of £688k of the reserve in 2017/18 will be uncommitted.
50. It is proposed that £307k of the £688k uncommitted LCC Transition Reserve is allocated to the Council's match funded bid for external funding to create a three year Chorley Employment Inclusion Project (CEIP). CEIP is an intermediate employment project and, if approved, will reduce economic inactivity by providing disadvantaged target groups with access to a programme of employment support measures to help them to progress towards and/or into employment. The project will feed in to the successful Chorley Works project to replace the LCC service contracted to the under 25 age group with special focus on young people leaving care.
51. Following Storm Eva in December 2015 Chorley Council has been working hard to encourage property owners to take-up the property level resilience grant made available by the DCLG to fund works to homes to prevent flood damage. A total of 312 properties were identified as flooded in Croston, at £5k per property the funding provision in respect of these properties being £1.56m. To-date we have received PLRG applications for 84 of these properties and have made grant payments to 25 properties. The total amount so far committed is £310k. Even allowing for a contingency sum of £560k to fund any future applications and commitments made this will still leave a remaining DCLG fund of £1m.
52. A letter has been sent to DCLG requesting that this remaining £1m fund be allocated to CBC as a contribution to the Council's £1m outlay in 2015/16 in respect of the Croston Flood Risk Management Scheme which has been vital in reducing the risk of flooding.

## **SECTION B: CURRENT FORECAST POSITION – CAPITAL**

53. Table 4 below summarises:
- Capital budget (1) – the capital budget agreed by Special Council in March 2016 including amendments as per the 2015/16 outturn report agreed by Council in July 2016 and the quarter 1 revenue and capital monitoring report agreed by Council 20<sup>th</sup> September 2016
  - Capital budget (2) - the 3 year capital budget following adjustments and re-profiling as described below

**Table 4: Profiling of the Capital Budget 2016/17 – 2018/19**

<b>Year</b>	<b>Capital Budget (1) £000s</b>	<b>Capital Budget (2) £000s</b>	<b>Changes £000s</b>
2016/17	14,006	14,202	196
2017/18	22,106	27,319	5,213
2018/19	4,287	6,769	2,482
<b>Total</b>	<b>40,399</b>	<b>48,291</b>	<b>7,892</b>

*Customer & Digital*

54. There is £67k of committed expenditure relating to the purchase of **recycling receptacles**. The total budget of £115k is forecast to be fully committed in 2016/17
55. A budget of £166k is included in the programme for the **purchase of Council vehicles** consisting of £73k for a skip wagon and £93k for a small refuse wagon. The purchase of both vehicles are scheduled to be completed by the end of November and the costs will be within the agreed budget.

*Policy & Governance*

56. The current **Chorley Youth Zone** expenditure and funding profile is as follows:

<b>Expenditure</b>	<b>2015/16</b> £000s	<b>2016/17</b> £000s	<b>2017/18</b> £000s	<b>Total</b> £000s
Demolition (CBC Contribution)	0	55	0	<b>55</b>
Chorley Contribution	150	325	325	<b>800</b>
LCC Contribution via CBC	0	500	500	<b>1,000</b>
<b>Total</b>	<b>150</b>	<b>880</b>	<b>825</b>	<b>1,855</b>

Following the tendering process and evaluation the total cost of the project has risen by £500k. As a result the partners of the project have been requested to underwrite an increase in the Youth Zone's budget. It has been requested that CBC underwrite £200k of this increase in the budget. If approved the Council's amended profiled contribution will be as follows:

<b>Expenditure</b>	<b>2015/16</b> £000s	<b>2016/17</b> £000s	<b>2017/18</b> £000s	<b>Total</b> £000s
CBC Contribution	150	880	1,025	<b>2,055</b>

The additional £200k is profiled to be spent in mid-2017/18, as such it is hoped the funding to meet this expenditure will have been received before the expenditure is incurred.

57. The Astley Hall and Park Development budget is £711k and includes £100k match funding for a Heritage Lottery Fund bid for Astley Hall as well as events infrastructure and parking, tennis courts and the construction of a Victorian Glass House. All budgets are forecast to be fully spent. A profile of expected expenditure is subject to investigatory works however it is expected that budgets such as events parking, events infrastructure and footpath lighting will need to be re-profiled between 2016/17 and 2017/18.

*Early Intervention*

58. The **Disabled Facility Grants** programme is just one month in to the third quarter and has £314,000 of expenditure. Productivity has been very high within the team and there have also been some large value cases which have assisted in being able to commit work at such high levels. The 2016/17 allocation from LCC is £614k. LCC have not elaborated on any additional expectations or conditions that they expect Districts to fulfil with the extra DFG funds nor have they agreed or denied that any unspent grant at year end will be clawed back from LCC. The target for DFG delivery is £500k to be funded by the grant and any RP contributions. It is recommended that the budget is increased to £614k to match the grant

allocation. Further clarification will be sought as to the requirements of the grant and whether any uncommitted grant can be carried forward into future years.

- 59. The extension and final refurbishment of **Cotswold House** has commenced and is forecast to complete in 2016/17. The total budget is £858,000 funded by a £658k HCA grant and £200k contribution from CBC. Planning permission has been granted, tenders for the works have been received and work has commenced. The project is forecast to spend to budget.

*Regeneration & Inward Investment*

- 60. Costs relating to the construction of the **Market Walk Extension** have been estimated at £12.643m and Members approved the recommendation to proceed with the development at Full Council in September 2016 provided 75% of the retail floor area has agreements in place. The total approved budget for Market Walk Extension is £12.643m of which £613k was spent in 2015/16 leaving a remaining budget of £12.030m. Works are scheduled to begin in January 2017 and complete in March 2018 with the development opening from Autumn 2018. Some enabling works are being carried out in 2016/17 including the purchase of Apex House and works to Fazarkerley St. At this stage detailed information as to the profile of expenditure over the two years is not available, as such it is proposed that the profile remains at £3.000m in 2016/17 with the outstanding £9.030m profiled in 17/18.
- 61. Expenditure to date for **Chorley Public Realm** relates to the creation of detailed designs including the phasing of the works. As of yet there is no update on the profiling of expenditure relating to works in 2016/17 and so the budget of £1m will remain in 2016/17.
- 62. Planning permission was secured in June 2016 for the **Primrose Retirement Village**. The contractor is being procured under the LCC Strategic Partnership Framework arrangement and full Council approval to proceed with the scheme was agreed in September 2016. Negotiations with St John to acquire a parcel of land are still ongoing. Start on site is expected in early 2017 and will be complete by no later than the end of March 2019 (HCA deadline). Further profiling of expenditure is not yet available, as such the budget of £9.747m will remain as profiled £2.881m 2016/17 and £6.865m 2017/18 with revisions expected in the next monitoring report.
- 63. Site investigation is currently underway as part of the **Westway Playing Fields Sports Campus** project. The results of the investigations will outline the scope of drainage works to be undertaken. Consultants have also been appointed to advise on events car parking and are undertaking ground investigation works relating to the car park.
- 64. The European funding for the **Digital Office Park** of £4.050m has been agreed towards the £8.1m capital project. As per the recommendations approved at Full Council on 19<sup>th</sup> July 2016, the £8.1m capital budget will be added to the capital programme with the £4.050m CBC match funding to be financed through prudential borrowing. The profiled expenditure is currently estimated as follows including professional fees and purchase of land:

<b>Expenditure</b>	<b>2016/17</b> £m	<b>2017/18</b> £m	<b>2018/19</b> £m	<b>Total</b> £m
Chorley Contribution	0.325	2.450	1.275	<b>4.050</b>
European Funding	0.325	2.450	1.275	<b>4.050</b>
<b>Total</b>	<b>0.750</b>	<b>4.900</b>	<b>2.450</b>	<b>8.100</b>

- 65. The asset improvement budget and leisure centre improvement budgets included in the capital programme are as follows:



	2016/17	2017/18	2018/19	Total
Asset Improvements	105,000	200,000	200,000	505,000
Leisure Centres	200,000	85,000	85,000	370,000
<b>TOTAL</b>	<b>305,000</b>	<b>285,000</b>	<b>285,000</b>	<b>875,000</b>

Revised maintenance forecasts for the Council's leisure centres indicate that approximately £120k of the budget will be required over the coming 3 years. In particular, the entire replacement of All Seasons external glazing will no longer be required reducing forecast spend in 2016/17 by over £100k.

The table below gives a re-profiled asset improvement and leisure centre improvement programme. Included in the programme are £230k of costs towards the enhancement of the roads at Chorley and Adlington Cemeteries.

In addition it is proposed that £120k is included against these budgets in 2017/18 for improvement works to the Town Hall Council Chamber. Including new conference microphone system and induction loop as well as a furniture re-fit to improve provision for the public, including disabled users.

#### Forecast

	2016/17	2017/18	2018/19	Total
Asset Improvements	90,000	115,500	200,000	405,500
Cemetery Paths - Chorley	45,000	47,500	42,000	134,500
Cemetery Paths - Adlington		50,000	45,000	95,000
Works to Council Chamber		120,000		120,000
<b>TOTAL - ASSET IMPROVEMENTS</b>	<b>135,000</b>	<b>333,000</b>	<b>287,000</b>	<b>755,000</b>
Leisure Centres	80,000	10,000	30,000	120,000
<b>TOTAL</b>	<b>215,000</b>	<b>343,000</b>	<b>317,000</b>	<b>875,000</b>
Remaining Budget	90,000	(58,000)	(32,000)	0

The forecast indicates that £90k of the budget for 2016/17 will need to be rolled forward into 2017/18 and 2018/19 to fund the works. As indicated in the table above the costs of these works over the 3 years can be managed within the original total £875k budget.

#### *Additions/Budget Increases*

66. As per the paragraphs above, Council is asked to approve the following additions to the capital programme:

- £200k increase in the Chorley Youth Zone budget to underwrite part of the £500k shortfall in funding in 2017/18
- £189k increase in DFG budget, 100% grant funded, to bring it in line with 16/17 grant funding levels
- Following the successful ERDF funding bid and as per the recommendations approved at Full Council on 19th July 2016, the £8.1m Digital Office Park capital budget will be added to the capital programme with the £4.050m CBC match funding to be financed through prudential borrowing.

#### *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 2016/17. This in line with budget and will be reviewed at year-end to best manage the Council’s own resources.

**Table 5: Forecast Capital Financing 2016/17**

Fund	Quarter 1 2016/17 £'000	Quarter 2 2016/17 £'000	Variance £'000
External Contributions	4,530	4,535	5
Grants	1,971	2,424	453
New Homes Bonus	400	310	(90)
Earmarked Reserves	1,968	1,951	(17)
Revenue	0	0	0
Capital Receipts	852	852	(0)
Borrowing	4,285	4,016	(269)
<b>Capital Financing 2016/17</b>	<b>14,006</b>	<b>14,088</b>	<b>82</b>

The increase in grant funding is due to the forecast European funding to be drawn down against the Digital Office Park and increase in the DFG funded budget.

**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/James Thomson	5488/5025	25/10/16	Revenue and Capital Budget Monitoring 2016-17 Sep

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
<b>General Fund Revenue Budget Monitoring 2016/17 Forecast to end of September 2016</b>	<b>Original Cash Budget</b>	<b>Impact of Council Restructure</b>	<b>Agreed Changes (Directorates)</b>	<b>Agreed Changes (Other)</b>	<b>Amended Cash Budget</b>	<b>Contribution to Corp. Savings (Staffing)</b>	<b>Contribution to Corp. Savings (Other)</b>	<b>Current Cash Budget</b>	<b>Forecast Outturn</b>	<b>Variance</b>	<b>Variance</b>
	£	£	£	£	£	£	£	£	£	£	%
Customer & Digital	6,499,430	(157,520)	(103,090)	320,910	6,559,730	(40,000)		6,519,730	6,440,630	79,100	1.2%
Policy & Governance	4,005,280	147,360	70,720	356,340	4,579,700	(30,000)		4,549,700	4,486,930	62,770	1.4%
Early Intervention	2,605,910	(17,300)	(52,300)	536,090	3,072,400	(30,000)		3,042,400	3,001,110	41,290	1.4%
Business Development & Growth	814,240	27,460	84,670	1,313,030	2,239,400	(50,000)		2,189,400	2,198,244	(8,844)	-0.4%
<b>Directorate Total</b>	<b>13,924,860</b>	<b>-</b>	<b>-</b>	<b>2,526,370</b>	<b>16,451,230</b>	<b>(150,000)</b>	<b>-</b>	<b>16,301,230</b>	<b>16,126,914</b>	<b>174,316</b>	<b>1.1%</b>
Budgets Excluded from Directorate Monitoring:											
Pensions Account	240,270				240,270			240,270	230,000	10,270	4.3%
Pensions Deficit Recovery (Fixed Rate)	955,600				955,600			955,600	955,600	-	-
Benefit Payments	(55,450)				(55,450)			(55,450)	(36,267)	(19,183)	34.6%
Market Walk	(1,696,450)				(1,696,450)			(1,696,450)	(1,756,450)	60,000	-3.5%
Transition Fund	-			500,000	500,000			500,000	500,000	-	-
<b>Corporate Savings Targets</b>											
Management of Establishment	-			(150,000)	(150,000)	150,000		-	-	-	-
Efficiency/Other Savings	-				-			-	0	-	-
<b>Total Service Expenditure</b>	<b>13,368,830</b>	<b>-</b>	<b>-</b>	<b>2,876,370</b>	<b>16,245,200</b>	<b>-</b>	<b>-</b>	<b>16,245,200</b>	<b>16,019,797</b>	<b>225,403</b>	<b>1.4%</b>
<b>Non Service Expenditure</b>											
Contingency Fund	-				-			-	0	-	-
Contingency - Management of Establishment	(150,000)			150,000	-			-	-	-	-
Efficiency/Other Savings	-				-			-	0	-	-
Revenue Contribution to Capital	400,000			1,967,548	2,367,548			2,367,548	2,367,548	-	-
Net Financing Transactions (general capital expenditure)	510,470				510,470			510,470	510,470	-	-
Net Financing Transactions (Market Walk)	628,830				628,830			628,830	628,830	-	-
VAT Shelter Income	-				-			-	0	-	-
Transfer to Earmarked Reserve - VAT Shelter Income	-				-			-	0	-	-
Parish Precepts	533,160				533,160			533,160	533,160	-	-
<b>Total Non Service Expenditure/Income</b>	<b>1,922,460</b>	<b>-</b>	<b>-</b>	<b>2,117,548</b>	<b>4,040,008</b>	<b>-</b>	<b>-</b>	<b>4,040,008</b>	<b>4,040,008</b>	<b>-</b>	<b>-</b>
<b>Total Expenditure</b>	<b>15,291,290</b>	<b>-</b>	<b>-</b>	<b>4,993,918</b>	<b>20,285,208</b>	<b>-</b>	<b>-</b>	<b>20,285,208</b>	<b>20,059,805</b>	<b>225,403</b>	<b>1.1%</b>
<b>Financed By</b>											
Council Tax	(6,774,750)				(6,774,750)			(6,774,750)	(6,774,749)	(1)	
Revenue Support Grant	(1,397,190)				(1,397,190)			(1,397,190)	(1,397,202)	12	
Retained Business Rates	(2,976,960)				(2,976,960)			(2,976,960)	(2,976,960)	-	
Business Rates Pooling	(725,660)				(725,660)			(725,660)	(725,660)	-	
Government S31 Grants (Small Business Rate Relief)	(583,170)				(583,170)			(583,170)	(583,170)	-	
Government S31 Grants (Other Grants)	-				-			-	(5,850)	5,850	
Business Rates Retention Reserve	(91,830)				(91,830)			(91,830)	(91,830)	-	
New Homes Bonus	(4,455,200)				(4,455,200)			(4,455,200)	(4,461,389)	6,189	
New Burdens Grant	-				-			-	-	-	
Collection Fund (Surplus)/Deficit	(131,180)				(131,180)			(131,180)	(131,176)	(4)	
Use of Earmarked Reserves - capital financing	-			(1,967,548)	(1,967,548)			(1,967,548)	(1,967,548)	-	
Use of Earmarked Reserves - revenue expenditure	1,344,650			(3,026,370)	(1,681,720)			(1,681,720)	(1,681,720)	-	
Conts in CGUA Reclassified as Revenue	-				-			-	-	-	
Budgeted Contribution to General Balances	500,000				500,000			500,000	500,000	-	
<b>Total Financing</b>	<b>(15,291,290)</b>	<b>-</b>	<b>-</b>	<b>(4,993,918)</b>	<b>(20,285,208)</b>	<b>-</b>	<b>-</b>	<b>(20,285,208)</b>	<b>(20,297,254)</b>	<b>12,046</b>	<b>-0.1%</b>
<b>Net Expenditure</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(237,449)</b>	<b>237,449</b>	
<b>General Balances Summary Position</b>											
				<b>Target</b>	<b>Forecast</b>	Market Walk Surplus to Enhance Existing Site		60,000	Recommendation 4		
				£	£	Planning Policy Local Plan/LDF Reserve		50,000	Recommendation 5		
<b>General Fund Balance at 1 April 2016</b>				3,240,000	2,684,820	Retail Grants Programme		100,000	Recommendation 6		
Budgeted Contribution to General Balances					500,000						
<b>Provisional (Over)/Under Spend</b>					<b>27,449</b>	<b>Forecast Underspend</b>		<b>27,449</b>			
<b>Forecast General Fund Balance at 31 March 2017</b>				<b>3,240,000</b>	<b>3,212,269</b>						

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## Investment Projects 2016/17

Investment Area (Revenue)	Investment Budgets c/fwd to 2016/17	Investment Agreed 2015/16	Investment Agreed 2016/17	Total Budget 2016/17	2016/17 Spend to Date	2016/17 Committed to Date	2016/17 Balance	Forecast Outturn 2016/17	Forecast Balance Remaining
Deliver Neighbourhood Priorities/Environmental Clean-ups	24,030		50,000	74,030	43,327	10,930	19,773	74,030	-
16/17 year old drop in scheme	-		15,000	15,000	11,250	3,750	-	15,000	-
Connecting Communities through food	8,440			8,440	1,822	276	6,342	8,440	-
Support to the VCFS Network	-		15,000	15,000	7,500	7,500	-	15,000	-
Mediation service for Anti-Social Behaviour disputes	7,400		10,000	17,400			17,400	17,400	-
Chorley Council energy advice switching service	15,000			15,000			15,000	-	15,000
Choose Chorley Grants	104,400		75,000	179,400		131,895	47,505	179,400	-
Choose Chorley Campaign	60,000			60,000	20,276		39,724	60,000	-
Furthering Key Employment Sites	26,120		125,000	151,120	20,686	64,262	66,172	151,120	-
Inward Investment delivery (Euxton Lane - Digital Health)	-		25,000	25,000			25,000	25,000	-
Extend the External Funding Officer post	9,200		24,000	33,200	9,800		23,400	33,200	-
Deliver the Skills Framework	-		30,000	30,000			30,000	30,000	-
Chorley Works (Employability Officer)	-		39,000	39,000	6,050		32,950	21,930	17,070
Vulnerable families employment project	-		3,500	3,500	253		3,247	3,500	-
Support the expansion of local businesses (BIG grant)	114,000		60,000	174,000	39,498		134,502	174,000	-
Business Start-up (Grant and Loan)	2,400		30,000	32,400	6,781		25,619	32,400	-
Borough wide retail grants improvement programme	105,970		147,000	252,970	133,485	105,656	13,829	252,970	-
Town Centre & Steeley Lane Pilot Action Plans	130,270		-	130,270	110,996	-	19,274	130,270	-
Chorley Grand Prix - British Cycling 2016	-		25,000	25,000	4,114		20,886	4,114	20,886
Community development and volunteering (Spice)	21,440		20,000	41,440			41,440	41,440	-
Employee Health scheme	-		20,000	20,000	10,320		9,680	20,000	-
Support the food bank	-		15,000	15,000	7,500	7,500	-	15,000	-
Free Swimming	-		7,500	7,500	7,500	-	-	7,500	-
Private Property Improvement Scheme	5,180			5,180		5,180	-	5,180	-
Joint employment initiative with Runshaw College	5,000	10,000		15,000		10,000	5,000	10,000	5,000
Digital access and inclusion	5,520	25,000		30,520	5,710	14,570	10,240	30,520	-
Investigate opportunities to expand Chorley Markets	4,170			4,170	549		3,621	4,170	-
Supporting communities to access grant funding	10,600			10,600	5,300	5,300	-	10,600	-
Develop Chorley's town and rural tourism economy	35,000		35,000	70,000	30,512	10,210	29,278	70,000	-
Chorley Public Service Reform Board work plan	-		15,000	15,000	6,204		8,796	15,000	-
Campaigns and events	-		80,000	80,000	30,645	6,655	42,700	80,000	-
Disabled and dementia online venue access guides	14,860			14,860	5,158	5,077	4,625	10,500	4,360
Accommodation finding service	6,000	18,000		24,000	6,000		18,000	24,000	-
Development and delivery of community action plans	200,000		-	200,000	42		199,958	200,000	-
Chorley Flower Show 2016	-		40,000	40,000	40,000		-	40,000	-
North West in Bloom	-		50,000	50,000	27,707	200	22,093	26,000	22,000
Additional events in Astley Hall and Park	-		14,000	14,000	5,474		8,526	14,000	-
Public Noticeboards	-		10,000	10,000			10,000	10,000	-
Police Community Support Officers	-		297,000	297,000	74,250	148,500	74,250	297,000	-
Replacement of CBC's Control Orders with Public Space Protection Orders	-		20,000	20,000			20,000	20,000	-
Empty Homes Officer	12,510		26,000	38,510	10,681		27,829	38,510	-
<b>TOTALS</b>	<b>927,510</b>	<b>53,000</b>	<b>1,323,000</b>	<b>2,303,510</b>	<b>689,390</b>	<b>537,461</b>	<b>1,076,659</b>	<b>2,217,194</b>	<b>84,316</b>

Note: Committed to Date includes grant approvals and other future committed expenditure that is not necessarily yet raised on the finance system

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**Analysis of Reserves and Provisions 2016/17**

Reserve or Provision	Opening Balance 01/04/16 £	Other Transfers 2016/17 £	Forecast Use in 2016/17 £	Forecast Balance 31/03/17 £	Notes
<b>Reserves</b>					
<b>General Fund Balance</b>	<b>2,684,820</b>	<b>804,649</b>	<b>(277,000)</b>	<b>3,212,469</b>	(1)
Change Management Reserve	151,400		(150,000)	1,400	
VAT Shelter Income - Capital/revenue financing	16,370		(16,370)	0	
Non-Recurring Expenditure - Revenue resources for capital financing	2,143,790		(1,951,258)	192,532	
Market Walk - Income Equalisation Reserve	200,370	50,000		250,370	
Market Walk - Asset Management	85,860	50,000		135,860	
Market Walk - Project Work funded through Service Charge	115,830	38,600		154,430	
Section 31 Grant - Empty property/small business rate relief	32,970		(3,680)	29,290	
Business Rates Retention - Surplus on levy payment	706,720	350,260	(442,090)	614,890	
Investment Fund - Invest-to-earn Projects	0	602,950	(220,000)	382,950	(3)
<b>Non-Directorate Reserves</b>	<b>3,453,310</b>	<b>1,091,810</b>	<b>(2,783,398)</b>	<b>1,761,722</b>	
<b>Policy &amp; Governance</b>					
Slippage from 2015/16	13,500		(13,500)	0	(2)
New Investment Projects	60,460		(55,160)	5,300	
British Army Civil Engagement Grant	41,390		(41,390)	0	
<b>Communications &amp; Events</b>	<b>115,350</b>	<b>0</b>	<b>(110,050)</b>	<b>5,300</b>	
Slippage from 2015/16	8,790		(8,790)	0	(2)
Transformation Challenge funding	227,070		(227,070)	0	
Public Service Reform funding	17,820		(17,820)	0	
<b>Performance &amp; Partnerships</b>	<b>253,680</b>	<b>0</b>	<b>(253,680)</b>	<b>0</b>	
Slippage from 2015/16	28,000		(28,000)	0	(2)
Slippage from 2015/16	1,000		(1,000)	0	(2)
Elections	29,000		(29,000)	0	
Impact of Pay Policy/Living Wage	20,000	6,300		26,300	
Legal Case Mgt System	1,520			1,520	
<b>Legal, Democratic &amp; H.R.</b>	<b>79,520</b>	<b>6,300</b>	<b>(58,000)</b>	<b>27,820</b>	
NWIEP grant for Shared Financial Systems project	19,710		(19,710)	0	
Slippage from 2015/16	5,000		(5,000)	0	(2)
<b>Shared Financial Services</b>	<b>24,710</b>	<b>0</b>	<b>(24,710)</b>	<b>0</b>	
<b>Policy &amp; Governance</b>	<b>473,260</b>	<b>6,300</b>	<b>(446,440)</b>	<b>33,120</b>	
<b>Business Development &amp; Growth</b>					
Community Infrastructure Levy	33,020		(29,700)	3,320	
Government Grants - Single Homeless Initiative	15,740		0	15,740	
<b>Development &amp; Regeneration</b>	<b>48,760</b>	<b>0</b>	<b>(29,700)</b>	<b>19,060</b>	
Retail Grants Programme	105,970		(105,970)	0	
New Investment Projects	311,920		(311,920)	0	
New Investment Projects 2016/17	10,000		(10,000)	0	
External Funding Officer budget for 2016/17	9,200		(9,200)	0	
<b>Employment Skills &amp; Business Support</b>	<b>437,090</b>	<b>0</b>	<b>(437,090)</b>	<b>0</b>	
New Investment Projects	134,440		(134,440)	0	
<b>Markets &amp; Town Centre</b>	<b>134,440</b>	<b>0</b>	<b>(134,440)</b>	<b>0</b>	
Buildings Maintenance Fund	66,350	0	(66,350)	0	
Redevelopment Fund - Oak House Site	692,240		(692,240)	0	(4)
<b>Property Services</b>	<b>758,590</b>	<b>0</b>	<b>(758,590)</b>	<b>0</b>	
<b>Business Development &amp; Growth</b>	<b>1,378,880</b>	<b>0</b>	<b>(1,359,820)</b>	<b>19,060</b>	
<b>Customer &amp; Digital Services</b>					
New Investment Projects	5,520		(5,520)	0	
New Investment Projects 2016/17	25,000		(25,000)	0	
Single Front Office Apprentices 2016/17 to 2017/18	104,220		(39,770)	64,450	
Apprenticeship Levy	0	26,000	(26,000)	0	
Council Tax Summons/Liability Order Bad Debts	156,000			156,000	
Land Charges litigation - legal costs	41,000		(41,000)	0	
Debt Recovery Officer (April to July 2017)	0	8,000		8,000	
<b>Customer Transformation</b>	<b>331,740</b>	<b>34,000</b>	<b>(137,290)</b>	<b>228,450</b>	

**Analysis of Reserves and Provisions 2016/17**

Reserve or Provision	Opening Balance 01/04/16 £	Other Transfers 2016/17 £	Forecast Use in 2016/17 £	Forecast Balance 31/03/17 £	Notes
<b>Reserves</b>					
Slippage from 2014/15	40,720		(40,720)	0	(2)
Slippage from 2015/16	85,000		(85,000)	0	(2)
ICT Projects	107,310		(107,310)	0	
ICT Contract Renewal Reserve	80,000		(80,000)	0	
ICT Infrastructure Reserve	300,170		(300,170)	0	
Capital financing	8,450		(8,450)	0	
<b>ICT Services</b>	<b>621,650</b>	<b>0</b>	<b>(621,650)</b>	<b>0</b>	
Maintenance of Grounds	57,200	10,000	(19,700)	47,500	
<b>Waste &amp; Streetscene Services</b>	<b>57,200</b>	<b>10,000</b>	<b>(19,700)</b>	<b>47,500</b>	
Planning Appeal Costs	31,090			31,090	
<b>Planning Services</b>	<b>31,090</b>	<b>0</b>	<b>0</b>	<b>31,090</b>	
<b>Customer &amp; Digital Services</b>	<b>1,041,680</b>	<b>44,000</b>	<b>(778,640)</b>	<b>307,040</b>	
<b>Early Intervention</b>					
2014/15 New Investment Projects	15,000		(15,000)	0	
2015/16 Investment Budgets	29,880		(29,880)	0	
2016/17 Investment Budgets	0	80,000		80,000	
External Funding	26,520		(26,520)	0	
Home Improvements - Housing Affordable Warmth Grant	17,430		(15,000)	2,430	
Home Improvements - Handyperson Scheme	41,390		0	41,390	
Home Improvements - Disabled Facility Contribution	12,810			12,810	
Buckshaw Youth Development Grants	1,370			1,370	
<b>Health and Wellbeing</b>	<b>144,400</b>	<b>80,000</b>	<b>(86,400)</b>	<b>138,000</b>	
Empty Homes Officer	12,510		(12,510)	0	
2016/17 Investment Budgets	0	72,000		72,000	
<b>Regulatory Services</b>	<b>12,510</b>	<b>72,000</b>	<b>(12,510)</b>	<b>72,000</b>	
Neighbourhood Working (pump priming)	66,710		(66,710)	0	
2015/16 Investment Budgets	231,430		(231,430)	0	
Chorley Youth Zone	25,000		(25,000)	0	
<b>Neighbourhoods</b>	<b>323,140</b>	<b>0</b>	<b>(323,140)</b>	<b>0</b>	
2015/16 Investments	24,000		(24,000)	0	
New Burdens Grant - Right to Move	3,040		(3,040)	0	
Government Grants - PCC Funding (Rental Bond scheme)	4,500		0	4,500	
<b>Housing Options and Support</b>	<b>31,540</b>	<b>0</b>	<b>(27,040)</b>	<b>4,500</b>	
<b>Early Intervention</b>	<b>511,590</b>	<b>152,000</b>	<b>(449,090)</b>	<b>214,500</b>	
<b>Directorate Reserves</b>	<b>3,405,410</b>	<b>202,300</b>	<b>(3,033,990)</b>	<b>573,720</b>	
<b>Earmarked Reserves</b>	<b>6,858,720</b>	<b>1,294,110</b>	<b>(5,817,388)</b>	<b>2,335,442</b>	
<b>Total Reserves - General and Earmarked</b>	<b>9,543,540</b>	<b>2,098,759</b>	<b>(6,094,388)</b>	<b>5,547,911</b>	
<b>Provisions</b>					
Insurance Provision - Potential MMI clawback	19,540			19,540	
Other Provisions - Asda re: land at Bolton Street	10,000		(10,000)	0	
<b>Total Provisions</b>	<b>29,540</b>	<b>0</b>	<b>(10,000)</b>	<b>19,540</b>	

**Notes**

- (1) Provisional Outturn as at 31 March 2017.
- (2) Use of these reserves outlined in revenue budget monitoring reports during 2016/17.
- (3) £220k is committed to the development of the Digital Office Park
- (4) To be used to secure control of the site identified in the Chorley Town Centre Masterplan as a new civic quarter



**Appendix 4 - Capital Monitoring 2016/17**

	Actual	Commitment	Total	16/17 Budget	Qtr 1 Adjustments	Qtr 1 16/17 Budget	Qtr 2 Adjustments	Current 16/17 Budget	2016/17 Forecast	2016/17 (Under)/Over	17/18 Budget	Qtr 1 Adjustments	Qtr 2 Adjustments	17/18 Budget	18/19 Budget	Qtr 2 Adjustments	18/19 Budget
<b>Customer &amp; Digital</b>																	
Thin Client Implementation	0	0	0	8,450		8,450	(8,450)	0	0	0				0			0
Recycling receptacles	57,968	9,713	67,680	115,000		115,000		115,000	115,000	0	115,000			115,000	115,000		115,000
Puffin Crossing Collingwood Rd	0	0	0	47,820		47,820		47,820	47,820	0							0
People & Places Vehicles & Plant	0	0	0	166,000		166,000		166,000	166,000	0							0
	<b>57,968</b>	<b>9,713</b>	<b>67,680</b>	<b>337,270</b>	<b>0</b>	<b>337,270</b>	<b>(8,450)</b>	<b>328,820</b>	<b>328,820</b>	<b>0</b>	<b>115,000</b>	<b>0</b>	<b>0</b>	<b>115,000</b>	<b>115,000</b>		<b>115,000</b>
<b>Policy &amp; Governance</b>																	
Electoral Management System	0	0	0	4,160		4,160		4,160	4,160	0				0			0
Chorley Youth Zone	0	0	0	443,000	437,000	880,000		880,000	880,000	0	325,000	500,000	200,000	1,025,000			0
Astley Hall & Park Development	106,625	285	106,910	711,258		711,258		711,258	711,258	0							0
	<b>106,625</b>	<b>285</b>	<b>106,910</b>	<b>1,158,418</b>	<b>437,000</b>	<b>1,595,418</b>	<b>0</b>	<b>1,595,418</b>	<b>1,595,418</b>	<b>0</b>	<b>325,000</b>	<b>500,000</b>	<b>200,000</b>	<b>1,025,000</b>	<b>0</b>		<b>0</b>
<b>Early Intervention</b>																	
Climate Change Pot	0	0	0	3,680		3,680		3,680	3,680	0				0			0
Disabled Facilities Grant	197,734	0	197,734	414,087	10,913	425,000	189,000	614,000	500,000	(114,000)	369,561			369,561	369,561		369,561
Cotswold House Improvements Final Phase	60,885	466,263	527,148	858,000		858,000		858,000	858,000	0							0
Leisure Centres Improvements	0	3,500	3,500	200,000		200,000	(120,000)	80,000	80,000	0	85,000		(75,000)	10,000	85,000	(55,000)	30,000
Delivery of CCTV 15/16 - 17/18	284,535	48,107	332,642	335,000		335,000		335,000	335,000	0							0
	<b>543,154</b>	<b>517,869</b>	<b>1,061,024</b>	<b>1,810,767</b>	<b>10,913</b>	<b>1,821,680</b>	<b>69,000</b>	<b>1,890,680</b>	<b>1,776,680</b>	<b>(114,000)</b>	<b>454,561</b>	<b>0</b>	<b>(75,000)</b>	<b>379,561</b>	<b>454,561</b>		<b>399,561</b>
<b>Regeneration &amp; Inward Investment</b>																	
Asset Improvements	14,666	0	14,666	105,000		105,000	30,000	135,000	135,000	0	200,000		133,000	333,000	200,000	87,000	287,000
Market Walk Extension	319,914	0	319,914	12,249,745	(9,249,745)	3,000,000		3,000,000	3,000,000	0		9,249,745	(219,745)	9,030,000			
Regeneration Projects - Public Realm Works Phase 2	29,398	27,605	57,003	1,000,000		1,000,000		1,000,000	1,000,000	0							0
Buckshaw Community Centre	474,268	0	474,268	476,000		476,000		476,000	476,000	0							0
Big Wood Reservoir	0	0	0	86,100		86,100		86,100	86,100	0							0
Buckshaw Village Rail Station	0	0	0	726,000	(726,000)	0		0	0	0		726,000		726,000			0
Eaves Green Play Development	2,358	7,932	10,290	56,178		56,178		56,178	56,178	0							0
Play, Recreation and Open Space Projects	112,285	34,050	146,335	898,318	(87,000)	811,318		811,318	811,318	0	440,000	(13,000)		427,000			0
Rangletts Recreation Ground	(10,931)	9,198	(1,732)	70,000		70,000		70,000	70,000	0							0
Carr Brook Trim Trail	10,763	0	10,763	11,138		11,138		11,138	11,138	0							0
Yarrow Valley Car Park	5,585	5,275	10,860	220,165		220,165		220,165	220,165	0							0
Recreation Strategy	0	0	0	105,000		105,000		105,000	105,000	0							0
Primrose Retirement Village	203,680	0	203,680	2,881,529		2,881,529		2,881,529	2,881,529	0	6,590,821		274,650	6,865,471			0
Westway Playing Fields Sports Campus	5,241	5,370	10,611	785,000		785,000		785,000	785,000	0							0
Digital Office Park			0		645,000	645,000	105,000	750,000	750,000	0			4,900,000	4,900,000		2,450,000	2,450,000
	<b>1,167,227</b>	<b>89,431</b>	<b>1,256,658</b>	<b>19,670,173</b>	<b>(9,417,745)</b>	<b>10,252,428</b>	<b>135,000</b>	<b>10,387,428</b>	<b>10,387,428</b>	<b>0</b>	<b>7,230,821</b>	<b>9,962,745</b>	<b>5,087,905</b>	<b>22,281,471</b>	<b>200,000</b>	<b>2,537,000</b>	<b>2,737,000</b>
Chorley East Health Centre											3,517,800		(3,517,800)	0	3,517,800	(3,517,800)	0
<b>TOTAL</b>	<b>1,874,974</b>	<b>617,298</b>	<b>2,492,271</b>	<b>22,976,628</b>	<b>(8,969,832)</b>	<b>14,006,796</b>	<b>195,550</b>	<b>14,202,346</b>	<b>14,088,346</b>	<b>(114,000)</b>	<b>11,643,182</b>	<b>10,462,745</b>	<b>1,695,105</b>	<b>23,801,032</b>	<b>4,287,361</b>	<b>(980,800)</b>	<b>3,251,561</b>

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Report of	Meeting	Date
Chief Executive (Introduced by the Executive Member Economic Development and Public Service Reform)	Full Council	22 Nov 2016

## **CHORLEY TOWN CENTRE PUBLIC REALM PROPOSALS AND MASTERPLAN**

### **PURPOSE OF REPORT**

1. To present members with the updated Town Centre Masterplan and Public Realm proposals, and associated car parking and markets strategy for approval.

### **RECOMMENDATION(S)**

2. Members are asked to note the contents of the report and approve for consultation:
  - a. The updated Public Realm Proposal and Masterplan for Chorley Town Centre superseding the 2013 Masterplan;
3. Members are asked to note the contents of the report and approve:
  - a. The Chorley Markets Strategy; and
  - b. The Car Parking Strategy 2017-18

### **EXECUTIVE SUMMARY OF REPORT**

4. The Town Centre Masterplan of 2013 is in the process of being delivered and an updated plan is required to set out the new vision. The Public Realm Proposal and Masterplan document, developed with Planit, sets out to show a vision of how all the new developments can be linked together and make improvements to the whole town centre.
5. As part of the Market Walk Extension report taken to Full Council on 20<sup>th</sup> September members have already agreed to:
  - a. Approve the progression of the phase one and some phase two actions in the updated town centre masterplan and public realm proposals for delivery alongside the Market Walk extension.
  - b. Approve the 'Chorley Markets Strategy' for consultation on the temporary relocation of the Flat Iron market.
  - c. Approve, for consultation, the town centre Car Parking Strategy 2017 – 2018 and the changes set out within it, to mitigate the impact to businesses, traders and visitors of all the developments which are planned to start during this period.
6. This report seeks to follow on from the consultation events which have taken place during October and November encompassing the Markets Strategy and Car Park Strategy along with the public realm proposals for phase one and parts of phase two (primarily related to providing replacement car parking provision).

7. The Chorley Markets Strategy includes:
  - a. The temporary relocation of the Flat Iron market into the pedestrianised area.
  - b. Future consultation on a permanent location for the Flat Iron once the Market Walk and Civic Square developments are complete.
  - c. Consultation on the redevelopment of Market Place and an assessment of potential indoor locations for the Covered Market as suggested within the Public Realm report.
  
8. The Car Parking Strategy 2017-18 is a short term strategy specifically developed to mitigate some of the impact and disruption that the town centre developments will inevitably have on the town centre over the next few years. It includes:
  - a. Making limited free parking available;
  - b. Increasing the churn on the Flat Iron car park to ensure the likelihood of an available space is maximized; and
  - c. Introducing a pay-by-phone (app/web) option onto all car parks. This will also facilitate an increased number of virtual permit options available for long stay car parks; ie. weekly and monthly in addition to existing six month and annual permits.

<b>Confidential report</b> Please bold as appropriate	Yes	<b>No</b>
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**CORPORATE PRIORITIES**

9. 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**

10. Ensuring Chorley has a vibrant and thriving town centre is set out as a priority area in both the Council’s Corporate Strategy and Economic Development strategy.
  
11. An initial key action to help us achieve our vision for the town centre has been the development of the town centre masterplan which was originally presented to Executive Cabinet in October 2013. The masterplan set out a number of opportunities for the future development of the town centre to ensure its viability in the future.
  
12. In September 2015 Full Council unanimously agreed to proceed with the development of a new retail and leisure extension to Market Walk, delivery of associated highways improvements and public realm works, at a cost of up to £12.9m excluding VAT.
  
13. At that meeting it was highlighted that any new development should be looked at in context of the whole town centre, especially in relation to car parking provision. Planit were already engaged with designing public realm improvements for Market Street (north) to continue

where it left off following the ASDA development to Market Street (south). Their scope of work was changed to encompass all the town centre development sites and determine how public realm improvements linking these schemes together could then be phased over a number of years.

14. The results of their surveys and research resulted in a full review of the 2013 Town Centre Masterplan as set out in Chorley Town Centre Public Realm Proposals and Masterplan (Appendix A) along with detailed proposals and options for the future.

## **PUBLIC REALM PROPOSALS AND MASTERPLAN REPORT**

15. The document sets out:
  - a. A review on the 2013 Masterplan (pages 4-7)
  - b. A vision for Chorley Town Centre (pages 8-15)
  - c. A strategy based on achieving design objectives (pages 16-45)
  - d. A Masterplan(pages 46-47)
  - e. Detailed designs (pages 48-77)
  - f. Phasing (pages 78-79)
  - g. Budget Estimates (pages 80-81)
  
16. The report reviews how a number of the Key Actions identified in the 2013 Masterplan have been successfully progressed for development including:
  - a) Public realm is enhanced along Market Street from Pall Mall to St Georges Street.
  - b) The Bolton St/Pall Mall junction is improved alongside the ASDA development.
  - c) The Flat Iron car park site being developed to extend the Market Walk shopping centre.
  - d) The Fleet Street long stay car park is used for residential development.
  - e) The Gala Bingo/Oak House site being developed into a Civic Square.
  
17. The report includes options for future potential developments as well as sites already secured for development. These are purely speculative and to provide a vision for how the town centre could look in 10 years' time for the next generation.
 

These include:

  - a. A new Market Square on the site of the existing Covered Market (Market Place)
  - b. A new indoor market on the site of B&M in Market Walk
  - c. A new St Georges Square incorporating the grounds of St Georges Church

*Any changes would be subject to consultation, approvals and resource being available.*

18. The initial phases are programmed alongside the delivery of Market Walk Extension, Youth Zone and Fleet Street retirement schemes over 2017/18. The remaining elements of phase two will follow this completion before moving on to phases three and four, unless other opportunities or issues present themselves and the order of delivery can be re-programmed. It is a ten year plan but front loaded with many major schemes being delivered in the first 2 to 3 years and subsequent phases primarily replacing existing public realm.
  
19. The sections (Appendix B) in phase one (1a,1b,5) and phase two (10,11,12) and item 20 from phase 4 have already been approved and financed as set out in the previous Market Walk Extension report and total an estimated cost of £6.7m.
  - The remaining sections of phase two (6,7,8,9,13) will cost an estimated £4.23m
  - The elements of phase three (14,15,16,16a,17,17a) will cost an estimated £3.52m
  - The remaining sections of phase four (18,19,21) will cost an estimated £1.7m

Total outstanding estimated cost (excluding any site acquisitions, demolition and civils works) is ~£9.45m.

20. The Civic Square and surrounding area was presented to the public during the consultation on relocating the Flat Iron market and was positively received by the public and business alike. As was the proposal to develop Hollinshead Street car park to the rear of the Civic Office and the enhanced pedestrian links along Stanley Place.

## **CHORLEY MARKETS STRATEGY**

21. The previous Markets Strategy 2017-26, presented to Full Council on 20<sup>th</sup> September, including a proposal to relocate the Flat Iron market to Market Street, Fazakerley Street and the lower end of Chapel Street, was consulted upon from 4<sup>th</sup> October until 6<sup>th</sup> November 2016.
22. The results of this consultation can be found in Appendix A of the Chorley Markets Strategy in detail but in summary:
  - a. 222 people responded
  - b. 91% of respondents were shoppers.
  - c. 77% of respondents agree that the Flat Iron should be temporarily relocated.
  - d. 70% of respondents believe it is important for the market to be close to the other market and shops.
  - e. Only 26% of respondents feel the market should return to Flat Iron.
  - f. There are a significant number of responses indicating that the Covered Market should be improved in regards to increased food & drink offer with seating and better quality stalls.
  - g. There are a significant number of responses indicating that the Speciality Markets can be improved
23. Early indications from existing Flat Iron traders, Covered Market traders and town centre businesses was a preference to have more stalls located within the pedestrianised area rather than Market Street. A trial was arranged for 16<sup>th</sup> October 2016 to build stalls within the pedestrianised area to see how many stalls would fit in and photographs were taken to enable further feedback to be received on the alternative proposal within the consultation period.
24. On the back of these results, and feedback obtained from businesses and market traders, the recommendation is to locate stalls within the full pedestrianised streets of Chapel Street, Fazakerley Street, New Market Street and Cleveland Street whilst leaving Market Street open to traffic.
25. Another option being explored is whether the east side of High Street could be closed off each Tuesday to facilitate further stalls. It currently contains the head of the taxi rank and a loading bay within which would both require suspending each week. In addition to this the Market Walk tenants fed from Service Yard 1 would need to make alternative arrangements for their deliveries each Tuesday.
26. It is recommended that High Street be used for Casual traders in order to leave it open for access until later in the morning and enable again earlier in the afternoon (when compared to the pedestrianised area containing permanent traders).
27. A marketing campaign including signage from the Flat Iron and a new market leaflet will be created to ensure traders thrive in their new positions and customers become familiar with the new layout.

28. The original aim was to return the market back to its original location on the Flat Iron following the construction and opening of the new development. While this is still a possibility it will need to be reviewed against the success of the temporary location and alternative sites which may become available such as the new Civic Square.
29. It is therefore proposed to closely monitor the success of the market and impact on the town centre during the relocation period and to present the findings back to Executive Cabinet, together with options for positioning the market in the future once the initial developments are complete.
30. A revised Markets Strategy can be found in Appendix C which includes the revised street market layout proposal.

### **CAR PARKING STRATEGY 2017-18**

31. The car park strategy was presented to the Chorley Town Team on 17<sup>th</sup> October 2016 and the group endorsed the principles contained within it.
  - a. To provide an increased availability of managed FREE customer parking to help maintain existing town centre businesses during the forthcoming year(s) of major disruption as sites are redeveloped.
  - b. To increase the churn on the Flat Iron car park to maximise capacity on our primary car park and to re-designate it as the Market Walk car park to distinguish it from other short stay car parks.
  - c. To create a tariff structure that will encourage visitors to make better use of new and currently under-utilised car parks by making them financially more attractive.
32. Concerns were raised over the availability of contractor parking throughout the redevelopment period and measures will be taken to address this within the main contractor's agreement.
33. Concerns were raised about the lack of awareness of availability on car parks other than the Flat Iron and assurances were given that a marketing campaign would accompany the lower tariffs to educate people as to the location of alternative car parks.
34. When discussing the Christmas attraction occupying approximately 40 spaces on the Flat Iron car park in December a commitment was made to make Hollinshead Street staff car park available to the public at the same time. This car park will have the new tariffs with 1 hour free available from December.
35. The remaining car parks will have their tariffs changed as part of the budget setting report and commence in April 2017.
36. The public were asked about their opinions on car parking tariffs on the council Facebook site and 182 people commented:
  - a. People were supportive of increased availability of free parking. Many thought it should be free all day but hadn't considered the impact of low churn of spaces reducing availability as workers and commuters would occupy the spaces all day.
  - b. People suggested that if Chorley had shops worth coming to that our charges are very reasonable. This supports our intentions to review the charges in 2 years' time once the development with new major retail and leisure operators is complete.
  - c. There are requests for increased electric charging provision which we have accounted for on the new Flat Iron configuration but there may be opportunity to expand this onto other car parks such as Portland Street.

- d. There are several people who suggest that they only visit the town centre for convenience items or visiting the bank/post office and an hour free parking would increase their likelihood of staying a bit longer to visit other stores rather than rushing for a 30min space which is available now.
- e. People who work in the town centre have said that they would like more flexible permit options so that they don't have to pay up front for 6 months at a time.
- f. Several people complained about not having the correct change available for the pay & display machines [it is hoped that this can be addressed with new technology allowing paying by phone (web/app)].

37. A revised Car Parking Strategy 2017-18 can be found in Appendix D.

**IMPLICATIONS OF REPORT**

38. 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**

39. The budget for public realm works of £6.7m has been approved by Full Council in September 2016. The September report also identified further works of £9.45m to be undertaken. The reduction in parking income and costs associated with implementing the parking strategy will be brought into the 2017/18 budget setting.

**COMMENTS OF THE MONITORING OFFICER**

40. No Comments

GARY HALL  
CHIEF EXECUTIVE

Background Papers			
Document	Date	File	Place of Inspection
Market Walk Report to Full Council	20/09/2016	***	<a href="https://democracy.chorley.gov.uk/documents/g4914/Printed%20minutes%2020th-Sep-2016%2018.30%20Council.pdf?T=1">https://democracy.chorley.gov.uk/documents/g4914/Printed%20minutes%2020th-Sep-2016%2018.30%20Council.pdf?T=1</a>
Changes to Hollinshead Street Staff Car Park EMD	2/11/2016	***	<a href="http://mod/documents/s69587/EMD%20Report%20-%20Hollinshead%20Street%20Car%20Park.pdf">http://mod/documents/s69587/EMD%20Report%20-%20Hollinshead%20Street%20Car%20Park.pdf</a>
Report Author	Ext	Date	Doc ID
Conrad Heald	260393	07/011/16	

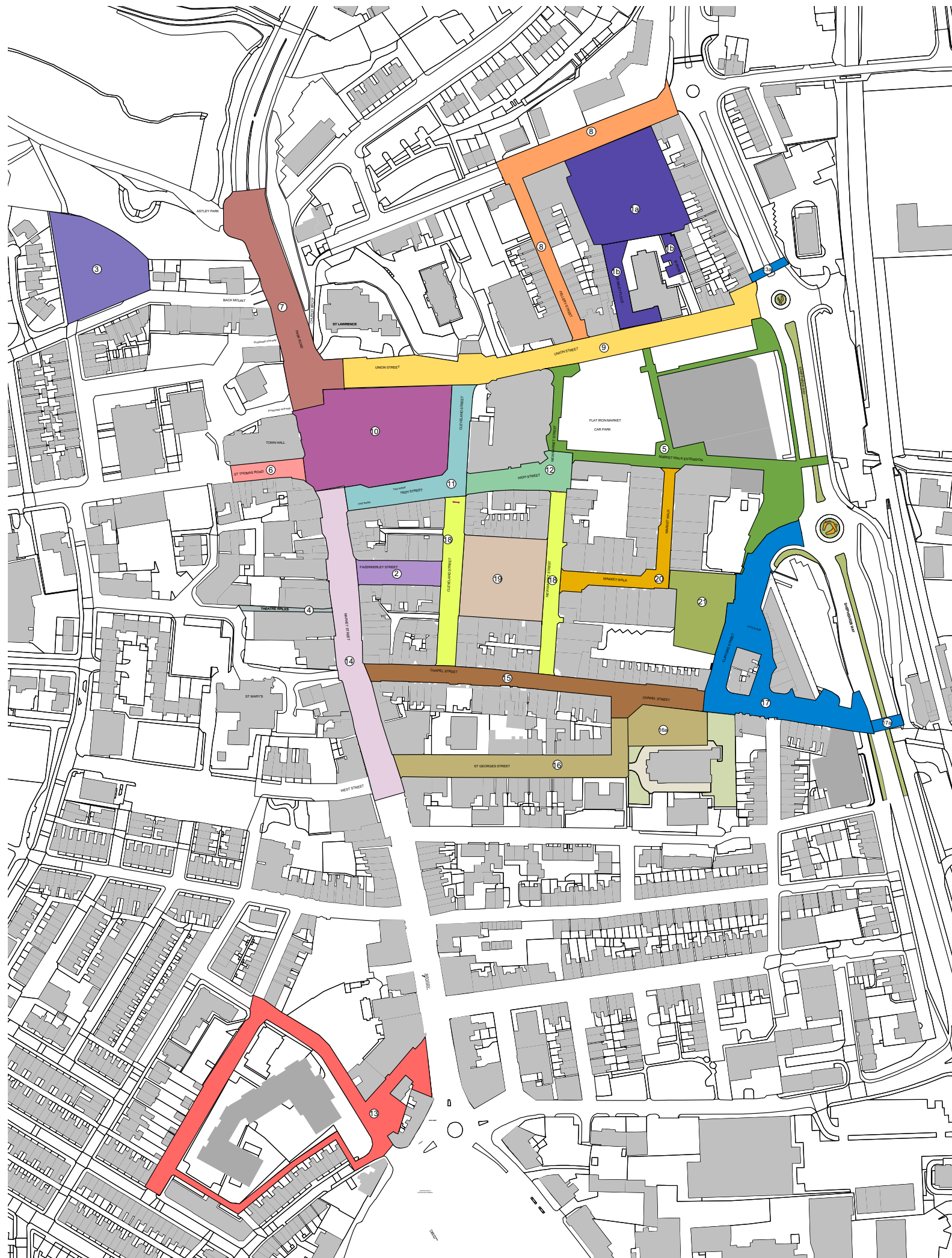


## 06 PHASING BUDGET COST ESTIMATE AREAS

### COST ESTIMATE AREAS

The schedule below when read in conjunction with the adjacent plan itemises the material section, area and approximate cost associated to the individual areas of the public realm improvement works for the town centre.

PHASE / DATE	No.	Area	Main Materials	Area (m2)	Estimated budget rate (£/m2)	Total (£)
P1	1a	Hollinshead Car Park	Tarmac surfacing, bay delineation, edgings, block paved footways, resurfacing of access roads /bellmouths etc. Associated soft landscaping.	3999	£150.00	£599,850.00
P1	1b	Stanley St & Byron Place and Civic Steps	Tarmac surfacing, steps, edgings, block paved footways, resurfacing of access roads /bellmouths etc. Associated soft landscaping.	1048	£200.00	£209,600.00
P1	2	Fazerkerley St	Kellen to footways, Buff granite and Kellen to main space, street furniture and soft landscaping.	835	£130.00	£108,550.00
P1	3	Queens Road Car Park	Tarmac surfacing, bay delineation, edgings, block paved footways, resurfacing of access roads /bellmouths etc. Associated soft landscaping.	2938	£150.00	£440,700.00
P1	4	Theatre Walk	Granite setts and granite steps, street furniture and soft landscaping.	162	£225.00	£36,450.00
P1	5	Market Walk Extension	Buff Granite, Kellen, street furniture and soft landscaping.	9876	£155.00	£1,530,780.00
<b>TOTAL</b>						<b>£2,925,930.00</b>
P2	6	St Thomas Road	Buff granite to footways, bitmac to carriageways, street furniture and soft landscaping.	529	£150.00	£79,350.00
P2	7	Park Road up to Astley Park	Buff granite to footways, granite to junction, bitmac to carriageways. Soft Landscaping for greening the town centre aspirations.	3549	£275.00	£975,975.00
P2	8	Hollinshead Street, Fellery Street.	Kellen to pedestrian crossings	2870	£150.00	£430,500.00
P2	9	Union Street	Buff granite to footways, bitmac to carriageways, street furniture and soft landscaping.	4477	£200.00	£895,400.00
P2	10	Civic Square	Retaining structures Green wall, stepped terrace, Buff granite to footways, granite and kellen to	5654	£300.00	£1,696,200.00
P2	11	High Street (west) /Cleveland St (north)	Buff granite to footways, Kellen to carriageways, street furniture and soft landscaping.	1829	£200.00	£365,800.00
P2	12	High Street (east)	Buff granite to footways, granite to carriageways, street furniture and soft landscaping.	1164	£275.00	£320,100.00
P2	13	Fleet Street and Cheapside	Buff granite to footways, Kellen to detail areas, bitmac to carriageways, street furniture and soft landscaping. Landscape treatment to greenspaces	4404	£175.00	£770,700.00
<b>TOTAL</b>						<b>£5,534,025.00</b>
P3	14	Market Street (north)	Buff granite to footways, Kellen to carriageways with crossings and allowances for retaining structures, street furniture but not street lighting. This is based upon the rates provided for Big Lamp - Market Street South.	3588	£200.00	£717,600.00
P3	15	Chapel Street	Buff granite to footways, Kellen to carriageways, street furniture and soft landscaping.	2570	£200.00	£514,000.00
P3	16	St George's Street	Buff granite to footways, bitmac to carriageways, street furniture and soft landscaping.	2397	£175.00	£419,475.00
P3	16a	St George's Square	Opening up of church gardens and integration into street. Refurbishment of heritage items. New planting and hard landscape.	1200	£125.00	£150,000.00
P2	17	Chapel Street (east) / Clifford Street	Buff granite & Kellen to footways, bitmac & Kellen to carriageways, street furniture and soft landscaping.	4202	£175.00	£735,350.00
P2	17a	Pedestrian crossings on Shepherds Way	Kellen to footways at crossings, granite and Kellen across carriageways, street furniture and soft landscaping.	286	£300.00	£85,800.00
<b>TOTAL</b>						<b>£2,622,225.00</b>
P4	18	Cleveland Street South/New Market Street	Buff granite & Kellen to footways, bitmac & Kellen to carriageways, street furniture and soft landscaping.	2561	£175.00	£448,175.00
P4	19	New Market Square	Stage area, childrens area, Buff granite to footways, granite and kellen to main space, street furniture and soft landscaping. Potential water feature and artworks.	2772	£200.00	£554,400.00
P4	20	Market Walk Existing	Buff granite & Kellen to footways, street furniture and soft landscaping.	1210	£150.00	£181,500.00
P4	21	Market Walk Unit Opportunity Site	Buff granite & Kellen to footways, street furniture and soft landscaping.	1723	£150.00	£258,450.00
<b>TOTAL</b>						<b>£1,442,525.00</b>
		E/O for Signage and Wayfinding, lighting and art			£475,000.00	£475,000.00
<b>SUB-TOTAL</b>						<b>£12,999,705.00</b>
		Preliminaries	15%	0.15		£1,949,955.75
		Design Fees. Includes Inception to Delivery fees for both Consultants and LCC Highways but excludes architects and engineering fees for buildings and structures.	10%	0.10		£1,299,970.50
<b>GRAND TOTAL</b>						<b>£16,249,631.25</b>



KEY

PHASE 1

- 1a** Hollinshead Car Park  
3998.3 m<sup>2</sup>
- 1b** Stanley Place & Byron Street  
1047.4 m<sup>2</sup>
- 2** Fazakerley St  
835 m<sup>2</sup>
- 3** Queens Road Car Park  
2937.6m<sup>2</sup>
- 4** Theatre Walk  
161.8 m<sup>2</sup>
- 5** Market Walk Extension  
9876 m<sup>2</sup>

PHASE 2

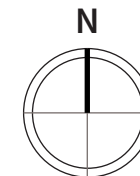
- 6** St Thomas Road  
528.8 m<sup>2</sup>
- 7** Park Road up to Astley Park  
3548.2 m<sup>2</sup>
- 8** Hollinshead Street/Fellery Street  
Pedestrian Crossings  
2869.2 m<sup>2</sup>
- 9** Union Street  
4476.4 m<sup>2</sup>
- 10** Civic Square  
5653.7 m<sup>2</sup>
- 11** High St (west)/ Cleveland St (north)  
1829.0 m<sup>2</sup>
- 12** High Street (east)  
1163.9 m<sup>2</sup>
- 13** Fleet Street and Cheapside  
4403.6 m<sup>2</sup>

PHASE 3

- 14** Market Street (north)  
3587.8 m<sup>2</sup>
- 15** Chapel Street  
2569.3 m<sup>2</sup>
- 16** St George's Street  
2396.9 m<sup>2</sup>
- 16a** St George's Square  
1200 m<sup>2</sup>
- 17** Chapel Street (east)/ Clifford Street  
4201.4 m<sup>2</sup>
- 17a** Pedestrian Crossings on Shepherds Way  
285.5 m<sup>2</sup>

PHASE 4

- 18** Cleveland St (south) + New  
Market Street  
2560.9 m<sup>2</sup>
- 19** New Market Square  
2771.3 m<sup>2</sup>
- 20** Market Walk  
1209.8 m<sup>2</sup>
- 21** Market Walk Unit Opportunity Site  
1722.4 m<sup>2</sup>







Appendix C

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# CHORLEY MARKETS STRATEGY 2017 - 2026





## Appendix C

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### Introduction

Chorley is synonymous with its markets and more recently the red/white gazebos adorning the Flat Iron market each Tuesday. Chorley is currently a convenience town with the exception of Tuesdays when it is very much a destination town drawing visitors from across the region and from further afield on coach trips. The Covered Market in Market Place is also a well visited facility which is open 5 days a week and has evolved in recent years to become ever more enclosed with stalls becoming more permanent in nature. Specialist Food & Craft markets are currently held in Fazakerley Street on one Saturday each month.

There are a number of opportunities presenting themselves for the development and expansion of Chorley Markets in order for them to continue to be a primary destination for future visitors to Chorley Town Centre whilst enabling them to better serve the needs of their customers. Some major changes are being proposed for Chorley Town Centre over the next decade and the markets need a clear path of how they are to be best integrated into these plans. Markets are an important part of Chorley's identity and it is crucial to the town's future success that they are embraced in any future plans whilst also being further developed to reinforce their position in the town's retail hierarchy. The proposals outlined below are bold and ambitious but will result in a more resilient market service for the future.

### Summary of Proposed Changes

1. Fazakerley Street public realm improvements are completed to accommodate more outdoor stalls
  - To accommodate the temporary relocation of the Flat Iron market
  - To provide a better facility for specialist markets and street events
2. Chorley Flat Iron market temporarily relocates to the pedestrianised area of the town centre
  - To accommodate the construction of the Market Walk extension / reconfiguration of Flat Iron
  - Also to include the lower end of High Street for casual stall allocation
3. Chorley Flat Iron market potentially could relocate to the new Town Square, alongside the new pavilion, if it is determined that it doesn't stay in the pedestrianised area permanently
  - Some relocations would be required in order to complete the public realm improvements to the pedestrianised areas and High Street
4. Potentially Chorley Covered market relocates to a new indoor location within Market Walk
  - With direct links to the bus station and high daily footfall
5. Potentially the former Covered Market site (Market Place) is redeveloped to provide a new permanent covered structure anchored by several fixed unit food & beverage establishments and public toilets
  - To enable regular speciality markets and small events to be held under cover (not indoor)

The above proposals will give Chorley, Lancashire's Market Town, 4 distinct areas for different style markets to be held:

- |   |  |
|---|--|
| 1. Weekly 1 day outdoor market (Town Square)              | – General merchandise                  |
| 2. Daily indoor market (Market Walk Market)               | – Quality traders & food hall          |
| 3. Weekly specialist market (Market Place Covered Market) | – Strict criteria on quality/knowledge |
| 4. Weekly street market – (Fazakerley St Market)          | – General merchandise                  |



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Rather than marginalising the markets as the town centre develops they will become a key feature of the Chorley townscape providing facilities for different market types in a variety of purpose built locations.

### Flat Iron Market

The market consultants, Quarterbridge, were engaged in 2015 to assist in evaluating the future expansion of Chorley Markets and any opportunities the proposals for the Market Walk extension may present. Part of their scope included the evaluation of alternative sites on which to locate the market during the construction phase of the extension. As a result the use of street locations, primarily consisting of Fazakerley Street and Market Street (north), were considered to be the most appropriate setting for a temporary location.

Since the inception of the Quarterbridge report a Public Realm Masterplan update has since been commissioned by consultant landscape designers, Planit, and part of their proposals recommend the creation of a new Town Square on the current site of Gala Bingo/Oak House. This site was briefly considered within the Quarterbridge report but, as it was 'not within the Council's gift' at the time, was discounted as unachievable in the short term.



**Proposed new Civic Square (from Market Street)**

The Public Realm report since recommends the Civic Square becomes a multifunctional civic space which could accommodate all or part of the Flat Iron weekly outdoor market as we seek to expand it in the future. This new square will be a key town centre space using high quality materials and a design befitting of a thriving market including a new pavilion. It is part of a wider scheme of town centre wide public realm improvements which will redefine pedestrian flow throughout the town centre with the provision of more green and open spaces. This includes improving the pedestrian links through to the Covered Market in Market Place and Fazakerley Street; connecting the new Civic Square to the centre of town and vice versa.





Appendix C

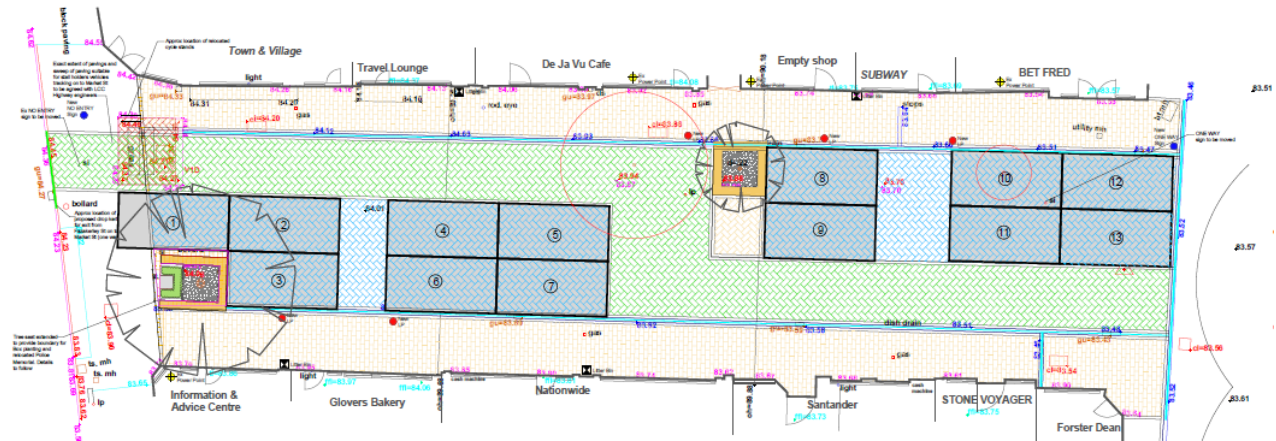
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Proposed new Civic Square Pavilion

**Short Term** (early 2017)

The initial phase of the redevelopment of the Flat Iron car park may require the Flat Iron market to move across to the bypass side (as was done for the resurfacing works in 2015) to enable works to commence with the reconfiguration of the car park to the Booths frontage. At the same time the public realm improvement works in Fazakerley Street will be undertaken in preparation to accept an increased number of market stalls.



De-cluttering of Fazakerley Street



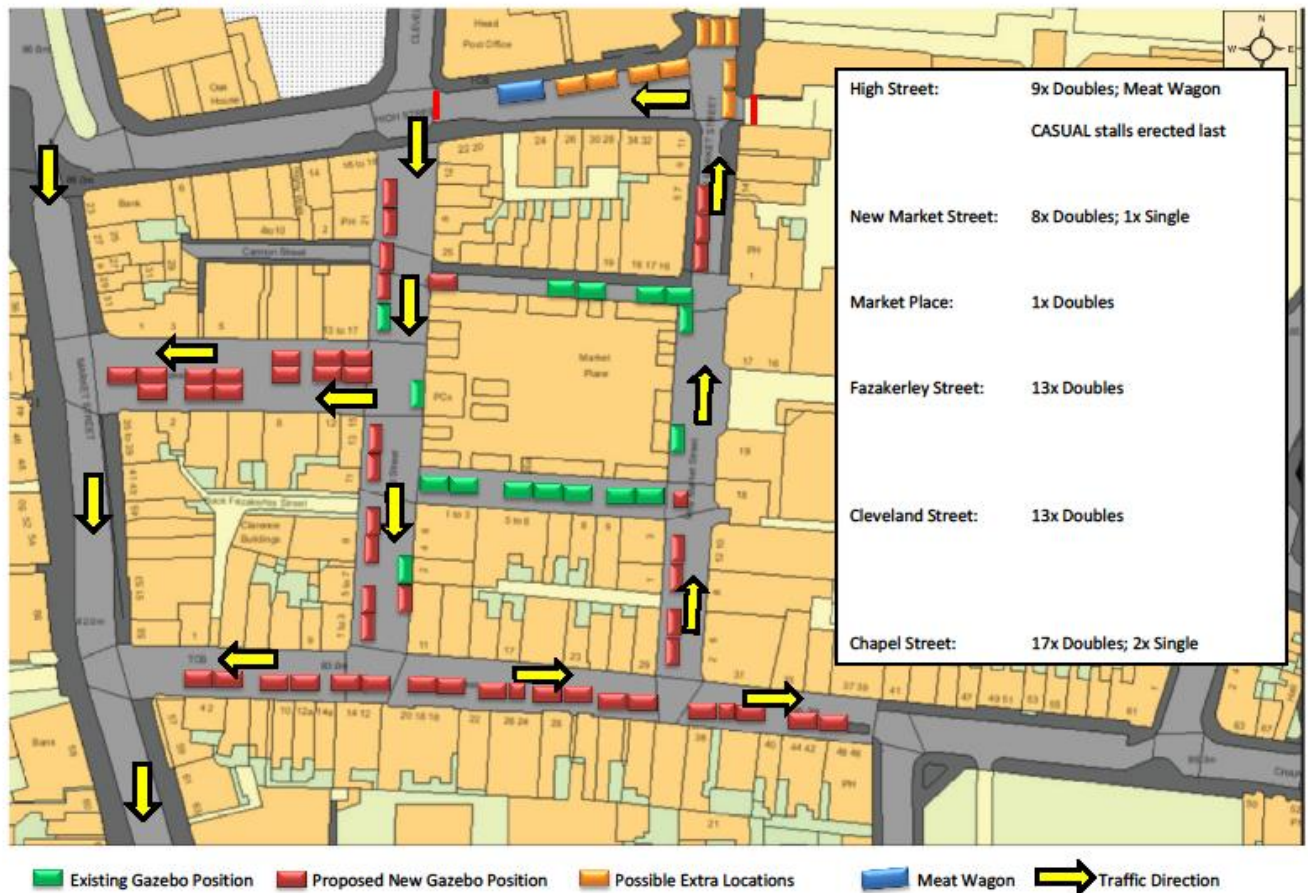
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**Medium Term (2017/18)**

The next phase will require the Flat Iron market to relocate, in its entirety, to town centre street locations, namely the pedestrianised areas Fazakerley Street, New Market Street, Cleveland Street, Chapel Street and also potentially High Street to enable the main Market Walk extension works to take place. These plans were consulted upon in October 2016 and the results can be found in Appendix A.

**Chorley Street Market Proposal**



Plans have been drawn up to accommodate up to 52 double gazebos and 3 single gazebos which will enable all current permanent Flat Iron gazebo trading positions to be offered an alternative position. The High Street location will accommodate casual traders and be erected last and dismantled first to allow access for businesses up to 8am and after 4:30pm.

**Long Term (late 2018)**

To enable the public realm improvements to be undertaken in the pedestrian areas in a later phase, the weekly outdoor market will need relocating either in part or whole to the proposed new Civic Square - whichever is determined to be of greatest benefit to traders and considered the best place to do business as the market seeks to expand and develop.





## Appendix C

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**Proposed new Civic Square (Market layout)**

The remnant area for parking on the Flat Iron car park would be reduced in size, configuration skewed and not completely flat so unable to accommodate the full Flat Iron market in its current format once the works are complete. Therefore, in order to expand Chorley's weekly outdoor market it may require to be multi-located.

There are several options available to us as town centre proposals develop and come to fruition; which can be further assessed as and when they become available. All proposals on future locations will be consulted upon.

It is proposed to relocate the Flat Iron market in spring 2017 and directional signs will be installed on the Flat Iron site informing visitors of the new locations along with a marketing campaign to promote Chorley Markets.





## Appendix C

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### Market Walk Market

The existing Covered Market in Market Place currently contains a variety of stall types with shuttered cabins, open table-top stalls, stall space and external gazebos and pitches. It has historically always been in this location and as a consequence the building fabric and services to the stalls are an amalgamation of different structural additions over time and whilst it is somewhat vibrant, and has an ambience of a traditional bustling market, it is not fit for purpose in today's modern retailing world where permanency improves standards to meet and exceed customer expectations – especially the younger customer. In recent years neighbouring towns such as Bolton, Blackburn, Preston and Southport have all invested in their indoor markets, as their town centres have been redeveloped, and now Chorley has an opportunity to do the same.

One proposal is to create a new indoor market within the existing Market Walk development which could offer connections from the town centre through to the bus station. The public realm report identifies this as a key pedestrian gateway with proposals for further improvements made to Clifford Street including developing a green space to welcome visitors approaching from the bus station into Chorley, Lancashire's market town, through the market itself.



**Proposed new Market Walk Market (Clifford Street entrance)**

Internally the pedestrian links would be enhanced to form a thoroughfare (similar to the centre aisle in the existing Covered Market) and openings created to external space for food and beverage facilities. Depending upon final design options, accessibility and demand for stall units a first floor could also be opened up to add a further dimension to the trading opportunities. Site opportunities will be assessed as and when they become available.

One area of concern with many new market designs is the lack of ambience and this will be considered carefully, after consultation with existing traders and their customers, before any final design recommendations would be made.



## Appendix C

### Market Place (Covered Market)

The Quarterbridge report recommends a covered area be created in Fazakerley Street for holding speciality markets and events; however in the public realm proposals we are now suggesting something slightly more substantial for the area where the current Covered Market is situated, subject to the existing Covered Market having been successfully relocated, for this purpose.

The new Covered Market proposed for Market Place will be a substantially framed unit providing shelter for a variety of activities which could be held underneath including the use of gazebos for market stalls. It will be bounded by a small number of permanent units which will incorporate the public toilets and a small number of kiosks to operate as food and beverage outlets along with pavement seating. It could regularly be used alongside Fazakerley Street for holding Speciality markets and small events such as: Antiques & Collectors Fairs (quality flea market), Next Generation (youth) Market, Up Market (luxury goods), Craft (cottage industry) Markets, Food & Drink festivals, Christmas Markets, outdoor theatre and other street performances.



**Proposed new Covered Market (Market Place)**

### Fazakerley Street Market

As previously described above, the weekly outdoor market could enjoy new environs on the Civic Square but Fazakerley Street will also remain as an additional outdoor stall area for use each Tuesday. As this area has already been re-designed to specifically accommodate market stalls, it will continue to supplement the proposed new Covered Market in Market Place to accommodate speciality markets and events throughout the year as well as supplementary stall position for the weekly outdoor market each Tuesday.





## Appendix C

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### Precedents

Street Markets - Visits to other Lancashire towns (Ormskirk, Lancaster and St Helens) with street markets were undertaken to establish any operational requirements to consider and the potential impact on frontages.

Covered Markets – A similar multifunctional covered space has already been successfully introduced into Altrincham market place used for general goods and food and drink on different days of the week.



**Food & Beverage**

**General Market**

### **Next Steps:**

The new town centre Public Realm Proposals and Masterplan document will be consulted upon in general terms and then more specifically as each phase develops. In the short/medium term the Flat Iron market will be temporarily relocated to enable the Market Walk extension works to commence and then as that phase nears completion a review of the temporary position will be undertaken and a plan developed, alongside traders, to determine where is the best place to do business in the long term and how that can be achieved.

Consultation on more specific Covered Market proposals will be held in the future when that phase of development is scheduled for delivery (currently phase 4).

### **Constraints**

There are a number of assumptions made on site availability timelines for design, consultation, permissions, procurement and delivery; and the necessary funding being available.



## Appendix C

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### Appendix A

#### Consultation Results

A Survey Monkey Consultation took place between 4<sup>th</sup> October and 6<sup>th</sup> November 2016. The survey was accessed from the Town Centre Improvements webpage within the Council's site. The page had 1822 unique visitors during the consultation period.

222 participants took part (hand written surveys were input)

1. 91% of respondents have shopped on Chorley Markets in the last 12 months
2. 91% of respondents were shoppers/visitors; 3% market traders and 3% town centre businesses
3. 77% of respondents agree that the Flat Iron market should be temporarily relocated; 12% disagree
4. 70% of respondents think it is important to have the Flat Iron market close to other shops and markets
5. Other important factors mentioned include:
  - a. Maintaining good disabled access
  - b. Space to circulate around the stalls
  - c. Increased parking availability
  - d. Pedestrian safety
6. Which location is preferred (score 4 or 5):
  - a. Market Street 54%
  - b. Fazakerley Street 58%
  - c. Chapel Street 49%
  - d. Cleveland Street 41%
 Other areas: High Street, Portland Street car park, Astley Park
7. Flat Iron traders think the following are important (score 4 or 5):
  - a. Having good access for loading/unloading
  - b. Being close to toilet facilities
  - c. Easy access for the public
8. The day of the week people would most like to see an additional Market Day is Saturday.
9. Only 26% of respondents think the Flat Iron market should return to its original location compared to 52% who think other options should be considered
10. In relation to the Covered Market:
  - a. 64% of respondents feel that the fabric of the building is important
  - b. 62% of respondents feel that the facilities and access are important
  - c. 62% of respondents feel that the location is important
  - d. 70% of respondents feel that the type and mix of stalls is important
  - e. 76% of respondents feel that the quality of stall is important
  - f. 63% of respondents feel that the opening hours are important
  - g. 51% of respondents feel that a food & drink offer is important
11. How can the Covered Market be improved:
  - i. Needs more quality food & drink/ artisan stalls
  - ii. Introduce more seating areas
  - iii. Improve the quality of product available



**Appendix C**



- 12. Of the other markets visited people rate Bolton the best and Preston the least inspiring.
  - a. Bury market is the most popular market not listed
- 13. 46% of respondents feel that our Specialist markets are OK but have room to improve and 60% of respondents would like to see them more regularly
  - a. People commented:
    - i. The number of stalls needs increasing
    - ii. The quality and differential needs maintaining
    - iii. Would work better not clashing with the regular market
    - iv. Weekends are the best time for them
    - v. Improve the marketing
- 14. Other general comments on Chorley markets were:
  - a. The markets are an important part of Chorley’s heritage and should remain so
  - b. The changes are needed to modernise the offer but don’t let Chorley be just like other neighbouring towns losing its character

**Facebook**

The consultation was promoted on the Council’s Facebook page and reached 31,928 people with 794 clicks through to further information. Of these people 115 were aged 65+ signifying the wide reach of this format.



Comments on Facebook generally reflected the survey results in the opinion that the market should come off the Flat Iron and be relocated into the streets. A subsequent post showing the trial erection of gazebos into the pedestrianised streets generated a positive response but many commented on the restriction of movement when stalls were doubled up in Cleveland Street and Chapel Street, as a result of which the proposed plan now has only single width stalls apart from Fazakerley Street where it is designed to be doubled up.

**Trader Questionnaires**

Flat Iron and Covered Market traders were given questionnaires on the proposals and 34 were received back (25 Flat Iron and 9 Covered). The majority of Flat Iron traders just indicated preferred stall position off the plan (which were primarily in Fazakerley Street and Chapel Street) and left no comment. Others stated a preference to utilise other pedestrianised streets rather than Market Street. The Covered Market traders preferred to keep Market Street open to traffic but a few were concerned of similar product lines being in proximity to their business.

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Appendix D

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# CHORLEY TOWN CENTRE CAR PARKING STRATEGY 2017 – 2018





## Appendix D

### Executive Summary

There are a number of significant changes planned for Chorley town centre in the next few years such as the Market Walk extension (which involves the reduced capacity and re-configuration of the Flat Iron car park); the creation of a Youth Zone; the provision of retirement accommodation and facilities on Fleet Street; town wide public realm improvements and further development sites identified in the refresh of the Masterplan. This strategy seeks to address the immediate issues with regards to capacity and price for the short term whilst acknowledging that, if all the projects which are planned over the next few years come to fruition, it will need revisiting upon completion to address the impact all the changes have had on supply and demand.

### Introduction

Parking is always an emotive issue and often very personal to people who usually have a 'favourite' place to park. This can be based on location in respect to where they are going; with regards to where they live and how easy it is to get to; the size of parking bays; the feeling of safety; likelihood of getting a space; a quiet car park where it is easy to manoeuvre; a level car park; number of available disabled/parent & child/electric bays; the surrounding ambience; ease of getting out quickly (no queues); type of payment method; how long they intend to be there; and finally what it costs. There are probably other considerations depending upon the purpose of the visit such as popping to the bank, shopping, meeting for a coffee, eating lunch, working, commuting and also the time of day – morning for workers, after dropping the kids off to school (or picking them up), for an appointment, for lunchtime, in the evening, on the weekend or even overnight. With all this in mind we all tend to have a car park we 'usually' go to and more often than not a specific area within the particular car park we feel comfortable using and head for intuitively.

Parking becomes a habit, regardless of all the contributing factors, and if we want people to use new or under-utilized car parks instead of where they 'usually' go then changes need to be significant rather than incremental. By default people are inherently looking for convenience and will usually prefer to go to a central location closest to the area they intend to visit or work- and for people with mobility issues (blue-badge holders) this may be out of necessity. If you combine this initial impulse for everyone wanting to be in the same location, with the fact that people also value the availability of spaces, the only way to accomplish that is by the use of tariffs and enforcement to ensure a churn of vehicles throughout the day.

### External Studies

There are a number of national studies which all conclude that parking is a complex issue and each place needs to consider its own individual circumstances, which may change over time, in developing its solutions. The most recent study commissioned by the Welsh Government focussed on the effect pricing had on town centre footfall in a wide variety of towns. This included the effect on towns during redevelopment, such as Newport, where it concluded that an element of free parking did help maintain footfall throughout the period of disruption.

### References:

1. ***Assessing the Impact of Car Parking Charges on Town Centre Footfall*** by the Minister for Economy, Science and Transport prepared for the Welsh Government 2015.
2. ***In-Town Parking: What Works*** by the Association of Town & City Managers 2014.
3. ***Re-Think: Parking on the High Street*** by the British Parking Authority 2013.





## Appendix D

### Principal Aims

- To provide an increased availability of managed FREE customer parking to help maintain existing town centre businesses during the forthcoming year(s) of major disruption as sites are redeveloped.
- To increase the churn on the Flat Iron car park to maximise capacity on our primary car park and to re-designate it as the Market Walk car park to distinguish it from other short stay car parks.
- To create a tariff structure that will encourage visitors to make better use of new and currently under-utilised car parks by making them financially more attractive.

### Availability of Spaces

The availability of car parking was considered in the 2013 Town Centre Masterplan and at that time there were approximately 1408 publically available parking space provision in the various long and short stay car parks. A survey carried out in November 2012 and January 2013 suggested there was 49% spare capacity in the current parking stock at the time.

The 2013 masterplan report recommended the re-development, and consequential loss of parking, on:

- Fleet Street Long Stay 164 spaces
  - Fleet Street Short Stay 56 spaces
  - West Street short stay 117 spaces
  - St Mary's short stay 44 spaces
- 381 spaces in total (27% of stock)**

Chorley Council rejected these recommendations apart from the development on Fleet Street long stay as it would imminently be replaced by a nearby ASDA store with an additional 450 spaces available for the public.

Since the 2013 masterplan report town centre car parking capacity has altered due to the following schemes:

- Oct 2013 Re-opening Market Street to provide 26 free for 30 minute on-street bays
  - Oct 2013 Fleet Street long stay coach parking lost 54 car spaces for 8 coach bays
  - Oct 2014 ASDA car park 450 new spaces free for 3 hours
  - Jun 2014 Fleet Street short stay expansion 69 new spaces (including 12 free for 30 minute bays)
  - Mar 2015 Market St/Cunliffe St on-street 10 additional free for 1 hour bays
  - Dec 2015 High Street free short stay car park 19 spaces
- NET GAIN 520 spaces**

Currently (excluding market day) there are 2001 spaces available to use but a survey carried out by Curtins transport planning consultants in 2015 suggests only a 65% utilisation of spaces across the week. Post development, i.e. additional visitors drawn by the improved offer, it is suggested that this may still only reach 85% utilisation which would suggest an overall town centre requirement of at least 1701 spaces.

The table below shows the current town centre car parking space provision across the town centre either within council ownership or available to the public through private operation (non-exclusive to the business).



**Appendix D**

<b>2013 Car Park Capacity</b>						
Name	Standard	Disabled	Parent/child	30 mins only	Short/Long Stay	Total capacity
Flat Iron	363	19	2	0	Short Stay	384
Portland St	85	5	0	0	Short Stay	90
Hollinshead Street	54	0	0	0	Weekend only	54
Friday Street	163	0	0	0	Long Stay	163
Total within 200 metres of Market Walk						<b>691</b>
Friday Street North	66	0	0	0	Long Stay	66
Water Street	67	4	0	0	Long Stay	71
Station Car Park	98	2	0	0	Long Stay	100
Farrington Street	49	2	0	0	Long Stay	51
St Mary's	42	2	0	0	Short Stay	44
Queens Road	92	3	0	0	Long Stay	95
West Street	103	5	2	0	Short Stay	110
Total within 500 metres of Market Walk						<b>1228</b>
Fleet Street Short	54	2	0	0	Short Stay	56
Fleet Street Long	158	6	0	0	Long Stay	164
George Street	33	0	0	0	Long Stay	33
<b>Total capacity 2013</b>						<b>1481</b>
<b>Changes Made Since 2013</b>						
Market Street	0	2	0	24	On Street	26
Fleet Street Long	-54	0	0	0	Long Stay	-54
Market St / Cunliffe Street	10	0	0	0	On Street	10
Fleet Street Short	50	5	2	12	Short Stay	69
ASDA	405	21	24	0	Long Stay	450
High Street	18	1	0	0	Short Stay	19
<b>Net Gain</b>						<b>520</b>
<b>Proposed Car Park Capacity 2018</b>						
Name	Standard	Disabled	Parent/child	30 mins only	Short/Long Stay	Total capacity
Flat Iron	166	12	6	0	Short Stay	184
Portland St	96	5	0	0	Short Stay	101
Hollinshead Street^	125	8	0	0	Short Stay	133
High Street^	88	9	0	0	Short Stay	97
Friday Street	163	0	0	0	Long Stay	163
Total within 200 metres of Market Walk						<b>678</b>
Friday Street North	Reallocated as Development Site					
Water Street	67	4	0	0	Long Stay	71
Station Car Park	98	2	0	0	Long Stay	100
Apex House	60	0	0	0	Council Staff Only	60
Farrington Street	49	2	0	0	Long Stay	51
St Mary's	42	2	0	0	Short Stay	44
Queens Road^	98	4	0	0	Long Stay	102
West Street	103	5	2	0	Short Stay	110
Total within 500 metres of Market Walk						<b>1216</b>
Fleet Street Short^^	47	2	0	0	Short Stay	49
Fleet Street Long	55	3	0	0	Long Stay	58
Fleet Street Long	Replaced by Extra Care Housing Scheme					
George Street	33	0	0	0	Long Stay	33
Market Street	0	2	0	24	On Street	26
Market St / Cunliffe Street	10	0	0	0	On Street	10
ASDA	405	21	24	0	Long Stay	450
<b>Total parking capacity</b>						<b>1842</b>
^Anticipated quantity (subject to design)						
^^Car park split to accommodate some Long Stay parking & 18 allocated spaces for Runshaw college						
<b>Net difference since 2013</b>						<b>361</b>



## Appendix D

Once all the sites have been redeveloped, as currently proposed, it is envisaged that approximately 1842 spaces will be available exceeding the suggested quantity by 8% to guarantee future needs are met. However, more important than the total number of spaces available, is the location of the spaces relative to where people want to be and the proposed new car parks in Hollinshead Street and High Street will provide ~230 new spaces in close proximity to the lost 187 on the Flat Iron car park.

The loss of long stay parking spaces on Fleet Street will be catered for by subdividing the currently under-utilised Fleet Street short stay car park to provide 58 long stay spaces and 49 short stay spaces. The existing “free for 30 minutes spaces” will be removed as it becomes free for the first hour for everyone.

### Other options

The availability of new sites suitable for surface parking within close proximity to the town centre is very limited and would be dependent on the demolition of existing buildings on the proposed sites mentioned above. An alternative which has been considered is the creation of decked/multi-storey parking on an existing car park site but suitable site configuration to encompass the access ramps required means many sites are unsuitable. The only viable site for such an option would be Friday Street which could potentially provide ~330 spaces (1 level) in place of the current 229 spaces or ~500 spaces over 3 levels. This location would also make an ideal location for people using the Chorley Railway Station who’s own car park is filled early by daily commuters.

### Local Plan

The Chorley Local Plan 2015 states that locations that are considered to be more sustainable and well served by public transport may be considered appropriate for lower levels of provision.

Policy ST4 provides that factors to consider when deciding how much parking to provide should include:

- a. The distance to and quality of bus stops, the frequency of services, quality of footways and lighting to stops, and the distance to the nearest interchange;
- b. The number of train stations within 1,200m walking distance, quality of station, and frequency of services; and
- c. Evidence of local parking congestion.

The availability of car parking has a major influence on the choice of means of transport. The Council supports and encourages measures to reduce car journeys in conjunction with the availability of other modes of transport including public transport, walking and cycling.

The above points have been considered in the strategy and our wider town centre plans, in addition to the Market Walk development, are intended to increase the number of visitors to the town centre by all modes of transport. The previous survey only considered the impact of Market Walk extension and not the new public realm and improved markets which are also proposed to increase visitor numbers. By relocating the Flat Iron market to be more central in the town it is hoped that parking distribution will also be more evenly distributed onto the currently underutilised locations on market days. However, it is still felt that the primary users of the new development will largely be from vehicle dependent demographics and future capacity needs should be addressed alongside the current proposals whilst the opportunity exists within the 2016 Masterplan document.



## Appendix D

### Location

Accessibility and pedestrian movement for the car parks are dealt with in more detail within the Public Realm Proposals 2016. The majority of car park provision is to the north west side of the town centre primarily accessed from the Shepherds Way bypass (A6). There are several car parks to the east of Market Street anchored by ASDA in the south which are primarily accessed from B5251 (Pall Mall) and A581 (St Thomas Road). Due to the nature of approach the east car parks should be promoted to local residents whereas the north west car parks are more appropriate for regional visitors, unfamiliar with local geography.

### Designation of car parks

#### Market Walk car park

1. Flat Iron car park becomes a maximum 2 hour car park and branded as Market Walk to distinguish it from other short stay car parks and identify it as a premium destination.
  - 4x Dual ticket machines installed to enable re-imburement from Booths.

#### Shoppers Short Stay car park

1. Portland Street remains a short stay but also described as a Cinema/Leisure car park.
  - 2x Dual ticket machines relocated from Flat Iron to enable re-imburement from Reel.
2. Hollinshead Street becomes a Shoppers Short Stay car park instead of a staff car park.
3. High Street becomes a Shoppers Short Stay car park.
4. St Mary's remains a Shoppers Short Stay car park.
5. West Street remains a Shoppers Short Stay car park.
6. Fleet Street Short Stay is divided with half becoming Long Stay and existing 30 minute free parking bays removed.

#### Long Stay car parks

1. Friday Street remains a Long Stay car park.
2. Water Street remains a Long Stay car park.
3. Farrington Street remains a Long Stay car park.
4. Queens Road remains a Long Stay car park.
5. Fleet Street Short Stay is divided with the half near Fleet Street itself becoming Long Stay spaces.
6. George Street remains a Long Stay car park [\[allocated for potential future redevelopment/leasing\]](#)

#### Closed for redevelopment

1. Fleet Street Long Stay is closed for redevelopment.
2. Friday Street North is closed for redevelopment.

### Tariffs

The current car park tariffs were introduced in October 2012 and have not changed since. They have been successful in so much as parking in Chorley town centre is no longer considered to be expensive in comparison to its neighbouring towns, however usage has remained constant so revenue decreased correspondingly.



## Appendix D

### Summary of Proposed Changes

1. Introduce an initial 1 hour free parking on Short Stay car parks and 3 hours on Long Stay car parks
  - By the introduction of parking discs / yellow button to show time of arrival
2. Reduce the maximum stay period on the Flat Iron car park to 2 hours for all users (inc. Blue Badge)
  - Including weekend by use of a yellow button showing time of arrival
3. Other than the free period, only 1 tariff option is available; either:
  - £1 for up to 3 hours (maximum) on the short stay [same as existing]
  - £1 for up to 4 hours on the long stay [40p less than existing]
  - £3.50 for over 4 hours (all day) on the long stay [same as existing]

### Proposed Tariff Structure

#### a. Market Walk (Flat Iron):

Up to	Existing Charge	New Charge
1 hour	50p	50p
2 hour (max stay)	£1.00	£1.00
3 hours	£2.00	Not Available
4 hours	£4.00	Not Available

#### b. Shoppers Short Stay:

Up to	Existing Charge	New Charge
1 hour	50p	<b>FREE</b>
2 hour	80p	Not Available
3 hours (max stay)	£1.00	£1.00
4 hours	£2.00	Not Available

#### c. Long Stay:

Up to	Existing Charge	New Charge
3 hours	£1.00	<b>FREE</b>
4 hours	£1.40	£1.00
All Day	£3.50	£3.50

**Note:** The free parking incentives are being proposed in response to concerns that the amount of development occurring, in a relatively short period of time, across several areas of the town centre will deter people from coming to Chorley. As such it will be reviewed after the completion of the Market Walk extension scheme (expected late 2018) in respect to where other schemes are up to in their delivery and any potential for continued impact.

The existing low rate tariff of 50p per hour (up to a maximum of 2 hours) will apply to the Market Walk (Flat Iron) car park although the fees can be refunded to customers of Booths (or any new Market Walk tenant) under their current arrangement - which is made available at their sole discretion. Dual ticketing machines will be installed at three car parks (Market Walk, Portland Street and Hollinshead Street) to facilitate retailers / leisure operators will this refund option.



## Appendix D

**Shoppers Short Stay** car parks will allow for an initial hour's free parking but any longer would be £1 for up to 3 hours maximum stay. A 3hr limit will enable a 3x churn per space in a 9hr day (8am to 5pm).

**Long Stay** car parks will allow free parking up to 3 hours, £1 for up to 4 hours and anything over 4 hours will be considered all-day parking at £3.50, as it currently is.

### Tariff Periods

- All car parks are to remain enforceable from 8am to 5pm Monday to Friday and until 1pm Saturday.
- Car parks will remain free after 1pm on Saturday and all day on Sunday but maximum stay periods will be introduced to the Market Walk (Flat Iron) car park to ensure churn is maintained at the weekend.
- Bank Holidays will remain free but maximum stay periods will apply to the Market Walk (Flat Iron) car park.
- Other conditions such as no-return periods and non-transferability will remain on all car parks.

### Blue Badge Holders

A large proportion of parking provision on the Flat Iron car park is regularly occupied by Blue Badge holders who currently enjoy up to 4 hours free in any space. It is proposed that free parking for Blue Badge holders is continued but will be restricted to 2 hours maximum stay on the Market Walk (Flat Iron) car park only. All other car parks will remain unchanged with 4 hours free parking in any bay. A disc showing time of arrival must be displayed alongside a valid badge.

The exemptions for Blue Badge parking will be reconsidered at each future tariff review.

### Free Parking

Parking will be free to many users who would be able to stay for up to 1 hour on a short stay car park or up to 3 hours on a long stay car park on any mid-week day. On a Saturday all-day parking would effectively be free after 10am on a long stay and free after 12 noon on short stay when taking account of the initial free parking period, excepting the Market Walk (Flat Iron) which would still have a maximum stay of 2 hours free parking. On Sundays and Bank Holidays all car parks would be free all day, excepting the Market Walk (Flat Iron) which would still have a maximum stay of 2 hours free parking.

### Enforcement

To enable effective enforcement of the initial free parking period we would need to introduce a system to prove time of arrival ("free" period commencement). It is proposed that a disc parking system is used for this on all car parks except Market Walk (Flat Iron) where a ticket showing vehicle registration and time of arrival can be produced through re-programming the existing equipment to issue a ticket, without a fee, for the weekends.

### Distribution of Discs

We would initially prioritise distributing parking discs to local residents as part of a marketing drive to bring residents into the town centre throughout the redevelopment period. After the initial distribution discs can be made available at a number of locations such as the Civic Office, key businesses and via dispensers.

This would be achieved by distributing ~70,000 discs to:

- 50,000 households with their waste bin collection
- 10,000 for local businesses to distribute to their customers
- 10,000 through dispensers where visitors to the town centre can obtain them





## Appendix D

The tariffs are such that the worst case scenario of anyone without a disc on arrival (primarily out of town visitors) is that it would cost them £1 to park for 3 hours in short stay or 4 hours in long stay car parks.

### Timing of Tariffs changes

It is proposed that Hollinshead Street staff car park is changed in December 2016 with the remainder changing in April 2017 as part of the annual budget setting process.

### Costs to Change Tariffs

Legal adverts – £500-£1000 each (multiple changes can go at one time)

Tariff boards – Approximately £50 each (depends on number of sections being changed)

P&D machines – Approximately £500 each (depending on model and number of changes required)

Parking Discs - ~£10k for 70,000 customised discs (these could be sponsored)

We currently have 23 machines/tariff boards so a budget of approximately £12,000 would be required to make the changes plus the cost of parking discs (variable). [Excludes any new machines required.](#)

(Approximately £5,000 would also be required to upgrade all Pay & Display machines to accept the new £1 coin being introduced in March 2017 and the some of the costs for implementing tariff changes could be saved by the engineer doing the work at the same time.)

## Costs/Revenue

### Current Running Costs

Rates	£183k
Utilities	£ 13k
Enforcement	£ 70k
P&D maint.	£ 14k
<b>TOTAL</b>	<b>£280k</b> (plus maintenance & gritting)

### Previous Revenues

Since the last tariff change parking revenue initially took a significant drop of £83k followed by £63k but for the last 3 years has remained constant at just over £700k per annum.

#### **OLD TARIFFS**

11/12 ticket sales	£729k
permit sales	£ 38k
pcn revenue	£ 82k (issued 3600)
<b>TOTAL</b>	<b>£849k</b>

**Appendix D****CURRENT TARIFFS**

12/13	ticket sales	£648k	14/15	ticket sales	£590k
	permit sales	£ 45k		permit sales	£ 38k
	pcn revenue	£ 79k (issued 3070)		pcn revenue	£ 75k (issued 3479)
	<b>TOTAL</b>	<b>£766k</b>		<b>TOTAL</b>	<b>£703k</b>
13/14	ticket sales	£596k	15/16	ticket sales	£586k
	permit sales	£ 36k		permit sales	£ 36k
	pcn revenue	£ 71k (issued 3343)		pcn revenue	£ 79k (issued 3216)
	<b>TOTAL</b>	<b>£703k</b>		<b>TOTAL</b>	<b>£701k</b>

**Annual Permit revenue**

Currently annual permits are £250+vat = £300

There are currently 80 permit holders (excluding staff) generating ~£20,000 per annum. It is expected that this number will continue with all-day parking tariffs remaining the same. Rail users are more likely to use the station car park first with a lower all-day tariff of £2 although our long term permits work out slightly cheaper.

It is proposed that new Mi-Permit periods are offered on long stay car parks to assist town centre workers; i.e. introduce weekly and monthly permits made available with the new web/app technology.

**Future Revenues**

There may be a decline in car park usage during the redevelopment period, which the free provision would aim to counter but, once completed, the town centre should be more resilient to future increased charges/less free parking provision. Whilst there is a small decline in total stock numbers the location and quality of new stock should attract a higher occupancy rate and therefore attract more revenue in the future.

**Predicted Revenues for Chargeable Stock 2017-18**

<b>Location</b>	<b>Capacity</b>		<b>revenue</b>	<b>per</b>	<b>revenue</b>
	<b>Now</b>	<b>New</b>	<b>15/16</b>	<b>space</b>	<b>projected</b>
Flat Iron S/S	371		£296,569	£799	
<b>New</b> Flat Iron S/S		184		£800	£147,000

***SHORT STAY***

Portland Street S/S	101	101	£ 34,382	£340	£ 35,000
Hollinshead Street *Sat	54*		£ 1,079	£ 20	
<b>New</b> Hollinshead St S/S		133		£500	£ 66,000
High Street free	19		£0	£0	
<b>New</b> High Street S/S		~100		£400	£ 40,000 (^in 2018)
St Mary's S/S	44	44	£ 36,779	£836	£ 23,800
West Street S/S	110	110	£ 63,403	£576	£ 40,000
Fleet Street S/S	125		£ 33,759	£270	
Fleet Street S/S		49		£270	£ 23,300





## Appendix D

### LONG STAY

Friday Street L/S	229		£ 42,621	£186	
<b>New</b> Friday Street L/S	163			£150	£ 24,500
Water Street L/S	71	71	£ 5,226	£ 75	£ 5,000
Farrington Street L/S	51	51	£ 13,936	£273	£ 7,500
Queens Road L/S	95		£ 25,924	£273	
<b>New</b> Queens Rd L/S	102			£150	£ 16,200
Fleet Street L/S	115		£ 22,407	£195	
<b>New</b> Fleet St L/S	58			£150	£ 8,700
George Street L/S	33	33	£ 2,595	£ 78	£ 1,000
<b>CURRENT TOTAL</b>	<b>1418</b>		<b>£578,680</b>	<b>£408</b>	
<b>PROPOSED TOTAL</b>	<b>1199</b>			<b>~£365</b>	<b>£398,000 + ^£40k</b>

The net effect of these proposals is hard to judge with so many variables in how we affect people’s habits and also the general disruption of construction encountered at the same time. The estimates above would suggest a potential drop in revenue overall of around £180k per annum with £150k coming from the reduction in size of the Flat Iron car park and the displaced vehicles qualifying for free parking elsewhere – initially at least. Once the Civic Square (High Street car park) comes on stream it will potentially contribute an extra ~£40k per annum.

### Payment Methods

All Chorley car parks currently operate cash only pay & display machines. The Flat Iron machines are dual ticketing to enable retailer tariff refunds and it is proposed to install the same machines in Portland Street and Hollinshead Street car parks as part of the Market Walk extension development.

Whilst there are options for new machines to enable card payment the on costs are not considered viable for such low tariffs that we propose and other payment options would be more cost effective based on our existing technology. By keeping a simple fee structure the lack of card payment is not considered a high factor for not choosing to park in Chorley. The initial free period available on all car parks (except Flat Iron) would allow time for change to be sought before a ticket may be required.

#### Pay-by-Phone (App & Web)

An increasingly more common alternative payment method is to pay-by-phone. These are effectively virtual parking permits (operated similarly to Mi-Permit from an enforcement perspective) whereby the customer has an account enabling them to pay for tickets remotely and receive reminders at expiry time. The desktop version also allows for the management of season tickets and is an alternative to the existing Mi-Permit we can explore.

There is a small initial cost to the authority for signage but ongoing costs are largely borne by the customer as an additional charge (set by the operator) on the tariff, although the authority would be recharged any merchant banking fees (this would vary depending on usage but only a few pence per online transaction).

- Convenience Charge (per transaction) 10p
- Optional SMS confirmation 10p
- Optional SMS reminder 10p



## Appendix D

Our current Civil Enforcement Officer (CEO) hand-held equipment is not compatible with pay-by-phone systems however new equipment, for the new car park management contract commencing in October 2016, with sim card capability has now been ordered. Once tariffs are in place this additional payment method can be introduced at a later date.

Ribble Valley Council has been trialling a Ring-Go system (also used by Northern at their stations) for the Lancashire Parking Group, of which Chorley is a member, and has reported back success in its acceptance and ease of use.

### Pay-on-Foot

This type of parking is undeliverable due to the configuration of our car parks as it lends itself to multi-storey situation. To implement on ground level car parks would lead to a significant reduction in spaces whilst also requiring a permanently manned office to resolve any issues at the barrier / pay centre.

### Cinema parking (Portland Street)

There is also the unknown impact of reimbursement of Portland Street parking for the cinema, which would be £1 for 3 hours until 5pm mid-week and Saturday morning until 12 noon. As such times are not peak viewing outside of school holidays the impact is expected to be minimal and more than offset by extra demand the cinema itself will generate and customers who don't claim refunds. Anyone wanting to spend more than 3 hours in the town centre mid-week would require a long stay car park ticket (£1 for 4hrs).

## Other Considerations

### Council Staff Parking

Designated council staff parking will be provided on the former Apex House site off Arley Street. This will free up the existing Hollinshead Street car park for public use every day instead of just Saturday. Any council staff needing to pick-up/drop-off at the Union Street offices throughout the day will have 1 hour free parking available (not reserved) to them on the new larger Hollinshead Street short stay car park. Council employees who currently enjoy the use of Hollinshead Street staff car park based on a service need will be expected to use Arley Street staff parking facility provided.

External employees based at Union Street will have to purchase a Mi-Permit and not be entitled to use Arley Street staff parking.

The current Mi-Permit system for all other Council employees will continue in its current format, however, the Market Walk (Flat Iron) car park will be excluded from Mi-Permit for all users at all times.

### Market Traders Parking

The current provision on Friday Street (north) for Market traders van parking will be lost to redevelopment and lower Water Street car park will be offered as a replacement on each Tuesday. Traders in cars can continue to use Friday Street long stay car park without changing their existing arrangement to pay £1 all day alongside a traders permit.



## Appendix D

### Electric Vehicles

We currently have 2 designated spaces for electric vehicles on the Flat Iron car park whereby the electric is free to charge as long as the vehicle is parked with a valid pay & display ticket. The use of these spaces has increased since their introduction and it is envisaged that their demand would only increase in the future with increasing number of vehicles available with this technology. It is proposed that the two existing positions are replaced and increased in number during the upcoming redevelopment on the Flat Iron and the situation reviewed annually to determine which other car parks may be appropriate for introducing such technology.

### Maintenance

Many of our current car parks have either been resurfaced or are due to be resurfaced in 2017 as part of a site development programme.

Flat Iron S/S	2017 new	Friday Street L/S	n/a
Portland Street S/S	2014 resurfaced	Water Street L/S	n/a
Hollinshead St S/S	2017 new	Farrington Street L/S	2015 significant repair
High Street free	2016 new	Queens Rd L/S	2016 new
High Street S/S	2017/18	Fleet St L/S & S/S	2014 resurfaced part
St Mary's S/S	n/a	George Street L/S	n/a
West Street S/S	2016 significant repair		

The council has a commitment to improve access points to the town centre which includes investment in the car parks such as surfacing, lighting, pavements and CCTV equipment. By 2018 66% of the parking capacity will be accommodated on facilities resurfaced within the last 4 years including 96% of short stay shoppers parking.

### Coach Parking

The existing coach parking bays in Fleet Street long stay will be lost during redevelopment and plans are in place to designate the on street bay on George Street (by the masonic hall) as coach/bus only on Tuesdays when we have a capacity issue due to visitors coming to the markets. This will also ensure that group travel visitors will be encouraged to walk the length of the town centre and pass a wide variety of retailers after initially disembarking at the bus station upon arrival.

### On Street Parking

The existing town centre on-street parking provision has 146 standard bays and 28 disabled bays and it is enforced by NSL on behalf of Lancashire County Council. Further details on proposed changes to on-street parking provision can be found within the 2016 Public Realm & Masterplan Report.



## **PROPOSED SCHEDULE OF CHANGES**

1. Make Hollinshead Street staff car park available to the public by December 2016
2. Re-designate Fleet Street Short Stay to Long Stay (in preparation for Fleet Street Long Stay closing) by April 2017
3. Re-designate High Street car park as Short Stay by April 2017
4. Implement new tariffs from April 2017 except Flat Iron
5. Close Fleet Street Long Stay in March/April 2017
6. Extend Hollinshead Street car park beginning April 2017
7. Close Friday Street (north) lorry park in Autumn 2017 once Hollinshead St car park fully opens
8. Relocate Flat Iron Market to Fazakerley Street / pedestrian areas from April 2017
9. Implement new Flat Iron tariffs summer 2017 once works are complete
10. Close Flat Iron (Iceland side) for construction works April 2017 for 18 months
11. Extend High Street car park end 2017/early 2018 (Gala Bingo site)
12. Review car park provision and tariffs post development Autumn 2018

Some short term parking arrangements may be required during the period of change if delays in delivering new car parking spaces occur.

These include:

- Relocating town hall staff parking to Queens Road from Farrington Street/Mealhouse Lane
- Acquiring short term use of other parking sites such as Sumner House, Swan with 2 Necks and Gala Bingo sites
- Constructing temporary decked parking on Friday Street car park

### **Conclusion**

At this moment in time Chorley Town Centre is more likely to be considered to be a convenience town rather than a destination town where people want to dwell and socialise. The proposals for public realm improvements and town centre site developments may change this perception over time, however studies in Newport, for example, have shown that parking tariff concessions during periods of redevelopment can help retain footfall. The proposed initial free parking periods will positively impact on the sustainability of existing business in the town centre during the period of redevelopment and encourage Chorley residents to continue using the town centre for their needs.

Lots of spaces in the wrong place don't work in the same way that free parking in a place nobody wants to visit doesn't. However, people are willing to pay to park if it is proportional to the purpose of their visit i.e. If you just need to pop in to pick something up of low value (convenience) you are more likely to do so if parking was free compared to someone on a shopping trip to several stores who is prepared to pay a 'reasonable' amount. The proposed new car park spaces being created are as close in proximity to the existing Flat Iron site as possible and, in the long term, will prove to be a suitable alternative to those being lost to the new development.

Town centre footfall is more dynamic now than ever before and with such significant changes being proposed for Chorley the parking strategy should be refreshed on a frequent basis to reflect the situation at that time.



## APPENDIX 1

### Neighbouring Towns

The current tariffs are already very competitive with neighbouring towns although larger towns can often command higher rates as people are prepared to pay more for bigger high street stores and restaurants. Having said that Blackburn and Bolton are two large towns which do offer free parking in all council car parks at weekends only. The proposed tariffs offering additional free parking at any time is something that none of our neighbouring large towns are doing but nearby out of town developments do such as Botany Bay, Middlebrook and the Capital Centre.

### Wigan car park charges

- Up to 1 hour - £1.10
- 1 to 2 hours - £1.90
- 2 to 3 hours - £2.70
- 3 to 4 hours - £3.70
- 4 to 5 hours - £5.00
- 5 to 6 hours - £6.00
- Over 6 hours - £8.00
- Sunday - £1.70

### Leigh Pay & Display car park charges

- Up to 1 hour - 60p
- 1 to 2 hours - £1.10
- 2 to 3 hours - £1.60
- 3 to 4 hours - £2.60
- 4 to 6 hours - £3.60
- Over 6 hours - £5.00

Blue Badge parking on surface car parks is not free but on purchase of the relevant tariff there will be a concession of 2 hours additional free parking

### Preston Market Hall car park

- Up to 1 hour £1.20
- Up to 2 hours £2.00
- Up to 3 hours £2.50
- Up to 4 hours £3.00
- Up to 12 hours £4.00
- Up to 24 hours £6.00

### Fishergate Shopping Centre Car Park

- Up to 1 hour £1.30
- Up to 2 hours £2.00
- Up to 3 hours £2.50
- Up to 4 hours £3.50
- Up to 5 hours £4.50
- Over 5 hours £7.50

Blue Badge holders can park for up to 3 hours, free in a designated bay only.

### Blackburn The Mall

- Up to 2 hours - £1.50
- 2 - 4 hours - £2.50
- Up to 12 hours - £5.00

Sundays & Bank Holidays - Normal daily parking charges apply

### Blackburn Feilden Street

Monday - Saturday 7am - 11pm

- Up to 1 Hour - £1.00
- Up to 2 Hours - £1.50
- Up to 4 Hours - £2.50
- Up to 8 Hours - £3.70
- Over 8 Hours - £6.00



### Bolton Central - NCP

- 1 hour £1.60
- 1 to 2 hours £3.20
- 2 to 4 hours £4.30
- 4 to 24 hours £8.00
- Sunday £1.30
- Night rate 1800-0800 £1.20

### Bury

- Up to 2 hours - £2.00
- Up to 3 hours - £2.30
- Up to 4 hours - £2.50
- Up to 5 hours - £3.50
- More than 5 hours - £5.00

On Sundays there is a £1 standard charge for all council owned car parks in Bury town centre.

If you have a Blue Badge you can park in a disabled space for free and there is no time limit but if you park in a regular parking space you need to buy a pay and display ticket.

## APPENDIX 2

### Example Parking Disc





Report of	Meeting	Date
Director of Policy and Governance	Special Council	22 November 2016

## GROWTH LANCASHIRE APPOINTMENT TO DIRECTOR ROLE

### PURPOSE OF REPORT

- To advise Councillors of the proposed membership of Growth Lancashire and to appoint the Leader of the Council to the role of Director of that Company as a Council representative.

### RECOMMENDATION(S)

- That the Council resolve to participate in the Growth Lancashire Limited Company.
- That the Leader of the Council be nominated to become a director of the Growth Lancashire Limited Board.

### EXECUTIVE SUMMARY OF REPORT

- Growth Lancashire Limited, previously Regenerate Pennine Lancashire, was formed to promote the delivery of economic, heritage and regenerations strategies in the East of Lancashire. The scope of the area to be covered has recently been extended to the whole of Lancashire.
- The Company Board of Directors is led by private sector business leaders and participating Councils appoint a Councillor to act as their representative of the Board.
- The extension of the footprint of Growth Lancashire's area provides opportunities for the Council to work with other councils and the private sector in a different way and further promote council priorities.

Confidential report Please bold as appropriate	Yes	No

### CORPORATE PRIORITIES

- This report relates to the following Strategic Objectives:

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

### BACKGROUND

- Regenerate Pennine Lancashire was established approximately 10 years ago initially by local authorities in that area to promote the regeneration of that sub-region. Since then it has entered into a joint venture company, now Growth Lancashire Limited with private sector partners who sit on the Board of Directors. The mission of the company is to serve



new and existing businesses to grow job opportunities and skills across the Council. It does this by providing business support and economic development opportunities.

9. This support is provided in 2 ways through the Lancashire Business Growth Fund and Boost Business Lancashire.
10. The Lancashire Business Growth Fund is delivered by the East Lancashire Chamber of Commerce, Growth Lancashire and the North and Western Chamber of Commerce. They have recently secured £8 million from the Regional Growth Fund to stimulate enterprise across the County as a whole by the provision of grants to manufacturing businesses.
11. Boost Business Lancashire is the Lancashire Business Growth Hub led by the Lancashire Local Enterprise Partnership. The purpose is specifically to provide growth advice and support to businesses in Lancashire. From the period July 2013 to November 2015 over 2800 local businesses benefited from the support provided. This included tailored consultancy services, grant assistance or mentoring to support growth.
12. Whilst these services are already available to qualifying businesses in Chorley or locating to the borough, participation in the Growth Lancashire and membership of the Board will provide a more detailed and better understanding of the Companies priorities and will enable Chorley to participate in the setting of strategy.
13. The proposal is that Chorley Council participate in Growth Lancashire for initially the remainder of this municipal year and next year (17/18). The cost for the remainder of this year would be £15,800 (pro rata against other Local Authority contributions). For the year 2017/18 Growth Lancashire are introducing a new funding model which would mean a flat contribution of £15,000 for the whole year.

**IMPLICATIONS OF REPORT**

14. 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		Integrated Impact Assessment required?	
No significant implications in this area		Policy and Communications	

**COMMENTS OF THE STATUTORY FINANCE OFFICER**

15. The costs of participation can be met within existing resources.

**COMMENTS OF THE MONITORING OFFICER**

16. None.

CHRIS SINNOTT  
DIRECTOR OF POLICY AND GOVERNANCE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
CHRIS MOISTER	5160	11 NOVEMBER 2016	





Report of	Meeting	Date
Chief Executive as Returning Officer	Council	22 November 2016

## CHANGE OF POLLING STATION

### PURPOSE OF REPORT

- To report on a suggested change of polling station to Highfield Primary School in the Chorley East Borough Ward.

### RECOMMENDATION(S)

- That approval is given or a decision taken to item 8 below.

### CORPORATE PRIORITIES

- This report relates to the following Strategic Objectives:

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

### BACKGROUND

- In February 2016 we were approached by the Head Teacher of Highfield Primary School Chorley asking if we could seek an alternative venue as a polling station to avoid the school having to close on polling day.
- The school is a polling station in the borough ward of Chorley East.

### PROPOSAL

- In response to the Head Teacher we agreed to explore alternatives but only after the May 2016 elections and the EU Referendum in June 2016.
- Following these dates and after looking for alternatives we identified the Scout Centre building near to the school as a possible suitable polling station venue. After we visited the centre and deemed it to be suitable we then contacted the sitting ward councillors for their views. All indicated that they thought the centre would be a suitable location.
- With the above in mind we are therefore proposing that for future elections we adopt the **Chorley District Scout Centre, Wright Street, Chorley PR6 0SL** as a replacement polling station to Highfield Primary School.

**IMPLICATIONS OF REPORT**

9. 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**

10. There are no financial implications

**COMMENTS OF THE MONITORING OFFICER**

11. The Monitoring Officer has reported no comments.

GARY HALL  
RETURNING OFFICER

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
P. Davies	5131	25/10/2016	



Report of	Meeting	Date
Director of Early Intervention & Support	Council	22 November 2016

## **GAMBLING ACT 2005- STATEMENT OF PRINCIPLES POLICY REVIEW AND CONSULTATION**

### **PURPOSE OF REPORT**

1. To advise Council of the amendments to the Statement of Principles required under the Gambling Act 2005.

### **RECOMMENDATION(S)**

2. That Council approve the reviewed Statement of Principles (Gambling Act 2005).

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

3. It is recommended that Council approve the Statement of Principles in accordance with section 349 of the Gambling Act 2005 to ensure that the Council has a Statement of Principles that meets the statutory requirements of the Gambling Act 2005.

### **EXECUTIVE SUMMARY OF REPORT**

4. Section 349 of the Gambling Act 2005 requires that the Licensing Authority prepare and publish a three year licensing Statement of Principles.
5. This duty also requires a periodic review of the licensing statement on a date prescribed by the secretary of state which is currently every 3 years.
6. Consultation in relation to the proposed changes came to an end on 19 September 2016, it was sent directly to partner agencies, including the responsible authorities. The consultation was also available on the Council's website and the trade have been encouraged to comment.
7. The Licensing Authority received two responses. The final Statement of Principles takes account of these.
8. The revised Statement of Principles was debated at a meeting of the Licensing and Public Safety Committee on 21 September 2016 where members recommended Council approval.
9. Following the meeting of the Licensing and Public Safety Committee on 21 September 2016, the draft policy was re-configured as the draft Policy presented at that Committee had not been properly formatted.
10. Council must approve the Statement of Principles under the Gambling Act 2005. This will provide clarity to licensing customers on the principles to be applied by the Council's Licensing Authority.

- 11. The proposed Statement of Principles is appended at Appendix A.
- 12. The proposed amendments to the Statement of Principles are appended at Appendix B.
- 13. The consultation responses are appended at Appendix C.

<b>Confidential report</b> Please bold as appropriate	Yes	No
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**CORPORATE PRIORITIES**

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

**OTHER CONSIDERATIONS**

- 15. No alternative options are appropriate or relevant due to the statutory requirement to produce the Statement of Principles.

**IMPLICATIONS OF REPORT**

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

Finance		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**

The Gambling Act fees are set independently of the Statement of principles and therefore there are no financial implications in relation to this local policy report.

**COMMENTS OF THE MONITORING OFFICER**

- 17. The duty of the licensing authority to review and publish a statement of principles under Section 349 of the Gambling Act 2005 is referred to in the body of the report.
- 18. Final approval of the statement of principles may only be made by full Council under the Gambling Act 2005.

JAMIE CARSON  
DIRECTOR OF EARLY INTERVENTION

There are no background papers to this report.

<b>Report Author</b>	<b>Ext</b>	<b>Date</b>	<b>Doc ID</b>
Lesley Miller	5299	November 2016	***



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# **Gambling Act 2005**

## **Statement of Principles**

Date of Issue: 23<sup>rd</sup> November 2016 to 22<sup>nd</sup> November 2019



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## Part A

### 1. The Licensing Objectives

In exercising most of their functions under the Gambling Act 2005, licensing authorities must have regard to the licensing objectives as set out in section 1 of the Act. The licensing objectives are:

- Preventing gambling from being a source of crime or disorder, being associated with crime or disorder or being used to support crime;
- Ensuring that gambling is conducted in a fair and open way; and
- Protecting children and other vulnerable persons from being harmed or exploited by gambling

It should be noted that the Gambling Commission has stated: “The requirement in relation to children is explicitly to protect them from being harmed or exploited by gambling”.

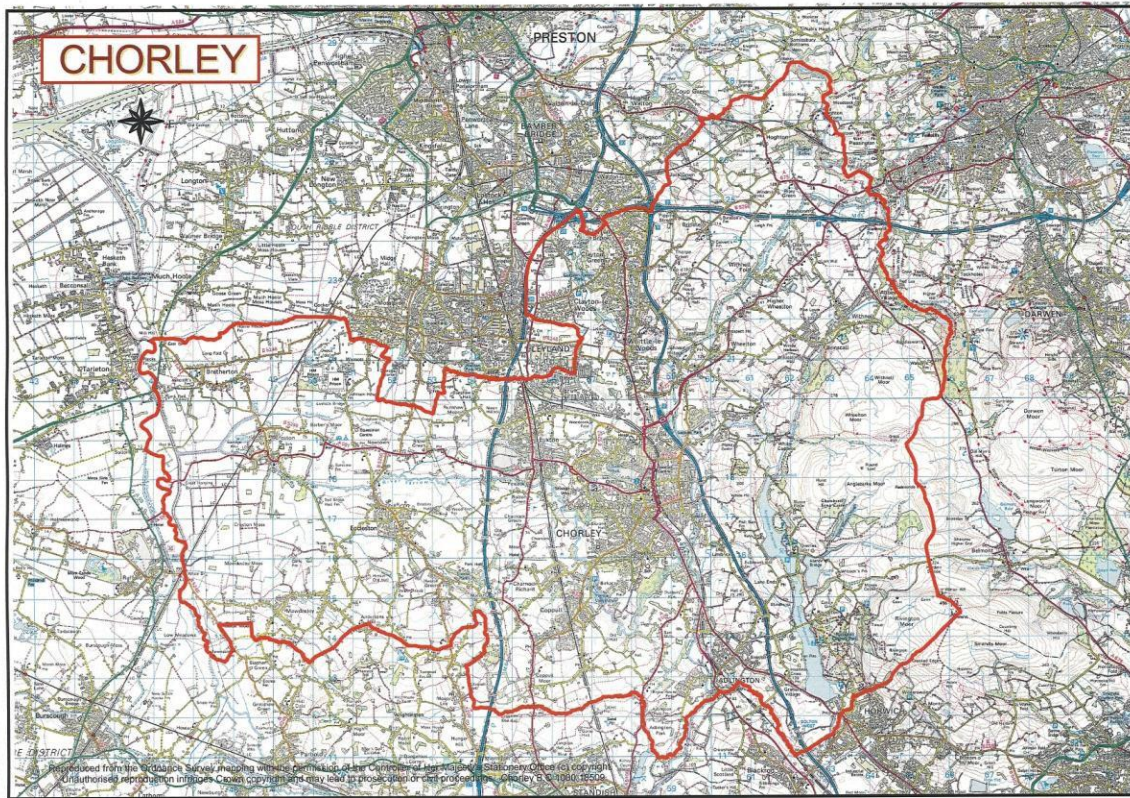
This licensing authority is aware that, as per Section 153, in making decisions about premises licences and temporary use notices it should aim to permit the use of premises for gambling in so far as it thinks it:

- in accordance with any relevant code of practice issued by the Gambling Commission;
- in accordance with any relevant guidance issued by the Gambling Commission;
- Reasonably consistent with the licensing objectives; and
- in accordance with the authority’s statement of licensing policy.

### 2. Introduction

Chorley Council is situated in the County of Lancashire, which contains 12 District Councils and 2 unitary authorities. The Borough has 23 Parish councils and a population of 113,000 (Office of National Statistics 2015), covering an area of 80 square miles.

The Borough is set in attractive countryside between the West Pennine Moors and the Lancashire Plain.



Licensing Authorities are required, by the Gambling Act 2005, to publish a statement of the principles which they propose to apply when exercising their functions. This statement must be published at least every three years. The statement must also be reviewed from “time to time” and any amended parts re-consulted upon. The statement must be then re-published.

Chorley Council consulted widely upon this policy statement before finalising and publishing it. A list of the persons we consulted is provided at Appendix A.

The Gambling Act requires that the following parties are consulted by licensing authorities:

- The Chief Officer of Police;
- One or more persons who appear to the authority to represent the interests of persons carrying on gambling businesses in the authority’s area; and
- One or more persons who appear to the authority to represent the interests of persons who are likely to be affected by the exercise of the authority’s functions under the Gambling Act 2005.

Our consultation took place between 18<sup>th</sup> August 2016 and 19<sup>th</sup> September 2016 and we followed the HM Government Code of Practice on Consultation (published July 2008), which is available at:

<http://www.bis.gov.uk/policies/bre/consultation-guidance>

The full list of comments made and the consideration by the Council of those comments is available by request to:

Director Early Intervention and Support  
Chorley Council  
Civic Offices  
Union Street  
Chorley  
PR7 1AL

Email: [contact@chorley.gov.uk](mailto:contact@chorley.gov.uk)

web: [www.chorley.gov.uk](http://www.chorley.gov.uk)

The policy was approved at a meeting of the Full Council on 22<sup>nd</sup> November 2016 and was published via our website on 10<sup>th</sup> November 2016.

Copies were being available in the One Stop Shop.

Should you have any comments with regard to this policy statement, please send them via e-mail or letter to:

Director Early Intervention and Support  
Chorley Council  
Civic Offices  
Union Street  
Chorley  
PR7 1AL

Email: [contact@chorley.gov.uk](mailto:contact@chorley.gov.uk)

It should be noted that this policy statement will not override the right of any person to make an application, make representations about an application, or apply for a review of a licence, as each will be considered on its own merits and according to the statutory requirements of the Gambling Act 2005.

### **3. Declaration**

In producing the final statement, this licensing authority declares that it has had regard to the licensing objectives of the Gambling Act 2005, the Guidance to Licensing Authorities issued by the Gambling Commission, and any responses from those consulted on the policy statement.

#### 4. Responsible Authorities

We are required by regulations to state the principles we will apply in exercising our powers under Section 157(h) of the Act, to designate, in writing, a body which is competent to advise the authority about the protection of children from harm. The principles are:

- the need for the body to be responsible for an area covering the whole of the licensing authority's area,
- the need for the body to be answerable to democratically elected persons, rather than any particular vested interest group, etc.

In accordance with the suggestion in the Gambling Commission's Guidance to Local Authorities, this authority designates the Local Safeguarding Children Board for this purpose.

The contact details of all the Responsible Bodies under the Gambling Act 2005 are available on the Council's website at: [www.chorley.gov.uk](http://www.chorley.gov.uk)

#### 5. Interested Parties

Interested Parties can make representations about licence applications, or apply for a review of an existing licence. These parties are defined in the Gambling Act 2005 as:

"For the purposes of this Part a person is an interested party in relation to an application for or in respect of a premises licence if, in the opinion of the licensing authority which issues the licences or to which the application is made, the person:

- a) Lives sufficiently close to the premises to be likely to be affected by the authorised activities;
- b) Has business interests that might be affected by the authorised activities; or
- c) Represents persons who satisfy paragraph (a) or (b)".

We are required by regulations to state the principles we will apply in exercising our powers under the Gambling Act 2005 to determine whether a person is an interested party. The principles are:

Each case will be decided upon its own merits. This authority will not apply a rigid rule to its decision making. It will consider the examples of considerations provided in the Gambling Commission's Guidance to Local Authorities. It will also consider the Gambling Commission's Guidance that "has business interests" should be given the widest possible interpretation and include partnerships, charities, faith groups and medical practices.

Interested parties can be persons who are democratically elected such as Councillors and MP's. No specific evidence of being asked to represent an interested person will

be required as long as the Councillor/MP represents the ward likely to be affected. Likewise, parish councils likely to be affected will be considered to be interested parties. Other than these however, this authority will generally require written evidence that a person/body (eg, an advocate/relative) 'represents' someone who either lives sufficiently close to the premises to be likely to be affected by the authorised activities and/or business interests that might be affected by the authorised activities. A letter from one of these persons, requesting the representation is sufficient.

If individuals wish to approach Councillors to ask them to represent their views, then care should be taken that the Councillors are not part of the Licensing Committee dealing with the licence application. If there are any doubts, please contact the Director Early Intervention and Support, Chorley Council, Civic Offices, Union Street, Chorley. PR7 1AL. Telephone: 01257 515151.

## 6. Exchange of Information

Licensing authorities are required to include in their statements, the principles to be applied by the authority in exercising the functions under sections 29 and 30 of the Act with respect to the exchange of information between it and the Gambling Commission, and the functions under Section 350 of the Act with respect to the exchange of information between it and the other persons listed in Schedule 6 to the Act.

The principle that this licensing authority applies is that it will act in accordance with the provisions of the Gambling Act 2005 in its exchange of information, which includes the provision that the Data Protection Act 1998, will not be contravened. This licensing authority will also have regard to any Guidance issued by the Gambling Commission on this matter, as well as any relevant regulations issued by the Secretary of State under the powers provided in the Gambling Act 2005.

The Gambling Commission is legally obliged to maintain certain information in registers, and to make that information available for inspection by the public

**Public registers and registers held as public records:** The Gambling Commission maintains a register of all licensed operators and of individuals who hold a personal licence.

## 7. Enforcement

Licensing authorities are required by regulation under the Gambling Act 2005 to state the principles to be applied by the authority in exercising the functions under Part 15 of the Act, with respect to the inspection of premises; and the powers under Section 346 of the Act to institute criminal proceedings in respect of the offences specified.

This licensing authority's principles are that it will be guided by the Gambling Commission's Guidance to Local Authorities and will endeavour to be:



- **Proportionate:** regulators should only intervene when necessary: remedies should be appropriate to the risk posed, and costs identified and minimised;
- **Accountable:** regulators must be able to justify decisions, and be subject to public scrutiny;
- **Consistent:** rules and standards must be joined up and implemented fairly;
- **Transparent:** regulators should be open, and keep regulations simple and user friendly; and
- **Targeted:** regulation should be focused on the problem, and minimise side effects.

As per the Gambling Commission's Guidance to local authorities, this licensing authority will endeavour to avoid duplication with other regulatory regimes so far as possible.

This licensing authority has adopted and implemented a risk-based inspection programme, based on:

- The licensing objectives;
- Relevant codes of practice;
- Guidance issued by the Gambling Commission, in particular at Part 36; and
- The principles set out in this statement of licensing policy.

The main enforcement and compliance role for this licensing authority in terms of the Gambling Act 2005 is to ensure compliance with the premises licence and other permissions which it authorises. The Gambling Commission is the enforcement body for the operating and personal licences. It is also worth noting that concerns about manufacture, supply or repair of gaming machines are not dealt with by the licensing authority but should be notified to the Gambling Commission.

This licensing authority also keeps itself informed of developments with regard to the Department of Business, Innovation and Skills in its consideration of the regulatory functions of local authorities.

Bearing in mind the principle of transparency, this licensing authority's enforcement/compliance protocols/written agreements are available upon request to the Director Early Intervention and Support, Chorley Council, Civic Offices, Union Street, Chorley PR7 1AL or via the website at [www.chorley.gov.uk](http://www.chorley.gov.uk).

The Council will take account of the Gambling Commission's guidance document issued in September 2015 (or any subsequent amendments) 'Approach to Test Purchasing' when considering making test purchases at gambling premises. The Council will also follow its own policies and procedures regarding the use of underage test purchasers.

Where there is a Primary Authority scheme in place, the Council will seek guidance from the Primary Authority before taking any enforcement action. Further information, including an index of all Primary Authority arrangements can be found at: <https://primaryauthorityregister.info/par/index.php/home>.

## 8. Licensing authority functions

Licensing Authorities are required under the Act to:

- Be responsible for the licensing of premises where gambling activities are to take place by issuing Premises Licences;
- Issue Provisional Statements;
- Regulate members' clubs and miners' welfare institutes who wish to undertake certain gaming activities via issuing Club Gaming Permits and/or Club Machine Permits;
- Issue Club Machine Permits to Commercial Clubs;
- Grant permits for the use of certain lower stake gaming machines at unlicensed Family Entertainment Centres;
- Receive notifications from alcohol licensed premises (under the Licensing Act 2003) for the use of two or fewer gaming machines;
- Issue Licensed Premises Gaming Machine Permits for premises licensed to sell/supply alcohol for consumption on the licensed premises, under the Licensing Act 2003, where there are more than two machines;
- Register small society lotteries below prescribed thresholds;
- Issue Prize Gaming Permits;
- Receive and endorse Temporary Use Notices;
- Receive Occasional Use Notices;
- Provide information to the Gambling Commission regarding details of licences issued (see section above on 'information exchange'); and
- Maintain registers of the permits and licences that are issued under these functions.

It should be noted that local licensing authorities will not be involved in licensing remote gambling at all. This is regulated by the Gambling Commission via operating licences.

## Part B

### Premises Licences: Consideration of Applications

#### 1. General Principles

Premises Licences are subject to the requirements set-out in the Gambling Act 2005 and regulations, as well as specific mandatory and default conditions which are detailed in regulations issued by the Secretary of State. Licensing Authorities are able to exclude default conditions and also attach others, where it is believed to be appropriate.

##### 1a. Decision Making

This licensing authority is aware that in making decisions about premises licences, it should aim to permit the use of premises for gambling in so far as it thinks it:

- in accordance with any relevant code of practice issued by the Gambling Commission;
- in accordance with any relevant guidance issued by the Gambling Commission;
- reasonably consistent with the licensing objectives; and
- in accordance with the authority's statement of licensing policy.

It is appreciated that as per the Gambling Commission's Guidance to Licensing Authorities "moral objections to gambling are not a valid reason to reject applications for premises licences" and also that unmet demand is not a criterion for a licensing authority.

The Licence Conditions and Code of Practice (LCCP) issued by the Gambling Commission places further onus on premises to complete a risk assessment based on code 8, the social responsibility code which came into force on 6 April 2016. The council will have regard to this code when considering applications.

##### 1b. Definition of "premises"

Premises is defined in the Act as including "any place". Section 152 therefore prevents more than one premises licence applying to any place. But a single building could be subject to more than one premises licence, provided they are for different parts of the building and the different parts of the building can be reasonably regarded as being different premises. This approach has been taken to allow large, multiple unit premises such as a pleasure park, pier, track or shopping mall to obtain discrete premises licences, where appropriate safeguards are in place. However, licensing authorities



should pay particular attention if there are issues about sub-divisions of a single building or plot and should ensure that mandatory conditions relating to access between premises are observed.

The Gambling Commission stated in its Guidance to Licensing Authorities that: “In most cases the expectation is that a single building/plot will be the subject of an application for a licence, for example, 16 High Street. But, that does not mean that 16 High Street cannot be the subject of separate premises licence for the basement and ground floor, if they are configured acceptably. Whether different parts of a building can properly be regarded as being separate premises will depend on the circumstances. The location of the premises will clearly be an important consideration and the suitability of the division is likely to be a matter for discussion between the operator and the licensing officer. However, the Commission does not consider that areas of a building that are artificially or temporarily separated, for example by ropes or moveable partitions, can properly be regarded as different premises.

This licensing authority takes particular note of the Gambling Commission’s Guidance to Licensing Authorities which states that: “licensing authorities should take particular care in considering applications for multiple licences for a building and those relating to a discrete part of a building used for other (non-gambling) purposes. In particular they should be aware of the following:

- The third licensing objective seeks to protect children from being harmed by gambling. In practice that means not only preventing them from taking part in gambling, but also preventing them from being in close proximity to gambling. Therefore premises should be configured so that children are not invited to participate in, have accidental access to or closely observe gambling where they are prohibited from participating;
- Entrances to and exits from parts of a building covered by one or more premises licences should be separate and identifiable so that the separation of different premises is not compromised and people do not “drift” into a gambling area. In this context it should normally be possible to access the premises without going through another licensed premises or premises with a permit; and
- Customers should be able to participate in the activity named on the premises licence.”

The Guidance also gives a list of factors which the licensing authority should be aware of, which may include:

- Do the premises have a separate registration for business rates;
- Is the premises’ neighbouring premises owned by the same person or someone else?;
- Can each of the premises be accessed from the street or a public passageway?; and
- Can the premises only be accessed from any other gambling premises?

This authority will consider these and other relevant factors in making its decision, depending on all the circumstances of the case.

**The Gambling Commission's relevant access provisions for each premises type are reproduced below:**

**Casinos**

- The principal access entrance to the premises must be from a street (as defined in the Guidance);
- No entrance to a casino must be from premises that are used wholly or mainly by children and/or young persons; and
- No customer must be able to enter a casino directly from any other premises which holds a gambling premises licence.

**Adult Gaming Centre**

- No customer must be able to access the premises directly from any other licensed gambling premises.

**Betting Shops**

- Access must be from a street (as per the Guidance to Licensing Authorities) or from another premises with a betting premises licence; and
- No direct access from a betting shop to another premises used for the retail sale of merchandise or services. In effect there cannot be an entrance to a betting shop from a shop of any kind and you could not have a betting shop at the back of a café – the whole area would have to be licensed.

**Tracks**

- No customer should be able to access the premises directly from:
  - a casino; and
  - an adult gaming centre

**Bingo Premises**

- No customer must be able to access the premise directly from:
  - a casino;
  - an adult gaming centre; and
  - a betting premises, other than a track.

**Family Entertainment Centre**

- No customer must be able to access the premises directly from:
  - a casino;

- an adult gaming centre; and
- a betting premises, other than a track.

Part 7 of the Gambling Commission's Guidance to Licensing Authorities contains further guidance on this issue, which this authority will also take into account in its decision-making.

### **1c. Premises "ready for gambling"**

The Guidance states that a licence to use premises for gambling should only be issued in relation to premises that the licensing authority can be satisfied are going to be ready to be used for gambling in the reasonably near future, consistent with the scale of building or alterations required before the premises are brought into use.

If the construction of a premises is not yet complete, or if they need alteration, or if the applicant does not yet have a right to occupy them, then an application for a provisional statement should be made instead.

In deciding whether a premises licence can be granted where there are outstanding construction or alteration works at a premises, this authority will determine applications on their merits, applying a two stage consideration process:-

- First, whether the premises ought to be permitted to be used for gambling; and
- Second, whether appropriate conditions can be put in place to cater for the situation that the premises are not yet in the state in which they ought to be before gambling takes place.

Applicants should note that this authority is entitled to decide that it is appropriate to grant a licence subject to conditions, but it is not obliged to grant such a licence. More detailed examples of the circumstances in which such a licence may be granted can be found at part 7 of the Guidance.

### **1d. Location**

This licensing authority is aware that demand issues cannot be considered with regard to the location of premises but that considerations in terms of the licensing objectives are relevant to its decision-making. As per the Gambling Commission's Guidance to Licensing Authorities, this authority will pay particular attention to the protection of children and vulnerable persons from being harmed or exploited by gambling, as well as issues of crime and disorder. Should any specific policy be decided upon as regards areas where gambling premises should not be located, this statement will be updated. It should be noted that any such policy does not preclude any application being made and each application will be decided on its merits, with the onus upon the applicant showing how potential concerns can be overcome.

### **1e. Planning**

The Gambling Commission Guidance to Licensing Authorities stated:

In determining applications the licensing authority has a duty to take into consideration all relevant matters and not to take into consideration any irrelevant matters, i.e. those not related to gambling and the licensing objectives. One example of an irrelevant matter would be the likelihood of the applicant obtaining planning permission or building regulations approval for their proposal.

This authority will not take into account irrelevant matters as per the above guidance. In addition this authority notes the following excerpt from the Guidance:

When dealing with a premises licence application for finished buildings, the licensing authority should not take into account whether those buildings have or comply with the necessary planning or building consents. Those matters should be dealt with under relevant planning control and building regulation powers, and not form part of the consideration for the premises licence. Section 210 of the 2005 Act prevents licensing authorities taking into account the likelihood of the proposal by the applicant obtaining planning or building consent when considering a premises licence application. Equally the grant of a gambling premises licence does not prejudice or prevent any action that may be appropriate under the law relating to planning or building.

### **1f. Duplication with other regulatory regimes**

This licensing authority seeks to avoid any duplication with other statutory / regulatory systems where possible, including planning. This authority will not consider whether a licence application is likely to be awarded planning permission or building regulations approval, in its consideration of it. It will though, listen to, and consider carefully, any concerns about conditions which are not able to be met by licensees due to planning restrictions, should such a situation arise.

When dealing with a premises licence application for finished buildings, this authority will not take into account whether those buildings have to comply with the necessary planning or buildings consents. Fire or health and safety risks will not be taken into account, as these matters are dealt with under relevant planning control, buildings and other regulations and must not form part of the consideration for the premises licence

### **Licensing objectives**

Premises licences granted must be reasonably consistent with the licensing objectives. With regard to these objectives, this licensing authority has considered the Gambling Commission's Guidance to Licensing Authorities and some comments are made below.

**Preventing gambling from being a source of crime or disorder, being associated with crime or disorder or being used to support crime** - This licensing authority is

aware that the Gambling Commission takes a leading role in preventing gambling from being a source of crime. The Gambling Commission's Guidance does however envisage that licensing authorities should pay attention to the proposed location of gambling premises in terms of this licensing objective. Thus, where an area has known high levels of organised crime this authority will consider carefully whether gambling premises are suitable to be located there and whether conditions may be suitable such as the provision of door supervisors. This licensing authority is aware of the distinction between disorder and nuisance and will consider factors (for example whether police assistance was required and how threatening the behaviour was to those who could see it) so as to make that distinction.

**Ensuring that gambling is conducted in a fair and open way** - This licensing authority has noted that the Gambling Commission states that it generally does not expect licensing authorities to be concerned with ensuring that gambling is conducted in a fair and open way as this will be addressed via operating and personal licences. For Local Authorities with tracks: There is however, more of a role with regard to tracks which is explained in more detail in the 'tracks' section– see page 14).

**Protecting children and other vulnerable persons from being harmed or exploited by gambling** – This licensing authority has noted the Gambling Commission's Guidance that this objective means preventing children from taking part in gambling (as well as restriction of advertising so that gambling products are not aimed at or are, particularly attractive to children). The licensing authority will therefore consider, as suggested in the Gambling Commission's Guidance, whether specific measures are required at particular premises, with regard to this licensing objective. Appropriate measures may include supervision of entrances / machines, segregation of areas etc.

This licensing authority is also aware of the Gambling Commission Codes of Practice as regards this licensing objective, in relation to specific premises.

Section 7 of the Gambling Commission Guidance to Local Authorities sets out considerations that an operator must make in order to protect children and young people from accessing gambling premises.

The Licence Conditions and Codes of Practice (LCCP) issued in 2015 prescribe how operators must prevent children from using age restricted gaming or gambling activities, particularly where gaming machines are licensed.

- In particular operators must ensure that;
  - all staff are trained;
  - that all customers are supervised when on gambling premises; and
  - must have procedures for identifying customers who are at risk of gambling related harm.

The Council will expect all operators to have policies and procedures in place as required by the LCCP codes on social responsibility to cover all aspects of the code, in particular staff training records and self-exclusion records.

Further provisions with regard to self-exclusion and marketing are included in the social responsibility code. The council will take all conditions and codes into account when considering applications or performing enforcement activities.

As regards the term “vulnerable persons” it is noted that the Gambling Commission does not seek to offer a definition but states that “it will for regulatory purposes assume that this group includes people who gamble more than they want to; people who gambling beyond their means; and people who may not be able to make informed or balanced decisions about gambling due to a mental impairment, alcohol or drugs.” This licensing authority will consider this licensing objective on a case by case basis.

**Conditions** - Any conditions attached to licences will be proportionate and will be:

- relevant to the need to make the proposed building suitable as a gambling facility;
- directly related to the premises and the type of licence applied for;
- fairly and reasonably related to the scale and type of premises; and
- reasonable in all other respects.

Decisions upon individual conditions will be made on a case by case basis, although there will be a number of measures this licensing authority will consider utilising should there be a perceived need, such as the use of supervisors, appropriate signage for adult only areas etc. There are specific comments made in this regard under some of the licence types below. This licensing authority will also expect the licence applicant to offer his/her own suggestions as to way in which the licensing objectives can be met effectively.

This licensing authority will also consider specific measures which may be required for buildings which are subject to multiple premises licences. Such measures may include the supervision of entrances; segregation of gambling from non-gambling areas frequented by children; and the supervision of gaming machines in non-adult gambling specific premises in order to pursue the licensing objectives. These matters are in accordance with the Gambling Commission's Guidance.

This authority will also ensure that where category C or above machines are on offer in premises to which children are admitted:

- all such machines are located in an area of the premises which is separated from the remainder of the premises by a physical barrier which is effective to prevent access other than through a designated entrance;
- only adults are admitted to the area where these machines are located;
- access to the area where the machines are located is supervised;

- the area where these machines are located is arranged so that it can be observed by the staff or the licence holder; and
- at the entrance to and inside any such areas there are prominently displayed notices indicating that access to the area is prohibited to persons under 18.

These considerations will apply to premises including buildings where multiple premises licences are applicable.

This licensing authority is aware that tracks may be subject to one or more than one premises licence, provided each licence relates to a specified area of the track. As per the Gambling Commission's Guidance, this licensing authority will consider the impact upon the third licensing objective and the need to ensure that entrances to each type of premises are distinct and that children are excluded from gambling areas where they are not permitted to enter.

It is noted that there are conditions which the licensing authority cannot attach to premises licences which are:

- any condition on the premises licence which makes it impossible to comply with an operating licence condition;
- conditions relating to gaming machine categories, numbers, or method of operation;
- conditions which provide that membership of a club or body be required (the Gambling Act 2005);
- specifically removes the membership requirement for casino and bingo clubs and this provision prevents it being reinstated; and
- conditions in relation to stakes, fees, winning or prizes.

**Door Supervisors** - The Gambling Commission advises in its Guidance to Licensing Authorities that if a licensing authority is concerned that a premises may attract disorder or be subject to attempts at unauthorised access (for example by children and young persons) then it may require that the entrances to the premises are controlled by a door supervisor, and is entitled to impose a premises licence to this effect.

Where it is decided that supervision of entrances/machines is appropriate for particular cases, a consideration of whether these need to be SIA licensed or not will be necessary. It will not be automatically assumed that they need to be licensed, as the statutory requirements for different types of premises vary (as per the Guidance, Part 33).

## 2. Adult Gaming Centres

This licensing authority will specifically have regard to the need to protect children and vulnerable persons from harm or being exploited by gambling and will expect the applicant to satisfy the authority that there will be sufficient measures to, for example, ensure that under 18 year olds do not have access to the premises.

Where gambling facilities are provided at premises as a supplementary activity to the main purpose of the premises; e.g. motorway service areas and shopping malls. The council will expect the gambling area to be clearly defined to ensure that customers are fully aware that they are making a choice to enter into the gambling premises and that the premises is adequately supervised at all times.

This licensing authority may consider measures to meet the licensing objectives such as:

- Proof of age schemes;
- CCTV;
- Supervision of entrances / machine areas;
- Physical separation of areas;
- Location of entry;
- Notices / signage;
- Specific opening hours;
- Self-exclusion schemes; and
- Provision of information leaflets / helpline numbers for organisations such as GamCare.

This list is not mandatory, nor exhaustive, and is merely indicative of example measures.

### **3. (Licensed) Family Entertainment Centres:**

This licensing authority will specifically have regard to the need to protect children and vulnerable persons from harm or being exploited by gambling and will expect the applicant to satisfy the authority, for example, that there will be sufficient measures to ensure that under 18 year olds do not have access to the adult only gaming machine areas.

This licensing authority may consider measures to meet the licensing objectives such as:

- CCTV;
- Supervision of entrances / machine areas;
- Physical separation of areas;
- Location of entry;
- Notices / signage;
- Specific opening hours;
- Self-exclusion schemes;
- Provision of information leaflets / helpline numbers for organisations such as GamCare; and
- Measures / training for staff on how to deal with suspected truant school children on the premises



This list is not mandatory, nor exhaustive, and is merely indicative of example measures.

This licensing authority will, as per the Gambling Commission's guidance, refer to the Commission's website to see any conditions that apply to operating licences covering the way in which the area containing the category C machines should be delineated. This licensing authority will also make itself aware of any mandatory or default conditions on these premises licences, when they have been published.

#### **4. Casinos**

**No Casinos resolution** - This licensing authority has not passed a 'no casino' resolution under Section 166 of the Gambling Act 2005, but is aware that it has the power to do so. Should this licensing authority decide in the future to pass such a resolution, it will update this policy statement with details of that resolution. Any such decision will be made by the Full Council.

#### **5. Bingo premises**

This licensing authority notes that the Gambling Commission's Guidance states:

Licensing authorities will need to satisfy themselves that bingo can be played in any bingo premises for which they issue a premises licence. This will be a relevant consideration where the operator of an existing bingo premises applies to vary their licence to exclude an area of the existing premises from its ambit and then applies for a new premises licence, or multiple licences, for that or those excluded areas.

This authority also notes the Guidance at part 18 regarding the unusual circumstances in which the splitting of pre-existing premises into two adjacent premises might be permitted, and in particular that it is not permissible to locate sixteen category B3 gaming machines in one of the resulting premises, as the gaming machine entitlement for that premises would be exceeded.

Children and young people are allowed into bingo premises; however they are not permitted to participate in the bingo and if category B or C machines are made available for use these must be separated from areas where children and young people are allowed.

#### **6. Betting premises**

**Betting machines** - This licensing authority will, as per the Gambling Commission's Guidance, take into account the size of the premises, the number of counter positions available for person-to-person transactions, and the ability of staff to monitor the use of the machines by children and young persons (it is an offence for those under 18 to bet)

or by vulnerable people, when considering the number/nature/circumstances of betting machines an operator wants to offer.

## 7. Tracks

This licensing authority is aware that tracks may be subject to one or more than one premises licence, provided each licence relates to a specified area of the track. As per the Gambling Commission's Guidance, this licensing authority will especially consider the impact upon the third licensing objective (i.e. the protection of children and vulnerable persons from being harmed or exploited by gambling) and the need to ensure that entrances to each type of premises are distinct and that children are excluded from gambling areas where they are not permitted to enter.

This authority will therefore expect the premises licence applicant to demonstrate suitable measures to ensure that children do not have access to adult only gaming facilities. It is noted that children and young persons will be permitted to enter track areas where facilities for betting are provided on days when dogracing and/or horse racing takes place, but that they are still prevented from entering areas where gaming machines (other than category D machines) are provided.

This licensing authority may consider measures to meet the licensing objectives such as:

- Proof of age schemes;
- CCTV;
- Supervision of entrances / machine areas;
- Physical separation of areas;
- Location of entry;
- Notices / signage;
- Specific opening hours;
- Self-exclusion schemes; and
- Provision of information leaflets / helpline numbers for organisations such as GamCare.

This list is not mandatory, nor exhaustive, and is merely indicative of example measures.

**Gaming machines** - Where the applicant holds a pool betting operating licence and is going to use the entitlement to four gaming machines, machines (other than category D machines) should be located in areas from which children are excluded.

**Betting machines** - This licensing authority will, as per Part 6 of the Gambling Commission's Guidance, take into account the size of the premises and the ability of staff to monitor the use of the machines by children and young persons or by vulnerable people, when considering the number/nature/circumstances of betting machines an operator proposes to offer. It is an offence for those under 18 to bet.

### **Applications and plans**

The Gambling Act (s51) requires applicants to submit plans of the premises with their application, in order to ensure that the licensing authority has the necessary information to make an informed judgement about whether the premises are fit for gambling. The plan will also be used for the licensing authority to plan future premises inspection activity.

Plans for tracks do not need to be in a particular scale, but should be drawn to scale and should be sufficiently detailed to include the information required by regulations.

Some tracks may be situated on agricultural land where the perimeter is not defined by virtue of an outer wall or fence, such as point-to-point racetracks. In such instances, where an entry fee is levied, track premises licence holders may erect temporary structures to restrict access to premises

In the rare cases where the outer perimeter cannot be defined, it is likely that the track in question will not be specifically designed for the frequent holding of sporting events or races. In such cases betting facilities may be better provided through occasional use notices where the boundary premises do not need to be defined.

This authority appreciates that it is sometimes difficult to define the precise location of betting areas on tracks. The precise location of where betting facilities are provided is not required to be shown on track plans, both by virtue of the fact that betting is permitted anywhere on the premises and because of the difficulties associated with pinpointing exact locations for some types of track. Applicants should provide sufficient information that this authority can satisfy itself that the plan indicates the main areas where betting might take place. For racecourses in particular, any betting areas subject to the “five times rule” (commonly known as betting rings) must be indicated on the plan.

### **8. Travelling Fairs**

This licensing authority is responsible for deciding whether, where category D machines and / or equal chance prize gaming without a permit is to be made available for use at travelling fairs, the statutory requirement that the facilities for gambling amount to no more than an ancillary amusement at the fair is met.

The licensing authority will also consider whether the applicant falls within the statutory definition of a travelling fair.

It is noted that the 27-day statutory maximum for the land being used as a fair applies on a per calendar year basis, and that it applies to the piece of land on which the fairs are held, regardless of whether it is the same or different travelling fairs occupying the land. This licensing authority will work with its neighbouring authorities to ensure that land which crosses our boundaries is monitored so that the statutory limits are not exceeded.

## 9. Provisional Statements

Developers may wish to apply to this authority for provisional statements before entering into a contract to buy or lease property or land to judge whether a development is worth taking forward in light of the need to obtain a premises licence. There is no need for the applicant to hold an operating licence in order to apply for a provisional statement.

S204 of the Gambling Act provides for a person to make an application to the licensing authority for a provisional statement in respect of premises that he or she:

- expects to be constructed;
- expects to be altered; or
- expects to acquire a right to occupy.

The process for considering an application for a provisional statement is the same as that for a premises licence application. The applicant is obliged to give notice of the application in the same way as applying for a premises licence. Responsible authorities and interested parties may make representations and there are rights of appeal.

In contrast to the premises licence application, the applicant does not have to hold or have applied for an operating licence from the Gambling Commission (except in the case of a track) and they do not have to have a right to occupy the premises in respect of which their provisional application is made.

The holder of a provisional statement may then apply for a premises licence once the premises are constructed, altered or acquired. The licensing authority will be constrained in the matters it can consider when determining the premises licence application, and in terms of representations about premises licence applications that follow the grant of a provisional statement, no further representations from relevant authorities or interested parties can be taken into account unless:

- they concern matters which could not have been addressed at the provisional statement stage, or
- they reflect a change in the applicant's circumstances.

In addition, the authority may refuse the premises licence (or grant it on terms different to those attached to the provisional statement) only by reference to matters:

- which could not have been raised by objectors at the provisional statement stage;
- which in the authority's opinion reflect a change in the operator's circumstances; or
- where the premises has not been constructed in accordance with the plan submitted with the application. This must be a substantial change to the plan and

this licensing authority notes that it can discuss any concerns it has with the applicant before making a decision.

## 10. Reviews:

Requests for a review of a premises licence can be made by interested parties or responsible authorities; however, it is for the licensing authority to decide whether the review is to be carried-out. This will be on the basis of whether the request for the review is relevant to the matters listed below;

- in accordance with any relevant Code of Practice issued by the Gambling Commission;
- in accordance with any relevant guidance issued by the Gambling Commission;
- reasonably consistent with the licensing objectives; and
- in accordance with the authority's statement of principles.

The request for the review will also be subject to the consideration by the authority as to whether the request is frivolous, vexatious, or whether it will certainly not cause this authority to wish to alter/revoke/suspend the licence, or whether it is substantially the same as previous representations or requests for review.

The licensing authority can also initiate a review of a particular premises licence, or a particular class of premises licence on the basis of any reason which it thinks is appropriate.

Once a valid application for a review has been received by the licensing authority, representations can be made by responsible authorities and interested parties during a 28 day period. This period begins 7 days after the application was received by the licensing authority, who will publish notice of the application within 7 days of receipt.

The licensing authority must carry out the review as soon as possible after the 28 day period for making representations has passed.

The purpose of the review will be to determine whether the licensing authority should take any action in relation to the licence. If action is justified, the options open to the licensing authority are:

- add, remove or amend a licence condition imposed by the licensing authority;
- exclude a default condition imposed by the Secretary of State or Scottish Ministers (e.g. opening hours) or remove or amend such an exclusion;
- suspend the premises licence for a period not exceeding three months; and
- revoke the premises licence.

In determining what action, if any, should be taken following a review, the licensing authority must have regard to the principles set out in section 153 of the Act, as well as any relevant representations.

In particular, the licensing authority may also initiate a review of a premises licence on the grounds that a premises licence holder has not provided facilities for gambling at the premises. This is to prevent people from applying for licences in a speculative manner without intending to use them.

Once the review has been completed, the licensing authority must, as soon as possible, notify its decision to:

- the licence holder;
- the applicant for review (if any);
- the Commission;
- any person who made representations;
- the chief officer of police or chief constable; and
- Her Majesty's Commissioners for Revenue and Customs.

# PART C

## Permits / Temporary & Occasional Use Notice

### **1. Unlicensed Family Entertainment Centre gaming machine permits (Statement of Principles on Permits - Schedule 10 paragraph 7)**

Where a premises does not hold a premises licence but wishes to provide gaming machines, it may apply to the licensing authority for this permit. It should be noted that the applicant must show that the premises will be wholly or mainly used for making gaming machines available for use (Section 238).

The Gambling Act 2005 states that a licensing authority may prepare a statement of principles that they propose to consider in determining the suitability of an applicant for a permit and in preparing this statement, and/or considering applications, it need not (but may) have regard to the licensing objectives and shall have regard to any relevant guidance issued by the Commission under section 25. The Gambling Commission's Guidance to Licensing Authorities also states: "In their three year licensing policy statement, licensing authorities may include a statement of principles that they propose to apply when exercising their functions in considering applications for permits....., licensing authorities will want to give weight to child protection issues."

Guidance also states: "...An application for a permit may be granted only if the licensing authority is satisfied that the premises will be used as an unlicensed FEC, and if the chief officer of police has been consulted on the application....Licensing authorities might wish to consider asking applicants to demonstrate:

- a full understanding of the maximum stakes and prizes of the gambling that is permissible in unlicensed FECs;
- that the applicant has no relevant convictions (those that are set out in Schedule 7 of the Act; and
- that staff are trained to have a full understanding of the maximum stakes and prizes.

It should be noted that a licensing authority cannot attach conditions to this type of permit.



**Statement of Principles** This licensing authority will expect the applicant to show that there are policies and procedures in place to protect children from harm. Harm in this context is not limited to harm from gambling but includes wider child protection considerations. The efficiency of such policies and procedures will each be considered on their merits, however, they may include appropriate measures / training for staff as regards suspected truant school children on the premises, measures / training covering how staff would deal with unsupervised very young children being on the premises, or children causing perceived problems on/around the premises. This licensing authority will also expect, as per Gambling Commission Guidance, that applicants demonstrate a full understanding of the maximum stakes and prizes of the gambling that is permissible in unlicensed FECs; that the applicant has no relevant convictions (those that are set out in Schedule 7 of the Act); and that staff are trained to have a full understanding of the maximum stakes and prizes.

## **2. (Alcohol) Licensed premises gaming machine permits**

### **(Schedule 13 paragraph 4(1))**

#### **Automatic entitlement: 2 machines**

There is provision in the Act for premises licensed to sell alcohol for consumption on the premises to automatically have 2 gaming machines, of categories C and/or D. The premises merely need to notify the licensing authority however the entitlement ceases when the premises licence holder leaves and the new premises licence holder needs to re-notify the licensing authority.

The licensing authority can remove the automatic authorisation in respect of any particular premises if:

- provision of the machines is not reasonably consistent with the pursuit of the licensing objectives;
- gaming has taken place on the premises that breaches a condition of section 282 of the Gambling Act (i.e. that written notice has been provided to the licensing authority, that a fee has been provided and that any relevant code of practice issued by the Gambling Commission about the location and operation of the machine has been complied with);
- the premises are mainly used for gaming; or
- an offence under the Gambling Act has been committed on the premises.

#### **Permit: 3 or more machines**

If a premises wishes to have more than 2 machines, then it needs to apply for a permit and the licensing authority must consider that application based upon the licensing objectives, any guidance issued by the Gambling Commission issued under Section 25 of the Gambling Act 2005, and “such matters as they think relevant.”

This licensing authority considers that “such matters” will be decided on a case by case basis but generally there will be regard to the need to protect children and vulnerable persons from being harmed or exploited by gambling and will expect the applicant to satisfy the authority that there will be sufficient measures to ensure that under 18 year olds do not have access to the adult only gaming machines. Measures which will satisfy the authority that there will be no access may include the adult machines being in sight of the bar, or in the sight of staff who will monitor that the machines are not being used by those under 18. Notices and signage may also be of help. With regard to the protection of vulnerable persons, applicants may wish to consider the provision of information leaflets and/or helpline numbers for organisations such as GamCare.

It is recognised that some alcohol licensed premises may apply for a premises licence for their non-alcohol licensed areas. Any such application would most likely need to be applied for, and dealt with as an Adult Gaming Centre premises licence.

It should be noted that the licensing authority can decide to grant the application with a smaller number of machines and/or a different category of machines than that applied for. Conditions (other than these) cannot be attached.

It should also be noted that the holder of a permit must comply with any Code of Practice issued by the Gambling Commission about the location and operation of the machine.

### **3. Prize Gaming Permits**

The Gambling Act 2005 states that a licensing authority may “prepare a statement of principles that they propose to apply in exercising their functions under this Schedule” which “may, in particular, specify matters that the licensing authority proposes to consider in determining the suitability of the applicant for a permit”.

This licensing authority has prepared a Statement of Principles which is that the applicant should set out the types of gaming that he or she is intending to offer and that the applicant should be able to demonstrate:

- that they understand the limits to stakes and prizes that are set out in Regulations;
- that the gaming offered is within the law; and
- Clear policies that outline the steps to be taken to protect children from harm.

In making its decision on an application for this permit the licensing authority does not need to (but may) have regard to the licensing objectives but it must have regard to any Gambling Commission guidance. (Gambling Act 2005, Schedule 14 paragraph 8(3)).

It should be noted that there are conditions in the Gambling Act 2005 by which the permit holder must comply, but that the licensing authority cannot attach conditions.

The conditions in the Act are:

- the limits on participation fees, as set out in regulations, must be complied with;
- all chances to participate in the gaming must be allocated on the premises on which the gaming is taking place and on one day; the game must be played and completed on the day the chances are allocated; and the result of the game must be made public in the premises on the day that it is played;
- the prize for which the game is played must not exceed the amount set out in regulations (if a money prize), or the prescribed value (if non-monetary prize); and
- participation in the gaming must not entitle the player to take part in any other gambling.

#### **4. Club Gaming and Club Machines Permits**

Members Clubs and Miners' welfare institutes (but not Commercial Clubs) may apply for a Club Gaming Permit or a Clubs Gaming machines permit. The Club Gaming Permit will enable the premises to provide gaming machines (3 machines of categories B, C or D), equal chance gaming and games of chance as set out in forthcoming regulations. A Club Gaming machine permit will enable the premises to provide gaming machines (3 machines of categories B, C or D).

Gambling Commission Guidance states: "Members clubs must have at least 25 members and be established and conducted "wholly or mainly" for purposes other than gaming, unless the gaming is permitted by separate regulations. The Secretary of State has made regulation and these cover bridge and whist clubs, which replicates the position under the Gambling Act 1968. A members' club must be permanent in nature, not established to make commercial profit, and controlled by its members equally. Examples include working men's clubs, branches of Royal British Legion and clubs with political affiliations."

The Commission Guidance also notes that "licensing authorities may only refuse an application on the grounds that:

- the applicant does not fulfil the requirements for a members' or commercial club or miners' welfare institute and therefore is not entitled to receive the type of permit for which it has applied;
- the applicant's premises are used wholly or mainly by children and/or young persons;
- an offence under the Act or a breach of a permit has been committed by the applicant while providing gaming facilities;
- a permit held by the applicant has been cancelled in the previous ten years; or
- an objection has been lodged by the Commission or the police.

There is also a 'fast-track' procedure available under the Act for premises which hold a Club Premises Certificate under the Licensing Act 2003 (Schedule 12 paragraph 10). As the Gambling Commission's Guidance to Licensing Authorities states: "Under the fast-track procedure there is no opportunity for objections to be made by the Commission or the police, and the ground upon which an authority can refuse a permit are reduced." and "The grounds on which an application under the process may be refused are:

- a) that the club is established primarily for gaming, other than gaming prescribed under schedule 12;
- b) that in addition to the prescribed gaming, the applicant provides facilities for other gaming; or
- c) that a club gaming permit or club machine permit issued to the applicant in the last ten years has been cancelled."

There are statutory conditions on club gaming permits that no child uses a category B or C machine on the premises and that the holder complies with any relevant provision of a code of practice about the location and operation of gaming machines.

## **5. Temporary Use Notices**

Temporary Use Notices allow the use of premises for gambling where there is no premises licence but where a gambling operator wishes to use the premises temporarily for providing facilities for gambling. Premises that might be suitable for a Temporary Use Notice, according to the Gambling Commission, would include hotels, conference centres and sporting venues.

The licensing authority can only grant a Temporary Use Notice to a person or company holding a relevant operating licence, i.e. a non-remote casino operating licence.

The Secretary of State has the power to determine what form of gambling can be authorised by Temporary Use Notices, and at the time of writing this Statement the relevant regulations (SI no 3157: The Gambling Act 2005 (Temporary Use Notices) Regulations 2007) state that Temporary Use Notices can only be used to permit the provision of facilities or equal chance gaming, where the gaming is intended to produce a single winner, which in practice means poker tournaments.

There are a number of statutory limits as regards Temporary Use Notices. The meaning of "premises" in Part 8 of the Act is discussed in Part 7 of the Gambling Commission Guidance to Licensing Authorities. As with "premises", the definition of "a set of premises" will be a question of fact in the particular circumstances of each notice that is given. In the Act "premises" is defined as including "any place". In considering whether a place falls within the definition of "a set of premises", the licensing authority needs to look at, amongst other things, the ownership/occupation and control of the premises.

This licensing authority expects to object to notices where it appears that their effect would be to permit regular gambling in a place that could be described as one set of

premises, as recommended in the Gambling Commission's Guidance to Licensing Authorities.

## **6. Occasional Use Notices:**

The licensing authority has very little discretion with regard to these notices aside from ensuring that the statutory limit of 8 days in a calendar year is not exceeded. This licensing authority will however consider the definition of a 'track' and whether the applicant is permitted to avail him/herself of the notice.

## PART D

### Licence Conditions and Codes of Practice (LCCP)

The Gambling Commission released an LCCP in February 2015 with a commencement date of May 2015. The code strengthened the social responsibility code (SR) requirements. Details regarding the LCCP and SR code can be accessed via the Gambling Commission website at [www.gamblingcommission.gov.uk](http://www.gamblingcommission.gov.uk).

- The code requires operators;
  - To supervise customers effectively on gambling premises and identify customers who are at risk of gambling related harm;
  - With effect from April 2016 to have in place schemes to allow customers to self-exclude themselves from all operators of a similar type in the area where they live and work;
  - To have a range of measures with regard to marketing to ensure social responsibility that are transparent and not misleading; and
  - With effect from April 2016 to produce a risk assessment on individual premises, and have policies and procedures and control measures in place to mitigate local risks to the licensing objectives.

### Risk Assessments

Such risk assessments are required from new applicants, and from existing premises licensees seeking to vary a licence and are to be presented to the licensing authority upon application. The code requires all operators of; Casino's, AGC's, Bingo Premises, FEC's, Betting shops and remote betting intermediaries to assess local risks to the licensing objectives, and to have policies, procedures and control measures in place to mitigate those risks.

Operators are required by the SR code to make the risk assessment available to licensing authorities when an application is submitted either for new premises licence or variation of a premises licence, or otherwise on request, and this will form part of the council's inspection regime and may be requested when officers are investigating complaints.

The code requires the Council to set out matters they expect the operator to take account of in the risk assessment in its statement of policy and this council expects the following matters to be considered by operators when making their risk assessment.

- Information held by the licensee regarding self-exclusions and incidences of underage gambling;

- Gaming trends that may reflect benefit payments;
- Arrangement for localised exchange of information regarding self-exclusions and gaming trends;
- Urban setting such as proximity to schools, commercial environment, factors affecting footfall;
- Range of facilities in proximity to the licensed premises such as other gambling outlets, banks, post offices, refreshment and entertainment type facilities; and
- Known problems in the area such as problems arising from street drinkers, youths participating in anti-social behaviour, drug dealing activities, etc.

The council expects the following matters to be considered by operators when making their risk assessment.

- Matters relating to children and young persons, including;
  - Institutions, places or areas where presence of children and young persons should be expected such as schools, youth clubs, parks, playgrounds and entertainment venues such as bowling allies, cinemas etc.;
  - Any premises where children congregate including bus stops, café's, shops, and any other place where children are attracted;
  - Areas that are prone to issues of youths participating in anti-social behaviour, including such activities as graffiti/tagging, underage drinking, etc.; and
  - Recorded incidents of attempted underage gambling.
- Matters relating to vulnerable adults, including;
  - Information held by the licensee regarding self-exclusions and incidences of underage gambling;
  - Gaming trends that may mirror days for financial payments such as pay days or benefit payments;
  - Arrangement for localised exchange of information regarding self-exclusions and gaming trends; and
  - Proximity of premises which may be frequented by vulnerable people such as hospitals, residential care homes, medical facilities, doctor's surgeries, council housing offices, addiction clinics or help centres, places where alcohol or drug dependant people may congregate, etc.

Other issues that may be considered could include:

Matters of faith, including all religious or faith denominations including proximity to churches, mosques, temples or any other place of worship.

This list is not exhaustive and other factors not in this list that are identified must be taken into consideration. 30

### **Local Area Profile**

The Council has considered the local area profile and feels the main issues will be covered by the risk assessments required under the LCCP.

## **Appendix A Schedule of Consultees**

British Casino Association

The British Amusement Catering Trades Association (BACTA)

The Bingo Association

Association of British Bookmakers Ltd (ABB)

Business in Sport and Leisure (BISL)

BALPA (The British Association of Leisure Parks, Piers & Attractions Limited)

Holders of licences under the Gambling Act 2005

Lancashire Constabulary

Punch Taverns

Enterprise Inns

Chairs of Chorley Pub watch

Gambling Commission.

National Casino Industry Forum

British Holiday and Home Parks Association

Race Course Associations Ltd.

British Beer and Pub Association

Greyhound Board of Great Britain



## **Appendix B**

### **Summary of licensing authority delegations permitted**

N.B.: the matter of delegations is subject to a separate report and will be inserted here once agreed.

## The Gambling Act 2005 – Statement of Principles

### **Proposed Additions to the Policy:**

#### **Enforcement**

The Council will take account of the Gambling Commission's guidance document issued in February 2015 (or any subsequent amendments) 'Approach to Test Purchasing' when considering making test purchases at gambling premises. The Council will also follow its own policies and procedures regarding the use of underage test purchasers.

Where there is a Primary Authority Scheme in place, the Council will seek guidance from the Primary Authority before taking any enforcement action. Further information, including an index of all Primary Authority arrangements can be found at:

<https://primaryauthorityregister.info/par/index.php/home>

#### **PART B: PREMISES LICENCES**

##### **General Principles**

The Licence Conditions and Code of Practice (LCCP) issued by the Gambling Commission places further onus on premises to complete a risk assessment based on code 8, the social responsibility code which came into force on 6<sup>th</sup> April 2016. The Council will have regard to this code when considering applications.

##### Licensing objectives

##### ***Protecting children and other vulnerable persons from being harmed or exploited by gambling –***

Section 7 of the Gambling Commission Guidance to Local Authorities sets out considerations that an operator must make in order to protect children and young people from accessing gambling premises.

The Licence Conditions and Codes of Practice (LCCP) issued in 2015 prescribe how operators must prevent children from using age restricted gaming or gambling activities, particularly where gaming machines are licensed.

- In particular operators must ensure that:-
  - all staff are trained;
  - that all customers are supervised when on gambling premises; and
  - must have procedures for identifying customers who are at risk of gambling related harm.

The Council will expect all operators to have policies and procedures in place as required by the LCCP codes on social responsibility to cover all aspects of the code, in particular staff training records and self-exclusion records.

Further provisions with regard to self-exclusion and marketing are included in the social responsibility code. The Council will take all conditions and codes into account when considering applications or performing enforcement activities.

##### **Adult Gaming Centres**

Any restrictions on the number and category of adult gaming machines allowed are determined by legislation. The Gambling Commission has developed some frequently asked questions for gaming machines which can be accessed on their website here:

<http://www.gamblingcommission.gov.uk/FAQs/Gaming-machines/gaming-machines.aspx>

Where gambling facilities are provided at premises as a supplementary activity to the main purpose of the premises; e.g. motorway service areas and shopping malls, the Council will expect the gambling area to be clearly defined to ensure that customers are fully aware that they are making a choice to enter into the gambling premises and that the premises is adequately supervised at all times.

#### **PART D:**

##### **Licence Conditions and Codes of Practice**

The Gambling Commission released an LCCP in February 2015 with a commencement date of May 2015. The code strengthened the social responsibility code (SR) requirements. Details regarding the LCCP and SR code can be accessed via the Gambling Commission website at [www.gamblingcommission.gov.uk](http://www.gamblingcommission.gov.uk).

- The code requires operators;
  - To supervise customers effectively on gambling premises and identify customers who are at risk of gambling related harm;
  - With effect from April 2016 to have in place schemes to allow customers to self-exclude themselves from all operators of a similar type in the area where they live and work;
  - To have a range of measures with regard to marketing to ensure social responsibility that are transparent and not misleading; and
  - With effect from April 2016 to produce a risk assessment on individual premises, and have policies and procedures and control measures in place to mitigate local risks to the licensing objectives.

##### **Risk Assessments**

Such risk assessments are required from new applicants, and from existing premises licensees seeking to vary a licence and are to be presented to the licensing authority upon application. The code requires all operators of; Casino's, AGC's, Bingo Premises, FEC's, Betting shops and remote betting intermediaries to assess local risks to the licensing objectives, and to have policies, procedures and control measures in place to mitigate those risks.

Operators are required by the SR code to make the risk assessment available to licensing authorities when an application is submitted either for new premises licence or variation of a premises licence, or otherwise on request, and this will form part of the council's inspection regime and may be requested when officers are investigating complaints.

The code requires the Council to set out matters they expect the operator to take account of in the risk assessment in its statement of policy and this council expects the following matters to be considered by operators when making their risk assessment.

- Information held by the licensee regarding self-exclusions and incidences of underage gambling;
- Gaming trends that may reflect benefit payments;
- Arrangement for localised exchange of information regarding self-exclusions and gaming trends;
- Urban setting such as proximity to schools, commercial environment, factors affecting footfall;
- Range of facilities in proximity to the licensed premises such as other gambling outlets, banks, post offices, refreshment and entertainment type facilities; and
- Known problems in the area such as problems arising from street drinkers, youths participating in anti-social behaviour, drug dealing activities, etc.

The council expects the following matters to be considered by operators when making their risk assessment.

- Matters relating to children and young persons, including;
  - Institutions, places or areas where presence of children and young persons should be expected such as schools, youth clubs, parks, playgrounds and entertainment venues such as bowling allies, cinemas etc.;
  - Any premises where children congregate including bus stops, café's, shops, and any other place where children are attracted;
  - Areas that are prone to issues of youths participating in anti-social behaviour, including such activities as graffiti/tagging, underage drinking, etc.; and
  - Recorded incidents of attempted underage gambling.
  
- Matters relating to vulnerable adults, including;
  - Information held by the licensee regarding self-exclusions and incidences of underage gambling;
  - Gaming trends that may mirror days for financial payments such as pay days or benefit payments;
  - Arrangement for localised exchange of information regarding self-exclusions and gaming trends; and
  - Proximity of premises which may be frequented by vulnerable people such as hospitals, residential care homes, medical facilities, doctor's surgeries, council housing offices, addiction clinics or help centres, places where alcohol or drug dependant people may congregate, etc.

Other issues that may be considered could include matters of faith including all religious and/or faith denominations, proximity to churches, mosques, temples or any other place of worship. This list is not exhaustive and other factors not in this list that are identified must be taken into consideration.

#### **Local Area Profile**

The Council has considered the local area profile and feels the main issues will be covered by the risk assessments required under the LCCP.

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GOSSCHALKS  
SOLICITORS

Director Early Intervention and Support  
Chorley Council  
Civic Offices  
Union Street  
Chorley  
PR7 1AL

**Please ask for:** Richard Taylor  
**Direct Tel:** 01482 590216  
**Email:** rjt@gosschalks.co.uk  
**Our ref:** RJT / LHF / 097505.00004  
#GS962176  
**Your ref:**  
**Date:** 12 September 2016

Dear Sir/Madam,

**Re: Gambling Act 2005 Policy Statement Consultation**

We act for the Association of British Bookmakers (ABB) and have received instructions to respond on behalf of our client to the current consultation on the Council's review of its gambling policy statement.

The Association of British Bookmakers (ABB) represents over 80% of the high street betting market. Our members include large national operators such as William Hill, Ladbrokes, Coral and Paddy Power, as well as almost 100 smaller independent bookmakers.

Please see below for the ABB's response to the Council's current consultation on the draft 2016-19 gambling policy statement.

This response starts by setting out the ABB's approach in areas relevant to the local authority's regulation of betting shop premises, and our commitment to working with local authorities in partnership. The response finishes by highlighting matters within the policy statement which the ABB feels may need to be addressed.

Betting shops have been part of the British high street for over 50 years and ensuring a dialogue with the communities they serve is vital.

The ABB recognises the importance of the gambling policy statement in focusing on the local environment and welcomes the informed approach this will enable operators to take for example, with regard, to the new requirements for local area risk assessments and ensuring the right structures are in place in shops that are appropriate for that area.

Whilst it is important that the gambling policy statement fully reflects the local area, The ABB is also keen to ensure that the statutory requirements placed on operators and local authorities under the Gambling Act 2005 remain clear; this includes mandatory conditions (for instance, relating to Think 21 policies) and the aim to permit structure. Any duplication or obscuring of these within new processes would be detrimental to the gambling licensing regime. The ABB also believes it is important that the key protections already offered for communities, and clear process

(including putting the public on notice) for objections to premises licence applications, continue to be recognised under the new regime.

Any consideration of gambling licensing at the local level should also be considered within the wider context.

- the overall number of betting shops is in decline. The latest Gambling Commission industry statistics show that numbers as at 31 Mar 2016 were 8,809 - a decline of over 300 since March 2014, when there were 9,137 recorded.
- recent planning law changes introduced in April 2015 have increased the ability of licensing authorities to review applications for new premises, as all new betting shops must now apply for planning permission.
- successive prevalence surveys and health surveys tells us that problem gambling rates in the UK are stable (0.6%) and possibly falling.

### **Working in partnership with local authorities**

The ABB is fully committed to ensuring constructive working relationships exist between betting operators and licensing authorities, and that where problems may arise that they can be dealt with in partnership. The exchange of clear information between councils and betting operators is a key part of this and the opportunity to respond to this consultation is welcomed.

### **LGA – ABB Betting Partnership Framework**

In January 2015 the ABB signed a partnership agreement with the Local Government Association (LGA), developed over a period of months by a specially formed Betting Commission consisting of councillors and betting shop firms, which established a framework designed to encourage more joint working between councils and the industry.

Launching the document Cllr Tony Page, LGA Licensing spokesman, said it demonstrated the *"desire on both sides to increase joint-working in order to try and use existing powers to tackle local concerns, whatever they might be."*

The framework builds on earlier examples of joint working between councils and the industry, for example the Medway Responsible Gambling Partnership which was launched by Medway Council and the ABB in December 2014. The first of its kind in Britain, the voluntary agreement led the way in trialing multi-operator self-exclusion. Lessons learned from this trial paved the way for the national multi-operator self-exclusion scheme now in place across the country. By phoning a free phone number (0800 294 2060) a customer who is concerned they are developing a problem with their gambling can exclude themselves from betting shops close to where they live, work and socialise. The ABB is working with local authorities to help raise awareness of the scheme, which is widely promoted within betting shops.

The national scheme was first trialed in Glasgow in partnership with Glasgow City Council. Cllr Paul Rooney, Glasgow's City Treasurer and Chairman of a cross-party Sounding Board on gambling, described the project as "*breaking new ground in terms of the industry sharing information, both between operators and, crucially, with their regulator.*"

### **Primary Authority Partnerships in place between the ABB and local authorities**

All major operators, and the ABB on behalf of independent members, have also established Primary Authority Partnerships with local authorities. These Partnerships help provide a consistent approach to regulation by local authorities, within the areas covered by the Partnership; such as age-verification or health and safety. We believe this level of consistency is beneficial both for local authorities and for operators.

For instance, Primary Authority Partnerships between Milton Keynes Council and Reading Council and their respective partners, Ladbrokes and Paddy Power, led to the first Primary Authority inspection plans for gambling coming into effect in January 2015. By creating largely uniform plans, and requiring enforcing officers to inform the relevant Primary Authority before conducting a proactive test-purchase, and provide feedback afterwards, the plans have been able to bring consistency to proactive test-purchasing whilst allowing the Primary Authorities to help the businesses prevent underage gambling on their premises.

### **Local area risk assessments**

Since April 2016, under new Gambling Commission LCCP provisions, operators are required to complete local area risk assessments identifying any risks posed to the licensing objectives and how these would be mitigated. Licensees must take into account relevant matters identified in the licensing authority's statement of licensing policy, and any local area profile, in their risk assessment. These must be reviewed where there are significant local changes or changes to the premises, or when applying for a variation to or for a new premises licence.

The ABB fully supports the implementation of risk assessments which will take into account risks presented in the local area, such as exposure to vulnerable groups and crime. The new requirements build on measures the industry has already introduced through the ABB Responsible Gambling Code to better identify problem gamblers and to encourage all customers to gamble responsibly.

This includes training for shop staff on how to intervene and direct problem gamblers to support services, as well as new rules on advertising including banning gaming machine advertising in shop windows, and the introduction of Player Awareness Systems which use technology to track account based gaming machine customers' player history data to allow earlier intervention with any customers whose data displays known 'markers of harm'.



## Best practice

The ABB is committed to working pro-actively with local authorities to help drive the development of best practice with regard to local area risk assessments, both through responses to consultations such as this and directly with local authorities. Both we and our members are open and willing to engage with any local authority with questions or concerns relating to the risk assessment process, and would encourage them to contact us.

Westminster Council is one local authority which entered into early dialogue with the industry, leading to the development of and consultation on draft guidance on the risk assessment process, which the ABB and our members contributed to. Most recently one operator, Coral, has been working closely with the Council ahead of it issuing its final version of the guidance, which we welcome.

The final guidance includes a recommended template for the local area risk assessment which we would point to as a good example of what should be expected to be covered in an operator's risk assessment. It is not feasible for national operators to submit bespoke risk assessments to each of the c.350 local authorities they each deal with, and all operators have been working to ensure that their templates can meet the requirements set out by all individual local authorities.

The ABB would be concerned should any local authority seek to prescribe what the form of an operator's risk assessment. This would not be in line with better regulation principles. Operators must remain free to shape their risk assessment in whichever way best meets their operational processes.

The ABB has also shared recommendations of best practice with our smaller independent members, who although they deal with fewer different local authorities, have less resource to devote to developing their approach to the new assessments. In this way we hope to encourage a consistent application of the new rules by operators which will benefit both them and local authorities.

## Concerns around increases in the regulatory burden on operators

The ABB is concerned to ensure that any changes in the licensing regime at a local level are implemented in a proportionate manner. This would include if any local authority were to set out overly onerous requirements on operators to review their local risk assessments with unnecessary frequency, as this could be damaging. As set out in the LCCP a review should only be required in response to significant local or premises change. In the ABB's view this should be where evidence can be provided to demonstrate that the change could impact the premises' ability to operate consistently with the three licensing objectives.

Any increase in the regulatory burden would severely impact ABB members at a time when overall shop numbers are in decline, and operators are continuing to absorb the impacts of significant recent regulatory change. This includes the increase to 25% of Machine Games Duty, limits to

staking over £50 on gaming machines, and planning use class changes which require all new betting shops in England to apply for planning permission.

### **Employing additional licence conditions**

It should continue to be the case that additional conditions are only imposed in exceptional circumstances where there are clear reasons for doing so. There are already mandatory and default conditions attached to any premises licence which will ensure operation that is consistent with the licensing objectives. In the vast majority of cases, these will not need to be supplemented by additional conditions.

The LCCP require that premises operate an age verification policy. The industry operates a policy called "Think 21". This policy is successful in preventing under-age gambling. Independent test purchasing carried out by operators and the ABB, and submitted to the Gambling Commission, shows that ID challenge rates are consistently around 85%. The ABB has seen statements of principles requiring the operation of Challenge 25. Unless there is clear evidence of a need to deviate from the industry standard then conditions requiring an alternative age verification policy should not be imposed.

The ABB is concerned that the imposition of additional licensing conditions could become commonplace if there are no clear requirements in the revised licensing policy statement as to the need for evidence. If additional licence conditions are more commonly applied this would increase variation across licensing authorities and create uncertainty amongst operators as to licensing requirements, over complicating the licensing process both for operators and local authorities

### **Other concerns**

Where a local area profile is produced by the licensing authority, this be made clearly available within the body of the licensing policy statement, where it will be easily accessible by the operator and also available for consultation whenever the policy statement is reviewed.

### **Considerations specific to the 2016-2019 Statement of Principles**

The proposed addition in Part D of the section relating to risk assessments should be redrafted. The first paragraph correctly identifies that the new LCCP require operators to *"assess local risks to the licensing objectives, and to have policies, procedures and control measures in place to mitigate those risks."*

The risks to be assessed are therefore risks to the licensing objectives. The proposed section then sets out matters that the council would expect an operator to take into account when conducting the local area risk assessment. It is these matters that the council expects to be taken into account that needs to be redrafted. For example, the requirement to take into account *"gaming trends that*

*may reflect benefit payments*” needs to be removed. The only way that this could be relevant is if the licensing authority has already determined that those in receipt of benefit are automatically vulnerable or likely to cause a risk to the licensing objective of preventing gambling from being a source of crime or disorder, being associated with crime or disorder or being used to support crime. We are certain that the council has not made this predetermination.

Similarly, it is difficult to see how the proximity of banks, post offices, refreshment and entertainment facilities can pose a risk to the licensing objectives. Finally, issues such as anti-social behaviour, street drinking, drug dealing and graffiti/tagging are issues unrelated to gambling and in the large part are issues of low level crime/nuisance. The prevention of nuisance is not a licensing objective under Gambling Act 2005 and the expectation to take into account these matters as risks to the licensing objectives should be reconsidered.

### **Conclusion**

The ABB and its members are committed to working closely with both the Gambling Commission and local authorities to continually drive up standards in regulatory compliance in support of the three licensing objectives: to keep crime out of gambling, ensure that gambling is conducted in a fair and open way, and to protect the vulnerable.

Indeed, as set out, the ABB and its members already do this successfully in partnership with local authorities now. This includes through the ABB Responsible Gambling Code, which is mandatory for all members, and the Safe Bet Alliance (SBA), which sets voluntary standards across the industry to make shops safer for customers and staff.

We would encourage local authorities to engage with us as we continue to develop both these codes of practice, which are in direct support of the licensing objectives, as well as our processes around local area risk assessments.

Yours faithfully,



**GOSSCHALKS**

**From:** elizabeth speed [<mailto:elizabethspeed@luxuryleisure.co.uk>]  
**Sent:** 31 August 2016 11:11  
**To:** Contact  
**Cc:** Tracey Rose  
**Subject:** Gambling Act 2005 - Statement of Principles Consultation

Dear Sirs,

**Re: Gambling Act 2005 – Statement of Principles Consultation**

On behalf of Luxury Leisure, we make the following comments in response to the above consultation draft (the “Draft”):-

1. As the Authority will appreciate, in matters of regulation under the Gambling Act 2005 (the “Act”), it is subject to the Regulators’ Code. That code imposes a number of obligations on the Authority, including one that it should carry out its activities in a way that supports those they regulate to comply and grow. Additionally, when designing and reviewing policies, the Authority must, among other things, understand and minimise the negative economic impact of its regulatory activities and regulate and minimise the costs of compliance of those it regulates. Further, the Authority should take an evidence-based approach in determining priority risks and recognise the compliance record of those it regulates. We have not seen reference in the Draft to the Regulators’ code and suggest that it be amended to include a statement that the Authority recognises that it is subject to and will comply with the Regulators’ Code in relation to matters of gambling licensing and enforcement.
2. Paragraph 11.9 refers deal with the definition of premises and applications for a premises licence when access is through other premises. The Draft states that consideration will be given to whether the proposed arrangement “...otherwise would or should be prohibited under the Act”. With respect the correct question is whether an proposed arrangement would be prohibited under the Act – not whether it should be prohibited. It may be a case of unintended wording in the Draft, but again, it is not for the Draft or licensing committee to re-write the Act.
3. In a number of places, the Draft refers to additional conditions that it may impose or that it might expect the applicant to offer (e.g. Paragraphs 11.22, 12.5 and 13.4), where some if not all of those examples are already covered in the mandatory and default conditions imposed by legislation or by the LCCP and we do not see that they are necessary inclusions in the Draft as “control measures”, that might be imposed by the Authority. As the Draft accepts elsewhere, duplication is unwelcome and should be avoided. It might lead to confusion and as such we suggest that they are removed or redrafted.
4. The second bullet point of Part D of the Draft refers to the multi-operator local self-exclusion schemes that are now in place in accordance with the LCCP. The scheme is restricted to those operators who hold operating licences (and therefore does not apply e.g. to those holding permits, or to pubs) – as such it is not accurate to refer to “all operators of a similar type...” Additionally, the LCCP requires that the scheme covers the “locality”. It does not refer to “...the area where they live and work..” as the Draft states. While these might seem small points, it is important that when referring to obligations under the LCCP, the exact parameters of those obligations are specified – paraphrasing may led to confusion.
5. Local Risk Assessments (LRAs) are also dealt with in Part D and there are a number of paragraphs dealing with what the Authority expects to be dealt with in them. We

suggest that it would be more helpful if those separate paragraphs were to be consolidated. Further, the first such section requires that information on self-exclusions be included. We are not sure why this would be a requirement for a LRA.

6. The Draft also states that the Authority expects that gambling trends that may reflect benefit payments or pay days be included in the LRA – again we are unclear as to why this might be. However, the Act permits gambling and subject to certain matters, the Authority must aim to permit gambling. It is a perfectly legal activity and individuals are entitled to use their money lawfully, as they wish – subject of course to the operators' SR obligations. Each operator has policies and procedures in place to help identify and deal with customers who have gambling issues, whenever they arise – but the suggestion that customers should not gamble on pay day, is a step too far. It seems to imply that individuals are quite free to spend money on pay day in shops, at the cinemas or at the pubs or supermarkets, but not in heavily regulated and licensed gambling venues. This of course would be quite wrong on many levels.
7. On the same point in the Draft we do not understand why the proximity of banks and post offices are relevant to the LRA; nor what the Authority means when suggesting that the LRA includes arrangements for exchange of information on self-exclusions – as above all relevant operators must be in a scheme for their licence type. The Draft also suggests that the range of facilities in proximity to the premises “such as other gambling outlets” should be considered in the LRA, but there is no explanation as to why their existence might pose a risk. Rather, the reference suggests that matters of “demand” are relevant when, as the Authority appreciates, they are not and should not be considered.

We hope the above will prove helpful. If you have any questions, please do not hesitate to contact us.

Yours faithfully

Elizabeth Speed  
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**For Luxury Leisure**  
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Report of	Meeting	Date
Director of Early Intervention and Support	Council	22 November 2016

## **LICENSING ACT 2003- STATEMENT OF LICENSING POLICY REVIEW**

### **PURPOSE OF REPORT**

1. To advise members of the Council of the statutory review of the Council's Licensing Policy Statement made under the Licensing Act 2003 and to seek adoption of the Policy Statement.

### **RECOMMENDATION(S)**

2. That the Council notes the decision by the Licensing and Public Safety Committee on 20 July 2016 in relation to the consultation of the draft Licensing Policy Statement (Licensing Act 2003), where the following recommendations were agreed:
  - a) On the expiration of the consultation period (11 September 2016) the Director of Early Intervention in consultation with Chair of Licensing and Public Safety Committee is given delegated authority to make any minor amendments arising out of any consultation responses.
  - b) On the expiration of the consultation period (11 September 2016) any major changes considered to be necessary as a result of the consultation response will be reported back to the Licensing and Public Safety Committee for further consideration and approval.
3. That the members of the Council approve the adoption of the Licensing Policy Statement (Licensing Act 2003) as presented in **Appendix A**, and note that no responses were received to the 8 week consultation.

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

4. Recommendation for approval of the Policy Statement is required to ensure that the Council has a Licensing Policy Statement that meets the statutory requirements of the Licensing Act 2003.

### **EXECUTIVE SUMMARY OF REPORT**

5. The Council has a statutory duty under the Licensing Act 2003 to produce a Licensing Policy Statement which details how the council will determine applications under the Licensing Act 2003.

6. This duty also requires a periodic review of the licensing statement on a date prescribed by the secretary of state which is currently every 5 years.
7. The current Licensing Policy Statement has served the council well over the past 5 year period.
8. The Policy was subject to the consultation period which ran from 11 July 2016 to 11 September 2016. The consultation was sent directly to partner agencies, including the responsible authorities and public health. The consultation was also available on the Council’s website and the trade were encouraged to comment.
9. There are a number of changes proposed in this document to reflect changes in organisations and structures that impact on the policy and include information pertinent to the public health and early intervention focus of the Council and also outline the additional tools available to the Licensing Authorities to promote the licensing objectives.
10. The proposed policy statement is attached at **Appendix A**.

<b>Confidential report</b> Please bold as appropriate	Yes	<b>No</b>
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**CORPORATE PRIORITIES**

11. 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	X	An ambitious council that does more to meet the needs of residents and the local area	X

**OTHER CONSIDERATIONS**

12. No alternative options are appropriate or relevant due to the statutory requirement to produce the Statement of Licensing Policy.

**IMPLICATIONS OF REPORT**

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

Finance		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**

The Licensing Act fees are set nationally, the details of any local policy will have no financial implications.

**COMMENTS OF THE MONITORING OFFICER**

14. The duty of the Council to consult and review on a policy under the Licensing Act 2003 is referred to in the body of the report.
15. Due regard should be paid to any responses to the consultation exercise
16. The licensing authority must have regard to the policy when determining any applications under the Licensing Act 2003 as well as having regard to national guidance issued by the Home Office.

JAMIE CARSON  
DIRECTOR OF EARLY INTERVENTION

There are no background papers to this report.

<b>Report Author</b>	<b>Ext</b>	<b>Date</b>	<b>Doc ID</b>
Lesley Miller	5299	Nov 2016	***



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# **Statement of Licensing Policy**

**(Licensing Act 2003)**

**2016 - 2021**



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## 1 INTRODUCTION

- 1.1 The Licensing Act 2003 requires licensing authorities to publish a “statement of its licensing policy” every 5 years, which sets out how they intend to exercise their functions. The policy sets out a general approach to making licensing decisions. Each application will be considered on its own individual merits. The discretion of the licensing authority in relation to applications is only used if relevant representations are made.
- 1.2 The policy covers regulating licensable activities on licensed premises, by qualifying clubs and at temporary events. Nothing in this policy will prevent a person applying for a variety of permissions under the Act. The policy covers the following licensable activities:-
- Retail sales of alcohol
  - Supply of alcohol by or on behalf of a club
  - Provision of regulated entertainment
  - Provision of late night refreshment
- 1.3 The policy has been prepared in accordance with the provisions of the Licensing Act 2003 and the Guidance issued by the Secretary of State. We must carry out our licensing role with a view to promoting the four licensing objectives which are:-
- the prevention of crime and disorder;
  - public safety;
  - the prevention of public nuisance; and
  - the protection of children from harm.
- These licensing objectives are the only matters that can be taken into account in determining applications and any conditions to be attached to premises licences or club premises certificates will be appropriate to promote the licensing objectives. Each licensing objective has equal importance.
- 1.4 This policy will assist us in reaching a decision on a particular application, having regard to it and any statutory guidance issued by the Secretary of State. That does not mean we cannot deviate from the policy and/or statutory guidance if we have good reason to do so, such as where it is appropriate to do so to promote one or more of the licensing objectives, having properly taken the policy and/or guidance into account.
- 1.5 The 2003 Act is part of a wider Government strategy to tackle crime, disorder and anti-social behaviour and reduce alcohol harm. It is recognised that the licensing functions under the Act are only one means of promoting the delivery of the licensing objectives and should not therefore be seen as a panacea for solving all problems within the community. The Licensing Authority will, therefore, continue to work with its partners, local businesses and local people towards the delivery of the licensing objectives.
- 1.6 In accordance with section 5 of the 2003 Act the licensing authority has consulted with the following:-
- Responsible Authorities (Police, Fire & Rescue, Trading Standards and Environmental Health)
  - Representatives of local licensing trades

- Representatives of local businesses and residents
- Licence and Certificate holders.

The Authority has also sought the views of:

- Lancashire County Council
- British Transport Police
- Parish Councils
- Public Health Lancashire

Public consultation was undertaken via the local media, the Council's website and the social network.

- 1.7 The aim of this policy is to secure the safety and amenity of residential communities whilst facilitating a sustainable entertainment and cultural industry. The Licensing Authority recognises both the needs of residents for a safe and healthy environment to live and work and the importance of well-run entertainment premises to the local economy and vibrancy of the Borough. To achieve this aim the Licensing Authority is committed to partnership working with the police, fire safety and rescue service, local businesses, licensing trade, residents and others towards the promotion of the licensing objectives.
- 1.8 The policy takes effect in 2016 and will remain in force for a period of not more than five years. During this time the policy will be subject to review and updating or modification as appropriate, such as the need to reflect changes in legislation.

## **2 BOROUGH PROFILE**

- 2.1 The Borough of Chorley is set in attractive countryside between the West Pennine Moors and the Lancashire Plain. It has been an important market and trading centre since medieval times. Its location at the centre of the North West and its excellent road and rail links has meant that we have been able to develop a thriving economic base without sacrificing the appeal of rural life.
- 2.2 The Borough has a population of just over 105,000 and extends over an area of 80 square miles. It has a workforce of around 49,000 and attracts some three million visitors a year. A map of the area is given at Appendix 1.
- 2.3 There are approximately 375 premises licensed to sell alcohol ranging from off licences to public houses, members only clubs, restaurants and nightclubs.
- 2.4 The Council seeks to maintain a balance between the businesses operating in its area, the residents living within its area and cultural, entertainment and tourist interests. Full consideration has been given to all these issues in formulating this Policy Statement.

### **3 LICENSING PROCESS**

#### **3.1 Making an application**

- 3.1.1 The procedure and documentation requirements for making applications is prescribed by the 2003 Act and Regulations and further advice on how to make an application can be found on the council's website ([www.chorley.gov.uk](http://www.chorley.gov.uk)) or on request from the Licensing Authority at [contact@chorley.gov.uk](mailto:contact@chorley.gov.uk) or on 01257 515151.
- 3.1.2 This policy sets out the Licensing Authority's expectations with regard to applications. Whilst applicants are not obliged to meet these expectations in full it is more likely that responsible authorities and other persons will make representations if they do not.
- 3.1.3 The Licensing Authority recognises that licensed premises vary considerably in terms of what activities they provide, their size and location and therefore, there is no definitive list of control measures that can be applied to all licensed premises.
- 3.1.4 Applicants are encouraged to seek advice from the licensing authority and appropriate responsible authorities prior to submitting an application for a premises licence or club premises certificate or an application to vary a premises licence or club premises certificate.
- 3.1.5 It is expected that applicants will normally have obtained planning consent for the proposed use prior to application.

#### **3.2 Representations**

- 3.2.1 There is a prescribed period during which the Licensing Authority can receive written representations to an application. For the applications referred to in the previous paragraph it is 28 days starting from the day after applications are received. Relevant representations can include positive, supportive statements as well as objections.

#### **3.3 Decision making process**

- 3.3.1 It is our policy to provide an efficient and cost effective service to all parties involved in the licensing process. With the exception of the approval and review of this policy, decisions on licensing matters will be taken in accordance with our approved scheme of delegation which is detailed at Appendix 2.
- 3.3.2 The powers of the Council under the 2003 Act are undertaken by the Licensing and Public Safety Committee which comprises of 15 councillors, by the Licensing Act 2003 Sub-Committee (3 councillors), or by one or more officers acting under delegated authority.

### 3.4 Granting of Licences

- 3.4.1 If no relevant representations are received then the licence will be issued automatically with, in the case of a premises licence or club premises certificate, such conditions attached as are mandatory or are consistent with the operating schedule accompanying the application. The Licensing Authority will have no discretion to refuse the application or to alter or add to the conditions offered through the operating schedule.
- 3.4.2 Where relevant representations are made by a responsible authority, the Licensing Authority will seek to engage with all parties may agree a hearing is not necessary where an amended operating schedule containing additional conditions is negotiated between the relevant responsible authority and the applicant.
- 3.4.3 Where relevant representations have been received and concerns cannot be resolved, the Licensing Authority must hold a hearing before the Licensing Act 2003 Sub-Committee, who will take such of the following steps as it considers appropriate for the promotion of the licensing objectives. The steps are:-
- To grant the licence or certificate as presented;
  - To grant the licence or certificate subject to the operating schedule modified to such extent as the Sub-Committee considers necessary for the promotion of the licensing objectives, and subject to the relevant mandatory conditions;
  - To exclude from the scope of the licence or certificate any of the licensable activities to which the application relates;
  - To refuse to specify a person in the licence as the premises supervisor; and
  - To reject the application or refuse to grant the licence in its entirety.

### 3.5 Events on Council Land

- 3.5.1 The Council wishes to encourage cultural and community events across the borough and is aware of the Secretary of States' Guidance around the licensing of public open spaces. In accordance with the provisions of the 2003 Act, the Council has made applications and been granted premises licences for some of its areas of public land.
- 3.5.2 Persons or organisations wishing to provide a licensable activity on licensed public land are not required to obtain a premises licence *for regulated entertainment* but must obtain a temporary event notice for the sale of alcohol and do need the permission of the Council to put on an event and meet the licencing objectives and conditions. This can help to facilitate events that do require a premises licence, but which would be impractical to arrange, while giving the Council a degree of control over how the event is delivered.
- 3.5.3 All events will need to demonstrate how they intend to safely deliver their event in line with relevant H&S guidance and Council policy.
- 3.5.4 The Council may require its Event Safety Advisory Group to consider large scale or high risk events and provide the event organiser advice and guidance which may form part of the agreement. The Criteria for determining if the matter should be referred to the group is attached in Appendix 2.



- 3.5.5 All event organisers will be required to have in place and present to the Council: Public Liability Insurance to a minimum indemnity value of £5million and a higher level of insurance indemnity may be required, risk assessment, site plan and key contacts list. For larger scale or high risk events a full and detailed event management plan will be required for submission and approval by the Council.
- 3.5.6 Details on how to apply to host an event on Council land can be found on the Council's website and the following minimum notices periods to be adhered to: Small events (estimated attendance under 500 people) - 1 month notice. Medium events (estimated attendance 500-1000) - 2 months' notice. Large events (estimated attendance over 1000 people) - 3 months. Where the event will impact on external roads then longer periods of notice will be required (see below).

### **3.6 Large Scale Events**

- 3.6.1 Large Scale or high risk events applicants will be expected to demonstrate, in their event management plan the positive steps taken to support the licensing objectives.
- 3.6.2 Organisers of large scale events are encouraged to consult with the relevant council officers, the Council's Licensing and, where the criteria are met, the Events Safety Advisory Group, to ensure that the event does not undermine the licensing objectives. A minimum period of 6 months is recommended as an appropriate timescale for engaging with the Council on such large scale events.

## **4 PUBLIC HEALTH**

- 4.1 The Central Lancashire Joint Strategic Needs Assessment (2010) identifies the public health risks and impacts of alcohol for the area and in relation to each district. The public health data demonstrates that the use and misuse of alcohol in Central Lancashire both reduces life expectancy and increases hospital admissions. Hospital admissions specifically linked to alcohol are higher in Central Lancashire than the rest of England. Levels of binge drinking are also higher than other areas of England with the highest rate within the Central Lancashire area being in Chorley.
- 4.2 Although public health has yet to be adopted as a licensing objective, applicants should be mindful of the health impacts and the associated harms of alcohol. Operating schedules should be sufficient to address particular issues in the locality that link alcohol with crime and disorder and public safety objectives and the consequential high incidence of hospital admissions.

## 5 GENERAL POLICIES

### 5.1 Encouraging Diversity in the Evening and Night Time Economy

- 5.1.1 The Licensing Authority recognises that Chorley's night time economy plays an important role in creating a vibrant, sustainable economy for the town. This needs to be balanced with the ambition to expand our leisure, tourism and business visitor offer, providing an attractive offer for all age groups and continuing to diversify both the day and night time economy. The Licensing Authority will explore and support opportunities which are presented to increase events and other activities which are not necessarily alcohol led which are more socially-inclusive and drive the economy.
- 5.1.2 The Licensing authority will encourage and influence a more diverse mix of venues, events and visitor attractions so that a wider group of people, such as families and older adults can also enjoy their time in Chorley and this will be balanced against the potential for disturbance to local neighbourhoods.
- 5.1.3 It is the Council's intention to work with relevant partners to set out a shared vision for Chorley's night time economy. The Licensing Authority wishes to use its licensing function to promote and enhance the agreed vision.
- 5.1.4 The Licensing authority wishes to encourage applications for restaurants and other predominantly seated venues which do not adversely impact upon the licensing objectives in contrast to those that predominantly offer vertical drinking. If applications are made they must demonstrate how the licensing objectives are to be promoted.
- 5.1.5 The current staggered closing times of licensed premises that has developed since 2005 in the Town Centre initially helped to reduce the problems associated with large numbers of people leaving premises at the same time but a significant number of premises within this area have now similar closing times which has increased the risk of increased levels of crime, disorder and nuisance.

### 5.2 Off Licence Sales

- 5.2.1 There has been a significant increase in the number of shops licensed to sell alcohol for consumption off the premises to be consumed at home which has resulted in less being purchased and consumed in traditional pubs, bars, restaurants and night clubs than used to be the case in the past. The attention of the Licensing Authority has been drawn to the growing practice of "pre-loading" before going out to visit licensed establishments. This change has the potential to create specific problems and be of detriment to the licensing objectives. These include ease of access to alcohol by children, ease of thefts, encouragement of street drinking and increase of crime and disorder and public nuisance. The Licensing Authority will work with partners and the trade to address these concerns including requiring changes to operating schedules, training or enforcement action to ensure the licensing objectives are met.

5.2.2 Applicants seeking a licence that would enable them to provide alcohol as part of a delivery service should include in their operating schedule procedures they intend to operate to ensure that:

- The person they are selling alcohol to is over 18
- That the alcohol is only delivered to a person over 18
- That a clear document trail of the order process from order to delivery is maintained (with times and signatures) and available for inspections by an authorised officer
- The time that alcohol is sold on the website/by phone and the time the alcohol is delivered is within the hours stated in the licence for the sale and supply of alcohol.

### 5.3 Adult Entertainment

5.3.1 Applications for new licences must indicate the nature of any adult entertainment to be carried out at the premises. Where this section contains no details it will be assumed that there is no intention by the applicant to allow such activities and the licensing authority and Responsible Authorities will not include conditions to manage adult entertainment.

5.3.2 Chorley Council has adopted Schedule 3 Local Government (Miscellaneous Provisions) Act 1982, which means that venues proposing to provide sexual entertainment must apply for a sexual entertainment venue licence in addition to the premises licence under the Licensing Act 2003. Chorley Council has a Sexual Entertainment Venue Policy which was adopted in 2011.

5.3.3 There is an exemption under the Local Government (Miscellaneous Provisions) Act 1982 that does permit the premises to offer sexual entertainment no more than 11 times a year and no more frequently than monthly. Alternatively, TENS can be used to provide such entertainment. Where operators intend to take advantage of this exemption or the use of TENS, the licensing authority expects clear explanation in the operating schedule of the proposed signage, publicity and advertising/display materials. Explicit material should not be visible, while signage relating to the nature of the entertainment and the exclusion of children should be prominent and conspicuous.

### 5.4 Outside Areas

5.4.1 The prohibition on smoking in enclosed public spaces has increased the demand for outside areas. Applicants are reminded that whilst they can be a valuable addition to the business, they can cause increased nuisance and disorder for residents. Operating schedules should detail how noise nuisance and disorder will be dealt with and these outdoor areas managed.

5.4.2 Although consumption of alcohol is not a licensable activity, if the plan does not show outside areas, such as beer gardens etc. then any premises licence authorising the sale of alcohol on the premises would not authorise the use of such areas as part of the premises for any activities included in the premises licence.

5.4.3 The guidance requires the applicant to describe the premises, for example the type of premises, its general situation and layout and any other information which could be relevant to the licensing objectives. Where your application includes off-supplies of alcohol and you intend to provide a place for consumption of these off-supplies, you must include a description of where the place will be and its proximity to the premises.

## 5.5 Takeaways and Late Night Refreshment

There are a number of issues that applicants of late night refreshment licences must consider and address as part of their operating schedule. All four licensing objectives must be given due consideration and appropriate management controls included. In addition, consideration must be included for the prevention of nuisance associated with music, which although ancillary to the licensable activities at the premises, can still give rise to noise nuisance complaints. Conditions restricting outside speakers and/or music above background level would be viewed favourably on applications.

## 6 APPLICATION CONSIDERATIONS

### 6.1 Layout and Operation of Premises

6.1.1 In most cases applicants will be able to address the potential problems and detriment to the licensing objectives, through the layout and the operation of the premises. Applicants should set out the steps which they are proposing to take to promote the licensing objectives in the Operating Schedule included in applications.

6.1.2 Appropriate steps will differ according to the size and nature of the premises. Subject to those qualifications steps may include:-

- Security/CCTV and staff supervision and training.
- Area used for display of alcohol
- Segregated areas for display and sale of alcohol.
- Sales over the counter/no self-service of alcohol.

### 6.2 Conditions and Review

6.2.1 Applicants are expected to explain within their application how the licensing objectives will be promoted. These proposals must be included in the Operating Schedule together with an appropriate plan. The Licensing Authority will consider what conditions should be imposed as are consistent with the Operating Schedule.

- 6.2.2 Where relevant representations are received, there will be a hearing. Having regard to those representations, the Licensing Authority may impose conditions consistent with the Operating schedule modified to such extent as the Licensing Authority considers appropriate for the promotion of the licensing objectives.
- 6.2.3 If it becomes apparent that the licensed hours and/or the layout or operation of the premises are having a negative impact on the licensing objectives, it is possible that the licensing authority, a responsible authority, such as the police, or any other person may apply for a review of the licence. At the hearing the Licensing Authority may revoke or suspend the licence, require an alternative DPS, modify the conditions of the licence to restrict the hours or activities or impose conditions if it considers it appropriate for the promotion of the licensing objectives.

### **6.3 Temporary event notices (TENs) and Late TENs**

- 6.3.1 The 2003 Act enables certain organised events to provide one or more licensable activities at either an unlicensed premises or at a licensed premise to extend the times or licensable activities, to take place following notification to the Licensing Authority, the Police and Environmental Health. A TEN can last for 168hrs and each premise may have up to 15 TENs per year. Each TEN must be given no later than 10 working days before the event. The event must be for less than 500 people. Guidance on how to give a notice can be found in the Home office fact sheet which is available at [www.chorley.gov.uk](http://www.chorley.gov.uk)
- 6.3.2 Applicants are encouraged to give the earliest possible notice of events to allow for proper consideration of the event. This gives the Licensing Authority the Police and Environmental Health the opportunity to offer advice and assistance to applicants and reduce the likelihood of objections by agreeing conditions where appropriate to the operation of the TEN/Late TEN.
- 6.3.3 A Late TEN may be given up to 5 working days but no earlier than 9 working days before the event is due to take place.
- 6.3.4 Where the police or Environmental Health objects to a late TEN, there is no provision for a hearing and the authority must serve a counter notice to prevent the event going ahead. There is no right to appeal against the decision by the applicant.

### **6.4 The Operating Schedule**

- 6.4.1 All new and variation applications are expected to incorporate an operating schedule specific to the premises, which outlines how the premises will be operated and demonstrates how high standards of management will be achieved. It should include details of how the applicant will promote the licensing objectives and reduce any potential negative impact from the operation of their business on the local community, depending on the type of premises, location and profile of customers.
- 6.4.2 The proposals contained in the operating schedule will form the main body of the conditions to be applied in the licence, together with any applicable mandatory conditions, any conditions agreed with responsible authorities during the application

process and any conditions imposed by the Licensing Sub-Committee at a hearing following the receipt of representations during the application process.

- 6.4.3 The Licensing Authority expects the highest standards of management in licensed premises and expects the licence holder to consistently manage their premises in accordance with their operating schedule.
- 6.4.4 Applicants are not required to seek the views of responsible authorities before submitting their applications however they are encouraged to consult and may find them a useful source of expert advice about local issues that should be taken into consideration when making an application.

## **6.5 Irresponsible Drinks Promotions and Drunkenness on Premises**

- 6.5.1 We know that low cost alcohol sold in on and off trade premises increases alcohol consumption which can lead to crime and disorder issues. The Licensing Authority through this policy would like to encourage the responsible consumption of alcohol and where there is evidence that the licensing objectives are not being promoted or are likely to be compromised the Licensing Authority will take the appropriate action.
- 6.5.2 Rather than having to resort to controls of this kind, the Licensing Authority would like to encourage a voluntary code of good practice in relation to drinks promotions including pricing, and to encourage licence holders and others working at licensed premises to familiarise themselves with the mandatory condition relating to drinks promotions.

## **7 MANAGEMENT OF PREMISES**

### **7.1 Designated premises supervisor**

- 7.1.1 Any premises where alcohol is sold under a premises licence must have a designated premises supervisor (DPS). The DPS will be named in the premises licence, a summary of which must be displayed on the premises. A DPS must be a personal licence holder. Every sale of alcohol must be made or authorised by a person that holds a personal licence (or must be made or authorised by the management committee in the case of a community premises).
- 7.1.2 The 2003 Act does not require a DPS or any other personal licence holder to be present on the premises at all times when alcohol is sold. However, the DPS and premises licence holder remain responsible for the premises at all times.
- 7.1.3 The Licensing Authority ordinarily presume that the DPS has the day-to-day responsibility for running the premises and as such it is expected that the DPS would usually be present at the licensed premises on a regular basis and is able to demonstrate appropriate management and control of the premises.
- 7.1.4 The premises licence holder is expected to ensure that the DPS has experience commensurate with the size, capacity, nature and style of the premises and licensable activities to be provided.



## **7.2 Dispersal policy**

- 7.2.1 The Licensing Authority accepts that licensed premises can have a diffuse impact. People can cause disturbance when returning to residential areas from later opening premises elsewhere and people who use off-licences may locate to a remote spot to consume that alcohol. These problems are not within the scope of the 2003 Act but this Authority expects premises licence holders to take measures to encourage people to leave their premises quietly and considerately. The Licensing Authority encourages premises to adopt an appropriate dispersal policy.

## **7.3 Antisocial Behaviour and Nuisance**

- 7.3.1 Licensing law is not the primary mechanism for the general control of nuisance and anti-social behaviour by individuals once they are away from the licensed premises and, therefore, beyond the direct control of the individual, club or business holding the licence, certificate or authorisation concerned. Nonetheless, it is a key aspect of such control and licensing law will always be part of a holistic approach to the management of the evening and night-time economy.

## **7.4 Risk assessments**

- 7.4.1 The Licensing Authority will expect that appropriate documentation that might include risk assessments, management procedures and documentation are available to staff, to the relevant responsible authorities and to the Licensing Authority, that demonstrate that the public will be safe within and in the vicinity of the premises.

## **7.5 Children and licensed premises**

- 7.5.1 Whilst the Licensing Authority wishes to see family-friendly premises thriving in the borough, it is of the opinion that the protection of children from harm in licensed premises is an important issue. Consequently, the risk of harm to children will be a paramount consideration when determining applications.
- 7.5.2 Applicants will be expected to include in their operating schedule a statement of the measures as appropriate to protect children from harm which may include moral, psychological and physical harm as well as the protection of children from exposure to strong language, sexual expletives and gambling. Once the applicant has undertaken assessments of any risk to children they can volunteer appropriate conditions.

## **7.6 Proxy sales**

- 7.6.1 Adequate procedures must be in place to ensure that members of staff working at licensed premises are routinely trained and regularly reminded of their responsibilities in relation to the issue of underage sales and proxy sales of alcohol and shall ensure that all reasonable steps and procedures are in place and implemented to prevent adults purchasing alcohol for those underage.
- 7.6.2 Conditions must be included that ensure that any designated premises supervisors and members of staff involved with the delivery of alcohol to residential addresses

are made fully aware of their responsibilities to ensure that no alcohol is sold to persons underage.

## **7.7 Age verification Policies**

- 7.7.1 It is mandatory for premises which sell or supply alcohol to have an age verification policy in place. The Council favours the Challenge 25 scheme and such a scheme volunteered as part of the operating schedule will be given appropriate weight when the Council determines an application.

## **8 PROBLEM PREMISES**

### **8.1 Enforcement**

- 8.1.1 The Local Authority will employ officers who are authorised to carry out functions under the 2003 Act and will use the full range of enforcement actions, including the use of statutory powers where necessary.
- 8.1.2 The Licensing Authority checks compliance with the licensing objectives through inspection and visits. Proactive visits are made to those premises where concerns have been raised in relation to the licensing.
- 8.1.3 The Licensing Authority expects that where enforcement action relates to a breach of one or more of the licensing objectives, one of the responsible authorities will consider making an application to the Licensing Authority to review the premises licence.
- 8.1.4 The Licensing Authority will undertake enforcement action in accordance with the Regulators' Code and the Council's Enforcement Policy.

### **8.2 Reviews of licences**

- 8.2.1 The procedure for reviewing premises licences and club premises certificates represents a key protection for the community where there is evidence to show that a specific concern exists relating to one or more of the licensing objectives.
- 8.2.2 The Licensing Authority expects responsible authorities and other persons to give early notice to licence holders of any concerns about problems identified at premises and of the need for improvement. It is expected that requests for a review of any licence or certificate will be sought only if such interventions have failed to resolve the matter or problem.
- 8.2.3 Representations must be made in writing and must be relevant. They must not be vexatious, repetitious or frivolous.



## 9 GENERAL TOOLS

### 9.1 Public Space Protection Orders- PSPO's (previously Designated Public Places Orders)

The Licensing Authority supports the use of PSPO's as a tool to prevent crime and disorder by tackling anti-social behaviour associated with consumption of alcohol in the street. The Licensing Authority expects premises that operate in areas where PSPO's have been implemented to have measures in place to ensure their customers do not contribute to problems of anti-social drinking.

The Council will carry out a consultation on the implementation of Public Space Protection Orders in 2016/17 to replace the existing Designated Public Places Order. The up to date details of the current orders are available from the Council's website, due to the proposed changes the information will not be published in this document until those orders are finalised.

### 9.2 Cumulative Impact Areas (CIA)

9.2.1 There is evidence of a clear positive relationship between increased outlet density and alcohol consumption in adults and young people. The evidence shows that increases in alcohol outlet density tend to be associated not only with an increase in alcohol consumption, but also increased alcohol-related crime and violence and alcohol specific hospital admissions. Also where licensed premises are clustered together within an area they are more likely to compete on price and promotions which can lead to increased consumption and alcohol related injury and violence.

9.2.2 At this time Chorley Council has not identified any Cumulative Impact Areas. However, where evidence exists that demonstrates that a concentration of a significant number of licensed premises in one area is causing a negative cumulative impact on one or more of the licensing objectives, a Cumulative Impact Area will be considered. This will involve consultation with a number of interested parties and partner agencies.

The Council's policy would need to be agreed and should include a presumption that applications for licences which are likely to add to the existing cumulative impact will be refused, following relevant representations, unless applicants can demonstrate that there will be no negative cumulative impact on the licensing objectives. The policy would include late night fast food outlets which are not licensed to sell alcohol.

As public health is currently not a licensing objective this cannot be taken into consideration in relation to cumulative impact areas other than statistics directly correlating alcohol with crime and disorder or public safety impacts and the related hospital admission data. Therefore, the long term health implication of alcohol consumption or obesity associated with a clustering of particular premises currently lies outside the scope for the CIA.

9.2.3 It must be noted that the Licensing Authority can only give effect to this in respect of any application for premises within the cumulative impact area if a relevant representation is received. If none are received then the Licensing Authority is obliged to grant the application.

- 9.2.4 In coming to the conclusion that it is necessary to establish or retain a CIA the Licensing Authority must take cognizance of Statutory Guidance and there must be sufficient evidence to be satisfied that the following factors are occurring in the CIA:-
- Concerns about crime and disorder or public nuisance.
  - Crime and disorder, including anti-social behaviour, and nuisance are occurring and caused by customers of the licensed premises from within the CIA.
  - Takeaway outlets become the focus for disorder and occasional violence.
  - Concerns over public safety, supported by statistics for alcohol related ambulance attendances.
  - Concerns over alcohol related assaults resulting in attendance at accident and emergency departments, occurring either within the premises or immediate vicinity.
  - Concerns over public nuisance as a result of noise and disturbance on the streets several nights during the week and particularly at weekends.
  - High levels of anti-social behaviour in public places, particularly at night, with much of it being associated with excessive alcohol consumption.
  - Concerns over public safety as a result of high numbers of pedestrians on the footways which spill on to the roadways.
  - Concerns over public nuisance as a result of litter associated with takeaway outlets.
  - Fouling of highways, doorways, public areas and alleys by urination, defecation and vomiting.
- 9.2.5 The adoption of a CIA does not prevent any person making an application for a licence for a premises or an application to vary an existing licence within the CIA.
- 9.2.6 Any CIA would be reviewed regularly to ensure it is still required and is having an appropriate impact.

### **9.3 Deregulation of Late Night Refreshment Licences**

The opportunity exists to deregulate late night refreshment. Chorley Council has not made any changes to the existing licensing requirements at the time of publication of this policy.

### **9.4 Closure Orders**

Both the Police and the local authority may seek to close premises where there is significant nuisance and disorder using provisions with the Anti-social Behaviour, Crime and Policing Act 2014. The initial closure notice may be effective for up to 48hrs and within that time and application must be heard by the court for the closure order, which may be for up to 3 months and can be extended up to a maximum of 6 months.

These powers are only to be used in circumstances where there is significant impact on the public from a premises and where the closure of the premises is necessary to resolve those serious issues.

### 9.5 Late Night Levies (LNL)

The late night levy is a power, conferred on licensing authorities by provision in Chapter 2 of Part 2 of the Police Reform and Social Responsibility Act 2011. This enables licensing authorities to charge a levy to persons who are licensed to sell alcohol late at night in the authority's area, as a means of raising a contribution towards the costs of policing the late-night economy.

Currently, Chorley Council does not impose a late night levy on licenced premises in the borough.

### 9.6 Early Morning Restriction Orders (EMRO)

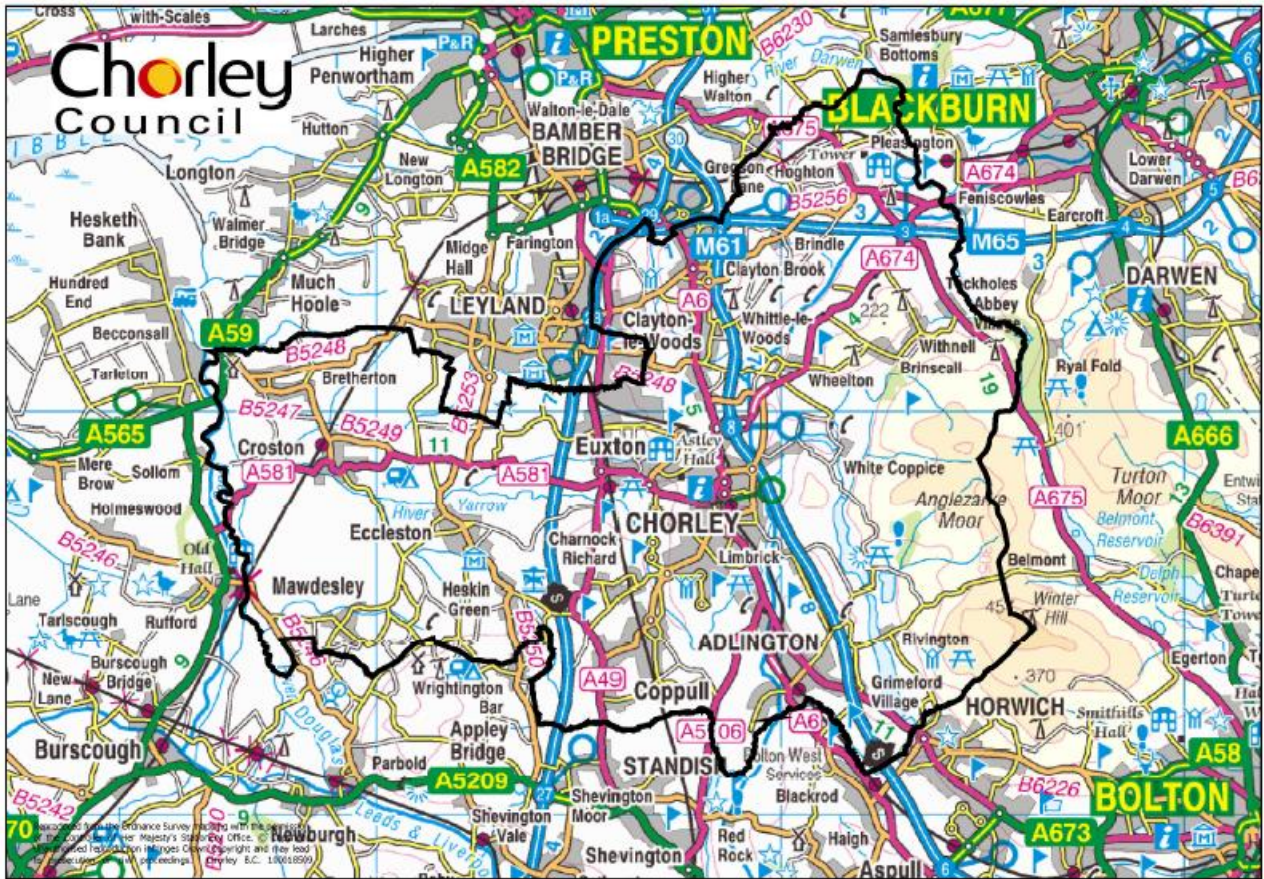
Early morning alcohol restriction orders enable a licensing authority to prohibit the sale of alcohol for a specified time period between the hours of 12am and 6am in the whole or part of its area, if it is satisfied that this would be appropriate for the promotion of the licensing objectives.

EMROs are designed to address recurring problems such as:

- high levels of alcohol-related crime and disorder in specific areas at specific times
- serious public nuisance
- other instances of alcohol-related antisocial behaviour which are not directly attributable to specific premises

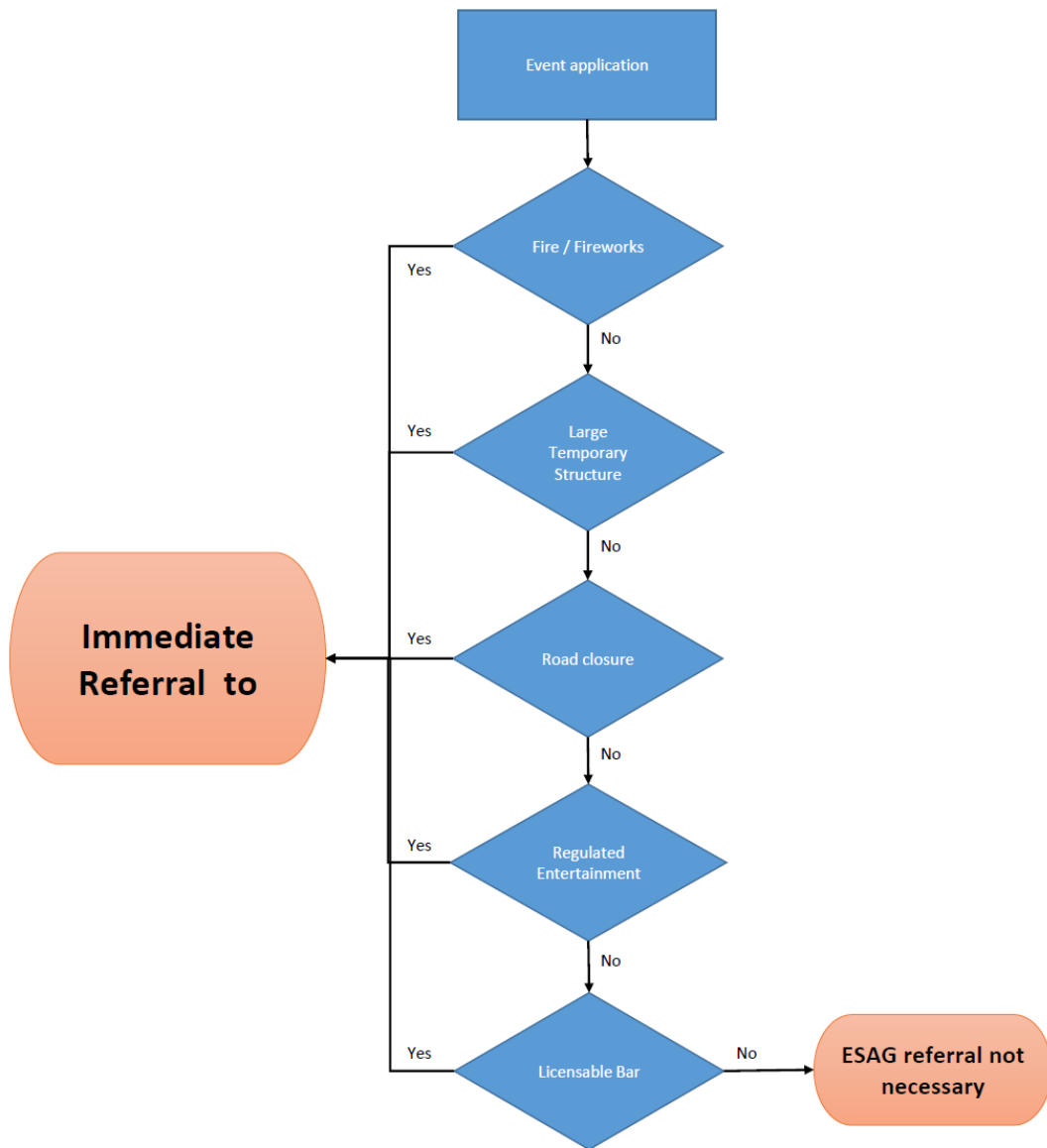
Currently there are no proposed or designated EMRO's in Chorley.

Appendix 1- Map of Chorley Borough



### Appendix 2- Event Safety Advisory Group Criteria

#### Chorley ESAG Referral Criteria







Report of	Meeting	Date
Director of Early Intervention and Support	Council	22 Nov 2016

## **AMENDMENT TO SCHEME OF DELEGATION FOR LICENSING**

### **PURPOSE OF REPORT**

1. For the members of the Council to approve the amendments to the scheme of delegation for Licensing functions as recommended by the Director of Early Intervention following resolution by the Licensing and Public Safety Committee.

### **RECOMMENDATION(S)**

2. That the Head of Legal, Democratic and HR Services is authorised to amend the current scheme of delegation in the Constitution to allow the following decisions to be made by Officers:
  - a) **Grant (or in the case of an existing licence) revoke and immediately re-grant a Private Hire or Hackney Carriage Driver Licence with the addition of non-standard conditions following consultation with and recommendations from the Council's Medical expert;**
  - b) **Grant exemption on medical grounds under Equality legislation following referral for consideration where criteria is met, refuse where criteria is not met (2.16 of the constitution); i.e. requirement currently in Constitution for prior consultation with Chair or Vice-Chair is removed;**
  - c) **The power currently delegated to the Licensing Officer to suspend a private hire driver licence or hackney carriage driver licence for periods not exceeding 14 days (2.6 of the Constitution) is amended to a period not exceeding 28 days and if longer only after consultation with Chair or Vice-Chair unless consultation is not reasonably practicable and a report is submitted to the next meeting of the General Licensing Sub-Committee;**
  - d) **Authority to determine applications from qualifying alcohol licensed premises (i.e. holding a premises licence or club premises certificate) for up to an additional 2 category C-D gaming machines, where no objections have been received.**
  - e) **Authority to the relevant Director for refusal to grant and refuse to renew a Private Hire and Hackney Carriage Vehicle Licence where the Council's vehicle conditions are not met, by amending paragraph 2.16 of the constitution and removing the requirement to consult with the Chair/Vice Chair**
  - f) **And, amend paragraph 2.12 of the constitution to include, where a vehicle meets the Council's conditions in the main but there is a requirement for some discretion in granting of an application in the individual case, then this authority is also delegated to the Director, without need for consultation on each matter with the Chair/Vice Chair.**

**EXECUTIVE SUMMARY OF REPORT**

- 3. The current scheme of delegation was agreed in March 2009 with minor amendments made in 2015.
- 4. Members of the Licensing and Public Safety Committee requested that the current scheme was reviewed and the amendments put before them for consideration following a number of cases being brought before the General Licensing Sub-Committee where an officer decision or Director decision in consultation with the Chair was considered a more appropriate approach.
- 5. The minutes of the Licensing and Public Safety Committee from 21 September 2016 are attached as **background papers to this report**.

<b>Confidential report</b> Please bold as appropriate	Yes	<b>No</b>
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**CORPORATE PRIORITIES**

- 6. 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

**IMPLICATIONS OF REPORT**

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

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

**COMMENTS OF THE MONITORING OFFICER**

- 8. Decisions of the Council or licensing authority must be intra vires. Decisions which are taken outside the scheme of delegation are open to challenge. The scheme of delegation sets out what decisions may be taken by officers (with or without consultation with the Chair or Vice Chair) with the remainder taken by elected members. The Council is under a legal duty to grant licences in certain circumstances e.g. to an applicant for a private hire driver licence where there are no issues with the application. Business efficacy means that such decisions are best made by officers because members could not lawfully refuse a licence.
- 9. There are a limited number of decisions which under legislation may not be delegated e.g. approval of both the gambling policy under the Gambling Act 2005 and the statement of licensing policy under the Licensing Act 2003 must be made by full Council. There are no statutory restrictions on the extent to which decisions in relation to taxi licensing may be delegated.

**COMMENTS OF THE FINANCE OFFICER**

10. Any changes in delegation will have an effect on the licence fees the Council sets, as these are compiled on a cost recovery basis, with the exception of the Licensing Act 2003 which are set nationally.

JAMIE CARSON  
DIRECTOR OF EARLY INTERVENTION

**BACKGROUND PAPERS**

Minutes of the Licensing and Public Safety Committee 21 Sept 2016  
<http://mod/ieListDocuments.aspx?MId=5354&x=1>

<b>Report Author</b>	<b>Ext</b>	<b>Date</b>	<b>Doc ID</b>
Lesley Miller	5299	Nov 16	***



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